Derby Homes Delivery Plan 2017/2018

Great Homes. Great Neighbourhoods. Great Customer Service. Great Value.

CONTENTS

1. EXECUTIVE SUMMARY

Derby Homes and Derby City Council work together in partnership to deliver the best service possible for Council tenants. This plan is an integral part of the management/partnership agreement and summarises our priorities and what we want to achieve.

The key focus is to provide a high quality housing management and maintenance service and to continue with a programme which will provide new homes through our partnership with the Council.

Our strategic objectives are:

- Great Homes
- Great Neighbourhoods
- Great Customer Service
- Great Value

Our objectives and plans are set out in detail in this document to show what we intend to do in support of this.

2 OUR MISSION, VALUES AND THE SERVICES WE PROVIDE

Derby Homes Board[1] at its meeting in January 2017 reviewed our mission and strategic objectives.

2.1 Derby Homes' mission:

'To deliver a high quality housing service for Derby'

To achieve this, we will work to four strategic objectives:

> **Objective 1 – Great Homes**
>
> **Objective 2 – Great Neighbourhoods**
>
> **Objective 3 – Great Customer Service**
>
> **Objective 4 – Great Value**

2.2 Our Values

Values are clear in everything we do, and how we operate. We expect our Board and employees to follow our core values, which serve as guidelines for our conduct and behaviour to help us achieve our mission.

Integrity - We are open and honest and we aim to keep our promises

Excellence - We pride ourselves in being excellent

Learning from People - We improve our services by listening to feedback

Embrace Equality and Diversity - We strive to understand and meet the needs of all communities we serve

Innovation - We inspire our employees and improve our business

Delivering Value for Money - We manage homes, estates and services efficiently, effectively and economically

Work Safely - We prioritise health and safety for customers and staff.

2.3 About Derby Homes and the delivery of services

The core business of Derby Homes is the management of and investment in Derby City Council's social housing stock, under delegation from the Council under section 27 of the Housing Act 1985 and our own housing stock.

[1] Appendix 1 – Derby Homes Governance Flow Chart

The services delivered include:

- Housing management of the Council's residential stock, including rent calculation and collection, leasehold management, and repairs ordering
- Maintaining council housing and council owned public buildings through our Repairs Team
- Tenant involvement
- Financial control of the funding drawn down from the Housing Revenue Account (HRA)
- Maintenance of the Council's residential stock including asset management planning, preparing and monitoring the investment programme for Estates Pride and major capital works, planned maintenance and responsive repairs through providers and contractors and developing partnering arrangements
- Contributing to the Council's Housing Strategy, working in partnership and developing other strategic initiatives
- Manage (on behalf of the Council) Housing Options, Advice and Homelessness Services
- Developing and acquiring housing on behalf of the Council and in our own right.

Derby Homes also directly provides management and maintenance services to other landlords.

Derby Homes is a Registered Provider of social housing (RP) and has built and acquired properties that we manage and maintain in addition to the Council's own homes. Together we refer to 'Council owned homes' meaning the total of Council and Derby Homes properties.

Derby Homes Structure Chart
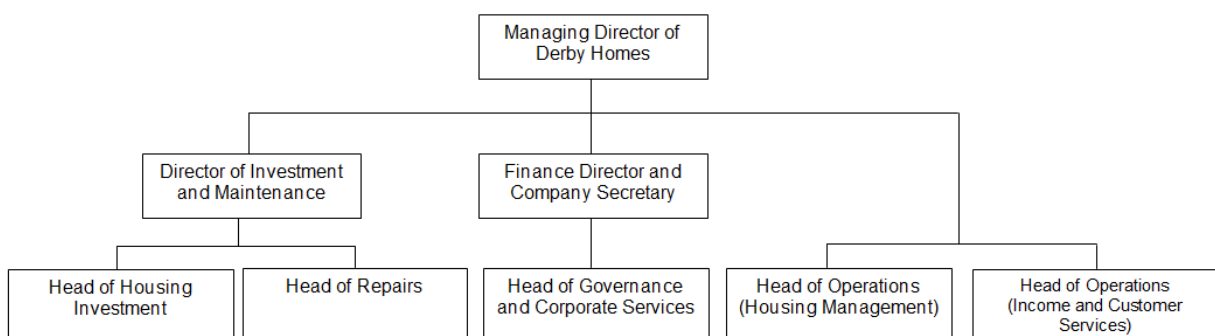
3 THE DELIVERY PLAN

3.1 Context and challenges that we face

In developing this plan we have reviewed the service environment in which we operate through a PESTLE (political, economic, social, technological, legal and environmental) analysis to help shape future strategic thinking and to measure the current position of the organisation; this is shown in full at Appendix 3.

