00405 - DH Anual report 07 4/10/07 17:26 Page 1

derby homes

annual report 2006/07

00405 - DH Anual report 07 4/10/07 17:26 Page 2

"To provide the people of Derby with the best housing service in the country."

Contents

Welcome to Derby Homes Annual Report page 4
Leading the Way page 6
Key Achievements page 8

Eight Strategic Aims

Estates Pride page 10
Asset Management page 12
Investing in People page 14
Excellent Customer Service page 16
Value for Money page 18
Equality & Diversity page 20
The Long Term Future page 22
Environment page 24

Performance

Performance page 26
Rent Arrears page 28
Empty Homes page 30
Repairs & Maintenance page 32
Tenants Top Ten Targets page 34
Financial Statement Summary page 36
Languages page 39

00405 - DH Anual report 07 4/10/07 17:26 Page 4

Welcome

Derby Homes Fifth Annual report 2006-07

Phil Davies

Dennis Rees

Derby Homes Limited was formed by Derby City Council in 2002 to manage and maintain its council housing. The Council awarded us with a five year contract which came to an end in 2007.

The Council have awarded Derby Homes with a new contract for the period 2007-12.
The new contract was signed in the Mayors Reception Room in the Council House on 5 July 2007.

The next five years will bring lots of new challenges, such as:

- working with Councillors and other partners to introduce neighbourhood management to make all council estates stronger, safer and cleaner
- implementing an environmental strategy to improve energy efficiency and recycling in the way we work and in all Council housing
- modernising our services by using computers and the website www.derbyhomes.org to improve services and information for customers
- building new affordable homes to meet the needs of Derby people.

Whatever the future holds, Derby Homes remains committed to working with the Council to provide the people of Derby with the best housing service in the country.
We are proud to be the only housing organisation to have TWICE been awarded 3 stars for excellent services and excellent prospects for improvement by the Audit Commission inspectors. But we know we are not perfect.

The Audit Commission in 2006 identified weaknesses and made a series of recommendations to improve our services.

We have used the last 12 months to tackle these, for example by:

- improving performance and publicity for our £800,000 a year disabled adaptations programme
- introducing estate inspections in a systematic way so that communal areas on estates and blocks of flats are improved
- improved grass cutting and grounds maintenance on estates

We asked Ashfield Homes to inspect the way we had implemented the Audit Commission recommendations, and they gave us 9 out of 10 for our efforts, not perfect but independent evidence that we have continually improved services. Tenants have said this as well with satisfaction with landlords services increased from 77% in 2003 to 82% in 2006.

We are proud of our achievements and we would like to give a BIG Derby Homes thank you to all tenants, leaseholders, board members, councillors, staff and our partner organisations for their hard work, enthusiasm and support.

You are all stars

Chair of the Board

Chief Executive

Leading the way

Our strong board and executive team provide specialist skills, direction and support.

Our board comprises four elected tenants' representatives, one elected leaseholder representative, five councillors and five independents. Board meetings take place every two months where the focus is on strategic issues and ensuring the long-term goals for Derby Homes are achieved. Board meetings are open for the public and staff to attend. Agendas and minutes are available on the Derby Homes website and written questions from tenants and leaseholders are dealt with as part of the board meeting agenda. Operational issues are the responsibility of our two local housing boards, representing the north and south of the city, which meet bi-monthly.

There are also a number of committees - Resources & Remuneration, Audit, Performance Management and Development & Regeneration.

Our executive team each have responsibility for one of our three directorates: Housing Management and Customer Service, Company Secretariat, Finance & IT, and Investment and Regeneration.

1 Asaf Afzal
Asaf is passionate about communities and people and is an advocate for tenant rights and inclusion. Asaf is driven to represent the views of the local community, which he has worked in for the past 15 years.

2 Margaret Redfern
Margaret is a local councillor for Derwent Ward, a governor at Beaufort Community Primary School and a member of the National Probation Board for Derbyshire. She is totally committed to providing the very best services to tenants.

3 Sue Glithero
Sue lives in Derby and has extensive prior experience working for the Council in delivering a number of different services, including housing. Sue is committed to providing tenants with the best services possible and to increasing tenant involvement in managing those services.

4 Dennis Rees
Dennis has lived in Derby for 21 years and is very active in the local community. He speaks locally and nationally about the benefits of ALMOs and works to ensure that Derby Homes' tenants receive the best services possible.

5 Tabani Ndlovu
Tabani is an experienced business risk professional, specialising in the use of IT to strengthen governance systems. A keen enthusiast on issues surrounding social responsibility, Tabani currently works for E.ON UK as Business Services CSR Manager.
He spends his spare time participating in community-related development activities.

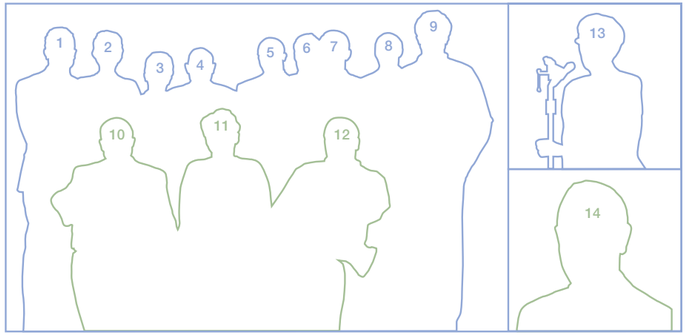
6 Bob Troup
Bob has lived in Derby for over 30 years, has been a Councillor since 1999, and is also a governor at Bemrose School. He is determined that tenants should have the best housing service possible, delivered to the highest standard.

7 Iain MacDonald
Iain has been a member of the Board of Derby Homes since its inception and is Chair of the Resources & Remuneration Committee and the Development & Regeneration Committee. He is a former local authority Chief Executive and former United Nations Chief Executive of the City of Pristina, Kosovo. Iain is also a former national President and Chairman of a number of professional associations. Currently he is engaged in Interim Management and Consultancy assignments. Iain is a Fellow of the Royal Institution of Chartered Surveyors, a Member of the Chartered Management Institute and a member of the Institute of Revenues, Rating and Valuation.

