ITEM C2

DELIVERING OUR PLANS: 2012-13 YEAR END REPORT

Report of the Director & Company Secretary

1. SUMMARY

This report details year end performance against targets contained in the Delivery and Service Plans. In general the vast majority of targets have now been met, but some actions will carry over into the new year. The new Delivery and Service plans have mostly taken outstanding issues into account. Any that have not been will be reviewed and added to the current year's plans where necessary.

2. RECOMMENDATION

To note the report and the proposals to carry forward targets requiring further action as detailed in Appendices 1 and 2.

3. MATTER FOR CONSIDERATION

3.1 The Service Plan contains 116 targets. 95% have been met, with 6 not (5%). These are attached as an appendix to this report.

Service Plan Targets Qtr 4 2012/13
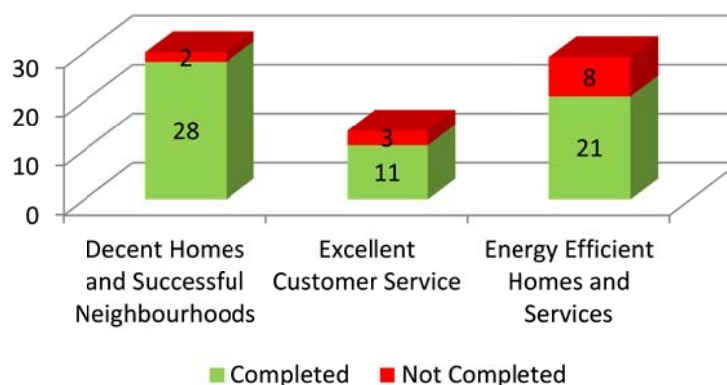
6, 5% — Not Completed
110, 95% — Completed
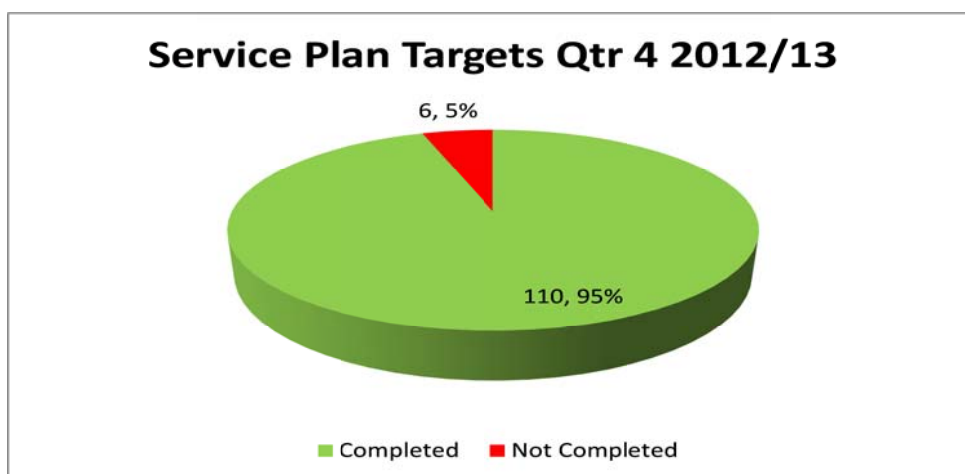
3.2 The Delivery Plan contains 74 targets. 61 (82%) have been met, and the 13 others are attached as an appendix to this report.

Delivery Plan Targets Qtr 4 2012/13

- Completed
- Not Completed
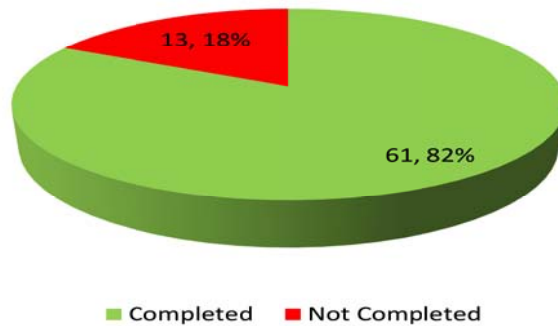
Delivery Plan Target Status by Strategic Objectives

- Completed
- Not Completed

3.3 Many of the targets are actively underway or were mostly met – for instance Oakvale House is being redeveloped (item 27) and CESP funding achieved most of all and loft insulation required (item 65). Some of these proirities will already be reflected in the new year's plans, but we will undertake a review to see if there is a need to carry any outstanding items forward.

