

**Draft**

**Derby Homes**

**Delivery Plan**

**2005-6**

## CONTENTS

- 1 Introduction
- 2 Derby Homes working with Derby City Council
- 3 Performance and Best Value
- 4 Financial Plan
- 5 Capital Programme and Procurement
- 6 Service Standards, Equalities and Consultation
- 7 Governance of Derby Homes
- 8 Risk Management
- 9 Service Plans

### Appendices (to be added)

- A Housing management and maintenance responsibilities delegated to Derby Homes
- B Links between Derby Homes, Housing Strategy and Neighbourhood Renewal
- C Performance indicators targets and performance 2004-5 and Performance indicators targets 2005-6
- D Derby Homes Top Ten Targets 2004-5 and 2005-6
- E Housing Revenue Account 2005-6
- F Derby Homes Operating Budget 2005-6
- G Housing Repairs Account 2005-6
- H Housing Capital Programme 2005-6
- I Staff Structure June 2005
- J Derby Homes Governance Arrangements

## Section 1

### Introduction

- 1.1 Derby Homes was one of the first arms length housing management organisations (ALMOs) formed in April 2002. It was set up, and is owned, by Derby City Council to manage and maintain its council houses.
- 1.2 The Services Agreement is a 'partnering' contract between Derby City Council and Derby Homes. The initial term of the contract is for 5 years, between April 2002 and April 2007, with provision for up to a further 5 years.
- 1.3 The Services Agreement delegates functions to Derby Homes (see Appendix A). During 2004-5 this list was added to by Derby Homes taking on responsibility for the management of homeless people in temporary accommodation. The Services Agreement requires that a Delivery Plan be produced each year, setting out the year's targets to be achieved by Derby Homes.
- 1.4 This Delivery Plan should be read together with a range of other documents, and wherever possible avoids duplication with these

Derby City Council Community and Corporate Plan

Derby City Council Housing Strategy

Derby Homes Business Plan

HRA Business Plan

Services Agreement between Derby City Council and Derby Homes

Best Value Reviews and Improvement Action Plans

Derby Homes Governance Arrangements

Derby Homes Service Plans

Services Agreement

- 1.5 Derby Homes is an active member of the National Federation of Arms Length Management Organisations, its Chair and Chief Executive sit on its Board and the Director of Investment & Regeneration is on an officer steering group.

## **Section 2**

### **Derby Homes working with Derby City Council**

- 2.1 Derby Homes' mission is 'to provide the people of Derby with the best housing service in the country, by continuous improvement and by working with all our partners'.
- 2.2 Derby Homes is aiming to 'make a difference' by
- improving all council housing to the decent homes standard
  - involving tenants in decision making
  - improving the quality of services
  - delivering equality of service and employment opportunities
  - being firm but fair with people who have difficulty in paying their rent
  - tackling neighbour nuisance and harassment
  - improving the quality of life in local neighbourhoods by working with partners, such as the Police, schools, Youth Service, Surestart and voluntary groups
  - developing a strong performance management culture
- 2.3 Derby Homes will contribute to the Derby City Partnership (DCP) Community Plan, in particular by
- supporting crime and disorder strategy through anti-social behaviour work, in particular supporting work in Osmaston, Allenton, Derwent, Sinfen and Morley estates, and in reduction of burglary and domestic violence
  - working with area and neighbourhood management, health and other agencies to tackle deprived communities
  - giving high priority to equalities work and making our properties more popular with Derby's ethnic minority communities
  - contributing to the Local Area Agreement through improvements to our estates.
- 2.4 Derby Homes will contribute to the Derby City Council Housing Strategy, in particular by
- working in partnership with other organisations to build new social housing
  - providing excellent quality, value for money housing management services
  - supporting the empty property strategy by developing proposals for a private landlord management service
  - supporting the homelessness strategy and reducing bed and breakfast use by offering temporary lettings
  - adapting its homes to meet the need of people on the waiting list – particularly for larger houses and disabled people
  - supporting the Black and Minority Ethnic Housing Strategy

- working with other agencies and council departments, such as Derby Benefits, to provide advice services for council tenants at local offices

2.5 Derby Homes will contribute to the Derby City Council Neighbourhood Renewal Strategy, in particular by

- developing bids and funding schemes that will help improve priority neighbourhoods
- working closely with Derwent Community Team in improving the Derwent area
- supporting neighbourhood management initiatives, particularly co-location initiatives.

