



DERBY CITY COUNCIL

## COMMUNITY COMMISSION 2 OCTOBER 2006

Report of the Corporate Director of Corporate and Adult Social Services

### Joint Service Delivery Options for Derby Homes Former Local Housing Offices

#### RECOMMENDATIONS

1. To consider the attached report and make any appropriate comments and recommendations.

#### SUPPORTING INFORMATION

- 2.1 Attached is the documentation considered at the Derby Homes Board on 28 September. Any changes made by the Board will be notified. Maria Murphy will attend the Commission meeting.

**For more information contact:** 01322 255596 e-mail [rob.davison@derby.gov.uk](mailto:rob.davison@derby.gov.uk)  
**Background papers:** None  
**List of appendices:** Appendix 1 – Implications  
Subsequent appendices are the documents submitted to Derby Homes' Board

<b>IMPLICATIONS</b>
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**Financial**

1. Please see the Derby Homes documentation.

**Legal**

- 2.1 Please see the Derby Homes documentation.

**Personnel**

- 3 Please see the Derby Homes documentation.

**Equalities impact**

- 4 Please see the Derby Homes documentation

**Corporate Priorities**

- 5 Relates to deliver excellent services, performance and value for money.

## **DERBY HOMES BOARD**

**27 JULY 2006**

### **RECOMMENDATIONS FROM THE AUDIT INSPECTION**

Report of the Director of Housing & Customer Service

#### **1. SUMMARY OF REPORT**

This report provides the Board with details of Derby Homes' response to recommendations arising from the Audit Commission Inspection in February 2006.

#### **2. RECOMMENDATION**

To approve the approach taken to securing continuous improvement and the actions detailed within the Consolidated Improvement Plan as attached at Appendix 1.

#### **3. MATTER FOR CONSIDERATION**

- 3.1 The Audit Commission is an independent body responsible for ensuring that public money is spent economically, efficiently and effectively and delivers high quality local and national services for the public.
- 3.2 Derby Homes inspection was conducted by the Housing Inspectorate using powers under section 10 of the Local Government Act 1999 and was in line with the Audit Commission's strategic regulation principles.
- 3.3 The Audit Commission assessed Derby Homes as providing an excellent, three-star service that has excellent prospects for improvement.
- 3.4 A full copy of the Audit Commission report can be accessed on Derby Homes website at [www.derbyhomes.org](http://www.derbyhomes.org).
- 3.5 As a consequence of the inspection the Audit Commission made a series of recommendations as practical pointers for improvement.
- 3.6 Derby Homes accepts these recommendations, and had in each case already included these within the self-assessment document completed prior to inspection.
- 3.7 The recommendations have been built into the Consolidated Improvement Plan. The plan is attached at Appendix 1. Merging the Audit Commission

recommendations into the Consolidated Improvement Plan ensures ownership within a robust performance management framework and avoids duplication which can arise from the creation of additional plans.

3.8 The Consolidated Improvement Plan will be managed by the Performance Team who will provide quarterly progress reports to Performance Management Committee.

3.9 The successful implementation of the Audit Commission recommendations has been agreed as the shared strategic target for all Senior Management Team members in 2006/07.

#### **4. CONSULTATION IMPLICATIONS**

4.1 Consultation with employees, tenants and leaseholders and partner agencies is an integral part of the service improvement process.

4.2 Responsible Officers as identified within the Consolidated Improvement Plan will ensure consultation is carried out within Derby Homes established consultative forums.

#### **5. FINANCIAL AND BUSINESS PLAN IMPLICATIONS INCLUDING EFFICIENCY SAVINGS**

5.1 The Consolidated Improvement shows impact and cost in terms of high, medium and low. These assessments are provisional and follow Audit Commission methodology. Low cost is defined as less than 1% of the annual service cost, medium between 1 and 5% and high as over 5%.

5.2 Successful implementation of the recommendations will contribute to the strategic objectives within the Derby Homes Delivery & Business Plan.

#### **6. EQUALITIES IMPACT ASSESSMENT**

Equalities impact assessments will be carried out as part of the implementation process.

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

- Legal and Confidentiality
- Personnel
- Environmental

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**Background Information:** None

**Supporting Information:** Derby Homes Audit Commission Inspection Report (May 2005) – [www.derbyhomes.org](http://www.derbyhomes.org), Audit Commission KLOE's – [www.audit-commission.gov.uk/housing](http://www.audit-commission.gov.uk/housing)

