

# **DERBY HOMES**

## **INITIAL DELIVERY PLAN**

February 2001

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## Section 1 INTRODUCTION

- 1.1 This document is the initial Delivery Plan of Derby Homes, the new housing management organisation set up to run the city's council housing management service.
- 1.2 The purpose of this plan is to set out
- the mission of Derby Homes as a social housing organisation
  - the objectives and standards for its services
  - the strategies to be adopted to achieve these
  - a framework for monitoring and evaluating progress
  - information about our plans for tenants, key partners and the wider community
- 1.3 The plan has been prepared in the context of Derby's Housing Strategy, and in line with the capital and revenue resources being made available to Derby Homes. Increased resources have been announced following a successful application for additional arms length housing management resources (ALHH). The full amount available will enable Derby Homes to clear the backlog of repair and improvement work and bring all council housing to a decent standard by 2006.
- 1.4 This plan builds on
- the City Council's HRA Business Plans produced in 2000 and 2001
  - the bid for ALHM resources submitted in September 2001
  - the Option Appraisal Study produced by HACAS Chapman Hendy in May 2001
  - the final stock condition survey report produced by King Sturge in December 2001.
- 1.5 This plan is to be developed in consultation with tenants, leaseholders, residents and other key partners. The second Housing Investment Conference held in March 2002, will make a major contribution to shaping Derby Homes' spending priorities in the next few years. At a more local level detailed investment decisions will be made by two area boards, Derby West and Derby East.
- 1.6 Derby Homes will develop links with the Derby City Partnership and the Strategic Housing Association Liaison Group. We will seek comments on the extent to which our plans enhance partnership working, protect housing investment, improve housing conditions, meet housing need and demand, address neighbourhood sustainability and wider social, economic and environmental issues. This dialogue may facilitate a joint approach towards neighbourhood renewal and asset management strategies.

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## Section 2 OBJECTIVES

### **Mission**

- 2.1 Derby Homes has yet to develop a mission statement. As a managing agent for the Council, however, this is likely to reflect the Council's mission to help

"to make Derby a city where people are proud to live and the Council a place where people are proud to work".

- 2.2 The mission for the housing landlord service as set out in the HRA Business Plan has been to

"to create sustainable homes and communities by delivering an excellent housing management and maintenance service."

- 2.3 The mission for the City Council's Housing Management Division which has become Derby Homes is

"to be a beacon service by developing our staff to deliver a higher quality housing management and maintenance service to the people of Derby".

- 2.4 In the Derby Homes prospectus, issued to tenants and leaseholders in January 2002, we set out our aim to 'make a difference' by

- improving all Council housing
- involving tenants in decision making
- improving the quality of services
- being firm but fair with people who have difficulty in paying their rent
- tackling neighbour nuisance
- improving the quality of life in local neighbourhoods by working with partners such as the police, schools and voluntary group.

- 2.4 These mission statements and objectives compliment the 2020 Vision for Derby produced by the Derby City Partnership and the City Council's Housing Strategy.

### **2.5 Objectives**

To fulfil its purpose the key objectives for Derby Homes will need to include

- providing best value for housing management and maintenance services.
- maintaining and improving dwellings to a decent standard
- ensuring choice of, and access to, affordable rented housing.
- increasing the popularity of council estates and reducing the rate of

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turnover

- protecting and enhancing tenants' homes, reducing crime and the fear of crime.
- to providing affordable housing and tackling financial exclusion amongst tenants and leaseholders.
- adapting housing to meet special needs.
- provide energy efficient and environmentally sustainable housing.
- fully involving tenants and leaseholders in management of the service.
- providing training and employment opportunities for tenants and leaseholders.

Appendix 1 lists our services in relation to these objectives. Our Performance Plan sets out future actions to help meet these objectives.

## **2.6 Best Value**

The majority of the services delegated to Derby Homes were subject to a Best Value Review, conducted by Derby City Council, in January 2001 - January 2002. The results of this review are reflected in our Service Delivery Plan. In April - September 2002 we will be carrying out a similar review of our planned and programmed maintenance activities. In 2004 - 05 sheltered housing will form part of a cross-cutting review of services to older people. Derby Homes will conduct Service Reviews and contribute to cross-cutting reviews in pursuit of its duty to secure continuous improvement in the services. We will be co-operating with a follow-up housing inspection anticipated in September/October 2002. This will look at the progress we have made since an earlier inspection of services under direct council management, carried out in March 2002. We are working to ensure that this second inspection is satisfactory since this will trigger release of ALHM resources conditionally announced by Government.

### **Tenant Participation**

- 2.7** Derby Homes will ensure that the Derby Tenant Participation Compact is full implemented. This builds on Derby's successful network of 25 Panels covering all Derby Homes properties. At these panels local tenants meet with Ward Councillors and Housing Staff to look at local housing issues and identify and work together to improve services.
- 2.8** At any one time about 250 people are active members of local Community or Customer Panels in Derby. The Derby Association of Community Partners (DACP), which is, an independent umbrella organisation, provides local panels with support, training and advice, employs its own staff and operates the Derby Tenants Resource Centre. Derby Homes will continue to support and work closely with local panels and DACP.

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## **Section 3      BACKGROUND**

### **Dwellings managed by Derby Homes**

- 3.1**      The oldest purpose built council houses in Derby were first constructed in 1920 by Derby City Council. In the period to 1939 it built 6,847 dwellings including estates in Allenton, Alvaston, Austin, Cowsley, Morley, Old Sinfen, Osmaston and Uttoxeter New Road.
- 3.2**      In the 1945-65 period the Council built a series of new housing estates including those in Alvaston, Boulton, Chaddesden and Littleover. A number of estates built by neighbouring authorities were transferred in 1968, when Derby's boundaries expanded to include Allestree, Mickleover and Spondon.
- 3.3**      Continued development increased the number of Council dwellings to 21,209 by 1970. These included the building of Rivermead House, the redevelopment of pre-fabricated bungalows and a programme of clearance activity. Newly built council housing after 1965 included estates at Albert Road, Brook Street, Keldholme Lane, New Sinfen and Shelton Lock. In addition, through its private sector renewal programme, the Council acquired some pre-1919 properties.
- 3.4**      The last major new built Council housing scheme was constructed in 1985. More recently 25 newly built 'eco-houses' in Chellaston were transferred to the Council in 2002. These were built by private developers and transferred under a Section 106 agreement. Also 33 new properties in Bedford Street came into management in 2001 as a result of a joint venture initiative with Northern Counties Housing Association who financed and built the properties.
- 3.5**      Over 10,000 Council dwellings have been sold to sitting tenants, over 8,000 since 1980 under the statutory Right-to-Buy and 1,500 under earlier schemes which operated between 1969 and 1980.
- 3.6**      Since 1980, the number of Council dwellings has declined from 24,233 to 15,527 in April 2001. These sales have predominantly been of properties in good condition and in popular locations with implications for the demand for Council properties and the popularity of some areas.
- 3.7**      In February 2002, there were 15,320 council properties with a value of £300 million as at April 2000. These consist of a diverse range of types and areas, as shown in Tables 1 and 2. The map at page 5 shows the location of these properties.

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TABLE 1 : Council housing dwellings					
	Pre 1945	1945-64	1965-74	Post 1974	All Ages
<b>Houses and Bungalows</b>					
<i>Traditional (masonry or timber structure)</i>					
1-2 Bedroom houses/bungalows	1,236	1,112	187	222	2,757
3 or more bedroom houses/bungalows	3,474	1,366	338	414	5,592
<i>Non-Traditional (concrete or metal structure)</i>					
All houses/bungalows	388	1,704	146	1	2,239
<b>Flats and Maisonettes</b>					
<i>Traditional (masonry or timber structure)</i>					
Low rise (1-2 storey)	85	247	647	2,211	3,190
Medium rise (3-5 storey)	45	175	541	295	1,056
<i>Non-Traditional (concrete or metal structure)</i>					
Low rise (1-2 storey)	0	80	41	0	121
Medium rise (3-5 storey)	0	74	205	0	279
High rise (6+ storeys)	0	0	86	0	86
<b>All Dwellings</b>	<b>5,228</b>	<b>4,758</b>	<b>2,191</b>	<b>3,119</b>	<b>15,320</b>

TABLE 2 : Dwelling Types by Areas								
	WEST - 6,770 PROPERTIES							
	Austin	Brook St	Little-over	Mackworth	New Sinfen	Old Sinfen	Stock-brook St	
1 bedroomed house	1	0	0	0	0	0	5	
2 bedroomed house	167	34	92	277	51	131	169	
3 bedroomed house	648	163	202	521	173	260	458	
4 bedroomed house	8	0	1	2	2	2	9	
5 bedroomed house	0	0	0	0	0	0	0	
6 bedroomed house	0	0	0	0	0	0	0	
2 bedroomed maisonette	0	0	0	0	0	0	0	
3 bedroomed maisonette	18	18	3	18	0	0	0	
1 bedroomed bungalow	36	10	77	160	3	0	11	
2 bedroomed bungalow	79	8	20	28	0	0	2	
3 bedroomed bungalow	0	0	0	0	0	0	3	
Bedsit flat	0	85	11	0	0	3	29	
1 bedroomed flat	212	591	85	109	193	53	699	
2 bedroomed flat	7	208	13	127	14	3	458	
3 bedroomed flat	0	0	1	0	3	0	15	
<b>TOTAL</b>	<b>1,157</b>	<b>1,117</b>	<b>505</b>	<b>1,242</b>	<b>440</b>	<b>451</b>	<b>1858</b>	
	EAST - 8,550 PROPERTIES							
	Allenton	Alvas-ton	Chadd Park	Chella-ston	Cowsley	Osmas-ton	Spondon	Sussex Circus
1 bedroomed house	0	8	0	0	21	0	0	40
2 bedroomed house	215	186	120	12	162	88	8	471
3 bedroomed house	728	619	400	184	546	1,042	288	661
4 bedroomed house	5	10	13	8	22	0	2	53
5 bedroomed house	0	1	0	0	0	0	0	2
6 bedroomed house	0	0	0	0	1	0	0	0
2 bedroomed maisonette	7	33	0	0	0	0	55	0
3 bedroomed maisonette	4	9	0	0	0	0	8	0
1 bedroomed bungalow	134	132	95	10	99	0	59	149
2 bedroomed bungalow	15	25	22	13	0	0	54	2
3 bedroomed bungalow	65	2	0	0	0	0	24	1
Bedsit flat	20	5	0	0	0	0	6	0
1 bedroomed flat	44	318	78	282	91	76	47	104
2 bedroomed flat	51	40	280	43	114	1	44	13
3 bedroomed flat	4	1	0	1	0	0	0	0
<b>TOTAL</b>	<b>1,271</b>	<b>1,364</b>	<b>1,008</b>	<b>552</b>	<b>1,056</b>	<b>1,207</b>	<b>595</b>	<b>1,497</b>

- 3.8 Derby Homes is responsible for managing associated land and buildings which are Housing Revenue Account assets. These are set out in Table 3.