These challenges are substantial but can be dealt with through the partnership between the Council and Derby Homes to deliver our joint objectives. Delivery of new homes owned by the Council and Derby Homes are central to these plans, alongside maintaining existing homes to a good standard and the other objectives set out in the detail of this plan.

3.2 Risk Management

Derby Homes has a successful track record of managing risk as an integral part of its governance and management systems. Our risk management strategy and policy sets out a risk framework and allocates responsibility and monitoring roles within the organisation. Based on this information action can be taken to ensure appropriate resources are directed at controlling or mitigating the risk.

Derby Homes manages two risk registers:

- **Derby Homes Strategic Risk Register** – reported and approved by the Board
- **Derby Homes Operational Risk Register** –approved by Executive, reported and noted by the Board

Each risk has appropriate controls in place, these are reviewed quarterly and the risks reassessed annually. At the reassessment for 2017/18, 9 risks were identified for the Derby Homes strategic risk register and 11 risks were identified for the Derby Homes operational risk register. The risk registers are reported to the Board quarterly and to Audit Committee annually.

3.3 Employee Consultation

Derby Homes has a programme of employee briefings and team meetings at which we discuss key business priorities and invite feedback from our employees on our plans.

3.4 Performance Measures

Performance measures are helpful to manage services appropriately and to spot trends and take effective action to counteract any emerging issues and help to meet objectives.

A detailed summary of key performance measures can be found at Appendix 2.

3.5   **Customer Priorities**

Derby Homes completed a large scale door step campaign through the summer of 2014, aimed at understanding the needs and wants of our tenants. During 2016/17 we continued to consult with large numbers of our customers about how they feel about the services we provide and the estates and homes where they live. We have now consulted with over 2000 customers, enabling us to gather feedback about how we are performing. The information gathered gives us a clear insight into ensuring that we are working towards achieving our set of customer priorities, which were set from our first round of face to face engagement back in 2014.

There are 10 customer priorities set by the Tenants and Leaseholders of Derby Homes:

Priority 1 – We will develop and deliver a proactive litter campaign
Priority 2 – We will increase awareness of community confidence in our response to noise nuisance in your communities
Priority 3 – We will promote responsible pet ownership
Priority 4 – We will commit funding to target improved parking schemes over the next 12 months. We will strengthen partnership working with Police and others to take enforcement action on illegal parking where necessary
Priority 5 – We will provide comprehensive support to tenants moving into new build properties including a customer relations single point of contact during the first 12 months of your new tenancy
Priority 6 – We have completed an LED lighting upgrade to all communal areas of flats, to improve efficiency, and reduce the frequency of replacement bulbs
Priority 7 – Following the review of the Voids Lettable Standard, we will carry out additional works and improvement on difficult to let properties and areas to enable us to potentially let properties quicker and reduce void rent loss
Priority 8 – We will help our customers and stakeholders to maximise their income through promoting the availability of advice and support, such as welfare benefits advice, money management and debt counselling
Priority 9 – We will work to improve your homes to a higher standard than the Governments decent homes standard
Priority 10 – We will listen to children and young people to improve and develop our services.

Further information on performance can be found in the Annual Report on our website.

4 Derby City Council / Derby Homes Performance framework

MONITORING through five Operational Boards:
- Children, Families and Learners Board
- Safer Communities Executive
- Active Culture Board
- Derby Renaissance Board
- Health and Well-being Board

CHALLENGE of delivery through both Children's and Adults Safeguarding Board~

National and Regional Priorities

Derby City Needs Assessments

Derby Plan 2015 - 2030

15 year vision

Safe, strong and ambitious

MONITORING
- Quarterly Performance and Finance Reports to Chief Officers Group, Cabinet and Corporate Scrutiny
- Quarterly reports to Departmental Management Teams on all local priorities
- Annual Report on delivery of the Council Plan to Cabinet, Scrutiny and Audit & Accounts

Council Plan 2016 - 2019

To be a modern, flexible & resilient Council

Council Delivery Plan

Medium Term Financial Plan (MTFP)

MONITORING
- Monthly Performance reports to Senior Management
- Quarterly Performance Reports to Operational Board, Derby Homes Board and Joint Strategic Partnership Board
- Quarterly Delivery Plan Action Plan to Executive / Chairs Brief
- Annual Report on delivery of Derby Homes Delivery Plan Action Plan to Board

Derby Homes Delivery Plan

Service Action Plans

Strategy

Individual Plans (One-to-One)

MONITORING
On-going review with formal review at least every 6-months

An essential part of an effective performance management framework is to have accurate, transparent and timely planning, reviewing and reporting processes. As part of our partnership agreement, we work within the Council's aims and objectives (as outlined at paragraph 4.2).

