

## MANAGING FOR QUALITY – PERFORMANCE MANAGEMENT IN DERBY HOMES

Report of the Director of Derby Homes

### SUMMARY OF REPORT

1. This report sets out proposals to improve the performance management of Derby Homes to ensure it achieves its performance targets, and the aims and objectives of its Business Plan.

### MATTER FOR CONSIDERATION

- 2.1 Board members will be aware of the wide range of ambitious targets facing Derby Homes:
  - improved services – such as tackling anti-social behaviour more effectively
  - improved efficiency – such as reducing rent arrears
  - Derby Homes Pride campaign – to improve council houses.
- 2.2 In order to focus on these tasks, Derby Homes needs a performance management system that will ensure:
  - the Board is given regular opportunities to review and challenge the performance of Derby Homes
  - the Council has opportunity to review performance at monthly Agreement meetings
  - targets and business plans are effectively monitored by SMT
  - staff are motivated to achieve business objectives
  - managers lead by example and tackle under-performance.
- 2.3 The framework for managing for quality will be:
  - Strategic Planning – managing policy and service development
  - Financial Management – value for money
  - Business Planning – implementing service improvement
  - Individual Performance – linking staff and tenants to Derby Homes' aims and objectives
  - Performance Monitoring – ensuring we set and achieve the outputs needed
  - Quality Assurance of Service – meaning the service and these policies and practices when expanded.

## **2.4 Strategic Planning**

- 2.4.1 Derby Homes is required by its Agreement to work within the framework of the aims and objectives of the Derby City Partnership and City Council. This is drawn together in the Housing Strategy document that is prepared by the Council in consultation with Derby Homes. Monthly Agreement meetings with Council officers will monitor progress.
- 2.4.2 Derby Homes also needs to link in with Derby City Partnership meetings – in particular City of Opportunity, Crime and Disorder and City of Environment meetings.
- 2.4.3 Derby Homes' Strategy is set out in its Business Plan produced each July, and its key outputs and working relationships with the City Council are set out in its Delivery Plan produced each April.

## **2.5 Financial Planning**

- 2.5.1 Derby Homes receives its funds from the Housing Revenue Account (HRA), and will work with the City Council on the HRA production, monitoring, evaluation and on rent setting.
- 2.5.2 Derby Homes will produce its own budget for each financial year, and will review performance against the budget each month at Board/Committee meetings.
- 2.5.3 Budgets will be delegated to senior officers and monitored by the Senior Management Team (SMT) on a monthly basis.
- 2.5.4 Risk register will be maintained and will be reviewed quarterly by SMT and at Resources Committee.
- 2.5.5 Derby Homes will develop a Business Development Plan to maximise its income from associated initiatives.

## **2.6 Business Planning and Best Value**

- 2.6.1 Derby Homes will work with the City Council and produce a joint HRA/Derby Homes Business Plan each July.
- 2.6.2 Derby Homes will produce Best Value Reviews (BVR) in line with the programme agreed by the Board, and will support City Council BVR.
- 2.6.3 Best Value Improvement Plans will be monitored by SMT and the Board on a quarterly basis.
- 2.6.4 Service Plans will be produced for each SMT unit in March.
- 2.6.5 All BVRs, major projects and service charge processes will be carried out using PRINCE project planning principles.

## 2.7 Cross Cutting Action Plans

Derby Homes will produce the following plans and regularly monitor them:

	<b>Board</b>	<b>Staff</b>
ICT Strategy	Resources Committee	ICT Strategy Group
Race Equalities	Service Improvement Committee	Equalities Group
Disabled Access Plan	Service Improvement Committee	Equalities Group

## 2.8 Individual and Staffing Performance

2.8.1 Staff will be consulted and kept informed on all major issues and changes affecting Derby Homes and their jobs in line with the Communications Policy, using a range of methods:

- Communications Group meetings each month
- weekly E-Rumours newsletter
- Derby Homes News tenants' newsletter to all staff
- monthly team meetings for all staff
- six-monthly meetings/reviews of Achievement and Development.

2.8.2 Staff development, training and motivation will be a priority for Derby Homes working, through:

- IIP accreditation and action plan at IIP group
- staff survey and action plan at SMT and JCC
- training evaluation of all training attended at IIP group
- Black Officers Support Group
- Staff of the Month award
- Quality Street Initiative
- monitoring of performance - attendance
  - turnover
  - BME %.

## 2.9 Service Improvement and Development

This will be carried out in consultation with tenants and staff through:

- performance indicators monitored monthly at Board/Committee/Local Housing Boards/Agreement meeting with Council
- Process Improvement Teams, consisting of tenants and staff looking at:
  - rent arrears
  - repairs
  - allocations and voids
  - sheltered housing

- policy reviews brought to Committees of the Board
- participation in the Council's Overview and Scrutiny reviews
- benchmarking with other major cities
- Housemark best practice website
- BI Broker and other management information initiatives
- ICT Strategy to improve service delivery through landlords, enquiry centre and web developments.

## **2.10 Quality Assurance of Service Delivery**

We will monitor the quality of our performance at Board, Committee, Local Housing Board and SMT meetings:

- Local managers' reports at Community Panels
- Complaints procedure and analysis of complaints monitored at Board, Committee/SMT and Agreement Monitoring
- Customer satisfaction surveys
  - annual/bi-annual city-wide survey of all tenants
  - annual/bi-annual survey of all leaseholders
  - service specific monitoring on monthly basis of
  - arrears, responsive repairs, planned maintenance
  - allocations
- Service Users Review Group to monitor a selection of services each year and report to CHCG
- equalities monitoring across a range of services
- external accreditation through Chartermark every three years.

## **CONSULTATION IMPLICATIONS**

4. The performance management system will enable Derby Homes to achieve performance targets set in consultation with the City Council.

## **FINANCIAL AND BUSINESS PLAN IMPLICATIONS**

5. Performance management system will enable Derby Homes to get best value and make efficient use of its resources.

## **LEGAL AND CONFIDENTIALITY IMPLICATIONS**

6. Derby Homes has a contractual agreement with the City Council that requires it to achieve targets of performance.

## **PERSONNEL IMPLICATIONS**

7. The work involved in implementing performance management in Derby Homes is substantial. A post of Performance Monitoring Officer has been created to lead on this activity.

## **ENVIRONMENTAL IMPLICATIONS**

8.

## **EQUALITIES IMPLICATIONS**

9. Monitoring of services take-up and employment of BME groups will be part of the performance management system.

### **Contact Officer**

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