

DELIVERY PLAN 2013/14

Report of the Director and Company Secretary

1. SUMMARY

This report provides, for the Board's approval, Derby Homes' proposed Delivery Plan for 2013/14. It sets out our priorities and strategic objectives and includes an action plan for the coming year, as well as providing information on past performance.

The revisited strategic objectives offer a streamlined and focused approach to setting the key organisational priorities.

2. RECOMMENDATION

- 2.1 To consider and approve the new proposed strategic objectives.
- 2.2 To recommend the proposed initiatives and targets to Derby City Council, subject to any comments from the Board.

3. MATTER FOR CONSIDERATION

- 3.1 Under the management agreement between the Council and Derby Homes, we are required to produce an updated Delivery Plan on an annual basis.
- 3.2 Appendix 1 details the updated Delivery Plan for 2013/14 containing a review of our performance over the last twelve months, an outline of the critical issues we face, linkage with corporate priorities and the proposed objectives and actions for 2013/14.
- 3.3 The new delivery plan links closely to the Council's key outcomes and supports the delivery of commitments contained within the Council Plan 2011-2014 and Derby Plan for 2011-2026.
- 3.4 As part of Derby Homes' business planning cycle, the Senior Management Team have proposed that the strategic objectives become clearer and more focused.

The following revised objectives are recommended to the Board:

- Great Homes
- Great Neighbourhoods
- Great Services.

- 3.4 The Senior Management Team and managers have explicitly addressed supporting Action Plans that deliver these objectives in their business planning process. These are detailed in section 5 of Appendix 1. The detail of these plans will be discussed with the Council and this section may be amended to reflect Council suggestions. Any such amendments would be reported back to the Board.
- 3.5 There are still a number of gaps in some of the sections and appendices as much of the information on performance cannot be produced until the end of the financial year.

4. CONSULTATION IMPLICATIONS

The Draft Delivery Plan will be distributed to all staff for comments.

5. FINANCIAL AND BUSINESS PLAN IMPLICATIONS

Strategic objectives inform the budget planning process for 2013-14 and draft initiatives were discussed in the context of development proposals.

6. COUNCIL IMPLICATIONS

- 6.1 The management agreement requires Derby Homes to have a Delivery Plan which supports Derby City Council's Derby Plan.
- 6.2 Finalising the updated 2013/14 Delivery Plan is subject to approval from Derby City Council.

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

Legal and Confidentiality
Personnel
Environmental
Equalities Impact Assessment
Health & Safety
Risk
Policy Review

If Board Members or others would like to discuss this report ahead of the meeting please contact:

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Background Information: none

Supporting Information: Derby City Council Plan 2011 to 2014
The Derby Plan 2011 to 2026

Derby Homes Delivery Plan 2013/14 Draft

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1 EXECUTIVE SUMMARY

Derby Homes and Derby City Council work together to deliver the best service possible for Council tenants within our income which comes from rent & service charges. We do this through a management agreement and regular meetings at strategic and operational levels. This plan is an integral part of that agreement and summarises our priorities and what we want to achieve.

The key focus is to provide as much housing of a decent standard as possible, and this year's delivery plan will aim to maintain standards for current tenants and maximise the provision of new homes to replace those lost through the Right to Buy. We expect to start a programme to deliver 300 Council homes. Derby Homes will seek to generate more funds within current fee levels to increase this further.

In addition, we intend to increase the amount we spend on maintaining homes, to further reduce the real terms cost of management, and to review ways of operating with the aim of increasing efficiency and improving service for tenants.

We have revised our strategic objectives to:

Great Homes
Great Neighbourhoods
Great Services

Our objectives and plans are set out in detail in this document to show what we intend to do in support of this.

2 OUR MISSION, VALUES AND THE SERVICES WE PROVIDE

Derby Homes Board¹ at its meeting on 21 March 2013 set our mission and strategic objectives.

2.1 **Derby Homes' mission:**

"To secure the best future for Council housing tenants and services in Derby"

To achieve this, we will work to three strategic objectives:

- Great Homes
- Great Neighbourhoods
- Great Services

2.2 **Our Values**

Values are clear in everything we do, and how we operate. We expect our Board and employees to follow our core values, which serve as guidelines for our conduct and behaviour to help us achieve our mission.

Integrity - We are open and honest and we aim to keep our promises

Excellence - We pride ourselves in being excellent

Learning from People - We improve our services by listening to feedback

Embrace Equality and Diversity - We strive to understand and meet the needs of all communities we serve

Innovation - We inspire our employees and improve our business

Delivering Value for Money - We manage homes, estates and services efficiently, effectively and economically

Work Safely - We prioritise health and safety for customers and staff

2.3 **About Derby Homes and the delivery of services**

The core business of Derby Homes is the management of and investment in Derby City Council's social housing stock, under delegation from the Council under section 27 of the Housing Act 1985. This includes:

- Housing management of the Council's residential stock, including rent calculation and collection, leasehold management, and repairs ordering
- Maintaining council housing and council owned public buildings through our Repairs Team

¹ Appendix 1 – Derby Homes Governance Flow Chart

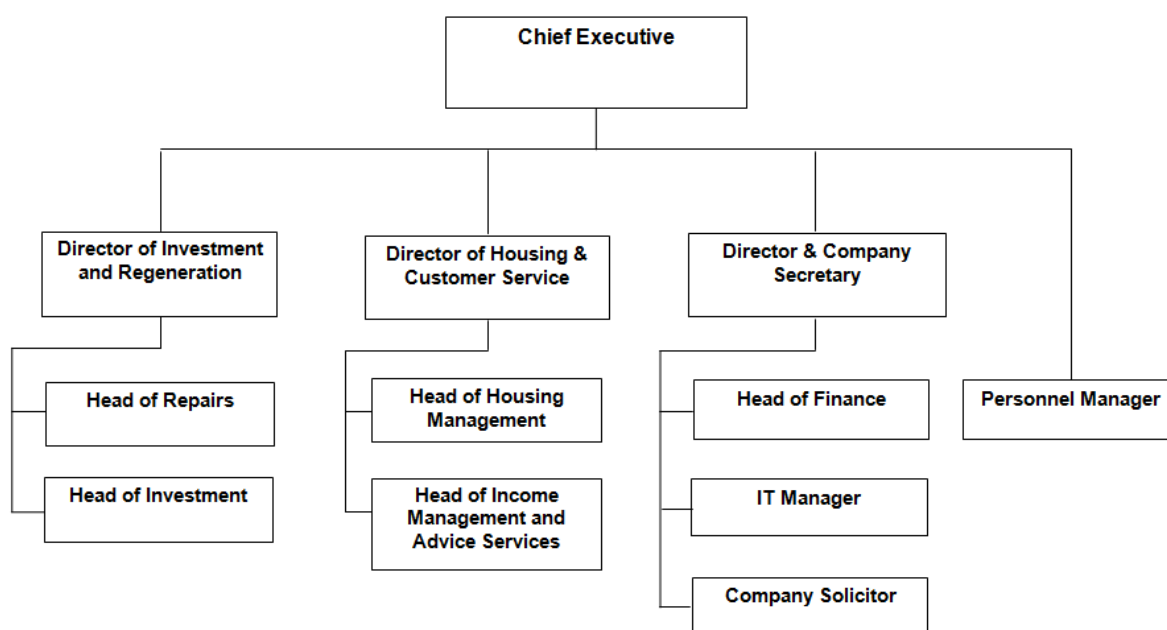
- Calculation and collection of leasehold charges
- Tenant involvement
- Financial control of the management fee drawn down from the Housing Revenue Account (HRA)
- Maintenance of the Council's residential stock including asset management planning, preparing and monitoring the investment programme for Estates Pride and major capital works, planned maintenance and responsive repairs through providers and contractors and developing partnering arrangements
- Contributing to the Council's Housing Strategy, working in partnership and developing other strategic initiatives, contributing to Best Value Reviews.

Derby Homes is responsible for monitoring Service Level Agreements (SLAs), ensuring that standards are met and value for money is achieved.

Derby Homes also directly provides services to the Council, other landlords and leaseholders.

Derby Homes is a registered provider and has built and acquired properties that they manage and maintain.

Derby Homes Structure Chart



2.4 Business Efficiencies

Derby Homes has achieved its business transformation plan to reduce the management fee by £1m.

Efficiencies have been delivered by reducing staffing levels, reviewing grades, moving corporate headquarters from Cardinal Square to the new Council House, eliminating essential user car allowances, allowing additional leave to

be purchased, centralising 'in housing' functions (e.g. mediation), externalising functions (e.g. remote mail), reducing the scale of investment in Information Technology (IT) in future, closing cash offices, remodelling area offices as hot desk facilities encouraging flexible working, reducing external training, conferences, briefings, SLAs with the Council for personnel and occupational health and a host of smaller suggestions and improvements.

Additionally around £1m of savings have been made within the maintenance teams through procurement of contracts and transforming the way that the day to day repairs team operate - through embracing new IT job scheduling practices, investing in new vans and a new approach to van stock replenishment, resulting in reduced down time and increases in productivity. All of these savings have been available for re-investment into planned and reactive maintenance works.

3 THE DELIVERY PLAN

3.1 Workshops/events for staff

Events involving all our managers and staff are held on a quarterly basis. These focus on how staff can help to deliver Derby Homes' mission, explaining changes in services and procedures, discussing what might be the practical obstacles to achieving it and generating ideas on how these can be overcome.

3.2 Context and challenges that we face

There are a range of factors affecting us in the next 12 months. These include Government policy, legal requirements and the financial framework in which we operate. There are also local issues affecting our priorities this year. In developing this plan we have reviewed the service environment in which we operate, through a PEST (political, economic, social and technological) and SWOT (strengths, weaknesses, opportunities and threats) analysis to help shape future strategic thinking and to measure the current position of the organisation; these are shown in full at Appendices 9 and 10.

3.3 Risk Management

Derby Homes has a successful track record of managing risk as an integral part of its governance and management systems. Our risk management policy, strategy and framework sets out a statement of intent, identifies a risk framework and allocates responsibility and monitoring roles within the organisation. This has increased transparency and improved audit trails of the risk management process. Based on this information, action can be taken to ensure appropriate resources are directed at controlling the risk or minimising the effect of potential loss.

Derby Homes manages three risk registers:

- HRA Strategic Risk Register – managed on behalf of the Council – this describes the major overall risks to Council housing in Derby
- Derby Homes Strategic Risk Register – this describes the major strategic risks to Derby Homes
- Derby Homes Operational Risk Register – this describes operational risks for Derby Homes to manage

These are all clearly related but have different levels of risk facing Council Housing in Derby.

Each risk has a Risk Management Action Plan. Progress on these plans are reviewed quarterly and reassessed annually. At the reassessment in February 2013, 15 risks were identified for the HRA Strategic Risk Register, 10 risks were identified for the strategic risk register and 22 risks were identified for the operational risk register. The risk registers are reported to Resources, Remuneration & Regeneration Committee quarterly and to the Audit Committee and Derby Homes Board annually.

3.4 2012/13 Outcomes

Out of a total of 73 Delivery Plan targets, XX were successfully completed in 2012/13 (detailed at Appendix 2). This compares to 56 targets in 2011/12 of which 47 were successfully completed.

Performance targets are also contained within 'Service Improvement Plans' for each of the various services within each directorate. Out of a total of 117 targets, XX targets were successfully completed. This compares to 97 targets in 2011/12 of which 89 were successfully completed.

A detailed summary of key performance measures can be found at Appendix 3.

There are 23 Local Offers set by the Tenants and Leaseholders of Derby Homes (listed in Appendix 4). They cover the Home, Tenancy and Neighbourhood and Community standards. The Value for Money and Tenant Involvement and Empowerment standards are cross cutting and run in conjunction with these.

Home Standard

There are 10 Local Offers under this standard which assess how well we provide the Repairs and Maintenance service along with management of empty properties. Three of the local offers within the Home standard have targets attached to them. Of these Local Offers, XX were fully met in 2012/13, with X just falling short of target. The other 7 have measures to monitor delivery of the local offer but no target attached.

Tenancy Standard

There are 6 Local Offers under this standard which assess how well we provide support to tenants and deliver our Income Management Services. These offers have measures to monitor delivery of the local offer but no target attached.

