

DELIVERING OUR PLANS YEAR END REPORT

Report of the Chief Executive

1. SUMMARY

- 1.1 This report details end of year performance against targets contained in the Delivery and Service Plans.
- 1.2 Targets not met and proposed corrective actions have been discussed with the Chair's Group and are brought to the attention of the Board.

2. RECOMMENDATION

- 2.1 To note the proposals to carry forward targets requiring further action as detailed in Appendices 1 and 2.

3. MATTER FOR CONSIDERATION

Delivery Plan

- 3.1 It has been agreed that targets contained in the Delivery Plan will be operationally reviewed by the Executive. Chair's Group receives progress reports by exception in Quarters 3 and 4.
- 3.2 Out of a total of 116 Delivery Plan targets, 94 were successfully completed in 2010/11. This compares to 111 targets in 2009/10 of which 84 were successfully completed.
- 3.3 The Board is asked to note the 20 targets that were not completed in 2010/11 as contained in Appendix 1. This represents 17.24% of actions across the organisation, compared to 24.3% of actions not completed in 2009/10.
- 3.4 Out of the 20 targets not completed, 8 are linked to Business Transformation and the implementation of Capita Software Services.
- 3.5 The commentary recorded against Quarter 4 outlines actions taken towards completing the target up to 31 March 2010, and detail of how these targets will be carried forward or discontinued if appropriate. The Board should note that in some cases external influences have resulted in the delay and this is reflected in the commentary.

Service Improvement Targets

- 3.6 Out of a total of 133 targets, 105 targets were successfully completed. This compares to 106 targets in 2009/10 of which 91 were successfully completed.
- 3.7 The Board is asked to note the 27 targets which were not completed as contained in Appendix 2. This represents 20.30% of actions across the organisation compared to 14.1% in 2009/10.
- 3.8 The commentary recorded against Quarter 4 outlines actions taken towards completing the target up to 31 March 2010 and detail of how these targets will be carried forward or discontinued if appropriate. The Board should note that in some cases external influences have resulted in the delay and this is reflected in the commentary.

4. FINANCIAL AND BUSINESS PLAN IMPLICATIONS

Officers of Derby Homes and Derby City Council monitor a full listing of quarterly and year end progress against the targets contained in the Delivery and Business Plan and Service Plan.

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

- Consultation
- 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 the author, or Phil Davies, Chief Executive, phil.davies@derbyhomes.org – Phone: 01332 888528

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Background Information: None

Supporting Information: None

No: 020	Red	Working with the City Council implement proposals for the future management of Shelton Lock Mobile Home Park by March 2011	Responsible Officer	David Enticott / Shaun Bennett
			Deadline	31/03/11 Completed:

Quarterly Update:

Q1 The City Council is deliberating options.

Q2 This project is with the City Council, there are some legal barriers and all park home residents are being consulted on the latest proposals.

Q3 This project is with the City Council, there are some legal barriers and all park home residents are being consulted on the latest proposals. Meeting arranged for January 2011.

Q4 Meeting held with residents. Proposals going ahead with Council leading and currently in 28 day period for legal challenge. Not expecting to have significant issues, and hopefully issue now resolved.

No: 023	Red	Implement initiatives agreed by the Partnering Core Group to continuously modernise the service during 2010/11	Responsible Officer	Shaun Bennett
			Deadline	31/03/11 Completed:

Quarterly Update:

Q1 An improvement action plan has been drafted. Service managers have been consulted on this plan. Our focus at the moment is to reduce the cost of the service whilst maintaining quality. We have reduced the number of agency workers and overtime considerably during the month of June.

Q2 We have made good progress on this target. A range of initiatives have been put in place to improve the overall efficiency and quality of the service. Our action plan for improvements is used by all managers and we monitor progress at our monthly meetings.

Q3 We have continued to make good progress against this target. New structures have been agreed and business processes have been reviewed, we are about to replace many of the old unsuitable works vehicles with new vans that have capacity for impressed stock.

Q4 We have continued to make steady progress working through the various initiatives improving the efficiency of the repair service. The core group referred to above has been disbanded and the action plan is monitored by the head of repairs.
Request to delete this target.

No: 024	Red	Effectively monitor customer satisfaction and achieve 90% satisfaction by 2012	Responsible Officer	Shaun Bennett
			Deadline	31/03/11 Completed:

Quarterly Update:

- Q1 Involving the Resident Involvement Teams to consult with tenants on how this service can be improved. The customer Liaison Team are adopting a pro-active approach that will enable us to learn from complaints, and to use this information to identify how service delivery can be improved.
- Q2 Staff have been empowered to focus on improving customer satisfaction. Business process have been reviewed and the impact of changes are being monitored. We have been frustrated over the past quarter at the low number of customer satisfaction survey returns and are keen to provide a number of options for feedback from customers.
- Q3 Staff have been empowered to focus on improving customer satisfaction. Business process have been reviewed and the impact of changes are being monitored. We have been frustrated over the past quarter at the low number of customer satisfaction survey returns and are keen to provide a number of options for feedback from customers.
- Q4 We are making steady improvements towards this target and hope to push this further over the course of the next year. We have been working hard to control costs and are now confident that the focus on quality and reliability will improve satisfaction.

No: 025	Red	Provide contractor access to management and maintenance systems by March 2011	Responsible Officer	Mark Fairweather
			Deadline	31/03/11 Completed:

Quarterly Update:

- Q1 Work with an initial contractor has commenced (Stannah). On track to provide access as required by March 2011.
- Q2 Work with Connaughts halted due to their going in to administration. Other adhoc work continues with individual contractors as and when required.
- Q3 Investigating the use of Open Contractor web portal and methods of email jobs to contractors using Open Contractor. This software is due to be installed and live by end of June 2011.
- Q4 Open Contractor project now started so will begin to look at web portal and methods of emailing jobs to contractors using Open Contractor. This software is still due to be installed and live by end of June 2011.

No: 026	Red	Complete phased programme of improvement works for Rebecca House and Kestrel House by March 2011	Responsible Officer	Shaun Bennett
			Deadline	31/03/11 Completed:

Quarterly Update:

Q1 Both schemes are progressing really well. The work is almost complete at Kestrel House.

