
ITEM 11

DERBY HOMES DELIVERY PLAN 2003-04 **DRAFT**

March 2003

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SECTION 1 - INTRODUCTION

- 1.1 Derby Homes is an arm's length housing management organisation (ALMO) set up to manage and maintain the housing stock of Derby City Council with effect from April 2002.
- 1.2 The basis on which Derby Homes carries out these responsibilities is set out in a Services Agreement. This is a contract between Derby City Council and Derby Homes Limited. The initial term is until April 2007, with provision to review thereafter.
- 1.3 Through the Services Agreement, Derby City Council has delegated its housing maintenance and management responsibilities to Derby Homes. The agreement lists the services to be provided and requires that an Annual Delivery Plan be agreed which describes the outputs to be achieved by means of the services provided by Derby Homes.
- 1.4 The format for the Delivery Plan includes sections, which will be revised annually. An initial version of the Delivery Plan was produced in February 2002. It was incorporated into both the Council's successful application for the Secretary of State's consent to delegate responsibilities to Derby Homes and the Services Agreement, which commenced in April 2002.
- 1.5 Subsequent government guidance states that in developing Delivery Plans, *"local authorities should be mindful of the need to balance flexibility, giving the ALMO Board genuine management freedom, and the desire to ensure high quality services to tenants are maintained. It states that the Delivery Plan should therefore have output based targets with little, if any, prescribed methodology and that the majority of policies and processes should be reviewable and achievable within agreed parameters by the ALMO"*. This guidance has been used to prepare this Delivery Plan for 2003-04, however, revised guidance is expected at the end of March / beginning of April 2003.
- 1.6 This plan should be read in conjunction with other key documents and wherever possible seeks to avoid duplicating these. These documents are:
 - Housing Strategy
 - Housing Revenue Account Business Plan
 - Agreement between Derby City Council and Derby Homes
 - Best Value Review of Front Line Housing and Sustainable Estates and the Improvement Action Plan
 - Best Value Review of Planned Maintenance and the Improvement Action Plan.

SECTION 2 – Playing our role in the regeneration of Derby

Supporting Derby City's Partnership's Vision of a Better Derby

- 2.1 The mission for Derby Homes is *"to provide the people of Derby with the best housing service in the country by continuous improvement and by working with all our partners"*.
- 2.2 Our mission compliments the 2020 Vision for Derby produced by the Derby City Partnership (DCP) and the Council's Housing Strategy and Capital Strategy. As a managing agent for Derby City Council, Derby Homes is contributing to the Council's corporate vision to help *"to make Derby a city where people are proud to live and the Council a place where people are proud to work"* as stated in the Council's Corporate Plan.
- 2.3 In the Derby Homes prospectus, we set out our aim to 'make a difference' by:
- improving all Council housing
 - involving tenants in decision making
 - improving the quality of services
 - being firm but fair with people who have difficulty in paying their rent
 - tackling neighbour nuisance
 - improving the quality of life in local neighbourhoods by working with partners such as the police, schools and voluntary groups

Delivery the Council's Housing Strategy

- 2.4 Derby Homes will work closely with and will contribute to the delivery of the Council's Housing Strategy and the strategies and plans that underpin that strategy, notably:
- DCP's Neighbourhood Renewal Strategy and Community Strategy
 - Crime and Disorder Reduction Strategy
 - Black and Minority Ethnic Housing Strategy
 - Homelessness Strategy
- 2.5 Nominated Council and Derby Homes officers will work together as follows to develop city-wide or cross-sector strategies and initiatives through:

Table 16

Derby Homes' Nominated officer	Derby City Council's Nominated officer	Action/output	Timetable/frequency
Assistant Director (Investment and Regeneration)	Private Sector Housing Manager	HECA report on energy efficiency	Annual
		Attendance at Derby City Partnership, Environment City	Bi-monthly

Area Managers Local Managers	Community and Housing Strategy Manager	Contribute to Neighbourhood Renewal Strategy Meetings with Derwent New Deal in Communities	At least annually Monthly
Housing Manager Tenancy Services	Community and Housing Strategy Manager	Contribute to Crime and Disorder Strategy	At least annually
Housing Manager Tenancy Services	Community and Housing Strategy Manager	Attendance at Derby City Partnership meetings	Bi-monthly
Housing Manager Local Services	Assistant Director – Family and Children Services, Social Services	Area Child Protection Committee	Monthly

2.6 The key objectives of Derby Homes are to:

- deliver the decent homes standard by 2006 – Derby's 'Homes Pride' campaign
- provide best value for housing management and maintenance services
- ensure choice of, and access to, affordable rented housing
- ensure choice of fixtures and fittings as part of the Homes Pride improvement programme
- increase the popularity of council estates, reducing the rate of turnover and improving quality of life on estates
- protect and enhance tenants' homes, reduce crime and the fear of crime and tackle anti-social tenants promptly and effectively
- provide a service that meets the needs of the diverse communities of Derby
- carry out effective consultation and participation with tenants and residents and support the Community Panels network to operate effectively
- develop staff through team building, training and effective appraisal
- provide affordable housing and tackle financial exclusion amongst tenants and leaseholders
- adapt housing to meet special needs and making better use of existing adapted homes
- providing energy efficient and environmentally sustainable housing
- fully involve tenants and leaseholders in management of the service
- provide training and employment opportunities for tenants and leaseholders and overcoming benefit trap issues.

2.7 The linkages between Derby Homes' objectives and those of Derby City Council and DCP are shown in table 1.

Delivering the Council's Vision of Regenerated Neighbourhoods

- 2.8 Derby Homes views itself as a key partner in the regeneration of Derby's neighbourhood. Notably, we are aligning our Homes Pride programme with:

Derby City Partnership's Neighbourhood Renewal Strategy
The Council's development programme
The Council's private sector renewal programme
Derwent New Deal's housing programme

- 2.8 Notably, in 2003, Derby Homes will contribute to the implementation of the Derwent New Deal Programme and the actions resulting from the Derwent Housing Futures Study. It is anticipated that this will include conversion, demolition and remodeling of some of the Council's properties managed by Derby Homes.

- 2.9 From 2003, Derby Homes will also participate in forthcoming Housing Futures research and any resulting actions. The programme is as follows:

Osmaston
Old Sinfen
Isle of Wight flats, Alvaston
Derbyshire flats, Spondon

Table 1 : Linkage between Derby City Council's Corporate Objectives, Housing Strategic Objectives and Derby Homes Key Objectives and the Derby City Partnership's Neighbourhood Renewal Strategy Targets

Derby City Council's corporate strategic objectives	making Derby a great place to live	promoting independence, providing protection	foster safer communities	more achievement, more achievers	prosperity for all	being a Best Value council
Housing Service strategic objectives	base housing strategy on sound and comprehensive information improve choice of, and access to, safe, energy efficient and affordable housing	address the specific housing needs of Derby's community care and other vulnerable groups	protect and enhance homes across all tenures, and ensure all council properties meet the Government's Decent Homes standard by 2010 promote community safety through investment to reduce crime and the fear of crime	use the Housing Service's investment potential and influence to promote training and employment for Derby residents	contribute to the development of local neighbourhood strategies	deliver Best Value services facilitate active customer participation
Derby Homes Key Objectives	<ul style="list-style-type: none"> ensure choice of, and access to, affordable rented housing providing energy efficient and environmentally sustainable housing improve the housing and related services provided to tenants 	<ul style="list-style-type: none"> adapt housing to meet special needs and making better use of existing adapted homes provide a service that meets the needs of the diverse communities of Derby modernise the Sheltered Housing service to meet the objectives of supporting people legislation 	<ul style="list-style-type: none"> deliver the decent homes standard by 2006 - Derby's Homes Pride campaign ensure choice of fixtures and fittings as part of the Homes Pride improvement programme protect and enhance tenants' homes, reduce crime and the fear of crime and tackle anti-social tenants promptly and effectively 	<ul style="list-style-type: none"> provide training and employment opportunities for tenants and leaseholders and overcoming benefit trap issues build strong and successful links with the schools and youth service on housing estates 	<ul style="list-style-type: none"> increase the popularity of council estates, reducing the rate of turnover and improving quality of life on estates provide affordable housing and tackle financial exclusion amongst tenants and leaseholders provide advice and adopt a fair but firm policy on rent arrears 	<ul style="list-style-type: none"> provide best value for housing management and maintenance services carrying out effective consultation and participation with tenants and residents and support the Community Panels network to operate effectively develop staff through team building, training and effective appraisal fully involve tenants and leaseholders in management of the service
Neighbourhood Renewal Strategy housing-related targets to which Derby Homes will contribute	By April 2008, no neighbourhood to have more than 3% of its dwellings standing empty for more 6 months - by April 2005, the target is 4%		By April 2006, no neighbourhood to have any council dwellings falling below the Decent Homes Standard		By April 2008, no neighbourhood to have a council house relet rate of more than 1.25 times the city wide average in that year - by April 2005, the target is no more than 1.5 times the city-wide average	