## ACCESS & CUSTOMER CARE

REF: A1 (AC.309)	Carry out gap analysis of Customer Service standards and customer expectations. (bought over from plan 05/06)				Responsible Officer: Julie Hughes Accountable Officer: Maria Murphy	
Impact	HIGH	Cost	LOW		Deadline	December 2006
<p>Description of Requirements/Key Milestones: Workshops to be held with residents to establish baseline expectations of service standards in relation to service delivery and to obtain feedback on whether current standards meet these expectations. Analysis of findings to be incorporated into report proposing any necessary revisions to standards and consultation to take place with key stakeholders.</p> <p>Quarterly Update:</p>						
Q1						
Q2						
Q3						
Q4						
REF:A2 (AC:101,172, 230, 250)	Develop procedure to introduce systematic quality monitoring of service delivery. (bought over from plan 05/06)				Responsible Officer: Julie Eyre Accountable Officer: Julie Hughes	
Impact	HIGH	Cost	LOW		Deadline	November 2006
<p>Description of Requirements/Key Milestones: Benchmarking to be carried out to ascertain best practise in carrying out mystery customer services. Introduction and implementation of a programme of six monthly customer surveys in consultation with residents and staff.</p> <p>Quarterly Update</p>						
Q1						
Q2						
Q3						
Q4						

## ACCESS & CUSTOMER CARE

REF A3	Develop Customer Service Strategy Bought over from plan 05/06				Responsible Officer: Julie Hughes Accountable Officer: Maria Murphy	
Impact	HIGH	Cost	LOW		Deadline	August 2006
Description of Requirements/Key Milestones: Development of customer service strategy in consultation with customers and key stakeholders.						
Quarterly Update:						
Q1						
Q2						
Q3						
Q4						
REF:A4 (AC R1)	Develop strategy for customer profiling and use to inform service improvements. (Delivery plan-diversity & point 59 in AC report)				Responsible Officer: Julie Hughes Accountable Officer: Maria Murphy	
Impact	HIGH	Cost	LOW		Deadline	September 2006
Description of Requirements/Key Milestones Develop strategy to ensure there is ongoing collection of customer profile data and increase in % of information held. Populate Academy with data. Alert system to be specified to IT to ensure information is highlighted at the point of customer interaction and implementation of strategy.						
Quarterly Update						
Q1						
Q2						
Q3						
Q4						

## ACCESS & CUSTOMER CARE

REF: A5 (AC –R3)	Introduce a systematic process to ensure learning from complaints and increase coverage of satisfaction surveys.				Responsible Officer: Julie Hughes Accountable Officer: Maria Murphy	
Impact	MEDIUM	Cost	LOW		Deadline	July 2006
Description of Requirements/Key Milestones: Creation of procedure for learning from complaints to incorporate analysis of real complaint case studies by managers and performance committee members on a quarterly basis. Consultation on approach with performance committee and SMT.						
Quarterly Update:						
Q1						
Q2						
Q3						
Q4						
REF:A6	Ongoing implementation of the service access review. (Delivery Plan – Excellent customer services)				Responsible Officer: Maureen Davis Accountable Officer: Maria Murphy	
Impact	HIGH	Cost	LOW	Potential for efficiency savings.	Deadline	1. July 2006 2. October 2006
Description of Requirements/Key Milestones: 1. Report on effectiveness of surgeries to Local Housing Boards – July 2006 2. Report on future of Osmaston, Cowsley and Chaddesden Park Offices – October 2006						
Quarterly Update						
Q1						
Q2						
Q3						
Q4						

## ACCESS & CUSTOMER CARE

REF: A7	Refresh the concept of Process Improvement Teams as a tool for improving services. (Delivery Plan – Excellent customer services)				Responsible Officer: Murray Chapman/Farooq Malik Accountable Officer: Maureen Davis	
Impact	HIGH	Cost	LOW		Deadline	SEPTEMBER 2006
Description of Requirements/Key Milestones: Reports to Local Housing Boards – September 2006.						
Quarterly Update:						
Q1						
Q2						
Q3						
Q4						
REF: A8 (AC:101,104)	Examine all potential opportunities for extension of services offered by the Enquiry Centre. (Delivery Plan – Excellent Customer Services)				Responsible Officer: Mary Holmes Accountable Officer: Julie Hughes	
Impact	HIGH	Cost	MEDIUM		Deadline	October 2006
Description of Requirements/Key Milestones: Workshops to be held with Enquiry Centre, Housing Management staff and tenants and leaseholders to look at ideas for increasing services. Customer Service Process Improvement Team to be established for longer term development. Report on proposals to Performance Committee, November 2006.						
Quarterly Update						
Q1 Enquiry Centre away day involved first session on extension of services, June 2006.						
Q2						
Q3						
Q4						