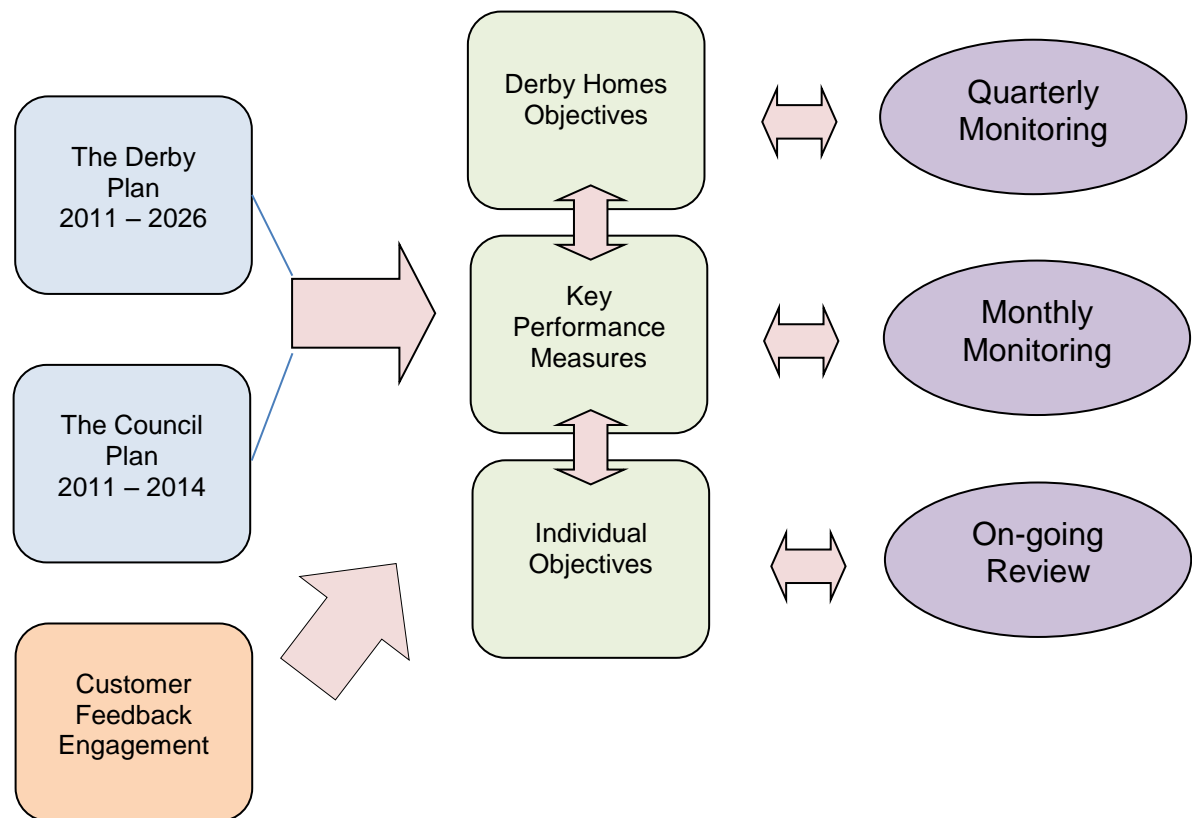
Neighbourhood and Community

There are 7 Local Offers under this standard which assess how well we provide our Neighbourhood Safety and Estate Services. These offers have measures to monitor delivery of the local offer but no target attached.

External Assessment 2012/13

Inspection/Audit	Date	Key Findings
ISO9001:2008 Inspection	January 2013	Derby Homes achieved full compliance to the standards and has received reaccreditation for 3 years
Customer Service Excellence Accreditation	July 2012	Derby Homes retained the Customer Services Excellence, gaining an additional compliance. We now excel in four areas of customer service.
Investors in People (IIP) Review	May 2012	Derby Homes continued to meet the IIP standard.
RoSPA Award – Gold Medal	May 2012	Derby Homes retained RoSPA Gold Award for the 6 th consecutive year
NICEIC (National Inspection Council for Electrical Installation Contracting)	June 2012	Derby Homes has been assessed as having the technical capability to carry out electrical installation work in accordance with the requirements of BS7671 and is enrolled or registered for: Approved Contractor Domestic Installations
MCS Accreditation (Micro regeneration Certification Scheme)	November 2012	Derby Homes successfully maintained the accreditation for the installation of Solar PV Panels

4 Performance framework



An essential part of an effective performance management framework is to have accurate, transparent and timely planning, reviewing and reporting processes. As part of our management agreement, we are required to work within the Council's aims and objectives.

The Delivery Plan and service work plans are a cornerstone of effective performance management. Our plans provide a solid foundation for achievement and enable each section, team and individual to understand how they contribute to Derby Homes' strategic objectives.

The Delivery Plan lays down the vision, values and strategic objectives of Derby Homes. Beneath these are operational objectives that focus on what we need to achieve our strategic aims. Initiatives and targets define the associated actions to be taken by each team.

Linkages between Derby Homes Key Objectives and Derby City Council's outcomes are contained in the Service Plan for each team.

Annual reviews of local indicators and targets takes place to ensure that targets are appropriate and provide information that is beneficial to managing performance.

Derby Homes always welcomes feedback from tenants. We like to know when we have done something right, and when we have done something wrong! (so we can put it right). Tenants are encouraged to give feedback through a number of channels, including, the customer satisfaction surveys and through our [website](#).

Overall satisfaction with Derby Homes' services is 83.4% (90.5% of those that expressed a preference). Feedback will be a crucial element in our plans to try to increase these figures further.

Resident Involvement

Resident involvement lies at the heart of Derby Homes. Working with tenants and leaseholders to review and develop our services is embedded into the working practises of all our employees.

We have a specialist dedicated Resident Involvement Team who co-ordinate and work closely with the Derby Association of Community Partners and wider engaged tenants so that we can achieve measurable improvements in the housing service to enable customers from all communities and groups to be able to engage and be involved in our initiatives.

The tenant panel was brought together in April 2012 by inviting people from tenant involvement groups already in existence. The panel has a planned schedule of reviews. During reviews the panel gather evidence from relevant sources and report to the Board and City Board, making recommendations for improvements.

Housing Focus Groups (HFGs) are regular events held around Derby at different venues. They take place between March and November and happen in each area every two months. There's a meeting for each of our five management areas.

HFGs are an informal way to meet our customers face to face, provide information on what is happening in their area and an opportunity for them to raise any issues or comment on any recent decisions from our Boards or proposed changes to services. Tenants and leaseholders agreed 23 local offers that they consider to be their highest priorities for Derby Homes to deliver. These local offers (Appendix 4) are due to be reviewed by the tenant panel, with recommendations for improvements made to City Board.

Wider strategic priorities and partnership working

Derby Homes is committed to supporting the Council to achieve its strategic aims. This section sets out what we plan to achieve in 2013/14 to support Derby City Council's key outcomes. The key strategic outcomes of the Council are to work together so that all people in Derby will enjoy...

- CP01 - A thriving sustainable economy
- CP02 - Achieving their learning potential
- CP03 - Good health and well-being
- CP04 - Being safe and feeling safe
- CP05 - A strong community

- CP06 - An active cultural life
- CP07 - Good quality service that meets local needs
- CP08 - A skilled and motivated workforce.

These commitments are contained within the Council Plan 2011/12 – 2013/14 and the Derby Plan for 2011 – 2026.

5 STRATEGIC OBJECTIVES FOR 2013/14

The strategic objectives and related initiatives for Derby Homes for 2013/14 are set out below. Our progress against actions are monitored by Derby Homes Executive and reported to the Chair's meeting at quarters three and four, and annually at year end to Derby Homes Board.

Ref	Objective	Link – to Council Plan
	Great Homes	
GH1	Delivering new homes	CP01
GH2	Maintain and improve existing homes	CP01, CP02 & CP05
GH3	Reduce energy consumption, costs and carbon emissions	CP01 & CP05
	Great Neighbourhoods	
GN1	Effective tenancy and estate management	CP04, CP05 & CP08
GN2	Working in partnerships to provide cohesive neighbourhoods	CP04, CP05 & CP07
GN3	Invest in the built and physical environment	CP01 & CP04
	Great Services	
GS1	Listen and engage with our customers	CP02, CP03, CP05 & CP07
GS2	Understanding and meeting our customer needs	CP05 & CP07
GS3	Excellent customer services	CP07 & CP08

These objectives have been translated through the following action plan. In developing plans, consideration has been given to the reasonableness of actions, equality and diversity issues and the capacity to deliver within available budget and resources.

Directorate Priorities

Investment & Regeneration

- Improve the overall value of the repairs service, focusing on the balance of cost, time and quality. Engaging tenants in shaping a reliable repairs service to meet future needs.
- Delivering maintenance services to Council Housing, where possible, through the in house teams. Providing a value for money service, creating and protecting local employment and making efficient use of our maintenance team.
- Ensure all homes are safe and that all service inspections are completed within agreed timeframes.
- Understand the future maintenance requirements of the housing assets and deliver a planned maintenance programme in accordance with our up to date asset management strategy.

Housing & Customer Service

- Manage the introduction of Welfare Reform, ensuring that robust processes and procedures are in place to mitigate risks to income collection and at the same time provide reliable advice and assistance to tenants who are affected by the changes.
- Introduce enhanced housing management services for vulnerable tenants
- Review mechanisms for tenant and leaseholder involvement and empowerment providing a range of mechanisms for tenants to engage.
- Continue to seek improvements and efficiencies within the range of services delivered

Finance

- Propose a long term budget that allows us to support a new build programme

I.T.

- Through the use of IT, to support increased staff efficiency and tenant access to systems

Governance

- Understand, advise and assist with the governance implications from the outcome of the review of Derby Homes

Personnel

- Understand, advise and assist with the HR implications from the outcome of the review of Derby Homes

Performance

- Improved analysis of customer data and feedback to deliver higher customer satisfaction and customer needs.

Action Plan - Annual

Ref	Action	Deadline	Team	Responsible Officer	Costs – Are the actions.. - No cost/low cost - High cost	Risks – what will stop the action being delivered	Link – to the Council Plan
GH	GREAT HOMES						
GH 1	<i>Delivering new homes</i>						
GH 1.1	Identify land for the first 400 units of affordable housing in the city	June 2013	Development	Energy Efficiency Manager	Low cost	Planning issues – environment, flood, trees and other constraints including funding	CP01.7
GH 1.2	Create a suite of standard documents to assist with new build	June 2013	Governance	Company Solicitor	No cost	DCC insist on external legal advisors on each contract or do not agree standard terms	CP01.7
GH 1.3	Procure a new framework of development consultants	November 2013	Development	Energy Efficiency Manager	Low cost	None	CP01.7
GH 1.4	Bring back into use the empty sheltered housing scheme at Oakvale House, and make it attractive for the local community	October 2013	Development	Director of Investment & Regeneration	High cost	None	CP01.7
GH 1.5	Deliver 17 new bungalows on the Rocket and Max Road sites	November 2013	Development	Energy Efficiency Manager	High cost (funded by rent)	Contractor going into administration	CP01.7
GH 1.6	Work in partnership with DCC and the Osmaston Delivery partner to regenerate the area.	December 2013	Development	Energy Efficiency Manager	Low cost	Delivery partners fail to reach agreement with DCC or go into administration.	CP01.7
GH 1.7	Procure a new framework with developer partners	March 2014	Development	Energy Efficiency Manager	Low cost	None	CP01.7
GH 1.8	Work in partnership with Oscar to deliver 40 units of affordable housing in the Osmaston area of the city	March 2014	Development	Energy Efficiency Manager	No cost	No progress on land deal from City Council, Developer going into administration, failure to meet HCA requirements.	CP01.7
GH 2	<i>Maintain and Improve existing homes</i>						
GH 2.1	Combine tenant appointments for Gas Servicing with Smoke Alarm Testing and Electrical Testing	July 2013	Repairs Team	Maintenance Operations Manager (Programmed)	Low Cost	Low risk – however tenant no access could increase	CP07.5

Ref	Action	Deadline	Team	Responsible Officer	Costs – Are the actions.. - No cost/low cost - High cost	Risks – what will stop the action being delivered	Link – to the Council Plan
GH 2.2	Establish a suite of Performance Indicators that measures time, quality and cost.	July 2013	Repairs Team	Head of Repairs	Low Cost	Low risk – not having timely information	CP07.5
GH 2.3	Undertake a comprehensive review of Responsive Repairs using the CIH Repairs Charter	Aug 2013	Repairs Team	Head of Repairs	Low Cost	Low risk – timetable of liaising with tenants	CP07.5
GH 2.4	Establish a training academy working in partnership with Derby college for apprentices	Sep 2013	Repairs Team	Head of Repairs	High Cost	Low risk – not recruiting suitable apprentices	CP01.2 CP02.1 CP02.3
GH 2.5	Evaluate the benefits of introducing a Home MOT (type scheme) for tenants and homes that have a significant amount of responsive repairs	Sep 2013	Repairs Team	Contract Manager, Investment and Repairs	Low Cost	Low risk - the demand on current workload increases	CP07.5
GH 2.6	Procure new external sub-contractor arrangements	Dec 2013	Repairs Team	Head of Repairs	High Cost	Low risk – Timetable, owing to other on-going procurement activity	CP01.7
GH 2.7	Set up a new in-house Gas Installations Team	Dec 2013	Repairs Team	Maintenance Operations Manager (Programmed)	High Cost	Medium risk – recruitment of suitably qualified Gas Engineers	CP01.7
GH 2.8	Improve the invoice payment flow within the Repairs team following the introduction of Open Contractor	December 2013	Finance	Head of Finance	Low cost	Medium risk - Timetable depends on the on-going support services review with DCC. Any slippages in this will have a knock on effect on any changes in this area.	CP07.5
GH 2.9	Set up in-house repairs before painting team, integrating maintenance operative apprentices.	By March 2014	Planned Maintenance	Planned Maintenance Manager	High cost (but existing funding in place)	Can't compete on cost with local building firm. Proves non-viable to use large numbers of apprentices for this work.	CP01.7 CP07.5
GH 2.10	Procure a new major materials supplier	March 2014	Repairs Team	Head of Repairs	High Cost	Medium risk – process of competitive dialogue takes longer than expected	CP01.7
GH 2.11	Successfully integrate Open Contractor across all Repair teams	March 2014	Repairs Team	Head of Repairs	Low Cost	Medium risk – other areas fail to embrace fully the change required to integrate open Contractor	CP07.5
GH 2.12	Review all works currently externally contracted out, to determine if an in-house solution would provide overall better value for money	March 2014	Repairs & Investment Teams	Head of Repairs & Head of Investment	Low Cost	Medium risk – the action links with GH 2.17	CP07.5