SECTION 3 - PERFORMANCE PLAN AND BEST VALUE

- 3.1 The Council's housing service achieved a '3 star excellent service and excellent prospects' judgement for its front line housing service and its work on estate sustainability, in March 2002. This was confirmed by the inspection of Derby Homes, carried out in September 2002. Derby Homes will seek to build on this excellent record and further improve its performance.
- 3.2 The introduction of a balanced performance management will ensure there is a holistic, forward-looking overview, and so help reduce any over emphasis on short-term targets, which can lead to diminishing long-term effectiveness and growth.
- 3.3 A balanced approach monitors current performance across four key areas, ensuring services continue to be developed in a way that can be sustained and/or improved through stable or improving foundations.

The four areas that allow us to do this are:

- **Delivery of housing management and maintenance services** – service delivery, ensuring we are meeting the immediate housing needs of Derby
 - **Building capacity by investing in people and systems** – strategies and actions, such as partnership building, ICT, personnel and communications
 - **Value for money** – resource management, including asset management and procurement, Best Value Reviews and action plans, business planning
 - **Improving customer service** – including improving service access, consultation and customer perception.
- 3.4 This list of examples is far from exhaustive, but it demonstrates that in order to build sustainable services, the infrastructure needs to be developed alongside the service delivery.

Reviewing previous performance

- 3.5 Performance against 2002-03 targets is set out in table 2. This highlights good performance and performance where action is required.

Table 2 – Although we require details of planned actions to improve performance where targets have not been met, it would also be useful to have some simple commentary on those that have met or exceeded their target.

commentary on those that have met or exceeded their target.				
Indicator	Description	Target 2002/03	2002-03 estimate	Commentary/ planned actions
Rent arrears				
BVPI 66a	Rent collected as a % of rent due	98.8%	98.6%	To be completed with details of planned actions to improve performance
Local (old BVPI 66b)	Rent arrears of current tenants as a % of rent roll	2.8%	3%	
Voids and lets				
Local (old BVPI 68)	Average time for local authority dwellings	32 days	41 days	To be completed with details of planned actions to improve performance

Indicator	Description	Target 2002/03	2002-03 estimate	Commentary/ planned actions
Local (old BVPI 69)	% of rent lost through dwellings becoming vacant	3.5%	1.99%	
Local (Old BVPI 69 Variance)	% of rent lost through dwellings becoming vacant – excluding major repairs / decants	1.7%	1.5%	
Capital Programme				
BVPI 63	Average SAP rating of local authority dwellings	53.5	54.5	
BVPI 184a	The proportion of local authority homes which were non-decent at 1 April 2002.	Not available	42%	Improvement due to early start on Homes Pride Programme
BVPI 184b	% change in proportion of non-decent homes	0.8% reduction	This was 7%, but previous calculations showed 1.1%. Could the figures be checked please	Improvement due to early start on Homes Pride Programme
Local	Dwellings receiving renovation work of up to £5,000 as a % of those needing it	52.0%	52%	
Local	Dwellings receiving renovation work of £5,000+ as a % of those needing it	6.0%	6%	
Local	Number of non-decent homes made decent	1,508	1,841	
Local	Number of non-decent homes made decent as a % of non-decent homes at year start plus homes becoming non-decent during the year	16.8%	18%	
Repairs				
BVPI 185	% of responsive repairs for which appointment made and kept	16.5%	29%	Estimate reflects the commitment to increase appointments
Local (Old BVPI 73)	Average time taken to complete non-urgent repairs	9.5 Days	9.9 Days	To be completed with details of planned actions to improve performance
Local (Old BVPI 72)	% of urgent repairs carried out within Govt time limits	95.5%	97%	Continued trend of improvement.
Race Equality				
BVPI 164	Does the authority follow CRE Code of Practice in rented housing?	Yes	Yes	Housing Equalities Officer continues to develop best practices

Indicator	Description	Target 2002/03	2002-03 estimate	Commentary/ planned actions
Local	To achieve Level 3 of the CRE Race Equality Standard	Level 3 achieved	No longer appropriate	To move to generic equalities standard
Ensuring choice and access to council housing				
Local	% of lettings made through Derby Homefinder choice-based lettings	25.0%	26%	
BVPI 18	% of invoices paid within 30 days	100%	85%	100% is nationally imposed target for local authorities. We are striving to improve performance in this area and have set a target of 95% for 2003-04.
Derby Homes Top Ten Targets				
Local	Completion of inspection visits within 5 working days	90%	80%	To be completed with details of planned actions to improve performance
Local	Attend appointments for non-emergency repairs	90%	86%	
Local	Complete emergency repairs within 24 hours	90%	98%	
Local	Complete urgent repairs within 5 working days	90%	95%	
Local	Complete routine repairs within 4 weeks	90%	94%	
Local	Inspect empty properties and place orders within 5 working days of receiving the keys	90%	70%	To be completed with details of planned actions to improve performance
Local	Clear gardens of newly let properties within 5 working days of the order being requested	90%	80%	
Local	Answer housing hotlines within three rings	90%	85%	
Local	Respond to ASB Complaints within 7 working days	90%	85%	
Local	Reply to letters within 7 working days	90%	Due March 2003	

3.6 From Table 2, the key issues for Derby Homes in 2003/04 are:

- Improving rent collection rates
- Reducing the level of rent arrears
- Minimising relet times and % of rent lost through dwellings becoming vacant
- Bringing the average time taken to complete non-urgent repairs back on target
- Maintaining progress in bringing all properties up to the Decent Homes Standard

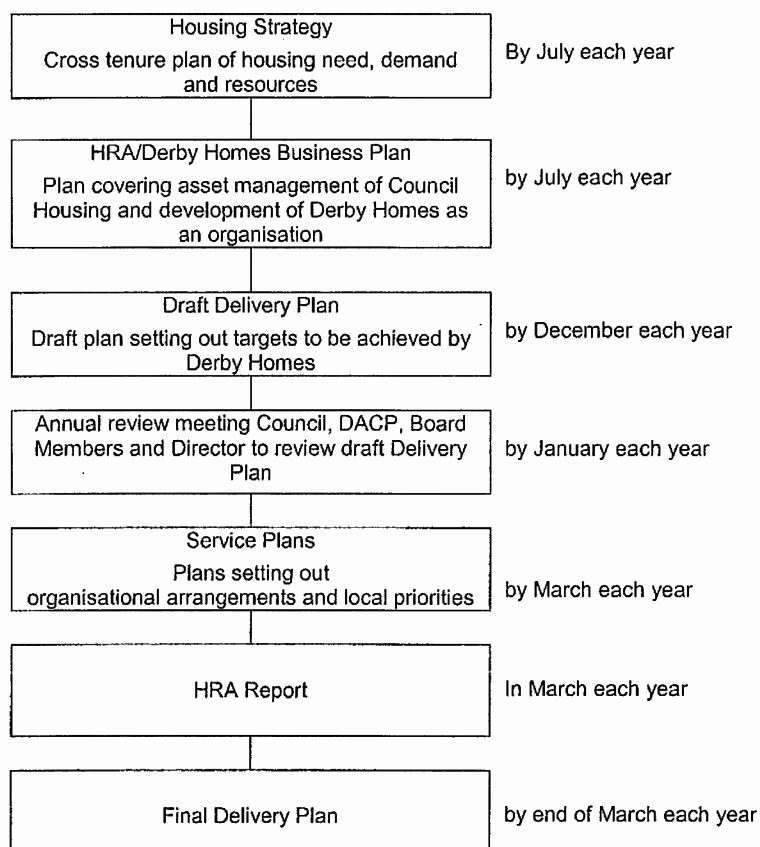
- 3.7 Reports on progress made against Best Value Improvement Plans highlighting good and bad performance and any corrective action required, will be presented to the Overview and Scrutiny Commission in April 2003. TO BE EXPANDED** – this needs to highlight the main issues that will be included in the report.