The Delivery Plan and service workplans are a cornerstone of effective performance management. Our plans provide a solid foundation for achievement and enable each section, team and individual to understand how they contribute to Derby Homes' strategic objectives.

The Delivery Plan lays down the vision, values and strategic objectives of Derby Homes. Beneath these are operational objectives that focus on what we need to do to achieve our strategic aims. Actions define the 'how' and 'what' will be done by each team. Quarterly and annual reviews of performance measures and actions takes place to ensure that they are appropriate and provide information that is beneficial to managing performance.

Derby Homes always welcomes feedback from tenants. We like to know when we have done something right, and when we have done something wrong so that we can put it right. Tenants are encouraged to give feedback through a number of channels, including customer satisfaction surveys and through our website.

Overall satisfaction with Derby Homes' services for 2016/17 was 89.8%. Feedback will be a crucial element in our plans to try to increase this figure still further.

4.1   Customer Engagement

Customer Engagement lies at the heart of Derby Homes. Working with tenants and leaseholders to review and develop our services is embedded into the working practises of all our employees. During 2016/17 we have continued to carry out large scale face to face consultation with our customers using a wide variety of locations and methods.

Children and young people living in the homes and on the estates that we manage are important to Derby Homes. We need to understand their views; they may be our future customers. We have introduced new ways of engaging with young people, creating a Derby Homes Children and Young People (CYP) Strategy. This has enabled Derby Homes to focus on specific engagement for the young people of Derby. We have aligned all our CYP work within one management area and commissioned some activities from specialist CYP partners, such as Mash Up Derby Limited, Enthusiasm Charity & Derby City Council's Children's Participation Officer, to enable us to achieve our strategic objectives. The views of these young people are important to us. They now have a voice at our Operational Board, shaping services, challenging our delivery and ensuring that we meet their needs and future aspirations. They have also been heavily involved in the development of our Annual Report.

As part of our vision for delivering Customer Engagement & Community Development we have devised new ways of working with key partners and creating a wider reach and impact for the Derby Association of Community Partners (DACP). We support the

DACP to carry out key projects such as the Partnership Forum. This allows key partners from across the city to come together for regular meetings to share project information, encouraging collaborative working and a joined up approach to ensure that the residents of Derby and the customers of Derby Homes are able to access vital services.

The Tenant Panel, established in April 2012, continues to be instrumental in carrying out scrutiny work on the services that we deliver. We will continue to work through a planned schedule of reviews. During reviews the panel gather evidence from relevant sources, engage with customers, and meet with staff and service managers to enable them to produce a report to the Operational Board, making recommendations for improvements

4.2   Wider Strategic Priorities and Partnership Working

Derby Homes is committed to supporting the Council to achieve its priorities. Section 5 of this plan sets out what we aim to achieve in 2017/18 to support the delivery of the Council Plan.

4.3   15 Year Vision for Derby

<div style="border:1px solid">

Derby 2030:
**A safe, strong and ambitious city**

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Our 15 year vision is for Derby to be:

Safe - a place where people are safe and the vulnerable are put first and supported.
Strong - a place where people work together, can enjoy good health and wellbeing throughout their life and feel that they belong to a thriving community.
Ambitious - a place where we support our children and young people to achieve their full potential, skills are valued, jobs and businesses are growing and we have the infrastructure to create a city for the future.