Ref	Action	Deadline	Team	Responsible Officer	Costs – Are the actions.. - No cost/low cost - High cost	Risks – what will stop the action being delivered	Link – to the Council Plan
GH 2.13	Co-ordinate Gas Safety checks on an annual programmed basis	March 2014	Repairs Team	Maintenance Operations Manager (Programmed)	Low Cost	Medium risk – breakdown in IT infrastructure	CP01.7 CP07.5
GH 2.14	Co-ordinate Smoke Alarm Testing on an annual programmed basis	March 2014	Repairs team	Maintenance Operations Manager (Programmed)	Low Cost	Medium risk – breakdown in IT infrastructure	CP01.7 CP07.5
GH 2.15	Co-ordinate Electrical Testing (ECIR) on a 5 yearly programmed basis	March 2014	Repairs Team	Maintenance Operations Manager (Programmed)	Low Cost	Medium risk – tenant access	CP01.7 CP07.5
GH 2.16	Develop a whole life costing process for certain building components to review existing capital replacement timescale	March 2014	Finance, Repairs and Planned Maintenance	Head of Finance, Head of Repairs, Head of Investment	Low cost	Low risk - new area of development. May be slipped if time pressures around Derby Homes review take precedence	CP07.5
GH 3	<i>Reduce energy consumption within homes, costs and carbon emission</i>						
GH 3.1	Set up an ECO funding deal and delivery programme	September 2013	Investment & Repairs	Head of Investment	High cost (but funding in place)	Risks – Insufficient ECO funding available.	CP01.5 CP01.6
GN	GREAT NEIGHBOURHOODS						
GN 1	<i>Effective tenancy and Estate management</i>						
GN 1.1	To review the new tenancy agreement	December 2013	Governance	Company Solicitor	Low cost	Council do not approve Derby Homes suggestions	CP05.3
GN 1.2	Review of mobile working methods in relation to tenancy and estate management functions	March 2014	I.T.	I.T. Manager	High cost	Business case for introducing I pads and apps is not approved. Lack of funding	CP08. 1
GN 2	<i>Working in partnerships to provide cohesive neighbourhoods</i>						
GN 2.1	Develop new standard management agreement for managing homes on behalf of other landlords	June 2013	Governance	Company Solicitor	No cost	None	CP07.5

Ref	Action	Deadline	Team	Responsible Officer	Costs – Are the actions.. - No cost/low cost - High cost	Risks – what will stop the action being delivered	Link – to the Council Plan
GN 2.2	Explore opportunities for integrated working with Housing Options for improved customer interface and Increased capacity to meet increases in demand for service.	Sept 2013	Housing Management / Housing Options	Head of Housing Management / Head of Housing Options	No Cost	None	CP01.7 CP07.5
GN 2.3	Work with Derby City Council and partners to deliver the Neighbourhood agenda	March 2014	Housing Management	Head of Housing Management	No cost	none	CP04 CP05 CP07.5
GN 2.4	Develop opportunities for children and young people to engage with and contribute to the neighbourhood agenda.	March 2014	Housing Management	Head of housing management	Low Cost	None	CP05
GN 3	<i>Invest in the built and physical environment</i>						
GN 3.1	Launch a second wave of Estates Pride, with new HRA financing,	September 2013	Planned Maintenance	Contracts Manager, Housing Management	High cost (but some funding in place and more being proposed)	Risks – Insufficient on-going funding	CP01.6 CP04.3
GS	GREAT SERVICES						
GS 1	<i>Listen and engage with our customers</i>						
GS 1.1	Review the Resident Involvement strategy to achieve greater opportunities for involvement and increase representation.	June 2013	Resident Involvement & Housing Management	Customer Services Manager	Low Cost	Lack of interest from tenants	CP03.4 CP05.2 CP05.3
GS 1.2	Enable Appointment logging through the Tenants Dashboard on Derby Homes Website	December 2013	I.T.	I.T. Manager	High cost	Inability to link the three systems required	CP05.2 CP07.5
GS.1.3	Develop a clear strategy that will see satisfaction increase from 83.4% to top quartile in the next three years	March 2014	Performance	Performance Manager	Low Cost	Tenant dissatisfaction with services delivered	CP07.1 CP07.2 CP07.5
GS 1.4	Introduce a complaints panel to meet the requirements set out in the Localism Act 2011	March 2014	Performance	Performance Manager	Low Cost	None	CP07.1 CP07.2

Ref	Action	Deadline	Team	Responsible Officer	Costs – Are the actions.. - No cost/low cost - High cost	Risks – what will stop the action being delivered	Link – to the Council Plan
GS 1.5	Broadband and PC enable Common Rooms to allow tenants to access welfare reform and unified credit information	March 2014	I.T.	I.T. Manager	High Cost	Poor quality broadband unable to support requirement	CP02.1 CP07.5
GS 2	<i>Understanding and meeting our customer needs</i>						
GS 2.1 (link with GS2.4)	Develop a systematic approach for the collection, analysis and use of customer profiling to improve performance and develop services	December 2013	Performance Team	Performance Manager	Low cost	none	CP07.5
GS 2.2	Develop a greater understanding of the detail of our demand, supply and stock	December 2013	Performance Team	Performance Manager	Low cost	none	CP07.5
GS 2.3	Develop and implement a process where budget managers take greater ownership of budgets	December 2013	Finance	Head of Finance	Low cost	Medium risk - Requires current Oracle software to be fully operational and for Accountants to become familiar with it. Secondly, there needs to be a culture change within DH Budget Managers to take on more responsibility in this area and revisions to their current monitoring practices and in some cases training on the role will have to be developed.	CP07.5
GS 2.4 (link with GS2.1)	Develop action plans which address tenants priorities, equalities and local issues within the geographically based housing management areas.	March 2014	Housing Management Team	Head of Housing Management	Low cost	None	CP04 CP05.2 CP07.5
GS 2.5	Develop multiagency signposting arrangements based on information collected in 2.1 & 2.4 to signpost tenants and young people to appropriate services	March 2014	Housing Management Team	Head of Housing Management	Low Cost	None	CP05 CP07.5
GS 3	<i>Excellent customer services</i>						
GS 3.1	Gas servicing roll out to increase team efficiency and capture relevant documentation	May 2013	I.T.	I.T. Manager	Low Cost	Availability of Windows 6.5 mobile devices	CP07.5

Ref	Action	Deadline	Team	Responsible Officer	Costs – Are the actions.. - No cost/low cost - High cost	Risks – what will stop the action being delivered	Link – to the Council Plan
GS 3.2	Introduce a risk based approach to budget monitoring	May 2013	Finance	Head of Finance	Low cost	Low risk - no major obstacles	CP07.5
GS 3.3	Investigate accessible payments options and report on recommendations	July 2013	Rental Control	Accounts Manager	Low cost	None	CP07.1
GS 3.4	Ensure staff have accurate information on tenants circumstances to deliver effective services	September 2013	I.T.	I.T. Manager	Low costs	Software doesn't enable this information to be circulated electronically	CP07.5 CP08.1
GS 3.5	Upgrade core financial and operational systems	October 2013	I.T.	I.T. Manager	High Cost	<ul style="list-style-type: none"> Lack of resource for testing Poor quality software leads to necessity to roll back to previous version 	CP07.5
GS 3.6	Reduce the amount of time taken to process invoice payments for the major materials supplier by 50%	October 2013	Finance	Head of Finance	Low cost	High risk - Requires a number of IT systems to be connected (DH, DCC and Build base). This issue has already taken over a year to progress and IT difficulties have stalled the process.	CP07.5
GS 3.7	Provide options for tenants to have greater financial responsibility, access to budgeting advice, basic bank account or budgeting account prior to Universal Credit implications. To include financial inclusion advice for young people.	October 2013	Income Management	Head of Service for Income Management	Low cost	Lack of buy-in from staff Banks not engaging	CP07.5 CP08.1
GS 3.8	To achieve step changes in customer satisfaction with anti-social behaviour with a long term aspiration to achieving upper quartile	October 2013	Neighbourhood Safety Team	Customer Services Manager	Low cost	None	CP07.1 CP07.2 CP07.5
GS 3.9	Develop an effective on-going communication strategy around welfare reform	December 2013	Comms & Marketing/Performance	Head of Service for Income Management	Low cost	Differing priorities within teams	CP07.1 CP08.1
GS 3.10	Prepare proposals for future funding and Housing Benefit eligibility for enhanced housing management service.	Oct 2013	Housing Management	Head of Housing Management	Low Cost	Failure to secure agreement with Housing Benefit.	CP07.5

GS 3.11	Work with Executive and SMT to understand the review outcome and identify the HR implications	December 2013	Personnel	Personnel Manager	Low Costs	<ul style="list-style-type: none"> Not having an outcome to the review. Failure to engage with the personnel manager in discussions about the review 	CP08
GS 3.12	To work with managers where their teams are directly affected by the review identifying and ensuring appropriate systems of support and communication are available	December 2013	Personnel	Personnel Manager	Low Costs	<ul style="list-style-type: none"> Not having an outcome to the review. Failure to engage with the personnel manager in discussions about the review 	CP08
GS 3.13	Deliver appropriate training and advice to the personnel team to ensure they are skilled and trained to support the organisation and employees affected by the outcome of the review	December 2013	Personnel	Personnel Manager	Low Costs	<ul style="list-style-type: none"> Not having an outcome to the review. Failure to engage with the personnel manager in discussions about the review 	CP08
GS 3.14	Review direct debit day structure in light of Universal Credit	December 2013	Rental Control	Accounts Manager	High costs (if we offer incentives – increase number of DD runs)	<ul style="list-style-type: none"> Delay in universal credit filtering through Unable to meet demand for DD runs 	CP07.5
GS 3.15	Implement Enhanced Housing Management Service	March 2014	Housing Management	Head of Housing Management	Low Cost	Employee restructuring	CP07.5
GS 3.16	Following review and dependant on outcome – change key documents, train new board and on-going training of the same	Depending on review and new structure	Governance	Company Solicitor	Low cost	Dependant on the review	CP08

6 FINANCIAL FRAMEWORK

7.1 Introduction

Council housing finance has changed substantially as a result of the abolition of HRA subsidy. The Council now manages its own rents and Derby Homes manages most of the turnover of the HRA on behalf of the Council. This is set out in the HRA Business Plan.

7.2 HRA Business Plan

Derby Homes is responsible for significant input into the review and development of the HRA Business Plan (HRABP). We will work in partnership with the Council to :

- set the overall HRABP
- model the options facing the Council consider the right balance of investment to be made over the years to attempt to be fair to both current and future tenants
- contribute to the preparation of the HRA budget each year
- assist with preparation of the HRA capital funding schedule and HRA capital programme
- provide support and assistance to the Council in making any bids for capital funding; prepare other statistical returns and claims for the HRA.
- Advise on rent and service charge levels.

7.3 Derby Homes Financial Strategy

Derby Homes produces a long term financial strategy which is reviewed and updated annually.

The Company faces significant pressure on income over the next few years and needs to continue to take appropriate action to achieve a balanced budget over the period of the finance strategy. Pressure on the budget arises from:

- reduction in Housing Revenue Account base fee through Right to Buy property sales and demolished properties
- a further reduction of £250,000 a year each year (a total of £1m) in the real terms fee agreed with the Council over the next two years to 2014/15
- removal of Supporting People income for the Supported Living Service and Tenancy Support service Additional costs arising from the need to move people to avoid under occupation deductions from benefit
- Additional costs of collection of rent as welfare reform results in more than twice the cash to be collected and in a reduction in many tenants' ability to pay.

The total turnover anticipated in the financial plan for Derby Homes, now amounts to £30m a year. The 2009/10 total turnover was under £15m so the total has more than doubled since the inclusion of the repairs service within the Company.

Derby Homes will deal with the loss of income expected above by the following actions:

- The Business Transformation process has delivered the £1m savings required from the management fee plus additional savings which have been ploughed back into additional resources within the repairs service. Business Transformation includes a lot of individual initiatives, and has been very successful, delivering the savings two years ahead of schedule. As a result, there is funding in the short term to assist with dealing with the pressures above.
- The process of saving money without impacting on service will continue into the future through reviews of services and an embedded approach to Value for Money. Any further savings can be used to help to deliver more new housing through the Council and Derby Homes working in partnership.
- Dealing with the loss of grant income through commensurate reductions in service provision costs where alternative funding cannot be found in addition to the above business transformation savings. This will be done where possible in a planned and careful way to minimise impact on existing tenants' services.

