

**1. Service Delivery**

- 1.1 New tenancies
  - 1.1.1 Making best use of housing stock to reduce under occupation
  - 1.1.2 Selection of tenants for vacant properties
  - 1.1.3 Notification to and signing of new tenants
  - 1.1.4 Transfer waiting list management
  - 1.1.5 Granting of new tenancies
  - 1.1.6 Successions
  - 1.1.7 Mutual Exchange management
  - 1.1.8 Advertising of Council tenancies and associated services.
- 1.2 Responsive Repairs and Maintenance
  - 1.2.1 Arranging responsive repairs
  - 1.2.2 Arranging cyclical repairs
  - 1.2.3 Arranging planned maintenance
  - 1.2.4 Improving the energy efficiency of council dwellings
  - 1.2.5 Inspecting repairs and maintenance work
  - 1.2.6 Fulfilling commissioning and client function functions in respect of such work.
- 1.3 Empty Property Management
  - 1.3.1 Terminations
  - 1.3.2 Inspection and repairs
  - 1.3.3 Void repairs.
- 1.4 Tenancy Management
  - 1.4.1 Estate Management
  - 1.4.2 Enforcement of Conditions of Tenancy
  - 1.4.3 Taking steps leading to evictions and court action by the Council to support enforcement
  - 1.4.4 Advise the Council and consult tenants in relation to alterations to Conditions of Tenancy
  - 1.4.5 Illegal occupation
  - 1.4.6 Requests for Anti Social Behaviour Orders
  - 1.4.7 Provision of a furnished housing scheme
  - 1.4.8 Provision of a gardening and decorating scheme
  - 1.4.9 Issuing decorating vouchers
  - 1.4.10 Administration of disturbance payments
  - 1.4.11 Administration of the tenants' insurance scheme.
- 1.5 Estate Management
  - 1.5.1 Caretaking and cleansing
  - 1.5.2 Concierge services
  - 1.5.3 Community watch patrols
  - 1.5.4 Grass cutting and grounds maintenance to HRA land.

- 1.6 Supported Housing
  - 1.6.1 Sheltered housing schemes.
  - 1.6.2 Visiting wardens supporting tenants in sheltered council housing.
- 1.7 Clearance and disposal of Council dwellings
  - 1.7.1 Clearance
  - 1.7.2 Consultation on clearance
  - 1.7.3 Decanting tenants.
- 1.8 Procurement
  - 1.8.1 Establishment of a procurement policy for the ALO consistent with Best Value
  - 1.8.2 Commissioning, letting and administration of contracts in relation to delegated activities.
- 1.9 Tenant Involvement
  - 1.9.1 Production of Tenant Compacts
  - 1.9.2 Provision of information to tenants newsletters
  - 1.9.3 Production of reports to tenants and newsletters
  - 1.9.4 Support for the Derby Tenants Resource Centre
  - 1.9.5 Support for the Derby Association of Community Partners
  - 1.9.6 Support for local Community or Customer Panels
  - 1.9.7 Tenant association and TMO development work.
- 1.10 Management of other HRA assets
  - 1.10.1 Managing shared ownership properties
  - 1.10.2 Managing leasehold properties
  - 1.10.3 Enforcement of leasehold conditions
  - 1.10.4 Mobile Housing Office
  - 1.10.5 Managing estate garages
  - 1.10.6 Management of mobile homes park
  - 1.10.7 Arranging the management and maintenance of estate shops
  - 1.10.8 Arranging the management and maintenance of Local Housing Offices
  - 1.10.9 Management and maintenance of Meeting Rooms
  - 1.10.10 Provision of information on these assets for inclusion in the Council's corporate Asset Management Plan.
- 2. **Business Development and Performance Management**
  - 2.1 Produce and update annually a Delivery Plan
  - 2.2 Conduct Best Value reviews as proposed in the Delivery Plan
  - 2.3 Consider and agree proposals arising from Best Value reviews
  - 2.4 Implement improvement plans arising from Best Value reviews incorporating targets into this plan
  - 2.5 Provide the Council with information to enable it to make statistical and financial returns
  - 2.6 Prepare an HRA Business Plan covering the Council's stock
  - 2.7 Identify sources of tenant satisfaction and dissatisfaction
  - 2.8 Research into the views, aspirations, and preferences of tenants

- 2.9 Involve tenants in business planning, best value reviews and performance monitoring
- 2.10 Agreement and monitoring of service level agreements for the provision of goods and services.