Service Planning Framework

- 3.8** Delivering the highest quality housing service is a key objective of both the Council and Derby Homes. The framework by which:

- Derby Homes sets its performance targets and plans for continuous improvements
- and
- Derby City Council monitors the organisation's performance against the Delivery Plan and ensures its strategic objectives are reflected in Derby Homes' Business Plan is set out in figure 1.

Figure 1



Performance Indicators for 2003/04

- 3.9** A full range of statutory and local performance indicators have been established, with targets for 2003/04, to enable the effective monitoring of the contribution we are making towards the Council's Housing Strategy. See Appendix A. Derby Homes' Top Ten Standards are shown in Appendix B
- 3.10** These are supported by the activities from the Best Value Improvement Plan programmed for 2003-04, as shown in chronological order in Appendix C. The

actions to be taken in response to improvements suggested in the latest inspection are shown in Appendix D.

Performance Monitoring Framework

3.11 Table 3 outlines the arrangements for the monitoring of Derby Homes' performance.

Table 3

Purpose	By Whom?	Frequency
Derby Homes' performance monitoring	Derby Homes Board and Committees	Monthly
Derby Homes' financial monitoring	Derby Homes Board and Committees	Monthly
Derby City Council monitoring of Derby Homes' performance against Delivery Plan targets, including consideration by Derby City Council of Derby Homes' proposed annual revision to the Delivery Plan	Joint meeting between Derby City Council and Derby Homes, termed the 'Agreement Monitoring' meeting. Joint meeting of Derby City Council, Derby Homes and Derby Association of Community Partners as part of the regular City Housing Consultation Group (CHCG) meeting cycle	Monthly Quarterly (as part of CHCG monthly cycle)
Derby City Council monitoring of Derby Homes' delivery of the Homes Pride Improvement Programme and revenue budget	Joint meeting between Derby City Council and Derby Homes, termed 'Capital and Revenue Monitoring' meeting	Six weekly
Derby City Council monitoring of the overall performance of Derby Homes	Derby City Council Cabinet receives report on PIs, and revenue capital performance from Director of Policy and Director of Finance	Quarterly

Schedule of Monitoring Meetings

	Agreement Monitoring	Board Performance Monitoring	Board Financial Monitoring	CHCG Meeting (*denotes acts as Delivery Plan meeting)	Capital and Revenue Monitoring with DCC	Derby City Council Cabinet
April	•	•	•	•*		
May	•	•	•	•		•
June	•	•	•	•	•	
July	•	•	•	•*		
August	•	•	•	•		•
September	•	•	•	•	•	
October	•	•	•	•*		
November	•	•	•	•		•
December	•	•	•	•	•	
January	•	•	•	•*		
February	•	•	•	•	•	•
March	•	•	•	•	•	•

3.13 Tackling under-performance

In 2003/04, Derby Homes will maintain a contingency fund of £50,000. This will be used to put in place actions to remedy any under-performance on the indicators listed in table 4. Performance will be reviewed on these indicators at the end of the second quarter, and where forecast performance deviates beyond the allowable variance, Derby Homes and the Council will jointly agree how to use the contingency fund to improve performance. Uses could include, but are not limited to:

- Buying in consultancy
- Conducting research
- Training for staff
- IT improvements.

Table 4

Indicator	Description	Target	Allowable Variance
BVPI 66a	Rent collected as a % of rent due	97%	-10%
Local (old BVPI 66b)	Rent arrears of current tenants as a % of rent roll	To be agreed	+10%
Local (old BVPI 68)	Average relet time for local authority dwellings	37 days	-15%
Local	Total active voids as a percentage of stock	1%	-15%
Local	Number of non-decent homes made decent as a % of non-decent homes at year start plus homes becoming non-decent during the year	45.09%	-15%

Local (BVPI 185 split a)	number of responsive repairs for which appointment made	41%	-15%
Local (Old BVPI 73)	Average time taken to complete non- urgent repairs	9.5 days	-15%
Local (Old BVPI 72)	% of urgent repairs carried out within Government time limits	98%	-15%
Local	% of letting to BME households	To be agreed	-15%
Local	Number of discretionary offers made as a % of allocation	To be agreed	-15%

If performance is on track in all areas, Derby Homes shall put the contingency fund to uses consistent with the Delivery Plan.

3.15 Working in partnership on Best Value Reviews

The Council and the Derby Homes will work together as follows to implement Derby Homes' improvement plans arising from Best Value Reviews.

Nominated Council and Derby Homes officers will work together as follows to prepare and agree the Housing elements of the Council's Performance Plan.

Table 5

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

Derby Homes' participation in Council Best Value reviews will be programmed and managed as follows

Table 6

Derby Homes' Nominated officer	Derby City Council's Nominated officer	Action/output	Timetable/frequency
Director of Derby Homes	Community and Housing Strategy Manager Strategic Review Manager	Implement agreed programme	In line with Council's Corporate Best Value timetable

Derby Homes will implement Improvement Action Plan as follows

Table 7

Derby Homes' Nominated officer	Derby City Council's Nominated officer	Action/output	Timetable/frequency
Housing Manager (Local Services)	Strategic Review Manager	Front Line Housing Management and Estate Sustainability	Six-monthly progress reports to Derby Homes Board and to agreement monitoring meetings with City Council
Assistant Director (Investment and Regeneration)		Improving and Maintaining Council Housing	

3.16 Derby Homes will support and assist the Council in cross-cutting Best Value Reviews, including ensuring that the Council's corporate or cross-cutting BVPI targets are achieved, and co-operating with service improvement initiatives in such areas.

3.19 Derby Homes' contribution to the implementation of service improvement initiatives arising from best value reviews covering other Council services and including cross-cutting reviews, will be managed as follows

Table 8

Derby Homes' Nominated officer	Derby City Council's Nominated officer	Action/output	Timetable/frequency
Director of Derby Homes	Community and Housing Strategy Manager	Improvement Action Plans	Respond to lead officers compiling 6 month progress reports
	Strategic Review Manager		Reports to Agreement Monitoring meetings with the Council where appropriate.

3.20 In addressing performance issues Derby Homes will ensure that compliance with Government guidance in respect of housing and other relevant services for which the Council has responsibility.

3.21 Reviews will be conducted in accordance with Council's corporate Best Value Review methodology.

3.22 Best Value Review Programme

Derby Homes Board has agreed the following programme of Best Value Reviews (BVRs)

Table 9

Year	Review	Lead Officer
2001-2	Front line housing services and sustainable estates	Director of Derby Homes
2002-3	Planned maintenance	Assistant Director (Investment and Regeneration)
2003-4	Services provided to Derby Homes	Assistant Director and Company Secretary
2004-5	Housing projects – furniture scheme, gardening scheme, internal decoration scheme	Director of Derby Homes
2004-5	Sheltered Housing as part of cross cutting review of elderly persons services looking at ways to enable them to stay in their homes	Director of Derby Homes
2005-6	Academy IT systems – retain improve or replace.	Assistant Director and Company Secretary

In addition, Derby Homes will contribute to the Council's BVR and policy review programme

Table 10

Year	Review	Derby Homes Lead Officer
current	Service Access	Director of Derby Homes
2003/4	Support Services	Assistant Director and Company Secretary
2004/5	Supporting vulnerable adults in their own home creating a sustainable Derby	Housing Manager Tenancy Services
2005/6	Managing and Maintaining Council's Assets, Crime and Disorder	Assistant Director (Investment and Regeneration)

SECTION 4- FINANCIAL PLAN

4.1 Working in Partnership

Nominated Council and Derby Homes officers will liaise on financial planning and monitoring as set out below

Table 11

Derby Homes' Nominated officer	Derby City Council's Nominated officer	Action/output	Timetable/frequency
Assistant Director and Company Secretary Assistant Director (Investment and Regeneration)	Housing Group Accountant Community and Housing Strategy Manager Housing Strategy Delivery Manager	Agree revisions to Capital Expenditure Cashflows Agree revisions to Derby Homes Operating Budget Agree Housing revisions to Repairs Account	At least quarterly

Nominated Council and Derby Homes officers will liaise as follows, and on the following timetable

Table 12

Derby Homes' Nominated officer	Derby City Council's Nominated officer	Action/output	Timetable/frequency
Assistant Director and Company Secretary	Housing Group Accountant	Agree HRA Business Plan	July 2004
Assistant Director (Investment and Regeneration)	Housing Strategy Delivery Manager	Agree revised Housing Revenue Account	July 2003
		Agree provisional Housing Revenue Account	March 2003
Assistant Director and Company Secretary	Housing Group Accountant	Agree HRA returns and Subsidy Claims	In accordance with ODPM requirements
Assistant Director and Company Secretary	Housing Group Accountant	Calculate and submit Subsidy Claims	In accordance with ODPM requirements

- 4.2 In financial management matters, Derby Homes will ensure compliance with accountancy professional standards and with Companies Act requirements.
- 4.3 Derby Homes will alert the nominated Council officer promptly to any financial problem emerging and/or any significant changes, which require long-term

financial input, during the year from the preparation and review of management accounts and cashflow forecasts.