4. FINANCIAL AND BUSINESS PLAN IMPLICATIONS

Officers of Derby Homes and Derby City Council monitor a full listing of quarterly and year end progress against the targets contained in the Delivery and Service Plans, which form the basis of what we aim to achieve in the year.

5. POLICY REVIEW IMPLICATIONS

The Delivery and Service Plans are reviewed annually.

The areas listed below have no implications directly arising from this report:

Consultation	Legal and Confidentiality
Council	Personnel
Environmental	Equalities Impact Assessment
Health & Safety	Risk

No: 016	Red	Increase visibility and effectiveness of front line services with the provision of mobile technology and processes from April 2012	Responsible Officer	Maureen Davis
			Deadline 31/03/13 Completed:	

Quarterly Update:	
Q1	Ipad for estate management currently being piloted across the city.
Q2	Testing has been carried out for windows 7 and laptops are now being rolled out to pilot. A date needs to be agreed in terms of smart phones and iPads rollout for staff. Mobile device signal mapping has been done on the iPads and so far no major signal issues have been encountered.
Q3	The new Windows 7 build is now complete and is currently being rolled out to Council House and London Road Joinery Shop Users. As soon as these projects have been completed, Housing Officers will be next.
Q4	Housing Officers will be re-visited once the Joinery Shop users have been rolled out (expected to commence third week in April.) Most front line officers have a smart phone with access to emails. The exact requirements and available mobile devices will be the subject of further discussion to ensure a succesful roll out.

No: 027	Red	Bring back into use the empty sheltered housing scheme at Oakvale House, and make it attractive for the local community	Responsible Officer	Shaun Bennett / David Enticott
			Deadline 31/03/13 Completed:	

Quarterly Update:	
Q1	Plans drawn up and submitted to the Council for approval. Awaiting Cabinet decision on whether to proceed. Update 17.07.12 DH has contributed to a report going to Cabinet on the 12th September that utilises the research undertaken into BME attitudes to housing for older people carried out by the Project & Research Officer. The original research feedback will be included as an appendix to the Cabinet report. (Mark Crown).
Q2	DCC approval secured for this project. Work is underway in preparation for a start on site in the new year.
Q3	Final designs now approved, this scheme will be refurbished by the in house maintenance team and work is due to start in February 2013.
Q4	On site, completion expected to complete by October 2013

No: 060	Red	Install smart meters in all locations we operate from and create actions plan to reduce energy usage by March 2013 and to monitor and reduce our energy consumption and carbon footprint year by year.	Responsible Officer	Andy Palmer
			Deadline 31/03/13 Completed:	

Quarterly Update:

Q1	Metering has been installed at offices to a city council contract and energy supplier 'Southern Electric' is producing monthly consuption figures.
Q2	As quarter one.
Q3	Consumption figures are being produced on the smart meters installed.
Q4	This has been delayed as our one energy officer had to be redeployed from November 2012 to date into overseeing major rectification work on recent local authority new build schemes. She is due back to energy duties around April/May 2013 and we can pick this up from then. Currently awaiting final energy figures to allow us to undertake a final analysis of energy consumption for the year. This will enable us to identify areas where we can potentially make savings on our consumption and reduce the carbon footprint of Derby Homes.