2.6 Derby Homes will contribute by attending the following City Partnership and City Council strategic, consultative partnership meetings

Cabinet (on request)	Chief Executive
Environmental City	Director of Investment & Regeneration
Community Regeneration Commission (on request)	Chief Executive
Community Safety Partnership	Chief Executive
Housing & Drugs Forum	Housing Manager Tenancy Services
Police Liaison Committees	Local Housing Managers and staff
Multi Agency Public Protection	Housing Manager Tenancy Services
Area Child Protection Committee	Housing Manager Local Services
Children Strategy	Housing Manager Local Services
Integrated Services Group	Housing Manager Local Services
Housing Strategy Group	Chief Executive
Housing Benefit Liaison	Housing Manager Tenancy Services
MECAC	Housing Equalities Adviser
Area Panels	Area Managers, Local Housing Manager and staff
Neighbourhood Renewal Panel	Chief Executive
Allenton & Osmaston Partnership	Area Manager, Local Housing Managers and staff
Estate Sustainability	Chief Executive, senior managers
Neighbourhood Nuisance and ASB panels	Area Manager, Local Housing Manager and staff
Fire Safety with Derbyshire Fire Service	Chief Executive, senior managers

2.7 The links between Derby Homes, City Council, Housing Strategy and Neighbourhood Renewal Strategy are shown in Appendix B.

2.8 Derby Homes senior managers will meet with senior managers from Derby City Council departments and other agencies, in particular

- Social Services
- Education Service
- Development & Cultural Services
- Health
- Police

during the year to develop initiatives that help to achieve shared priorities.

2.9 Derby Homes has developed service level agreements (SLA) with several departments of the Council. To ensure these SLAs operate effectively, regular meetings will be held between relevant staff of Derby Homes and those departments, in particular IT, Legal, Personnel, Equalities and Finance.

2.10 Derby Homes is required to provide an annual report on all racial incidents for Derby City Councils BVPI reporting.

2.11 Derby City Council has an annual obligation to report to three equality advisory committees on harassment on the grounds of gender, disability and race/ethnic origin. Derby Homes are required to present this information to the Council no later than May 2005.

## Section 3

### Performance and Best Value

- 3.1 The Council's housing service achieved a '3 star excellent service and excellent prospects' judgement for its front line housing service and its work on estate sustainability, in March 2002. This was confirmed by the inspection of Derby Homes, carried out in September 2002. Derby Homes will seek to build on this excellent record and further improve its performance.

### Further improvements

- 3.2 During the past year, performance has improved in the collection of rent arrears, reducing void relet times, and in achieving decent homes. However, there has been reduced performance in other areas, such as performance on day to day repairs and in answering hotline (now Enquiry Centre) calls promptly. Additional resources and attention will be given to these performance areas in 2005-6.
- 3.3 A re-inspection of Derby Homes Services is expected to take place in February 2006. In order to prepare for this, Derby Homes will work to a Building for Excellence programme similar to that being undertaken at Derby City Council.
- 3.4 This will consist of six key elements

Table 1

<b>Derby Homes</b>	<b>Derby City Council</b>
Service accessibility	Service accountability
Procurement	Procurement
ICT and E-government	ICT and E-government
People and performance	People and performance
New business development	Accommodation
Efficiency and economy	Efficiency and economy

These activities will be project managed by a group of Board members and officers, and will report to the Committees of the Board.

- 3.5 Derby Homes will ensure that Derby City Councils corporate or crosscutting Best Value Performance Indicators are achieved and will co-operate with service improvement initiatives. Derby Homes will record these and report them to the Council on a quarterly basis at scheduled meetings.
- 3.6 Derby Homes will ensure that all performance information is supplied in a timely manner. In the case of data required for CPA purposes this should be provided within 15 working days after the end of each month.

- 3.7 Derby Homes is working with the Council to introduce the use the performance management reporting system known as Performance Eye. This will greatly improve the speed at which performance information is provided. Derby Homes is also currently in the process of implementing processes and procedures in order to enable them to gain ISO9001 accreditation in 2005. This includes the introduction of a customer services module to monitor enquiries, compliments, and formal and informal complaints. In addition, we have introduced a staff Action Log, which identifies procedure failures, which are then addressed by the relevant manager.

## **Performance Targets**

- 3.9 The 2004-5 Derby Homes' performance is shown in Appendix C. Targets were achieved in several areas. In particular:

- reducing current rent arrears
- reducing turnaround in voids
- improving council houses to decent homes standard.

