

# DERBY HOMES SERVICE PLAN ~ 2002/2003

<b>1</b>	<b>Introduction to the Business Plan</b>	<b>Page 1</b>
1.1	Mission Statement and Aims	1
1.2	Primary Aims	2
1.3	Secondary Aims	2
<b>2</b>	<b>Housing Management Organisation Structure</b>	<b>4</b>
<b>3</b>	<b>Links To Other Plans And Initiatives</b>	<b>5</b>
<b>4.1</b>	<b>Management Areas</b>	<b>6</b>
	• Voids	7
	• Arrears Performance	See 44
	• Expenditure on Repairs and Maintenance	8
<b>4.1a</b>	<b>West Management Area</b>	<b>10</b>
	• Organisation Structure	11
	Stockbrook Street Local Housing Office	12
	• Customer Satisfaction Survey Results and Targets	12
	• Improvement Plan	12
	Brook Street Local Housing Office	13
	• Customer Satisfaction Survey Results and Targets	14
	• Improvement Plan	14
	Mackworth Local Housing Office	15
	• Customer Satisfaction Survey Results and Targets	16
	• Improvement Plan	16
	Austin Local Housing Office	17
	• Customer Satisfaction Survey Results and Targets	18
	• Improvement Plan	18
	New Sinfin Local Housing Office	19
	• Customer Satisfaction Survey Results and Targets	19
	• Improvement Plan	19
	Old Sinfin Local Housing Office	20
	• Customer Satisfaction Survey Results and Targets	20
	• Improvement Plan	20
	Littleover Local Housing Office	21
	• Customer Satisfaction Survey Results and Targets	22
	• Improvement Plan	22
<b>4.1b</b>	<b>East Management Area</b>	<b>24</b>
	• Organisation Structure	25
	Sussex Circus Local Housing Office	26
	• Customer Satisfaction Survey Results and Targets	26
	• Improvement Plan	26
	Cowsley Local Housing Office	27
	• Customer Satisfaction Survey Results and Targets	28
	• Improvement Plan	28
	Chaddesden Park Local Housing Office	29
	• Customer Satisfaction Survey Results and Targets	29
	• Improvement Plan	29
	Spondon Local Housing Office	30
	• Customer Satisfaction Survey Results and Targets	30
	• Improvement Plan	30

Allenton Local Housing Office	31
• Customer Satisfaction Survey Results and Targets	31
• Improvement Plan	31
Alvaston Local Housing Office	33
• Customer Satisfaction Survey Results and Targets	33
• Improvement Plan	33
Osmaston Local Housing Office	34
• Customer Satisfaction Survey Results and Targets	35
• Improvement Plan	35
Chellaston Local Housing Office	36
• Customer Satisfaction Survey Results and Targets	36
• Improvement Plan	36
<b>4.2 Tenancy Management</b>	<b>38</b>
• Key Activities	38
• Improvement Plan	39
• Organisation Structure	39
• Monitoring of Key Activities and Developments	40
<b>4.4 Arrears Recovery</b>	<b>41</b>
• Key Activities	41
• Improvement Plan	42
• Organisation Structure	43
• Monitoring of Key Activities and Developments	43
• Arrears Performance	44
• Review of Service Improvement Targets	44
<b>4.5 Wardens</b>	<b>47</b>
• Key Activities	47
• Improvement Plan	48
• Organisation Structure	49
• Monitoring of Key Activities and Developments	49
<b>4.6 Caretakers and Concierge Service</b>	<b>50</b>
• Improvement Plan	50
• Organisation Structure	51
• Monitoring of Key Activities and Developments	51
<b>4.7 Housing Projects</b>	<b>52</b>
• Furnished Tenancy Scheme	52
• Home Decoration Scheme	53
• Garden Maintenance Scheme	55
• Home Safety Campaign	56
<b>4.8 Responsive Repairs Team</b>	<b>58</b>
• Key Activities	58
• Improvement Plan	59
• Organisation Structure	60
• Monitoring of Key Activities and Developments	60
<b>5 Training Implications</b>	<b>61</b>
5.1 All Staff	61
5.2 Area Team and Maintenance Staff	62
5.3 Wardens	63
5.4 Caretakers and Concierge	64

## **1 INTRODUCTION TO THE SERVICE PLAN**

The Business Plan should let us know of where we are now, where we plan to go and how we will get there. The action plan sets dates and identifies teams responsible for achieving these actions.

The Business Plan has been prepared by Senior Staff from all sections of Derby Homes working with their staff. It has been distributed to offices around the City for comment from managers, staff and trade unions members. Each section of Derby Homes have had the opportunity to add their local aims to the plan. Processes of self assessment have been used in line with Best Value principles.

The Business Plan will be monitored by the Senior Management Team. The project leader is the Director of Derby Homes. The plan will be reviewed very six months and rewritten each March. The objectives of the plan will contribute to the Achievement and Development aims for individual staff.

This Business Plan covers the work of the area teams, tenancy services, responsive repairs team, and housing management project staff which provide or oversee the majority of the day to day management and maintenance services provided to the City Council's 15,000 tenants.

The Senior Managers are Chris Robinson, Housing Manager (Tenancy Services) and Maria Murphy, Housing Manager (Local Services). A Business Plan for the teams managed by Lorraine Watson, Finance Manager, will follow. The Business Plan for the Regeneration and Maintenance Teams that report to John Bloxsom and Shaun Bennett will be integrated into the HRA Business Plan/Delivery Plan that will follow.

### **1.1 MISSION STATEMENT AND AIMS**

Our mission statement is to be a:

- Beacon Service by developing our staff to deliver higher quality housing management and maintenance services to the people of Derby.

What will a Beacon Housing Management and Maintenance Service look like?

- Strong pro-active tenant resident participation
- Working within clear strategies to meet housing needs
- Working in partnership with others and part of the bigger picture nationally and in the City
- Working within a Housing Revenue Account business plan to bring all the council housing in the city to a decent standard by 2010
- Charging affordable rents
- Financially secure for the foreseeable future
- Striving to become mostly 'pro-active' rather than mostly 'reactive' in the way its senior managers and staff work and in its services provided
- A higher performer in core services – customer care, rents, repairs, rehousing and PI's
- Providing value for money (VFM) in all its services and receiving VFM support services provided by other Departments and contractors
- Valued, well trained and participating staff
- Give Customer Care and equalities a priority
- Have effective performance monitoring of core services

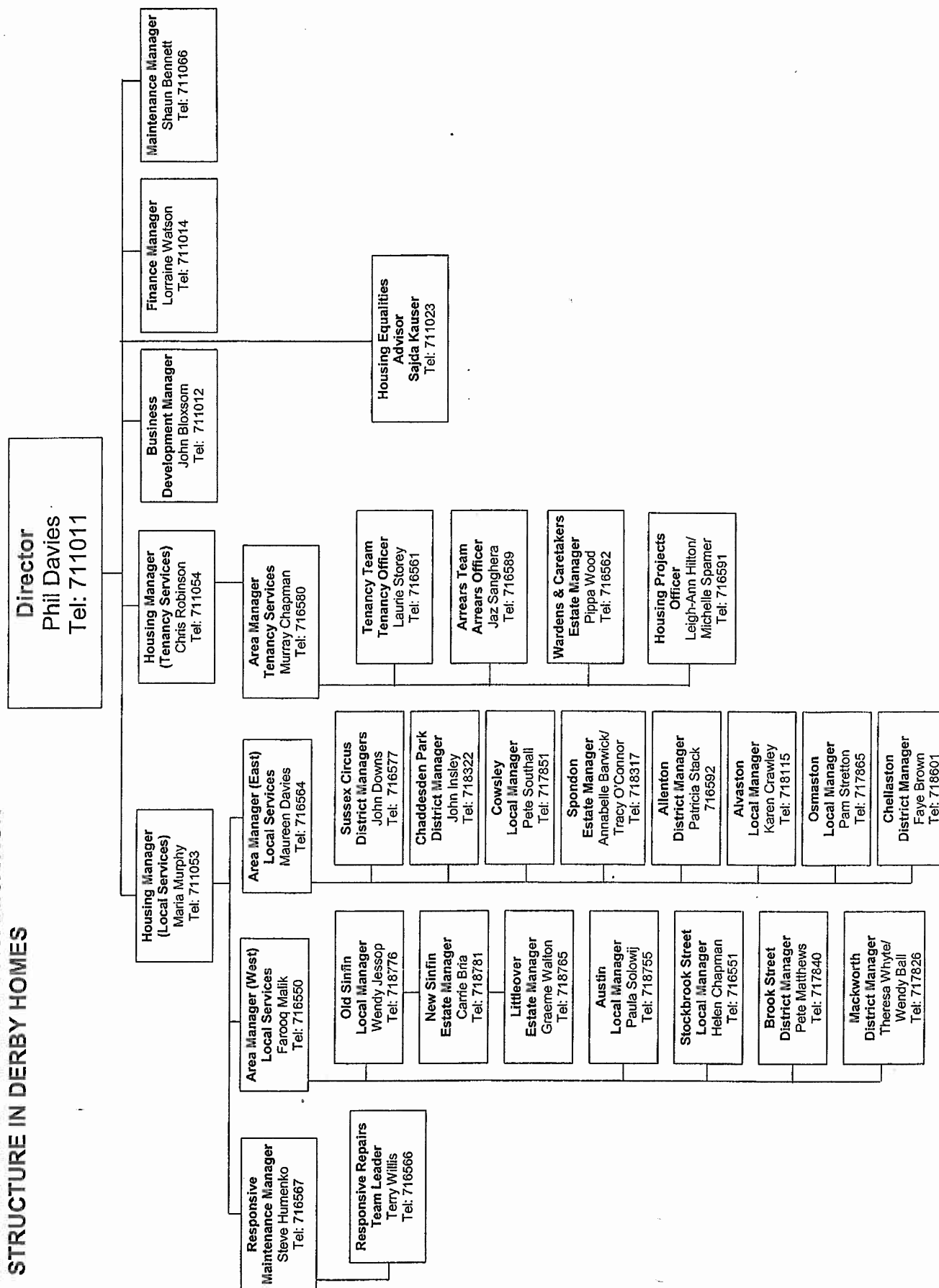
## **1.2 OUR PRIMARY AIMS ARE:**

1. To deliver efficient, high quality, responsive, customer care housing services.
2. To develop the staff to provide high quality services for the future.
3. To develop Derby Homes successfully for the benefit of both tenants and staff of Derby City Council and operate to Best Value principles.
4. To work with Derby Homes Board, Councillors, tenants and partners to improve the quality of life on Council estates and to make them places people choose to live.
5. To remain a beacon three star service for housing management and maintenance service.

### **1.3 OUR SECONDARY AIMS ARE:**

1. To help achieve the strategic aims of the City Council to give a priority to developing our links with schools and the education service and also through our work specifically policies of best value services, anti-poverty, community safety, environmental sustainability and economic regeneration.
2. To work with other partners including other sections, departments, agencies, voluntary groups, to increase the popularity of council housing estates and stocks of flats.
3. To establish and monitor budgets for cost centres. To be cost effective and efficient in our own work and support we give each other and in the service we give and receive from other sections, divisions, departments and agencies.
4. To provide excellent customer care, work closely with Community Panels and Derby Association of Community Partners and working to the standards of the Charter Mark retained in 1999, and to implement the Tenants Compact.
5. To involve, consult, inform, listen to, motivate, train and develop staff in all areas of our work including consultation with trade unions. The main vehicle for this being the development of systems and procedures to enable us to retain recognition for Investors in People in 2002 and work within the 23 standards of the award.
6. To measure our own performance according to Best Value principles using the practices of Best Value, such as benchmarking, performance indicators, continuous improvement, satisfaction surveys, and self assessment using the Business Excellence Model.
7. To market the work of Derby Homes, to widen its customer base with Members, other Departments, tenants and the residents of Derby.
8. To follow all codes of the City Council, such as Health and Safety, Staff Care, Equal Opportunities, confidentiality and disciplinary.
9. To make efficient use of IT and ensure staff awareness and competence in computer systems is competitive.

## 2. HOUSING MANAGEMENT ORGANISATION STRUCTURE IN DERBY HOMES



### 3 LINKS TO OTHER PLANS AND INITIATIVES

This Business Plan aims to give the staff a clear focus for their work. It is not possible to list or cross reference this plan to all the other plans and initiatives with which Derby Homes is linked.

This is a complex list of plans. Derby Homes Board is responsible for ensuring the housing services we provide are well coordinated with other parties work. The Senior Management Team will ensure these are all implemented.