**TABLE 3 : Other buildings and land**

15 Local Housing Offices  
12 shop units let on long leases  
39 shop units let on short leases  
302 dwellings sold on long leases (*mainly flats/maisonettes leased to former tenants under RTB*)  
52 dwellings sold on short leases (*mainly semi-detached and terraced dwellings leased to housing associations*)  
2 dwellings leased to the City Council  
36 shared ownership dwellings determined as the total of shares in local authority ownership  
*Associated land (for example open spaces, communal areas, footpaths, highways)*  
Associated vehicles, plant and equipment



## **Section 4      The Development of Derby Homes**

- 4.1**      Derby Homes Limited was incorporated in February 2002. It is one of the first arms length housing management organisations to be established in the country. Derby Homes proposes to assume responsibility for the management and maintenance of council housing in Derby from 1 April 2002. All existing housing management services and staff will transfer to Derby Homes on that date.
- 4.2**      The housing stock will remain in the ownership of the Council and there will be no change in the legal status of tenants. Provided it satisfies housing inspectors, working for the Audit Commission, that Derby Homes provides excellent services, the City Council will be permitted to borrow additional capital resources. These will fund the cost of work to bring all its stock to the decent homes standard by 2006 and be accompanied by additional revenue resources to meet the costs of this additional borrowing. If obtained, the Council will then make these extra resources available in full to Derby Homes.
- 4.3**      A Shadow Board of 15 members were recruited during the summer of 2001 following public advertisements placed by Derby City Council. The board has been meeting since September 2001 in order to establish Derby Homes. The board consist of equal number of Councillors, tenants and independent members. Tenant representatives have been elected by the Derby Association of Community Partners and will, in the future, be directly elected. Independent members were selected jointly by the Councillors and tenants appointed to the Shadow Board. They have brought additional professional skills to be board and, in most cases, live or work in or near to Derby.
- 4.4**      Derby Homes is a local authority controlled company and is limited by guarantee. It operates under the terms of Part V of the Local Government and Housing Act 1989 and has been set up by the City Council using powers to promote local well-being under section 2 of the Local Government Act 2000. The rules under which it operates limit the scope of Derby Homes' activities in particular by counting any borrowing against limits imposed on the Council.
- 4.5**      The Board will set the direction of the new organisation, establishing its identity, strategies and culture. It has appointed as its Director, Phil Davies, who has previously served as the Senior Assistant Director (Housing Management) with the City Council. The main board has established a number of specialist sub-committees and will be establishing two area-based boards, Derby West and Derby East, which will provide a more local focus and exercise authority delegated from the main board.

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4.6 The Board will ensure that the Derby Tenant Compact is implemented. This will include continuing to consult with tenant representatives through monthly meetings of the City Housing Consultation Group. In addition it will consult and negotiate with recognised trade unions representing its staff through the Derby Homes Joint Consultation Committee. A chart illustrating the governance and consultation arrangements of Derby Homes appears on page 9.

4.7 The Derby Homes Board, as at February 2002, consists of

City Councillors	Paul Bayliss Maurice Burgess Philip Hickson Pat Hill Amar Nath
Tenant Members	Jenny Bradley Theo Harris Bernard Harry Tracey Maddocks Dennis Rees
Independent Members	Martin Latham Iain McDonald Bob Osler Afzal Shabir

There is one vacancy for an independent member.

# DERBY HOMES GOVERNANCE AND CONSULTATION ARRANGEMENTS

## DERBY HOMES BOARD

### STANDING SUB COMMITTEES

DERBY HOMES  
JOINT  
CONSULTATIVE  
COMMITTEE

DERBY HOMES  
WEST BOARD

DERBY HOMES  
EAST BOARD

### WORKING GROUPS

CITY HOUSING  
CONSULTATION  
GROUP

7 Offices		12 Panels	
Austin	Brook Street	Village	West End
Littleover		Riverside	
Mackworth		Littleover	
		E Mackworth and	
		Mickleover	
		Markeaton	
New Sinfen		New Sinfen	
Old Sinfen		Old Sinfen	
Stockbrook Street		Central	
		California	
		Four Corners	
		Morley Estate	

8 Offices		13 Panels	
Allenton		Allenton	
		Boulton	
		St Martins	
Alvaston		United Alvaston	
Chaddesden Park		Chaddesden Park	
		Waterford Links	
Chellaston		Chellaston	
		Shelton Lock	
		Park Homes	
Cowsley		Derwent St Marks	
Osmaston		Triangle	
		Victory Road	
Spondon		Spondon	
Sussex Circus		Sussex Circus	

## DERBY ASSOCIATION OF COMMUNITY PARTNERS

### STAFF

## Section 5

## OUR SERVICE ENVIRONMENT

- 5.1 In developing this plan, we have referred to an analysis of the service environment in which we operate taken from the City Council's HRA Business Plan 2001. This scoped key elements of the external environment through a PEST analysis and a complementary SWOT analysis. These appear in Tables 5 and 6.

TABLE 4 : PEST Analysis	
Political and Legal Issues	Economic and Environmental
<ul style="list-style-type: none"> <li>• decent homes target</li> <li>• requirement to review and improve through best value</li> <li>• requirement to operate Tenant Participation Compacts</li> <li>• policy to split strategic and landlord roles</li> <li>• target rents that converge towards RSL rents</li> <li>• introduction of choice based lettings</li> <li>• new funding agreements through Supporting People</li> <li>• introduction of community strategies</li> <li>• renewed emphasis on tackling institutional racism</li> <li>• emphasis on neighbourhood renewal, neighbourhood management</li> </ul>	<ul style="list-style-type: none"> <li>• continuing population growth</li> <li>• continuing economic growth</li> <li>• pattern of low wages and insecure employment</li> <li>• poverty trap limits cross tenure mobility</li> <li>• affordability of private housing limited for many</li> <li>• city remains an attractive regional centre</li> <li>• city centre living is attracting interest</li> <li>• arms length housing management resources for investment in council housing</li> <li>• additional revenue resources in future years</li> <li>• wider local and regional regeneration programmes developing</li> <li>• development of regional housing strategy</li> </ul>
Socio-cultural issues	Technological issues
<ul style="list-style-type: none"> <li>• 0.5% pa population growth to 2011.</li> <li>• Household size decreasing</li> <li>• &lt;16 year olds and &gt;75 year olds are faster growing</li> <li>• BME communities make up 9.7% of population</li> <li>• Council tenancies fallen to 19% of households</li> <li>• confirming need for affordable rented housing</li> <li>• mismatch of demand and supply</li> <li>• rising turnover rates</li> <li>• more differentiated demand patterns</li> <li>• modern services and facilities are expected as standard</li> <li>• quicker, more flexible services are in demand</li> </ul>	<ul style="list-style-type: none"> <li>• scope for use of ICT is expanding</li> <li>• modernisation is a policy agenda and customer expectation</li> <li>• Government policy for services capable of electronic delivery to be available on line by 2005</li> <li>• pilots being developed using ICT in choice based lettings</li> <li>• new guidance and techniques for stock condition plans</li> <li>• development of call centre technologies, such as a repairs centre</li> <li>• potential for use of dispersed alarms to provide flexible care</li> <li>• improved availability of energy efficiency measures</li> <li>• development of partnering techniques</li> </ul>

**TABLE 5 : SWOT Analysis**

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• track record as a high performing service</li> <li>• strong customer base</li> <li>• expertise in private finance, joint initiatives and partnership working</li> <li>• good stock condition data</li> <li>• well developed HECA information</li> <li>• coherent management structure</li> <li>• experienced and well trained workforce</li> <li>• our service has met the LiP standard</li> <li>• our service meets CRE Level 2</li> <li>• knowledge of good practice, partnerships and networking</li> <li>• well placed in the development of cross-cutting initiatives</li> <li>• local knowledge and commitment of staff</li> <li>• high level of tenants and leaseholder participation</li> <li>• continuing demand from people in housing need</li> <li>• additional arms length management resources</li> <li>• strong tenant and cross party support for Derby Homes</li> </ul>	<ul style="list-style-type: none"> <li>• enhanced arms length resources</li> <li>• introduction of Major Repairs Allowance</li> <li>• introduction of HRA Business Plans</li> <li>• introduction of a corporate single capital pot from 2002/3</li> <li>• the establishment of Derby Homes</li> <li>• Best Value providing a continuous improvement framework</li> <li>• Tenant Compact widening tenant and leaseholder involvement</li> <li>• increasing capabilities of information and communications technology</li> <li>• emerging regional bodies for the production of sub-regional and regional strategies</li> <li>• new mechanisms to link economic development, urban regeneration and housing strategy</li> <li>• new regeneration funding through Single Regeneration Budget, European Social Fund, URBAN and New Deal for Communities.</li> <li>• Development of the national Neighbourhood Renewal Strategy</li> <li>• Creation of new links between Derby Homes and regeneration partners</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>• variable performance on some indicators</li> <li>• limited customer feedback</li> <li>• rising cost pressures</li> <li>• need to establish new strategies, plans and policies</li> <li>• staff turnover and temporary contracts</li> <li>• rising expectations are more difficult to meet</li> <li>• lack of financial independence</li> <li>• perception of council housing as a 'tenure of last resort' by potential customers</li> <li>• the loss of households in their mid-life years to owner occupation</li> <li>• increasing 'churning' with shorter term tenancies, higher turnover and longer void periods</li> <li>• difficult to let stock types and areas</li> <li>• inadequate ICT systems</li> <li>• enforced rent rises over next few years that all result in little if any rent increase income.</li> </ul>	<ul style="list-style-type: none"> <li>• danger of prescription by Government and its agencies</li> <li>• potential failure to secure 2* will improve on 3* inspection rating</li> <li>• enforced rent rises weaken demand</li> <li>• risk of a downward spiral in demand for difficult-to-let areas</li> <li>• the availability of affordable alternative sources of accommodation</li> <li>• potential to clear the disrepair backlog, if full ALHM resources are not secured</li> <li>• risk of enforced stock transfer if arms length resources are not secured</li> <li>• 'supporting people' may result in reductions in some schemes</li> <li>• time expiry of existing SRB programmes and uncertainty over their successors</li> <li>• challenging time scales to meet ALHM criteria and spend the additional resources</li> </ul>