## ACCESS & CUSTOMER CARE

REF: A9	Promotion of Homespride+. (Delivery Plan – Excellent Customer Services, (Tenant Top Ten)				Responsible Officer: Justin Worton Accountable Officer: Julie Hughes	
Impact	HIGH	Cost	LOW		Deadline	2000 members by March 2007
<p>Description of Requirements/Key Milestones: Establish stakeholder working group by June 2006. Develop initial marketing strategy by August 2006. Aim to increase to 1500 members by December 2006.</p> <p>Quarterly Update:</p> <p>Q1 A satisfaction survey has been sent to all current members and a focus group involving tenants took place 05.07.06. Proposals from the meeting to be discussed with COE at meeting arranged 01.08.06.</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						
REF:A10	Remodel the Tenancy Enforcement Team within the requirements of the Respect Agenda (Delivery Plan – Excellent customer services)				Responsible Officer: Maureen Davis Accountable Officer: Maria Murphy	
Impact	HIGH	Cost	LOW		Deadline	December 2006
<p>Description of Requirements/Key Milestones: Present outline report to SMT May 2006. Working with Personnel Manager draft scheme of delegations July 2006. New team to be in place September 2006. Reports to Local Housing Boards on Respect Standard July 2006.</p> <p>Quarterly Update</p> <p>Q1 Work is currently on target with requirements.</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						

## DIVERSITY

REF: A11	Increase marketing of Council housing to BME groups. (Bought Forward from 05/06 plan). Delivery Plan-Diversity				Responsible Officer: Farooq Malik Accountable Officer: Maureen Davis	
Impact	HIGH	Cost	LOW		Deadline	December 2006
Description of Requirements/Key Milestones: Through BME project increase occupation of tenancies by BME population to 12.6% of all new lets.						
Quarterly Update:						
Q1						
Q2						
Q3						
Q4						
REF: A12 (AC 69)	Introduce Equalities plans for race, disability, gender and age. Delivery plan -diversity				Responsible Officer: Farooq Malik Accountable Officer: Maureen Davis	
Impact	HIGH	Cost	LOW		Deadline	September 2006
Description of Requirements/Key Milestones: Develop a three year plan.						
Quarterly Update						
Q1 Planning session arranged for August 2006.						
Q2						
Q3						
Q4						

## DIVERSITY

REF: A13 (AC 68)	Implementation of Equalities Impact Assessments. Delivery plan- diversity.				Responsible Officer: Sharon Hancock Accountable Officer: Julie Hughes	
Impact	HIGH	Cost	MEDIUM		Deadline	August 2006
<p>Description of Requirements/Key Milestones: Identify and implement a programme of Equality Impact Assessments to be completed.</p> <p>Quarterly Update:</p> <p>Q1 Equalities Impact Assessment – proforma developed.</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						
REF: A14 (AC 59,68,69)	Improve target setting and monitoring. Delivery plan-diversity & Investing in people organisation.				Responsible Officer: Aelish Bree Accountable Officer: Christine Hill	
Impact	HIGH	Cost	LOW		Deadline	March 2007
<p>Description of Requirements/Key Milestones: Continue to monitor and report on employee issues to Performance Committee on a quarterly basis.</p> <p>Quarterly Update</p> <p>Q1</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						

## DIVERSITY

REF: A15	Training for staff and contractors on Equalities. Delivery plan-diversity				Responsible Officer: Pippa Wood Accountable Officer: Christine Hill	
Impact	HIGH	Cost	MEDIUM		Deadline	March 2007
<p>Description of Requirements/Key Milestones: Over 90% of employees have attended Basic Equalities Training. Further Basic Equalities sessions to be run on demand throughout the year for all new starters and any other employees who have not already attended this course. The annual training programme gives options for employees to attend a number of other courses on Equalities issues such as Islamic Awareness, DDA Awareness, Deafness Awareness, Visual Impairment Awareness and Language Line training.</p> <p>Quarterly Update:</p>						
Q1 80% of managers, including SMT, have attended two-day Equalities Training for Managers						
Q2						
Q3						
Q4						
REF: A16 (AC 56,58)	Develop a comprehensive database of people who require communication in non standard formats.				Responsible Officer: Farooq Malik Accountable Officer: Maureen Davis	
Impact	HIGH	Cost	MEDIUM		Deadline	December 2006
<p>Description of Requirements/Key Milestones: Link with Improvement A4 – ensure that data collected in customer profiling is stored and used effectively.</p> <p>Quarterly Update</p>						
Q1						
Q2						
Q3						
Q4						

# STOCK INVESTMENT AND ASSET MANAGEMENT

REF: A17 (AC RI)	Significantly increase the number of appointments made for responsive repairs. Delivery plan-excellent customer services. Tenant Top Ten .DH Local 44				Responsible Officer: Steve Humenko Accountable Officer: Shaun Bennett	
Impact	HIGH	Cost	LOW		Deadline	September 2006
<p>Description of Requirements/Key Milestones: Work scheduling system is to be expanded city wide over the next three months and will be monitored on a regular basis to achieve target.</p> <p>Quarterly Update: Q1 67% - an increase of 13% on 2005/06 outturn.</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						
REF: A18 (ACR1)	Take action to eliminate the backlog in delivery of aids and adaptations. Delivery plan-diversity & DH local 38&39				Responsible Officer: Steve Humenko Accountable Officer: Shaun Bennett	
Impact	HIGH	Cost	LOW		Deadline	September 2006
<p>Description of Requirements/Key Milestones: Reduction in backlog of adaptation work, timescales for work carried out within the DCLG recommended timeframes.</p> <p>Quarterly Update Q1 Increased funding up to 850K for 2006/07, updated report to Local Housing Boards in September 2006.</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						