8 Phil Kay
Phil has been involved with the community panel movement since 1992 and is a founder member of the DACP. Having been a tenant for 23 years, Phil brings a wealth of experience to the Board, including a clear insight into the advantages and disadvantages of being a tenant.

9 Martin Latham
Martin has over 30 years experience within the financial services sector, with extensive knowledge of housing finance. His previous roles have involved tackling financial exclusion and supporting community groups in Derby.

10 Roy Webb
Roy has worked for Rolls Royce for the past 40 years and has represented Allestree Ward in the City since 1985, as both county and city councillor. Roy is pleased to continue as a Board member and hopes his skills will be useful to Derby Homes.

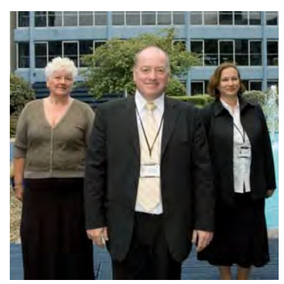


11 Gwen Stubley
Gwen was born and bred in Derby and has lived in her present home for the past 45 years. Gwen strives to make the most of her opportunity to improve services for tenants.

12 Paul Bayliss
Paul is a graduate of Trent Polytechnic, Nottingham, and has a BA Hons degree in Public Administration, though is Derby born and bred. He is a director of Derby's largest advertising agency where he has worked for 21 years. He has been a Councillor for over ten years, representing Alvaston ward, a member of the Labour Party for considerably longer and has always had an interest in housing management and community policy. He has served on the Derby Homes Board before from 2002 to 2006 as Vice Chair of the Board and Chairs the Community Commission on Derby City Council. Paul is married and has two teenage daughters.

13 Jenny Bradley
Jenny has been a leaseholder for 11 years and continues to work with Derby Homes to improve services to both leaseholders and tenants.

14 Bob Osler
Bob runs his own textile procurement and management consultancy businesses. He joined the Board in 2002 with the aim of taking an active role in achieving sustainability of social housing in Derby. Bob also aims to make sure that tenants and leaseholders are properly catered for in the years to come.



Key achievements 2006/07

Successfully introducing a voids and allocations team leading to streamlined processes and improvements to overall performance.

Organising cultural events to celebrate Diwali, Eid and Chinese New Year to increase awareness among employees, tenants and partners.

Working with partners to implement phase two of the 'targeted Crime Hotspot Action Project' to install new fencing, parking and landscaping to assist in the reduction of anti-social behaviour.

Developing our services for children by launching Kidztalk - a highly commended* website for 9 - 16 years putting them in touch with local events and opportunities.

* National Federation of ALMO's awards ceremony Nominated in "Best Resident Communication" category.

Securing government funding to develop a Family Intervention Project to help prevent anti-social behaviour which can cause distress both within the home and the community.

Retaining our Investor in People and Chartermark status - an indication of excellence in people management and customer service.

Receiving the Royal Society for the Prevention of Accidents (RoSPA) Gold Award for Health and Safety. This demonstrates "well developed occupational health and safety management systems" and "outstanding control of risk".

Improving the quality of our services and increasing levels of customer satisfaction. Of the tenants surveyed, 82% agreed that they were satisfied with the service they received.

Providing free Home Fire Safety checks for tenants through our partners, the Derbyshire Fire and Rescue Service, a pioneering project to reduce the risk of fire in the home.

Appointing Neighbourhood Managers to make our communities stronger and safer by engaging with tenants to identify issues and gaps in service provision.

00405 - DH Anual report 07 4/10/07 17:26 Page 10

£1 million

is being invested on Youth Inclusion Projects to help meet the needs of younger residents

Parks and open spaces are undergoing regeneration to provide facilities for both the young and old. Throughout this process we are listening to the views of our tenants, identifying their needs and working to provide residents with estates that they can be proud to be a part of.

We aim to raise the quality of life of all our residents by creating cleaner, greener and safer neighbourhoods.

Our Estates Pride programme is helping to make sure that partnerships with Derbyshire Fire and Rescue Service and Derbyshire Constabulary increase tenant safety, reduce fear of crime and stamp out anti-social behaviour.

00405 - DH Anual report 07 4/10/07 17:26 Page 12

1000+ homes

have undergone improvements and modernisation through our Decent Homes Scheme

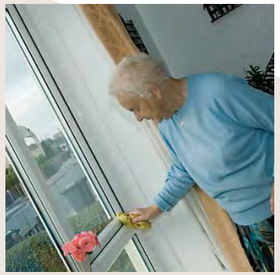
Over 1000 of our homes have benefited from internal and external modifications:

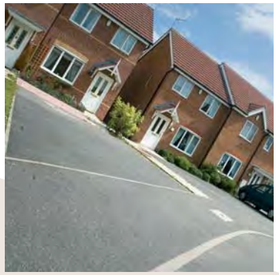
- 700 homes have had new pvc window glazing fitted
- 270 houses have received new central heating
- 150 properties have had external wall insulation fitted.

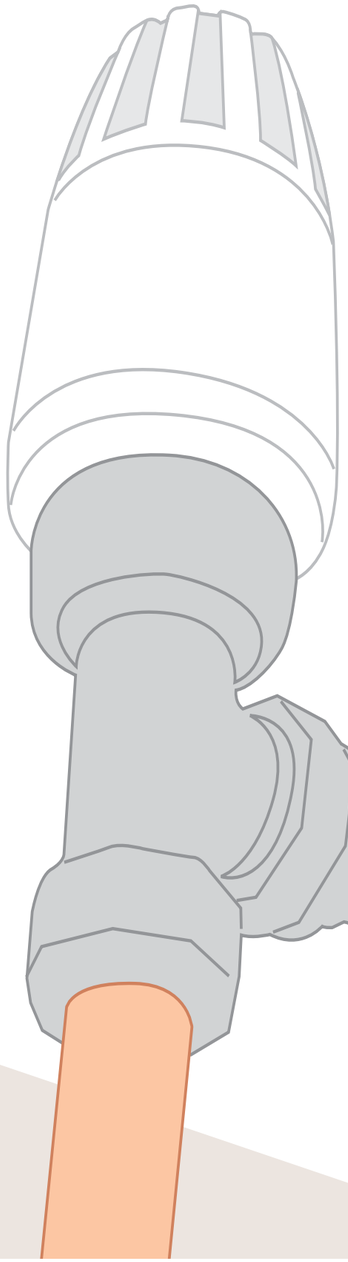
All of the 14,000 homes under our responsibility currently meet the 'Decent Homes' standard.