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Derby Homes will support the Derby 2030 Vision by working with local tenants, communities and partners through partnership arrangements such as the City and Neighbourhoods Partnership structure set out as follows:
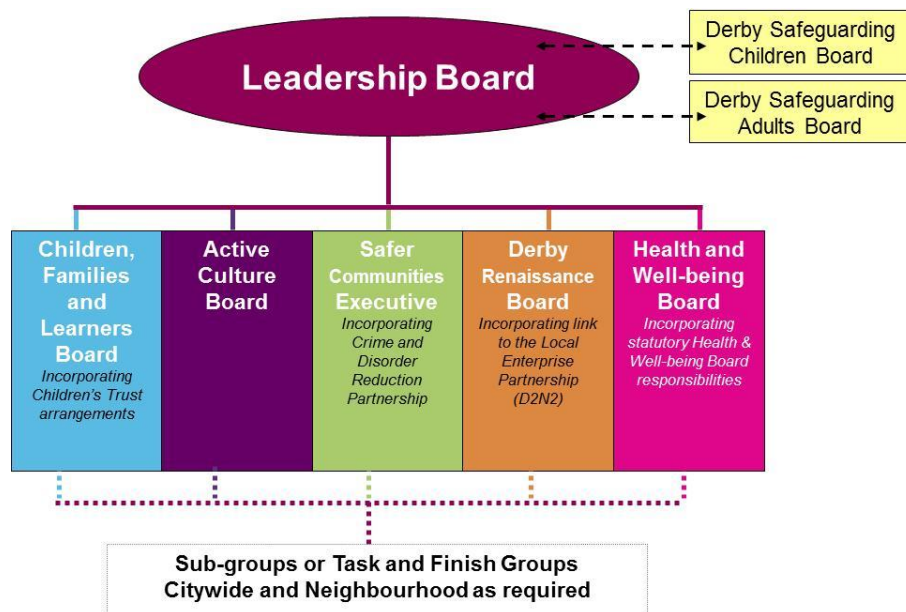
Council Plan 2016-19

Building upon the city vision the Council has the following aim that is supported by eight priority outcomes…

Aim – to be a modern, flexible and resilient Council

Priority outcomes

CPP1 - Protecting vulnerable children and adults
CPP2 - Enabling individuals and communities
CPP3 - Promoting health and wellbeing
CPP4 - Raising achievement and skills
CPP5 - Improving housing, supporting job creation and regeneration
CPP6 - Making the most of our assets
CPP7 - Being more commercial
CPP8 - Delivering services differently

Further information about the Council Plan 2016-19 can be found on Derby City Council's website

This Delivery Plan will contribute to deliver the 15 year vision for Derby through its strategic objectives and actions which support the wider Derby Plan and Council Plan 2016-19.

5. STRATEGIC OBJECTIVES FOR 2017/18

The strategic objectives for Derby Homes for 2017/18 are set out below. Our progress against actions are monitored quarterly by Derby Homes Executive and reported to the Chair's meeting quarterly, and annually at year end to Derby Homes Board.

Ref.	Objective	Link (*to Council Plan*)
	Great Homes	
GH.1	Provide affordable new homes	CPP5
GH.2	Maintain and improve existing homes to agreed standards	CPP5
GH.3	Provide and promote energy efficient homes	CPP5
	Great Neighbourhoods	
GN.1	Deliver an effective tenancy and estate management service	CPP5, CPP8
GN.2	Working in partnership to encourage sustainable and desirable neighbourhoods where people want to live	CPP2, CPP8
GN.3	Promote and provide training and work opportunities for local people	CPP4
	Great Customer Service	
GS.1	Provide excellent customer focussed services	CPP5, CPP8
GS.2	Engage with and listen to our customers	CPP2, CPP5
GS.3	Understand and respond to customer needs	CPP2, CPP5
	Great Value	
GV.1	Effective collection of rent and service charges in order to maintain homes and sustain services to tenants	CPP5
GV.2	Maximise external funding opportunities	CPP7, CPP8
GV.3	Continue to strive for efficiencies in the way that we work	CPP8

These objectives have been translated through the following action plan. In developing plans, consideration has been given to the reasonableness of actions, equality and diversity issues and the capacity to deliver within available budget and resources.

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STRATEGIC OBJECTIVE 1 – GREAT HOMES (GH)

	Action			Lead		Implications (Yes/No)				
Ref	What?	By when?	Owner	Service	Safeguarding	Financial	IT	Health & Safety	Risk
GH 1 Objective	*Provide affordable new homes*								
GH 1.1	Work in partnership with DCC to increase the supply of housing in Derby	March 2020	Head of Housing Investment	Housing Investment	No	No	No	Yes	Yes
GH 2 objective	*Maintain and improve existing homes to agreed standards*								
GH 2.1	Implement & establish a 'right first time' reporting process following the installation of software	March 2018	Head of Repairs	Repairs	No	No	No	No	No
GH 2.2	Work with supply chain to identify alternative products and materials to make efficiency gains on the materials contract	March 2018	Head of Repairs	Repairs	No	No	No	No	No
GH 2.3	Use intelligence from the maintenance team to help inform the planned maintenance programme	March 2018	Head of Repairs	Repairs	No	No	No	No	No
GH 3 Objective	*Provide and promote energy efficient homes*								
GH 3.1	Schedule the insulation of all remaining older homes without wall insulation	March 2019	Head of Housing Investment	Housing Investment	No	No	No	No	No