# STOCK INVESTMENT AND ASSET MANAGEMENT

REF: A19 (ACR2)	Deliver plans to procure partnering contracts in responsive repairs, grounds maintenance and cleaning services. Delivery plan-asset management				Responsible Officer: Matt Hands Accountable Officer: Shaun Bennett	
Impact	HIGH	Cost	LOW		Deadline	March 2007
Description of Requirements/Key Milestones: Contracts procured and let, operating effectively in partnership.						
Quarterly Update:						
Q1 Responsive repair contract let to Environmental Services Department. Grounds maintenance contract now out to formal tender.						
Q2						
Q3						
Q4						
REF:A20 (AC 92,94)	Develop a process to carry out stock condition surveys& master planning. Delivery plan-asset management				Responsible Officer: Matt Hands Accountable Officer: Shaun Bennett	
Impact	HIGH	Cost	LOW		Deadline	December 2006
Description of Requirements/Key Milestones: AMS produced new stock condition database up and running.						
Quarterly Update						
Q1 Investment conference held. AMS currently being produced, review of IT systems to commence shortly.						
Q2						
Q3						
Q4						

## STOCK INVESTMENT AND ASSET MANAGEMENT

REF: A21	Development of long term sustainable and affordable investment and maintenance plans for our estates. Delivery plan- Estates Pride				Responsible Officer: Matt Hands Accountable Officer: Shaun Bennett	
Impact	HIGH	Cost	HIGH		Deadline	March 2007
Description of Requirements/Key Milestones: Future investment strategy developed for all housing estates.						
Quarterly Update:						
Q1 Draft asset management strategy produced, masterplanning underway in Derwent and Osmaston.						
Q2						
Q3						
Q4						
REF:A22	Partnership working with Community Safety Partnership to deliver cleaner, greener, safer initiatives in priority areas. Delivery plan- Estates Pride				Responsible Officer: Matt Hnads Accountable Officer: Shaun Bennett	
Impact	HIGH	Cost	MEDIUM		Deadline	September 2006
Description of Requirements/Key Milestones: Worked up schedule of work for projects across all parts of the City.						
Quarterly Update						
Q1 First year spend committed, further commitments to community support through the neighbourhood agenda agreed over the term of Estates Pride.						
Q2						
Q3						
Q4						

# STOCK INVESTMENT AND ASSET MANAGEMENT

REF: A23	Agree spend priorities that deliver real long term benefits that make a difference. Delivery Plan- Estates Pride				Responsible Officer: Matt Hands Accountable Officer: Shaun Bennett	
Impact	HIGH	Cost	MEDIUM		Deadline	March 2007
Description of Requirements/Key Milestones: Completed delivery plan for the Estates Pride Programme.						
Quarterly Update:						
Q1 First years projects identified, spend profile in place.						
Q2						
Q3						
Q4						
REF:A24	Commitment to delivery of a schedule of improvements and £15 million spend on programme by producing a robust project management process. Delivery plan- Estates Pride				Responsible Officer: Matt Hands Accountable Officer: Shaun Bennett	
Impact	HIGH	Cost	LOW		Deadline	September 2006
Description of Requirements/Key Milestones: Full schedule of work completed for the EP programme, with project management system in place to monitor delivery.						
Quarterly Update						
Q1 £6.3M committed to date, work ongoing on project management of these schemes, further consultation required with community panels.						
Q2						
Q3						
Q4						

## STOCK INVESTMENT AND ASSET MANAGEMENT

REF: A25 (ACR3)	Improving monitoring of reletting processes and responsive repairs ,in particular introducing comprehensive monitoring of the number of responsive repairs completed in one visit.				Responsible Officer: Steve Humenko Accountable Officer: Shaun Bennett	
Impact	MEDIUM	Cost	LOW		Deadline	July 2006
<p>Description of Requirements/Key Milestones:  Work ongoing with Environmental Contractor services department and Derby Homes internal Information and Communications Technology department. Process review to be carried out on void repair and relet processes.</p> <p>Quarterly Update:  Q1 Void relet group established June 2006.</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						

# TENANCY AND ESTATE MANAGEMENT

REF: A26 (ACR1)	Develop a systematic and monitored process of regular estate inspections.				Responsible Officer: Murray Chapman Accountable Officer: Maureen Davis	
Impact	HIGH	Cost	LOW		Deadline	September 2006
Description of Requirements/Key Milestones: To source best practise, internal and external, report to Local Housing Boards September 2006.						
Quarterly Update:						
Q1						
Q2						
Q3						
Q4						