- 3.10 However, Derby Homes will aim to improve its performance in

- the average time taken to complete non-urgent repairs
- the percentage of repairs with an appointment made and kept
- the achievement of tenants' top ten standards.

Performance targets for 2004-5 are shown in Appendix D and Tenants Top Ten Standards in Appendix E.

- 3.11 Derby Homes will provide Derby City Council with performance information in the required format to enable the Council to complete and publicise its Performance Plan by the end of March each year

- 3.13 Tackling under-performance

Each year, Derby Homes will maintain a contingency fund of £50,000 from its fee. This will be used to put in place actions to remedy any under-performance on the indicators listed in table 2. Performance will be reviewed on these indicators at the end of the second quarter, and where forecast performance deviates beyond the allowable variance, Derby Homes and the Council will jointly agree how to use the contingency fund to improve performance. Uses could include, but are not limited to:

- buying in consultancy
- conducting research
- training for staff
- IT improvements.



Table 2

Indicator	Description	Target 2005/6
BVPI 66a	Rent collected as a % of rent due	98.27
Local 1 (old BVPI 66b)	Rent arrears of current tenants as a % of rent roll	2.1
Local 5 (old BVPI 68)	Average relet time for local authority dwellings	31 days
Local 8	Total active voids as a percentage of stock	0.71
Local 17	Number of non-decent homes made decent	2744
Local (BVPI 185 split a)	Number of responsive repairs for which appointment made and kept	50
Local 29 (Old BVPI 73)	Average time taken to complete non-urgent repairs	11 days
Local 30 (Old BVPI 72)	% of urgent repairs carried out within Government time limits	96.5

If performance is on track in all areas, Derby Homes will put the contingency fund to uses consistent with its Business Plan in the following year.

- 3.14 Derby Homes will work within the following programme of Best Value Reviews (BVRs)

Table 3

Year	Review	Lead Officer
2003-4	Support Services provided to Derby Homes	Director and Company Secretary
2004-5	Service Access Review	Director of Housing & Customer Service
2004-5	Housing projects – furniture scheme, gardening scheme, internal decoration scheme	Chief Executive of Derby Homes
2005-6	Caretaking Service – to ensure services are best value, and integrate into other cleaning services and contracts	Director of Housing and Customer Service
2005-6	Service charge renewal – to review existing charges and develop proposals for new charges, to ensure that charges cover costs involved	Director and Company Secretary

- 3.15 Improvement Action Plans arising from all Derby Homes BVRs will be reported every six months to a Committee of the Board and, if required, to the Council.

3.16 Derby Homes will participate in City Council BVRs as requested.

### 3.17 Monitoring of Performance

Regular monitoring of Derby Homes performance will take place at officer, board, councillor and tenant levels. These meetings are also opportunities for partnership working.