As we move beyond the Decent Homes programme we will face pressure to deploy our limited resources effectively to maintain the standard.

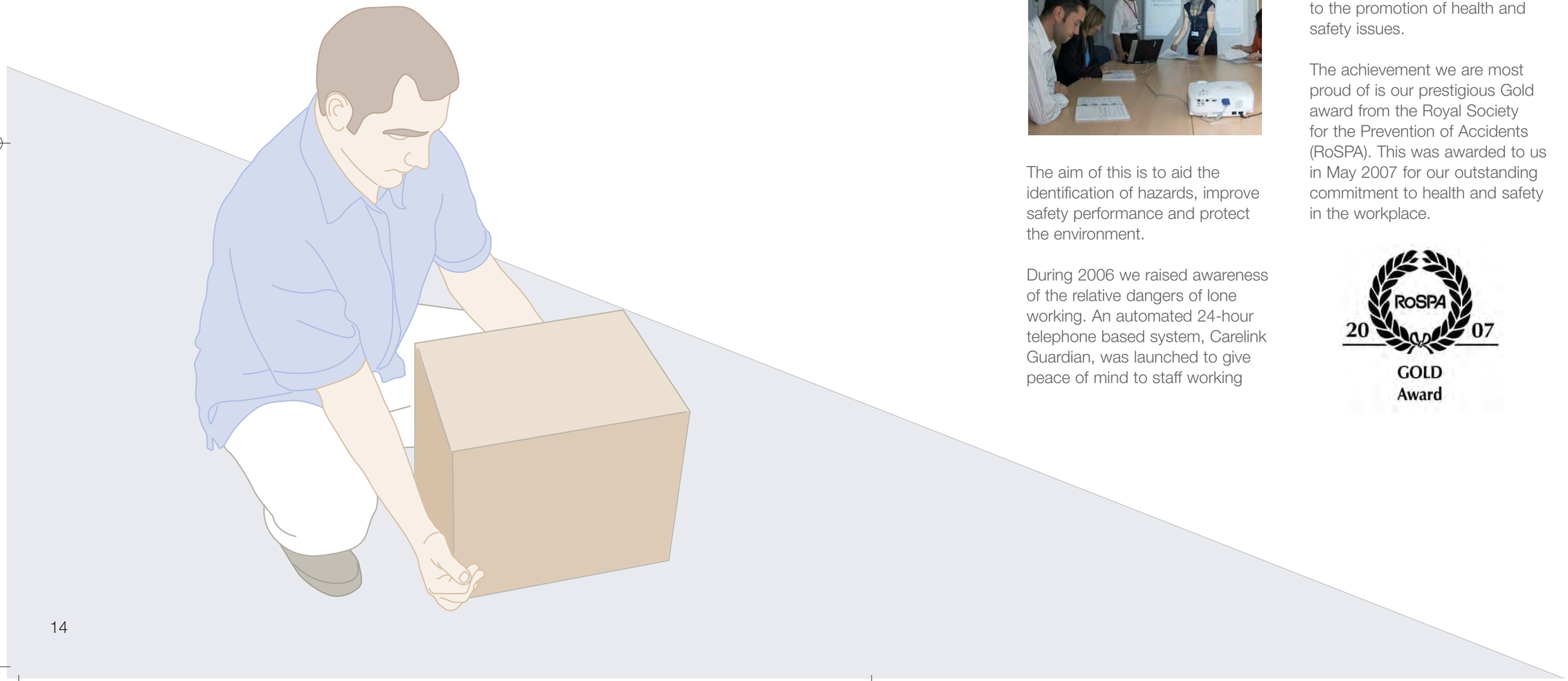
We are carrying out master planning across some of our older estates, the aim will be to develop a long term sustainable investment plan for these areas.







00405 - DH Anual report 07 4/10/07 17:26 Page 14



106 front line staff

have received professional training from the Institute of Occupational Safety and Health

The aim of this is to aid the identification of hazards, improve safety performance and protect the environment.

During 2006 we raised awareness of the relative dangers of lone working. An automated 24-hour telephone based system, Carelink Guardian, was launched to give peace of mind to staff working out of hours and in vulnerable situations. 41 of our staff have received manual handling training and we even dedicated our entire staff conference in 2006 to the promotion of health and safety issues.

The achievement we are most proud of is our prestigious Gold award from the Royal Society for the Prevention of Accidents (RoSPA). This was awarded to us in May 2007 for our outstanding commitment to health and safety in the workplace.

RoSPA 2007 GOLD Award

00405 - DH Anual report 07 4/10/07 17:26 Page 16

82%

of our customers were 'very satisfied' with our service in last years status survey

Our Enquiry Centre dramatically improved their telephone response to customers with 77% of calls being answered within 10 seconds during the last 6 months of the year.

A new system for monitoring the quality of response and customer service was introduced. The service was also extended to Saturday mornings and we have developed plans to introduce a 'one-stop-shop' approach to our service.

We continue to make every effort to increase our performance and the level of customer satisfaction with the services we provide. We report our performance against our agreed indicators quarterly to our performance committee.

This year we also carried out a review of our service standards, working with our customers to ensure we are meeting their expectations. From this customer feedback we have rewritten Derby Homes Customer Care Standards in a clearer style. We have carried out internal mystery customer exercises, to ensure our services are delivered to the published standards. We are already in the process of extending this to involve tenants.

We increased the number of ways in which we seek the views of our customers by extending coverage of customer satisfaction surveys to new service areas including the Enquiry Centre, Complaints and Anti-Social Behaviour.

00405 - DH Anual report 07 4/10/07 17:26 Page 18

£16,000

will be saved this year as a result of one simple change to our printing system

We continually challenge our working practices and introduce new ways of getting the job done. For instance, this year all our desktop printers were removed from our headquarters at Cardinal Square. The photocopiers now do our printing. A change like this takes some getting used to but it demonstrates our approach to value for money because:

- we don't need to stock lots of different ink and toner cartridges any more
- we order less and process fewer invoices
- our costs per printed page are lower
- we don't need to pay someone to maintain the printers
- we don't have to find the money to replace worn out printers

In addition, the savings we make are not just financial. We are also able to reduce our carbon emissions because we use less power and consumables.