No: 065	Red	Target all properties without wall and loft insulation throughout 2012/13	Responsible Officer	Andy Higginbottom
			Deadline 31/03/13 Completed:	

Quarterly Update:

Q1	Projects continue throughout the year utilising CESP and CERT funding. Properties have been identified for cavity wall and loft insulation and funding available through a government inititive.
Q2	Cavtity wall insulation has now started to be installed.
Q3	The Cavity Wall Insulation contract is now coming to a close. Loft insulation continues to be a problem for our contractors. Access both to the properties and the lofts have been hampered by the amount of belongings/rubbish stored in the roof space and a poor response from some tenants.
Q4	Our loft and cavity wall insulation programme finished at the end of 2012 when government funding stopped. There has been no replacement funding available. We did however get a large majority of properties insulated throughout the last financial year and are now advertising a city wide tender to fund the remainder during 2013. There are only a small number of properties requiring cavity wall insulation left to do. Those requiring loft insulation are mostly top ups although some are being found not to require any work at all.

No: 073	Red	Introduce an award for the best environmental initiative by employees, tenants, partners and contractors by June 2013	Responsible Officer	Andy Palmer
			Deadline 30/06/12	Completed:

Quarterly Update:	
Q1	No progress so far
Q2	No progress so far
Q3	No progress so far
Q4	The idea was to make this award part of the range of recognition awards given at the annual staff conference at the end of the year. The conference has since been dropped due to the financial climate and a focus on direct service provision and, to be honest, this idea is probably best dropped along with it.

No: 036	Red	Keep up to date with funding opportunities around volunteering, and training for unemployed people during 2012/13	Responsible Officer	Annabelle Barwick
			Deadline 31/03/13 Completed:	

Quarterly Update:

Q1	This links directly to Target 35 Volunteering opportunities are well established and ongoing at Derby Homes. The creation (once approved) of Derby Homes social enterprise will provide the vehicle through which more training and volunteer opportunities can be offered. Seeking funding for training and volunteering opportunities is always on the agenda and discussed through the External funding meeting.
Q2	This directly links to target 35 A social enterprise manager has been appointed for 12 months to establish an in house social enterprise, starting with cyclical/ planned maintenance. This once established will create various opportunities for locat people who are seeking training, experience, volunteering opportunites and employement.
Q3	A social enterprise upate report was presented to Resources Renumeration and Regeneration committee on 15.11.12. An update on Volunteering opportunities was presented at the City Board in December
Q4	Working in partnership with Derby College we are recruiting to 17 apprenticeships. The training element of thses apprentices may be funded depending on the age of the sucessful candiates. We are showcasing our opportunities at Derby College during national apprenticeship week commencing 11th March. We are working with Enthusiasm to recruit to these vacancies

No: 040	Red	Provide access to profiling information to all staff by using the new technology we have invested in by March 2013	Responsible Officer	Mark Fairweather
			Deadline 31/03/13 Completed:	

Quarterly Update:

Q1	Project not commenced at this stage. Will be addressed later this year.
Q2	As per Q1 comment project to be commenced later in the year.
Q3	Project not commenced at this stage due to team focussing on Council House move. Will be addressed later this year.
Q4	Project relies on installation of Computer Telephony Integration software and connection with Council House Cisco equipment. All users need migrating to this new platform. This will take place when the new accomodation at London Road is available. Therefore this project will be carried forward in to the next delivery plan year. Target end date September 2103.

No: 042	Red	Using the profiling information review the Older Persons Strategy to take account of emerging needs of our aging communities – September 2012	Responsible Officer	Maria Murphy
			Deadline 31/03/13 Completed:	

Quarterly Update:

Q1	We have been working with and awaiting completion of the City Council's Older Persons Strategy. This draft document was discussed at HRA Strategic Working Group on July 23 2012 - DH to review current strategy alongside final DCC document and ensure co-ordinated approach is taken to addressing needs. An extension to 31.12.12 is requested to work alongside DCC process.
Q2	There has been a delay in organising the working group to formally review the document - this has now been arranged for 8 November 2012. The working group comprises customers, DCC employees and elected members and DH employees. It is anticipated that the reviewed document will be presented to City Board in December. It is requested that the Target Date is extended to 31 December 2012.
Q3	A multi-agency review meeting has been held and a report will now be presented to the City Board in Feburary 2013 and Board in March 2013 containing the recommendations and updates as discussed and proposed by the group.
Q4	We missed the City Board in February and this will now go in April 2013. We are continuing to operationally work with the City Council to achieve strategic objectives around the future provision of suitable accommodation for elderly perople. This Action will be carried forward to 2013/14 with a completion date for 31/05/13, this ties in with City and Main board timetables.