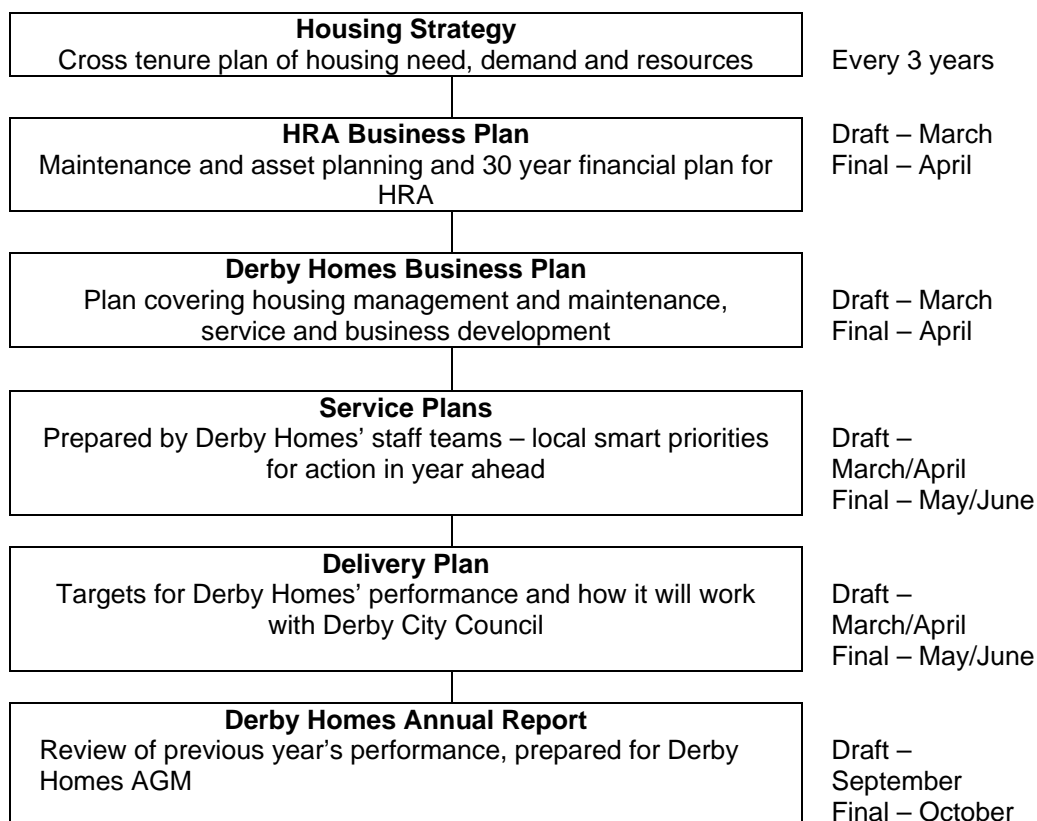
*Table 4*

<b>Purpose</b>	<b>By Whom?</b>	<b>Frequency</b>
Derby Homes local performance monitoring	Derby Homes 15 community panels	Bi-monthly
Derby Homes performance monitoring	Derby Homes Board and Committees and AGM	Monthly
Derby Homes financial monitoring	Derby Homes Board and Committees	Monthly
Derby City Council monitoring of Derby Homes' performance against Delivery Plan targets.	Joint meeting between Derby City Council and Derby Homes, termed the 'Agreement Monitoring' meeting.	Monthly
Derby City Council and tenants monitoring of Derby Homes performance	Joint meeting of Derby City Council, Derby Homes and Derby Association of Community Partners at City Housing Consultation Group (CHCG)	Bi-monthly and annual review
Derby City Council monitoring of Derby Homes' delivery of the Homes Pride Improvement Programme and revenue budget	Joint meeting between Derby City Council and Derby Homes, termed 'Capital and Revenue Monitoring' meeting	Six weekly
Derby City Council monitoring of the overall performance of Derby Homes	Derby City Council Cabinet receives report on PIs, housing revenue and capital performance from Director of Policy and Director of Finance	Quarterly

<b>Purpose</b>	<b>By Whom?</b>	<b>Frequency</b>
City Council and Derby Homes review of Housing Revenue Account and strategic relationships, and key issues	Joint meeting of Derby City Council, Derby Homes at Councillor and Board member level	Quarterly

### 3.18 Planning framework and publications

The timeframe for planning and publications is shown below.



## Section 4

### Financial Plan

#### 4.1 Fee income

Derby Homes fee income for 2004-5 was £13,878 million. In 2005-6 it will be £14,166 million. In detail the fee is as shown in table below.

Item	2004-5 £000	2005-6 £000
Fee for management of council houses	10,161	10,951
Fee for collection of Council Tax	73	17
Supporting People Grant	1,928	1,593
Fee for management of Capital Programme	882	908
Other income	834	697
	13,878	14,166

4.2 The City Council has decided that in accordance with the Service Agreement, Derby Homes' fee will reduce from 2005-6 onwards to reflect the reduction in stock arising from Right to Buy. In addition a revised level of capitalised fee has been agreed from 2006-7 Derby Homes will reduce 8.5% of the capital programme in fees. This reflects the transfer in house of tasks previously carried out by 3<sup>rd</sup> parties.

4.3 Derby Homes does not operate an independent bank account. The company accounts are identified by a unique set of cost centres and expenses codes with authorisation to change expenditure/income to these codes required from Derby Homes Director and Company Secretary or Chief Executive of Derby Homes. The net value of all the cost centres represent the funds flow between the two organisations. It is proposed to introduce a separate bank account by December 2005, with the benefits of increased business accountability of cash flow and efficiencies arising from having a Derby Homes bank account.

#### 4.4 Surpluses

Tax planning guidance provided by PricewaterhouseCoopers enables the most appropriate, tax efficient method of determining operating surpluses. Decisions on the use of surpluses are agreed by the Board of Derby Homes.

- 4.5 See Appendix F for Housing Revenue Account 2005-06 and Appendix G for the Derby Homes Operating Budget 2005-6.