The most important of all these plans must be the Improvement Action Plan that has followed the Best Value Review of front line housing and sustainability. This plan has 29 actions, and its implementation will be led by the Senior Management Team.

	Responsible Officer
• The Council's Corporate Objectives (see Strategy Statement, page 2)	P Davies
• The Housing Strategy (see Housing Strategy Action Plan)	P Davies
• The HRA Business Plan and Delivery Plan (see HRA Business Plan Action Plan, page 24)	J Bloxsom
• The Best Value Improvement Action Plan	M Murphy
• Derby City Partnership Crime and Disorder Strategy	C Robinson
• Staff Survey Action Plan	M Murphy
• Race Equality Action Plan	S Kausar
• Disabled Access Plan	S Kausar
• Derby Association of Community Partners Business Plan	J Bloxsom
• Departmental ICT Strategy	L Watson

---

#### **4.1 MANAGEMENT AREAS**

Housing Management responsibilities for the City are split across two management areas, East and West. Local decentralised housing offices service each management area. Each team/local office has produced their own service improvements, which reflect local needs. The lead officers for each are the Area Manager and respective Office Manager.

The area teams key activities are:

- To provide a tenancy management service covering all of the Council's housing stock in the City. This includes enforcing tenants' obligations and carrying out landlords' obligations.
- To monitor complaints of anti social behaviour and vandalism and make sure reports are promptly responded to and resolved working with the Community Watch Patrol, Environmental Health, legal services, the Police, Derby Mediation Services and other agencies.
- To consult with tenants and leaseholders to promote tenant participation by working closely with Customer Panel chairs and vice-chairs, attending meetings, preparing agendas and completing associated work.
- To operate the City Council's Allocation Policy to ensure that the Housing Stock is used efficiently and effectively.
- To minimise the number of empty Council homes within the City to make sure properties are secure, and vandalism and rent loss are minimised by speedy re-letting.
- To provide a cash collections service offering customers a local and convenient method of paying rent, Council Tax and other debts.
- To control arrears by monitoring and taking prompt action to minimise current and former tenants' arrears.
- To offer money advice to tenants and act as a referral point for the money advice team.



- To operate the day to day repairs reporting system providing customers with a method of reporting and ordering repairs.
- To offer the 'Housing Plus' service to all customers promoting the concept of the one-stop-shop for City and County Council services.
- To support the service provided by ward councillors to their constituents by providing advice and feedback on a variety of issues as and when required.
- To act as a link with other Departments, such as Education, Social Services, Commercial Services, Finance and other agencies such as DSS and Police to help customers to contact these services.
- To manage the costs of operating Local Housing Offices by providing a value for money service through budgetary control techniques.
- To operate the corporate complaints procedures by providing the first line investigation to all complaints concerning the service received by customers.
- To promote good and user friendly information to all our customers through contributions to Housing News, the Housing Annual Report and the usage of Plain English techniques.
- To implement policies and procedures. Current lead policies include:
  - Promotion and support of the Tenants' Furniture Project
  - Management of the Garden Maintenance Scheme
  - Operation of the Internal Decoration Scheme
  - Operating the Decoration Voucher Scheme
  - Operating the tenants' compensation scheme
  - Operating the racial harassment compensation scheme
- To manage the caretakers and sheltered housing schemes within the City ensuring a caring housing service is provided by working with the Estate Manager (Wardens & Caretakers).
- To manage any shared ownership property schemes that are the responsibility of the City Council.

#### **4.2 PERFORMANCE 2001-2**

Three areas of activity are commonly used to judge the Divisions performance:

- Voids

- Rent arrears
- Day to day repairs expenditure

**Voids** - The year ended with 181 active voids, whilst this was slightly over our target figure it represents 1.18% of total stock and demonstrates our continuing commitment to reduce the number of empty properties in the City.

**Main Changes were:**

	1999	2000	2001	2002	+/-	Target 2003
Sussex Circus	10	7	13	12	-	14
Cowsley	9	22	15	12	-	10
Chadd Park/Spondon	12	17	5	13	+	8
Allenton/Chellaston	24	26	11	21	+	15
Alvaston	22	28	20	23	+	18
Osmaston	24	19	16	11	-	14
Mackworth	4	18	1	8	+	5
Stockbrook Street	48	35	49	39	-	38
Brook Street	9	19	13	12	-	10
Austin	13	24	7	15	+	12
Old Sinfin	7	7	11	3	-	8
New Sinfin	3	7	4	6	+	5
Littleover	2	3	4	6	+	3
	187	232	169	181	+12	160

**Targets**

- The target for 2001/2 will be 160 or 1% of stock
- We will aim to reduce average relet time from 37.16 days to 34.0 days
- We will aim to reduce the turnover of vacant properties from 15.5% to 14%

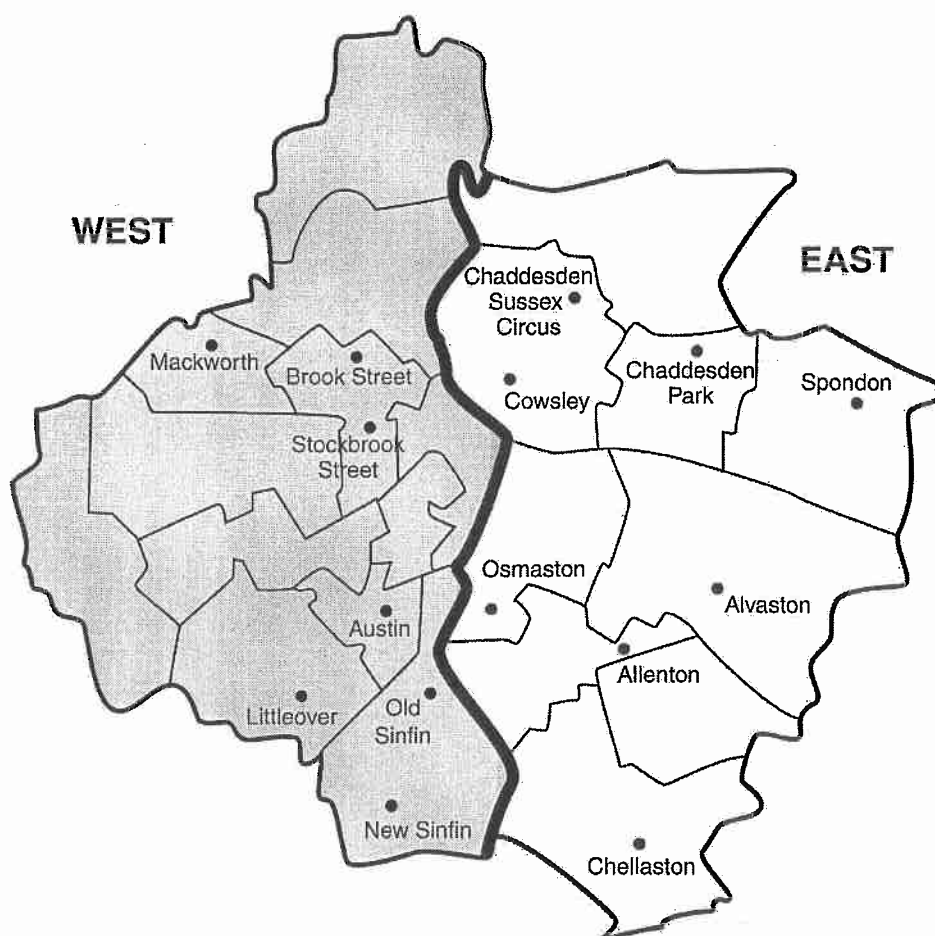
**Arrears Performance** - Information in Section 4.4 – Arrears Recovery, page 38.

**Expenditure on Repairs and Maintenance** - There was an increased overspend in the management of budgets both on day to day repairs and empty properties. A concerning trend has emerged in the South East area of the city where the overspend was well over the city average. Causes of the overspend will be examined and improved methods of budgetary control have been introduced.

## Expenditure 2001/2002

	Target Spend £000	Total Spend £000	+/- %
Sussex Circus	553	530	-4%
Cowsley	531	523	-1.5%
Chadd Park/Spondon	574	640	+11.5%
Allenton/Chellaston	585	819	+40%
Alvaston	686	917	+34%
Osmaston	405	503	+24%
Mackworth	406	403	-0.7%
Stockbrook Street	529	532	-0.5%
Brook Street	352	400	+13.5%
Austin	373	429	+13.5%
Old Sinfen/New Sinfen/Littleover	526	601	+14%
	<b>£5520</b>	<b>£6297</b>	<b>+14%</b>

### 4.1A WEST MANAGEMENT AREA



The offices supporting this management area are:

- Mackworth Local Housing Office
- Stockbrook Street Local Housing Office
- Brook Street Local Housing Office
- Austin Local Housing Office
- Old Sinfen Estate Office
- New Sinfen Estate Office
- Littleover Estate Office

In addition Stockbrook Street Office is the base for the Tenancy Team.

## Organisation Structure

Role	Scale	Mackw'th	Stockbr'k St	Brook St	Austin	Old Sinfin	New Sinfin	Littleover	Area Total
Housing Manager	PO4	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.35
Area Manager	PO2	0.14	0.14	0.14	0.14	0.14	0.14	0.14	1.00
Local Manager	SO1/O2	0	1	0	1	0.33	0.33	0.33	3.00
District Manager	S6/SO1	1	0	1	0	0	0	0	2.00
Estate Manager	S6	0	0	0	0	0	1	1	2.00
Tenant Services Of'r	S4/S5	2	3	2	2	1	0	0	10.00
Customer Services Of'r	S3/S4	2.5	4	3	3	2	3	1.5	19.00
Cashier	S2/3	1	f	f	0	0	0.5	0	1.5
Area Clerk	S1/2	1	1	1	1	0	1	0	5.00
Office Totals		7.69	9.19	7.19	7.19	3.52	6.02	3.02	43.85

The management area provides local housing management services to customers living in:

	Mackw'th	Stockbr'k Street	Brook St	Austin	Old Sinfin	New Sinfin	Littleover	Area Total
1 bedroom house	0	5	0	1	0	0	0	6
2 bedroom house	308	188	85	184	139	58	97	1059
3 bedroom house	614	516	96	704	279	200	217	2626
4 bedroom house	3	14	0	8	2	3	1	31
5 bedroom house	0	1	0	0	0	0	0	1
6 bedroom house	0	0	0	0	0	0	0	0
2 bed maisonette	0	0	0	0	0	0	0	0
3 bed maisonette	18	0	96	0	0	0	4	118
1 bed bungalow	151	11	10	36	0	3	77	288
2 bed bungalow	28	2	4	79	0	0	20	133
3 bed bungalow	0	3	0	0	3	3	0	9
Bedsit flat	9	30	86	0	0	0	11	136
1 bedroom flat	111	709	562	212	53	194	85	1926
2 bedroom flat	127	472	210	8	3	14	13	847
3 bedroom flat	0	15	0	0	0	3	1	19
Office Totals	1369	1966	1149	1232	479	478	526	7199

In the west area there is greater emphasis on estate offices serving the locality. Three of the offices in this area are estate offices and this brings with it the

challenge of managing staff resources to ensure the offices can open and be supported by suitably experienced staff.

### **STOCKBROOK STREET LOCAL HOUSING OFFICE**

This office is the most central of all the City Council's housing offices. The property managed by this office varies considerably and is spread over a large area.

The city centre stock is predominantly of 1970s construction and comprises both houses and flats. In addition, there are the 1950s construction flats at Little City and Castle House. There is also considerable stock in the Normanton area which again is relatively modern. Finally, traditional pre-war houses are to be found in the Morley estate and Uttoxeter New Road areas.

Stockbrook Street is a very busy office coping with many complex housing management issues. Not least of these being the challenge of difficult to let sheltered accommodation in the city centre flats.

The Stockbrook Street Office supports four Community Panels – Morley Estate, California Gardens, Four Corners and Central.

### **CUSTOMER SATISFACTION SURVEY RESULTS AND TARGETS**

	<b>Actual 2001</b>
Role of City Council as a Landlord *	45.6
Feeling Satisfied about your home overall *	82.4
Feeling Satisfied about the area you live in *	62.0
Feeling satisfied/happy about repairs and maintenance *	63.5
Friendly service – Always	62.3
Overall satisfied with treatment at the local office – Always	49.2
% aware of Customer Panels	67.0

\* = % "fairly satisfied" and "very satisfied"

### **IMPROVEMENT PLAN FOR STOCKBROOK STREET LOCAL HOUSING OFFICE**

Last year one of our service improvement targets was to work with other agencies to develop facilities for young people. As part of our partnership work with Ward Councillors, Youth Club Leaders, Activity Centre Leaders, the Police and Leisure Services we attracted the funding for the two youth shelters that have been erected on Stockbrook Street Recreation Ground. Leisure Services have also identified the funding for a new five-a-side pitch and basketball court. These facilities have provided a focus for young people and greatly reduced the problems in the Churchside Walk area.