Q2 The work at Kestrel House is now complete, good progress is being made at Rebecca House.

Q3 The work at Rebecca House is due to be completed in January 2011

Q4 We have encountered some delays with the new lifts for Rebecca house, the work is almost complete and will be finished by mid April 11.

No: 027	Red	Fully integrate asset management software with Housing Management Software by March 2011	Responsible Officer	Mark Fairweather
			Deadline	31/03/11 Completed:

Quarterly Update:

Q1 Basic tenant interface is now live and running on a nightly basis. On track to complete by March 2011 providing Capita Software Services and Keystone produce an interface that meets more of Derby Homes requirements.

Q2 Two way interface is still in development by Keystone and now projected for release in November 2010.

Q3 Two way interface still has not been released by Keystone. Anticipated by end Feb 2011.

Q4 Two way interface still has not been released by Keystone. Anticipated by end July 2011.

No: 091	Red	To engage in the CIH Customer Insight project to enhance collection of profiling information	Responsible Officer	Mary Holmes
			Deadline	31/05/10 Completed:

Quarterly Update:

- Q1 A letter is in the process of being sent out to all customers which asks them to confirm the personal data already held on our housing management system about them and their family. We are also asking for information on sexuality and religion as required by the Equalities Act. This information will be updated on the system and new reports compiled by December 2010.
- Q2 The first round of inputting ahs been completed and follow up contact is being made with customers who have not responded. This information will be updated on the system and new reports compiled by December 2010.
- Q3 A further letter was sent out to customers in December 2010 and a good response has been achieved; data is currently being input onto Capita Housing.
- Due to lack of resources the project has slipped and it is now anticipated that the work will be completed and reports produced by the end of June 2011. This target needs to be carried forward to the 2011/12 plan.

Q4

Estates Pride

Delivery and Business Plan

No: 001	Red	Complete the Estate Pride 2010/11 programme on target and within agreed cost by the end of March 2011	Responsible Officer	Andrew McNeil
			Deadline	31/03/11 Completed:

Quarterly Update:

- Q1 All schemes have now been identified for the current financial year. 50% of the work is at the tender stage with works expected to commence in the next 2 months and 10% of the work is completed.
- Q2 We continue to make good progress on the large scale environmental improvements this year. Housing Focus Groups and local Housing Boards are engaging with the Quick fix work and a number of projects have been completed. We have held discussions with the City Council and are working with them to re-shape the way we deliver our Youth Intervention work.
- Q3 Schemes are progressing well and within the identified budgets.
- Q4 All projects have been completed apart from St Clares and Parker Street these have been rolled over into the next financial year due to considerations from external parties. Craddock Avenue, Fenchurch Walk and Keldholme Lane will be completed in April 2011, the delay has been a direct result of poor weather and the scope of works have exceeded original procurement. One element of Contractor performance is being monitored daily to ensure a timely conclusion.

No: 047	Red	Continued review of customer access to cover all areas including Enquiry Centre, Web Access and Cash Offices and report to Local Housing Board August 2010 and February 2011	Responsible Officer	Mary Holmes
			Deadline 28/02/11 Completed:	

Quarterly Update:

- Q1 A new strategy covering access to services, customer service and communications is in draft. This strategy will need to be agreed prior to considering any proposals for changes to service delivery. Website strategy covers marketing strategy for website. Some work has already commenced within the Enquiry Centre and Local Housing Offices to promote the use of the website as an easy 24/7 method of requesting service. Derby Homes News to carry article on same - Autumn 2010.
- Q2 The new Customer Services Stagey was approved by Board on 30/09 and included targets for service channels. Web access has increased and work continues to increase the number of customers accessing services through the website.
- Q3 service channels reports are now being developed and marketing of services will increase when the new customer dashboard has been developed
- Q4 Service channels reports are now being developed and marketing of services will increase when the new customer dashboard has been developed. The new customer dashborad will be in place by the end of may 2011 therefore an extension is requested into 2011/2012

No: 049	Red	Introduce Housing On-line services by September 2010	Responsible Officer	Mary Holmes
			Deadline 30/09/10 Completed:	

Quarterly Update:

- Q1 Some Housing On-line services introduced May 2010 - rent balances, payments, report repair, enquiries and feedback.
Awaiting release 15.x from Capita Housing to extend and improve this.
- Q2 There are still problems with Housing online and work continues to fix these. Customers can still access their rent account status and report repairs and pay on line
- Q3 Housing On line has been replaced with the new customer dashboard option. This initial stage of work is due to be completed by end may 2011 therefore an extension is requested. This target needs to be carried forward to the 2011/12 plan.
- Q4 Housing On line has been replaced with the new customer dashboard option. This initial stage of work is due to be completed by end may 2011 therefore an extension is requested. This target needs to be carried forward to the 2011/12 plan.

No: 059	Red	Implement revised Resident Involvement strategy by September 2010	Responsible Officer	Maureen Davis
			Deadline	30/09/10 Completed:

Quarterly Update:

- Q1 New Resident Involvement Team have re-opened the reorganised Resource Centre and working with the DACP on reviewing the strategy.
- Q2 New Resident Involvement Team working to develop Housing Focus Group involvement, local offers and the Annual Report and Tenancy Scrutiny. They also delivered a brilliant 'new style' tenants conference.
- Resident Involvement Strategy will not be completed until March 2011. Request to extend the completion date.
- Q3 Research and discussions have been taking place with other service providers regarding a resident involvement strategy. This project is still ongoing. An extension is requested to June 2011 and therefore needs to be carried forward to the 2011/12 plan.
- Q4 This was put on hold until Local Offers were in place the new Scrutiny Panel was resolved. This target will be carried forward into the new year.