The overall context is that within the HRA the short term funding position is positive as a result of Decent Homes investment between 2002 and 2006 and the reform of the Housing Subsidy system in 2012. Backlogs in maintenance of homes are fairly limited and the stock is decent. As a result, the expenditure required to be spent on maintenance has been lower than might be expected in the longer term and long term planning is necessary to sustain the stock in the longer term. The reform of the HRA subsidy system is giving us the opportunity to consider a much longer term perspective than has previously realistically been the case.

There has therefore been an opportunity for the Council, in partnership with Derby Homes, to rebalance the levels of spending between management and maintenance giving a higher priority for growth in spending in long term maintenance of the stock and making the HRA sustainable for the future.

The Council now has, as a result of HRA reform and the recycling of Right to Buy (RTB) funds, a significant opportunity to deliver considerable amounts of replacement social housing in the HRA. While the overall stock will not increase, and it is unlikely that replacements will be on a full one for one basis, there is an option to invest to replace a considerable portion of the stock lost to the RTB. Initially we should be able to deliver around 100 homes a year to replace those lost which we expect to be a similar amount, as the HRA will be able to invest reserves built up over a long time into new stock. Thereafter, the replacement rate is likely to reduce to around 50% of those lost.

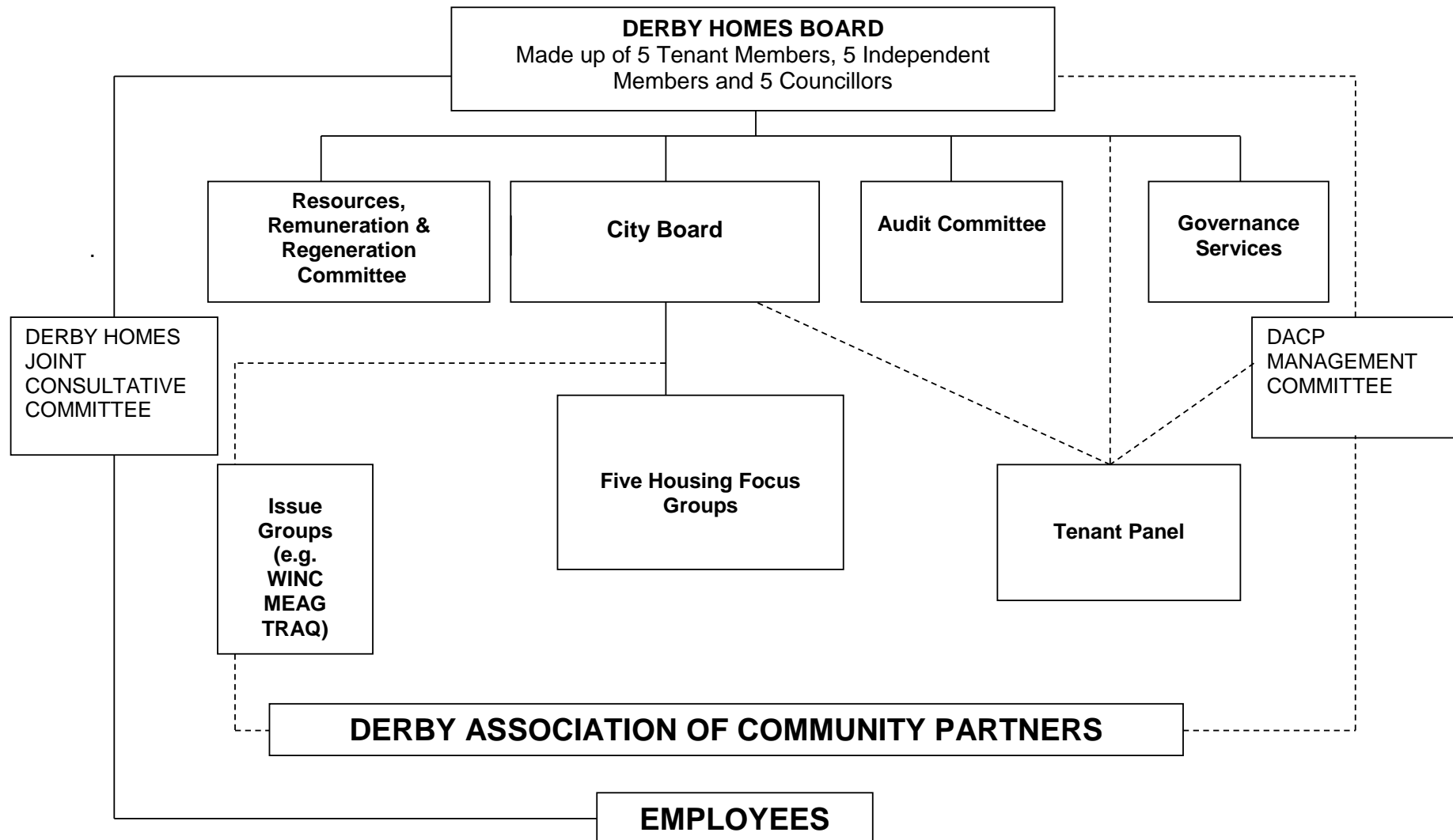
In the future, there will also be policy issues for the Council to consider about the balance of rent between groups of tenants. There are issues as to whether the current rental policy driven by government gives a reasonable balance of rents between properties. These are longer term issues that will start to be

considered over the next few years and in particular after the end of rent restructuring.

Derby Homes will continue to be open to new service opportunities wherever this makes good business sense. We will especially consider management and maintenance opportunities, and bid for Supporting People contracts that are funded. To facilitate this we have sought and received approval from the Council to allow us to work outside of Derby, and are pursuing opportunities to buy existing stock from other providers and to take over management of other properties by agreement with other landlords.

The overall aim remains for Derby Homes' plan to support the Council's HRA business plan in increasing investment for the future whilst reducing the real terms cost of management of the stock.

Derby Homes Governance Flow Chart



Objectives Outcomes 2012/13 *(to be completed at end of year – Qtr 3 updates in italics(to be replaced at Qtr 4))*

Objective (target)	Status	Comments	Carried forward to 2013/14 (Ref)
Continue the Estate Pride programme on time and within costs during 2012/13	<i>On track</i>	<i>Works currently in progress to improve the general appearance of a number of schemes, by looking at defensible space, fencing, block paving, drying areas, planting areas, improving access and ensuring areas are more desirable for our customers to live.</i> <i>We are working also in partnership with Waste Management to look at providing 'Nodes and recycling facilities' in the Burton Road area.</i> <i>We are awaiting a strategy meeting with Streetpride to look at the next 2 years' worth of project work. There are still some 300 properties awaiting recycling facilities</i>	
Successfully bid for £150,000 external or match funding in 2012/13 to support community initiatives	<i>On track</i>	<i>Final calculation of external funding/resources secured to be completed in quarter four.</i>	
Continue with a programme of community initiatives and improvements during 2012/13	<i>On track</i>	<i>There have been a number of key outcomes during the year, including: Sinfin community centre launched and childcare provider secured to sustain a regular income for the centre - project progressing well. Imari park scheme launched - excellent attendance and response from the traveller community, plans to expand further program of activities in 2013.</i>	
Develop an on-going programme to maintain and improve the exterior of homes and estates, with sustainable funding in place during 2012/13	<i>On track</i>	<i>Repairs have progressed through Sussex Circus and Chaddesden. Painting will follow subject to the weather.</i>	
Ensure there is diversity and choice in the provision of services for older people which promotes independence from April 2012	<i>On track</i>	<i>DCC have now approved the decision made by the City Board last year to convert community rooms at Slindon Croft and Garsdale Court to bungalow accommodation, this will be taken forward in 2013.</i>	
Deliver the outcomes within the Young Persons Strategy by March 2013	<i>On track</i>	<i>All of the actions in the Derby Homes Young Peoples Strategy have been completed and a number of initiatives remain on-going. We are still awaiting the Child Poverty action plan from DCC so that we can ensure that future initiatives link to the overall strategy for the City.</i>	
Deliver the commitments contained within the Safeguarding Policy from April 2012	Completed	All work has been completed and is being delivered in line with the policy.	
Successfully manage Imari Park, the new travellers site and support the site warden role	Completed	A Junior Warden scheme has now been set up to engage with children from the travelling community. Defect works at the site have now been	

Objective (target)	Status	Comments	Carried forward to 2013/14 (Ref)
within the travelling community to develop self-management capacity from April 2012		completed. Support from supported living and housing office staff continues on a one-to-one basis, where required. On-going relationship with site warden and all residents is being maintained by staff at the local housing office. This will now be maintained within our embedded management role.	
Develop a program of support to help the travelling community to become more self-reliant once support from the Derbyshire Gypsy Development Group is ended from April 2012	Completed	Comments as above	
Develop a new initiative to tackling the issue of domestic violence in our properties in 2012/13	Completed	All staff have received awareness raising sessions on domestic abuse and a number of staff have been trained in the MARAC process. We attend the Multi-agency Domestic Abuse group and feed into the action plan for the City, both contributing to and participating in new initiatives e.g. Awareness raising over the Christmas period.	
Working in partnership with the Fire Service during 2012/13 ensure the fire safety awareness message is delivered to all new tenants	<i>On track</i>	<i>Continuing to use the fire report to identify trends for prevention work. We will be doing some publicity work to raise awareness.</i>	
Develop a policy to tackle the issue of hoarding in our properties from April 2012	Completed	The hoarding strategy is completed	
Lead on Neighbourhood management in five wards within the City	<i>On track</i>	<i>Restructuring is not yet in place, however we continue to work with the City Council to ensure that the new structure meets the requirements of elected members.</i>	
Work with the Council to deliver Extra Care housing by March 2013	<i>On track</i>	<i>An article was sent out in Derby Homes Newsletter promoting the Extra Care scheme to Derby Homes tenants. We signpost enquiries to the relevant DCC department.</i>	
Develop and embed a system of technical inspections of communal areas and report to City Board September 2012	Completed	System of technical inspection fully embedded for common rooms, communal areas and fire door inspections.	
Increase visibility and effectiveness of front line services with the provision of mobile technology and processes from April 2012	<i>On track</i>	<i>The new Windows 7 build is now complete and is currently being rolled out to Council House and London Road Joinery Shop Users. As soon as these projects have been completed, Housing Officers will be next.</i>	
Embed asset management system and fully integrate asset management software with housing management software by March 2013	<i>On track</i>	<i>Training has now been included in the Internal Training programme and is being undertaken with relevant staff. Testing of interface between Academy and Keystone has been undertaken. However still some minor issues but currently waiting on IT to resolve.</i>	

Objective (target)	Status	Comments	Carried forward to 2013/14 (Ref)
Revise and review ways to help vulnerable tenants in light of public service cuts – considering options of social enterprise, service charge for intensive housing management, volunteering & unemployment training from April 2012	<i>On track</i>	<i>The partnership with Working Links is continuing to develop and is working well. The proposal of introducing a service charge was not supported by Housing Benefit. Derby Homes are now in discussions with the Council around the possibilities of introducing a property charge which will allow us to continue to support vulnerable tenants to sustain their tenancies. Meetings to be held in early January to finalise new proposals.</i>	
Agree the new Derby Standard by April 2012	<i>On track</i>	<i>Derby Standard to go to City Housing Board in February.</i>	
Set out an investment plan to implement the new Derby Standard within 5 years – by April 2013	<i>On track</i>	<i>Approval of Derby Standard has been delayed and due to go to City Housing Board in February</i>	
Support Derby City Council to develop an updated HRA Business Plan in consultation with tenants and support the implementation of the HRA Business Plan during 2012/13	Completed	<i>Draft HRABP for next year developed with the Council and currently out for consultation with tenants and scrutiny. Rent increase set under current policy at average 5.2% (RPI 2.6%).</i>	
Support the delivery of regeneration options in Osmaston for council housing during 2012/13 in consultation with residents and the OSCAR group	<i>On track</i>	Key outcomes include: <ul style="list-style-type: none"> • completion of Tennyson Street playground and official opening • developer selected for Elton Road quadrant • planning permission submitted • external rendering of steel houses progressing well in partnership with Oscar 	
Working with the City Council implement proposals for the future management of Shelton Lock Mobile Home Park by March 2013		<i>We continue to highlight to DCC the need for this to progress and still await a decision as to the way forward.</i>	
Continue to review and increase the effective use of community rooms and implement recommendations by March 2013	Completed	It has been agreed that Derby Homes will keep the remaining community rooms and look to increasing activities in them. DCC have approved the proposal to convert Slindon Croft and Garsdale Court community rooms to accommodation.	
Support the council in managing empty properties in the private sector by managing them and repairing them	<i>On track</i>	<i>Negotiations are still on-going with Spirita regarding the purchase of Poets Corner but this will not be finalised until next financial year. With regards to West Avenue the decision has been made to sell to a private developer to convert back to a large family home. There has been no further movement in relation to Stafford Street. Renovations almost complete at Hartington Street.</i>	