4.6 Audit Committee

Since 2003 an Audit Committee of board members provide 'independent' review of Derby Homes financial performance. The Audit Committee's role will be to review internal and external audit plans and reports and financial monitoring systems and to make recommendations to the Board. This was recommended best practice by our external auditors, and gives Board members the chance to review internal audit and external audit reports, and to make recommendations to the Board.

4.7 Remuneration Committee

In 2003 Derby Homes created a Remuneration Committee to review Board remuneration, senior managers' salaries and the general remuneration policies of Derby Homes. This was a recommendation of external auditors and gives a focus to this important area of our business.

4.8 Derby City Council and Derby Homes HRA Strategic Working Party

A working party of councillors, board members and senior officers meet each quarter and will meet during 2005-6 to finalise a range of financial issues

- future fee reduction for Derby Homes, because of demolition
- new business development by Derby Homes
- HRA and General Fund spend issues
- preparation for and if agreed development of new Service Agreement
- Governance issues
- Prudential Borrowing
- HRA/DH Business Plans
- Freedoms & Flexibilities
- long term Finance Plan for Derby Homes
- Incentives for improved performance
- Supporting people issues and tenancy support
- Signposting service
- Rent review
- impact of MMA announcement
- agree fee for 2006/7 and indicative 2007/8 position.

4.9 Derby Homes Longer Term Financial Plan

In preparation for future reductions in its fee, Derby Homes has developed a 5 year financial plan that will aim to identify the cost drives

on its business and proposals to ensure it can operate within a reduced fee level. This will be updated annually.

#### 4.10 New Business Proposals

Derby Homes has received approval for the Council to allow it to operate in new business areas. New fee income generated would assist Derby Homes to meet its operating budget.

This has allowed Derby Homes to increase the numbers of housing association properties managed to over 300. Further proposals are under discussion with housing associations.

Derby Homes can operate consultancy work in and outside Derby. Recent example has been a peer review of another ALMO, to assisting another ALMO to prepare its decent homes work programme, and sales of documents to other ALMOs.

#### 4.11 New Build

Derby Homes wishes to help meet the needs of Derby people for housing, by working with the Council and other partners to build new homes. Derby Homes has worked with Lovell Partnerships to submit a bid for new houses under the Housing Corporation's new partners scheme. We wish to work with the Council on schemes to redevelop council owned sites with or without grant. We will also work with Derby Cityscape on proposals to redevelop land for social housing.

#### 4.12 Freedom and Flexibilities for ALMOs

Derby Homes is working through the National Federation of ALMOs to develop new freedoms and flexibilities for ALMOs, in particular to allow Council's with excellent performing ALMOs to move their HRA outside of the HRA subsidy regime. This would be of benefit to the Council, ALMO and council tenants by allowing Derby to retain more rent income and capital receipts. A Governance consultation paper is expected this year, and will be the subject of consultation with council tenants, the Council and Derby Homes.

## Section 5

### Capital Programme, Repairs and Procurement

- 5.1 Nominated Council and Derby Homes officers will work together each year to prepare the Housing Strategy and HIP submission. Derby Homes lead officer is the Director of Investment and Regeneration.
- 5.2 Derby Homes will maintain systems and data for ongoing analysis of condition data for HRA Business Planning purposes.
- 5.3 Derby Homes will prepare proposed programmes of work and priorities for investment in the long, medium and short term. This will be consulted on with the Council, council tenants and other partner agencies through City Housing Consultation Group, and bespoke participation events.
- 5.4 See Appendix G, Housing Capital Programme 2005-6 and Appendix H, Housing Repairs Account 2005-6.
- 5.5 A Committee of the Board oversees the city-wide performance of contractors and the Homes Pride Programme and the maintenance contract. Derby Homes has let its contract for the Homes Pride Programme on Egan Principles. Tenants and Board Members have been involved in a process that tested contractors' price and quality. A Derby Homes Pride Strategic Partnership of contractors has been formed, with the aim of sharing the objectives of Derby Homes' Homes Pride Programme. Staff from contractors are based in the same offices as Derby Homes staff to maximise the benefits of partnership working. A Core Group meets every two months, chaired by Derby Homes' Chair, to review the Homes Pride contractor performance.
- 5.6 Evidence from the first final accounts shows that considerable savings have been achieved, amounting to £356,000 in the first six months of the programme.
- 5.7 It is expected that Derby's council houses will be made decent by March 2006. Plans are being prepared to maintain the decent homes standard after that.
- 5.8 In 2004, the day to day maintenance contract was negotiated with the Council's Commercial Services Department. A similar structure of review and monitoring by a Core Group will be set up in 2004 to monitor the day to day maintenance contract. The aim of this new contract was to
  - build on and improve existing levels of good performance
  - achieve top quartile performance