### **Service Improvement Targets**

- We will continue in our efforts to reduce crime and the fear of crime throughout the area. We will do this by working closely with the Police Beat Officer who will have a base within our office.
- We will continue to work hard at the way we deal with instances of anti-social behaviour from young people in the area. We will continue to work with and develop ideas from the Stockbrook Street/Churchside Walk action group.
- We will use the allocations policy to try and balance areas within the local community and continue in our efforts to improve the sustainability of inner city areas to avoid a high concentration of young/vulnerable people.
- We will participate in the pilot phase of Derby Homefinder – a Choice Based Lettings Initiative.
- We will continue to work closely with the four community panels within the area seeking to continually improve the quality of life on our estates through effective methods of consultation and participation. We will organise estate walkabouts and act on issues raised as priorities by the residents.
- We will continue to work to improving security and the quality of life by looking into ways of attracting extra funding into the area.
- We will target our resources towards meeting performance targets on arrears recovery and void management.

### **BROOK STREET LOCAL HOUSING OFFICE**

This Office is based in what was the Old West End of Derby. Historically, it was one of the poorest areas of the city and yet had a strong community spirit. Much of the area was demolished and replaced by modern deck access blocks and maisonettes during the 1960s. In turn, these were extensively rebuilt during the 1980s as part of a priority estates programme. The area is now one of the most sought after Council estates in Derby.

The Brook Street Office also manages property in separate locations at Allestree, Darley Abbey, Chester Green, Ashbourne Road, Utttoxeter Old Road and the city centre.

There is a diverse stock portfolio which includes Derby's only tower block at Rivermead House which has Derby's only Concierge Service, specially designed single persons accommodation at Britannia Court and the shared ownership warden scheme at Eaton Court.

The Office supports two panel, which are the Riverside Community Panel and the West End Community Panel. The Riverside Panel has always provided a strong input into the Derby Association of Community Partners. The West End Panel has a high membership and is very active in rebuilding the environment, working with other agencies such as Parks and the University to clean up brooks and streams that run through the estate. It is also working to rebuild the strong community spirit the West End once had.

### **Customer Satisfaction Survey Results and Targets**

	<b>Actual 2001</b>
Role of City Council as a Landlord *	84.7
Feeling Satisfied about your home overall *	82.9
Feeling Satisfied about the area you live in *	72.0
Feeling satisfied/happy about repairs and maintenance *	72.6
Friendly service – Always	73.6
Overall satisfied with treatment at the local office – Always	63.3
% aware of Customer Panels	76.0

\* = % "fairly satisfied" and "very satisfied"

### **Improvement Plan for Brook Street Local Housing Office**

The Brook Street office was voted by the Derby Association of Community Partners as being the Best Office in the City for 2001 for its customer care and work with tenants and the community.

This last year we have continued with our programme to upgrade all the Flat Lobbies within the area we have resolved the Caretaking and Concierge Service problem at Rivermead House and Britannia Court and appointed a Mobile Caretaker to cover the rest of the area. Housing Management resources are being targeted at Britannia Court to directly tackle issues of anti-social behaviour and stabilise a community with the complex. We have also upgraded central heating systems in the area by providing new combination boilers that are more energy efficient and will hopefully cut bills for tenants.

The Riverside and West End Community Panels were successful in securing funding to improve the environment in these areas. The West End panel has started to develop a local compact/agreement.

The Police now hold a surgery at the local office on a monthly basis.

Brook Street local housing office is a pilot office for the Derby Homefinder, a choice based Lettings initiative.



### **Service Improvement Targets**

- We will continue to develop the caretaking service in the West End
- We will continue to improve the concierge and caretaking service at Rivermead and Britannia Court
- We will continue to participate in the pilot of Derby Homefinder, a choice based lettings initiative.
- We will continue to hold a Police Surgery at the local office and develop closer links with the Police in Allestree and city area.
- We will work with local residents to identify improvements and concerns by organising estate walkabouts and act on issues raised.
- We will develop strong links with the local University.
- We will continue with the Britannia Court project to improve the reputation and let-ability.
- We will target our resources towards meeting performance targets on arrears recovery and void management.
- We will continue to effectively manage anti-social behaviour.
- We will look to identify minority ethnic groups within the local community to improve their access to services.

### **MACKWORTH LOCAL HOUSING OFFICE AREA PROFILE**

Mackworth was built in the 1950's. It was previously a 'green fields' site and lies between the A52 Derby to Ashbourne main road and the A38 by pass. Remaining boundaries to the south and west, face open countryside.

The estate originally contained over 3,000 Council homes, but now has around 1,250 properties, indicating the impact of the Right to Buy Scheme in this popular area of the city.

There are also blocks of two bedroomed flats and a sheltered housing scheme of one bedroomed bungalows at Streatham Road, and other bungalows for the elderly with the Piper system linked to central control.

The area also includes Mickleover, which has three more sheltered housing schemes and some family houses.

Some of the unity properties on Mackworth are undergoing major modernisation works. The work is likely to be ongoing over the next few years.

The area is well serviced by road and bus services, schools and shops.

The office works with two customer panels: East Mackworth and Markeaton. Both are very active panels with positive ideas for the community.

The housing office is located in a row of shops on Prince Charles Avenue, which also provides a Post Office, Chemist, Co-op, fruit and vegetable and hardware shop.

In 1991, the census details indicated an increase in the number of pensioners on the estate.

The evidence seems to indicate that the majority of customers in Council houses on the estate receive a benefit of some kind – Housing Benefit, Income Support or Family Credit, with indications that the trend is likely to increase.

### **Customer Satisfaction Survey Results and Targets**

	<b>Actual 2001</b>
Role of City Council as a Landlord *	56.2
Feeling Satisfied about your home overall *	87.4
Feeling Satisfied about the area you live in *	82.7
Feeling satisfied/happy about repairs and maintenance *	75.5
Friendly service – Always	64.1
Overall satisfied with treatment at the local office – Always	54.0
% aware of Customer Panels	83.5

\* = % "fairly satisfied" and "very satisfied"

### **Improvement Plan for Mackworth Local Housing Office**

Last year we said that we would work closely with other agencies to develop youth and community initiatives, a direct result of this was our input in the setting up of a Youth Club in the Mickleover area.

The Community Panel secured funding through the City Housing Improvement Plan for works which provided security lighting, fencing and identi-chipping of tenants property.

All of these initiatives directly contributed to improved crime prevention on the estate. Our commitment to Police liaison was demonstrated by continuing to hold surgeries at the local office throughout the year.

#### **Service Improvement Targets**

- We will continue to work with the residents of Mackworth, building on the successes achieved by both Customer Panels. We will organise estate walkabouts and act on the issues seen as priorities by the residents.

- We will drive to build a more effective relationship with the social services department, to provide support for vulnerable members of the community.
- We will continue our work with the Environmental Co-ordination unit to Achieve ISO14001 accreditation by the end of 2002.
- We will work closely with colleagues managing the refurbishment of unity type properties. We will ensure the smooth progress of the final 70 homes within this major improvement scheme.
- We will continue to work closely with the Community Police Officers, to combat, in particular, the increasing drug problems on the estate.
- We will play an active role in the progress of the Sure Start programme, to provide support to families with children aged 0 –4 years.
- We will work with the schools in the Mackworth area, through the Sure Start programme, to improve education and opportunities for everybody.
- We will work with the customer panels to increase black and ethnic minority membership, which is currently under represented.
- We will target our services towards meeting performance targets on arrears and void management.

### **AUSTIN LOCAL HOUSING OFFICE**

The largest of the offices in this management area is Austin Local Housing Office which predominantly serves the Austin Estate. Consisting of mainly pre-1939 traditional construction houses, the estate has recently had the benefit of a major refurbishment project. The project included significant environmental improvements which focused on tenant involvement to find the solutions to the original design problems on the estate. Crime has been identified as a problem to local residents and security measures were also a feature of the project.

Austin Community Enterprise (ACE) have made a significant contribution in the development of local strategies to tackle unemployment and the building of a sustainable estate infrastructure on the back of the physical improvements achieved under the Estate Action programme.

## Customer Satisfaction Survey Results And Targets

	Actual 2001
Role of City Council as a Landlord *	77.9
Feeling Satisfied about your home overall *	86.0
Feeling Satisfied about the area you live in *	56.8
Feeling satisfied/happy about repairs and maintenance *	68.8
Friendly service – Always	70.8
Overall satisfied with treatment at the local office – Always	57.8
% aware of Customer Panels	73.0

\* = % "fairly satisfied" and "very satisfied"

### IMPROVEMENT PLAN FOR AUSTIN LOCAL HOUSING OFFICE

Over the last twelve months we have made good progress in reducing instances of anti-social behaviour around the Browning Circle area. Representatives of the local office have attended all meetings of the Austin Estate Action Group through which we have gained an understanding of residents concerns. Our joint approach of working with Ward Members, Youth Service and the Police is starting to see real benefits for the area.

#### Service Improvement Targets

- We will work towards building better links with the local community by working with ACE (Austin Community Enterprise) and continuing to support Austin Estate Action Group.
- We will tackle the problem of under investment to Coleridge Street flats by working with residents to prepare and submit a well balanced bid to the City Housing Improvement Plan.
- We aim to increase membership of the Community Panel by 50% and to facilitate their integration with the Austin Estate Action Group. We will assist and support the panel in compiling a community panel news letter.
- We aim to increase involvement from BME groups living in the area.
- We will continue to work closely with the Police, Youth Offending Service, Leisure Services and young people within the area to listen to their views/problems. We will explore the feasibility of youth shelters.
- We will target our resources towards meeting performance targets on arrears recovery and void management.
- We will participate in the pilot of Derby Homefinder, a Choice Based lettings initiative.
- We will target our resources towards meeting performance targets on arrears recovery and void management.
- We will work with community services to improve the overall appearance of the estate.

- We will work closely with Surestart to provide help to families on the estate by the provision of housing for parent and toddler groups.

### **NEW SINFIN LOCAL HOUSING OFFICE**

The New Sinfín Estate Office is based in the ASDA shopping centre on what is known as the New Sinfín Estate.

Built during the 1970s on reclaimed marshland the estate has a number of design problems which principally affect the properties to the south of Grampian Way. Many of these problems are due to be tackled as part of the Single Regeneration Budget proposals for the south west of the city.

The area has seen large scale new build by five housing associations on a site that was formerly owned by the City Council off Grampian Way.

### **Customer Satisfaction Survey Results And Targets**

	<b>Actual 2001</b>
Role of City Council as a Landlord *	50.7
Feeling Satisfied about your home overall *	85.7
Feeling Satisfied about the area you live in *	61.3
Feeling satisfied/happy about repairs and maintenance *	68.5
Friendly service – Always	63.6
Overall satisfied with treatment at the local office – Always	60.0
% aware of Customer Panels	71.4

\* = % "fairly satisfied" and "very satisfied"

### **Improvement Plan For New Sinfín Local Housing Office**

The extensive environmental and crime prevention/safety work carried out over the last 12 months under SRB3 has made a vast improvement to the area, helping to make residents feel more safe and secure in their homes.

The office frontage has now been refurbished which has both improved its appearance within the shopping complex and provided improved interview facilities for customers.

### **Service Improvement Targets**

- We will continue in our efforts to reduce crime and the fear of crime in the area. We will do this by working closely with the Police.
- We will aim to achieve and promote environmental sustainability. We will do this by carrying out regular estate walkabouts with the Police and tenants.

- We will work towards a partnership approach with all agencies, voluntary and community organisations within the area so as to respond to the needs of a diverse community.
- We will continue to work hard at the way we deal with instances of anti social behaviour. We will build strong links with the local schools and be aware of the needs of young people.
- We will continue to work with the community panel, seeking to improve the quality of life on the estate through effective methods of consultation and participation with all groups of the community.

### **OLD SINFIN LOCAL HOUSING OFFICE**

The majority of the Old Sinfin Estate was built pre-1939. The estate has many problems associated with urban deprivation and as such has required significant capital investment via estate action and intensive management during the 1980s. The Estate Action programme provided modernisation of the houses and environmental improvements. Also provided was a purpose built Local Housing Office with a permanent police presence and a community centre. The Old Sinfin Residents' Association (OSRA) has been in existence for several years and the Sinfin unemployment project (SUPOUT) is also active.