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## Section 6

## OUR HOUSING SERVICE

### Our services

#### 6.1 Our service is organised into

- 15 'front line' Local Housing Offices and an accessible Mobile Housing Office
- 50 sheltered housing schemes for elderly people around the city
- Caretaking and concierge teams that clean up and secure buildings.
- Specialist teams for tenancy management, arrears recovery, money advice
- Specialist 'back office' teams covering regeneration, maintenance, strategy and development, policy and housing projects
- Community Watch Teams, which patrol Council housing areas out of office hours
- Generic 'back-office' teams providing business and support services, such as administration, accounting and computing

#### 6.2 The services we provide are itemised at Appendix 1 showing their relationship to our objectives.

### Links to the Council's retained housing services

#### 6.3 In providing these services we work closely with the retained housing service of Derby City Council which runs

- Derby Care Link, the Council's emergency call centre
- Housing Options Centre, which provides housing advice, handles housing applications and provides assistance to homeless persons
- Strategy and Development Unit undertaking research, development and housing strategy
- Renewal teams which improve private sector housing.

#### 6.4 On-the-spot services

We have an 'on the spot' decentralised housing service provided from 15 local housing offices based on or near the larger housing estates across the city. Three of the offices open 9.00am to 12 noon each Saturday morning. A high priority is given to customer care, which is reflected by the awarding of the Chartermark for excellent customer services in 1993, 1996 and 1999. This is also reflected in high satisfaction ratings from customer satisfaction surveys carried out every two years since 1994.

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## **6.5 Other Support Services**

Specialist teams who support our day to day management functions include:

- In-house teams who commission and monitor services contracts, carry out planned maintenance, modernisation and day to day repairs.
- Housing Benefit services provided by the Director of Finance.
- Computer systems provided by a Facilities Management Company.

## **6.6 Consultation**

All our service areas are influenced by a high level of tenant and leaseholder involvement. At the centre of our arrangements there is a network of 25 community panels across the city at which tenants, leaseholders and other residents of estates meet staff and councillors to discuss local performance and concerns. Direct tenant representation on the Derby Homes main board and its area boards will increase the tenant influence on our service.

### **Service Standards**

- 6.7** Our performance and targets against Best Value indicators are set out in our Service Delivery Plan. Our Customer Care Charter and our Repairs Information leaflet set out clear standards against which our customers can judge our performance. We publish details of our complaints procedure, which can be used by customers if we fail to meet these standards and inform tenants of their rights to compensation.

### **Customer Satisfaction**

- 6.8** A key performance area for our organisation is the satisfaction of our customers with the services that they receive. Key results from the last Customer Satisfaction Survey conducted in 2000, were
- 81% of respondents expressed overall satisfaction with their home (76% in 1998)
  - 65% were happy with the area that they live in (70% in 1998)
  - 75% were satisfied with the condition of their home (70% in 1998)
  - 68% were satisfied with the way the council repairs and maintains their home (66% in 1998)
  - 79% thought that their rent/service charge was good value or very good value (82% in 1998)
  - 77% said they were satisfied with the overall housing service (82% in 1998)

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## **Service Development**

- 6.9** Our aim is continuous service improvement. A Best Value Review of our housing management services conducted in 2001 resulted in a 29-point Improvement Action Plan. These actions are summarised in the Performance Plan and appear in appendices to this plan. In April - September 2002 we will be carrying out a Service Review, using best value methodology, of our planned maintenance and modernisation work. This will produce a further improvement action plan covering this area.



- 7.1** Derby Homes' will be working to bring all council properties to the decent house standard by 2006 using ALHM resources. This standard is defined by Government. Meeting the standard means the homes we manage will
- meet current statutory standards including health and safety standards
  - be free from major disrepair
  - have modern services and facilities
  - be energy efficient
- 7.2** In implementing its maintenance strategy Derby Homes will place an emphasis on planned maintenance. This work will be informed by comprehensive stock condition information, which was updated in 2001. The survey, carried out in accordance with DTLR guidance, was conducted by King Sturge and validated by HACAS Asset Management.
- 7.4** Our aim is to clear the investment backlog in the council housing stock, estimated at £92.8m in 2001. We plan to carry out these improvements through six key housing investment programmes
- 1 cyclical work to maintain the external fabric of the properties.
  - 2 refurbishment of unmodernised pre-war properties.
  - 3 external refurbishment of non-traditional properties.
  - 4 elemental maintenance programmes.
  - 5 the Energy Efficiency Programme.
  - 6 targeted estates improvements through particularly aimed at improving community safety.
- 7.5** The stock condition survey found that there were 7,622 non-decent dwellings throughout the housing stock. In addition, there were found to be 6,707 potentially non-decent dwellings that will become non-decent within 5 years.
- 7.6** Table 6 shows why these dwellings are non-decent or potentially non-decent. It should be noted that this table gives numbers for failures under a particular heading. As some properties fail to meet the decent homes standard for more than one reason the total number of failures is greater than the total number of non-decent dwellings. The total number of the non-decent dwellings is the total of all properties that have one or more failures that are not a result of the same defect.

<b>TABLE 6      Number of Failures Causing Non-Decency</b>			
Reason for non-decency	Description of defect	Currently non-decent	Other potential failures in 5 years
Unfit	not structurally stable	162	162
	not free from disrepair	217	217
	not free from damp	289	289
	inadequate lighting, heating and ventilation	1,369	1,369
	inadequate wholesome water	54	54
	unsatisfactory provision for food preparation	395	395
	unsuitable WC and washing facilities	108	108
	ineffective drainage	403	403
Old and in poor condition	one major element failed	6,152	12,888
	two or more minor elements failed	642	457
Lacks modern facilities	modern kitchen	5,178	7,848
	kitchen with adequate space and layout	584	584
	modern bathroom	3,167	4,923
	appropriately located bathroom	177	177
	adequate noise insulation	380	380
	adequate size and layout of common areas	89	89
Not providing a reasonable degree of thermal comfort		5,856	5,856

**7.7** In order to clear the investment backlog, including improving all properties that fail to meet the decent homes standard Derby City Council successfully bid for additional resources. This bid took into account the annual growth that would occur in backlog and existing sources of funding. The ALHM bid which has been conditionally approved in full will reduce the backlog to zero at the end of the final year 2005 - 06 as shown in Table 7.

<b>TABLE 7 Backlog Per Year With Additional Programme</b>				
(£'000)	2002-03	2003-04	2004-05	2005-06
Starting backlog	92,794	83,760	55,936	28,080
Less Current Programme	9,192	9,294	9,326	9,550
Less Additional Programme	6,229	24,917	24,917	24,917
Plus Annual Growth	6,387	6,387	6,387	6,387
Closing Backlog	83,760	55,936	28,080	0

- 7.8** The way in which these resources will be used is set out in Table 8. This shows the additional programme of works required to remove the investment backlog by work area.
- 7.9** The impact of this programme of work on non-decent dwellings is set out in Table 9. This shows the element of the backlog work that relates to the 7,622 non-decent properties. This programme also incorporates work dealing with non-decency arising during the period due to ageing and component failure.
- 7.10** By carrying out the programme of works in Table 8 the backlog will be cleared by April 2006.

## **PROCUREMENT ISSUES**

- 8.1** Derby Homes will adapt a partnering approach to its construction procurement. Strategic partnerships will enable Derby Homes to utilise new procurement methods to achieve 'Egan' targets such as a reduction in capital costs, a reduction in construction time, an increased proportion of work completed on time and within budget and a reduction in defects on handover. We will work with a number of strategic partners including private contractors and the Council's Commercial Services Department.

**TABLE 8 Programme of Works to Remove the Investment Backlog**

Work Element	Total		2002-03		2003-04		2004-05		2005-06	
	£'000	elements	£'000	elements	£'000	elements	£'000	elements	£'000	elements
Rewiring	6,598	7,718	508	594	2,030	2,375	2,030	2,375	2,030	2,375
Roof Structure	281	476	22	37	86	146	86	146	86	146
Roof Covering	3,574	2,888	275	222	1,100	889	1,100	889	1,100	889
Chimneys	691	2,184	53	168	213	672	213	672	213	672
Windows	16,653	7,381	1,281	568	5,124	2,271	5,124	2,271	5,124	2,271
Doors	1,542	6,750	119	519	474	2,077	474	2,077	474	2,077
Structural Works	9,333	2,375	718	183	2,872	731	2,872	731	2,872	731
Central Heating	7,777	6,283	598	483	2,393	1,933	2,393	1,933	2,393	1,933
Insulation	853	4,216	66	324	262	1,297	262	1,297	262	1,297
Kitchens	15,783	6,664	1,214	513	4,856	2,050	4,856	2,050	4,856	2,050
Bathrooms	4,918	5,288	378	407	1,513	1,627	1,513	1,627	1,513	1,627
Common Areas	2,121	952	163	73	653	293	653	293	653	293
Environmental Works	9,157	5,235	704	403	2,818	1,611	2,818	1,611	2,818	1,611
Other	13,513	12,572	1,039	967	4,158	3,868	4,158	3,868	4,158	3,868
Total	92,794	70,982	7,138	5,461	28,552	21,840	28,552	21,840	28,552	21,840