**3. Finance**

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

**4. Capital Programme**

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

**5        Resourcing**

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

**6        Exclusions**

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

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

<i>Derby City Council's corporate strategic objectives (2003/04)</i>	<i>A great place to live A sustainable environment</i>	<i>A fairer society</i>	<i>Safer and healthier communities</i>	<i>Success through learning</i>	<i>Prosperity for all</i>	<i>Value for money</i>
<i>Derby City Council's corporate strategic objectives (2004/05)</i>	<i>Strong and positive neighbourhoods</i>	<i>Protecting and supporting people</i>	<i>A healthier environment</i>	<i>Education</i>	<i>Shops, commercial and leisure activities. Job opportunities</i>	<i>Integrated, cost effective services</i>
Housing Service strategic objectives	Base housing strategy on sound and comprehensive information improve choice of, and access to, safe, energy efficient and affordable housing	Address the specific housing needs of Derby's community care and other vulnerable groups	Protect and enhance homes across all tenures, and ensure all council properties meet the Government's Decent Homes standard by 2010 promote community safety through investment to reduce crime and the fear of crime	Use the Housing Service's investment potential and influence to promote training and employment for Derby residents	Contribute to the development of local neighbourhood strategies	Deliver Best Value services facilitate active customer participation
Derby Homes Key Objectives	ensure choice of, and access to, affordable rented housing providing energy efficient and environmentally sustainable housing improve the housing and related services provided to tenants	<ul style="list-style-type: none"> <li>• adapt housing to meet special needs and making better use of existing adapted homes</li> <li>• provide a service that meets the needs of the diverse communities of Derby</li> <li>• modernise the Sheltered Housing service to meet the objectives of supporting people legislation</li> </ul>	deliver the decent homes standard by 2006 – Derby's 'Homes Pride' campaign ensure choice of fixtures and fittings as part of the Homes Pride improvement programme protect and enhance tenants' homes, reduce crime and the fear of crime and tackle anti-social tenants promptly and effectively	<ul style="list-style-type: none"> <li>• provide training and employment opportunities for tenants and leaseholders and overcoming benefit trap issues</li> <li>• build strong and successful links with the schools and youth service on housing estates.</li> </ul>	increase the popularity of council estates, reducing the rate of turnover and improving quality of life on estates provide affordable housing and tackle financial exclusion amongst tenants and leaseholders provide advice and adopt a fair but firm policy on rent arrears	<ul style="list-style-type: none"> <li>• provide best value for housing management and maintenance services</li> <li>• carrying out effective consultation and participation with tenants and residents and support the Community Panels network to operate effectively</li> <li>• develop staff through team building, training and effective appraisal</li> <li>• fully involve tenants and leaseholders in management of the service</li> </ul>

Neighbourhood Renewal Strategy housing-related targets to which Derby Homes will contribute	By April 2008, no neighbour-hood to have more than 3% of its dwellings standing empty for more 6 months – by April 2005, the target is 4%		By April 2006, no neighbour-hood to have any council dwellings falling below the Decent Homes Standard		By April 2008, no neighbour-hood to have a council house relet rate of more than 1.25 times the city wide average in that year – by April 2005, the target is no more than 1.5 times the city-wide average
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PERFORMANCE INDICATORS, TARGETS AND PERFORMANCE 2004/5 AND TARGETS 2005/6	Appendix C
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Indicator	Description	Target 2004/5	Outcome 2004 /5	Commentary on 2004/5 performance	Target 2005/6
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### Rent arrears