Objective (target)	Status	Comments	Carried forward to 2013/14 (Ref)
Provision of new affordable housing to meet the needs of growing elderly population and to release family housing for families in need	<i>On track</i>	<i>Started first phase. 17 bungalows approved and being delivered</i>	
Bring back into use the empty sheltered housing scheme at Oakvale House, and make it attractive for the local community	Works underway	Oakvale work underway	GH 1.8
To monitor the development of different options for ownership and new affordable housing by others and consider which of these options could apply in Derby	<i>On track</i>	<i>Completed initial task. Consideration has been given to many different options and some hopeful ones are continuing to be pursued. OSCAR developments still progressing and HCA approval and grant obtained.</i>	
To develop a programme of new affordable housing for Derby in partnership with the Council, using Right to Buy receipts to partially fund such developments	<i>Process started – long term task.</i>	<i>HRABP 2013 includes sufficient funding to replace most of the homes lost through RTB for three years.</i>	
To explore the potential for taking on additional affordable housing by Derby Homes	Completed	Current low building costs means that there is a prospect of building without grant (as well as with grants) and even support from Derby Homes core funds to additional housing as outlined in Derby Homes 2013/14 budget proposals.	
Work with Derby City Council's proposals on tenure reform during 2012/13	Completed	Following Cabinet approval of the Tenancy Strategy Derby Homes Tenancy Policy has been approved by Board (September 2012) and follows the principles adopted by DCC.	
Profile tenants to identify and support those who may be affected by the reforms and communicate their options to them in a timely manner during 2012/13	<i>On track</i>	<i>All tenants who have been profiled as being affected by the under occupation charge have been contacted by letter. Those tenants who are in arrears and are wanting to pay the charge have been forwarded to the Income Management team to make contact to sort out an arrangement to pay. Those tenants who have asked to downsize have been forwarded to the Allocations Team where their case will be managed to help them make the required move to avoid the charge. The Benefit Cap is now going to be 'rolled out' during the summer of 2013, with only 4 London Boroughs being affected from April 2013. An internal audit was carried out during Q3 and the final report was received in December 2012. There were NO recommendations made by audit.</i>	

Objective (target)	Status	Comments	Carried forward to 2013/14 (Ref)
Deliver training and provide opportunities for development for employees, tenants and board members, in line with the training and development strategy and the efficiency agenda, by March 2013 and advise key partners on relevant training for their employees	Completed	Our training plan incorporates the training strategy recommendations.	
Identify and invite key partners / contractors / sub-contractors to attend Derby Homes' training events on customer care, diversity, quality practices, and health & safety of vulnerable adults and children during March 2012/13	Completed	We have provided guidance notes on the safety of children and vulnerable adults through the Safeguarding training team. Contracts invite companies submitting a tender to state their E&D Policy and say if they would like to "buy" into our E&D Training.	
Develop work clubs and work with other Government agendas to develop our volunteering schemes and report to City Board –September 2012	Completed	A volunteer update report was prepared and presented at City Board	
Keep up to date with funding opportunities around volunteering, and training for unemployed people during 2012/13	<i>On track</i>	<i>A social enterprise manager has been appointed for 12 months to establish an in house social enterprise, starting with cyclical/ planned maintenance. This, once established, will create various opportunities for local people who are seeking training, experience, volunteering opportunities and employment.</i>	
Have four fully trained and operational volunteers on victim and witness support by March 2013	<i>On track</i>	<i>The volunteers have now completed initial training with the Victim & Witness Support Officer and are now starting joint visits to be matched and introduced to Victims. We are on track to achieve this target.</i>	
Increase the impact of the Community Watch Patrol team to achieve improved outcomes in community safety and a greater sense of safety by tenants by March 2013		<i>The final review and proposals will be going to City Board in February 2013</i>	
Effectively monitor and evaluate the in-house mediation service to ensure that it is delivering the desired outcomes for the business and report to Resources, Remuneration & Regeneration Committee November 2012	Completed	An evaluation was presented to Resources, Remuneration & Regeneration Committee in January 2013 which proposed to continue operating the current in-house model and re-evaluate the service for 2013-14. Further management attention will be given to increasing the number of referrals at an early stage during the complaints process and also to increasing the levels of feedback received.	
Provide access to profiling information to all staff by using the new technology we have invested in by March 2013	<i>Slippage</i>	<i>Project not commenced at this stage due to team focussing on Council House move. Will be addressed later this year.</i>	

Objective (target)	Status	Comments	Carried forward to 2013/14 (Ref)
Provide analysis of profiling information to inform future policies and strategies from April 2012	<i>On track</i>	<i>Analysis of the potential impact of direct payments has been undertaken. The impact of the under occupancy charge on rent arrears has also been analysed, the report will now be updated for each meeting to make the Board constantly aware of the situation.</i>	
Using the profiling information review the Older Persons Strategy to take account of emerging needs of our aging communities – September 2012	<i>On track</i>	<i>A multi-agency review meeting has been held and a report will now be presented to the City Board in February 2013 and Board in March 2013 containing the recommendations and updates as discussed and proposed by the group.</i>	
Extend the use of SMS text messaging across additional service areas by March 2013	Completed	Text messaging is now an integral part of Derby Homes business. Further opportunities to use texts will be taken as they arise	
Expand usage of tenants dashboard on website – 1,000 registered by March 2013	Completed	We continue to promote the dashboard and launched the ability to access the website on mobile devices in November 2012. We continue to use all means of communication including Facebook and twitter to promote access to accounts.	
Review Customer Relations Management by May 2012	Completed	An initial review of CRM in respect of how we might fit in with the Council's CRM system LAGAN is complete, but further review of this will be on-going after we move to the Council House	
Have 3,000 tenants paying their rent by direct debit by March 2013	<i>Slippage</i>	<i>This target is unlikely to be achieved and we are therefore requesting to remove the target from the Delivery Plan.</i>	
Provide contractor and sub-contractors access to management and maintenance systems via Derby Homes website by March 2013	<i>On track</i>	<i>We have set up an account with Stannah and they will be trialling it.</i>	
Use open contractor IT system to improve the information flow which will enable us to provide a better service to our tenants from April 2012	<i>On track</i>	<i>Open Contractor is working. A meeting is planned with Capita in January 2013 to develop a suite of Performance Indicators.</i>	
Implement the proposals for a Derby version of regulation and review including regular reports from the Tenants Review Panel and Tenants Complaints Panel by May 2012	Completed	The review of complaints has been completed and recommendations made to the Board.	
Work with the review panel to enable them to achieve three reviews annually and report to City and main Board – City Boards in September 2012, December 2012 and February 2013	Completed	In Quarter two the review of complaints was completed and recommendations made to both the City Board and the Board which were approved and are currently being implemented. The panel reviewed local offer 16 in Quarter three and the findings reported to the City Board with recommendations for improvements to the service. Local offer 20 was reviewed in February 2013.	

Objective (target)	Status	Comments	Carried forward to 2013/14 (Ref)
Utilise feedback from the Review Panel to improve customer services outcomes by March 2013	<i>On track</i>	<i>Recommendations from the Review Panel is being utilised to improve service outcomes</i>	
Continually improve our levels of customer satisfaction and aim to achieve 90% satisfaction in all areas by 2013	<i>On track</i>	<i>The mini status has been out sourced to DCC and the schedule for reporting has been bought forward. This is now due to report in December 2012. SMS surveys for repairs and the enquiry centre are still reporting over 90%.</i>	
Continue on-going programme of tenancy audits to tackle incidences of tenancy fraud from April 2012	<i>On track</i>	<i>The staff have investigated all potential fraud cases identified through data matching exercise and are either completing a housekeeping exercise or taking legal action where appropriate.</i>	
Embed a process for all housing management and maintenance staff to tackle tenancy fraud from April 2012	<i>On track</i>	<i>As above</i>	
Continue to ensure website information is up to date from April 2012	Completed	Profile of new Tenant Board Member South West and dates of 2013 Board Meetings included in Christmas edition of Derby Homes News and on the website. Details of new City Board Members has also been included on the website.	
Support the Board champions to deliver the Board compass from April 2012	Completed	Meetings held with the champions. Mixed level of success but overall positive outcome.	
Publish information on costs of services and / or efficiency savings in Derby Homes News from April 2012	<i>On track</i>	Currently researching what type of information is being shown by other similar providers in their external communications, this includes website disclosures in addition to newsletters. There is the potential that new legislation relating to detailing spend above £500 will also need to be declared on the website, currently this is not applicable to Housing Associations.	
Continue to review current Service Level Agreements throughout 2012/13	<i>Slippage</i>	<i>Work on this has been suspended pending the possible move back to Council control. If this did happen then a number of SLA's would not be applicable. An informal review into the current level of recharges for certain services is underway. Any changes to the charge basis can then be incorporated into a future SLA if the need arises.</i>	
Install smart meters in all locations we operate from and create actions plan to reduce energy usage by March 2013 and to monitor and reduce our energy consumption and carbon footprint year by year.	<i>On track</i>	<i>Metering has been installed at offices to a city council contract and energy supplier 'Southern Electric' is producing monthly consumption figures.</i>	

Objective (target)	Status	Comments	Carried forward to 2013/14 (Ref)
Implement a series of interventions, both physical (i.e. lower energy lighting), and behavioural (i.e. switching off equipment at the end of the day) and report to DHERE quarterly	<i>On track</i>	<i>Energy advice sessions are being planned for staff through team meetings.</i>	
Develop initiatives to reduce the mileage and fuel consumption of the fleet of the Repairs Team and report to DHERE by August 2012	Completed	40 New vehicles purchased - and the best of the older vehicles have been retained. In addition a further 30 new vans have been ordered and due to arrive in March.	
Invest in efficient stock fleet with racking systems and imprest stock by March 2013	Completed	By the end of march 2013 we will have purchased 70 new vans with new racking systems. All operatives now on some form of Van Stock, which is being managed via Open Contractor.	
Take initiatives to reduce non-recyclable waste produced by Derby Homes by the end of August 2012 and report to DHERE quarterly	Completed	A review of the waste transfer system is being carried out. A series of recycling points is nearing completion at our flat complexes to increase recycling (where previously no recycling took place).	
Target all properties without wall and loft insulation throughout 2012/13	<i>On track</i>	<i>The External Wall Insulation contract is now coming to a close. Tomlinsons have applied insulation to 164 properties. Loft insulation continues to be a problem for our contractors. Access both to the properties and the lofts have been hampered by the amount of belongings/rubbish stored in the roof space and a poor response from some tenants.</i>	
Review the potential for further energy efficient measures and government changes by March 2013	<i>On track</i>	<i>Currently exploring levels of grant funding with the utility suppliers.</i>	
Continue to provide an advice service to our tenants during 2012/13	Completed	The new advice service is now live. A range of activities have been planned and publicity material produced. There are 4 dedicated advice slots during each week am/pm.	
Promote the warm homes allowance social tariff to our tenants through publicity during 2013	Completed	We have continued to promote Warm Homes Discount and have completed the library visits. Staff have also attended DACP and Leaseholders meetings.	
Complete the whole CESP programme and claim funding by March 2013	Completed	All work completed on time, including the 2nd phase of work that wasn't planned for, with substantial extra external funding. Over £4.3 million claimed from eon.	
To introduce recycling collection schemes in all flats, in partnership with Street Pride by December 2013	<i>On track</i>	<i>Work still on-going to provide recycling sites to the flats across the city.</i>	
Encourage our partners and contractors to reduce their environmental impact and develop	Completed	The new grounds maintenance and cleaning contractor has presented their energy efficiency measures to DHERE and given a list of their	

Objective (target)	Status	Comments	Carried forward to 2013/14 (Ref)
a register from the DHERE minutes to publish to all contractors by June 2013		activities to reduce the carbon footprint. The report from our contractors at DHERE will become our register of contractors activities.	
Invite contractors to DHERE twice yearly from April 2012	Completed	Contractors are invited.	
Introduce an award for the best environmental initiative by employees, tenants, partners and contractors by June 2013	<i>Slippage</i>	<i>No progress so far</i>	

Performance Measures *(Awaiting agreement from DCC)*

Overview – indicator summary			Context – baseline information				Looking Ahead			Link
							Targets			
Ref	Description	Owner	2010/11	2011/12	2012/13	Comparator	2013/14	2014/15	2015/16	
Rent Arrears										
DH Local 1 (old bop 66b)	Rent arrears of current tenants as a % of rent roll		2.10%	2.20%						
DH Local 02	Rent arrears of current tenants		£932,176	£998,349						
DH Local 04	FTA arrears written off		£70,719	£19,795						
DH Local 05	Former tenant arrears (FTA) outstanding at the end of the period as a % of total rent debit		2.27%	2.73%						
DH Local 07 (BVPI66a)	Rent collected as a % of rent due		98.37%	98.28%						
DH Local 08 (BVPI 66b)	No. of tenants with more than seven weeks of (gross) rent arrears as a % of the total number of tenants		6.57%	6.49%						
DH Local 12	FTA collected		£69,539	£49,676						
DH Local 13	Rechargeables collected									
DH Local 33	% of tenants in arrears who have had NSP served		16.50%	17.62%						
DH Local 34	% of tenants evicted as a result of rent arrears		0.16%	0.10%						
Voids and Relets										
DH Local 06	% of rent lost through dwellings becoming vacant		1.49%	1.48%						
DH Local 9&10 combined	Total active voids		71	57						
DH Local 32 (BVPI 212)	Average time taken to relet local authority housing (days)		24.91	23.32						
DH Local 35	Rent loss on passive voids (new indicator 2011/12)			£27,887						
DH Local 40	Temporary Accommodation (ready to occupy stage)		10.54	32.71						
DH Local 42	Total voids as a % of stock		0.97%	0.58%						
DH Local 54	Total of passive voids		62	22						
Maintenance										
DH Local 16	% of emergency repairs carried out (attend and made safe within 2 hrs. and complete in 24 hrs.)		96.50%	98.00%						