4.4 Fee Income

- 4.5 Derby Homes fee income for 2002-3 is £11.028 million. In 2003-04 it will be £12,072 million and will be the subject of the review in March each year. In detail the fee is as shown in table 13.

Table 13

Item	Source	2002-03	2003-04
		£000	£000
Disaggregated budget for services	HRA	9,028	9,436
Leasing charges	HRA	1,039	1,158
Additional revenue fee for development of Derby Homes	HRA	262	548
Fee for collection of Council Tax	General fund	225	114
Fee for management of Park Homes scheme	General fund	1	1
Existing funds for capitalised salaries	Housing Capital Programme	317	248
Additional fee for management of Derby Homes Pride Improvement Programme at 2.5%	Housing Capital Programme	156	567
		11,028	12,072

4.6 Payment Mechanisms

- 4.7 The Housing Revenue Account report considered by Cabinet on 30 July 2002 included approval for the payment of fee income to Derby Homes. Monthly invoices are generated.
- 4.8 Derby Homes does not operate an independent bank account. The company accounts are identified by a unique set of cost centres and expenses codes with authorisation to change expenditure/income to these codes required from Derby Homes Assistant Director and Company Secretary or Director of Derby Homes. The net value of all the cost centres represent the funds flow between the two organisations. It is proposed to consider a review of this arrangement by December 2004.
- 4.9 Suppliers to Derby Homes are paid through Derby City Council. Employees of Derby Homes are also paid through Derby City Council.
- 4.10 Regarding payment for services provided by the Council, purchase invoices are received and processed by Derby Homes for a wide range of services received from Derby City Council. There are paid through the Council's creditor system.

4.11 Annual Accounts

Discussions have been held with PricewaterhouseCoopers and a Group Auditor from Derby City Council to draw up an intended audit plan for 2003/4. A health check will also be carried out on the structure and presentation of management accounts to ensure that final accounts will flow from the management accounts by the time of the 2003-04 AGM. Discussion is planned on the aspects of Derby Homes fee to ensure compliance with Companies Act requirement. This output from this discussion will shape the management accounts model to be written.

4.12 Use of Surpluses

Tax planning guidance is being sought from PricewaterhouseCoopers to enable the most appropriate, tax efficient method of determining operating surpluses. Decisions on the use of surpluses will be agreed by the Board of Derby Homes. The aim is to achieve a small surplus at the year end.

- 4.13 See Appendix E for Housing Revenue Account and Appendix G for the Housing Repairs Account.

4.14 Cost of the Retained HRA Function

Derby Homes finance employees have access to the costs of the retained Housing Revenue Account and monitor the expenditure against budget of the service. This information is available to the lead officer of the retained service. This enables controls to operate ensuring that expenditure relating to Derby Homes is not charged to the retained service.

In 2002/3 the retained service budget was £xxxxx*. In 2003-04 it will be £xxxxx*.

*To be added by the Council

SECTION 5 – CAPITAL PROGRAMME AND PROCUREMENT

5.1 Working in partnership

Nominated Council and Derby Homes officers will work together as follows to prepare the Housing Strategy and HIP submission

Table 14

Derby Homes' Nominated officer	Derby City Council's Nominated officer	Action/output	Timetable/frequency
Assistant Director (Investment and Regeneration)	Housing Strategy Delivery Manager	Housing Strategy and HIP submission as relating to council housing	In accordance with ODPM timetable

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

Table 15

Derby Homes' Nominated officer	Derby City Council's Nominated officer	Action/output	Timetable/frequency
Assistant Director and Company Secretary	Community and Housing Strategy Manager	Draft financial model to Community and Housing Strategy Manager	Draft by June each year
Assistant Director (Investment and Regeneration)	Housing Group Accountant		
Assistant Director and Company Secretary	Community and Housing Strategy Manager	Draft commentary to Community and Housing Strategy Manager	Draft by June each year
Assistant Director (Investment and Regeneration)	Housing Group Accountant		

5.3 Homes Pride Improvement Programme

Derby Homes will undertake the following tasks and exercise the following authorities in respect of condition surveys of the stock under its management:

- Preparation of surveyors' brief
- Procurement of surveying services
- Administration of client function
- Acceptance of surveyors' report

- 5.4 Derby Homes will maintain systems and data for ongoing analysis of condition data for Business Planning purposes.

-
- 5.5 Derby Homes will prepare and consult with tenants on proposed programmes of work and priorities for investment in the long, medium and short term.
- 5.6 Derby Homes will exercise the following authorities in respect of contracts for works and maintenance of the Council's properties (capital and revenue, improvement, refurbishment, programmed and responsive repairs services, estate maintenance):
- Contracts to which the Council is the signatory
 - Contracts to which the Council is the signatory, novated in favour of the Derby Homes
 - Contracts to which the Derby Homes is the signatory
- 5.7 This will cover preparation of specifications and contract documents, managing procurement processes, signature of contracts and variations, payment certification or authorisation, resolution of disputes. Where approved contractor lists are to be used these will be consistent with those used by the Council.
- 5.8 See Appendix H Housing Capital Programme 2003-04.

5.9 Egan Compliance

A Committee of the Board will oversee the city-wide performance of contractors and the Homes Pride Programme. Derby Homes has let its contract for the Homes Pride Programme on Egan Principles. Tenants and Board Members have been involved in a process that tested contractors' price and quality. A Derby Homes Pride Strategic Partnership of contractors has been formed, with the aim of sharing the objectives of Derby Homes' Homes Pride Programme. Staff from contractors are based in the same offices as Derby Homes staff to maximise the benefits of partnership working.

5.10 Tenant Satisfaction

Monitoring of tenant satisfaction will be reported to Derby Homes Board and to the Council, this will be supported by the introduction of Scheme Panels, which will include tenant representatives for each contract. Two Local Boards (North and South) have been formed to oversee the performance of the contractors and the implementation of the Homes Pride Programme.

5.11 Quality Control and Expenditure

Quality control, effective communications, performance planning and adherence, and defects avoidance will all be key issues for the scheme panels, Local Boards and the Homes Pride Committee. The Homes Pride Committee will oversee the city-wide expenditure, capital and revenue monitoring meetings will be held with the Council and will provide reports for both the Homes Pride Committee and the Council.

SECTION 6 - RESOURCING PLAN

6.1 Working in partnership

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

- Under the Agreement Derby Homes will honour undertakings given to Council staff transferring to its employment, but subject to this Derby Homes will offer a remuneration package as negotiated with its staff and their representatives.
- Derby Homes will amend staffing structures as necessary to achieve Best Value objectives, after due consultation with staff and their representatives as provided for in its terms and conditions of employment.
- Derby Homes will purchase support services in respect of its business functions and professional services from the Council as set out in Appendix J.
- Derby Homes will undertake service reviews of support services, whether directly undertaken or purchased from the Council or externally, as part of its programme of Services Reviews. If, as a result of "compare" or "compete" analysis it is of the view that such services could be more economically provided, it will have the right, after consultation with the Council, to introduce new arrangements.
- If, as a result of Best Value or Service Reviews, Derby Homes is of the view that an office, or part of an office is superfluous to requirements, it may, after consultation with the Council, put forward proposals for sub-letting or put offices to another use.