00405 - DH Anual report 07 4/10/07 17:26 Page 20

183 requests

for telephone interpretations were received covering 20 different languages

We place great importance on ensuring that all our tenants have the same access to services, advice and information. That is why we've introduced an online translation service for information on our web pages and why we have provided ad-hoc translations of letters and policies in languages including Chinese, Punjabi and Urdu.

In May 2006 we received the Investors in People award for the second year running – evidence that we recognise and respect the needs of our employees and support their development. Cultural diversity is also celebrated with events such as Chinese New Year and Diwali being enjoyed by staff throughout the organisation.

We are equally proud of our Black and Minority Ethnic (BME) staff forum and our Disabled Employees Network (DEN).

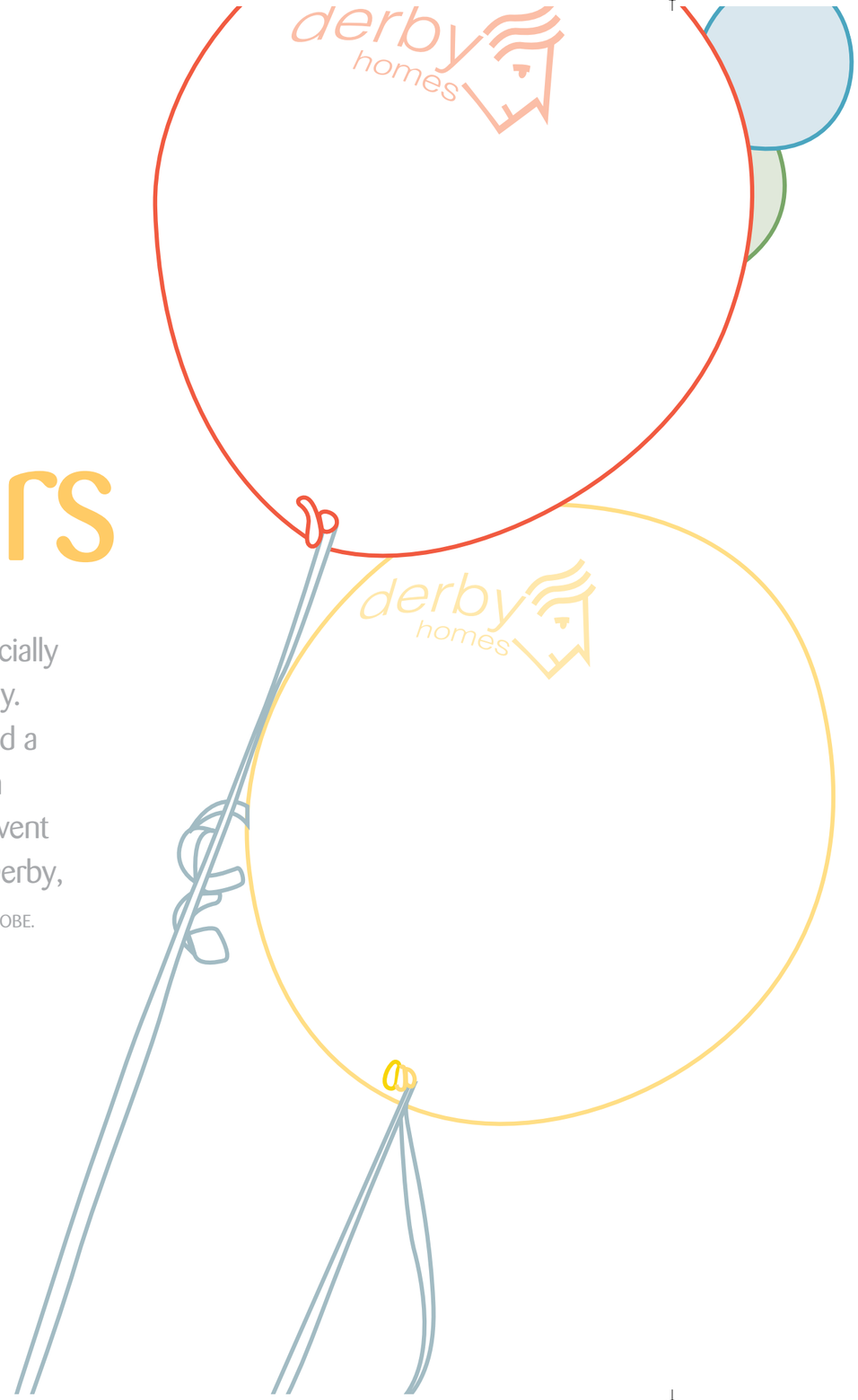
These groups work to improve policies, procedures and work practices for employees and customers and play a key role in equalities monitoring.

This year we have worked with customer groups to introduce improvements in the way we manage requests for adaptations. These changes have included a single point of contact for customers and we now carry out minor works more quickly.

00405 - DH Anual report 07 4/10/07 17:26 Page 22

5 years

On Thursday 5 July we officially celebrated our fifth birthday. On the same day we signed a new five year contract with Derby City Council at an event opened by the Mayor of Derby, Councillor Pauline Latham OBE.



300 staff from the Council's housing services department were transferred to Derby Homes Limited when it was created by Derby City Council in 2002.

Over the following five years we brought housing under our management up to the Decent Homes standard and have invested over £15million in creating cleaner, greener neighbourhoods. In 2007 we were successful in renewing our contract for another five years and will continue to manage and maintain Council Housing until 2012. Derby Homes is committed to continually improving its services and exploring ways of expanding its business to new customers.

We already manage 100 housing association properties in Derby and are working with the Council to build new homes on unused Council owned land. We aim to make bids to the Housing Corporation for grant funding to assist us with building new affordable homes in the city.