Overview – indicator summary			Context – baseline information				Looking Ahead			Link
Ref	Description	Owner	2010/11	2011/12	2012/13	Comparator	Targets			
DH Local 17	% of very urgent repairs (complete within 24 hours)		85.20%	96.60%			2013/14	2014/15	2015/16	
DH Local 18	% of urgent repairs completed within 5 working days		92.00%	97.80%						
DH Local 19	% of non-urgent repairs completed within 25 working days		94.50%	98.60%						
DH Local 20	% of specialist non urgent repairs completed within 60 working days		90.60%	99.60%						
DH Local 21 (NI 158)	% of non-decent council homes		0.00%	0.00%						
DH Local 22	% of properties with CP12 Gas Safety certificate									
DH Local 38	Adaptations – average time from referral to small adaptation (days)		14.66	7.22						
DH Local 39	Adaptations – average time from referral to large adaptation (days)		115.84	147.00						
DH Local 44a	% of responsive repairs for which appointment made		92.43%	88.61%						
DH Local 44b	% of appointments kept		96.47%	99.56%						
DH Local 55 (BV211a)	Proportion of planned repairs and maintenance expenditure compared to responsive maintenance expenditure		70.00%	70.00%						
Enquiry Centre										
DH Local 25	% of calls answered in less than 10 seconds									
DH Local 26	Average call wait (in seconds)									
DH Local 47	% of abandoned calls as a % of calls received									
Satisfaction										
DH Local 27 (NI 160)	Tenant satisfaction with Landlord (all status survey)		86.00%	83.08%						
DH Local 28	Tenant satisfaction with repairs (last completed repair)		87.33%	97.62%						
DH Local 29	Tenants satisfaction with views taken into account (status)		62.00%	64.40%						
DH Local 30	Customer satisfaction with the									

Overview – indicator summary			Context – baseline information				Looking Ahead			Link
							Targets			
Ref	Description	Owner	2010/11	2011/12	2012/13	Comparator	2013/14	2014/15	2015/16	
	Enquiry Centre									
DH Local 31	Satisfaction with the opportunities for participating in decision making			51.40%						
Miscellaneous										
DH Local 23	Invoices paid within 30 days (BV8)									
DH Local 24	Energy Efficiency – average SAP rating of dwellings (BV63)		71.00%	71.00%						

Local Offers *(to be completed at end of year – Qtr 3 updates in italics(to be replaced at Qtr 4))*

No	Title	Performance measure reference	Comments
Local Offer 1	Keep our repair appointments	DH Local 44b	<i>Target 98% current performance 99.55%</i>
Local Offer 2	Complete non-urgent repairs within 30 working days	DH Local 19	<i>Target 93%, current performance 99.96%.</i>
Local Offer 3	Inform you in advance of any planned maintenance to your home	No target	<i>There have been no new planned maintenance programmes during Q3 to report</i>
Local Offer 4	Make sure newly let homes meet agreed standards of repair	No target	<i>In quarter 3 there were 256 newly let properties, 100% of newly let homes met the agreed standards</i>
Local Offer 5	Develop our own energy efficiency standards that will be above the government requirements	No target	<i>EON have now completed 51 PV installations for Derby Homes. We are currently liaising with various utility suppliers, regarding levels of funding we may claim through ECO to support further solid wall insulation work.</i>
Local Offer 6	Offer appointments for all urgent and non-urgent repairs	DH Local 44a	<i>Target 93%, current performance 95.88%</i>
Local Offer 7	Regularly service any appliances we provide in your home	No target	<i>All appliances in 3,203 properties were completed in quarter three. All appliances in 11,961 properties were completed – year to date.</i>
Local Offer 8	Carry out any decoration work to your home to an agreed standard	No target	<i>The Home Decoration Scheme will now be working to an 18 month program. Other discussions took place regards extending the criteria for the scheme, it was also discussed that removal from the scheme can only take place at the end of a tenancy.</i>
Local Offer 9	Complete any garden or grounds maintenance work to agreed standards	No target	<p><i>Winter works has started in the Chellaston Areas however not on the 12 November 2012 as promised by Sodexo, this was due to them completing the grass cutting (finished in Brook Street mid round) and will proceed as per the cutting cycle</i></p> <p><i>The panel has looked at the Mulching deck and Cut and Collect machinery to look at the standard of cut provided. Also the window cleaning equipment and some sample shrub beds and the set up of the Sodexo depot.</i></p> <p><i>An additional resource has been introduced to carry out additional planting and renovation to areas in need, this is being closely monitored by James Wright. The works will take place primarily on the Sheltered and Flat complex.</i></p> <p><i>Core winter works is progressing slowly and meetings have been arranged to discuss and also monitor the quality of works</i></p> <p><i>Extra works team is progressing very well with a lot of positive result being shown to the team</i></p>
Local Offer 10	Keep you informed if you report a communal repair	No target	<i>Every communal area now has a notice board. The Housing Officers complete a template with all the</i>

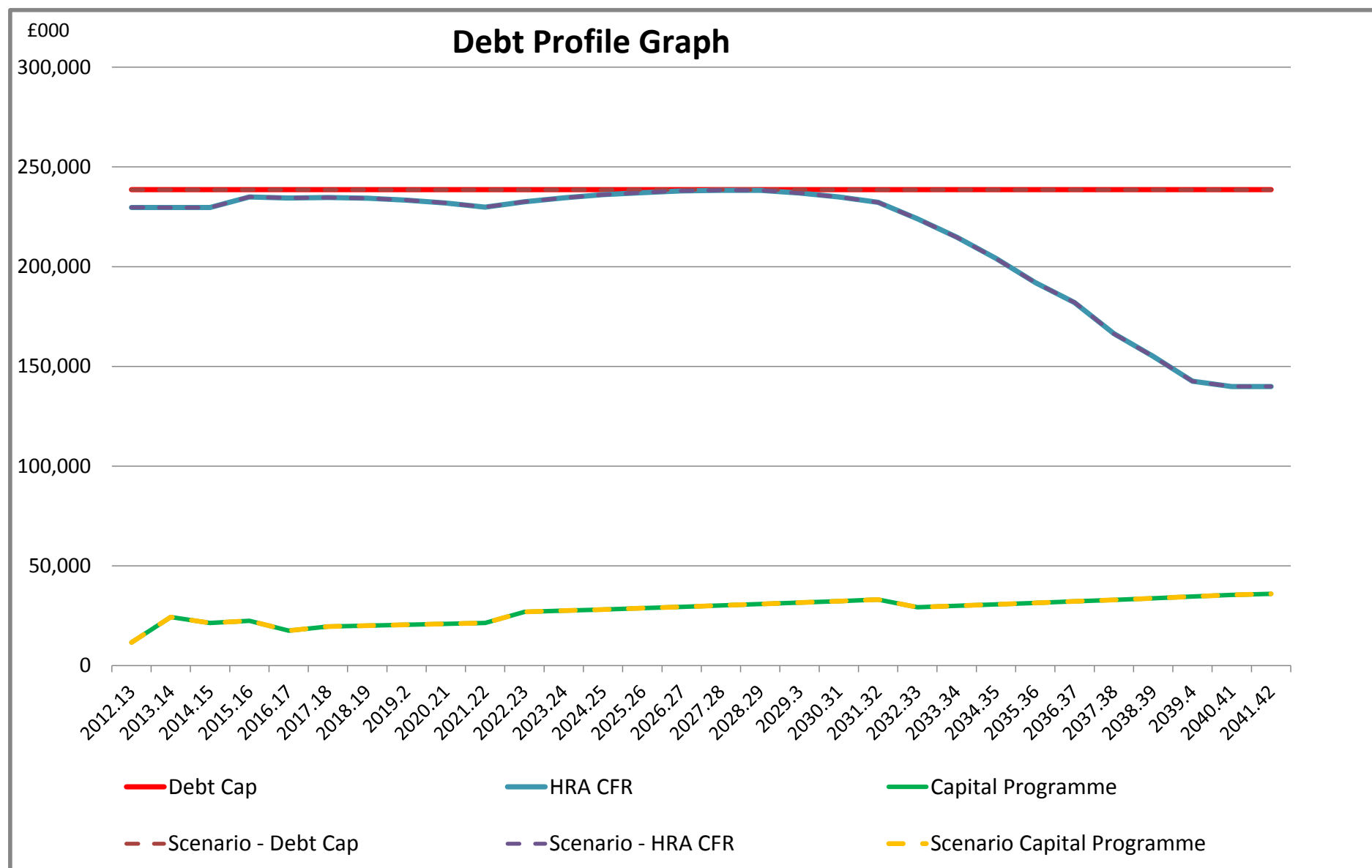
			<i>outstanding repairs and this is placed in the notice boards on each scheduled visit. Monitoring has ensured that this is carried out and is working well.</i>
Local Offer 11	Provide new tenants with help and support to allow them to maintain their tenancy	No target	<i>During quarter three 191 of Introductory tenancies were signed up, bringing the yearly total to 609.</i>
Local Offer 12	Offer to help you manage your finances in a confidential and professional manner	No target	<p><i>We are working to raise tenant awareness on welfare reforms through a variety of sources, which include face to face contact as well as Derby Homes News and Derby Homes website. We are also looking to support credit unions in developing accounts for tenants to use which will ensure the rent gets paid and allow tenants to build up a credit history to access affordable loans and savings. More information will be available in the coming months. We are working closely with Money Advice and Welfare Reforms to best target tenants affected to provide support and advice.</i></p> <p><i>Staff across the organisation have been on a sessions to raise awareness and further training is planned. Income Officers will be contacting tenants affected who are already having difficulty in paying the rent and an open day is being planned for drop in advice in March 2013</i></p>
Local Offer 13	Give you opportunities to discuss rent arrears and to clear these in full or by affordable instalments	No target	<p><i>The Mackworth and Brook Street areas have had a concentrated effort to combat arrears, contacting tenants in arrears to try and negotiate new agreements for payment. As a result of this there were 38 arrangements made during October and November with a further 31 arrangements were made in December.</i></p> <p><i>Tenants having difficulty paying their rent are offered money advice and any agreements are made taking affordability into account. We do accept tenants paying more if they wish to and if there are any breaches then an opportunity to reduce the amount to be paid as long as regular payment are being made.</i></p>
Local Offer 14	Provide and develop convenient ways to access your rent account	No target	<i>We have now opened the Council House Customer service facility which offers improved payment options for tenants</i>
Local Offer 15	Actively promote access to low cost credit	No target	<p><i>Derby Homes has initiated talks with Erewash CU (the local member of the consortium) as to how we can start to work together (meeting on 12th December) and we are already exchanging information in readiness for financial transactions. It is proposed that a pilot of DH tenants (around 100) be set up to get the systems working BEFORE it goes live so that DH and Erewash CU systems can work successfully together. This will be subject to SMT/Board approval.</i></p> <p><i>A report for the next Derby Homes Board has been prepared setting out in detail out the required funding commitment for the project and other measure to support tenants paying their rent.</i></p>
Local Offer 16	Provide vulnerable or elderly tenants with	No target	<i>In October 2012 we started planning and promoting seated tai chi classes at Streatham Road</i>

	access to a range of services to help them live independently		<p><i>Community Room which will begin in January 2013. These are proven to prevent/reduce the risk of falls. We started a new lunch club at Max Rd community room this month run by the YMCA and a new light lunch is being provided at Tintagel close community Room by young people from Derby College who have learning disabilities.</i></p> <p><i>All of our support workers have received Welfare Reform training to enable them to understand the changes being implemented by government enabling them to be better placed to support clients.</i></p> <p><i>The Junior Wardens delivered intergenerational events at our community rooms for our older and vulnerable tenants across the city. They used the vegetables they had grown at Mackworth allotments to make soup and this was then distributed to tenants in the community rooms.</i></p>
Local Offer 17	At the very least, give you monthly updates on any anti-social behaviour complaint you make	No target	<i>Monthly contact for October was 100%, November 98% and December 99%</i>
Local Offer 18	Always ask you for feedback once your anti-social behaviour case is closed	No target	<p><i>Feedback is requested at the end of each case. Satisfaction for this quarter stands at:</i></p> <ul style="list-style-type: none"> <i>Way in which case was handled 97%</i> <i>Satisfaction with outcome 91%</i>
Local Offer 19	Publish our standards for estate services and make them easy to access	No target	<i>All of our standards for estate services are available on Derby Homes' website and within Derby Homes publications available in Local Housing Offices.</i>
Local Offer 20	Encourage and support projects that benefit the communities in which our tenants live	No target	<p>T16 <i>Due to increasing workloads elsewhere in the business, volunteer staff for the T16 have pulled out - this is due to their areas of work, (rent arrears and OSCAR), taking on increased strategic importance. We are discussing this with the Youth Service Co-ordinator and it has been suggested we deliver the T16 to a limited number of schools for 2013, we have asked her to provide a list of those schools.</i></p> <p>Inner City Rugby <i>Despite our best efforts Derby RFC have proven to be too busy to respond and we are pursuing other avenues. The Project & Research officer attended a local funding course aimed at enabling statutory and voluntary groups to access national funding for sports related projects. This route maybe the answer to realising this project. We have had an offer for help from the soon to be disbanded Derby Homes Regeneration Team to help us access funding for the rugby project and we will initiate this in the new year.</i></p>
Local Offer 21	Carry out estate improvements that benefit the communities in which our tenants live	No target	<i>A number of estate improvements have been undertaken during quarter three</i>
Local Offer 22	Develop and support volunteering opportunities	No target	<i>An update on the changes to the CRB process and its implications on checks for volunteers was</i>

	for our tenants		<p><i>presented at the Volunteer forum meeting. The volunteer forum are working with Derby University to offer placements to students who are looking to achieve the Derby Award, which in essence widens the experience of the student with a view to making them more employable.</i></p> <p><i>A report was written to update the City Board on volunteering at Derby Homes</i></p> <p><i>A report was presented to the City Board which provided an update on volunteering with Derby Homes over the last year</i></p>
Local Offer 23	Ask for your feedback when you've been involved with improving the service we provide	No target	<p><i>We continue to receive positive comments back from people who get involved with us.</i></p>