No: 046	Red	Have 3,000 tenants paying their rent by direct debit by March 2013	Responsible Officer	Barbara Peach
			Deadline 31/03/13	Completed:

Quarterly Update:

Q1

Target - Unlikely to be achieved

Overall current numbers signed up for Direct Debits are 2,579. It is anticipated that Direct Debits will continue at this level and that the target of 3,000 will not be achieved.

Detailed build up of current DD numbers are :-

Owning Committee
DERBY HOMES 4
HRA NON SUBSIDY 9
HRA PROPERTIES 2285
LEASEHOLDER 218
NORTHERN COUNTIES 6
PARK HOMES 20
PRIVATE LANDLORD 1
SHARED OWNERSHIP 34
SPIRITA 2
Grand Count2579

Q2 Target - Unlikely to be achieved

Overall current numbers signed up for Direct Debits are 2,403 (1st Oct), this is lower than the 2,579 reported in June. It is anticipated that Direct Debits will continue at this level and that the target of 3,000 will not be achieved. Whilst a number of tenants are being put onto Direct Debits, there is a similar number requesting to come off this.

Q3 The numbers have increased by 74 but we are still 347 off the target of 3,000

This target is unlikely to be achieved and we are therefore requesting to remove the target from the Delivery Plan.

Q4 This target is unlikely to be achieved and we are therefore requesting to remove the target from the Delivery Plan.

No: 047	Red	Provide contractor and sub contractors access to management and maintenance systems via Derby Homes website by March 2013	Responsible Officer	Mark Fairweather
			Deadline 31/03/13 Completed:	

Quarterly Update:

Q1	Project ongoing and initial delivery of functionality has been tested and commented on. Web site developers are addressing the issues raised.
Q2	Functionality delivered, with performance team (Mike Baker) to sign off and agree availability
Q3	We have set up an account with Stannah and they will be trialling it.
Q4	No further requests have been made for this facility.

A File Transfer Protocol web site has been setup and is undergoing testing for suppliers to Maintenance and Regeneration. This will be the preferred route for file transfer going forwards as it provides more security and control.

No: 048	Red	Use open contractor IT system to improve the information flow which will enable us to provide a better service to our tenants from April 2012	Responsible Officer	Mick Archer
			Deadline 31/03/13 Completed:	

Quarterly Update:

Q1	Open Contractor went live in March 2012. Over the next 12 months we will be refining and configuring the system so that, it can provide the Management information the Repairs Team require to improve service delivery.

This will be quite challanging owing to the number of modules we went live with at the same time, however we are confident of achieving the target.

Q2	Over the past 6 months, work has continued in setting the parameters required for OC to be fully utilised.
Q3	Open Contractor is working. A meeting is planned with Capita in January 2013 to develop a suite of Performance Indicators.
Q4	Progress continues to be made on improving the flow of information.

New reports have been developed and are being used - such as Work Ticketing, Timesheets and the Stores Module However until all interfaces are working and a new performance reporting tool is purchased and being used, the full functionality wont be fully realised.

This target needs to be carried forward.

No: 058	Red	Publish information on costs of services and / or efficiency savings in Derby Homes News from April 2012	Responsible Officer	Michael Kirk
			Deadline 31/03/13	Completed:

Quarterly Update:

Q1   No work yet started.

MK to discuss with DE on what type of details should be included in the newsletter for future inclusion.