00405 - DH Anual report 07 4/10/07 17:27 Page 24

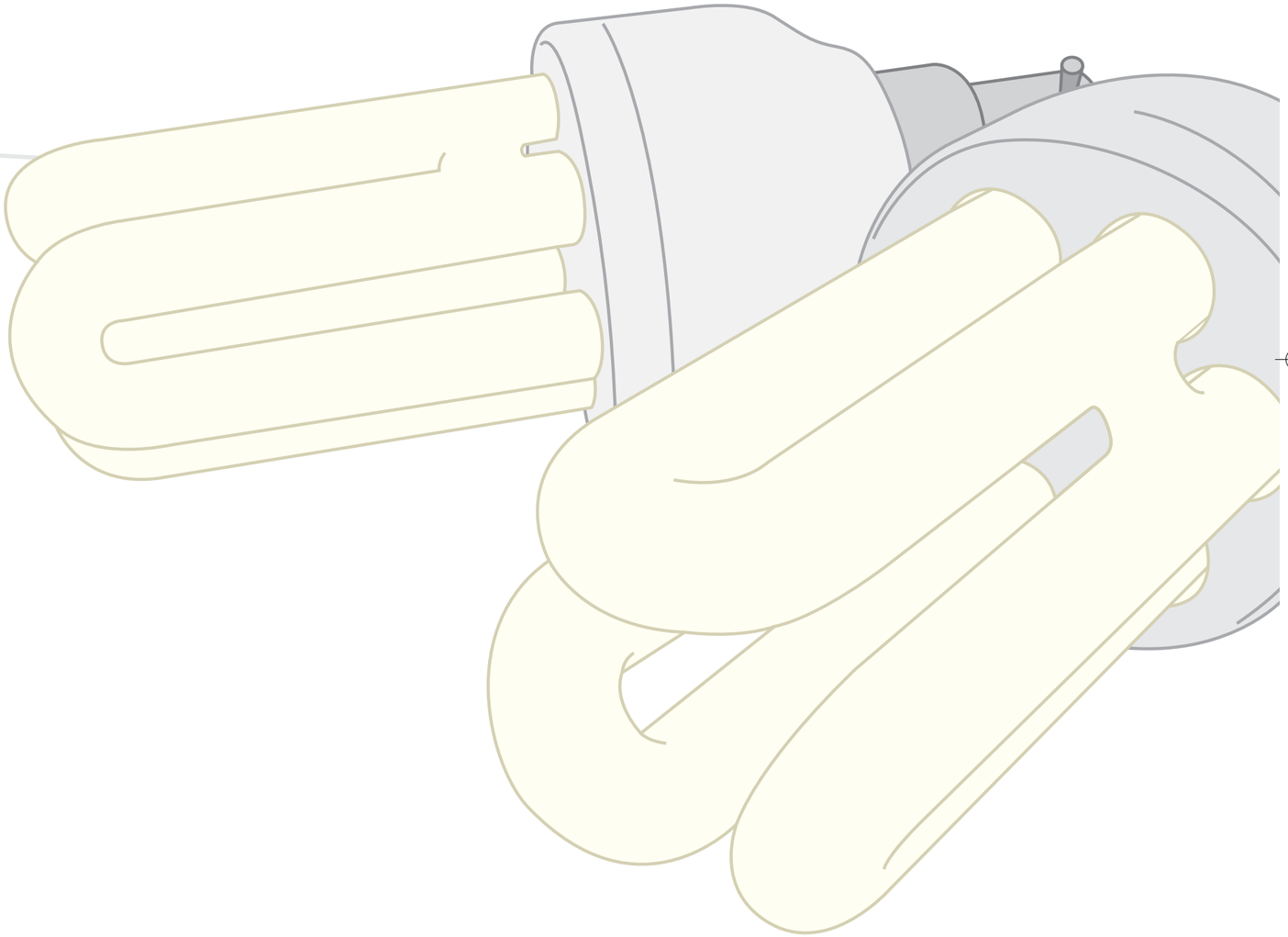
623 tonnes

of CO_2 were saved in 2006/2007 as a direct result of energy efficiency improvements made to our properties

We have over the past fifteen years been carrying out substantial energy efficiency improvements to the stock. Nearly all cavity walls and lofts have been insulated, over half of homes have high efficiency condensing boilers, nearly all non-traditional stock have high levels of thermal insulation as part of refurbishment programmes and over three quarters of the stock has double glazing. Our average Standard Assessment Procedure (SAP) rating for council housing in Derby has increased from 40 to 67 over the last fifteen years.

This has helped reduce CO_2 emissions and running costs by over a third.

We are working with the Council to help them achieve a 25% reduction in CO_2 emissions within the next 5 years and have already approved a Derby Homes Environmental Strategy and Green Travel Plan. Both of these plans will be put into action over the next year.



00405 - DH Anual report 07 4/10/07 17:27 Page 26

Performance

striving for continuous improvement

The Performance Team support all sections at Derby Homes to improve performance.