- create stronger links between the contractor, Derby Homes and its tenants
  - improve value for money.
- 5.9 Following a meeting in December 2004 with the Audit Commission and in line with Best Value further revaluation of the market place is being carried out. Derby Homes has recommended to the Council that a market testing exercise be carried out to comply with the value for money.
- 5.10 Monitoring of tenant satisfaction on capital and day to day maintenance is reported to Derby Homes Board and to the Council. This is supported by the attendance of contractors at community panels. Two Local Boards (North and South) also oversee the performance of the contractors and the implementation of the Homes Pride Programme and the day to day maintenance contract.
- 5.11 Quality control, effective communications, performance planning and adherence, and defects avoidance will all be key issues for the Core Group, Local Boards and the Homes Pride Committee. The Homes Pride Committee will oversee the city-wide expenditure, capital and revenue monitoring meetings will be held with the Council and will provide reports for both the Homes Pride Committee and the Council.
- 5.12 The Homes Pride Strategic Partnership includes other agencies to ensure that the Homes Pride Programme provides
- training opportunities for local people
  - choice for tenants
  - effective communications with leaseholders and other residents
  - partnerships working with the police, Health and others to ensure the operation of Homes Pride Programme also meets other agencies obligations.
- 5.10 A review of Derby Homes' procurement process is included in the Building for Excellence programme. This will, in particular, review options for Derby Homes working together with other partners to improve procurement. Derby Homes will extend the principles of efficient procurement to all areas of its activities, such as procurement of IT and office equipment.



## Section 6

### Service Standards, Equalities and Consultation

#### 6.1 Service Standards

Derby Homes will work to agreed service standards, these can be found in the Customer Charter, Tenants Handbook, Tenants Compact and ROSPA Health & Safety Handbook.

Examples of existing service standards are

Staff will:

- be prompt, polite and helpful
- wear name badges in the office
- be well informed and trained in their duties
- carry official identity badges outside the office

Local Offices will:

- display opening hours
- provide warm, clean and friendly reception areas
- have up-to-date leaflets and posters
- display photographs of all their staff.

When dealing with letters Derby Homes will:

- reply to all letters within seven working days and make sure that replies are in plain language appropriate to your identified needs
- send replies in the name of the writer and include a telephone number and email address.

6.2 A major initiative in 2004 was the start of the Derby Homes Enquiry Centre. This has been operating citywide since September 2004 – initially taking pairs orders and now expanding its services progressively. Other areas of our work, such as rent arrears, and allocations, will be the next areas to be added to the Enquiry Centre's workload.