Q2   Currently researching what type of information is being shown by other similar providers in their external communications, this includes website disclosures in addition to newsletters.

There is the potential that new legislation relating to detailing spend above £500 will also need to be declared on the website, currently this is not applicable to Housing Associations.

Q3   Information now prepared - will be using 2013/14 rent details as the basis. Pending Cabinet approval on 13/14 rent levels. Propose to include in newsletter around April 2013 time.

Q4   Information now prepared - will be using 2013/14 rent details as the basis. Cabinet approved the 13/14 rent levels on 20th February meaning that details could not be prepared in time for the March publication. Now plan to include a one or two page spread in the June 2013 Derby Homes news.

No: 059	Red	Continue to review current Service Level Agreements throughout 2012/13	Responsible Officer	Michael Kirk
			Deadline 31/03/13	Completed:

Quarterly Update:

Q1

No formal work yet started - plan to use DCC SLA's that are being developed for the Museums Trust as a basis for the Derby Homes SLA. Will work on this in the Autumn with the aim of getting an agreed SLA in place for 2013/14. Depending on the budget position the Council agrees for 2013/14 plus changing service options after the move to the Council House will determine what support services can provide and are available - so finalising the exact service may not be possible with all arears.

Q2   Work on this has been suspended pending the possible move back to Council control. If this did happen then a number of SLA's would not be applicable.

An informal review into the current level of recharges for certain services is underway. Any changes to the charge basis can then be incorpiorated into a future SLA if the need arises.

Q3   As quarter 2. The number and costs of each SLA is dependent on the review of Derby Homes

Q4   A number of new and revised SLA's have been identified as part of the Councils 13/14 budget setting process. The implementation of these will be reviewed on an individual basis througout 13/14 and some in 14/15

Service Improvement Targets - Overdue

Black Members Group

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
116	**Raise the profile of the Group, and staff and tenant awareness of diversity issues in the communities we serve**	**Jackie Mitchell**	30/11/2012		Red

Q1	These milestones will be discussed at the next BMG meeting.
Q2	The group has asked the new chair to contribute information about being a Chair and where she would like the group to go in the future. To advertise forthcoming events. We have invited guest speakers to attend the next meeting which we hope will be inspiring for members. We have reviewed the Terms and Conditions of the BMG group. We will promote the forthcoming Diversity event which will celebrate the 10 Birthday of Derby Homes and the Black Members Group. The BMG is arranging a Diversity Event which will be held in November 2012 promoting 10 years Birthday of Derby Homes Black Members Group. Celebrating the Olympic, Para Olympics and 50 years independence of Jamaica and Trinidad and Tobago. We have invited guest speakers who will be able to explain their experience and how the event has changed their lives.
Q3	The BMG members have tried to raise the profile of the group but unfortunately they were not able to attend their last meeting due to another meeting for the whole of Derby Homes. We have reviewed and improved the content of the intranet and the Chair has provided information that she would like to encourage more staff to attend the meetings. The BMG members are happy to give support to staff who may be going through tough times. This could be within DH or personal as this sometimes has an impact on work life. The group also ask members to consider using Right Corecare.
Q4	We were not able to organise a Diversity Event because of lack of funding. This was both disappointing for the staff that tried to organise the event and had arranged the time, date and tried to promote the group but understand the financial constraints of Derby Homes. The group feel that the objective to raise the profile has not been achieved.