No: 060	Red	To embrace the work of the Tenants Services Authority (TSA) by increasing satisfaction from local people who feel they can influence decisions in their area from 28.9% in 2008/09 to 35% in 2010/11 (Place Survey)	Responsible Officer	Julie Eyre
			Deadline	31/03/11 Completed:

Quarterly Update:

- Q1 The place survey has now been abolished so this satisfaction figure will now be measured by the mini status surveys from September 2010. Consultation on the local offers is currently being undertaken and discussions held regarding the content of the annual report.
- Q2 The Place survey is to be undertaken by the Central Performance Team at DCC. We have had input into the questions that are to be included and will be able to measure the perception as stated in the target.
- Q3 The One Derby Survey (in place of the Place Survey) was sent out to residents in December 2010. Hopefully we should have the satisfaction figures in q4.
- Q4 The One Derby results have not yet been published, however from the mini status results 2010/11, satisfaction in this area is currently 30.2%, with 54.4% neither agreeing or disagreeing.

No: 066	Red	Improve first time contact with customers by fully implementing 'Contact Point' by September 2010	Responsible Officer	Mary Holmes
			Deadline	30/09/10 Completed:

Quarterly Update:

Q1	Dependant on delivery of module from Capita Software Services. Currently expecting release in Test - end July 2010.			
Q2	Training plans are now being drawn up to start using Contact Point in the Enquiry Centre by the end of October			
	Extension requested to 31.3.10			
Q3	Testing on Contact Point has raised some issues which are fixed in release 16 of Capita Housing. We will pilot Contact Point in the Enquiry Centre and the Resource Centre when this release is installed. It is anticipated that this will be March/April 2011 therefore a further extension is required			
Q4	Contact point will be piloted during April - the links with screen pop ups is unresolved so it is requested to take this target forward in 2011/2012			

No: 067	Red	Review all existing use of mobile technology and the opportunity and potential of extending mobile working by September 2010	Responsible Officer	Mark Fairweather
			Deadline	30/09/10 Completed:

Quarterly Update:

Q1	Project is on track and specification is currently being written with view to release by end of July.			
Q2	Project impacted by the transfer of Repairs team. Specification for new software will be presented to October project board for tendering and implementation completing by end of March 2011.			
Q3	New laptops have been purchased and a pilot using Windows 7 will be run in February 2011. Local Housing Office staff in the North of the City are piloting the use of smartphones to be able to access calendars and email. 9 in use as at 14/01 with a further 21 to be ordered and deployed before the end of January 2011.			
Q4	Windows 7 laptops (2) have been piloted and will be deployed to mobile staff once Business Transformation have confirmed which type of laptop is preferred. Full roll out will start in late May 2011.			
	Nokia E5 smartphones have been deployed to 20 staff allowing them to send and receive email and update their calendars when out of the office.			

No: 032	Red	Work with key partners to deliver training to their workforce on customer care, diversity, quality practices, health & safety of vulnerable adults and children by March 2011	Responsible Officer	Christine Hill
			Deadline	31/03/11 Completed:

Quarterly Update:

- Q1 We are working with our partners to encourage them to provide training to their workforce. Our Change manager attends review meetings with our partners.
- Q2 Following the transfer of the repairs function we are able to review and deliver our mandatory training programme. We are working with the new head of repairs to prioritise the training.
- Q3 We are designing a training programme with Equality Works which will focus on service delivery. It will involve all teams and relevant partners.
- Q4 WE have focussed our training on the Repairs team which transferred to us in June 2010. Our training budget is allocated for Derby Homes employees.

No: 043	Red	Deliver all targets set for the website development within the transformation document by December 2010	Responsible Officer	Mary Holmes
			Deadline	31/12/10 Completed:

Quarterly Update:

- Q1 The website strategy is being revised to incorporate all recommendations from DECATS and transformation. This will be presented to Board in September 2010 and incorporate an action plan with timescales built around December completion.
- Q2 The Customer Services Strategy contains the targets for all access channels.
- Q3 The Customer Services Strategy was agreed at Board in September 2010; Work has started on the new developments contained in the strategy, including the implementation of a customer dashboard. This initial stage of work is due to be completed by end May 2011 therefore an extension is requested to May 2011 and carried forward to 2011/12 plan.
- Q4 The Customer Services Strategy was agreed at Board in September 2010; Work has started on the new developments contained in the strategy, including the implementation of a customer dashboard. This initial stage of work is due to be completed by end May 2011 therefore an extension is requested to May 2011 and carried forward to 2011/12 plan.

No: 082	<div style="background-color: red; color: white; padding: 2px 5px; display: inline-block;">Red</div> To decide which other services to transfer to EDRMS and complete the transfer by March 2011	Responsible Officer Alistair Taylor
		Deadline 31/03/11 Completed:

Quarterly Update:

- Q1 Procurement service has been chosen by the project board as the next service to migrate records into the records management system. A blended approach is being considered using SharePoint 2007 and Meridio to provide required functionality. Implementation is using the DIRKS records management implementation methodology which is a recognised global standard for implementing records management systems. Currently at phase C which is concerned with understanding the records generated and the relevant retention periods that need to apply.
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- Q2 The procurement Implementation is using the DIRKS records management methodology which is a recognised global standard for implementing records management systems. The DIRKS process is comprised of the following 8 steps:
- Step A: Preliminary investigation
 - Step B: Analysis of Business Activity
 - Step C: Identification of record keeping requirements
 - Step D: Assessment of Existing systems
 - Step E: Identification of strategies for recordkeeping
 - Step F: Design of record keeping system
 - Step G: Implementation of record keeping system
 - Step H: Post implementation review
- Steps A through E of the procurement implementation have now been completed. Step F, Design of record keeping system, has produced a system design specification that has now been submitted to Derby Homes IT section who must propose a solution that must include an implementation plan.
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- Q3 As q2 update
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- Q4 No Progress has been made on the implementation of a procurement system due to the lack of resource available from Derby Homes IT department. Issue has been escalated with the Meridio Project board.
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No: 107	Red	Reduce the energy usage of buildings occupied by Derby Homes by 5% by March 2011	Responsible Officer	Andrew McNeil
			Deadline	31/03/11 Completed:

Quarterly Update:

- Q1 We are currently looking at evaluating all the electrical appliances within all of our offices to formulate a plan at reducing electricity usage.
- Q2 Monitoring is ongoing at Cardinal Square with regular updates and we are currently trying to get a energy champion in every LHO. Our review of the current use of LHO is in progress.
- Q3 Collection of data for remote monitoring project of non domestic properties now complete.
- Q4 We are going to coordinate the energy monitoring of Derby Homes non-residential buildings within the city councils larger programme which is not due to start until after April 2011. This would give us the opportunity to receive remote energy monitoring metres free of charge. This target needs to be carried forward to 2011/12 with the aim to establish a base line of our usage.