6.2 Resources service standards

- Derby Homes will use due skill, care and diligence in undertaking its functions.
- Derby Homes staff will be trained to specified standards where appropriate.
- Derby Homes will observe standards consistent with the Council such as dress code, and code of conduct.
- Derby Homes will observe standards in public areas of offices consistent with Council standards.
- Derby Homes will observe standards of maintenance of offices and other assets, consistent with council standards, where these are not dealt with elsewhere.

6.4 Performance targets

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

6.5 See Appendix I for the staff structures and Appendix J for Service Level Agreements.

SECTION 7 – QUALITY STANDARDS

7.1 Working in partnership

- The Council and Derby Homes will keep the achievement and provisions of this plan under review by monthly agreement monitoring meetings, quarterly reports to Service Improvement Committee of the Board and quarterly reports to the Cabinet of the Council.
- In individual service areas, where the Council and Derby Homes are inter-dependant, the following nominated officers will work together to ensure service is delivered effectively, as shown in table 18

Table 18

Derby Homes' Nominated officer	Derby City Council's Nominated officer	Action/output	Timetable/frequency
Director of Derby Homes	To be identified	Grounds Maintenance	Quarterly
Director of Derby Homes Assistant Director (Investment and Regeneration)	Assistant Director Community Policy	Sustainability of Estates	Bi-monthly
Director of Derby Homes Housing Manager Local Services	Assistant Director (Housing and Advice Services)	Homelessness, Allocations and Choice Base Lettings	Bi-monthly
Director of Derby Homes Housing Manager Local Services	Community and Housing Strategy Manager	City Housing Consultation Group	Monthly
Director of Derby Homes Housing Manager Tenancy Services	Assistant Director (Revenues and Benefits)	Housing Benefit Strategy	Bi-monthly
Director of Derby Homes Housing Manager Tenancy Services		Legal Services	Quarterly

- The Assistant Director and Company Secretary and Group Accountant, Derby City Council, will carry through the agreed annual internal audit plan.

- 7.2 Derby Homes is authorised to do the following in respect of the authority's contractual or regulatory commitments in respect of housing services summarised below, delivered on its behalf

7.3 Derby Homes is to deliver the services outlined in Annex 3 of the Services Agreement – See Appendix K.

7.4 Service standards

Local Housing Boards will be considering local service standards within the following areas

- Leaseholder services
- Estate maintenance
- Sheltered/supported housing management
- Tenancy management
- Income management
- Housing allocations
- Repairs ordering
- Access to services
- Resident consultation and information

This work will commence during 2003/04.

I don't think this does justice the standards you have in place, if there are some that are not yet in place it would be worth having two lists, one list giving a list of established standards, such as your 'Customer Charter', which have standards in, and one giving the standards currently under development or being considered.

Also the guidance states – I have **bolded the areas that I think would strengthen in this section.**

*'The Delivery Plan will want to place a strong emphasis on quality and it is important that the ALMO endorse this commitment to quality. Existing policies, performance and commitments can be appended to the Delivery Plan in the first year. **The Delivery Plan should also set out the how these existing policies and procedures can be subject to review by the ALMO and the tenants.***

Examples of policies that might be appended

- Customer Care
- Neighbour Nuisance protocols
- Anti Poverty Strategy

The Delivery Plan might also include targets to meet externally accredited and recognised quality standards including:

- **ISO 9000**
- **Charter Mark**
- **Investor in People Awards'**

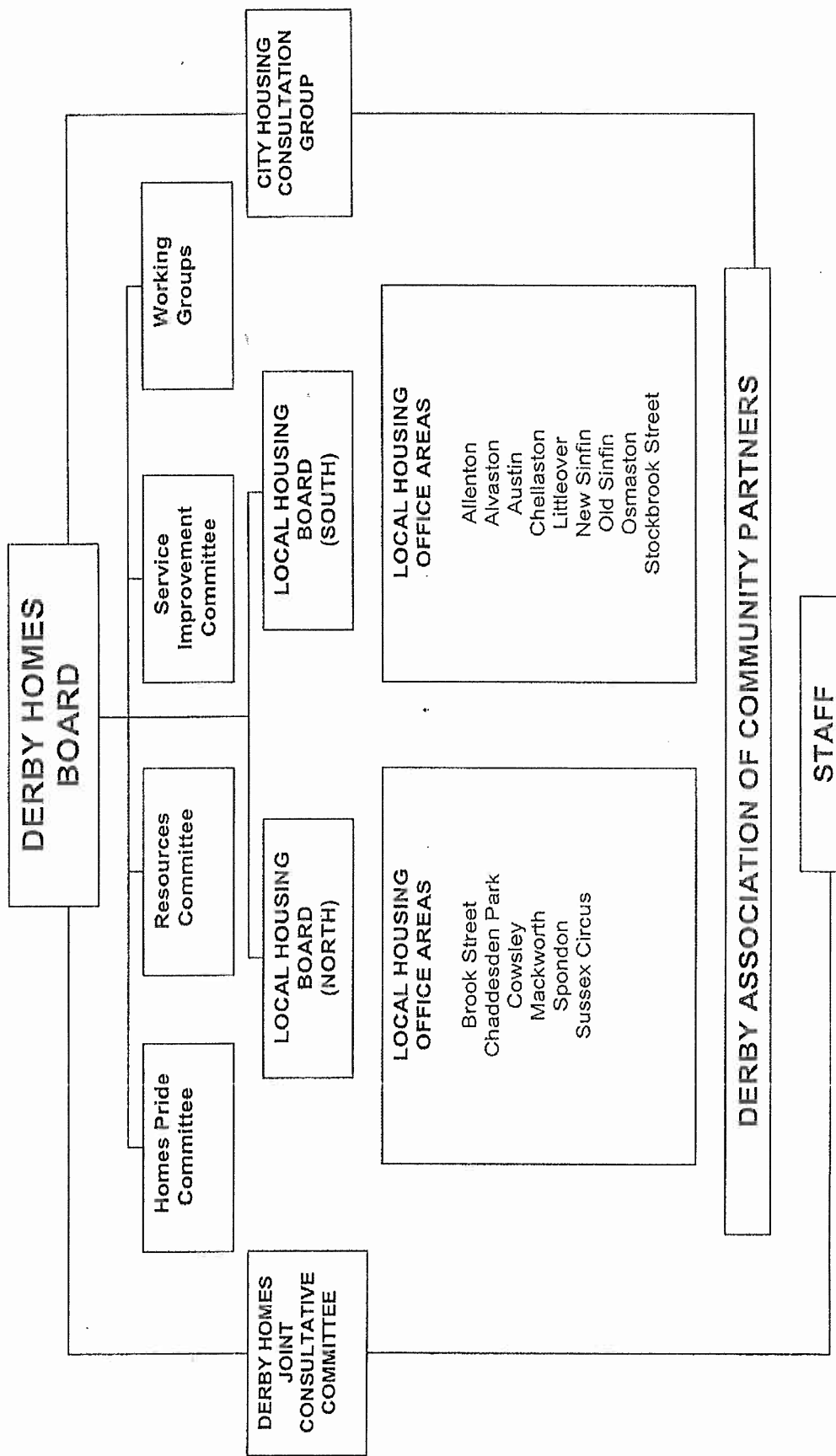
7.5 Consultation and Participation

Derby Homes will maintain and develop a network of consultation and participation structures that will allow tenants and leaseholders to participate in the service. The structure is shown in table 19. Any amendments to this structure will be discussed at the City Housing Consultation Group meetings and be subject to consultation with tenants. **To be expanded** – again I don't think this statement and the structure in table 19 effectively demonstrates the consultation Derby Homes undertakes.

SECTION 8 – GOVERNANCE MONITORING

- 8.1 The Annual General Meeting of Derby Homes is attended by the representative of the Council. The performance monitoring of Derby Homes is carried out by the Board and by the Council Cabinet. In addition, meetings of the City Housing Consultation Group are held monthly and are attended by the Chair of the Board and the Cabinet Member for Housing and Social Inclusion, who meet officers from Derby Homes, the Council, tenants and leaseholder representatives.
- 8.2 The Board is the accountable body for performance of Derby Homes. Committees have delegated functions, but all minutes of such meetings are reported to the Board for approval and information. Board members sit on all such Committees and provide a link between the Board and its Committees.
- 8.3 The Governance Arrangements for Derby Homes are show in table 19.