BVPI 66a	Rent collected as a % of rent due	98.30%	97.79	Steady progress made in year, and slight increase on last year's performance.	98.27%
Local 1 (old BVPI 66b)	Rent arrears of current tenant as a % of rent roll	2.54%	2.24		2.1%

### Voids and lets

Local 5 (old BVPI 68)	Average time for local authority dwellings	31 days	34.5 days	Short of the target, but exceeds last year by 1.5 days. Now BVPI 212	31 days
Local 6l (old BVPI 69)	% of rent lost through dwellings becoming vacant	1.70%	1.97%	These figures reflect the levels of 'passive voids' – properties used as decants or vacant whilst being modernised – as part of the decent homes work. 'Active voids' – those on offer to applicants – were well below target.	TBA
Local 7 (old BVPI 69 Variance)	% of rent lost through dwellings becoming vacant – excluding major repairs / decants	1.50%	0.98%		TBA

### Capital Programme

BVPI 63	Average SAP rating of local authority dwellings	63	60.9	This reflects the insulation and efficient heating installed as part of the decent homes work.	63
BVPI 184a	The proportion of local authority homes which are non-decent.	15%	5.66%	Good progress made.	2%
BVPI 184b	% change in proportion of non-decent homes	88%	81.16%	Some reprogramming of work was necessary – but this will not delay achieving decent homes targets in 2005-6.	65%
Local 17	Number of non-decent homes made decent	4803	4627		2744

### Repairs

Local (old BVPI 185)	% of responsive repairs for which appointment made and kept	65%	47.7%	This PI has been very thoroughly investigated. There are problems in achieving a higher percentage because of IT difficulties.	50%
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PERFORMANCE INDICATORS, TARGETS AND PERFORMANCE 2004/5 AND TARGETS 2005/6	Appendix C
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Indicator	Description	Target 2004/5	Outcome 2004 /5	Commentary on 2004/5 performance	Target 2005/6
Local 29 (Old BVPI 73)	Average time taken to complete non-urgent repairs	9.5 days	11.1 days	This increase has been addressed with Commercial Services Department.	11 days
Local 30 (Old BVPI 72)	% of urgent repairs carried out within Govt time limits	99%	96.10%	This increase has been addressed with Commercial Services Department.	96.5%
<b>Race Equality</b>					
BVPI 164	Does the authority follow CRE Code of Practice in rented housing?	Y	Y	The Housing Equalities Adviser has reviewed Derby Homes' work against this standard.	Y
	To achieve Level 2 of the CRE Race Equality Standard	Level 2	Level 2	Derby Homes is working with the Council to verify this.	Embed Level 2
<b>Ensuring choice and access to council housing</b>					
BVPI 8	% of invoices paid within 30 days	100% (Local target 95%)	96.32%	The local target was exceeded.	96%



Derby Homes Top Ten Targets						
	Description	Target 2004/5	Outcome 2004/5	Commentary on 2004/5 performance	Target for 05/06	Target for 06/07
Local	Completion of inspection visits within 5 working days	83%	88%		87%	90%
Local	Attend appointments for non-emergency repairs	88%	93%		91%	95%
Local	Complete emergency repairs within 24 hours	97%	95%		98%	99%
Local	Complete urgent repairs within 5 working days	95%	92%		95.5%	96%
Local	Complete routine repairs within 4 weeks	95%	87%		96.5%	98%
Local	Inspect empty properties and place orders within 5 working days of receiving the keys	85%	82%		87.5%	90%
Local	Clear gardens of newly let properties within 5 working days of the order being requested	70%	84%		80%	90%
Local	Answer housing hotlines within three rings	83%	66%*		87%	90%
Local	Respond to ASB Complaints within 7 working days	94%	88%		94.5%	95%
Local	Reply to letters within 7 working days	88%	85%		89%	90%