Work Element	Total		2002-03		2003-04		2004-05		2005-06	
	£'000	elements	£'000	elements	£'000	elements	£'000	elements	£'000	elements
Rewiring	6,598	7,622	508	594	2,030	2,375	2,030	2,375	2,030	2,375
Roof Structure	281	476	22	37	86	146	86	146	86	146
Roof Covering	3,574	2,888	275	222	1,100	889	1,100	889	1,100	889
Chimneys	691	2,184	53	168	213	672	213	672	213	672
Windows	16,653	7,381	1,281	568	5,124	2,271	5,124	2,271	5,124	2,271
Doors	1,542	6,750	119	519	474	2,077	474	2,077	474	2,077
Structural Works	9,333	2,375	718	183	2,872	731	2,872	731	2,872	731
Central Heating	7,248	5,856	558	450	2,230	1,802	2,230	1,802	2,230	1,802
Insulation	853	4,216	66	324	262	1,297	262	1,297	262	1,297
Kitchens	12,264	5,178	943	398	3,774	1,593	3,774	1,593	3,774	1,593
Bathrooms	2,945	3,167	227	244	906	974	906	974	906	974
Common Areas	198	89	15	7	61	27	61	27	61	27
Environmental Works	5,685	3,250	437	250	1,749	1,001	1,749	1,001	1,749	1,001
Other	8,192	7,622	630	586	2,521	2,345	2,521	2,345	2,521	2,345
Total	76,057	59,054	5,852	4,550	23,402	18,200	23,402	18,200	23,402	18,200

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- 8.2 The proposed partnering approach will result in the creation of a 'Virtual Company' for a project or work area consisting of the client, strategic partners, project partners, tenants and leaseholders, elected members, board members, members of the tenant movement, professional advisors, consultants and any other relevant stakeholders. This virtual company will own the project and agree on the costs and outputs of the project from inception to completion. The commercial issues of the project will be dealt with in an open manner with overhead and profit percentages being agreed prior to commencement. The virtual company will agree risk and incentive arrangements for the project, these will maximise output whilst maintaining continual improvement and efficiency and achieving best value.
- 8.3 Derby Homes will seek strategic partners who are committed to the employment and training of local labour. For example, partnering programmes could result in the establishment of training schemes for school leavers and older operatives with the ultimate aim of producing a pool of multi-skilled labour in Derby – both to support these projects and eventually enter the general employment market.
- 8.4 Our partnering approach involves tenants as key stakeholders. In addition tenants will be involved in housing investment decisions through
- the delegation of small scale environmental budgets to local Panels
  - the delegation of large scale environmental budgets at an area level
  - the Housing Investment Conference where tenants discuss our overall housing programmes
  - the Housing Investment Team, where tenants, look at key housing investment decisions and their involvement within them
  - direct representation of the main board and area boards of Derby Homes

## Section 8 FINANCIAL PLAN

### 1. Working in Partnership

- Nominated Council and DH officers will liaise as follows, and on the following timetable to prepare respective annual revenue budgets:

Nominated Officer	Action/Output	Timetable
Housing Group Accountant,DCC and Finance Manager, Derby Homes	Agree Derby Homes management budget	At least quarterly
Housing Group Accountant,DCC and Finance Manager, Derby Homes	Agree Housing Repairs Account	At least quarterly

- Nominated Council and DH officers will liaise as follows to prepare capital expenditure cashflows, based upon the DH's agreed capital programme.

Nominated Officer	Action/Output	Timetable
Housing Group Accountant,DCC and Housing Regeneration Manager, Derby Homes	Agree Capital Expenditure Cashflows	At least quarterly

- Credit balances and interest accruing on the DH's accounts will be calculated as set out in the attached memorandum.

[to be inserted]

- Nominated Council and DH officers will liaise as follows, and on the following timetable

Nominated Officer	Action/Output	Timetable
Housing Group Accountant,DCC and Housing Regeneration Manager, Derby Homes	Agree HRA Business Plan	Draft by 1 May each year in relation to the year commencing the following 1 April
Housing Group Accountant,DCC and	Agree Housing Subsidy Claims	In accordance with DTLR requirements

## **2. Delegation scheme**

- DH will maintain its accounts in the format attached [to be inserted - chart of headline accounts to be set up and agreed between authority and DH as part of initial plan and revised by agreement each year].
- DH will exercise its own discretion in setting up sub-accounts, and in managing budgets and expenditure within these. DH will liaise with DCC on financial issues that create on going revenue implications for both the Housing Repairs Account or the Derby Homes Supervision and Management budget
- DH will prepare its revenue budget in an agreed format each year for discussion and agreement with the Council.
- DH will prepare capital investment cashflow forecast each year, following agreement of its capital programme, for discussion and agreement with the Council.
- DH will prepare quarterly management accounts and capital cashflow statements.
- Interest on credit balances accruing to the ALMO accounts will be calculated and credited to the account annually.
- DH will maintain its own scheme of delegated authorities, authorised signatories and associated procedures, in respect of contractual commitments undertaken in its own name.
- DH will follow the Council's scheme of delegated authorities in respect of contractual commitments administered on behalf of the Council.

## **3. Service Standards**

- DH will ensure compliance with accountancy professional standards and with Companies Act requirements.
- DH will alert the nominated Council officer promptly to any financial problem emerging during the year from the preparation and review of management accounts and cashflow forecasts.

## **4. Performance targets**



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**BV66b** (to be a local performance indicator from 2002/03 onwards) rent arrears of current tenants as a proportion to the authority's rent roll:

2002/3 target 2.8% (compared with 2001/2 estimate 3.0%)

**BV68** (to be a local performance indicator from 2002/03 onwards) average re-let times for local authority dwellings let in the financial year:

2002/3 target 34 days (compared with 2001/2 estimate 36 days)

**BV69** (local PI from 2002/03 onwards) percentage of rent lost through local authority dwellings becoming vacant:

2002/3 3.5% (compared with 2001/2 estimate 3.0%)

**Local PI** - percentage of rent loss through local authority dwellings being vacant, excluding for reasons of major improvements requiring decanting and/or properties held vacant for decanting purposes:

2002/03 1.7% (2001/02 estimate currently unavailable)

**BV66a** percentage of rent collected as percentage of rent due:

Target 2002/3 98.81% (compared with 2001/2 estimate of 98.41%).

## **5. Appendices**

DH latest audited accounts

DH management accounts for current year

DH proposed revenue budgets for coming year

DH scheme of delegated authorities, authorised signatories, etc

Memorandum on calculation of credit balances and interest accruing

## Section 9 CAPITAL PROGRAMME

- Nominated Council and DH officers will work together as follows to prepare the HRA Business Plan, financial model and associated commentary:

Element of Plan	Nominated officer	Action/output	Timetable/frequency
Financial model	Housing Group Accountant, DCC	Draft to Strategy and Development Manager, DCC	Draft 1 May each year
Commentary	Housing Regeneration Manager, Derby Homes	Draft to Strategy and Development Manager, DCC	Draft 1 May each year

- Nominated Council and DH officers will work together as follows to review the framework of contracts delivering works and maintenance to Council properties to agree:

	Nominated officer	Action/output	Timetable/frequency
Future contract strategies	Strategy and Development Manager, DCC and Housing Regeneration Manager, Derby Homes	Completion of Improvement Action Plan following Service Review of Planned Maintenance and Modernisation work	October 2002
The client organisation for new contracts	Strategy and Development Manager, DCC and Housing Regeneration Manager, Derby Homes	Completion of Improvement Action Plan following Service Review of Planned Maintenance and Modernisation work	October 2002
New approaches to	Strategy and Development Manager,	Completion of Improvement Action Plan	October 2002

procurement and terms of contracts	DCC and Housing Regeneration Manager, Derby Homes	following Service Review of Planned Maintenance and Modernisation work	
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- Nominated Council and DH officers will work together as follows to develop borough-wide or cross-sector strategies and initiatives (for example regeneration, energy conservation):

	Nominated officer	Action/output	Timetable/frequency
Energy efficiency	Housing Maintenance Manager, DH and Private Sector Housing Manager, DCC	HECA report	Annual
Regeneration	Strategy and Development Manager, DCC and Housing Regeneration Manager, Derby Homes	Neighbourhood Renewal Strategy input  Neighbourhood Renewal Fund input	At least annually
Community Safety	Strategy and Development Manager, DCC and Housing Regeneration Manager, Derby Homes	Contribute to Crime and Disorder Strategy	At least annually

- Nominated Council and DH officers will work together as follows to prepare the Housing Strategy and HIP submission.

Nominated officer	Action/output	Timetable/frequency
Strategy and Development Manager, DCC and Housing Regeneration Manager, DH	Housing Strategy and HIP submission as relating to council housing	In accordance with DTLR timetable

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## 1. Delegation scheme

- DH will undertake the following tasks and exercise the following authorities in respect of condition surveys of the stock under its management:
  - Preparation of surveyors' brief
  - Procurement of surveying services
  - Administration of client function
  - Acceptance of surveyors' report
- DH will maintain systems and data for ongoing analysis of condition data for Business Planning purposes.
- DH will prepare and consult with tenants on proposed programmes of work and priorities for investment in the long, medium and short term.
- DH will exercise the following authorities in respect of contracts for works and maintenance of the Council's properties (capital and revenue, improvement, refurbishment, programmed and responsive repairs, services, estate maintenance):
  - i. Contract to which the Council is the signatory
  - ii. Contracts to which the Council is the signatory, novated in favour of the DH
  - iii. Contracts to which the Derby Homes is the signatory

This will cover preparation of specifications and contract documents, managing procurement processes, signature of contracts and variations, payment certification or authorisation, resolution of disputes. Where approved contractor lists are to be used these will be consistent with those used by the City Council.

## 2. Service standards

To be agreed, for example

- lettable voids and other Council repair/building standards
- other standards for contractor performance or conduct which the DH must incorporate into any contracts which it lets

## 3. Performance targets

**BV184B** (for 2002/03 onwards) percentage change in proportion of non-decent Local Authority homes between 1 April 2002 and 1 April 2003:  
Target 0.8% reduction in 2002/03

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**Local PI** -number of non-decent local authority homes made decent during the year:

Target 1,508 homes in 2002/03

**Local PI** -number of non-decent local authority homes made decent as a % of non-decent homes at year start plus homes becoming non-decent during the year:

Target 16.8% in 2002/03

**BV63** average SAP rating of local authority dwellings:

2002/3 target 53.5 (compared with 2001/2 estimate of 52)

#### **4. Appendices**

Programme of major works/investment outcomes

Council standing orders for the procurement and administration of contracts

DH standing orders if relevant

## Section 10 PERFORMANCE PLAN

### 1. Working in partnership

- The Council and the DH will work together as follows to implement the DH's proposed improvement plans arising from Best Value and Service Reviews.
- Nominated Council and DH officers will work together as follows to prepare and agree the Housing elements of the Council's Performance Plan.