In recent years the Customer Panel for this area and SUPOUT have built on these established community groups to provide a stronger sense of confidence on the estate.

### **CUSTOMER SATISFACTION SURVEY RESULTS AND TARGETS**

	<b>Actual 2001</b>
Role of City Council as a Landlord *	39.3
Feeling Satisfied about your home overall *	66.7
Feeling Satisfied about the area you live in *	31.2
Feeling satisfied/happy about repairs and maintenance *	58.5
Friendly service – Always	53.8
Overall satisfied with treatment at the local office – Always	45.3
% aware of Customer Panels	71.7

\* = % "fairly satisfied" and "very satisfied"

### **Improvement Plan For Old Sinfin Local Housing Office**

Over the last twelve months considerable effort has gone into partnership working with the Police and Walbrook Housing Association who also own properties on the estate. An intensive management presence has resulted in a noticeable reduction in anti-social behaviour. The Community Watch Patrol

have been both a visual deterrent and have also provided very important information of activities on the estate outside normal office hours.

Police/Community relations have improved during the year due to the presence of a full time Beat Officer based at the Local Office.

The Old Sinfin Community Panel continue to be the only panel within the City which boasts children from the Local School as members. This continues to provide an insight into the views of young people on the estate.

#### **Service Improvement Targets**

- We will work in partnership with the Police and The Burglary Reduction Unit in the area to reduce crime and fear of crime in the area. Work with these agencies to ensure much needed fencing is erected to a burglary 'Hot Spot' on the estate.
- To promote and achieve environmental sustainability by doing Regular Estate Inspections with Tenants, Leaseholders, Councillors, The Police, Contractors and Agencies working in the area.
- To respond to the needs of the community we will work towards a partnership approach with all the voluntary and community agencies. Particularly with regards to supporting the school with getting funding for a much needed allotment project.
- Deal with Anti Social Behaviour Issues promptly by enforcing tenancy conditions.
- Work with the Community Panel, ensuring that the local school children attend the panel. This will enable them to express their concerns and needs and take part in decision making.

#### **LITTLEOVER LOCAL HOUSING OFFICE**

The Littleover area has a high proportion of non-traditional constructed houses. The Littleover Office has proved popular with residents and is relatively busy. The Customer Panel for Littleover is very well attended.

## Customer Satisfaction Survey Results And Targets

	Actual 2001
Role of City Council as a Landlord *	52.6
Feeling Satisfied about your home overall *	86.9
Feeling Satisfied about the area you live in *	80.7
Feeling satisfied/happy about repairs and maintenance *	77.2
Friendly service – Always	64.8
Overall satisfied with treatment at the local office – Always	50.0
% aware of Customer Panels	82.4

\* = % “ fairly satisfied” and “very satisfied”

### Improvement Plan For Littleover Local Housing Office

Over the last 12 months we have continued to work closely with the Community Panel, who remain active in the area. Recruitment drives for the Community Panel are an ongoing process. The Littleover Housing Office has continued to develop its links with the Police and Carlisle Action Against Crime group strengthening the joint working practices that have been established, and improving the area for all residents.

Modernisation programmes have recently been completed on the Unity houses on the estate, and it is hoped that further programmes, including a bathroom contract, will commence over the coming months.

In conjunction with the Community Panel, regular estate walkabouts are planned for the coming year, in order to identify areas where problems are occurring, and projects that could be carried out using estate improvement funds.

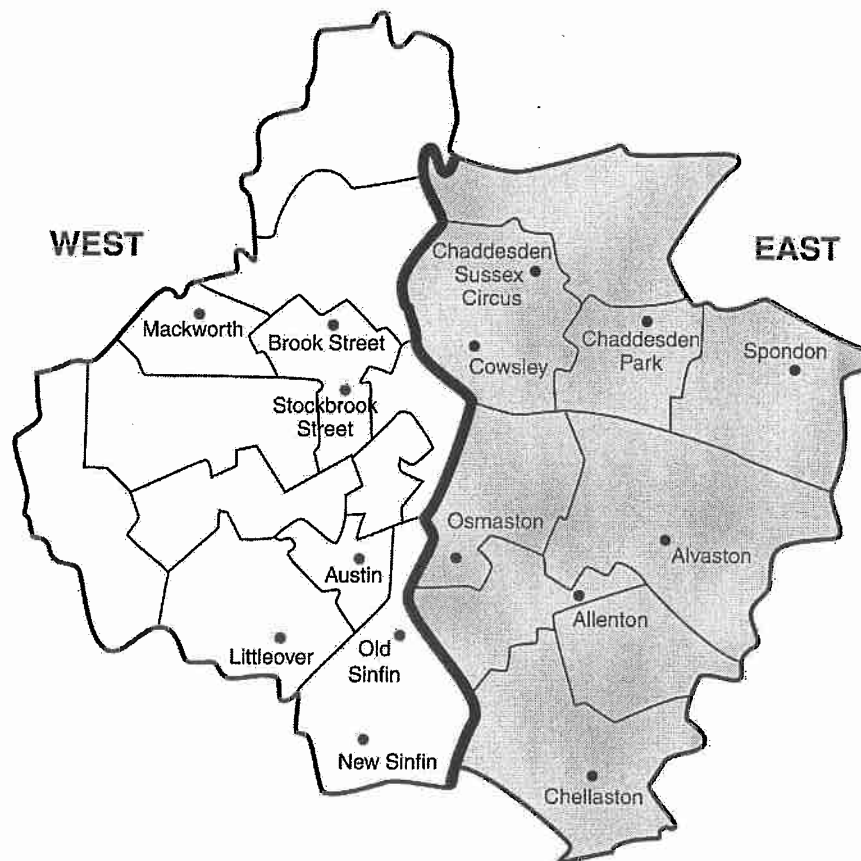
#### Service Improvement Targets

- We will encourage greater membership of the Community Panel, promoting fair representation of residents across the whole area.
- We will continue to liaise and build on existing relationships with the police, and other organisations, to reduce anti-social behaviour and crime in the area.
- We will continue to offer a wide range of services, including benefits advice, job opportunities, and promotion of local organisations through the local housing office. We will build on the information and advice we can offer local residents, wherever possible.
- We will develop a proactive approach towards meeting performance targets on arrears recovery and void management.



- We will promote membership of the Community Panel amongst Black and Minority Ethnic members of the community, ensuring equal representation for all.
- We will carry out regular estate walkabouts with local office staff and members of the Littleover Community Panel to identify problematic areas and plan future estate improvements.
- We will promote a positive perception of the housing service, especially among young people living in the area through the Community Panel, contact with teaching staff, and dissemination of housing information to local schools.

#### 4.1B EAST MANAGEMENT AREA



The Offices supporting this management area are:

- Sussex Circus Local Housing Office
- Cowsley Local Housing Office
- Chaddesden Park Local Housing Office
- Spondon Estate Office
- Allenton Local Housing Office
- Alvaston Local Housing Office
- Osmaston Local Housing Office
- Chellaston Estate Office

In addition, Allenton Office provides the base for the Arrears Recovery Team and the Alvaston Office is the base for the Money Advice Team.

## Organisation Structure

Role	Scale	Sussex Circus	Chadd Park	Cowsley	Spondon	Allenton	Alvaston	Osm'ton	Chel'ton	Area Total
Housing Manager	PO4	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.35
Area Manager	PO2									1.00
Local Manager	SO1/2	0.00	0.00	1.00	0.00	0.00	1.00	1.00	0.00	3.00
District Manager	S6/SO1	1.00	1.00	0.00	0.00	1.00	0.00	0.00	0.00	3.00
Estate Manager	S6	0.00	0.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00
Tenant Services Off'r	S4/S5	3.00	2.00	2.00	0.00	2.00	2.00	2.00	0.00	14.00
Customer Services Off'r	S3/S4	6.00	3.00	3.00	2.00	4.50	3.00	3.00	2.00	26.50
Cashier	S2/3	0.00	1.00	1.00	1.00	0.50	0.46	0.00	0.00	3.96
Area Clerk	S1/2					1.00	1.00	1.00	0.00	3.00
<b>Office Totals</b>		<b>10.07</b>	<b>7.07</b>	<b>7.07</b>	<b>4.07</b>	<b>9.07</b>	<b>7.53</b>	<b>7.01</b>	<b>3.01</b>	<b>55.81</b>

The management area provides local housing management services to customers living in:

	Sussex Circus	Chadd Park	Cowsley	Spondon	Allenton	Alvaston	Osm'ton	Chel'ton	Area Total
1 bedroom house	39	0	21	0	0	8	0	0	68
2 bedroom house	509	138	165	9	228	194	89	0	1332
3 bedroom house	760	466	606	338	751	650	1,191	215	4977
4 bedroom house	60	15	23	3	5	12	0	10	128
5 bedroom house	3	0	0	0	0	0	0	0	3
6 bedroom house	0	0	1	0	0	0	0	0	1
2 bed maisonette	0	0	0	56	7	33	0	0	96
3 bed maisonette	0	0	0	8	4	9	0	0	21
1 bed bungalow	150	69	125	59	124	126	0	10	663
2 bed bungalow	2	14	8	54	15	25	0	14	132
3 bed bungalow	0	0	0	29	69	2	0	0	100
Bedsit flat	0	0	0	7	34	11	0	0	52
1 bedroom flat	104	78	91	49	42	319	77	283	1043
2 bedroom flat	14	282	121	42	52	41	1	44	597
3 bedroom flat					4	1	0	1	6
<b>Total</b>	<b>1641</b>	<b>1062</b>	<b>1161</b>	<b>654</b>	<b>1335</b>	<b>1431</b>	<b>1358</b>	<b>577</b>	<b>9219</b>

This management area is situated to the east of the city and is divided into 8 distinct areas for management purposes. In excess of 4,500 council tenancies are serviced by decentralised, locally based offices. The Housing Management teams at the offices offer a full range of services which other residents also enjoy.

Whilst the peripheral estates in the area are desirable and prosperous, the inner areas are less popular and have high levels of social and economic deprivation. Generally, unemployment and crime rates are higher than the city's average and demographic studies show a predominance of lone parents and children.

### **SUSSEX CIRCUS LOCAL HOUSING OFFICE AREA PROFILE**

This is the largest office and is split into three main management areas: Breadsall Hilltop, Windyridge and Roe Farm. Hilltop and Windyridge both have large numbers of non-traditional post war houses called Wimpey No Fines. They are very difficult to heat, because they are so energy inefficient and they suffer from damp and condensation problems. Some of these homes are now being improved through a modernisation programme. These are both popular places to live with the main problem being the lack of off road parking facilities.

Most of the 450 homes on the Roe Farm estate were fully modernised during the Estate Action programmes between 1992 and 1996. The area has a relatively high level of crime and anti-social behaviour. There is also a high turnover of empty properties, with a limited demand for some homes.

### **CUSTOMER SATISFACTION SURVEY RESULTS AND TARGETS**

	<b>Actual 2001</b>
Role of City Council as a Landlord *	49.4
Feeling Satisfied about your home overall *	86.0
Feeling Satisfied about the area you live in *	74.5
Feeling satisfied/happy about repairs and maintenance *	69.3
Friendly service – Always	70.7
Overall satisfied with treatment at the local office – Always	45.3
% aware of Customer Panels	75.6

\* = % "fairly satisfied" and "very satisfied"

### **IMPROVEMENT PLAN FOR SUSSEX CIRCUS LOCAL HOUSING OFFICE**

Last year we started to organise weekly estate walkabouts, working with residents we have been able to identify priorities, our pro-active approach to estate management has generated increased confidence from customers and seen an increase in attendance at panel meetings.

#### **Service Improvement Targets**

- To continue working with the Sussex Circus Community Panel to identify areas for small, large and capital improvements

- To continue a weekly estate walkabout with members of the Sussex Circus Community Panel and publish monthly 'Walkabout News' letter.
- To continue to support new residents when they move into the area.
- To ensure we provide a home not just a house.
- To improve our ways of working with the Police. To carry out regular walkabouts with our beat officers and hold full meetings every quarter.
- To improve our working with the Burglary Reduction Unit.
- To continue to use Probation Services to help cut back bushes for elderly and vulnerable tenants.
- To support the Derby Association of Community Partners training plans by enabling staff to attend.
- To continue to advertise and promote job opportunities in the area at the local housing office.
- To ensure that housing issues are represented as part of New Deal for Communities Derwent Neighbourhood Plan
- To continue to work closely with local schools as part of the Derwent Ward Action Group.