Derby City Council																									
HRA Business Plan																									
Operating Account																									
(expressed in money terms)																									
			Income					Expenditure																	
			Net rent	Other	Misc	RTB	Total					HRA	Misc	Total		Net	Provision	Transfer		Surplu	Surplus		Surplu		
Year	Year		Income	income	Income	Admin	Income		Manag.t	Depreci	Responsive &	Other	Cost of	expens	expense	(Expen	for repayme	from /	RCCO	s (Deficit)	(Deficit)	Interest	s (Deficit)		
			£,000	£,000	£,000	£,000	£,000		£,000	ation	Cyclical	Revenue	Rebate	es	s	iture)	nt of loans	(to) MRR	£,000	£,000	£/fwd	£,000	£,000		
												s	s			£,000	£,000	£,000	£,000	£,000			£,000		
1	2012.13		47,693	4,472	850	78	53,093		(12,675)	(11,783)	(14,761)	(929)	0	0	(40,148)	(9,196)	3,748	(31)	0	0	3,717	17,412	121	21,250	
2	2013.14		48,403	1,898	872	141	51,315		(12,824)	(12,047)	(15,295)	(774)	0	(257)	(41,197)	(9,622)	496	(31)	0	(3,559)	(3,094)	21,250	113	18,269	
3	2014.15		49,937	1,467	894	140	52,438		(13,180)	(12,289)	(15,765)	(421)	0	(263)	(41,918)	(10,047)	473	(31)	0	(5,888)	(5,446)	18,269	78	12,900	
4	2015.16		52,215	1,503	916	139	54,773		(13,523)	(12,583)	(16,149)	(431)	0	(539)	(43,225)	(11,009)	540	(731)	0	(633)	(824)	12,900	125	12,201	
5	2016.17		54,515	1,541	939	138	57,133		(13,874)	(12,884)	(16,814)	(442)	0	0	(44,014)	(11,315)	1,804	(546)	0	(1,495)	(237)	12,201	121	12,085	
6	2017.18		56,742	1,579	963	137	59,421		(14,401)	(13,176)	(17,198)	(453)	0	0	(45,227)	(11,307)	2,886	(31)	0	(2,982)	(127)	12,085	120	12,078	
7	2018.19		58,466	1,619	987	135	61,207		(14,757)	(13,468)	(17,595)	(464)	0	0	(46,284)	(11,305)	3,617	(355)	0	(3,382)	(119)	12,078	120	12,079	
8	2019.20		60,196	1,659	1,011	134	63,001		(15,121)	(13,768)	(18,002)	(476)	0	0	(47,367)	(11,269)	4,366	(977)	0	(3,492)	(103)	12,079	120	12,097	
9	2020.21		61,945	1,701	1,037	133	64,816		(15,695)	(14,074)	(18,418)	(488)	0	0	(48,674)	(11,202)	4,939	(1,441)	0	(3,605)	(107)	12,097	120	12,110	
10	2021.22		63,653	1,743	1,063	132	66,591		(16,082)	(14,387)	(18,844)	(500)	0	0	(49,813)	(11,105)	5,673	(2,054)	0	(3,723)	(103)	12,110	121	12,127	
11	2022.23		65,408	1,787	1,089	132	68,416		(16,478)	(14,707)	(19,280)	(513)	0	0	(50,978)	(11,162)	6,276	(6,031)	0	(204)	41	12,127	121	12,290	
12	2023.24		67,207	1,832	1,116	132	70,288		(16,884)	(15,034)	(19,725)	(525)	0	0	(52,168)	(11,178)	6,941	(31)	0	(7,202)	(291)	12,290	121	12,120	
13	2024.25		69,053	1,877	1,144	132	72,207		(17,299)	(15,367)	(20,180)	(538)	0	0	(53,385)	(11,076)	7,747	(7,031)	0	(670)	45	12,120	121	12,286	
14	2025.26		70,947	1,924	1,173	132	74,176		(17,725)	(15,707)	(20,645)	(552)	0	0	(54,628)	(11,340)	8,208	(31)	0	(8,486)	(310)	12,286	121	12,098	
15	2026.27		72,890	1,972	1,202	132	76,196		(18,160)	(16,054)	(21,120)	(566)	0	0	(55,899)	(11,335)	8,962	(5,031)	0	(3,932)	(1)	12,098	121	12,218	
16	2027.28		74,888	2,022	1,232	131	78,273		(18,607)	(16,408)	(21,606)	(580)	0	0	(57,201)	(11,468)	9,604	(31)	0	(9,833)	(260)	12,218	121	12,079	
17	2028.29		76,943	2,072	1,263	131	80,410		(19,064)	(16,771)	(22,105)	(594)	0	0	(58,535)	(11,455)	10,420	(3,827)	0	(6,627)	(34)	12,079	121	12,165	
18	2029.30		79,055	2,124	1,295	131	82,604		(18,806)	(17,143)	(22,614)	(609)	0	0	(59,172)	(11,462)	11,970	(3,031)	0	(9,114)	(175)	12,165	121	12,111	
19	2030.31		81,223	2,177	1,327	131	84,859		(19,272)	(17,522)	(23,136)	(624)	0	0	(60,554)	(11,429)	12,876	(3,031)	0	(9,980)	(135)	12,111	120	12,096	
20	2031.32		83,451	2,232	1,360	131	87,174		(19,750)	(17,909)	(23,669)	(640)	0	0	(61,968)	(11,244)	13,962	(2,689)	0	(11,346)	(72)	12,096	121	12,145	
21	2032.33		85,743	2,287	1,394	130	89,554		(20,240)	(18,305)	(24,215)	(656)	0	0	(63,416)	(11,037)	15,101	(8,199)	0	(7,049)	(147)	12,145	121	12,118	
22	2033.34		88,100	2,345	1,429	130	92,003		(20,743)	(18,711)	(24,774)	(672)	0	0	(64,900)	(10,517)	16,586	(9,265)	0	(7,288)	33	12,118	121	12,273	
23	2034.35		90,521	2,403	1,465	130	94,519		(21,258)	(19,125)	(25,346)	(689)	0	0	(66,418)	(9,951)	18,149	(10,642)	0	(7,535)	(27)	12,273	123	12,368	
24	2035.36		93,008	2,463	1,501	130	97,103		(21,785)	(19,549)	(25,931)	(707)	0	0	(67,971)	(9,319)	19,812	(12,094)	0	(7,790)	(72)	12,368	123	12,419	
25	2036.37		95,563	2,525	0	130	98,218		(22,326)	(19,981)	(26,529)	(724)	0	0	(69,561)	(8,708)	19,949	(10,000)	0	(8,054)	1,895	12,419	134	14,448	
26	2037.38		98,191	2,588	0	129	100,908		(22,881)	(20,424)	(27,142)	(742)	0	0	(71,188)	(8,194)	21,525	(17,000)	0	(6,988)	(2,463)	14,448	132	12,117	
27	2038.39		100,894	2,653	0	129	103,676		(23,449)	(20,877)	(27,769)	(761)	0	0	(72,856)	(7,331)	23,489	(11,403)	0	(8,674)	3,412	12,117	138	15,667	
28	2039.40		103,671	2,719	0	129	106,519		(24,032)	(21,340)	(28,411)	(780)	0	0	(74,563)	(6,741)	25,216	(12,425)	0	(8,966)	3,824	15,667	176	19,667	
29	2040.41		106,524	2,787	0	129	109,440		(24,629)	(21,813)	(29,067)	(799)	0	0	(76,309)	(6,279)	26,852	(2,677)	0	(9,268)	14,907	19,667	271	34,845	
30	2041.42		109,455	2,857	0	129	112,441		(25,242)	(22,296)	(29,739)	(819)	0	0	(78,096)	(6,206)	28,139	0	0	(9,179)	18,960	34,845	443	54,249	

Derby City Council															
HRA Business Plan															
Major Repairs and Improvements Financing															
(expressed in money terms)															
										Financing					
Year	Year	Future Major Repairs £,000	Improvements £,000	Disabled Adaptations £,000	Exceptional Extensive £,000	New Build Development Costs £,000	Other £,000	Total Expenditure £,000		Borrowing £,000	RTB Receipts £,000	Other £,000	MRR £,000	RCCO £,000	Total Financing £,000
1	2012.13	8,335	0	603	544	385	1,750	11,617		0	913	0	10,704	0	11,617
2	2013.14	8,419	0	720	614	12,035	2,514	24,302		0	3,256	0	17,487	3,559	24,302
3	2014.15	8,740	0	737	626	10,517	736	21,355		0	3,178	0	12,289	5,888	21,355
4	2015.16	8,106	527	754	638	12,396	0	22,420		6,065	3,140	0	12,583	633	22,420
5	2016.17	7,974	535	772	650	7,610	0	17,540		0	3,161	0	12,884	1,495	17,540
6	2017.18	9,905	544	790	662	7,733	0	19,634		295	3,181	0	13,176	2,982	19,634
7	2018.19	10,157	553	808	675	7,857	0	20,050		0	3,200	0	13,468	3,382	20,050
8	2019.20	10,415	562	827	688	7,989	0	20,481		0	3,221	0	13,768	3,492	20,481
9	2020.21	10,679	572	846	701	8,122	0	20,921		0	3,242	0	14,074	3,605	20,921
10	2021.22	10,950	581	866	714	8,258	0	21,371		0	3,261	0	14,387	3,723	21,371
11	2022.23	16,380	591	887	728	8,396	0	26,982		8,747	3,324	0	14,707	204	26,982
12	2023.24	16,763	601	907	742	8,537	0	27,551		1,928	3,388	0	15,034	7,202	27,551
13	2024.25	17,155	611	929	757	8,679	0	28,131		8,641	3,452	0	15,367	670	28,131
14	2025.26	17,556	621	950	771	8,896	0	28,795		1,084	3,518	0	15,707	8,486	28,795
15	2026.27	17,966	631	973	786	9,119	0	29,475		5,905	3,584	0	16,054	3,932	29,475
16	2027.28	18,386	641	996	801	9,347	0	30,171		329	3,600	0	16,408	9,833	30,171
17	2028.29	18,816	652	1,019	816	9,580	0	30,884		3,818	3,667	0	16,771	6,627	30,884
18	2029.30	19,256	663	1,043	832	9,820	0	31,613		1,624	3,734	0	17,143	9,114	31,613
19	2030.31	19,707	673	1,067	848	10,065	0	32,360		1,058	3,801	0	17,522	9,980	32,360
20	2031.32	20,167	684	1,092	864	10,317	0	33,125		0	3,870	0	17,909	11,346	33,125
21	2032.33	15,968	695	1,118	881	10,575	0	29,236		0	3,882	0	18,305	7,049	29,236
22	2033.34	16,362	706	1,144	897	10,839	0	29,949		0	3,950	0	18,711	7,288	29,949
23	2034.35	16,766	718	1,171	915	11,110	0	30,679		0	4,019	0	19,125	7,535	30,679
24	2035.36	17,180	729	1,198	932	11,388	0	31,427		0	4,089	0	19,549	7,790	31,427
25	2036.37	17,605	741	1,226	950	11,673	0	32,194		0	4,158	0	19,981	8,054	32,194
26	2037.38	18,040	752	1,255	968	11,964	0	32,979		1,403	4,164	0	20,424	6,988	32,979
27	2038.39	18,486	764	1,284	986	12,264	0	33,784		0	4,234	0	20,877	8,674	33,784
28	2039.40	18,944	776	1,315	1,004	12,570	0	34,609		0	4,303	0	21,340	8,966	34,609
29	2040.41	19,413	788	1,345	1,023	12,884	0	35,454		0	4,373	0	21,813	9,268	35,454
30	2041.42	19,893	800	1,377	1,043	12,884	0	35,997		0	4,522	0	22,296	9,179	35,997



Workforce Development Plan

This should summarise the results of managing individual performance development plans and any value improvement plans, addressing training requirements that affect a large group of people or require significant investment.