Service Improvement Targets - Overdue

Communications Team

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
044	**Improving Internal Communication**	**Mary Holmes**	31/03/2013		Red

Q1	There have been some staffing changes within the Communications & Marketing Team which will help with the relationship with Resident Involvement. Meetings have been set up on a monthly basis to focus on customer communication and engagement. We are working wiht IT to improve the way in whcih the intranet is used and managed
Q2	In discussions with IT there will be changes to the Intranet infastructure; some training is to be given to the Comms Team to be able to update
Q3	The work on the intarnet has been held up due to moves. Comms & Marketing have had some training on how to update and can make minor changes
Q4	This is still an area that is to be addressed

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
046	**Design individual support packages for internal customers**	**Mary Holmes**	31/03/2013		Red

Q1	We are working with managers to strentghen the DH brand and support their needs for design work. With the changes to the team we have not moved as far on with this as hoped but still anticapte being able to meet this target throughout the year
Q2	We continue to look at the brand and how it is viewed both internally and externally. Work will continue in this area through the year
Q3	We continue to look at the brand and how it is viewed both internally and externally. This work has been put on hold pending the review
Q4	This work has been put on hold pending the review

Service Improvement Targets - Overdue

IT Business Support

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
106	**To support the delivery the Business Transformation agenda**	**Mark Fairweather**	01/03/2013		Red

Q1	Installation of Supported Living software - Delayed by bugs found in software testing. Agreed pilot go live now August. Deliver Roaming Profiles - tied to roll out of windows 7 build. Target date now December 2012 Roll out of second phase of laptops - Was originally tied to Serco and DCC workstyle project but now being dealt with separately with new target of October 2012 Train and offer support for staff using mobile equipment - will take place with roll out of new equipment. Support the Enquiry Centre to relocate to the Council House - Monthly meetings taking place with Serco and with Accommodation Board internally. Support and move back office staff to the Council House - as above, project on track. Joiners ship fit out - meetings have taken place with London Road project managers and quotes are being sought from cablers and telecoms companies. Investigate Click to Call - Serco have been asked to provide a quote for this facility. 7th June. The ability to use this directly from Derby Homes email signatures dictated the format that has been put in place. Implement Contact Point - This will be investigated once Derby Homes are using the new DCC Enquiry Centre system.
Q2	Installation of Supported Living software - Project cancelled due to suppliers failure to deliver offline version. Deliver Roaming Profiles - tied to roll out of windows 7 build. Target date now December 2012 Roll out of second phase of laptops - first laptops have been rolled out for pilot testing. Train and offer support for staff using mobile equipment - will take place with roll out of new equipment. Support the Enquiry Centre to relocate to the Council House - Weekly meetings taking place with Serco and DCC. Support and move back office staff to the Council House - as above, project on track. Joiners ship fit out - work has commenced on refit of cabling in current buildings and BT have laid connecting trench for new fibre to the central comms cabinet which will now be housed in the joiners shop. Investigate Click to Call - Serco have been asked to provide a quote for this facility. 7th June. The ability to use this directly from Derby Homes email signatures dictated the format that has been put in place. Implement Contact Point - This will be investigated once Derby Homes are using the new DCC Enquiry Centre system.
Q3	Deliver Roaming Profiles - tied to roll out of windows 7 build. Target date now February 2012 due to Serco resource issues over council house recant. Roll out of second phase of laptops - first laptops have been rolled out for pilot testing. Remaining laptops are being rolled out as part of move to the Council House during February 2013. Train and offer support for staff using mobile equipment - will take place with roll out of new equipment. Support the Enquiry Centre to relocate to the Council House - EC staff moved in mid December and have been working in the Council House since then. Support and move back office staff to the Council House - as above, project on track. Joiners shop fit out - work has commenced on refit of cabling in current buildings and BT have laid connecting trench for new fibre to the central comms cabinet which will now be housed in the joiners shop. Investigate Click to Call - Serco have been asked to provide a quote for this facility. 7th June. The ability to use this directly from Derby Homes email signatures dictated the format that has been put in place. This project will be visited again as we have changed support company and software platform in the last quarter. Target end March 2013. Implement Contact Point - This will be investigated once Derby Homes are using the new DCC Enquiry Centre system.
Q4	Deliver Roaming Profiles - tied to roll out of windows 7 build. Target date now February 2012 due to Serco resource issues over council house recant. This has now been given a low priority due to the number of laptops deployed. It is only relevant for the small number of staff hot desking on PC's. Resources are being concentrated on Laptop roll out and the move of staff from Cardinal Square in to the Joinery Shop. Target date moved to end of June 2013. Roll out of second phase of laptops - Laptop roll out will now complete at the end of June 2013 following Joinery Shop go live. Train and offer support for staff using mobile equipment - will take place with roll out of new equipment. Support and move back office staff to the Council House - Successfully completed including taking across an unplanned for team (Personnel) all staff up and running, most on day of arrival. Joiners shop fit out - Handover is scheduled for Monday 25th March. Staff will begin to move in during April, IT moves and connections etc should be complete by end of April. Investigate Click to Call - Serco have requested that this project be re-started once all staff are on the new Council House Cisco Equipment. This will take place during April and May. Target completion date now August 2013. Implement Contact Point - This will be investigated once Derby Homes are using the new DCC Enquiry Centre system.