## **COWSLEY LOCAL HOUSING OFFICE AREA PROFILE**

The Cowsley Local Housing Office manages an estate of around 1100 properties. The local housing management team consists of a Local Housing Manager, Area Property Surveyor, two Tenant Services Officer, two Customer Services Officers, two job-share Allocations Officers, an Area Clerk and a part-time Housing Visitor. We also share an estate caretaker with the Sussex Circus Local Housing Office.

The estate itself is divided geographically into two distinct management areas, St Mark's and Derwent.

The St Mark's estate, bounded by Beaufort Street and St Mark's Road, consists mainly of non-traditional three bedroomed houses and the recently refurbished Racecourse and Huntingdon Green flats. Previous problems of vandalism and anti-social behaviour have been successfully tackled over recent months and the area is now popular with residents and housing applicants although tenancy turnover of the flats remains quite high.

The Derwent estate, bounded by Beaufort Street and Wiltshire Road, consists mainly of pre-war traditional brick built family houses. There is also a sheltered housing scheme, Hillcrest Road, on the estate, managed by a resident and part-time warden. This estate is one of the most challenging in the City, with higher than average rates of recorded crime and social and economic deprivation. The

Local Housing Office also deals with a disproportionate amount of complaints of anti-social behaviour. Due to this, vacant properties can be difficult to let, but recent local allocations and management initiatives have been highly successful in tackling this.

### **Customer Satisfaction Survey Results And Targets**

	<b>Actual 2001</b>
Role of City Council as a Landlord *	44.8
Feeling Satisfied about your home overall *	70.0
Feeling Satisfied about the area you live in *	35.6
Feeling satisfied/happy about repairs and maintenance *	59.8
Friendly service – Always	51.4
Overall satisfied with treatment at the local office – Always	40.6
% aware of Customer Panels	78.3

\* = % "fairly satisfied" and "very satisfied"

### **Improvement Plan For Cowsley Local Housing Office**

Over the past twelve months we have worked in partnership with Refugee Housing Association and the newly appointed Racial Harassment Tenancy officer to resolve problems being experienced by the asylum seekers who were newly settling in the area.

We now provide 2 skips per month for local residents to use free of charge.

We helped to promote and publicise NDC by displaying posters and newsletters. All staff have been involved in a number of workshops, focus groups, open days and public meetings. We have also provided statistical information for inclusion in the NDC business plan which was published in April 2001.

Over £30,000 was secured by the Community Panel and spent on anti-vandalism improvements on the St Mark's Estate.

#### **Service Improvement Targets**

- Regular Police surgeries are already held at the Local Housing Office. We would like to take this a step further and set up a Police Information Centre to allow residents a confidential reporting service.
- We would like to get Community Service and similar voluntary groups involved in estate clearance and maintenance work. This would help improve the physical appearance of the estate and encourage residents to invest in their community.

- Working with the Regeneration and Tenant Participation Officers, we would like to develop an effective way of consulting our tenants and other residents, as an alternative to the Customer Panel.
- We will establish links with local schools to gain the views of young people in the area.
- Work with private property owners and other statutory agencies to tackle the big problem of derelict and undeveloped private properties and areas of land on the estate.
- We will continue to work with the Derwent Community Team and ensure that housing regeneration is a key theme of NDC.

### **CHADDESSEN PARK LOCAL HOUSING OFFICE AREA PROFILE**

The district served by this office splits naturally into two distinct areas – Chaddesden Park estate and the Waterford Drive area. The Chaddesden Park estate was built around 1950 and consists largely of traditional brick-built houses and a smaller amount of flats and bungalows. Geographically it is a large area bordered by Lexington Road and Nottingham Road at one end, extending as far as Wood Road bordering the new Oakwood estate at the other. It is an attractive estate well designed for its time but does not cater sufficiently for today's car orientated society.

The Waterford Drive estate is situated along the southern side of Old Nottingham Road from Raynesway at the eastern end to Highfield Lane towards the City Centre. This area contains a mix of houses and flats built between 1967 and 1971. The flat blocks vary in size and appearance ranging from 2 storey blocks of 4 to 3 storey blocks of 12.

### **Customer Satisfaction Survey Results and Targets**

	<b>Actual 2001</b>
Role of City Council as a Landlord *	71.2
Feeling Satisfied about your home overall *	83.0
Feeling Satisfied about the area you live in *	71.1
Feeling satisfied/happy about repairs and maintenance *	64.0
Friendly service – Always	54.0
Overall satisfied with treatment at the local office – Always	48.1
% aware of Customer Panels	75.7

\* = % "fairly satisfied" and "very satisfied"

### **Improvement Plan for Chaddesden Park Local Housing Office**

In the year 2000/1 significant progress was made in liaison with the police over selected issues. One of these, vandalism and harassment around the Oakleigh

Avenue Warden Scheme, is current and included within this year's service improvement targets.

#### **Service Improvement Targets**

- To continue to promote tenant participation by strengthening and developing the Chaddesden Park Community Panel and continuing estate walkabouts.
- To maintain and improve relationships with other agencies including health, social services, police and education.
- To tackle anti-social behaviour firmly and fairly.
- To establish links with local schools and listen to the views to the views of young people.
- To meet office targets on rent arrears, repair & maintenance and void turnover.

#### **SPONDON LOCAL HOUSING OFFICE AREA PROFILE**

This is the smallest office in the area and manages around 670 properties. There are mainly 3 bedroomed houses with a few low rise flats and 8 Wimpey No Fines, 5 storey blocks of flats. An enveloping scheme in the early 1990's gave some of the homes new roofs, cladding and gutters. More recently 173 of the pre-war traditional brick built houses have been modernised using a 'menu-mod' system. The scheme allowed tenants to choose the work they wanted doing to their home up to a pre-set standard. There are three warden controlled schemes in the area which are made up of traditionally built bungalows. The area is a popular place to live and there is a high demand for houses in particular within the Spondon area.

#### **Customer Satisfaction Survey Results and Targets**

	<b>Actual 2001</b>
Role of City Council as a Landlord *	62.7
Feeling Satisfied about your home overall *	86.4
Feeling Satisfied about the area you live in *	80.6
Feeling satisfied/happy about repairs and maintenance *	74.7
Friendly service – Always	69.6
Overall satisfied with treatment at the local office – Always	61.8
% aware of Customer Panels	86.7

\* = % "fairly satisfied" and "very satisfied"



## **Improvement Plan for Spondon Local Housing Office**

We have worked hard trying to improve standards within the Derbyshire Blocks, aiming to make positive allocations and reduce the turnover within the flats. Fewer existing tenants are now requesting transfers and crime within the area has reduced. This area of our work will continue to be a focus for 2002/3.

Staff now have a more comfortable working environment following the installation of air-conditioning at the office.

### **Service Improvement Targets**

- Create more sustainable tenancies in the Derbyshire Blocks and to reduce void turnaround.
- Identify minority ethnic groups with the local community to improve their access to services.
- Continue to target resources towards meeting performance targets on arrears recovery and void management.
- Increase joint working with Police, Social Services and Education.

## **ALLENTON LOCAL HOUSING OFFICE**

The largest of the offices is situated on Bingham Street. The generic housing team, as well as the rent collection and arrears recovery officers are based here, serving a diverse community. The office's location, close to a busy shopping area ensures that it is one of the busiest in the city.

### **Customer Satisfaction Survey Results and Targets**

	<b>Actual 2001</b>
Role of City Council as a Landlord *	75.5
Feeling Satisfied about your home overall *	71.5
Feeling Satisfied about the area you live in *	57.7
Feeling satisfied/happy about repairs and maintenance *	64.8
Friendly service – Always	60.7
Overall satisfied with treatment at the local office – Always	47.5
% aware of Customer Panels	83.6

\* = % "fairly satisfied" and "very satisfied"

## **Improvement Plan for Allenton Local Housing Office**

The Allenton Housing Office is situated behind the Allenton District Shopping Area and provides a service to 1331 council tenants and to the general public who need to access the Council services in general.

Through 'Small Scale' City Housing Improvement Plan (CHIP) money the area automatically received £13,310 last year. This was used to carry out improvements following consultation with residents and the relevant Community Panel. Allenton and St Martin's received additional funding from single Regeneration 5 and from the release of Capital Receipts money and Boulton was successful in their Large Scale CHIP bid.

The Allenton, Alvaston, Chellaston and Osmaston Community Panel areas have agreed to spend their large scale City Housing Improvement Funding on joint initiatives.

The money will be spent on:

Expanding the Smartwater DNA security marking of residents personal property throughout this area.

The purchase of a security camera, television and video to help tackle the issue of Anti Social Behaviour.

The type of improvements carried out after consultation were:

- New security doors to the rear of properties after it was identified that this was the most used point of access in burglaries in the area.
- Provided fencing to individual properties to increase security.
- To provide hardstandings, driveways and double gates to individual properties.

Sure Start which is a government funded scheme is running in this area. The housing office provide referrals to Sure Start in order to help families access their services. We are currently involved through the local office and with support of the Allenton Community Panel in supporting a bid for the first Health Living Centre in this part of the country.

It is hoped that the building of this Healthy Living Centre will commence in April 2002.

### **Service Improvement Targets**

- We will continue to work with the Boulton Estate Community Panel seeking to encourage more active involvement from all groups within the community.
- The housing officers and policies officers covering the South East of the City have met on two occasions since September 2001 to work at improving working practices which promote joint working for the good of the area and the residents.
- Joint estate visits have taken place and have proved to be successful and will continue.
- The group will now meet twice each year to discuss aims and objectives for the future.
- We will continue working with Sure Start and Oasis and pledge to inform all residents, both current and new of the services and support available from these organisations.
- We will liaise with local schools to gain the views of young people in the area.
- We will liaise with Tenancy Team and other offices in the South East to maximise use of the new cameras as a means of reducing vandalism in the area.
- Promote Smartwater throughout the Allenton and Boulton areas.
- We will target our resources towards meeting performance targets on arrears recovery and void management.

### **ALVASTON LOCAL HOUSING OFFICE**

The office is situated within a thriving shopping parade, located at the junction of a busy road network. Consequently, it attracts a considerable volume of business.

Accommodation managed by the local office ranges from flats and maisonettes for single people to popular family housing. Demand by families for some parts of the area is very high. There is also sheltered housing available for the elderly residents.

### **Customer Satisfaction Survey Results and Targets**

	<b>Actual 2001</b>
Role of City Council as a Landlord *	80.8

Feeling Satisfied about your home overall *	80.9
Feeling Satisfied about the area you live in *	75.1
Feeling satisfied/happy about repairs and maintenance *	71.2
Friendly service – Always	66.9
Overall satisfied with treatment at the local office – Always	52.1
% aware of Customer Panels	81.3

\* = % "fairly satisfied" and "very satisfied"

### **IMPROVEMENT PLAN FOR ALVASTON LOCAL HOUSING OFFICE**

Over the last year we have worked hard to reduce the high levels of juvenile crime and anti social behaviour. This is an area of our work which will continue to be a high priority over the next year. We will also continue to support the Alvaston community project and participate fully in services offered by the United Alvaston Resource Centre.

#### **Service Improvement Targets**

- We will work closely with the United Alvaston Community Panel and help them to explore the creation of a Local Compact.
- We will encourage representation from ME groups within the community.
- We will continue our good work with the Police and our joint working with our new Beat Officers. We are developing new ways of working and looking at exchange of information at different levels. Within the Alvaston Resource Centre there will be a local base for the police to allow our residents access to their local Beat Officer.
- We will continue to play a pivotal role in the opening of the Alvaston Resource Centre set up by the Community Panel, and will assist the project by attending advice sessions and surgeries at the Centre.
- We will establish links with local schools to encourage involvement from young people.
- We will work closely with other service providers in the area and continue to attend meetings to discuss our common problems.
- We will continue to re-establish and support the Durley Close Residents Association and ensure the successful introduction of CCTV at these flats.
- We will target our resources towards meeting performance targets on arrears recovery and void management.

### **OSMASTON LOCAL HOUSING OFFICE**

Osmaston has the highest concentration of family housing in the south east and is the most challenging in management terms.

The levels of deprivation and the concentration of children in the area has led to many inter-agency initiatives. Surestart and NACRO have a permanent presence in the area.

Many of the properties in the area were the first council housing to be built in Derby and consequently the first to be modernised.

Vandalism and theft is sporadic and a proportion of residents are unhappy with the area and want to leave. This is not a settled community historically although there are signs of some improvements from the inter-agency working.

New initiatives are constantly being explored to enhance the quality of life of local residents as well as helping to improve effective management of the area.