Nominated officer	Action/output	Timetable/frequency
Strategy and Development Manager, DCC and Housing Regeneration Manager, Derby Homes	Housing input to Best Value Performance Plan  Facilitation of housing inspections	In line with Council's Corporate Best Value timetable

- DH participation in Council Best Value reviews will be programmed and managed as follows:

Nominated officer	Action/output	Timetable/frequency
Strategy and Development Manager, DCC and Housing Regeneration Manager, Derby Homes	Implement agreed programme	In line with Council's Corporate Best Value timetable

- DH will use best endeavour to ensure that Council corporate or cross-cutting BVPI's are achieved, and will co-operate with service improvement initiatives in such areas.

### 2. Delegation scheme

- DH will prepare performance plan annually.
- DH will conduct Service Reviews as proposed in the performance plan.
- DH Board will consider and agree proposals arising from Best Value and Service Reviews.
- DH will implement improvement plans arising from Best Value and Service Reviews, incorporating targets into this plan.

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### **3. Service standards**

- Performance plan will be compliant with Government guidance, in respect of the services for which it has responsibility.
- Reviews will be conducted in accordance with Council corporate methodology.

### **4. Performance targets**

In accordance with the Improvement Action Plan appended to this document to

- 1 Review current office opening hours
- 2 Introduce a 'gold standard' service initiative to good tenants
- 3 Renew and update current customer care policies and initiatives
- 4 Improve communication and liaison with Derby Benefits leading to a review of the Service Level Agreement
- 5 Establish decentralised arrears and debt recovery service
- 6 Ensure that allocations policy is reviewed and deals with the issues of former tenancy debts
- 7 Provide arrears to a wider range of payment options
- 8 Ensure that tackling anti social behaviour is given a high priority
- 9 Improved co-ordination and multi-agency working on tackling anti social behaviour needs
- 10 Improve public confidence in estates and in responses to crime and anti social behaviour
- 11 Improve the efficiency and consistency of handling repairs enquiries and repairs orders through an Enquiry Centre
- 12 Increase the number of repairs carried out by appointment
- 13 Improve contractual arrangements to secure better value for money
- 14 Renew timescales for specialist repairs and major improvement programmes
- 15 Develop tenant equity stake proposals
- 16 Implement choice based lettings pilot and increase marketing
- 17 Improve relet times in line with upper quartile performance levels.
- 18 Ensure maximum investment on council housing estates from all funding opportunities
- 19 Look at future use of accommodation in areas of little or no demand
- 20 Improve tenant and leaseholder involvement in planning spending on estates
- 21 Improve standards of service to leaseholders

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- 22 Build on and develop the concept of the Service User Review Group
  - 23 Review tenant participation resources
  - 24 Review and update all tenant participation information and opportunities for involvement
  - 25 Review support services and achieve target of 98% invoices in 30 days.
  - 26 Bring all dwellings to decent homes standard
  - 27 Implement scheme-by-scheme reviews of sheltered housing
  - 28 Improve use of IT through a management information project
  - 29 Implement improvements to training programme

## **5. Appendices**

- Improvement plans from previous Best Value and Service Reviews.
- Service Review outputs from current year.



**1. Working in partnership**

- The Council and DH will keep the achievement and provisions of this plan under review by the following means:
- In individual service areas, where the Council and the DH are inter-dependant, the following nominated officers will work together to ensure service is delivered effectively, as follows [to be inserted].
- The ALMO will implement/co-operate with the following arrangements for internal and/or quality audit.

**2. Delegation scheme**

- DH is authorised to do the following in respect of the authority's contractual or regulatory commitments in respect of housing services summarised below, delivered on its behalf [to be inserted, for example signature of tenancy agreements, service of notices, application forms]
- DH is to deliver the services outlined in Annex 3 of the Services Agreement

**3. Service standards**

- Standards of housing services to be delivered by the DH (where these are different from/additional to targets set by Best Value Improvement plans), in respect of (for instance):
  - Leaseholder services
  - Estate maintenance
  - Sheltered/supported housing management
  - Tenancy management
  - Income management
  - Housing allocations
  - Repairs ordering
  - Access to services
  - Resident consultation and information

**4. Performance targets**

- DH will keep records and monitor the following performance indicators (where these are different from/additional to indicators of improvement established in performance plan) relating to the above services.
- Expectations concerning resident involvement in the management of the DH and of the housing services.

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**BV73** (local PI for 2002/03 onwards) average time taken to complete non-urgent responsive repairs:

2002/3 target to maintain at less than 10 days (compared with Unitary Authority top quartile 2000/01 of 12.5 days)

**BV72** (Local PI for 2002/03) percentage of urgent repairs completed with Government time limits:

Target 2002/3 95.5% (compared with 2001/2 estimate 95%)

**BV164** does the authority follow CRE Code of Practice in rented housing?

Target 2002/3 response: yes (compared with 2001/2 yes).

**Local PI** target to achieve level 3 of the CRE Race Equality Standard during 2002/03

**BV75** (local PI from 2002/03) satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord:

Target 2002/3 60% (compared with 2001/2 estimate 58.8%)

**BV74** satisfaction of tenants of council housing with the overall service provided by their landlord:

Target 2002/3 80% (compared with 2001/2 estimate 77.9%).

**BV185** (for 2002/03 onwards) percentage of responsive (but not emergency) repairs for which Derby Homes both made and kept an appointment:

Target 16.5% in 2002/03 (compared with 13.2% in 2000/01 most up to date data).

**Local PI** - ensuring choice of, and access to, Council housing

Target to make at least 25% of all Derby Homes lettings through the Derby Homefinder choice based lettings system in 2002/03.

## **1. Appendices**

- Statements of value and key principles in service delivery.
- Statements of requirements concerning service levels and features
- Agree process maps (for instance), with service levels and features

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- Agree process maps (for instance), with service level targets, relating to functions where the achievement of outcomes is dependant upon both DH's and the authority's effective joint operation (eg rent arrears management)

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## **Section 12      RESOURCING PLAN**

### **1. Working in partnership**

- DH will review resourcing arrangements and bring forward proposals each year as part of timetable for Financial Plan production.

### **2. Delegation scheme**

- DH will honour undertakings given to Council staff transferring to its employment (if any in addition to terms of offer):
- Subject to this DH will employ remuneration package as negotiated with its staff and their representatives.
- DH will amend staffing structures as necessary to achieve Best Value objectives, after due consultation with staff and their representatives as provided for in its terms and conditions of employment.
- DH will purchase support services in respect of its business functions and professional services from the Council as set out in attached appendices (Service Level Agreements) [to be inserted].
- DH will undertake Service Reviews of support services, whether directly undertaken or purchased from the Council or externally, as part of its programme of Services Reviews. If, as a result of "Compare" or "compete" analysis it is of the view that such services could be more economically provided, it will have the right, after consultation with the Council, to introduce new arrangements.
- Upgrade or re-location of DH's "head office" requires approval of the Council.
- If, as a result of Best Value or Service Reviews, Derby Homes is of the view that an office, or part of an office is superfluous to requirements, it may, after consultation with the Council, put forward proposals for sub-letting [and be credited with income] or put offices to another [eg community] use, or resign from the relevant parts of the original agreement with the Council.

### **3. Service standards**

- DH will use due skill, care and diligence in undertaking its functions
- DH staff will be trained to specified standards (where appropriate)
- DH will observe dress code, code of conduct, etc, consistent with Council standards.

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- DH will observe standards in public areas of offices consistent with Council standards.
  - DH will observe standards of maintenance of offices and other assets, consistent with council standards, where these are not dealt with elsewhere.

#### **4. Performance targets (possible examples only)**

- DH will achieve efficiency savings of 3% per annum during the initial term of the agreement, on understanding that any such savings may be vired within its financial plan subject to liaison between DH and DCC.

#### **5. Appendices**

Existing/proposed staff structures

Service Level Agreements

[NB offices, equipment and other assets are dealt with in Services Agreement].

## IMPROVEMENT ACTION PLAN - 1

Identified Improvement		Review current office opening hours.		Link To Sustainability			
<b>Objective</b>		Continue to provide an efficient and responsive service that is better value for money.		Provision of accessible services with a view to concentrating released staff savings into efficiency savings such as debt recovery, reducing voids and tackling estate sustainability.			
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R	R	
Review previous changes effected October 2000	Analysis of office usage Consultation Report	Information Technology Staff Time	Completed Sept - Nov 2001 Jan- April 2002		Ch. 1/6	HM(LS)	
Pilot late night opening	Identify Office Consultation	Staffing Resources Budget Implications Security Issues	June-Oct 2002		Ch. 1	HM(LS)	
Review future role of mobile housing office.	Analysis of use Consultation	Financial Implications for renewal of lease	April 2003		Ch. 1	HM(TS)	
Redirect staff resources released through above	Staff Database Management Actions.		Oct 2002 - ongoing		Ch. 1/3/4/5/8	HM(LS)	
<b>Monitoring</b> How will improvements be monitored?	Improvements will be measured by customer consultation. Usage will be monitored by IT.						
<b>Public Outcome</b>	Improvements in key performance areas whilst maintaining an accessible front-line service.						

## IMPROVEMENT ACTION PLAN – 2

Identified Improvement Introduce a 'gold standard' service initiative to good tenants.		Link To Sustainability Encourages residents to play a full part in building and sustaining a community			
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R R
<p>Objective To encourage tenants to hold longer tenancies and comply with conditions of tenancy.</p> <p>Review and research similar schemes</p> <p>Set outline for Derby Scheme</p> <p>Agree Derby Scheme</p>	<p>Attendance at seminars</p> <p>Contact local businesses Consult with customers Establish expenditure Report</p>	<p>Senior Officer to lead on project</p>	<p>Nov 2001 – April 2002</p> <p>April 2002 – March 2003</p> <p>Implement 2003/4</p>		<p>Ch.3/9</p> <p>HM(LS)</p>
<b>Monitoring</b> How will improvements be monitored?	Information Technology				
<b>Public Outcome</b>	Tenants are rewarded for length of stay and adherence to tenancy conditions. Landlord benefits from reduced costs in terms of reduced turnover. Potential benefits for local businesses.				