No: 109	Red	Reduce non-recyclable waste produced by Derby Homes and tenants by 10% by March 2011	Responsible Officer	Andrew McNeil
			Deadline	31/03/11 Completed:

Quarterly Update:

- Q1 We continue to negotiate with waste management for the installation of recyclable facilities at our flats. We will use the Estate Pride funding to put the physical platforms in place g for waste management to install the recycling units.
- Q2 We have agreed the following: Rivermead house bins in production, awaiting delivery date. Waste management inspectors surveying Derby Homes properties for years one two and three, expected completion date end on November. Regen to commence work with waste management Jan/Feb 2011. Waste management carrying out round rescheduling March/April 2011to discuss bringing DH properties onto recycling scheme.
- Q3 Programme of recycling installations to Derby Homes flats being co-ordinated with waste management. Recycling facilities for Whitecross House noe installed and in use.
- Q4 Recycling points to Rivermead are now in place. Further expansion of recycling to estates where there are flats has been mixed due to the re-organisation of waste management collection rounds. We will carry this target forward to 2011/12.

No: 110	<div>Red</div> Reduce the number of miles travelled by employees by 10% by March 2011	Responsible Officer Christine Hill
		Deadline 31/03/11 Completed:

Quarterly Update:

- Q1 We are holding initiatives to promote green travel options.
In June 2010 we repeated the Green month initiative. Promoting Cycle to work and car share schemes etc.
- Q2 On going green initiatives including Cycle 2 work schemes.
Review of flexible working
- Q3 On going green initiatives, including Cycle to work schemes. Recently revised the Flexible working policy with a variety of new flexible working options to reduce the need to travel, including working from home, use alternative venues as a base, hot desking and reducing the number of hours or days worked.
- Q4 The miles travelled by employees has not reduced by 10%, the initiatives in this area are as outlined in the quarter 3 update.

Service Improvement Targets - Overdue

Allocations Team

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
29	Arrange for all housing officers to spend time within the allocations team to improve links and communication	Paul Thompson	31/03/2011		Red
Q1					
Q2	Now that the move to London Road has taken place we are currently looking at ways of improving communication with the repairs team, once we have bedded down we plan to invite staff from the LHO.				
Q3	Still waiting to send the invites out but will be completed by the end of year.				
Q4	Not Achieved – We have had people shadowing the team from the enquiry centre, tenancy sustainment, housing options centre and other external agencies but this has impacted on our plans to spend time with the housing officers.				

Service Improvement Targets - Overdue

Arrears and Income Management

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
35	Automate Garage arrears letters	Jaz Sanghera	31/01/2011		Red
Q1					
Q2	Letters have been put on the system and work is to commence at compiling and testing the action table.				
Q3	Testing will begin during this month (Jan 11). The testing has been delayed mainly due to the commitment of the team in other areas.				
Q4	Final testing is not 100% accurate. Further implementation would mean additional costs, however a value for money alternative has been found to generate the cases. The numbers are small and may not be sufficient to warrant the expense of full automation as the alternative is more than adequate.				

Service Improvement Targets - Overdue

Communications Team

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
68	Further strengthen the brand image for Derby Homes	Jane Bettany	31/08/2010		Red
Q1					
Q2	<p>A Derby Homes writing style guide has been written and is available on the Communications and Marketing section of the intranet. This will help us to develop greater consistency in written documents.</p> <p>The review of the design of Derby Homes leaflets is on hold, pending a full review and possible merge of the Tenants Handbook and Customer Care Charter leaflets. As these are our key customer leaflets, we want them to be the ones that will be used for the launch of the new design. The review of the Handbook and Customer Care Charter is due to be completed by the end of 2010, and the redesign will begin in January 2011.</p> <p>Poster templates for use by housing offices are available on the Communications and Marketing section of the intranet.</p>				
Q3	The review of the Tenants Handbook and Customer Care Charter leaflets has not yet been completed, but we intend to proceed with design concepts in anticipation of receiving the revised text.				
Q4	Not Achieved. There have been a variety of improvements to Derby Homes brand image implemented during the year. These include the introduction of a Derby Homes writing style guide, the provision of standardised poster templates and new designs for the tenants handbook and customer care charter. The review of the handbook and Customer Care Charter is still ongoing.				

Service Improvement Targets - Overdue

Community Initiatives

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
81	Develop a Community Initiatives Strategy	Mary Holmes	31/07/2010		Red
Q1					
Q2	This has been compiled in draft and is awaiting approval at the next LHBs				
Q3	This has been compiled in draft and amendments are being made to incorporate feedback from officers. An extension is requested to 30/03/2011				
Q4	Not Achieved: the strategy is still in draft and awaiting approval.				

Service Improvement Targets - Overdue

Customer Services and Enquiry Centre

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
65	Reduce the amount of avoidable contact	Mary Holmes	31/12/2010		Red
Q1					
Q2	We are working with service managers to ensure that the Enquiry Centre has access to the relevant information to answer queries at first point of contact				
Q3	We continue to monitor call types and with the introduction of the new phone system we can now monitor these more closely.				
Q4	Not achieved. This SIT was predicated on the implementation of the contact point which could not be done by the original deadline. This was because CAPITA rewrote the module. However it is being piloted in April 2011				
66	Review process map of customer journey for repairs service	Mary Holmes	31/12/2010		Red
Q1					
Q2	The Repairs Team are working on this area and the EC Team Leaders are included in the process mapping exercises				
Q3	This work is ongoing with the Repairs Team and is addressed also through the PITS				
Q4	Not achieved, this SIT depended on outcomes from a review of the repairs service which is still ongoing.				