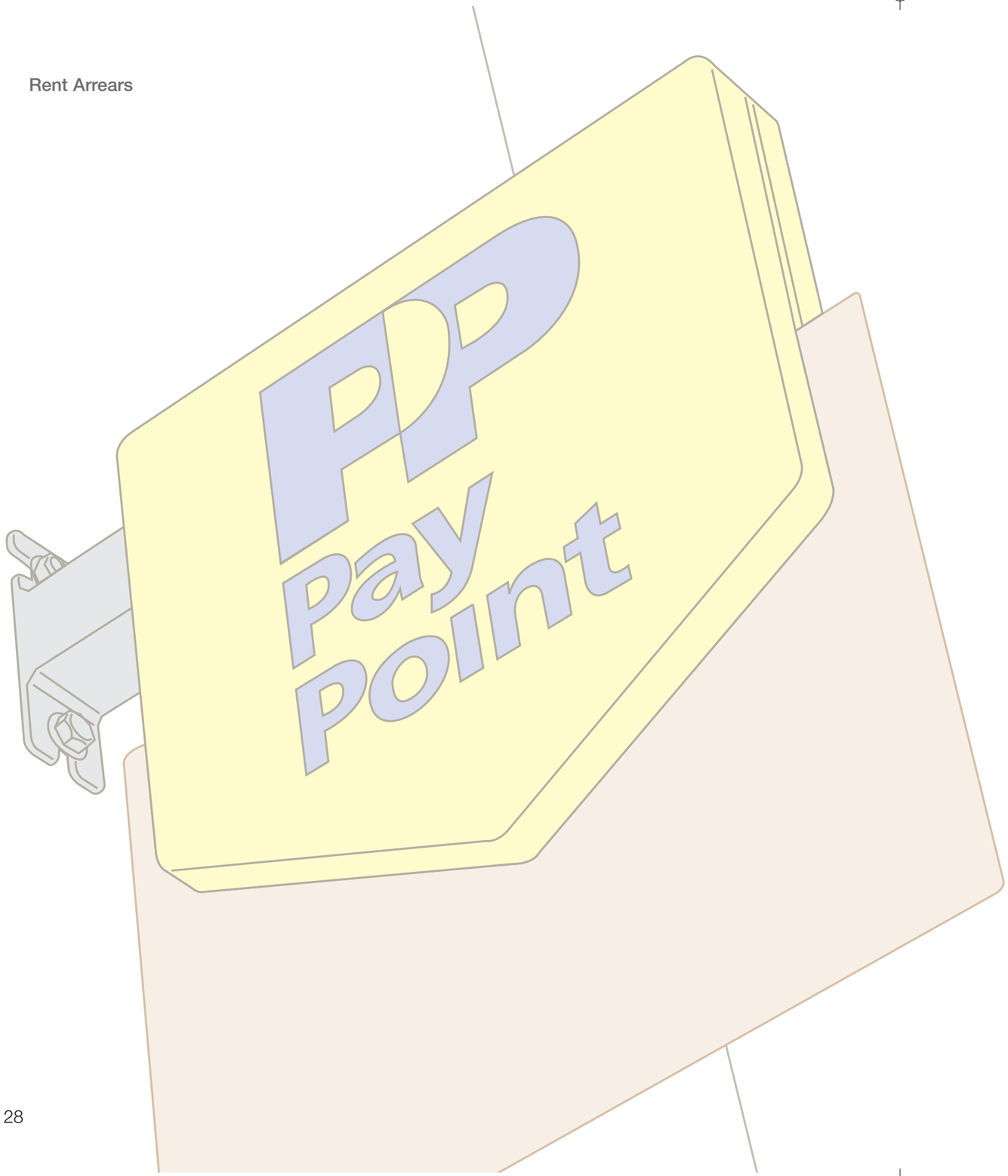
The team monitors service against a range of indicators, including Best Value Performance Indicators (BVPIs) which are set by Government as well as Local indicators that have been developed by Derby Homes to monitor how we are doing.

We also work with and help managers to develop their service plans and targets, which feed in to our 8 strategic aims.

We are always keen to use feedback from customers to improve how we do things. During the past year we have rolled out a programme of Customer Satisfaction Surveys to include all service areas so we can measure what our customers think about the services we deliver.

All forms of customer feedback are used as opportunities for learning and we constantly review and examine trends of comments and complaints to explore where processes and service delivery can be improved for the benefit of our customers.

00405 - DH Anual report 07 4/10/07 17:27 Page 28



99%

of all rent due is collected

This impressive statistic puts us in the top quartile position on a key 'best value' indicator.

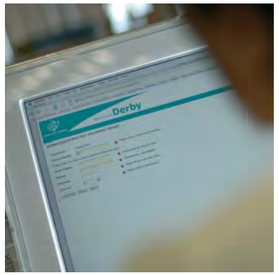
Changes to the benefits system introduced by Derby City Council made it a challenging year for arrears recovery.

At the end of March 2007 we had 3870 tenants in arrears, owing £760,852. Working in partnership with both internal and external agencies, the specialist arrears officers have secured affordable agreements with the tenants who had difficulty in making payments.

As a result fewer tenants were evicted from their homes.

We remain keen to provide our customers with up to date information and our staff have all been trained on the new housing benefit system.

We have also continued to make it easier for customers to pay, increasing the outlets, some of which are open 24/7 and also by promoting direct debit as a convenient option.