## IMPROVEMENT ACTION PLAN - 3

Identified Improvement		Review and update current customer care policies and initiatives.		Link To Sustainability	
<b>Objective</b>		To provide a customer focussed service which works towards mutually agreed targets.		Housing is a highly focussed service. Customers need to have confidence and trust in both the service and in the staff with whom they engage.	
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R
Continuous improvement and evaluation of customer care policies.	Create Customer Care Process Improvement Team. Training. Examine the way in which we analyse/use complaints.	Staff, Tenant Volunteers, Administration Support Financial.	August 2002 - ongoing		Ch.2/5 HMPO
Involve more tenants in service monitoring	Service User Review Group.	Staff, Tenant Volunteers, Administration Support	October 2002		Ch.8/10 HMPO
Review Customer Care Charter	Consult/Working Group	As above.			Ch.5
Improve Communications & Access.	Notice boards in offices. Undertake disabled access review.				Ch.5 C&MO S.Co
<b>Monitoring</b>	Customer satisfaction survey. In-house performance monitoring. Mystery customer. Customer Complaints.				
How will improvements be monitored?	Improved standards of service delivery. Clear customer driven charter. Clear evidence that customers are listened to. Reduction in complaints relating to service delivery.				
<b>Public Outcome</b>					



## IMPROVEMENT ACTION PLAN - 4

<b>Identified Improvement</b> Improve communication and liaison between the Housing Management Service, Derby Benefits and our customers. <b>Objective</b> To provide tenants with correct benefit entitlement within 28 days of receipt of completed claim.		<b>Link To Sustainability</b>  Reduce turnover on estates due to debts – eviction/abandonment. Reduce poverty. 64% of rental income relies on HB/write off.				
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R	66R
Continue to improve communications between Tenants/claimants, Housing Management Staff and Derby Benefits.	Create Benefits Process Improvement Team.	Staff, Tenant Volunteers, Administrative Support	Create by Oct 2002 - ongoing	66a/b/c	Ch.6	HM(TS)
	Provide access to 'images' for housing staff.	Images Licence			Ch.10	
	Joint Training					
	Review Service Level Agreements.		2003/4		Ch.6	
<b>Monitoring</b> How will improvements be monitored?		BVP's. Process Improvement Team. Customer satisfaction levels. Turnover Rates. Increased benefit take-up. Lower arrears attributable to outstanding Housing Benefit.				
<b>Public Outcome</b>		Increased benefit paid/take up/lower debt. Increased customer satisfaction.				

## IMPROVEMENT ACTION PLAN - 5

Identified Improvement		Link To Sustainability			
Establish specialist arrears and debt recovery service within the decentralised teams.		Better quality work and advice will reduce debts and prevent evictions and tenancy abandonment.			
Objective To reduce the level of outstanding rent.					
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R R
Establishment of a decentralised arrears and debt recovery service.	Restructuring existing staffing arrangements.	Existing staffing	Jan – October 2002	66a/b/c	Ch.6
	New roles/responsibilities.	Training	April 2002 – March 2003		
	Review arrears procedure				
	New automated processes	IT Developments			
	Service level agreements with money advice/legal.		2003/04		
	Investigate the use of private debt recovery agency		2003		
<b>Monitoring</b> How will improvements be monitored?	BVPI's. Local Performance Indicators. Reports to committee. Area Panels and ALO Board				
<b>Public Outcome</b>	Less debt, more money available to fund other services				

## IMPROVEMENT ACTION PLAN - 6

Identified Improvement		Link To Sustainability			
Ensure that housing allocations policy reflects the needs of local communities and deals with the issue of former tenancy debts.		Stable communities, reduction in stock turnover, enable fair and equal access to housing across the City.			
Objective		To ensure balanced communities and better manage the issue of former tenants debts			
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R R
Review of allocations policy	Work in partnership with Private Sector Housing	Staffing resources	Sept 2001 – March 2003	68/69	Ch.3/9 HM (LS)
Review monitoring procedures in respect of former tenancy debts.	Develop IT systems		By April 2003	66c	Ch.6 HM (TS)
Review current policy regarding designation of blocks	Current demand levels/ consultation – report to Private Sector Housing		By April 2003	68/69	Ch.9 HMPO
<b>Monitoring</b> How will improvements be monitored?	Regular statistical information and reports. New posts will regularly monitor all former tenancy debts on current accounts and take appropriate actions. Monitoring of voids and rechargeable repair budget. Monitor direct deductions. Monitor discretionary allocations.				
<b>Public Outcome</b>	An allocations policy which takes account of outstanding debts owed by applicants and a policy which is fair and meets the needs of local communities.				

## IMPROVEMENT ACTION PLAN - 7

Identified Improvement		Link To Sustainability	
Provide access to a wider range of payment options.		Reduce debt issues/turnover. Reduce eviction/abandonment. Reduce poverty.	
<b>Objective</b> To increase ease/choice of payment methods for customers.		Increase customer access to services.	
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale
Provide tenants with a greater variety of methods of payment.	Investigate and develop the following: <ul style="list-style-type: none"> <li>• Post office payments</li> <li>• Direct Debit</li> <li>• Switch/Debit Card</li> <li>• Telephone Payments</li> <li>• Evenings/Saturdays</li> <li>• Internet/Cable</li> </ul>	£3000.00 pa – PO Rent Statements IT	Sept 2002 April 2003 April 2003 April 2003 Oct 2002 2003/04
Change start of rent week from Friday to Monday	Investigate IT implications.	Staff Costs	April 2003
	Investigate proposal and consult with customers.	IT/Staff Costs	April 2003
<b>Monitoring</b> How will improvements be monitored?	Senior Management Team. Statistical surveys and reports. Tenant Satisfaction Surveys.		
<b>Public Outcome</b>	Wider choice/Increased rental income/ reduction in debt.		

## IMPROVEMENT ACTION PLAN - 8

Identified Improvement. Ensure that tackling Anti-Social Behaviour is given a high priority. <b>Objective</b> To deal with cases more consistently and more effectively.		Link To Sustainability All surveys indicate that tackling ASB and crime on estates is the key factor in promoting sustainable communities				
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R	R
Review the way that we currently deal with complaints of ASB.	Develop and expand the role of PIT. Training for staff.	Staff/Tenant Time	April 2002		Ch.7	HM (TS)
Include roles for tenants to have more say on improving safety and security, tackling ASB and monitoring.	Establish Local Compacts. Review Conditions of Tenancy/use of Acceptable Behaviour Contracts/Consult on Introductory Tenancies. Review Sign Up Procedure. Use of specialist staff. Negotiate Service Level Agreement with Legal Services and support resources by outsourcing caseload. Train for witness support Competitive tendering of CWP and/or marketing of CWP in other sectors.	In house solicitor  Time/Finance Consultation	Dec 2002  Oct 2002 March 2003 2004/05		Ch.10	
Competitive tendering of community watch patrol.		Staff Time – possible income.	March 2003  2004/05			
<b>Monitoring</b> How will improvements be monitored?	Management information system (CSM Module). Community Panels. Police Liaison meetings. Reports to committee's including area panels. Estate inspections. Levels of complaints. Numbers of void properties.					
<b>Public Outcome</b>	Increased confidence in and around estates. Lower turnover rates.					

## IMPROVEMENT ACTION PLAN - 9

Identified Improvement. Multi-agency working on tackling anti-social behaviour needs to be better co-ordinated. Objective Achieve more efficient multi-agency solutions to anti-social behaviour and crime.		Link To Sustainability All surveys indicate that tackling ASB and crime on estates is the key factor in promoting sustainable communities			
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R R
Ensure that maximum benefit is gained from multi-agency working and encourage 'positive experiences' on estates.	Drugs Officer – related crime  Young peoples lifestyles – co-ordinate working with YOS. Give priority to increasing facilities and opportunities for young people.  Regenerate the environment & enforce safer cities agreement  Improve communication and improve use of IT to provide management information  Increase use of Derby Mediation Service.	Budget in place  Tenancy Officer – young people – finance. Joint Training   IT Development Finance	2002  2003/04     April 2002		Ch.7      Ch.11      HM(TS)
<b>Monitoring</b> How will improvements be monitored?	Management information system (CSM Module). Community Panels. Police Liaison meetings. Reports to committee's including area panels. Estate inspections. Levels of complaints. Numbers of void properties.				
<b>Public Outcome</b>	Increased confidence in and around estates. Lower turnover rates.				

## IMPROVEMENT ACTION PLAN - 10

Identified Improvement. We need to improve public confidence in estates and in the councils ability to tackle crime and anti-social behaviour. Objective To empower communities to help tackle crime and anti-social behaviour.		Link To Sustainability All surveys indicate that tackling ASB and crime on estates is the key factor in promoting sustainable communities				
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R	R
Improve residents confidence in the area where they live.	<p>Witness Support</p> <p>Publicity, expectations/actions</p> <p>Rewrite section within tenants handbook</p> <p>ASB roadshow to assist in training and raise levels of awareness</p> <p>Develop focus group – local agreements to tackle ASB.</p>	<p>Specialist training or outsource.</p> <p>Commitment from local politicians, source vehicle.</p> <p>Costs of re-production.</p> <p>Staff Time</p> <p>Finance</p>	<p>2003</p> <p>2003/04</p>		Ch.7	HM(TS)
Work with partners	Eg – issues of rubbish dumping on estates					
<b>Monitoring</b> How will improvements be monitored?	Management information system (CSM Module). Community Panels. Police Liaison meetings. Reports to committee's including area panels. Estate inspections. Levels of complaints. Numbers of void properties.					
<b>Public Outcome</b>	Increased confidence in and around estates. Lower turnover rates. Greater numbers of residents will be prepared to give evidence and come forward to report crime and nuisance					

## IMPROVEMENT ACTION PLAN – 11

Identified Improvement We need to improve our efficiency and consistency in dealing with repairs enquiries and repairs ordering.		Link To Sustainability			
Objective Consistent approach to repairs service delivery.		How Will it be Done	Resources Required	Target Including Timescale	P R R
What Needs Doing					
Introduction of a repairs enquiry centre  &  Introduction of a diagnostic system of ordering repairs and produce repairs booklet.	<ul style="list-style-type: none"> <li>• Feasibility Study</li> <li>• Identify premises</li> <li>• Increase methods of reporting repairs</li> <li>• Select software</li> <li>• Publicity</li> <li>• Staff Training</li> </ul>	Consultancy  Finance  Additional staffing resources	Ongoing from 2001, target for completion 2003/04.	72/73	Ch.8  HM(LS) & RMM
<b>Monitoring</b> How will improvements be monitored?	Customer Satisfaction Surveys. Best Value Indicators. Process Improvement Teams. Reduction in numbers of complaints received.				
<b>Public Outcome</b>	Faster more cost effective service with a consistent approach.				