Name or team	Development need	Planned activity or cost	Priority	Target date	Responsibility	Evaluation Criteria	Review date
Any staff who currently use Bi-Query	BI-query is being replaced by Insight from Capita (Based on Microsoft Data Warehousing)	Train the trainer approach will be adopted but will commence with three days for approx. six staff. Further decision will then be made on type and level of training required.	High	September 2013	I.T. Manager	Business Information is critical for many of the sections within Derby Homes	Sept 2013
All staff	To improve awareness of legislation and individual responsibility of Data Protection	Management networking & staff briefing	High	December 2013	I.T. Manager / Company Solicitor	Staff awareness	December 2013
All staff	To raise awareness and an understanding of legislation around Welfare Reform	Training scheme in place by the end of the year	High	December 2013	Head of Income Management and Advice Services	Staff awareness & Customer satisfaction	December 2013
Relevant staff & managers	To continue an in depth understanding of the importance of safeguarding	Managers networking & on-going training for relevant staff	High	December 2013	Customer Services Manager	Increased understanding of the importance of safeguarding	December 2013
Budget Managers and order approvers across Derby Homes	To understand and adopt the practice of placing orders	A series of team meeting attendances where Finance will explain the process, take account of the teams individuals needs and agree a working way forward.	Medium	December 2013	Head of Finance	Internal Audit review of key systems – confirmation from Internal Audit that processes are being followed	March 2014

STRENGTHS	WEAKNESSES
<p><u>Integrity</u></p> <ul style="list-style-type: none"> • Derby Homes trusted brand • Accreditation with the Homes and Community Agency as preferred partner • Established culture of customer involvement • Expertise in finance and partnership working • Positive relations with trade unions • Excellent working relations with Derby City Council • Strong tenant support for Derby Homes • Increased opportunities for resident involvement through neighbourhood management, co-regulation, Tenant's Review, Local Offers, Complaints Panel <p><u>Excellence</u></p> <ul style="list-style-type: none"> • Track record as a high performing customer service with clear standards • Established strong performance culture • Successful delivery of all core services • Skilled and supportive Board • Continuing demand for our core services • Experienced, well trained and motivated staff • Continued excellent employee attendance • Strong local and national reputation • Successful delivery of all core service • Ability to act swiftly to external changes (e.g. welfare reform) • Continued strong performance <p><u>Learning from People</u></p> <ul style="list-style-type: none"> • Listening to and learning from all feedback from our customers • Feedback from Tenant Panel • Learning from other organisations • City Board involvement in decision making • Investors in People • ISO <p><u>Embracing Equalities and Diversity</u></p> <ul style="list-style-type: none"> • Equality and Diversity embedded in delivering services • Strong commitment to support services for vulnerable tenants • Strong commitment to safeguarding • Tailoring a diverse service to meet the needs of a diverse community <p><u>Innovation</u></p> <ul style="list-style-type: none"> • Strong culture of innovation • Track record of attracting large amounts of money • Desire to innovate and sustain core services • Development of new homes 	<p><u>Learning from People</u></p> <ul style="list-style-type: none"> • Managing staff morale through a period of uncertainty and change <p><u>Embracing Equalities and Diversity</u></p> <ul style="list-style-type: none"> • Out-dated and insufficient provision in older people's accommodation • Incomplete monitoring of profiling across all service areas and access to the data • Lack of strong presence in BME older persons provision • Diversity representation on the Board and Senior Management Team <p><u>Innovation</u></p> <ul style="list-style-type: none"> • Delays in implementation of ICT projects • Mobile IT not fully utilised <p><u>Delivering Value for Money</u></p> <ul style="list-style-type: none"> • Uncertainty of impact of new 'Right to Buy' scheme • Lack of funding for Supporting People Services

<ul style="list-style-type: none"> • Focus on continual improvement • Strong partnership working with community groups • Improving services to tenants through the use of I.T. • Actively encouraging channel shift • Establishing our own academy for apprenticeships <p><u>Delivering Value for Money</u></p> <ul style="list-style-type: none"> • Effective management of budget programmes • Successful completion of Business Transformation programme • Commitment to drive further efficiencies to provide new build • Flexible approach to procurement <p><u>Working Safely</u></p> <ul style="list-style-type: none"> • Established risk management process • Established culture of health & safety • ROSPA Gold 	
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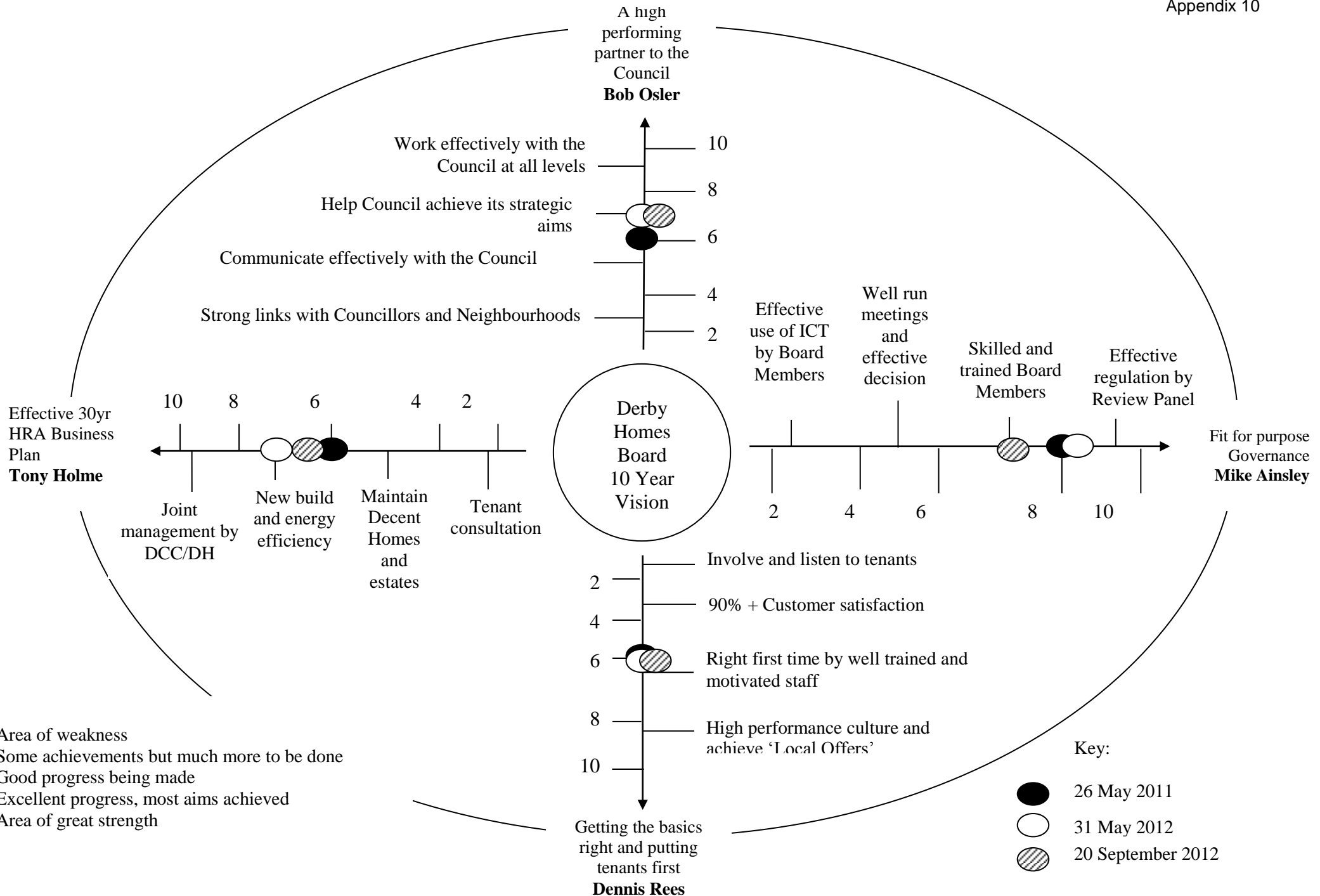
OPPORTUNITIES	THREATS
<p><u>Integrity</u></p> <ul style="list-style-type: none"> • Maximise partnership opportunities based on localism agenda e.g. health and adult services • Greater collaboration with Derby City Council • Use of management information to further enhance our services <p><u>Excellence</u></p> <ul style="list-style-type: none"> • Multi-skilled workforce with transferable skills • Developing Tenant and Complaints panels • Potential to expand in-house services • Further opportunities to expand new build • Developing new assets for affordable housing in Derby • Assist the council to provide temporary accommodation following closure of shelters • Maximise our ability to trade with external organisations <p><u>Innovation</u></p> <ul style="list-style-type: none"> • Possible new build opportunities for ALMO/ Local Authority • Increasing capabilities of information and communications technology • Further interactive services through website • Modern accessible service provision through the web • Extra care/elderly person housing • HCA and other funding opportunities • Engaging with partners to deliver large scale regeneration in Osmaston and other parts of the city <p><u>Delivering Value for Money</u></p> <ul style="list-style-type: none"> • Accessing external funding opportunities 	<p><u>Integrity</u></p> <ul style="list-style-type: none"> • Staff morale fluctuates Relationship with the Council <p><u>Excellence</u></p> <ul style="list-style-type: none"> • Cuts to Council services • Retaining key staff • Managing customer expectations <p><u>Learning from People</u></p> <ul style="list-style-type: none"> • Managing culture change <p><u>Embracing Equalities and Diversity</u></p> <ul style="list-style-type: none"> • Reduction in funding from Supporting People • Changes to housing benefit and impact on arrears • Universal credit and welfare reform to Derby Homes and tenants • DACP, SMT and Board succession • Increase in the number of homeless • Increased fuel poverty • Increased aging community and requirement for extra care • Increased levels of mental health issues in the community • Increased provision of services for younger people coming out of care <p><u>Innovation</u></p> <ul style="list-style-type: none"> • I.T. strategy not helping to deliver efficiency savings • New business – risk that undermines our core activities • Estates becomes unpopular and difficult to let • Customer resistance to innovation and lack of internet access (e.g. Universal Credit) • Reduced capacity to innovate with predicted loss of income

<ul style="list-style-type: none"> • Improvements of service delivery and efficiencies of all core services • Identifying synergy and shared efficiencies with the Council • Using benchmarking to improve efficiencies and services • I.T. strategy helping to deliver efficiency savings 	<ul style="list-style-type: none"> • Renewable energy opportunities <p><u>Delivering Value for Money</u></p> <ul style="list-style-type: none"> • Continuing impact of the public sector cuts on our front line services • Right to Buy resulting in reduction of Derby Homes fee • On-going need for provision of new, affordable rented housing units • Uncertainty of turnover rates of council housing • Addressing the issues of under occupation • Increased number on waiting list • Increased cost for core services • Future of Supporting People funding • Increased risk of evictions due to welfare reform • Other landlords stop taking people in receipt of benefits <p><u>Working Safely</u></p> <ul style="list-style-type: none"> • Rise in criminal and anti-social behaviour and deprivation on estates may result in some estates becoming unpopular and unsustainable • Continuing issues with crime, especially drug related crime, sexual exploitation and gangs • Increased crime in emerging new communities • Increased risk to staff safety
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Social Drivers

Political	Economic
<ul style="list-style-type: none"> • Localism Act • Council objectives <ul style="list-style-type: none"> ○ Regulatory issues: Rent ○ Registered provider ○ Health & Safety • Welfare Reform: <ul style="list-style-type: none"> ○ Under-occupation deductions ○ Universal Credit ○ Council tax benefit • National policy changes • Equality and diversity issues 	<ul style="list-style-type: none"> • Demand for affordable housing • Supply of affordable housing • Grant funding for affordable housing • Market rental levels • Increasing energy costs • Level of 'Right to Buy' sales • General economic conditions – unemployment levels, tenants debt levels, • Pressure on Council funding levels
Social	Technological
<ul style="list-style-type: none"> • Increasing levels of homelessness • Withdrawal of Housing Related Support • Increasing numbers of households – mostly smaller • Demographics of customer base: <ul style="list-style-type: none"> ○ Increasing concentration of mental health, learning difficulties and other vulnerable groups of tenants ○ Increasing proportion of elderly ○ Financial pressure on tenants – low/no wage increases, inflation on costs • Increased customer expectations • Financial capability of tenants 	<ul style="list-style-type: none"> • Renewable energy technology • Mobile working • Digital inclusion • Increasing requirement for bank accounts and internet access e.g. for benefit claims

Board Compass



Glossary

ALMO	Arm's Length Management Organisation
ASB	Anti-Social Behaviour
CCA	Customer Contact Association
CESP	Community Energy Saving Programme
DACP	Derby Association of Community Partners
DCC	Derby City Council
DCLG	Department for Communities and Local Government
DH	Derby Homes
DHERE	Derby Homes' Environmental and Renewable Energy Group
HAASS	Housing Revenue Account Subsidy System
HRA	Housing Revenue Account
I.T.	Information Technology
LPG	Liquefied Petroleum Gas
MEAG	Minority Ethnic Advisory Group
OSCAR	Osmaston Community Association of Residents
RoSPA	Royal Society for Prevention of Accidents
SLA	Service Level Agreement
SWOT	Strengths, Weaknesses, Opportunities and Threats
TRAQ	Tenants Reviewing Access Quality
TPAS	Tenant Participation Advisory Service
VFM	Value for Money
WINC	Women in Neighbourhoods and Communities