00405 - DH Anual report 07 4/10/07 17:27 Page 30

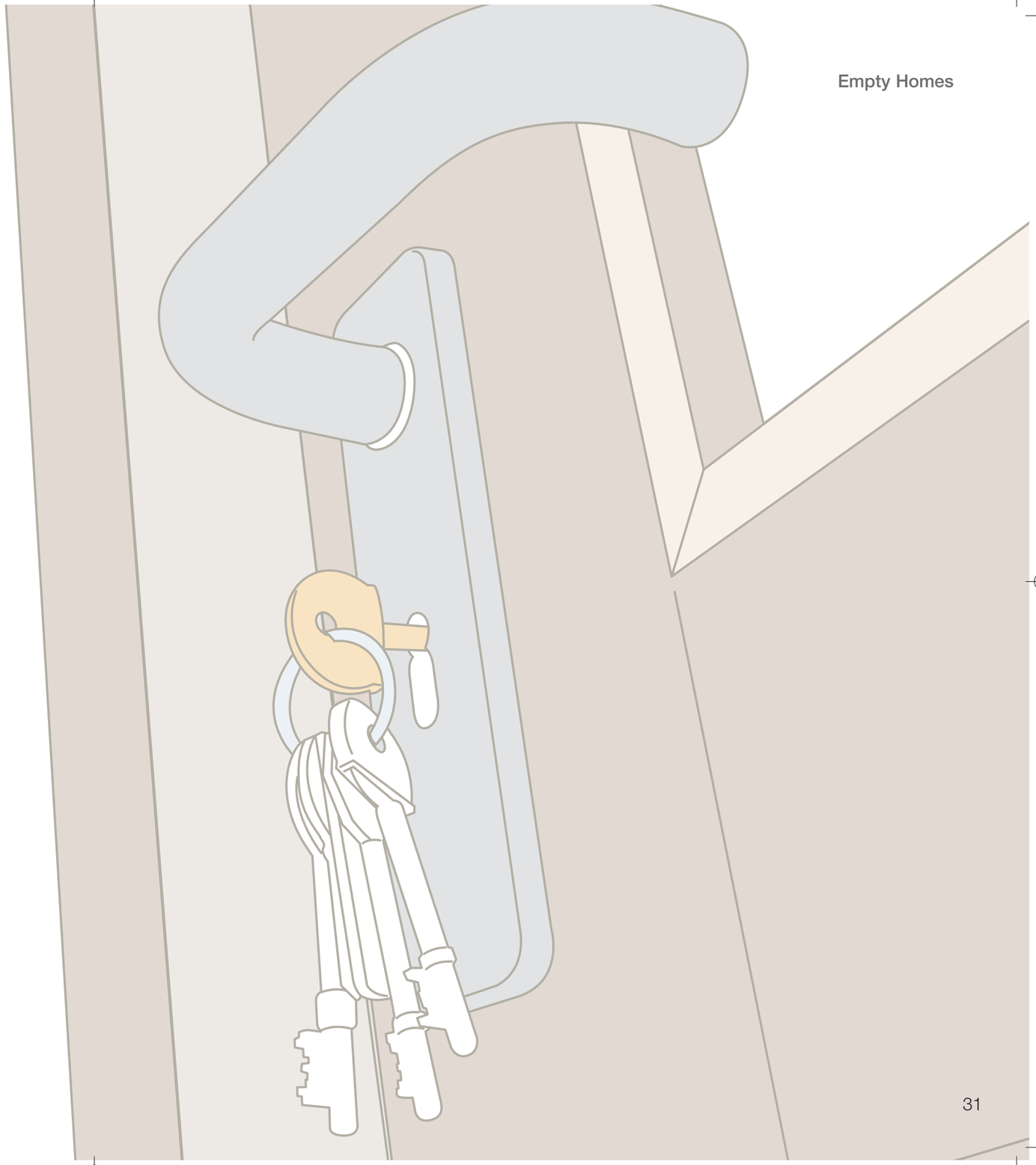
94 fewer

homes were empty over the long-term in 2006/07

In early 2007 we formed a 'Void Process Improvement Team' to look at our minimum lettable standard and to improve the way we gather information on customer satisfaction. A new allocations policy and I.T. system has helped us to manage the allocations process more successfully.

The appointment of an allocations information officer has enabled us to more fully understand the needs of prospective tenants. New monitoring measures are helping us to more accurately track stages within the void process.

We have been involved in the decommissioning of a number of blocks of flats and sheltered housing schemes to help prepare sites around the city for redevelopment. This has involved rehousing over 150 tenants, all of which has been done with sensitivity to our customers needs.



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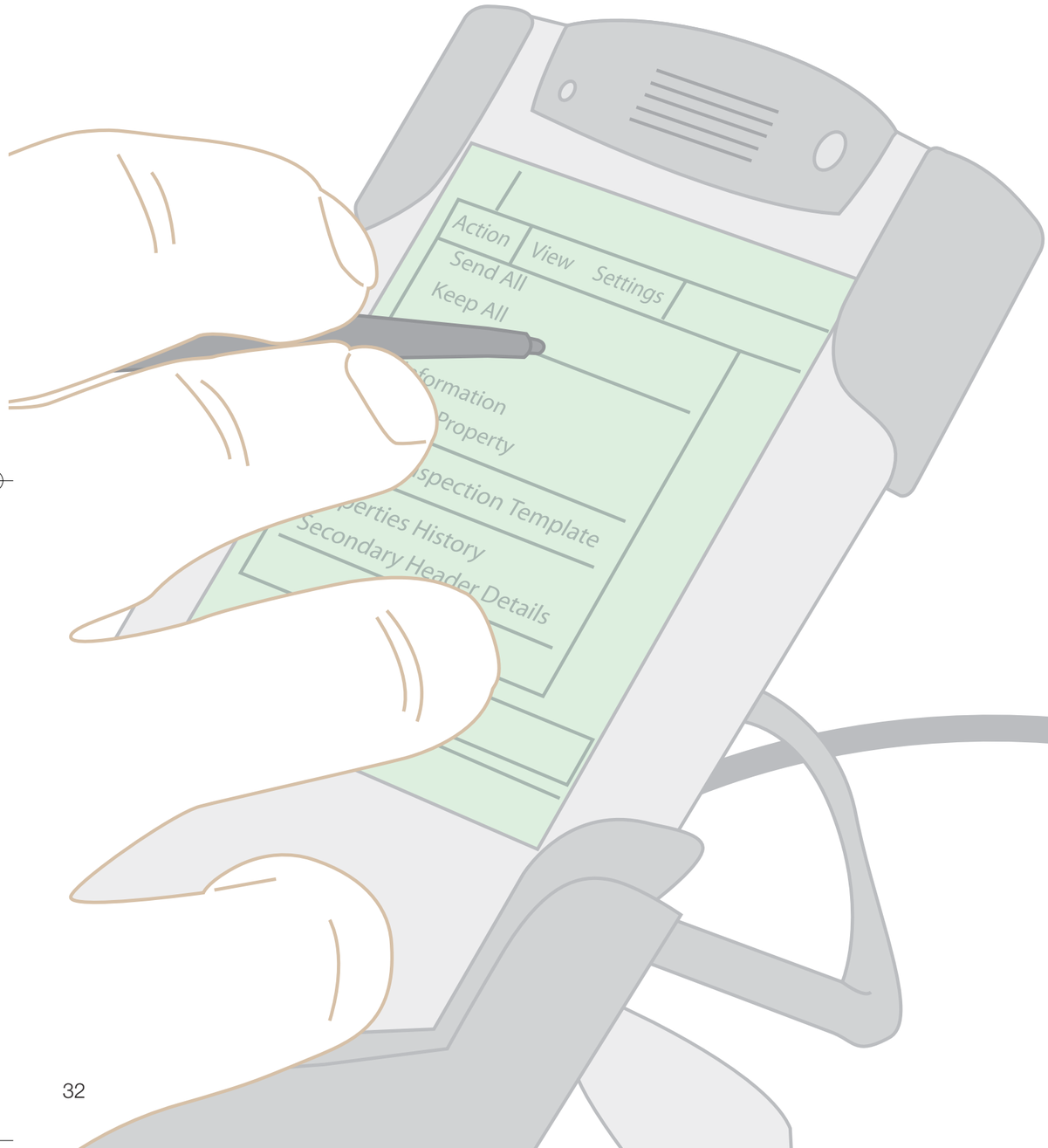

77%

of responsive repairs were carried out by appointment in 2006/07, representing an increase of nearly 26% on the previous year

We are working in partnership with the Environmental Services Department to modernise the repair service. By responding to residents' needs more quickly, setting clear standards, and carrying out more planned repairs, our goal of achieving a high level of customer satisfaction is in sight.