DERBY HOMES GOVERNANCE AND CONSULTATION ARRANGEMENTS



INDEX TO RESPONSIBLE OFFICERS

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

APPENDIX A

Indicator	Description	Target 2003-04	Target 2005-06	Collection cycle	Balanced Approach
Rent arrears					
BVPI 66a	Rent collected as a % of rent due	97%	98%	Monthly	Delivery of Services
Local (old BVPI 66b)	Rent arrears of current tenants as a % of rent roll	2.8%	2.7%	Monthly	Value for Money
Local (old BVPI 66b)	Rent arrears of current tenants as in monies terms	1.2M	1.29M	Monthly	Value for Money
Local	Arrears due to Housing Benefit	Target not applicable	Target not applicable	Monthly	Value for Money
Local	Arrears written off	300,000	250,000	Annually	Value for Money
Voids and lets					
Local (old BVPI 68)	Average relet time for local authority dwellings	37	33	Monthly	Delivery of Services
Local (old BVPI 69)	% of rent lost through dwellings becoming vacant	1.8%	1.8%	Monthly	Value for Money
Local (Old BVPI 69 Variance)	% of rent lost through dwellings becoming vacant – excluding major repairs / decants	1.5%	1.45%	Monthly	Value for Money
Local	Total Active voids as a percentage of stock	1%	0.98%	Monthly	Delivery of Services
Local	Active voids – up to 3 months	140	135	Monthly	Delivery of Services
Local	Active voids – over 3 months	20	18	Monthly	Delivery of Services
Local	Passive voids up to 6 months by: Mods Decants Other	10 10 40	10 10 20	Monthly	Delivery of Services
Local	Passive voids between 6 – 12 months by: Mods Decants Other	30 30 40	30 20 20	Monthly	Delivery of Services
Local	Passive voids between 12 – 24 months by: Mods Decants Other	10 15 10	10 5 10	Monthly	Delivery of Services

Indicator	Description	Target 2003-04	Target 2005-06	Collection cycle	Balanced Approach
Local	Passive voids between over 24 months by: Mods Decants Other	0 2 0	0 0 0	Monthly	Delivery of Services
Loc I	Turnover	11.5%	9%	Quarterly	Delivery of Services
Local	Turnover – by NRS areas	No more than 1.5 times the city wide average by April 2005		Quarterly	Delivery of Services
Capital Programme					
BV PI 184b	% change in proportion of non- decent homes	-16.69%	-17.87%	Quarterly	Value for Money
Local	Number of non- decent homes made decent	4269	4283	Quarterly	Value for Money
Local	Number of non- decent homes made decent as a % of non-decent homes at year start plus homes becoming non-decent during the year	45.09%	100%	Monthly	Value for Money
Local	Number of decent homes	9620	14359	Quarterly	Value for Money
Local	Number of non- decent homes	5199	0	Quarterly	Value for Money
Local	Average cost to make a home decent	£7,437	£7,886	Quarterly	Value for Money
BV PI 184a	The proportion of local authority homes which were non- decent at 1 April 2003	28%	0	Annually	Value for Money
Local	Overall Progress on Homes Pride programme	95%	100%	Quarterly	Value for Money
Local	Homes Pride programme time based indicator	90%	100%	Quarterly	Value for Money
Local	Homes Pride programme cost based indicator	90%	100%	Quarterly	Value for Money
Local	Tenant satisfaction with modernisation	90%	96%	Quarterly	Improved customer service
Repairs					
BV PI 185	% of responsive repairs for which appointment made and kept	37%	44%	Quarterly	Improved customer service

Indicator	Description	Target 2003-04	Target 2005-06	Collection cycle	Balanced Approach
Local (BVPI 185 split a)	%r of responsive repairs for which appointment made	41%	49%	Monthly	Improved customer service
Local (BVPI 185 split b)	%of responsive repairs for which appointment kept	90%	93%	Quarterly	Improved customer service
Local	Tenant satisfaction with repairs With Derby Homes With Contractor	94% 93%	95.5% 94.5%	Quarterly	Improved customer service
Local (Old BVPI 73)	Average time taken to complete non- urgent repairs	9.5 days	9.5 days	Monthly	Value for Money
Local (Old BVPI 72)	% Of urgent repairs carried out within Govt time limits	98%	98%	Monthly	Value for Money
Equality					
Local	To achieve level 1 of the Generic Equality Standard	Level 1	Level 2	Annually	Building Capacity
Local	% of letting to BME households	To be agreed in line with the BME strategy		Quarterly	Delivery of Services
Tenant satisfaction					
BV PI 75	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord.	60%	64%	Annually	Improved customer service
BV PI 74	Satisfaction of tenants of council housing with the overall service provided by their landlords.	79%	82%	Annually	Improved customer service
Local	Leaseholder satisfaction	55%	60%	Annually	Improved customer service
Ensuring choice and access to council housing					

Indicator	Description	Target 2003-04	Target 2005-06	Collection cycle	Balanced Approach
Local	% of lettings made through Derby Homefinder choice-based lettings	To be agreed in line with the Allocation Policy		Quarterly	Building Capacity
Local	% of letting to Homeless	To be agreed in line with the Homelessness Strategy		Quarterly	Delivery of Services
Local	Time from accepted offer to occupation of Homeless	To be agreed in line with the Homelessness Strategy		Monthly	Delivery of Services
Local	Time from accepted offer to occupation of all lettings	Baseline to be determined		Monthly	Value for Money
Local	Adaptations - average time from referral to small adaptation	80 days	60 days	Quarterly	Delivery of Services
Local	Adaptations - average time from referral to large adaptation	120 days	100 days	Quarterly	Delivery of Services
Local	Number of adaptations done as part of the Homes Pride programme – excluding referrals	300	300	Quarterly	Delivery of Services
Local	Number of discretionary offers made	To be agreed in line with the Allocation Policy		Monthly	Delivery of Services
Local	Number of discretionary offers made as a % of allocation	To be agreed in line with the Allocation Policy		Monthly	Delivery of Services
General management					
BV PI8	% of invoices paid within 30 days	95%	97.5%	Monthly	Building Capacity
Local	Number of key meetings attended – meetings to be predetermined	Target to be agreed		Quarterly	Building Capacity
Local	% of information deadlines met	95%	100%	Quarterly	Building Capacity

APPENDIX B

TOP TEN STANDARDS 2003/04.

STANDARD	2002/03 TARGET	AVERAGE PERFORMANCE	TARGET 2003/04
Complete inspection visits by surveyors within 5 wkg days	90%	75.5%	90%
Attend appointments made for non-emergency repairs	90%	85.8%	95%
Complete emergency repairs within 24 hour	90%	98.2%	99%
Complete urgent repairs within 5 working days	90%	94.9%	96%
Complete routine repairs within 4 weeks	90%	94.4%	98%
Inspect empty properties & place orders within 5 wkg days of receiving keys.	90%	61.9%	90%
Clear gardens of empty properties within 5 working days of placing orders	90%	77.7%	90%
Answer Derby Homes hotlines within 3 rings	90%	85.8%	90%
Reply to letters within 7 working days	90%	Due March 2003	90%
Respond to all anti-social behaviour complaints within 2 working days.	90%	84.9%	95%

* average performance figure – April – Dec 2002.

IMPROVEMENT ACTION PLAN ~ 2003/2004

KEY: RO = Responsible Officer

Action/Month	RO	Apr 03	May 03	Jun 03	Jul 03	Aug 03	Sept 03	Oct 03	Nov 03	Dec 03	Jan 04	Feb 04	Mar 04
IAP2 Introduce Tenants Incentive Scheme	MM/DR												▲
IAP4 Review Service Level Agreements	IH/CR												▲
IAP9/20 ASB – give priority to increasing facilities/opportunities for young people	CR												▲
IAP10 ASB – raise awareness/public confidence	CR												▲
IAP11 Repairs – enquiry centre/diagnostic system	MM												▲
IAP12 Repairs – Appointments compensation for appointments not kept	MM/SH					▲							
IAP13 Repairs – Responsive Maintenance - partnering	MM/SH						▲						
IAP17 Void Property – Rep – Inv Partnerina	MM/SH					▲							
IAP21 Leaseholders - Hotline	IW												▲
IAP22 Involvement of tenants - SURG	RS	▲											
IAP23 Review of Tenant Participation/Area Boards	JB/RS												▲
IAP25 Invoice payments – PI Monitoring	IW											▲	
Acquire Project Management Skills	IW												▲
IAP28 IT facilities management – relet contract	LW												▲

APPENDIX C2

IMPROVEMENT ACTION PLAN ~ 2003/2004
- Planned Maintenance

To be added

APPENDIX D

Actions taken in response to Inspection – November 2002

The following items were raised and recommended in the November 2002 ALMO Inspection. Our actions are as detailed.