Service Improvement Targets - Overdue

Finance					
Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
110	Re Tender of the Home Contents Insurance Scheme	Tony Muldoon	30/11/2010		Red
Q1	Tender to commence after new procurement policies are in place				
Q2	Still on hold pending new procurement policies				
Q3	Still on hold pending new procurement policies				
Q4	This sit will not be achieved mainly due to the implications of waiting for the procurement policy to be finalised and has been carried forward to next year				
111	Further development and modernisation of leasehold management	Tony Muldoon	31/01/2011		Red
Q1	All leasehold accounts / letters are now being produced through the Academy Service Charge module. The CSM module is being used for any leasehold queries, complaints etc All leasehold file have now been scanned				
Q2	All actual accounts produced via Academy - the Service Charge module is being used				
Q3	All accounts and correspondence produced via Academy - the Service Charge module is being used				
Q4	The Service Charge module is being used . All leaseholders' accounts have been raised via the module along with all correspondence. The review of leaseholder publications and procedures has been carried forward into 2011/12 plan.				

Service Improvement Targets - Overdue

Finance					
Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
112	Extending scope of local office audits	Tony Muldoon	31/05/2010		Red
Q1	New decoration voucher procedure introduced and Audits are now being carried out				
Q2	Decoration Voucher audits are being carried out at all relevant offices				
Q3	Due changes in staffing levels we have been unable to carry out any additional audits. We are currently in the process of reviewing the procedure for auditing decoration vouchers and petty cash to save staff time and mileage. We are of course visiting sites that have any problems as and when reported				
Q4	Since the closure of the cash offices audits in the previous format are no longer required. We will be working with LHO regarding what audit may be required relating to petty cash and decoration vouchers				
115	Publicise information relating to Finance	Tony Muldoon	28/02/2011		Red
Q1	Information relating to efficiencies achieved will be posted in the autumn edition of the Derby Homes News and work is ongoing in this area.				
Q2	This was not possible for the autumn edition but the work is ongoing.				
Q3	It is now clarified that the update on Business Transformation savings will form the basis of an article for the Derby Homes News April edition.				
Q4	This is being carried forward and information will be published in the Summer edition of the Derby Homes News				

Service Improvement Targets - Overdue

Finance

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
116	Improve the reporting of financial and management information	Tony Muldoon	31/05/2010		Red
Q1	The Finance team has been reporting financial and management information within 15 days of the month end close with the exception of the year end and periods 1 & 2 which cannot be reported until closedown is completed for statutory purposes. This results in periods 1 & 2 being issued together.				
Q2	There have been some delays in reporting the monthly financial and management information due to pressure of work related to the take on of the Repairs Team from ESD. However work is ongoing on the design of separate management accounts and reports for the Repairs Team and these will be consolidated into the overall reporting as soon as possible.				
Q3	This is ongoing work. When the SIT was drafted it was not known that the Repairs Team would be transferred to Derby Homes and the transfer has obviously affected the whole level of work involved. However monthly improvements are being made and from period 8 of the current year a consolidated report on the management accounts is being produced. Systems work will be necessary to further reduce the time taken to issue the monthly management accounts				
Q4	Further progress has been made in developing the reporting for the Repairs and Investment Teams. The Oracle reporting system will be modified to allow for automatic results reporting for the Repairs and Investment Teams with the result that current spreadsheeting work will no longer be necessary. This will result in a significant improvement to the reporting of financial information and it is hoped that this can be completed by the end of June 2011.				
117	Review of Service charges and implementation of unpooling for key service areas	Tony Muldoon	31/03/2011		Red
Q1	Phase 1 was completed by 01/04/10 and we are on course to introduce Phase 2 charges by 01/04/11.				
Q2	It is still anticipated that Phase 2 can be introduced by 01/04/11 although due to pressure of work there have been slippages in the timetable.				
Q3	Council has determined that no new service charges will be implemented for 2011/12 and this will be carried forward to 2012/13. Accordingly Derby Homes will need to complete a review of Phase 2 charges by Autumn of 2011.				
Q4	Not Achieved: Some service charges were introduced/reviewed but major work on this project is being carried forward.				

Service Improvement Targets - Overdue

Finance

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
119	Develop procurement tools for users	Tony Muldoon	31/07/2010		Red
Q1	There was a delay in implementing updated procurement strategy, policy and standing orders as the original drafts produced by the specialist agency commissioned to undertake the work were considered unfit for purpose. These have now been revised and go to Resources & remuneration Committee on 8/07/10 for approval. An easy to use procurement handbook will now be produced and it is anticipated that this will be available by 30/09/10.				
Q2	The revised Procurement Policy, Strategy and Standing orders were approved by the Resources and Remuneration committee in July. Work is ongoing on the procurement handbook but this should be completed by December.				
Q3	Outstanding work on the handbook is now being completed by the Consultant and it is anticipated that all the revised Procurement documents can be posted on the Intranet prior to the close of January 2011.				
Q4	The revised Procurement Policy, Strategy and Standing Orders were posted on to controlled documents in January 2011. Only a user handbook remains to be completed and this is now being dealt with Tony Billingham who is the Officer acting as the Lead Officer for Procurement.				