6.3 Derby Homes has committed itself to achieve accreditation across the range of its activities

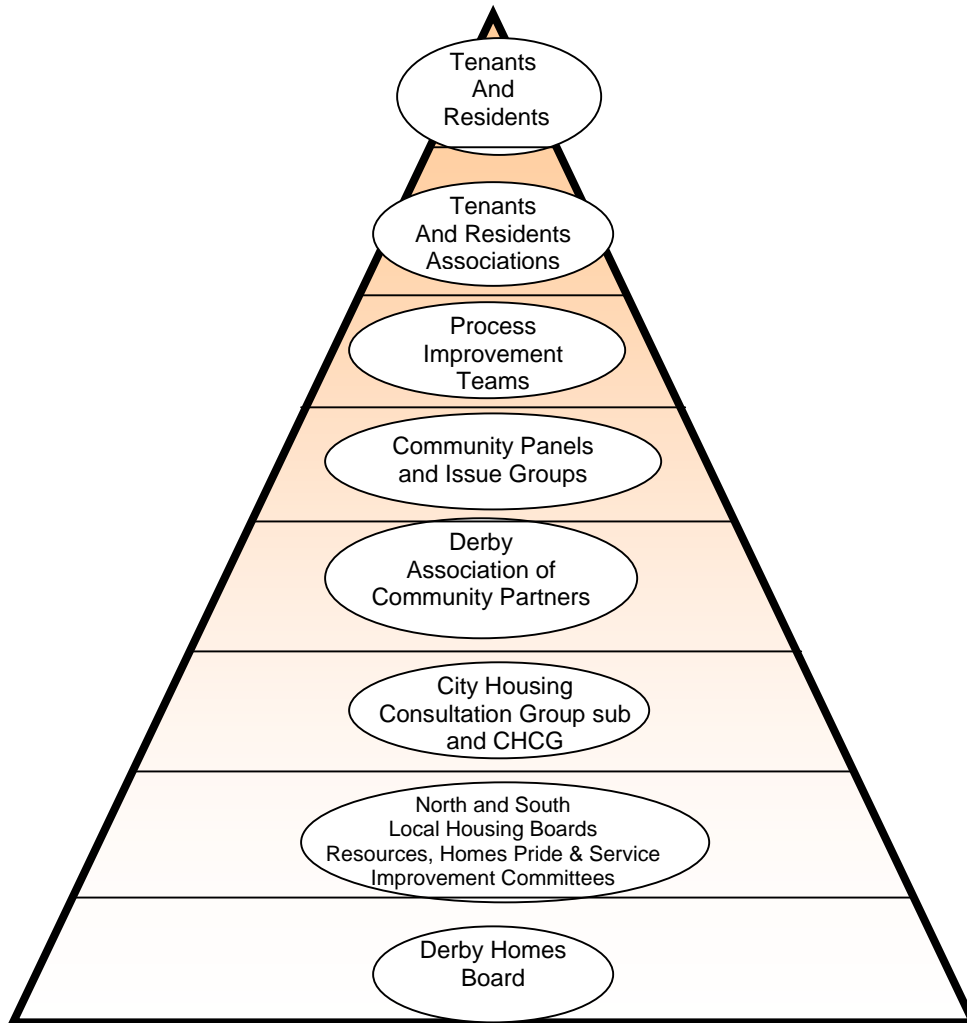
- Sheltered Housing team achieved accreditation from the Centre for Sheltered Housing in early 2005
- Chartermark for all services in November 2005
- Investor in People in December 2005

- ISO9001 for systems and procedures and policies control and development by September 2005
  - We are also seeking to achieve accreditation for the standard of service provided by our Enquiry Centre
- 6.4 Derby Homes has introduced five new policies/guidelines related to Equalities. These are
- Equality & Diversity policy
  - Disabled People's Working Guidelines
  - Fairness At Work: Codes of practice for stopping harassment
  - Translation & Interpretation Policy
  - Religious Beliefs & Cultures in Derby: A Guide For All
- 6.5 Derby Homes has carried out a programme of Equalities training with a view to meeting the differing needs of staff. The organisation is taking action to make sure we comply with the Disability Discrimination Act 1995 to provide access for disabled tenants, visitors and employees to local housing offices and Cardinal Square.
- 6.6 Derby Homes has set up a number of support groups for staff. These include Black Officers Support Group, Disabled Officers Support Group, Working Parents Support Group, Black and Minority Ethnic tenants group, and Awareness Raising Consortium (ARC) a support group for Lesbian, Gay, Bisexual and Transgender staff.
- 6.7 Derby Homes will maintain and develop its extensive consultation and participation strategy around the Tenant Participation Compact, Making Involvement Easy, which was signed and agreed with our tenants and leaseholders in 2000. The compact document has been reviewed and a new agreement launched in June 2005.

We are also in the process of introducing two Local Service Agreements with Alvaston, Boulton Community Panel and Sussex Circus Community Panel.

The structure for tenant involvement shown below

### Tenant Involvement Structure



The 15 Community Panels are serviced by Derby Homes and are involved in:

- consultation exercises, on all aspects of the housing service and the wider city council agenda, such as the Housing Strategy
- raising local issues of concern and developing solutions, such as through attending estate walkabouts
- identifying, prioritising and agreeing where to spend £1 million on environmental improvements, through the City Housing Improvement Plans
- receiving and commenting on local housing office performance information
- the operation of the Derby Association of Community Panels by nomination to its Management Committee
- the operation of the Board through nomination to the Local Housing Boards

- the improvement of services through working parties, such as focus groups, Best Value Review meetings and Process Improvement Teams.

6.6 Each year Derby Homes agrees top 10 standards of performance with tenants at the City Housing Consultation Group. Last year's top 10 performance is shown in Appendix E, together with targets for this year.