We have introduced a computerised work scheduling system, which has enabled us to increase the number of appointments for repair work. We plan to invest further in I.T. and to provide staff with handheld computers to allow access to information when outside of the office.

We aim to continually improve the way we do things and get the very best service possible for tenants and leaseholders.

We have recently appointed a new contractor for the grounds maintenance service and have away days with workers to identify issues that cause delay and disruption. New processes have been put in place to increase productivity, improve quality and drive down costs.

Tenants Top Ten

Targets for 2006/2007

We asked customers to compile a new set of tenants top ten targets for 2006/07. Unfortunately we were unable to produce a figure on 2 of the targets and will be working with customers to review them to ensure they are involved in monitoring the services we provide.

Our Homes Pride + scheme was rebranded during 2006 and now all tenants with a clear rent account are automatic members and able to access the benefits of the new Derby Homes Reward Scheme.

The number of routine repairs completed within 4 working weeks has reached 95%, this is within 5% of the 100% target set by tenants and is a 3% increase on performance in 2005/06.

Visiting tenants who have given us 4 weeks notice that they are leaving their tenancy is an important part of our void process. The better the condition properties are left in the less time and money we have to spend on getting them ready to be relet. The whole process has been reviewed and although we haven't reached the 100% target we are working hard to increase the number of visits.

Key to targets

- Target 2006/2007
- Under target
- On or above target
- Within 5% of target
- Details not available

Pre-Vacancy visits where notice is given	Target 2006/07	100%
	Achieved	68%
Appointable repairs to have appointments	Target 2006/07	100%
	Achieved	78%
Complete emergency repairs within 24 hour	Target 2006/07	100%
	Achieved	92%
Complete routine repairs within 4 working weeks	Target 2006/07	100%
	Achieved	95%
Complete panel walkabouts in each panel area per year	Target 2006/07	6
	Achieved	6
Clear gardens of empty properties within 5 working days of placing orders	Target 2006/07	95%
	Achieved	100%
Letters acknowledged within 5 working days	Target 2006/07	100%
	Achieved	64%
Complainants to receive monthly feedback on live ASB cases	Target 2006/07	100%
	Not available	
Applicants for transfer to be visited and registered within 10 working days	Target 2006/07	100%
	Not available	
Tenancies managed to be members of the Homes Pride+ Scheme by March 2009	Target 2006/07	43%
	Achieved	68%

Income & Expenditure Account

for the year ended 31 March 2007

	Notes	2007 £'000	2006 £'000
Turnover	2	**14,894**	14,225
Operating costs		**(15,082)**	(14,014)
Operating (deficit)/surplus	5	**(188)**	211
Interest receivable and similar income		**1**	-
(Deficit)/Surplus on ordinary activities before taxation		**(187)**	211
Tax on surplus on ordinary activities	6	**4**	-
(Deficit)/Surplus on ordinary activities after taxation	11	**(183)**	211
Retained (deficit)/surplus for the year		**(183)**	211

All amounts relate to continuing activities.
There are no differences between the (deficit)/surplus for the year and its historical cost equivalent.

Balance Sheet

as at 31 March 2007

	Notes	2007 £'000	Restated 2006 £'000
Fixed assets			
Tangible assets	8	**374**	208
Current assets			
Debtors	9	**3,042**	2,944
Cash in hand		**3**	3
		3,045	2,947
Creditors: amounts falling due within one year	10	**(3,000)**	(3,081)
Net current assets/(liabilities)		**45**	(134)
Total net assets excluding pension liability		**419**	74
Defined benefit pension liability	7	**(4,672)**	(5,526)
Total net liabilities including pension liability		**(4,253)**	(5,452)
Reserves			
Revenue reserve	11	**(4,253)**	(5,452)
Total funds	11	**(4,253)**	(5,452)

These financial statements were authorised and approved by the Board of Directors on 26 July 2007

Signed on behalf of the Board of Directors

D J Rees
Chair of the Board & Director

L C Watson
Secretary

Cashflow Statement

for the year ended 31 March 2007

	2007 £'000	Restated 2006 £'000
Reconciliation of operating surplus to net cash (outflow)/inflow from operating activities		
Operating (deficit)/surplus	**(187)**	211
Depreciation	**222**	209
(Increase)/decrease in debtors	**(98)**	(352)
(Decrease)/increase in creditors	**(81)**	326
Increase/(decrease) in pension deficit	**528**	(181)
Net cash (outflow)/inflow from operating activities	**384**	213
Cash flow statement		
Net cash (outflow)/inflow from operating activities	**384**	213
Return on investments and servicing of finance		
Capital expenditure	**(388)**	(201)
Taxation	**4**	(15)
Decrease in cash	**-**	(3)
Reconciliation of net cash flow to movement in net funds		
Net funds at beginning of year	**3**	6
(Decrease)/increase in the period	**-**	(3)
Net funds at 31 March 2007	**3**	3

Statement of Total Recognised Gains & Losses

for the year ended 31 March 2007

	2007 £'000	2006 £'000
(Deficit)/Surplus for the financial year	**(183)**	211
Prior year adjustment	**-**	(5,618)
Actuarial gains and losses relating to pensions	**1,383**	(865)
Total recognised gains and losses since last annual report	**1,200**	(6,272)

The information above has been extracted from the audited financial statements of Derby Homes Limited for the year ending 31 March 2007. The full accounts are available either by contacting us on 01332 711047 for a hard copy or online at www.derbyhomes.org/annualreport

00405 - DH Anual report 07 4/10/07 17:27 Page 38

100% recycled

Our annual report has been designed with the environment in mind

The 2006/07 Annual Report has been produced using an environmentally friendly paper stock called Take Two Offset. The paper is made from 100% recycled fibres sourced only from post consumer waste. Take Two Offset has been accredited with the prestigious NAPM recycled mark for its environmental qualities.

In addition, the printing inks used in this document are vegetable based, which are essentially non-hazardous and are derived from renewable resources. Vegetable based inks also benefit the environment due to greater ease of removal from wastepaper during de-inking prior to recycling.

We can give you this information in any other way, style or language that will help you access it. Please contact us on 01332 711000, minicom 01332 711080 fax 01332 711001.

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00405 - DH Anual report 07 4/10/07 17:27 Page 40

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