Service Improvement Targets - Overdue

IT Business Support

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
125	Implement Business transformation recommendations	Mark Fairweather	31/07/2010		Red
Q1	<p>Mobile IT Virtual private networking solution has been purchased and has improved the efficiency of those who are using tablet PC's to connect to the Derby Homes network. Project remains on target.</p> <p>Keystone Servicing and Inspection module installed and work progressing on work flows. Project remains on target.</p> <p>Worktray in test but issues have been passed back to Capita to resolve. Next release of software will take place in September.</p>				
Q2	<p>Mobile IT project impacted by merger with Repairs Team, emphasis has been on fault fixing the Repairs Team IT which includes mobile handheld devices and software. Mobile IT specification for next phase of the project has been written in draft for approval at the next project board in October.</p> <p>Version 3 of Keystone delayed to 18th October due to delay in delivery by the supplier</p> <p>Keystone Servicing and Inspections module now fully implemented, workflows went live during September.</p> <p>Voids worktray process went live in late September however issues have been found with Derby Homes processes which mean that changes will have to be made before it can be fully utilised. Should now be completed by the end of November 2010.</p>				
Q3	<p>Pilot was called off due to technical issues.</p> <p>New pilot will be launched with Windows 7 enabled laptops in March 2011.</p> <p>Windows based smartphones are being rolled out to 9 initially then a further 21 LHO staff by end of January 2011.</p> <p>Hot Desking has been introduced in various parts of the organisation and all offices will have a hot desking capability by end of March 2011.</p>				
Q4	<p>Pilot of two laptops is progressing and now scheduled to complete mid April followed by Project Board approval on the type of laptop to progress with.</p> <p>Feedback has so far been favourable and there have been few if any issues with using Windows 7 and Office 2010.</p> <p>A project has also been launched to work with Derby City Council to implement mobile phone security software. Due for completion June 2011.</p>				

Service Improvement Targets - Overdue

IT Business Support

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
126	Records and documents management	Mark Fairweather	31/03/2011		Red
Q1	House file back scanning complete. Awaiting uploading. Idol web part installed in test to enable searching from Academy.				
Q2	Back scanned house files are now all available in the EDRMS system. EDC upload facility still in test due to issues with referencing. Now projected to be complete by the end of November 2010.				
Q3	EDC issue still under investigation by Autonomy program being written to address issues found. Suggested go live date now end of March 2011. Microsoft Outlook Plug-in is being rolled out and will allow simple declaring of emails into Meridio. Complete by end February 2011.				
Q4	Some outstanding issues have been solved by work done by Autonomy, these are being thoroughly tested in the 'Test' environment before being applied to the 'Live' data to ensure no problems occur. Testing due to complete end of first week in April with roll out to 'Live' to take place afterwards subject to succesful testing. Microsoft Outlook plug in rolled out, training will take place in April.				
127	Customer Service Improvements	Mark Fairweather	31/03/2011		Red
Q1	Work ongoing with Strawberry Soup to implement new web site. Academy Abritas interface discussions ongoing.				
Q2	New DH web site up and running. Completed August 2010. Integration with Capita Housing Online delyed due to issues with connecting the two sites. Now expected to complete by the end of December 2010. Appointments module fully implemented (Sept 2010) ContactPoint awaiting testing and the implementing of VOIP for Derby Homes (due to complete October 2010) this will then mean ContactPoint will be fully operational by then end of November 2010.				
Q3	VOIP now live but ContactPoint still in test due to resource issues to complete the testing. Expected go live of ContactPoint now end February 2011.				
Q4	ContactPoint go live delayed by issue with BT line 711000 being transferred correctly. An order was placed with BT/Spiritel at the beginning of March, however no confirmed date has yet been received despite a number of requests. Further request for a confirmed date made on 29th March 2011.				

Service Improvement Targets - Overdue

Mackworth and Brook Street

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
5	Customer service information	Pete Matthews	31/03/2011		Red
Q1	<p>Milestone 1 completed. The intergenerational event was held with the youth service and older persons coffee clubs and proved a success as both older people and youngsters said they learned about how each of them think and act. We will consider putting on a similar event in the future.</p> <p>Milestone 2 this is part completed. The information day in Mackworth was held in June and proved a success all agencies took part and lots of residents gained information about benefits employment and leisure activities as well as having fun. There are two more planned, both in August in Meley Estate and Brook st.</p> <p>Milestone 3. Part completed We have produced flat inspection details and what is looked at to the leaseholder group as well as what is done by the gardening contractors and cleaners, we continue to work to establish other leaseholders requirements.</p> <p>Milestone 4. not completed work is starting with the marketing team</p>				
Q2	<p>Milestone 1 completed. We are thiugh organising an oap xmas dinner at rebecca house for early december</p> <p>Milestone 2 completed although we are looking to provide more support for elderly/unemployed in february</p> <p>Milestone 3 completed The Leaseholder forum is now better organised and information is more readily avaiable to them</p> <p>Milestone 4 on going</p>				
Q3	<p>Milestone one completed the event in december at rebecca posponed and will take place early in the new year</p> <p>Milestone two completed extra event planned with the library in february</p> <p>Milestone three completed</p> <p>Milestone four still ongoing</p>				
Q4	<p>Not achieved- the intergenerational event was held at Rebecca House in early December. The information day in Mackworth was held in June and proved a success, all agencies took part and lots of residents gained information about benefits, employment and leisure activities as well as having fun. We have produced flat inspection details. Milestone 4 wa to organise a web page for the Brook Street area. Work has been done on this but the technical issues met mean that this milestone will be carried forward to next years plan.</p>				
6	Supporting Educating Residents	Pete Matthews	31/12/2010		Red
Q1	<p>Milestone 1. Part completed the programme for the school assemblies has been agreed with the local schools for delivery in September/October.</p> <p>Milestone 2. not completed as work on this has been delayed due to review of the concierge service</p>				
Q2	<p>Milestone 1 arranged a timetable of events to be presented at local schools to be delivered in November/december</p> <p>Milestone 2 ongoing but may be delayed due to concierge review</p>				
Q3	<p>Milestone one completed the inspired programme to encourage ideas from young people will end before xmas</p> <p>Milestone two ongoing still awaiting outcome of review but will go ahead in early new year to start the process</p>				
Q4	<p>Not achieved: We completed the inspired programme to encourage ideas from young people, however milestone 2 will be carried forward as the review is not yet completed.</p>				