Recommendation

- that Derby Homes uses its partnering arrangements to ensure that the projected completion times for major works on homes are accurate so that tenants are given accurate information on decanting timescales.

Action included in Improvement Action Plans 4/5 (Improving & Maintaining Council Housing).

- that Derby Homes develop plans to reduce the level of pre-inspections and progress plans to introduce the proposed diagnosis tool.

On schedule to introduce software 2003.

- That Derby Homes ensure that arrangements for tenants contacting the DSO offer a high standard of customer care.

Proposals are to second a member of staff from Derby Homes to Commercial Services to handle telephone contact from customer prior to introduction of Housing Management Enquiry Centre. Target Date July 2003.

- That Derby Homes ensure that translation services in local offices are clearly advertised and that the number of notices in commonly used BME languages are increased.

Signage addressed December 2002. Equalities Officer to develop wider usage of notices.

- That Derby Homes agree service standards for the new Mediation Service.

Service standards and reporting protocols have been established. These will be reviewed and further developed during 2003/04.

- That Derby Homes improve IT systems in areas of weakness and develop a more sophisticated system for tracking efficiency savings.

This continues to be ongoing. Academy Maintenance Planner is due for implementation April 2003. AC Rateman (handhelds) hardware purchased, implementation anticipated June 2003.

- That Derby Homes ensure that the benefits of partnering in the delivery of responsive repairs are fully explored prior to a decision on future procurement.

Derby Homes have acknowledged the benefits of incorporating elements of

partnering in the delivery of responsive repairs. There has been an extension of 6 months on the current contract to allow for this to be built into the new contract which will take effect from force April 2004.

- That Derby Homes ensure all performance indicators are correctly calculated and have ambitious targets.

This process has been undertaken January – March 2003 in preparation of year end performance estimates and calculations of targets for future years.

- That Derby Homes take the relevant action to address all other weaknesses identified in this report and produce a detailed action plan of proposals

Actions arising out of these recommendations have been incorporated in the relevant Improvement Actions Plans. Progress reports on both Plans will be submitted to Overview & Scrutiny Commission April 2003.

- That Derby Homes submit this report to the ALMO Board.

Report submitted to Derby Homes Board 31 October 2002.

APPENDIX E

HOUSING REVENUE ACCOUNT	2002/03 Approved Budget (July 2002)	2002/03 Estimated Outturn	2003/04 Estimate
No of Dwellings (excluding shared ownership) *	15,000	14,933	14,683
No of Dwellings (including shared ownership) *	15,034	14,967	14,717
	£000	£000	£000
EXPENDITURE			
Major Repairs Allowance	7,881	7,881	7,650
Contribution to Repairs Account	8,565	8,565	8,674
Provision for Bad and Doubtful Debts	1,100	1,100	1,150
Rent Rebates	21,200	21,000	21,450
Supervision and Management	11,026	11,438	11,825
Capital Financing	9,471	9,039	8,972
<i>of which</i> Mainstream HRA	9,270	8,955	7,829
Arms Length	201	84	1,143
Working Balance Carried Forward:			
Total	600	693	786
<i>of which</i> Contingency	600	600	786
Unallocated	-	93	-
Total Expenditure	59,843	59,716	60,507
INCOME			
Balance Brought Forward	768	764	693
Gross Rent	35,273	34,795	35,445
Interest Income	130	130	134
HRA Subsidy:			
Total	22,918	23,273	23,778
<i>of which</i> Mainstream	22,139	21,961	20,668
Additional re Arms Length	779	1,312	3,110
Contributions:			
Statutory Rebates	90	90	93
Community Facilities	464	464	164
DSO Surplus	200	200	200
Total Income	59,843	59,716	60,507

• Note: 2002/3 stock was originally estimated at 15,035, and 15,069 including shared ownership in February 2002.

Appendix F

Derby Homes Limited Operating Statement 2002/3

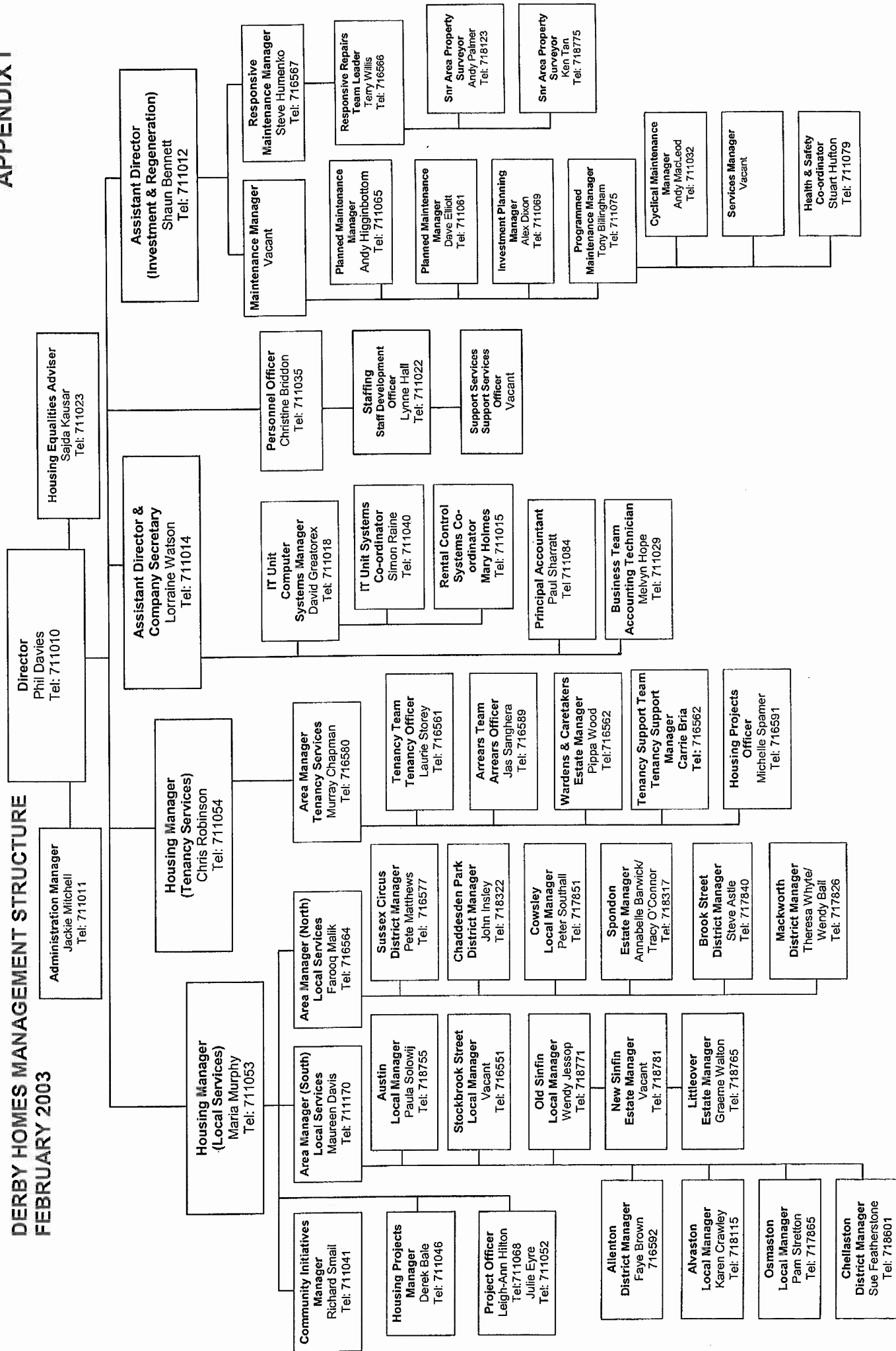
	Month - January 2003			10 months - 1st April 2002 to 31st January 2003			Budget Full Year £
	Actual £	Budget £	Variance £	Actual £	Budget £	Variance £	
Fee Income	838,960	838,960	0	8,389,602	8,389,602	0	10,067,523
Additional Fee	40,000	40,000	0	40,000	40,000	0	262,000
Misc Income:							
Capitalised Salary	20,672	20,672	0	206,724	206,724	0	248,069
Government Grant	3,333	3,333	0	33,333	33,333	0	40,000
Day Centre Activities	2,405	2,405	0	24,050	24,050	0	28,860
Additional 2.5 % Capital Programme	24,000	24,000	0	24,000	24,000	0	156,000
Council Tax Collection	18,717	18,717	0	187,162	187,162	0	224,594
Recharge to Park Homes	108	108	0	1,082	1,082	0	1,298
Other Misc Income	1,883	0	(1,883)	6,032	0	(6,032)	0
Total Income	950,078	948,195	(1,883)	8,911,985	8,905,953	(6,032)	11,028,344
Less Employee Costs	465,026	527,544	(62,518)	4,968,722	5,059,443	(90,721)	6,279,532
Less Travel Expenses	38,116	18,817	19,299	221,908	188,170	33,738	225,804
Less Office Costs	25,606	25,105	501	253,014	251,048	1,966	319,258
Less Supplies & Services	114,738	215,392	(100,654)	1,808,535	1,793,918	14,617	2,267,701
Less Landlord & Project Costs	161,894	161,337	557	1,628,562	1,613,374	15,188	1,936,049
Total Expenses	805,380	948,195	(142,815)	8,880,741	8,905,953	(25,212)	11,028,344
Net Operating (Surplus)/Deficit	(144,698)	0	(144,698)	(31,244)	0	(31,244)	0