## IMPROVEMENT ACTION PLAN - 12

<b>Identified Improvement.</b> We need to increase the number of repairs that are carried out by appointment.  <b>Objective</b> Improve tenant satisfaction and reduce the amount of work cancelled due to access issues.		<b>Link To Sustainability</b>  Improve customer satisfaction, better maintained homes.			
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R R
Introduce a comprehensive city-wide appointment system for repairs, introduce a compensation scheme for tenants where appointments not kept.	Analyse the current pilot scheme and phase city-wide implementation.  Investigate other IT options for electronic systems which offer appointment at point of contact	Staff Training  Integrated IT Finance	2002/03	72/73	Ch.8 RMM
<b>Monitoring</b> How will improvements be monitored?	Customer Satisfaction Surveys. Best Value Indicators. Process Improvement Teams and benchmarking				
<b>Public Outcome</b>	Less uncertainty, improved repair service, less abortive time. Higher % of works completed within priority.				

## IMPROVEMENT ACTION PLAN - 13

Identified Improvement. Improve contractual arrangements to achieve best value for money.		Link To Sustainability			
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R
Objective Increase the amount of work carried out within the budget.					
Investigate alternative ways of carrying out responsive repair works	Examine principles of 'partnering' between landlord and repairs contractor.  Pilot scheme Cowsley & Osmaston.	Staff Time Contractor Time Tenant Consultation  Legal Advice.		72/73	Ch.8    RMM
Continue to improve disabled persons adaptations process.	Prepare contract for re-tendering process.  Continue partnering arrangement with Social Services, Walbrook DPHS and Commercial Services.		Sept 2003  On-going		   RMM
<b>Monitoring</b> How will improvements be monitored?	Budgetary information. Contractual Monitoring.				
<b>Public Outcome</b>	Savings directed back to Housing Services, more repairs carried out, better maintained homes.				

## IMPROVEMENT ACTION PLAN - 14

Identified Improvement. Review timescales for specialist repairs and major improvement programmes. Objective Realistic timescales for works		Link To Sustainability Improved satisfaction with regard to repairs to tenants homes, more people encouraged to remain in property and reduce turnover and rent loss.			
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R R
Reduce the length of time involved in completing one-off modernisations and other major improvement programmes	Review current arrangements. Liaise with contractors to reduce period of time properties are undergoing works. Identify works	Staff Time. Contract Negotiations	October 2002	69/71	Ch.8 MM/RMM
Adjust priorities for responsive repair works involving the use of specialist/manufactured items.	Identify works Liaise with contractors Consult Customers	IT Implications			
<b>Monitoring</b> How will improvements be monitored?	BV Performance Indicators. Management Information.				
<b>Public Outcome</b>	More works completed within specified time periods (realistic time periods). Properties occupied more quickly after one-off modernisations.				

## IMPROVEMENT ACTION PLAN -15

Identified Improvement. Develop Tenant Equity Stake Proposals. Objective Increase ownership in local communities		Link To Sustainability Provides a means of tenants gaining equity as an alternative to financial buying power and encourages residents to play a part in sustaining the local community.				
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R	R
Develop Tenant Equity Stake Scheme	Liaise with DTLR Develop proposals Tenant Consultation	Staff Time. IT implications.	2005/06		Ch.9	HMPO
<b>Monitoring</b> How will improvements be monitored?	Project Implementation and Management information returns.					
<b>Public Outcome</b>	Provides a means of tenants gaining equity as an alternative to financial buying power.					

## IMPROVEMENT ACTION PLAN - 16

Identified Improvement. Implement a Choice Based Lettings Pilot Scheme and increase marketing of the council house product. <b>Objective</b> Increase awareness and provide more choice to customers. Break down barriers that prevent BME groups from accessing the sector.		Link To Sustainability People are given the opportunity to choose where they live. Customer driven process.			
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R R
Implement pilot choice based lettings scheme.	Implement as per content of bid document. Evaluate. Future considerations	DTLR Subsidy DCC Funding Hardware/Software New skills/marketing. Telecommunications	Project Live – Feb 2002 Pilot ends March 2003	68/69	Ch's 2/3/9 P. Sector & HM (LS)
Increase marketing of council housing to expand consumer base and overcome errors of perception.	Through above project and use of Housing Visitors to focus on contacting BME groups. Publicity, advertising.	Existing staff.			Ch's 3/9 C&MO HM (TS)
<b>Monitoring</b> How will improvements be monitored?	Improved IT – Specific Monitoring Requirements of Pilot (DTLR Returns) – Greater Customer Satisfaction.				
<b>Public Outcome</b>	Greater number of properties accepted first time. Greater numbers of tenancies lasting more than six months				

## IMPROVEMENT ACTION PLAN - 17

Identified Improvement. The current performance on relet times is not satisfactory and needs to be improved in line with upper quartile performance levels.		Link To Sustainability Improved satisfaction. Reduced rent loss. Improved appearance of estates.				
Objective	What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R
Inspect diagnose and repair void properties more quickly.		Investigate options of partnering arrangements between landlord and repairs contractor.	Training Co-operation		68/69	Ch.8
		Implement fast-track void procedure city-wide.	New working process	2002/03		Ch 8/9
		Examine procedures for dealing with abandoned properties.	Staff Time			HM(LS)
		Investigate similar schemes operating elsewhere.	Staff Time			
		Review current allocations procedures.	Staff Time & Customer Consultation	2002/03		Ch.9
Monitoring	How will improvements be monitored?	Management Information. Best Value Performance Indicators. Staff Feedback. Process Improvement Teams.				
Public Outcome		Tenants have quicker access to desired property. Improves the overall appearance of estates (less properties boarded). Reduces the risk and effects of vandalism.				

## IMPROVEMENT ACTION PLAN – 18

Identified Improvement. Ensure maximum investment on council housing estates from all funding opportunities.		Link To Sustainability			
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R
<p><b>Objective</b> Give priority to involvement in Neighbourhood Renewal and other neighbourhood initiatives such as Single Regeneration Budget and New Deal for Communities.</p> <p>Ensure that we give priority to all multi-agency working – to include Neighbourhood Renewal initiatives, SRB and NDC and maximise opportunities for council housing estates.</p>	<p>Training for staff.</p> <p>Focus with business plans.</p> <p>Tighter links between tenant participation unit and regeneration team.</p> <p>Representation at meetings.</p> <p>Identification of opportunities.</p>	Staff Time	2002 – ongoing.	Ch.3.	MM HMPO
				Ch.10	
<b>Monitoring</b> How will improvements be monitored?	Management Information/Working Party.				
<b>Public Outcome</b>	Joined up service delivery leading to community improvements.				

## IMPROVEMENT ACTION PLAN – 19

Identified Improvement. Look at the future use of accommodation for which there is currently little or no demand. Priority to be given to tackling issues on Osmaston, Cowsley and Old Sinfyn.		Link To Sustainability				
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R	R
<p><b>Objective</b> Create demand from target groups/identify feasible options for future use of accommodation/tenure diversification.</p> <p>We need to tackle the serious difficult to let problems in the above areas and develop joint initiatives to regenerate the estates.</p> <p>Reduce the numbers of empty houses on estates</p>	<p>Multi-agency working party. Involve RSL's. Link with private providers.</p> <p>Options appraisal and consult with residents.</p> <p>Major capital investment. NDC/Housing Corp funding opportunities.</p> <p>Work with private sector colleagues.</p> <p>Intensive housing management</p>	<p>Staff Time</p> <p>Research/Development Options.</p> <p>2003/04</p>			Ch.9	HM(LS) HM (TS) MM HRM
<p><b>Monitoring</b> How will improvements be monitored?</p> <p><b>Public Outcome</b></p>	<p>Management Information/Working Party. Customer Panels. Area Panels.</p> <p>Lower turnover and demand created for these estates. Fewer empty properties.</p>				Ch.3.	HMPO



## IMPROVEMENT ACTION PLAN – 20

Identified Improvement We need to improve tenant and leaseholder involvement in planning spending on estates.  <b>Objective</b> Be more responsive to the residents needs. <b>What Needs Doing</b>	How Will it be Done	Resources Required	Target Including Timescale	P	R	R
We need a clear process for liaison & involvement on major repairs and env' improvements.  Increase the numbers of residents and staff involved in the process  Give priority to facilities & recreational activities for young people.  <b>Monitoring</b> How will improvements be monitored?	Evaluate existing resources/processes	Staff Time	Commence Jan2002		Ch's 10/12	HMPO MM
	Develop Housing Forums	Admin Support	Ongoing		Ch.5/10	TPO'S
	Link CHIP process to long-term Capital Programme	Surveys Production & Analysis	April 2002			
	Annual Housing Investment Conference.				Ch.10	
	Provide training & resources for residents					
	Through consultation and multi-agency working eg Youth Service.		2003/04		Ch.2	AM
	Community Panels, Area Panel, Housing Forums, Estate Walkabouts.					
<b>Public Outcome</b>	Greater public involvement in spend priorities.					