\*Now Enquiry Centre

LATEST APPROVED BUDGET 2004/2005 £000's		Employees  £000's	Running Costs  £000's	External Income  £000's	Total Budget 2005/2006  £000's
	<b>Expenditure</b>				
8,387	Contribution to Repairs Account		8,473		8,473
7,630	Major Repairs Allowance		7,221		7,221
9,536	Supervision & Management: General - Derby Homes		10,359		10,359
1,125	Leasing - Derby Homes		1,033		1,033
12	Special - Retained HRA	237	152	(379)	10
1,754	General - Retained HRA	922	1,138	(266)	1,794
70	Rent Rebates		35		35
20,089	Capital Charges Notional Interest		20,200		20,200
625	Provision for bad and doubtful debts		650		650
49,228		1,159	49,261	(645)	49,775
	<b>Income</b>				
(35,025)	Gross Rent			(36,140)	(36,140)
(5,931)	Housing Revenue Account Subsidy Receivable			(6,358)	(6,358)
(172)	Contributions : Community Facilities			(181)	(181)
(41,128)		-	-	(42,679)	(42,679)
<b>8,100</b>	<b>Net Cost of Services</b>	<b>1,159</b>	<b>49,261</b>	<b>(43,324)</b>	<b>7,096</b>
(20,089)	Capital Charges Notional Interest (Reversal)		(20,200)		(20,200)
	<b>Actual Capital Charges - Interest</b>				
4,954	Loan charges - Interest		5,028		5,028
2,871	Additional Loan charges - Interest - Arms Length		4,479		4,479
(113)	Interest Receivable			(282)	(282)

(4,277)	<b>Net Operating Expenditure</b>	1,159	38,568	(43,606)	(3,879)
	<b>Appropriations</b>				
35	Loan charges - Minimum Revenue Provision		33		33
(4,242)	<b>Change in Working Balance</b>	1,159	38,601	(43,606)	(3,846)
(591)	<b>Net balance at start of year</b>	-	-	(4,833)	(4,833)
(4,833)	<b>Net balance at end of year</b>	1,159	38,601	(48,439)	(8,679)

	Budget Full Year
	£
Fee Income	10,951,000
Capitalised Salary	908,000
Council Tax Collection	17,572
Supporting People Grant - Sheltered Housing	1,343,000
Supporting People Grant - Tenancy Support Team	250,000
Other Income	505,000
Management Services	122,000
Consultancy Services	39,000
<b>Total Income</b>	<b>14,135,572</b>
Less Employee Costs	7,980,831
Less Travel Expenses	302,674
Less Office Costs	561,548
Less Supplies & Services	3,057,485
Less Landlord & Project Costs	2,072,034
Less Management Services	98,361
Less Consultancy Services	35,600
<b>Total Expenses</b>	<b>14,108,533</b>
<b>Net Operating (Surplus)/Deficit</b>	<b>(27,039)</b>