REF:A27 (AC 201,203)	Roll out CSM database to record anti social behaviour to all areas of the city. Bought over from 05/06 plan				Responsible Officer: Carrie Bria Accountable Officer: Maureen Davis	
Impact	HIGH	Cost	LOW		Deadline	September 2006
Description of Requirements/Key Milestones: Complete pilot, train staff and implement case management system citywide by end of September 2006.						
Quarterly Update						
Q1						
Q2						
Q3						
Q4						

## TENANCY AND ESTATE MANAGEMENT

REF: A28	Adopt a co-ordinated approach to designing out crime through estates pride. Bought over from plan 05/06. Delivery Plan- Estates Pride				Responsible Officer: Alice Sanghera/Sue Featherstone Accountable Officer: Matt Hands	
Impact	HIGH	Cost	MEDIUM		Deadline	March 2007
Description of Requirements/Key Milestones:						
Quarterly Update:						
Q1						
Q2						
Q3						
Q4						
REF:A29	Work with Community Watch Patrol to implement the respect agenda standards. Delivery Plan-excellent customer services				Responsible Officer: Maureen Davis Accountable Officer: Maria Murphy	
Impact	HIGH	Cost	LOW		Deadline	December 2006
Description of Requirements/Key Milestones Reduce the fear of crime and increase confidence by raising visibility and profile of Community Watch Patrol. Accreditation by December 2006.						
Quarterly Update						
Q1 Recruitment currently in progress to return team to full capacity. Formalise supervision arrangements.						
Q2						
Q3						
Q4						

## TENANCY AND ESTATE MANAGEMENT

REF:A30	Formalise systems and publicity arrangements for Anti social Behaviour Orders and other action taken in conjunction with the Community Safety Partnership. Bought over from 05/06 plan.				Responsible Officer: Maureen Davis Accountable Officer: Maria Murphy	
Impact	HIGH	Cost	MEDIUM		Deadline	September 2006
Description of Requirements/Key Milestones:						
Quarterly Update:						
Q1						
Q2						
Q3						
Q4						
REF:A31	Investigate how Derby homes can link into existing mentoring projects. Bought over from plan 05/06.				Responsible Officer: Maureen Davis Accountable Officer: Maria Murphy	
Impact	MEDIUM	Cost	LOW		Deadline	September 2006
Description of Requirements/Key Milestones:						
Quarterly Update						
Q1						
Q2						
Q3						
Q4						

# TENANCY AND ESTATE MANAGEMENT

REF: A32	Subject Community Watch Patrol to value for money tests and explore opportunities for business expansion, Bought over from 05/06 plan- new definition				Responsible Officer: Maureen Davis Accountable Officer: Maria Murphy	
Impact	HIGH	Cost	LOW		Deadline	January 2007
Description of Requirements/Key Milestones: Actively promote service to other Housing Organisations and private sector. BVR of service. Attendance at conferences to market service. Quarterly Update:						
Q1 Services expanded to cover Sutton Housing properties.						
Q2						
Q3						
Q4						
REF:A33	Specialist training or outsource witness support in conjunction with Community Safety Partnership. Bought over from 05/06 plan. Delivery Plan- Estates Pride& Excellent Customer Services				Responsible Officer :Maureen Davis Accountable Officer: Maria Murphy	
Impact	HIGH	Cost	MEDIUM		Deadline	September 2006
Description of Requirements/Key Milestones: Develop new team, combine support and enforcement and witness/community support – build new confidence in community.						
Quarterly Update						
Q1						
Q2						
Q3						
Q4						

## TENANCY AND ESTATE MANAGEMENT

REF: A34 (AC 206)	Use Housemark pilot information to develop performance indicators for anti social behaviour. Delivery plan-Estates Pride& Excellent Customer Services. Tenants Top Ten				Responsible Officer :Emily Baker Accountable Officer: Julie Eyre	
Impact	HIGH	Cost	LOW		Deadline	December 2006
<p>Description of Requirements/Key Milestones:  Benchmark information will be available late October 2006- meeting to take place with stakeholders to develop indicators and set targets November 2006</p> <p>Quarterly Update:</p>						
Q1						
Q2						
Q3						
Q4						

# ALLOCATIONS

REF:A35 (ACR2)	Eliminate inefficiencies in the letting and void repair process. Tenants Top Ten BVPI212. Points 115,116,118,120,121,244,248& 251 of the report.				Responsible Officer: Graeme Walton, Andy Palmer Accountable Officer: Maureen Davis, Steve Humenko	
Impact	HIGH	Cost	LOW		Deadline	March 2007
Description of Requirements/Key Milestones: The voids/allocations team is in the process of being set up and all processes and procedures are being reviewed.						
Quarterly Update:						
Q1 The first communication meeting took place on 11.07.06 to discuss aims and objectives of the project						
Q2						
Q3						
Q4						
REF:A36 (AC 243)	Relaunch Homeswop system perhaps on Homefinder model. Bought over from 05/06 plan				Responsible Officer: Maureen Davis Accountable Officer: Maria Murphy	
Impact	HIGH	Cost	LOW		Deadline	October 2006
Description of Requirements/Key Milestones: Develop local and national Homeswop through improved CBL (Abritas and Move UK)						
Quarterly Update						
Q1						
Q2						
Q3						
Q4						