### **Customer Satisfaction Survey Results and Targets**

	<b>Actual 2001</b>
Role of City Council as a Landlord *	45.9
Feeling Satisfied about your home overall *	66.0
Feeling Satisfied about the area you live in *	40.7
Feeling satisfied/happy about repairs and maintenance *	50.5
Friendly service – Always	47.3
Overall satisfied with treatment at the local office – Always	40.2
% aware of Customer Panels	80.8

\* = % "fairly satisfied" and "very satisfied"

### **Improvement Plan for Osmaston Local Housing Office**

Over the last year we have greatly improved our communication with local schools. We have been meeting with Nightingale Junior School since September 2000 and have found the information exchange mutually beneficial. We have developed links with Education Welfare Officers who visit the office, as well as housing officers visiting the local school. We can share concerns and work together to find solutions.

A Police Surgery was established and ran for 3 months but was clearly not well used by residents, the previous practice of forwarding information via housing staff has now been resurrected. Local staff carry out estate walkabouts jointly with the Local Beat Manager. In cases of nuisance joint visits are carried out. The new Smartwater Project is proving very successful and residents can now have their property identichipped by staff employed on the Project. The Smartwater project has helped reduce the number of house burglaries and residents are 7 times more likely to be burgled if they have not joined the scheme. The project plans to expand and include property contained within outbuildings.

Another joint initiative is the piloting of Acceptable Behaviour Contracts. We have issued the first one and this is showing signs of success.

#### **Service Improvement Targets**

- We will continue to promote outreach work with individual members of staff adopting a project. We will continue to liaise and develop links with Surestart SRB and Positive Futures.
- We will concentrate our efforts into promoting a positive image of the Osmaston Estate. We are developing a video for this purpose which can then be shown at Housing Options and other locations.
- We will continue to have discussions with Housing Associations who own properties on the estate with a view to improving management standards.
- We will work closely with the newly appointed DACP Community Development Officer to support the local panels and encourage positive development.
- We will target our resources towards meeting performance targets on arrears recovery and void management.
- We will develop a local lettings policy to include residents interviewing potential tenants.
- We will work closely with local schools to gain the views of young people in the area.
- There are a number of privately owned properties which are empty and have been so for a long period of time. We will work with relevant agencies to bring these properties back into use eliminating the blight from tipping etc.
- Demolition of 90 Cast-Iron properties is well under way and we will continue to consult with all stakeholders to develop a plan for future use of the land.

At our joint Police Away Days we now invite other Registered Social Landlords to share good working practises.

#### **CHELLASTON LOCAL HOUSING OFFICE**

Chellaston is arguably the most popular area in the south east and is a very stable community. As a result the local office is not as busy as other offices in the area. The local team also manage a mobile home park.

## Customer Satisfaction Survey Results and Targets

	Actual 2001
Role of City Council as a Landlord *	67.3
Feeling Satisfied about your home overall *	84.9
Feeling Satisfied about the area you live in *	83.4
Feeling satisfied/happy about repairs and maintenance *	72.9
Friendly service – Always	69.6
Overall satisfied with treatment at the local office – Always	64.3
% aware of Customer Panels	90.4

\* = % "fairly satisfied" and "very satisfied"

## Improvement Plan for Chellaston Local Housing Office

Last year we were keen to provide improved youth facilities in the area, although the idea of youth shelters was delayed this remains an area both we and the community panel are keen to progress. An information booklet for the residents of Park Homes is nearing completion and will be a useful reference document for both existing and new residents living on the park.

### Service Improvement Targets

- We will strive to reduce anti-social behaviour caused by young people and will continue to explore the possibility of providing youth shelters in the area. We will work closely with the local schools to gain the views of young people living in the area.
- We will work with the Housing Association, Housing 21 to combat vandalism in Sinfin Avenue and the War Memorial Village so as to improve the quality of life for residents residing in these areas.
- We will encourage closer integration between the Chellaston and Shelton Local Community Panels.
- We will monitor the standard of 'contract cleaning' and ensure that standards live up to residents expectations, specific attention will be given to Park Homes and Merril Way flats.
- We will participate in the pilot of Derby Homefinder, a Choice Based lettings initiative
- We will promote the use of video door entry systems to improve safety and security for elderly members of the community.
- We will target our resources towards meeting performance targets on arrears recovery and void management.

---

## **4.2 TENANCY MANAGEMENT**

The Tenancy Management Team were created to the Division in December 1995 to focus effort on the rising problems associated with anti-social behaviour. Based at Stockbrook Street Office the primary role of the service is:

- Manage and operate the initiatives designed to tackle anti-social behaviour
- Manage and operate the 3 Community Watch Patrols
- Manage and operate the Housing Visitor function
- Where necessary lead and support local office staff in the investigation of serious cases of nuisance

### **Key Activities**

To tackle the team's primary role within the Division the current key activities are identified as monitoring anti-social behaviour by:

- Checking the anti-social behaviour records completed by Tenant Services Officers
- Keeping staff informed of changes in anti-social behaviour procedures eg Housing Act 1996, for new possession proceedings and injunctions, also Crime and Disorder Act 1998 and Human Rights Act 2000
- Regular liaison with Derbyshire Constabulary and implementation of Safer Estates Agreement
- Attending multi-agency meetings on specific cases
- Management and operating the Community Watch Patrols
- Continue to Liaise with Social Landlord Crime and Nuisance Group and other authorities to establish good practice and best value in dealing with anti social behaviour
- Preparation of anti-social behaviour cases to Affidavit level, adhering to the Woolf report procedure changes in liaison with Corporate Services.
- Attend court as necessary
- Provide monthly statistics on anti-social behaviour activities
- Provide training and advice to staff on anti-social behaviour



## Improvement Plan for Tenancy Management

### Service Improvement Targets

- For the year commencing April 2002 the team will be involved in the following service developments, the lead officer is the Tenancy Officer:
- Work with the police and other agencies to reduce crime and the fear of crime and to promote good quality partnership working to reduce antisocial behaviour.
- Develop links with Social Services and Education Welfare on child protection issues.
- Continue to monitor schools in designated areas to ensure security and safety.
- Introduce and monitor the effective use of Acceptable Behaviour Contracts City Wide.
- Continued involvement with the Process Improvement Team to review our ASB/crime reduction processes
- Apply Best Value to all tenancy team sections
- Continue staff training on ASB issues and develop training road-show concept to provide localised training to housing staff at all levels.
- Give presentations on ASB, CWP and Crime and Disorder Act to DACP and Community Panels when requested
- To become involved in investigating racial harassment cases. with Assistant Tenancy Officer (Racial Harassment) .
- To continue to develop CWP
- Continue to monitor and refine housing visitor work on escorted views, furniture pack checks and HB queries
- To develop and pilot CSM ASB module with IT section assistance.
- Target for 2001/2 at 31 March 2001, 200 ASB cases unresolved

### Organisation Structure

Post	Scale	TOTAL
Tenancy Officer	SO2	1.00
Assistant Tenancy Officer	Sc 4/5	1.00
Nuisance Response Officer	Sc 4/5	1.00
Racial Harassment Officer	Sc 4/5	1.00
Admin Support	Sc 3	1.00

Community Watch Patrol	Manual 3	13.00
Housing Visitor	Sc 3	0.68
Housing Visitor	Sc 3	0.68
Housing Visitor	Sc 3	0.54
Housing Visitor	Sc 3	0.54
Housing Visitor	Sc 3	0.54
Housing Visitor	Sc 3	0.54
Housing Visitor	Sc 3	0.54
		22.06

### Monitoring of Key Activities and Developments

Monitoring Method	March 2002 Target	March 2002 Performance	March 2003 Target
No of anti-social behaviour cases	1000		
No of anti-social behaviour cases resolved	800		
No of Community Watch visits	1360		
No of vulnerable void visits	32850		
No of hotspot visits	11000		
Court cases	24		
Evictions	8		
Injunctions	4		

---

#### **4.3 ARREARS RECOVERY**

Brought together as a city-wide unit in early 1996, the Arrears Team are based at Allenton Local Housing Office. Headed by Jaz Sanghera, the Arrears Manager, the primary role of the team is:

- Taking a lead role in the collection of arrears
- Providing and monitoring for the city arrears level
- Provide a coordinated and consistent approach in the collection of arrears
- Actively pursue former tenants who owe debt
- Manage and direct serious arrears cases
- Provide staffing resources to operate the Mobile Housing Office
- Training staff on arrears procedures, housing benefit and use of IT
- Assisting in the collection of non- arrears revenues due

#### **Key Activities**

To tackle the team's primary role within the Division the current key activities are identified as:

- Controlling arrears levels both current and former tenants
- Provide drivers/cashiers to run the Mobile Housing Office
- Act as a housing liaison with Corporate Services on legal aspects of the recovery process
- To take an active part in court and eviction panels
- Prepare cases for legal action
- Attend, represent and give evidence on court and eviction hearings
- To provide training and guidance to local office staff
- Prepare monitoring statistics on:
  - Levels of rent arrears
  - Notice seeking possessions
  - Court orders obtained
  - Evictions requested and carried out
  - Actions taken on arrears recovery

- To be an active member and contribute to the development and effectiveness of the Housing Benefit Liaison Group
- Providing advice, training and guidance on housing benefit issues
- Promoting housing benefit take up and advice to service users
- To actively participate in the Best Value review
- Audit and Monitor arrears cases and highlight good/poor performance
- Collect other revenues due as required.

### **Improvement Plan for Arrears Team**

#### **Service Improvement Targets**

For the year commencing April 2002 the team will be involved in the following service developments, the lead officer is the Arrears Manager.

- To continue to support and develop the mobile housing office (MHO ):
  - Increase numbers of users
  - Continue to review and revise the collection stops
  - Promote swipe card facility
  - Continue to promote the MHO for uses and users
- To actively participate in the implementation of the Best Value reviews key issues and improvement actions:
  - Contribute to the implementation of improvement plans
  - To introduce new practices as identified
  - Continue to participate in performance improvement teams and the Best Value review process
  - To continue to benchmark against other organisations to keep adopting good practices to ensure Best Value
  - To continuously review the effectiveness of the rent arrears procedure and implement improvements where necessary
- To continuously develop and improve the way the section collects former tenants arrears (FTAs) to provide a more efficient service:
  - Set meaningful former tenants arrears targets
  - Investigate and consider out sourcing of debts
- To develop a monitoring system to measure the effectiveness of staff and procedures on collecting rent arrears
- Investigate on line management information and data
- Continue to develop and supply statistical data.
- To continue to promote and implement the Fair Debt Policy as part of the Anti Poverty Strategy

- To reintroduce and develop liaison and communities with Derby Benefits
- To investigate ways of promoting Housing Benefit to Housing Benefit claimants
- Produce a procedure for dealing with cases awaiting housing benefit
- To create a Benefits Process Improvement Team
- To review the present staffing structure and investigate the establishment of a decentralised arrears and debt recovery service
- To develop automation of the rent arrears recovery process
- To develop service level agreements with Money Advice/Legal Services

### Organisation Structure

Post	Scale	TOTAL
Arrears Manager	SO2	1.00
Arrears Coordinator (west)	S6	1.00
Arrears Coordinator (east)	S6	1.00
Housing Benefit Liaison Officer	S5	1.00
Former Tenant Arrears Assistant	S4	1.00
Rent and Arrears Assistant	S 3/4	1.00
Rent and Arrears Assistant	S 3/4	1.00
Rent and Arrears Assistant	S 3/4	1.00
Customer Services Officer	S 3/4	1.00
		9.00

### Monitoring of Key Activities and Developments

Monitoring Method	March 2001	March 2002	March 2003 Target
Level of current arrears	1,021,810	1,073,106	999,000
No. of NSPs served	2,139	2,303	2,500
No. of Court Cases	274	318	350
No. of Evictions	37	40	50
No. of Cases in Arrears	5,040	4,514	4,300
Level of FTAs	1,055,160	1,029,388	1,000,000
No. of FTA cases	4,019	3,094	2,800
Projected cash income from FTA	-	-	£100,000
Cash Collected by MHO/week	6,234	6,988	7,100
No. of transactions/week	142	146	150

## Arrears Performance

During 2001/2002 there was a small increase in level of current arrears. At 31 March 2001 the arrears were £1,021,810 and by 31 March 2002 the arrears had increased to £1,073,106. However at the end of the first week of 2002/03 the arrears target of £996,226 was achieved. We consider that the target set for 2001/2002 has been achieved as tenants who intend to clear their rent accounts use both week 52 and week 1 (rent free weeks) to clear the arrears. The factors contributing to the arrears were similar to the previous year, although the number of cases in the housing benefit backlog have reduced.