Budget line	04/05	04/05 out-turn	draft 05/06	06/07	07/08
KITCHENS & BATHROOMS POST WAR - NORTH	10800	11178	6800	50	50
KITCHENS & BATHROOMS POST WAR - SOUTH	5250	5538	3545	50	50
KITCHENS PRE WAR	1100	1188	1300	800	900
BATHROOMS PRE WAR	800	805	500	300	400
DPC	585	558	500	200	200
INSTALLATION OF BURGLAR ALARMS	200	158	100	100	100
REPLACEMENT WARDEN CALL	100	130	0	0	0
ELECTRICAL UPGRADE	600	652	500	400	500
RE ROOFING	2600	2750	1250	400	500
BRITANNIA COURT	0	0	0	700	0
ASBESTOS REMOVAL	500	540	350	400	500
CORNWALL RD DEMOLITION	57	57			
WIMPEYS NO FINES - EXTERNAL REFURBISHMENTS	4700	4816	3000	0	0
UNITIES PROPERTIES REFURBISHMENTS	1275	1341	4100	0	0
PRE WAR (FULL MODS) INC CONV OF 4/5 BED HOMES	1800	1811	1700	0	0
WINDOWS & DOORS	3490	3765	1000	752	900
REPLACEMENT HEATLEASE	0	0	1000	800	975
COMMUNAL BOILER REPLACEMENT	50	9	75	0	0
GAS CENTRAL HEATING NEW/REPLACEMENT	6440	6104	800	800	800
CITY HOUSING IMPROVEMENT PLANS - SOUTH (large)	1020	990	980	300	300
CITY HOUSING IMPROVEMENT PLANS - NORTH (small)	320	300	320	150	150
ADAPTATIONS FOR DISABLED PEOPLE	1000	939	700	600	600
INSTALLATION OF SMOKE ALARMS	50	54	200	200	200
CRIME PREVENTION MEASURES	150	150	0	75	75
INDIVIDUAL DOOR ENTRY SYSTEMS	80	68	50	0	0
COMMUNAL DOOR ENTRY SYSTEMS	485	501	350	100	100
LOCAL OFFICES RECEPTION REFURBISHMENTS			100		
DDA COMPLIANCE	160	109	20	0	0
CCTV SYSTEMS	180	141	100	0	0
IT DEVELOPMENT ( inc Enquiry Centre)	210	109	105	35	35
CONVERSION OF SHELTERED ACCOMMODATION	25	23	25	25	23
CAPITALISED SALARIES	871	882	916	680	686
MISCELLANEOUS CAPITAL COSTS	50	7	100	25	25
HELP SCHEME	100	115	115	50	0
SUPP. PEOPLE ENVIRONMENTAL IMPROVEMENTS	15	182	183	0	0
MAX ROAD EXTENSION	70	69	66	0	0
<b>TOTAL</b>	<b>45,133</b>	<b>46,039</b>	<b>30,850</b>	<b>7,992</b>	<b>8,069</b>

<b>Responsive Repairs</b>	<b>Budget</b>	
Day to Day	£3,000,000	
Voids	£1,200,000	
Electric periodic upgrades (voids)	£0	£300,000 from Capital Budget
Electric heating (responsive)	£70,000	
Gas Appliances (responsive)	£90,000	
Drainage Works	£150,000	
D.P.C. & Timber Treatment	£0	£200,000 from Capital Budget
Structural Repairs	£70,000	
Local Offices	£10,000	
Sheltered Schemes	£10,000	
Estate Shops	£15,000	
Asbestos Treatment	£0	£35,000 from Capital Budget
Inspecting play equipment	£50,000	
Disrepair legal fees	£30,000	
<b>Sub Total</b>	<b>£4,695,000</b>	
<b>Servicing</b>		
Gas Appliances	£1,065,000	
Alarms	£200,000	
Door Entry	£80,000	
Fire Equipment	£10,000	
Lift Equipment	£50,000	
CCTV Servicing	£20,000	
Communal TV Aerial Servicing	£20,000	
Water Storage Contract	£70,000	
<b>Sub Total</b>	<b>£1,515,000</b>	
<b>Planned Works</b>		
Repairs Before Painting & Painting	£1,232,000	
Burglary Reduction Scheme	£90,000	
<b>Sub Total</b>	<b>£1,322,000</b>	
<b>Others</b>		
Decoration Vouchers	£25,000	
Internal Decorations (post void scheme)	£130,000	
Consultants & Feasibility Studies	£60,000	
New Deal Training / Grants to others	£55,000	
One Room Decoration Scheme	£250,000	
<b>Sub Total</b>	<b>£520,000</b>	
<b>TOTAL</b>	<b>£8,052,000</b>	