## VALUE FOR MONEY

REF: A37 (ACR2)	Increase the level of benchmarking to assess Value for Money. AC points 272,278 & Delivery Plan- Value for Money				Responsible Officer: Jo Clifford Accountable Officer: Lorraine Watson	
Impact	HIGH	Cost	LOW		Deadline	March 2007
<p>Description of Requirements/Key Milestones: Increase the level of benchmarking to assess Value for Money and quality of service provided. Through a variety of methods, build on the work already done through Housemark.</p> <p>Quarterly Update:</p> <p>Q1</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						
REF:A38 (ACR2 &286)	Delivering plans to evaluate the benefits of collaborative procurement across service areas. Delivery plan- Value for Money				Responsible Officer: Paula Barsby Accountable Officer: Tony Billingham	
Impact	HIGH	Cost	LOW		Deadline	March 2007
<p>Description of Requirements/Key Milestones: Evaluation has been carried out, leading to involvement with Central England Procurement Partnership to develop a flagship collaborative partnership using modern methods of procurement.</p> <p>Quarterly Update</p> <p>Q1 Recognition of our membership and approval is being sought from Derby Homes Board and Derby City Council.</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						

## VALUE FOR MONEY

REF: A39	Implement workforce efficiency strategy. Delivery plan- Value for Money				Responsible Officer: Christine Hill Accountable Officer: Lorraine Watson	
Impact	HIGH	Cost	LOW		Deadline	April 2007
Description of Requirements/Key Milestones: Policy devised in 2004. Requires an review and update to include new legislation.						
Quarterly Update:						
Q1						
Q2						
Q3						
Q4						
REF: A40	Embed the principles of the Gershon agenda in the short term, budgeting and long term financial planning. Delivery plan- Value for Money				Responsible Officer: Jo Clifford Accountable Officer: Lorraine Watson	
Impact	HIGH	Cost	LOW		Deadline	April 2007.
Description of Requirements/Key Milestones: Annual efficiency statements incorporated into budget setting process. Long term financial plan completed.						
Quarterly Update						
Q1 Actions completed.						
Q2						
Q3						
Q4						

## VALUE FOR MONEY

REF: A41	Contribute to the Council's statutory Annual Efficiency Statement obligation. Delivery Plan- Value for Money				Responsible Officer: Jo Clifford Accountable Officer: Lorraine Watson	
Impact	HIGH	Cost	LOW		Deadline	April 2007
<p>Description of Requirements/Key Milestones: Identify efficiencies for inclusion in the Council's Annual Efficiency Statements in accordance with the statutory deadlines.</p> <p>Quarterly Update:</p> <p>Q1 Backward glance for 2005/06 and forward glance for 2006/07 completed in conjunction with the Council.</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						

# TENANT PARTICIPATION

REF:A42	Best Value Review of Derby Association Community Partners. Delivery Plan -reviews				Responsible Officer: Mark Crown Accountable Officer: Julie Hughes	
Impact	HIGH	Cost	LOW		Deadline	October 2006
<p>Description of Requirements/Key Milestones: Classical Best Value review of the DACP along the lines of the 4 C's. Resulting report will be used as a platform to develop and extend the strategic and day to day role of the DACP in the continuous improvement of the housing service plus enhance its role as a 'community partner' in Derby.</p> <p>Quarterly Update:</p> <p>Q1 Report put back to end of August 2006 to accommodate team building in the Resident Involvement Team. Consolidation of evidence and research being undertaken. Draft recommendations are being prepared.</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						
REF:A43	Provide accurate budgeting and expenditure information on all tenant participation activity. Bought over from 05/06 plan.				Responsible Officer: Mark Crown Accountable Officer: Julie Hughes	
Impact	HIGH	Cost	LOW		Deadline	October 2006
<p>Description of Requirements/Key Milestones: To enable the Resident Involvement Team to have up to date information on tenant involvement spending and budgets which can be disaggregated down to tenants and residents.</p> <p>Quarterly Update</p> <p>Q1 New finance system now in place, Tenant Involvement Manager to arrange training with Finance of Derby Homes section. Budget headings to be discussed in more detail with Finance section. Breakdown of DACP grant requested from Jo Clifford.</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						

# SHELTERED HOUSING

REF: A44	Explain support charges in more detail-information to tenants, carers and councillors-at sign up and available at offices. Consult on format of the leaflet. Bought over from 05/06 plan				Responsible Officer: Farooq Malik Accountable Officer: Maureen Davis	
Impact	HIGH	Cost	LOW		Deadline	January 2007
Description of Requirements/Key Milestones:						
Quarterly Update:						
Q1						
Q2						
Q3						
Q4						
REF:A45	Complete sheltered housing service review including establish a strategy for the future of Category 2 schemes. Bought over from 05/06 plan & Delivery plan-reviews				Responsible Officer: Farooq Malik Accountable Officer: Maureen Davis	
Impact	HIGH	Cost	LOW		Deadline	January 2007.
Description of Requirements/Key Milestones:						
Quarterly Update						
Q1						
Q2						
Q3						
Q4						