Service Improvement Targets - Overdue

Mackworth and Brook Street

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
8	Improve Working in Neighbourhoods	Pete Matthews	31/03/2011		Red
Q1	<p>Milestone 1. Completed there have been two clean up events conducted in both Mackworth/Morley and Brook st areas. We propose to continue to promote the clean up campaign via the school assemblies and with the Junior Wardens. We have also utilised the restorative justice system to establish a regular tidy up of areas throu the management area details of which have been presented to the housing focus group.</p> <p>Milestone 2. Part Completed we have held street briefings with police and residents and identified issues that will be raised at the neighbourhood board. The events were well attended so far and the feedback at the board and forums is positive the briefings will continue until November.</p> <p>Milestone 3. The alcohol free zone saga continues as the consultation process undertaken by the solicitors has taken longer than anticipated and land searches have had to be conducted we are still hopeful to complete this by November.</p> <p>Milestone4. Not Completed The Junior Warden scheme in Allestree will not happen due to funding we will revisit this later in the year to establish if futuire funding can be found to deliver this.</p> <p>Milestone 5. Part Completed The youth shadow board is in preperation Enthusiasm have started to work with local children to establish the group.</p> <p>Milestone 6. Part Completed Youth Club and the new youth and community building has been opened and more children are using the facilities in Mackworth. In Morley the improvements we have made to the recreation ground has resulted in les youths on the streets, Further improvements are planned for the future. In Brook street there is a lack of facilities to establish a base for youths but work is in progress to develop this.</p> <p>Milestone 7. Part Completed hotspot areas have been identified and working with the fire service we are referring tenants/residents for fire checks.</p> <p>Milestone 8. Completed but this work will continue as we are having good results from working with schools and highways and introducing safer routes to school programmes, referring individuals for fire awareness training and promoting what Antio Social behaviour is and how it affects people of all ages in schools</p>				
Q2	<p>Milestone 1. Completed but looking to add an extra one in next March with streetpride</p> <p>Milestone 2. completed and ongoing. We have held 6 street briefings and plan to continue into next year as we have had good results and feedback that has help us prioritise our efforts and resources to where it matters.</p> <p>Milestone 3. Nearly there on this long standing goal/target. It is supposed to go to full cabinet in November to be then approved by full council and implementation early in the new year.</p> <p>Milestone 4. no funding to complete this objective</p> <p>Milestone 5. ongoing working with enthusiasm to establish forum in murray park school</p> <p>Milestone 6. completed and ongoing we have established good links with youth workers and activities and outreach work is being provided</p> <p>Milestone 7. not completed we are still to develop this with the fire service</p> <p>Milestone 8. Part completed and ongoing</p>				
Q3	<p>Milestone one completed and plans being made for event in march</p> <p>Milestone two completed more streetbriefings to be done around springtime.</p> <p>Milestone three police have raised concerns regarding markeaton park inclusion await chief constable feedback before final submission to full council</p> <p>Milestone four no funding to complete</p> <p>Milestone five delayed due to change of structure at enthusiasm still working towards goal.</p> <p>Milestone six completed and continuing with further events planned</p> <p>Milestone seven completed Housing officers now doing fire risk assessments following training</p> <p>Milestone eight completed and ongoing streetbriefings organised for spring survey for parking issues completed travel plans for schools identified target hotspots for extra patrols</p>				
Q4	<p>All milestones have been completed with one exception. The Alchohl free zone is taking longer than expected as the police have raised concerns around Markeaton Park inclusion.</p>				

Service Improvement Targets - Overdue

Performance Team

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
74	Facilitate organisational learning to deliver positive outcomes or customers	Julie Eyre	31/03/2011		Red
Q1	The best practice hub is on the intranet. We have now taken the lead role in administration of Select 10 benchmarking group. All customer feedback will be linked and will now be taken to the new Process Improvement Teams for learning and used to make improvements to service area's.				
Q2	All customer feedback has been collated to take to the next round of PIT's in October. The Select 10 Group met in September and we are to undertake a site visit to Berneslia Homes in q3 to learn from their experience of delivering mobile services. We will be able to upload benchmarking information on Idea's UK in q4.				
Q3	Visit to Berneslai Homes took Place, learning brought back and shared with business transformation team particularly around mobilisation of staff. This information is feeding into DH plans for mobile working. Next Selct10 meeting will be held 28th Jan 2011. Best Practice Hub has been maintained and improved and will be promoted via the intranet in Q4. Benchmarking of Bright Ideas can not be looked at until Q4 when the Ideas UK survey is open to entries.				
Q4	The best practise hub has been improved and is available to all staff on the intranet. We have taken the lead role in administration of Select 10 benchmarking group and sharing of best practise continues within the membership. All customer feedback informs the agenda at the PIT's and action plans created from the discussions. Berneslia Homes facilitated a visit for Derby Homes to learn from their experience of mobilising staff, this learning has fed into Derby Homes Business Transformation plan. The benchmarking of Bright Ideas cannot take place until April 2011 and this key milestone will not be carried over to next year's plan as we no longer subscribe to Ideas UK.				

Service Improvement Targets - Overdue

Planned Maintenance

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
86	Roll out data access to rest of organisation	Andy Higginbottom	31/03/2011		Red
Q1	The aim is to allow everyone in the organisation to access data held in the Keystone Asset Management Database. Limited progress has been made this quarter due to the Asset Manager recovering from a major medical operation. The new version 3 of Keystone has not been fully installed yet. This is expected during quarter 2.				
Q2	Unfortunately Keystone version 3 is now expected to be available from 18th October. Work on a training package will commence as soon as the new version is rolled out.				
Q3	Keystone version 3 was released, but an extensive trial period has identified some major issues particularly with the mass update tool KGI part of the software. In order to maintain the data in the system we have had to revert back to the desktop version for the time being. However we do still expect to deliver training to those who can access it. This will be limited and our target may have to be postponed indefinitely until the Keystone product is available.				
Q4	Not achieved: This cannot be completed at this time due to software issues with Keystone. The new Asset Management Team will develop this further during 2011/12.				
87	Establish Service Level Agreements with other sections	Andy Higginbottom	31/10/2010		Red
Q1	The question is 'What can the Planned Maintenance Team do for you ?' Our aim is to establish agreements with other sections that assist their role examples may include; Allocations; If identified at void stage we promise to fit a new kitchen or bathroom within 3 months of the tenant moving in. Voids Team; Assess and advise with a view to reducing void spend, any planned work identified in a vacant property.				
Q2	Formalising commitments to Voids and Allocations will be completed in qtr 3. The team will work towards another two agreements with a view to complete during qtr 3. These may include commitments to LHO's where Planned work is scheduled in the coming year.				
Q3	Unfortunately we have let this slip. We have not yet formalised agreements with Voids and Allocations but in the main are meeting their requirements. Voids are being assessed and where practical kitchens and bathrooms are being programmed as soon as possible around the new tenant. Where the property is not in a lettable standard every effort is being made to complete installations without extending the relet period. Working with LHO's we hope to identify and react where communal areas require upgrades. This may become more apparent as we enter in to procurement of an estate facilities contract bringing together cleaning and grounds maintenance.				
Q4	Although we have not formally completed this task, I feel the process has given rise to an initiative and mind set within the team. Focusing on individual team goals is the norm, however changes to the team responsibilities have meant that formalisation of verbal agreements have not been confirmed.				