Office	31 March 2001	31 March 2002	Target March 2003
Sussex Circus	99,233	109,826	102,249
Cowsley	96,787	98,892	92,069
Chaddesden Park	42,117	36,723	34,190
Spondon	38,685	38,112	35,483
Mackworth	57,453	70,721	65,842
Stockbrook Street	116,216	111,630	103,929
Brook Street	64,847	67,087	62,459
Allenton/Chellaston	109,395	124,239	115,667
Alvaston	81,599	81,666	76,031
Osmaston	136,439	130,877	121,847
Old Sinfen	55,047	72,322	67,267
New Sinfen	38,111	37,861	35,249
Austin	72,330	71,266	66,350
Littleover	13,551	21,877	20,368
	1,021,810	1,073,099	999,000

## TSO District Performance

Top 3 Performers		Bottom 3 Performers	
District 42	- 15,490	District 51	+ 1,537
District 16	- 11,591	District 43	+ 1,863
District 26	- 11,087	District 33	+ 2,083

## Review of Service Improvement Targets

### Mobile Housing Office

The Mobile Housing Office has had successful year in terms of the amount of cash collected and usage.

Overall time spent by staff working on the vehicle has been reduced with no reduction to the service provided. This has released staff to perform other duties.

However promoting wider use of the Mobile Housing Office has been less successful mainly due to it's of size and costs of hiring.

The lease of the vehicle is due to be reviewed in 2003 any decisions regarding this will influence whether the service is expanded during the current year.

### **Current Arrears**

Current arrears increased again over the last year. During the last year we have concentrated on the contributory factors on which we do have some degree of control.

More emphasis has been placed on training. Training has been delivered on arrears procedures, good practice and use of the computer system on arrears.

During the past year the arrears team have concentrated on providing statistical information to allow managers to be able to compare performance and to review the use of the Academy system for rent arrears.

Performance Tables have been produced on a weekly basis, which compares individual arrears performance compared with targets and arrears actions logged on system.

Two new posts for arrears coordinators have been created. These officers will help to provide better monitoring and coordination on rent arrears.

Improvement plans and good practice identified by the Best Value Review are currently being evaluated. Many of these will be introduced during this year.

The arrears team will continue to focus on these areas throughout the year and believe that our efforts will help to improve performance.

### **Housing Benefit**

Limited access is now available to the Orbis system. Training has been provided to use the system.

It appears that the Images system would have been more useful, but we have been informed that we cannot have access to this.

The role of the Housing Benefit Liaison Officer has been successful in improving communication with the Housing Benefits section.

Regular liaison meetings are taking place and progress is being made. A dedicated telephone line has been provided for housing staff. The Housing Benefit Liaison Officer mans this line.

The Housing Benefits Section and housing staff are planning additional training sessions for the future.

### **Former Tenants Arrears**

The Former Tenants Arrears Assistant has been successful in implementing procedures to try and deal with former tenants arrears cases in a systematic way.

Greater emphasis has been given to deal with old debts where no recent payments have been, with write-off being the preferred option. In future more regular and systematic write-offs are envisaged.

Outsourcing is being considered to help recovery rates.

Former Tenants Arrears training has been arranged for frontline staff which will focus on prevention.



---

#### **4.4 WARDENS**

There are 50 resident warden schemes across the city, providing independent living with the support of a resident warden, to over 1700 residents. A further 1400 residents live on piper schemes, which are connected to Care-Link, our emergency call centre, and are visited fortnightly by a mobile warden.

On 17 October 2001, Policy Committee approved a report outlining a Review of the Sheltered Housing Service. This report proposed major changes to the way the service is run.

A radical review of the service was needed for a number of reasons:

- To address problems of low demand on many schemes
- The service is currently subsidised by rent pooling across all tenants. This arrangement cannot continue when Supporting People funding arrangements are introduced in April 2003
- The changes to wardens working hours which were introduced in December 2001 in response to The European Working Directive
- To ensure that we provide a Best Value service

The report recommended that the management structure of the service be strengthened to enable the review to be implemented effectively. The service is now managed by:

- Manager (Wardens and Caretakers)-centrally based
- Four full-time Senior Wardens-based at Local Housing Offices across the city within the area they manage

#### **Key Activities**

To tackle the team's primary role within the Division the current key activities are identified as:

- Providing a safe, secure environment for elderly and disabled tenants
- Visiting tenants in their own homes, Monday to Friday, and contacting tenants through the intercom system in the evening

- Actively encouraging and facilitating social and group activities amongst residents
- Liaising with Social Services, GPs, health workers and voluntary agencies to ensure that residents receive the appropriate services to enable them to live independently

### **Improvement Plan for the Sheltered Housing Service**

For the year commencing April 2002, service development and improvements are focussed upon the effective implementation of The Review of the Sheltered Housing Service.

#### **Service Improvement Targets**

##### **Corporate priorities:**

- Introduce the structures and support needed to deliver new ways of working
- Manage resources effectively and seek value for money
- Develop effective consultation and participation methods
- Respond to the needs of a diverse community
- Provide quality services to meet local needs
- Be a good employer
- Promote good quality partnership working
- Reshape partnership arrangements and services for vulnerable adults

We recognise these priorities and aim to help the Council become a Best Value Council and to promote independence and provide protection with the following service improvement targets:

- Consult tenants individually during the scheme review process and ensure that all sheltered housing tenants are kept fully informed throughout the review period
- Look at new ways of delivering the service and create a menu of services for residents at different levels of needs, costs and charges
- Increase the range of social activities on offer at schemes to reflect the cultural diversity of the wider community
- Identify areas where services could be enhanced through joint working initiatives and work with partners to develop practical service delivery arrangements
- Introduce a practical, workable Service Level Agreement with Care-Link that fulfils the needs of the service, and ensure that the terms of the agreement are effectively implemented

- Work with wardens and Trade Unions and ensure that they are fully consulted throughout the review process through mechanisms such as The Sheltered Housing Working Group and the staff newsletter
- Adapt the Wardens Manual that has been produced in conjunction with the Area Benchmarking Group so that it relates specifically to Derby Homes
- Introduce a new generic job description for resident and non-resident wardens
- Look at ways of improving communication with wardens including:
  - piloting introduction of e-mail through digital television at six resident wardens homes
  - increase frequency of individual supervision meetings
  - encourage wardens to contribute to production of staff newsletter
- Apply value for money principles to make the service cost effective in line with the new Supporting People funding regime
- Investigate the possibility of providing warden support for BME elderly either directly or through partnership.

### Organisation Structure

Management Area	Post	Scale	TOTAL
	Manager Wardens/Caretakers	SO1/SO2	1.00
East	Senior Warden	S5	2.00
	Resident Warden	S1	7.00
	Resident Warden	S2	21.00
	Resident Warden	S3	1.00
West	Senior Warden	S5	2.00
	Resident Warden	S1	4.00
	Resident Warden	S2	11.00
	Resident Warden	S3	5.00
	Non resident wardens	S1	1.08
			55.08

### Monitoring of Key Activities and Developments

Monitoring Method	March 2002 Target	March 2002 Performance	March 2003 Target
-			
Senior Warden Visiting Schemes	1/12	1/12	1/12
Team Meetings	1/12	1/12	1/12
Warden Logbook check	1/12	1/12	2/12
Individual supervision	1/12	1/12	2/12

### 4.5 CARETAKERS AND CONCIERGE SERVICE

#### Caretaking Service

Derby Homes employs eight caretakers who are based at various Local Housing Offices across the city, with a responsibility to a particular estate. Areas that require regular cleaning or maintenance are identified and these are included in the caretakers weekly work rotas. Caretakers take a pro-active approach to keeping the estates free from rubbish and graffiti. A concierge service is provided at Rivermead House and Britannia Court to provide a secure and safe environment within the communal areas and entrances and to assist in tenancy management and crime prevention.

#### Improvement Plan for Caretakers and Concierge Service

For the year commencing April 2002, service developments and improvements have been identified taking into account the recommendations of the Service User Review Group which looked at the caretaking service in May 2001, as part of the Best Value Review of Housing Services.

##### **Service Improvement Targets**

##### **Corporate priorities:**

- Encourage sustainable development
- Safeguard and improve the built and green environment
- Promote sustainable communities
- Manage resource effectively and seek value for money

We recognise these priorities and aim to help the Council become a Best Value Council and to promote independence and provide protection with the following service improvement targets:

- Involve caretakers in estate walkabouts and the City Housing Improvement Plan process
- Meet with representatives from Department of Development and Cultural Services to discuss issues of rubbish dumping on estates
- Investigate the expansion of the concierge service around Rivermead House and Britannia Court
- Investigate widening the role of Caretakers to monitor other contracts eg grounds maintenance

## ORGANISATION STRUCTURE

Post	Scale	Total
Caretakers	Manual 4	8.00
Concierge Staff	Manual 3	2.77
		10.77

### Monitoring of Key Activities and Developments

- Close monitoring of caretakers work will be shared by the Manager (Wardens and Caretakers) and Local Housing Office managers
- Standards of cleanliness at Rivermead House are monitored by the Concierge Supervisor and the Brook St Housing Office

---

#### **4.6 FURNISHED TENANCY SCHEME**

The Furnished Tenancy Scheme was introduced in 1996 as part of Derby City Council's anti-poverty strategy. Almost anyone who is granted a tenancy with Derby City Council and has no furniture is eligible. Furniture is issued in different pack sizes depending on the size of the family.

The scheme is managed by the Housing Projects Officer supported by the Housing Projects Clerk. Local Housing Offices offer the scheme to tenants and liaise with the Housing Projects Team.

#### **KEY ACTIVITIES**

To tackle the team's primary role within the Division the current key activities are identified as:

- Providing liaison between Local Housing Offices and Contractors to provide furniture for furnished properties.
- Ensuring that specified furniture is received by tenants within 48 hours of placing an order.
- Developing and reviewing the service provided to ensure it meets the needs of tenants.
- Investigating and resolving tenant's complaints.
- Providing replacement and repair for broken and damaged furniture.
- Monitoring and progressing investigations into stolen furniture packs.
- Managing annual 100% checks of furniture, replacing furniture where necessary and when appropriate recharge tenants.
- Managing the furniture held in stock.
- Provide training twice yearly for Local Housing Office staff.
- Updating the Furnished Tenancy Manual and Scheme Leaflets.
- Liase with the Business Team to ensure the centrally held Furnished Tenancy Database is kept up to date.

## IMPROVEMENT PLAN FOR FURNISHED TENANCIES

### SERVICE IMPROVEMENT TARGETS

For the year commencing April 2002, the team will be involved in the following service developments, the lead officer is the Housing Projects Officer:

- Develop and implement a stock control and ordering system for furniture.
- Promote and market the scheme to extend take-up.
- Continue to review Contractors' performance to ensure compliance with Contracts.
- Develop and maintain a stolen pack database and continue liaison with Police.
- Review current Furnished Tenancy Database and improve management information available.
- Continue to develop the Britannia Court Project along with Brook Street Project Officers.
- Establish a basic pack option to increase the range of options available to tenants requiring furnished tenancies.

### ORGANISATION STRUCTURE

POST	Scale	TOTAL
Housing Projects Officer – Job Share	Sc 6	1.00
Housing Projects Clerk	Sc 2	1.00
		2.00

### MONITORING OF KEY ACTIVITIES AND DEVELOPMENTS

Monitoring Method	March 2002 Target	March 2002 Performance	March 2003 Target
Team Meetings	1/12	1/12	1/12
Individual Workload Meetings	1/12	1/12	1/12
Meetings with Contractors	1/4	1/4	1/4

### HOME DECORATION SCHEME

The Home Decoration Scheme is available to those tenants who live in sheltered housing or piper schemes. It is designed to help anyone who would have difficulty doing their own decorating, who have no family or friends to help them and would normally have to pay a decorator to do the work. One room is decorated each year at the tenant's choice.

## KEY ACTIVITIES

To tackle the team's primary role within the Division the current key activities are identified as:

- Providing liaison between Local Housing Offices and Contractors to provide home decoration.
- Developing and reviewing the service provided to ensure it meets the needs of tenants.
- Investigating and resolving tenant's complaints.
- Updating the Home Decoration Scheme Manual and Scheme Leaflets.
- Provide training twice yearly for Local Housing Office staff.
- Managing the scheme to ensure consistent standards are maintained.