# TENANCY SUPPORT

REF: A46 (AC266)	Produce specific service standards for service users.				Responsible Officer: Leon Taylor Accountable Officer: Farooq Malik	
Impact	HIGH	Cost	MEDIUM		Deadline	November 2006
<p>Description of Requirements/Key Milestones: To develop and publish clear service standards for the tenancy support service, in the form of a leaflet which can be issued to potential referrers.</p>						
Quarterly Update:						
Q1						
Q2						
Q3						
Q4						

# INFORMATION TECHNOLOGY

REF: A47	Combined databases within Derby Homes to provide information as required for Derby City Councils data warehouse. Derby City Council –external audit requirements				Responsible Officer: Mark Fairweather Accountable Officer: Lorraine Watson	
Impact	HIGH	Cost	HIGH		Deadline	March 2007
<p>Description of Requirements/Key Milestones: Derby City Council have yet to define their requirement. A kick off meeting with the DCC performance team will be set up by the end of August 2006. Costs for this work have not been detailed within Derby Homes budget planning process due to the late notification from DCC. Quarterly Update:</p>						
Q1						
Q2						
Q3						
Q4						
REF:A48 (AC45,243)	Further develop Derby Homes website for service users to submit complaints on line and use automated mutual exchange scheme.				Responsible Officer: Mark Fairweather Accountable Officer: Lorraine Watson	
Impact	HIGH	Cost	HIGH		Deadline	March 2007
<p>Description of Requirements/Key Milestones: Complaints on-line will be complete when the CMIS product goes live on the Derby Homes website, end Q2, 2006. Mutual Exchange will be available through Move UK, IT working with Maureen Davis to allow this through Derby Homes website.</p>						
Quarterly Update						
Q1 CMIS installed and in test, templates created, design of first form sent to Enline to approve.						
Q2						
Q3						
Q4						

# INFORMATION TECHNOLOGY

REF: A49	Improve IT systems in areas of weakness and develop a more sophisticated system for tracking efficiency savings. AC-prospects for improvement-noted as partially achieved from 2002 inspection.				Responsible Officer: Mark Fairweather Accountable Officer: Lorraine Watson	
Impact	HIGH	Cost	HIGH		Deadline	March 2007
Description of Requirements/Key milestones IT systems will be improved as part of the ongoing IT Strategy. Major improvement will be made following the market test of Academy and the procurement of the preferred solution. Efficiency savings tracking will be a joint project between the Finance team and IT business support. The requirement will be defined by the end of Q2, 2006. Quarterly Update:						
Q1 Invitations to quote for consultancy assistance with the market test will be sent out by the end of July 2006.						
Q2						
Q3						
Q4						

# INVESTING IN PEOPLE

REF: A50	Employ a workforce that is representative of the community we serve. Delivery plan-diversity and investing in people organisation				Responsible Officer: Christine Hill/SMT Accountable Officer: Executive	
Impact	HIGH	Cost	LOW		Deadline	March 2007
<p>Description of Requirements/Key Milestones: To adhere to Key Performance indicators relative to employment of women,BME groups and disabled employees. Provide quarterly statistics.</p> <p>Quarterly Update:</p> <p>Q1 Statistics indicate an appropriate balance.</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						
REF:A51	Complete staff survey Delivery plan-investing in people organisation				Responsible Officer: Christine Hill/SMT Accountable Officer: Executive	
Impact	HIGH	Cost	MEDIUM		Deadline	March 2007
<p>Description of Requirements/Key Milestones: Carry out survey of all employees to ascertain levels of satisfaction with their job and their employer. Survey will be benchmarked against previous employee survey which was undertaken three years ago. Tendering process, August 2006. Survey's to employees October 2006. Results analysed and published January 2007. Action plan to be agreed March 2007.</p> <p>Quarterly Update</p> <p>Q1 DCC advised not proceeding with corporate survey until 2007/08. Derby Homes to proceed as above.</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						