Service Improvement Targets - Overdue

Planned Maintenance

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
88	Demonstrate ability to deal with in-equalities and diversity	Andy Higginbottom	31/12/2010		Red
Q1	Planned work is generally based on 'one standard fits all' because we work with large programmes of work. In order to demonstrate that we consider equality, we hope to produce a document that offers real examples of where we have been employed to accommodate the individual needs of our customers. The process that leads us to question our standard installation and the financial implications diversity may have on our budget.				
Q2	The team is approaching a point where a draft initial document is almost complete. We expect to produce this during qtr 3.				
Q3	Unfortunately due to staff movements and reorganisation of teams this exercise has slipped. Staff working on this have been allocated other work and will not be available to assist in it's completion. This is a project I personally would like to progress and may have to in my own time. It's an area we fail to promote just how much we do actually do for individual cases.				
Q4	Not Achieved: proposed documentation of recorded incidents where 'one size fits all' are still fragmented but the intention is to create a growing document. We have never promoted the extent we go to with regard to diversity in Planned Maintenance work.				
89	Integrate the Planned Maintenance Team with all new systems	Andy Higginbottom	31/10/2010		Red
Q1	In order to attain a well rounded team our aim this year is to ensure team members are conversed and trained in all the systems we use. Certain members are experienced in carrying out tasks in Academy, others view and enter data in Keystone. We are all heading towards using Meridio for storing and retrieving documents. Sharing these skills with each other and organising specific training will develop the teams ability as a whole.				
Q2	A series of short one to one sessions will be generated for staff in the Planned Maintenance team during qtr 3 to analyse any shortfalls and demonstrate scheduled tasks carried out in Keystone, Academy and Meridio.				
Q3	Some members of the team have been allocated other areas of work. New team members from Cyclical Maintenance have joined us and it's time to reassess what we do and how we do it. The loss of some members of the team has highlighted why this exercise is so important. As changes settle down in quarter 4 and the skills set of the new team come more apparent training sessions will be completed.				
Q4	Not Achieved: staff changes have affected the progress of this target but limited skills transfer have been achieved. This exercise will be carried out again once the seperate teams are established.				

Service Improvement Targets - Overdue

Regeneration					
Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
95	To deliver and monitor the Estates Pride year five projects	Andrew McNeil	31/03/2011		Red
Q1					
Q2	4 schemes in the north and 6 in the south are on site out of 32 in total. 13 of these 32 are complete. The rest are at design stage ,tender or consultation				
Q3	Of the 32 projects in this years programme 80% are on site or complete.				
Q4	Of the 32 projects in this years programme 85% are on site or complete.				

Service Improvement Targets - Overdue

Responsive and Cyclical Maintenance Team

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
106	Increase information on Derby Homes intranet regarding Responsive/Voids/Cyclical Maintenance Team	Michael Archer	31/01/2011		Red
Q1	<p>Milestone 1 - Target April 2010: Establish working group from individual teams. Achieved - working group met on the 30 April 2010.</p> <p>Milestone 2 - Target June 2010: Decide what information to display. Achieved - decisions were made at the working group on what information to include.</p>				
Q2	<p>Milestone 3: Target November 2010 Collate relevant information Working on collating photographs and information.</p>				
Q3	<p>Milestone 3; Target November 2010: Collate relevant information</p> <p>Due to changes and restructuring of the Repairs Team photographs and information is being reviewed.</p> <p>Structure Charts and photographs to be uploaded by end of January 2011</p>				
Q4	<p>Not Achieved: due to merger with ESD and subsequent ongoing changes being planned and implemented to the Repairs Team this target has been deferred until all the changes have been made and the new Repairs Team structure has settled.</p>				

Service Improvement Targets - Overdue

Supported Living and Tenancy Support

Ref	SIT	Responsible Officer	Target Date	Completion Date	Status
56	Increase numbers of clients benefitting from social activities by 15% from qtr 3 figure of 362 clients. Increase numbers and variety of social activities in our Community rooms by 10% (from Quarter 3 Performance Management Report figure of 95 activities per week)	Farooq Malik	31/03/2011		Red
Q1	A number of new ideas / groups are being used to push the numbers up. We are confident that we will either meet or exceed this target.				
Q2	<ul style="list-style-type: none"> A monthly newsletter detailing social activities continues to be distributed to residents at Whitecross House & Kestrel House – now 7 activities on average taking place each week at Whitecross House A working group has been established to arrange residents Christmas parties at Kestrel House and Rebecca House Supported Living Team now working with Community Initiatives to help increase the number of activities at Community Rooms which are currently classified as 'red' 				
Q3	<p>A Christmas party was held at Kestrel House.</p> <p>The party at Rebecca House has been postponed whilst the refurbishment work is completed, however we are hopeful that a party will be held in quarter 4.</p> <p>There has been an increase in the number of activities taking place in the community rooms, a final figure will be provided in quarter 4.</p>				
Q4	Not Achieved: by the end of quarter 3- 503 clients per week benefited from social activities an increase of 39% and the number of social activities increased to 100 per week an increase of 5%. In quarter 4 we had a decrease in the number of activities taking place per week. Some of this can be apportioned to the closure of Craddock Avenue in December due to flood damage, however we are now delivering more activities working with partners which are more sustainable long term.				