## IMPROVEMENT PLAN FOR HOME DECORATION SCHEME

### SERVICE IMPROVEMENT TARGETS

For the year commencing April 2002, the team will be involved in the following service developments, the lead officer is the Housing Projects Officer:

- Revise the current contractor's schedule of rates working with the Maintenance Team and the Contractor.
- Consider increasing the quality and price of wallpaper choice.
- Consider increasing the scheme to include designated over 40's blocks.
- Continue to review Contractor's standard of work.
- Continue to monitor tenant's views of the scheme by issuing questionnaires.

## ORGANISATION STRUCTURE

POST	Scale	TOTAL
Housing Projects Officer – Job Share	Sc 6	1.00
Housing Projects Clerk	Sc 2	1.00
		2.00

## MONITORING METHODS

Monitoring Method	March 2002 Target	March 2002 Performance	March 2003 Target
Team Meetings	1/12	1/12	1/12
Individual Workload Meetings	1/12	1/12	1/12
Meetings with Contractors	1/4	1/4	1/4



## **GARDEN MAINTENANCE SCHEME**

The garden maintenance scheme is available to council tenants who have reached state retirement age, or are disabled, and where there are no other able bodied people, over the age of 18, living in the property. The majority of work is undertaken in the growing season, between 1<sup>st</sup> April and 31<sup>st</sup> October.

### **KEY ACTIVITIES**

To tackle the team's primary role within the Division the current key activities are identified as:

- Providing liaison between Local Housing Offices and Contractors to provide the Garden Maintenance Scheme.
- Developing and reviewing the service provided to ensure it meets the needs of tenants.
- Investigating and resolving tenant's complaints
- Updating the Garden Maintenance Scheme Manual and Scheme Leaflets.
- Provide training twice yearly for Local Housing Office staff.
- Managing the scheme to ensure consistent standards are maintained.

### **IMPROVEMENT PLAN FOR GARDEN MAINTENANCE SCHEME**

#### **Service Improvement Targets**

For the year commencing April 2002, the team will be involved in the following service developments, the lead officer is the Housing Projects Officer:

- Review the implementation of chemical weed killing from April 2002.
- Resolve disparity between tenant expectations and scheme limitations.
- Introduce monitoring system in respect of contractor's performance.
- Introduce yearly tenant satisfaction survey.

### **ORGANISATION STRUCTURE**

<b>POST</b>	<b>Scale</b>	<b>TOTAL</b>
Housing Projects Officer – Job Share	Sc 6	1.00
Housing Projects Clerk	Sc 2	1.00
		2.00

## MONITORING METHODS

Monitoring Method	March 2002 Target	March 2002 Performance	March 2003 Target
Team Meetings	1/12	1/12	1/12
Individual Workload Meetings	1/12	1/12	1/12
Meetings with Contractors	¼	¼	¼

## HOME SAFETY CAMPAIGN

The Home Safety Campaign aims to provide better security to properties within Derby City. The Campaign is open to Council tenants, home owners, private tenants and housing association tenants.

## KEY ACTIVITIES

To tackle the team's primary role within the Division the current key activities are identified as:

- Providing liaison between Local Housing Offices and Walbrook Housing Association to provide the Home Safety Campaign.
- Authorising applications for assistance keeping within specified quotas.
- Developing and reviewing the Campaign provided to ensure it meets the needs of tenants.
- Investigating and resolving tenant's complaints
- Updating the Home Safety Campaign Leaflets.
- Provide training twice yearly for Local Housing Office staff.
- Managing the scheme to ensure consistent standards are maintained.

## IMPROVEMENT PLAN FOR HOME SAFETY CAMPAIGN

### SERVICE IMPROVEMENT TARGETS

- Introduce customer satisfaction surveys.
- Publicise and market the campaign more effectively to increase the up-take from Council tenants

## ORGANISATION STRUCTURE

POST	Scale	TOTAL
Housing Projects Officer – Job Share	Sc 6	1.00
Housing Projects Clerk	Sc 2	1.00
		2.00

## MONITORING METHODS

Monitoring Method	March 2002 Target	March 2002 Performance	March 2003 Target
Team Meetings	1/12	1/12	1/12
Individual Workload Meetings	1/12	1/12	1/12

---

## **4.7 RESPONSIVE REPAIRS**

### **Key Activities**

- To carry out pre and post inspections of repairs
- To provide specifications for minor projects, to prepare schedules of work required to support official orders
- To make and monitor appointments with customers for repairs to be carried out
- To provide an assessment service and place orders for welfare adaptations requests received from Social Services to prioritise work to be ordered in line with the repairs policy and by cross service meetings – improve customer care in this area
- To place orders, undertake monitoring and supervision of structural repairs working with Commercial Services
- To monitor expenditure at a local office level and provide budget statistics and ensure that budget targets are hit
- To check and respond to customer complaints within designated time scale
- To check and authorise invoices and valuations
- To monitor contractor performance and take action required to improve performance where necessary
- To deal with disrepair cases effectively
- To provide specifications, undertake monitoring and supervision of one off modernisation and flat conversions
- To provide technical support in preparation of specifications, undertake monitoring and supervision to small scale CHIPs work
- To take lead role in area team on health and safety and issues such as asbestos in homes

To further increase ways of seeking customer views and to complement the existing customer satisfaction survey/one day hits a satisfaction survey and post work visit has been introduced on Social Services Adaptation work. The visits are done jointly between Derby Homes and Social Services to establish if the needs of the tenants have been met and that the quality of the work is to a satisfactory standard.

The feedback from the visits and the survey are very useful with regards to identifying where improvements can be made to the service given.

### **Improvement Plan for Responsive Repairs Team**

#### **Service Improvement Targets**

For the year commencing April 2002 the team will be involved in the following service improvements the lead officer for this is the Responsive Maintenance Manager. We will:

- introduce a computer based diagnostic system to improve efficiency and accuracy when tenants report repairs
- look into the feasibility of reporting repairs via email, internet and digital
- continue with the partnering arrangements with Social Services and Commercial Services with regards to disabled persons adaptations process
- explore the feasibility of a partnering arrangement in other areas of the repairs and maintenance contract
- introduce a fast track vacancy repairs procedure City Wide
- increase the resources dedicated to post inspections either by Derby Homes staff or by tenants experts
- look into the feasibility of introducing a compensation scheme for missed appointments for repairs
- look into the feasibility of introducing "Neighbourhood Working" of joint Derby Homes and contractor teams at Cowsley and Osmaston
- continue to work with the repairs service process improvement team
- deliver training to front line Derby Homes staff, both on new procedures and on areas where weaknesses are identified
- further expand and promote the Derby Homes generated appointment system for repairs
- evaluate and promote the appointment system for visits from Derby Homes surveyors
- continue to act as a catalyst in developing an improved relationship between contractors and local office staff
- issue a Repairs and Maintenance Handbook/leaflet for all tenants which will explain clearly the services we offer and the standards of performance that customers can expect from us
- develop the idea of a centralised Repairs Enquiry Centre which will be staffed by specialist repairs staff and will receive telephone requests for repairs from customers across the City

- improve management information on all areas of repairs and maintenance expenditure to aid local teams to better control and manage their local repairs budgets.

### Organisation Structure

To deliver the key activities and planned developments the Responsive Repairs Team has the following members:

Post	Scale	TOTAL
Responsive Maintenance Manager	PO2	1.00
Responsive Repairs Team Leader	SO2/PO1	1.00
Senior Area Property Surveyor	SO1	2.00
Senior Technical Officer	Sc 6	3.00
Area Property Surveyor	Sc 5	8.00
Safety Co-ordinator	Sc 6/SO1	0.40
Repairs Co-ordinator	Sc 5	1.00
Repairs Administration Clerk	Sc 3	1.00
Asbestos Technician	Sc 3	2.00
		14.73

### Monitoring of Key Activities and Developments

Monitoring Method	Measure	March 2000 Performance	March 2001 Performance	March 2002 Performance
Training	Attendance on courses	45	80	107
R&M Inspections	No.	7,000	10,000	10,685
Appointments	No.	1,056	2,000	6,134

---

## **5 TRAINING IMPLICATIONS**

### **5.1 ALL STAFF**

To help achieve the targets set in the Business Plan for 2002-2003, the Division has drawn up a 'menu of training' opportunities. Staff all receive a six monthly staff development/appraisal interview with their manager to ensure their skills are developed.

The training we offer our staff will fall into the following categories:

- Via the in-house training programme. This offers a rolling programme of half day courses that tackle issues such as:
  - Induction to Maintenance
  - Money Advice
  - Advanced Money Advice
  - Introduction to Anti Social Behaviour
  - Leaseholder Management and Service Charges
  - Welfare Benefits 1 and 2
  - Violence and Aggression
  - Sign-Up Procedure and Ferret Assessments
  - Assignment, Successions, Tenancy and Terminations
  - Former Tenants Arrears Training

Some courses are now compulsory for certain posts

- via the corporate training and other opportunities. Provide such courses as:
  - Plain English Techniques
  - Leading Your Team
  - Achievement and Development
  - Corporate Induction
  - Recruitment and Selection
  - NEBSM Introductory Award to Supervisory Management
  - Getting the Most Out of Training and Development
  - Attendance Management/III Health Procedure
  - Stress Management

- Improving Employee Performance
- Dealing with Difficult People
- Mental Health Awareness
- Awareness Training on Visual Impairment

## **5.2 AREA TEAM AND MAINTENANCE STAFF**

- via 'learndirect' training:
  - Understanding I.T.
  - Introduction to Databases
  - Introduction to Spreadsheets
  - Introduction to the Internet
  - Equal Opportunities
  - Health and Safety
- via attendance at courses and seminars organised by:
  - Chartered Institute of Housing
  - Derby Association of Customer Panels
  - Private sector organisations
  - Other local authorities
- via the registered training organisation of Derby City Council 'Learning to Work'. Registered with Southern Derbyshire Chamber of Commerce, Training and Enterprise Council we are able to offer NVQs as follows:
  - Customer Service to level 3
  - Business Administration
  - Information Technology
- via external educational bodies we are able to offer the following to staff where the knowledge is relevant to the job:
  - HNC/BSc/MSc Housing Studies
  - City and Guilds Qualifications
  - ONC and HNC Building Studies
  - Degree in Building Studies
  - CDM, COSHH, Risk Assessment
  - Contract Management
  - Computer Courses
  - BTEC National Certificate in Business Studies
  - HNC in Business and Finance
  - Financial Qualifications
  - NVQs



- Training Certificate
- Certificate in Personnel
- via working parties such as:
  - Violence and Aggression Working Party
- via team meetings:
  - The area teams close on Wednesday afternoons which allows for regular team briefings or short informal training sessions to be arranged.

### **5.3 WARDENS**

To help achieve the key activities and service developments identified within the Business Plan the warden service offers a menu of training opportunities to staff in the following categories:

- Via the in-house training programme. This offers a rolling programme of half day sessions that cover issues such as:
  - Money Advice
  - Violence and Aggression
  - Anti Social Behaviour
- Via the corporate training section. This offers a programme of courses which vary in length. Issues that affect the organisation as a whole are covered including:
  - Corporate Induction
  - Plain English
  - Dealing with Difficult People
  - Awareness Training on Visual Impairment
- Via external trainers such as:
  - Derby Alcohol Problems Advisory Service
  - Alzheimers Awareness
  - Derby Mediation Service
  - First Aid
- Via attendance at courses and seminars organised by:
  - Chartered Institute of Housing

- Derby Association of Customer Panels
- Private Sector Organisations
- Other Local Authorities
- Via external educational bodies we are able to offer the following to staff through the Post Entry Training process:
  - BTEC in Sheltered Housing
  - NVQ in Social Care
- Via working parties such as:
  - Basic Food Hygiene
- via team meetings:
  - Monthly senior wardens meeting
  - Monthly wardens meetings
  - Bi-monthly local housing managers meeting
  - Quarterly area contract managers meeting

#### **5.4 CARETAKERS AND CONCIERGE**

To help achieve the key targets and service developments identified in the Business Plan the Caretaker and Concierge staff have the following training available to them:

- Via the in-house training programme. This offers a rolling programme of half day courses that tackle issues such as:
  - Money Advice
  - Advanced Money Advice
  - Introduction to Maintenance
  - Anti Social Behaviour
  - Violence and Aggression
- Via the corporate training section. This offers a programme of courses which vary in length. Issues that affect the authority as a whole are covered including:
  - Corporate Induction
  - Plain English techniques
  - Dealing with Difficult People
  - Awareness Training on Visual Impairment

- Via external trainers:
  - Drugs Awareness Training
  - First Aid
  - Manual Handling
  - Fire Safety
  - Driver Awareness Training