# INVESTING IN PEOPLE

REF: A52	Ensure the employees of Derby Homes have a wide range of skills and experience through delivery of our comprehensive training and development strategy. Delivery plan-Investing in people organisation				Responsible Officer: Pippa Wood Accountable Officer: Christine Hill	
Impact	HIGH	Cost	MEDIUM		Deadline	March2007
<p>Description of Requirements/Key Milestones:  Issue Annual Training Programme. Ensure that Achievement and Development interviews are carried out. Encourage uptake of the Qualification Training Scheme. Introduce Housing Officer training programme linked to career grading. Develop Management training programme linked to Derby Homes Leadership Charter. Introduce 360 degree feedback scheme for all managers. Achieve IIP status. Quarterly Update:</p>						
Q1 IIP recognition achieved May 2006 for 3 years (ahead of September target). First two modules of Management Training programme delivered. First three modules of Housing Officer training delivered. 360 degree feedback scheme initiated.						
Q2						
Q3						
Q4						
REF:A53	Input from staff encouraged through team meetings, awaydays, updates, staff conference and generating a wide range of views and ideas fed into the action plans of the organisation.				Responsible Officer: Pippa Wood Accountable Officer: Christine Hill	
Impact	HIGH	Cost	LOW		Deadline	March 2007
<p>Description of Requirements/Key Milestones:  Systematic recording of all communications with staff. Presentations to be delivered at Managers briefings on staff engagement.</p>						
Quarterly Update						
Q1						
Q2						
Q3						
Q4						

# INVESTING IN PEOPLE

REF:A54	Effective communication with staff and staff representatives. Delivery Plan-investing in people organisation				Responsible Officer: Pippa Wood Accountable Officer: Christine Hill	
Impact	HIGH	Cost	LOW		Deadline	March 2007
<p>Description of Requirements/Key Milestones: Established structures are in place to manage communication and consultation with recognised Trade Unions.</p> <p>Quarterly Update:</p> <p>Q1 JCC held on 6 April 2006</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						
REF:A55	Support effective working of the Health and Safety forum				Responsible Officer: Christine Hill Accountable Officer: Executive	
Impact	HIGH	Cost	LOW		Deadline	ROSPA gold award 2008.
<p>Description of Requirements/Key Milestones: Obtain ROSPA Gold award by 2008</p> <p>Quarterly Update</p> <p>Q1 Feedback to staff at staff briefing June 2006. Lone Working scheme launched June 2006.</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>						

# LONG TERM FUTURE

REF: A56	Continue with the leadership role in National Federation of Arms Length Management Organisations at Board and Midland Level. Delivery Plan-Secure Long Term Future for Derby Homes				Responsible Officer: Executive Team Accountable Officer: Board	
Impact	HIGH	Cost	LOW		Deadline	Ongoing
Description of Requirements/Key Milestones:						
Quarterly Update:						
Q1						
Q2						
Q3						
Q4						
REF:A57	The business plan, mission statement and strategic objectives will be the framework for future business development. Delivery plan- Secure Long Term Future for Derby Homes				Responsible Officer: Executive Team Accountable Officer: Board	
Impact	HIGH	Cost	LOW		Deadline	Ongoing
Description of Requirements/Key Milestones:						
Quarterly Update						
Q1						
Q2						
Q3						
Q4						

## LONG TERM FUTURE

REF:A58	Communicate effectively with tenants and staff on decisions affecting Derby Homes future. Delivery plan- secure long term future				Responsible Officer: Executive Team Accountable Officer: Board	
Impact	HIGH	Cost	LOW		Deadline	Ongoing
Description of Requirements/Key Milestones:						
Quarterly Update:						
Q1						
Q2						
Q3						
Q4						
REF:A59	Work to finance plan 2006-11 to achieve sustainable levels of income, expenditure and staffing. Delivery Plan- Secure long term future				Responsible Officer: Executive Team Accountable Officer: Board	
Impact	HIGH	Cost	LOW		Deadline	Ongoing
Description of Requirements/Key Milestones:						
Quarterly Update						
Q1						
Q2						
Q3						
Q4						

# LONG TERM FUTURE

REF:A60	Co-operate with Department for Communities and Local Governments freedoms and flexibility review. Delivery plan- secure long term future				Responsible Officer: Executive Team Accountable Officer: Board	
Impact	HIGH	Cost	LOW		Deadline	Ongoing
Description of Requirements/Key Milestones						
Quarterly Update:						
Q1						
Q2						
Q3						
Q4						
REF:A61	Develop positive relationship with the council as our owner by achieving targets and managing services and finances. Delivery plan- secure long term future				Responsible Officer: Executive Team Accountable Officer: Board	
Impact	HIGH	Cost	LOW		Deadline	Ongoing
Description of Requirements/Key Milestones:						
Quarterly Update						
Q1						
Q2						
Q3						
Q4						

# LONG TERM FUTURE

REF: A62	Manage the business risks and improved performance through Committees of the Board. Delivery plan- Secure long term future for Derby Homes				Responsible Officer: Executive Team Accountable Officer: Board	
Impact		Cost			Deadline	
Description of Requirements/Key Milestones:						
Quarterly Update:						
Q1						
Q2						
Q3						
Q4						
REF:A63	Improving the public reputation of Derby Homes through publicity, consultancy, public speaking at events.				Responsible Officer: Executive Team Accountable Officer:	
Impact	HIGH	Cost	LOW	Potential for Income.	Deadline	Ongoing.
Description of Requirements/Key Milestones:						
Quarterly Update						
Q1						
Q2						
Q3						
Q4						