Appendix G

Housing Repairs Account 2003-04
TO BE ADDED

APPENDIX H

Housing Capital Programme 2003-04
TO BE ADDED

**DERBY HOMES MANAGEMENT STRUCTURE
FEBRUARY 2003**


APPENDIX J

Service Level Agreements
TO BE ADDED

Housing management responsibilities to be delegated to Derby Homes**1. Service Delivery****1.1 New tenancies**

1.1.1 Making best use of housing stock to reduce under occupation

1.1.2 Selection of tenants for vacant properties

1.1.3 Notification to and signing of new tenants

1.1.4 Transfer waiting list management

1.1.5 Granting of new tenancies

1.1.6 Successions

1.1.7 Mutual Exchange management

1.1.8 Advertising of Council tenancies and associated services.

1.2 Responsive Repairs and Maintenance

1.2.1 Arranging responsive repairs

1.2.2 Arranging cyclical repairs

1.2.3 Arranging planned maintenance

1.2.4 Improving the energy efficiency of council dwellings

1.2.5 Inspecting repairs and maintenance work

1.2.6 Fulfilling commissioning and client function functions in respect of such work.

1.3 Empty Property Management

1.3.1 Terminations

1.3.2 Inspection and repairs

1.3.3 Void repairs.

1.4 Tenancy Management

1.4.1 Estate Management

1.4.2 Enforcement of Conditions of Tenancy

1.4.3 Taking steps leading to evictions and court action by the Council to support enforcement

1.4.4 Advise the Council and consult tenants in relation to alterations to Conditions of Tenancy

1.4.5 Illegal occupation

1.4.6 Requests for Anti Social Behaviour Orders

1.4.7 Provision of a furnished housing scheme

1.4.8 Provision of a gardening and decorating scheme

1.4.9 Issuing decorating vouchers

1.4.10 Administration of disturbance payments

1.4.11 Administration of the tenants' insurance scheme.

1.5 Estate Management

1.5.1 Caretaking and cleansing

1.5.2 Concierge services

1.5.3 Community watch patrols

1.5.4 Grass cutting and grounds maintenance to HRA land.

1.6 Supported Housing

1.6.1 Sheltered housing schemes.

1.6.2 Visiting wardens supporting tenants in sheltered council housing.

- 1.7 Clearance and disposal of Council dwellings
 - 1.7.1 Clearance
 - 1.7.2 Consultation on clearance
 - 1.7.3 Decanting tenants.
- 1.8 Procurement
 - 1.8.1 Establishment of a procurement policy for the ALO consistent with Best Value
 - 1.8.2 Commissioning, letting and administration of contracts in relation to delegated activities.
- 1.9 Tenant Involvement
 - 1.9.1 Production of Tenant Compacts
 - 1.9.2 Provision of information to tenants newsletters
 - 1.9.3 Production of reports to tenants and newsletters
 - 1.9.4 Support for the Derby Tenants Resource Centre
 - 1.9.5 Support for the Derby Association of Community Partners
 - 1.9.6 Support for local Community or Customer Panels
 - 1.9.7 Tenant association and TMO development work.
- 1.10 Management of other HRA assets
 - 1.10.1 Managing shared ownership properties
 - 1.10.2 Managing leasehold properties
 - 1.10.3 Enforcement of leasehold conditions
 - 1.10.4 Mobile Housing Office
 - 1.10.5 Managing estate garages
 - 1.10.6 Management of mobile homes park
 - 1.10.7 Arranging the management and maintenance of estate shops
 - 1.10.8 Arranging the management and maintenance of Local Housing Offices
 - 1.10.9 Management and maintenance of Meeting Rooms
 - 1.10.10 Provision of information on these assets for inclusion in the Council's corporate Asset Management Plan.

2. **Business Development and Performance Management**

- 2.1 Produce and update annually a Delivery Plan
- 2.2 Conduct Best Value reviews as proposed in the Delivery Plan
- 2.3 Consider and agree proposals arising from Best Value reviews
- 2.4 Implement improvement plans arising from Best Value reviews incorporating targets into this plan
- 2.5 Provide the Council with information to enable it to make statistical and financial returns
- 2.6 Prepare an HRA Business Plan covering the Council's stock
- 2.7 Identify sources of tenant satisfaction and dissatisfaction
- 2.8 Research into the views, aspirations, and preferences of tenants
- 2.9 Involve tenants in business planning, best value reviews and performance monitoring
- 2.10 Agreement and monitoring of service level agreements for the provision of goods and services.

3. **Finance**

- 3.1 Maintaining financial accounts in a format agreed with the Council

- 3.2 Preparation of an annual revenue budget for agreement with the Council
- 3.3 Managing and controlling this budget
- 3.4 Setting rents for individual properties and groups of properties
- 3.5 Producing and reviewing a 10 year rent restructuring plan
- 3.6 Preparation of capital finance bids for consideration and submission by the Council
- 3.7 Preparation of an annual capital investment cashflow forecast for agreement with the Council
- 3.8 Preparation of management accounts and capital cashflow statements
- 3.9 Rent and cash collection on the Council's behalf at Local Housing Offices
- 3.10 Acting as a designated offices for housing benefit purposes
- 3.11 Collecting information from housing benefit claimants to support their claim
- 3.12 Raising of debtors and the recovery of arrears and other charges
- 3.13 Ordering, invoicing and payment for goods and services
- 3.14 Maintenance of a scheme of delegated authorities, authorised signatories and associated procedures.

4. Capital Programme

- 4.1 Procurement and maintenance of stock condition survey data
- 4.2 Analysis of stock condition data
- 4.3 Preparation of capital finance bids for consideration by the Council and external funding bodies
- 4.4 Compiling long term maintenance strategies
- 4.5 Preparing and consulting with tenants on proposed programmes of work.
- 4.6 Preparation of any associated clearance plans for agreement with the Council.
- 4.7 Arranging public sector clearance and demolition subject to agreement with the Council.
- 4.8 Liaison with tenants for work to be carried out.
- 4.9 Carry out all commissioning and client functions by exercising authorities in respect of works and maintenance contracts covering Council housing.

5 Resourcing

- 5.1 Honouring undertakings given to Council staff transferring to its employment
- 5.2 Arranging for staff membership of the Local Government Pension Scheme
- 5.3 Employment staff
- 5.4 Establishing and reviewing as necessary staffing structures to achieve Best Value objectives
- 5.5 Arranging for the provision of business, finance, payroll, administration, IT, personnel, staffing and other support services
- 5.6 Undertaking Best Value reviews in respect of support services, whether Directly undertaken or purchased from the Council or externally, as part of its programme of Best Value
- 5.7 Operating premises for use in delivering these functions.

6 Exclusions

The above delegations do not extend to the issue and conduct of legal proceedings in the name of the Council whether by or against the Council.