Service Improvement Targets - Overdue

IT Business Support

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
107	**Maintain records and document management systems**	**Mark Fairweather**	31/03/2013		Red

Q1	Liaise with and technically support change manager on the development of an Intranet based procurement system linked to Meridio. - project ongoing, meridio upgrade will need to be completed before all functionality is available. Migrate the "T and P" drives to Meridio maintaining appropriate staff access to information as required - No progress this quarter as focus has been on upgrade. Back scan documents from Personnel and Finance Sections. - Project on track, work is under way in Personnel to identify the documents that need scanning. Introduce procedures for future scanning of all paperwork and agree retention and disposal of paper records. - This will follow the above.
Q2	Difficult negotiations with Meridio over the proposed cost of the upgrade have stalled work on most elements. Seeking to resolve the issue and get the upgrade scheduled in before the end of October. Introduce procedures for future scanning of all paperwork and agree retention and disposal of paper records. - This will follow the above.
Q3	Meridio has now been upgraded and once the database work has been done on the 28th Jan this will fix the remaining outstanding issues that have been with this project for some time. Once projects with Personnel, Procurement Team and Finance have been completed scanning and retention for any remaining sections will be addressed. Target March 2013
Q4	Personnel are part way through their project. Procurement and Finance remain on hold behind them. New target date December 2013.

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
108	**Support the transformation of working practices in the Repairs and Maintenance team**	**Mark Fairweather**	31/08/2012		Red

Q1	Support the embedding of Open Contractor and the development of interfaces between systems including Oracle and Public Building Asset Management System - Work ongoing to provide both interfaces. These rely on DCC managing their side of the process and liaising with their third parties, it is anticipated that this may cause delays if errors are found (As has been the case with the Oracle interface already.) Successfully complete the gas servicing project - Good progress has been made however target roll out is now early September. Support and when available install the return Keystone interface - Latest specification has ben agreed and returned to Capita. Situation was discussed 23rd July with new Capita project manager. Project largely on track to meet end of August.
Q2	Support the embedding of Open Contractor and the development of interfaces between systems including Oracle and Public Building Asset Management System - Oracle interface is now working. Public Buildings have not provided resource for an interface but are sending a data file that we may be able to manipulate. Anticipated work on this to be upto three months. Successfully complete the gas servicing project - Some minor issues remain but piloting with a small number of the Gas Servicing Team should commnce before the end of October. Support and when available install the return Keystone interface - Capita and Keystone should be installing the interface in test before the end of October.
Q3	Public Buildings have still not provided resource for an interface but we are in discussions once more to try and progress this interface. Target end March 2013 Successfully complete the gas servicing project - Piloting will now commence week beginning 28th Jan. Support and when available install the return Keystone interface - Interface can now be tested following upgrade of Academy to version 17.2 target end Feb 2013.
Q4	Public Buildings have appointed a new compliance manager and he has engaged with DH to get two way interfaces setup. First meeting took place 20th March. Anticipated end date now December 2013. Gas Servicing pilot is underway. Project completion date now end of April 2013. Some issues found with Keystone interface are with Capita to resolve. End date May 2013