## **Section 7**

### **Governance of Derby Homes**

- 7.1 The Board sets the strategy for Derby Homes, it is the accountable body for performance of Derby Homes. Committees have delegated responsibilities. All minutes are reported to the Board for approval and information. Board members sit on Committees and provide a link to the Board.
- 7.2 The Governance structures for Derby Homes are show in Appendix K. All meetings are advertised in offices and are open to the public.
- 7.3 The Board has agreed a set of Governance Rules. These include a formal procedure for dealing with complaints about Board members and for members of the public to ask questions of the Board.
- 7.4 A training plan for Board members has been arranged and includes issues such as equal opportunities and housing finance. Board members have completed a 360-degree appraisal exercise and are appraised by the Chair of the Board. Further governance development is planned in 2005-6 together with an external consultant.
- 7.5 Derby Homes Annual General Meeting will be on 27 October 2005 at the Spot Conference Centre. All tenants and councillors will be invited to attend.
- 7.6 The City Housing Consultation Group meets every 2 months. It is a consultation meeting between tenants, Board Members, Councillors and Officers of Derby Homes and the Council. It is an opportunity to discuss issues across both Derby Homes and the Council's functions. It is the forum for an annual review of Derby Homes performance when Council representatives meet tenant representatives without Derby Homes staff being present.

## Section 8

### Risk Management

- 8.1 The Senior Management Team have assessed a long list of 25 risks dependent upon their LIKELIHOOD and IMPACT. This identified 15 priority risks which are listed below with their original members retained.

		<b>IMPACT</b>			
		<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>LIKELIHOOD</b>	<b>A</b>				
	<b>B</b>			1, 9, 13, 20	5, 7, 15
	<b>C</b>		11, 23, 24	3, 4b, 18, 22	2, 16, 17, 19
	<b>D</b>		25		
	<b>E</b>		6	4a, 10, 14, 21	8, 12
	<b>F</b>				

#### Likelihood

A	Very High
B	High
C	Significant
D	Low
E	Very Low
F	Almost Impossible

#### Key

	Red
	Amber

#### Impact

1	Catastrophic
2	Critical
3	Marginal
4	Negligible

	Green
--	-------

### **Homes Pride and Service Improvement Committee**

- Red 5      Fail to retain 3 Stars at next Housing Inspection in 2005/06, and so lose extra freedoms that may arise for 3 Star ALMOs, and damage to reputation of Derby Homes.
- Red 1      Sheltered housing stock is inadequate for modern-day use.
- Red 13     Fail to action cash office and whole office closures with minimum of delay and disruption.
- Red 20     Relationship with Council Services Department fails – affecting house maintenance, grounds maintenance, and other work.
- Red 2      Crime and drugs and deprivation on estates may lead some parts of estates to be unpopular and unsustainable.
- Amber 3    Failure to deal with anti-social behaviour, crime and harassment effectively, re-housing of tenants who cause anti-social behaviour, too much delay and leniency.
- Amber 4b   Fail to see reduction in day to day repairs spend and demand as Homes Pride work is completed.

### **Resources Committee**

- Red 7      IT fails to support Derby Homes' business and efficient working and Derby Homes fails to implement its new IT strategy successfully.
- Red 15     Organisational culture fails to confront barriers and find way of overcoming them.
- Red 9      Fail to form effective partnerships with construction companies and housing associations for new build schemes.
- Red 16     Fail to tackle pension fund and FRS17 issue – impact on Derby Homes funds and on pension rights of staff.
- Red 17     Fail to improve relationship with Council at all levels (Councillors, Cabinet, Senior Officers in Policy, Finance and other departments) and need to work effectively at a strategic level.
- Red 19     Fail to renegotiate an improved Service Agreement for 2007 – 2012.

- |             |  |
|-------------|--|
| Amber<br>18 | Fail to tackle the efficiency agenda, to introduce incentives for Derby Homes' performance, and make efficiencies to meet fee reduction, and Gershon agenda. |
| Amber<br>22 | Staff morale lowers as Derby Homes introduces changes and affects performance, and the achievement of under objectives of Derby Homes.                       |

An individual from the senior management team working jointly with a nominated Board member manages all risks that are identified as red or amber on the matrix. Action plans are produced for each of these risks to help counter the likelihood and impact.

Rent arrears and difficult to let properties, were reduced to green risks this year. All red and amber risks will be reviewed at Board Committees and actions taken to minimise them.



## **Section 9**

### **Service Plans**

- 9.1 A Service Plan has been produced by all teams at Derby Homes. These include achievements in past year, key activities, performance targets and service improvement plans for 2005-6. A copy of this Plan is available from Kirsty Haines (telephone 711051).
- 9.2 The service improvement plans reflect the wide range of activities of the teams.
- 9.3 All teams have produced similar plans, reflecting their priorities. These then lead to identifiable training needs and a team development plan.