## IMPROVEMENT ACTION PLAN – 21

<b>Identified Improvement</b> We need to improve the standard of service we offer to leaseholders. <b>Objective</b> To improve the level of satisfaction and improve the leaseholder service charge billing process.		<b>Link To Sustainability</b> Leaseholders are an integral part of many communities. Re-sales within the community will be minimised therefore enhancing the overall stability within the community.				
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R	R
Agree procedures for leaseholders and staff	Via Process Improvement Team/Officer Group	Staff Time Finance – Printing	April 2003		Ch.10	HMPO FM
Review the leaseholder billing process	Develop a leaseholder handbook	Staff Time IT implications	Commenced 2001 Complete 2004/5			
Raise knowledge and awareness about the rights of leaseholders/tenants	Training programme	Staff Time	Include within in-house training programme – Jan 2002			
Introduce dedicated service hotline for all leaseholders	Process Improvement Team	Finance/Staff	2003/04			
<b>Monitoring</b> How will improvements be monitored?	Leaseholder Process Improvement Team. Satisfaction Surveys. Leaseholder Committee. IT monitoring – billing process.					
<b>Public Outcome</b>	Improved satisfaction and greater consistency of service to leaseholders.					

## IMPROVEMENT ACTION PLAN – 22

Identified Improvement. Build on and develop the concept of the Service User Review Group. Objective Involving more tenants and leaseholders in the process of setting, monitoring and reviewing service standards.		Link To Sustainability Targeting resources to the areas highlighted as priorities by residents. Continuous improvement of service provision.			
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R R
Set procedures for residents and staff.	Develop framework, provide training for residents & staff. Involve tenants in reality checks.	Staff Time. Admin Support Finance	Framework to be established by April 2003		Ch.10 HMPO
Improve the way we report management information.	Review methods and set framework for collection and reporting of data. Agree format.	Staff Time IT Implications	August 2003		
Investigate options to devolve functions to tenants. Improve the process of awarding grants to voluntary groups	Research similar schemes operating – Residents Services Organisations. Review existing procedures & resources. Consider delegating responsibilities to DACP	Staff Time. Resident Training required for all items.	April 2003 Commence 2004/05		
<b>Monitoring</b> How will improvements be monitored?	Community Panels, Area Panel, Housing Forums, Estate Walkabouts.				
<b>Public Outcome</b>	Greater public involvement in spend priorities. Improved standards of service delivery. Reduction in complaints received.				

## IMPROVEMENT ACTION PLAN – 23

Identified Improvement. Review current Tenant Participation resources including the TP Team/Regeneration/ Tenant Liaison Team/Local Offices/DACP & DTRC. Objective Make tenant involvement more effective and develop the capacity of active tenant representation.		Link To Sustainability More opportunities for residents to improve local services and increase their capacity of taking ownership of initiatives and improved prospects of employment.			
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R
Link TP opportunities in housing management with opportunities in regeneration and capital investment.	Review the existing staffing structures of the TP/Regeneration, Communication Team and DACP	Staff Time	2002/03		Ch.10 HMPO MM
Support DACP to find new premises for the DTRC.	Work with DACP to find possible sites	Staff Time	2003/04		HMPO
Set clear targets which increase the services provided by and use of the DTRC	Review the DACP annual funding agreement	Staff Time	2002/03		HMPO
<b>Monitoring</b> How will improvements be monitored?	Tenant Participation Working Group. City Housing Consultation Group (Sub). Housing Management Division.				
<b>Public Outcome</b>	Improved satisfaction by better use of existing resources				

## IMPROVEMENT ACTION PLAN – 24

Identified Improvement. Review and update all Tenant Participation Information and Opportunities for involvement. Objective To give tenants access to a clear and easy way to get involved.		Link To Sustainability Increased resident awareness of the opportunities available to participate.				
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R	R
Make the Tenant Participation Compact more user friendly.	Review the current document, - "Making involvement easy"	Staff Time Finance	2002/03		Ch.10	HMPO
Raise awareness of equal opportunities within the Panel Movement	Work with DACP Equalities Forum to produce an Equalities Action Plan and Good Practise Guidelines	Staff time	2002/03			
Improve the written information on involvement opportunities	Produce a new series of leaflets and handbooks outlining standards for involvement and processes and opportunities for involvement	Staff time Finances	2002/03			
<b>Monitoring</b> How will improvements be monitored?	Tenant Participation Working Group. City Housing Consultation Group (Sub). Housing Management Division.					
<b>Public Outcome</b>	Improved satisfaction and greater resident involvement in setting, monitoring and reviewing services					

## IMPROVEMENT ACTION PLAN - 25

Identified Improvement		Link To Sustainability			
Review existing areas of work, improve % of invoices paid within 30 days. Develop project management skills. <b>Objective</b> To provide a sound support service to the Housing Management Service.		Sound administrative and business support enables the front-line services to be delivered smoothly working towards all of the aims included within the overall improvement action plan.			
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R
Improve the % of invoices paid in 30 days to 98%.	Review existing process Identify delays New procedure and monitoring.	Staff Time Training Implications	2002/04		Ch.11 FM
Obtain in-house project management skills.	Provide training opportunities for senior staff.	Staff Time/Financial Implication.	2003/04		
Devolve some functions to local offices where it is better that they are done locally.	Examine processes and develop procedures for local service delivery	Staff Time Training Issues IT Issues	2004/04		
<b>Monitoring</b> How will improvements be monitored?	Improvements will be measured by improved performance. Improved customer satisfaction. Budget monitoring.				
<b>Public Outcome</b>	Improved access to services at local offices. Long term budgetary savings in reduced need to employ external project management skills.				

## IMPROVEMENT ACTION PLAN - 26

<b>Identified Improvement</b> Delivery of a massive investment programme to improve the stock by 2010. <b>Objective</b> Bring 100% of the stock to decency standard by 2010.		<b>Link To Sustainability</b> All homes will conform to decency standards, this will result in higher customer satisfaction, greater stability, reduced voids and an improved sense of pride in the local community.				
<b>What Needs Doing</b>	<b>How Will it be Done</b>	<b>Resources Required</b>	<b>Target Including Timescale</b>	<b>P</b>	<b>R</b>	<b>R</b>
Deliver capital investment programme arising from arms length status.	The programme will be delivered using the principles of <i>rethinking construction</i> and enable the ALO to achieve EGAN targets such as a reduction in capital costs, reduction in time, increased work completed on time and fewer defects on hand-over.	Additional capital allocation through achieving 'arms length' status.	To achieve 100% of stock to decency standard by 2010	63 65b 71	Ch.12	HRM MM
<b>Monitoring</b> How will improvements be monitored?	Improvements will be monitored by asset management software which interfaces with the stock condition survey.					
<b>Public Outcome</b>	Warmer, modern homes.					

## IMPROVEMENT ACTION PLAN - 27

<b>Identified Improvement</b> Implement major changes as identified in a report to Policy Committee on 17 October 2001. <b>Objective</b> As identified in above report.	<b>Link To Sustainability</b> Resident warden schemes provide homes to 1,700 elderly and disabled tenants across the city. These schemes provide a means for elderly and disabled tenants to retain their independence within the community and as such play an important role in the stability of local communities.					
<b>What Needs Doing</b>	<b>How Will it be Done</b>	<b>Resources Required</b>	<b>Target Including Timescale</b>	<b>P</b>	<b>R</b>	<b>R</b>
Implement proposals contained within report.	Consult with staff and tenants on the proposals arising from the review and on the review of individual schemes.		March 2003		Ch.13	HM(TS)
Review services provided/charges made.	Create a menu of services available to residents at different levels of need, cost and charges.	External Consultancy.	March 2003			
Introduce new management structure & 37 hour working week for wardens	Staff & Union Consultation. Recruitment Processes.		Jan – April 2002 Dec 2001			
<b>Monitoring</b> How will improvements be monitored?	Regular scheme visits by Senior Wardens. Joint Staff/TU working party. Customer Satisfaction Surveys Supporting People Assessments.					
<b>Public Outcome</b>	Increased range and choice of services. Flexibility in payment/service options.					



## IMPROVEMENT ACTION PLAN - 28

<b>Identified Improvement</b> To improve our use of information technology through the management information project. <b>Objective</b> To achieve the full use of systems currently available to us for the improvement of management information purposes.		<b>Link To Sustainability</b> Improved management information and full use of the systems available to us will enable staff to make the best use of their time and provide an enhanced service to customers.				
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	P	R	R
All service areas to define their requirements <ul style="list-style-type: none"><li>• Reporting spec</li><li>• System developments</li></ul>	Management Information Project.	Staff costs IT Consultancy Software requirements.	Complete Mar 05		Ch's 6/7/8/9/12	FM
Overall review of software	IT Section.		2005/06		Ch.11	
Review future of IT facilities services.	Renegotiate contracts.		2003/04		Ch.11	
<b>Monitoring</b> How will improvements be monitored?	Outputs from Management Information Project . Reports to Senior Management Team.					
<b>Public Outcome</b>	Higher quality information produced on performance. Better quality of service provided.					

## IMPROVEMENT ACTION PLAN - 29

<b>Identified Improvement</b> Implement improvements to training programme as identified through the Review	<b>Link To Sustainability</b>					
<b>Objective</b> To ensure staff receive high quality training which equips them to deliver a high quality service to customers.	A high quality front line service which provides sound advice and assistance to customers.					
<b>What Needs Doing</b>	<b>How Will it be Done</b>	<b>Resources Required</b>	<b>Target Including Timescale</b>	<b>P</b>	<b>R</b>	<b>R</b>
Develop and incorporate a skills matrix into the achievement and development process.	Identify core skills for each post. Meet requirements through training programme.	All to be contained within existing resources.	Jul/Oct 2002		Ch.3	DPO & Section Managers to lead.
All front-line staff to attend customer care training.	Managers to co-ordinate on programme.		Ongoing		Ch.3	
All staff to attend racism training	Managers to co-ordinate.		Ongoing		Ch.3	
Provide H&S First Aid training.	Aim - 20 staff to cover all offices.		Dec 2002		Ch.3	
<b>Monitoring</b> How will improvements be monitored?	Training will be recorded by the Departmental Personnel Officer – and reported to Section Managers					
<b>Public Outcome</b>	Improved customer care through staff being well trained to carry out their jobs.					

## INDEX TO RESPONSIBLE OFFICERS

HM(LS)	Housing Manager (Local Services)
HM(TS)	Housing Manager (Tenancy Services)
HMPO	Housing Management Policy Officer
C&MO	Communications & Marketing Officer
SCo	Safety Co-ordinator
FM	Finance Manager
RMM	Responsive Maintenance Manager
MM	Maintenance Manager
HRM	Housing Regeneration Manager
TPO'S	Tenant Participation Officers
AM	Area Manager
DPO	Departmental Personnel Officer