STRATEGIC OBJECTIVE 2 – GREAT NEIGHBOURHOODS (GN)

	Action		Lead		Implications (Yes/No)				
Ref	What?	By when?	Owner	Service	Safeguarding	Financial	IT	Health & Safety	Risk
GN 1 Objective	*Deliver an effective tenancy and estate management service*								
GN 1.1	Deliver a programme of large scale Estates Pride improvements, as approved by the Operational Board	March 2018	Head of Housing Investment	Housing Investment	No	No	No	No	No
GN 2 Objective	*Working in partnership to encourage sustainable and desirable neighbourhoods where people want to live*								
GN 2.1	Work closely with DCC to make Street scene improvements in neighbourhoods (such as improved recycling, reduced fly tipping etc.)	March 2018	Head of Housing Investment	Housing Investment	No	No	No	No	No
GN 3 Objective	*Promote and provide training and work opportunities for local people*								
GN 3.1	Work in partnership with local schools and training centres to develop pipelines for young people living in Council properties to access apprenticeships and training opportunities	March 2018	Head of Governance & Corporate Services	Corporate Services	No	No	No	Yes	No

STRATEGIC OBJECTIVE 3 – GREAT CUSTOMER SERVICE (GS)

Action			Lead		Implications (Yes/No)				
Ref	What?	By when?	Owner	Service	Safeguarding	Financial	IT	Health & Safety	Risk
GS 1 Objective	*Provide excellent customer focussed services*								
GS 1.1	Update and implement revised customer service strategy (links with GV 3.2)	March 2018	Head of Operations (Income & Customer Services)	Customer Services	No	No	No	No	No
GS 1.2	Develop the new role as Council's lead co-ordinator for City Homelessness Strategy and create effective partnerships to deliver outcomes	March 2018	Head of Operations (Housing Management)	Housing Management	Yes	Yes	No	Yes	Yes
GS 1.3	Achieve Silver Standard Accreditation for the Housing Options Service and work towards achieving Gold Standard by March 2018	March 2018	Head of Operations (Housing Management)	Housing Management	Yes	No	No	No	No
GS 1.4	Procure and implement Pre-Tenancy Course	August 2017	Head of Operations (Housing Management)	Housing Management	Yes	Yes	Yes	No	No
GS 1.5	Achieve CIH Income Management Accreditation	March 2018	Head of Operations (Income & Customer Services)	Income Management & Advice	No	Yes	No	No	No
GS 1.6	Restructure Derby Advice to rebalance resources in order to manage changing demand for service and reduced budget and complete TUPE transfer of staff to Derby Homes	March 2018	Head of Operations (Income & Customer Services)	Income Management & Advice	No	Yes	No	No	Yes
GS 1.7	Retender contract for Home Contents Scheme Insurance	March 2018	Head of Operations (Income & Customer Services)	Income Management & Advice	No	No	No	No	Yes

Action			Lead		Implications (Yes/No)				
Ref	What?	By when?	Owner	Service	Safeguarding	Financial	IT	Health & Safety	Risk
GS 2 Objective	*Engage with and listen to our customers*								
GS 2.1	Develop and Implement Customer Engagement Programme for 2017	September 2017	Head of Operations (Housing Management)	Housing Management	No	No	No	No	No
GS 3 Objective	*Understand and respond to customer needs*								
GS 3.1	Restructure Housing Options and Allocations to meet changing needs and reduced budget allocation for Housing Options	December 2017	Head of Operations (Housing Management)	Housing Management	No	Yes	No	Yes	No
GS 3.2	Develop and implement options to promote employee wellbeing	March 2018	Head of Governance & Corporate Services	Corporate Services	No	No	No	Yes	No
GS 3.3	Work with DCC to make work placements and apprenticeships available for care leavers	March 2018	Head of Governance & Corporate Services	Corporate Services	Yes	No	No	No	No

STRATEGIC OBJECTIVE 4 – GREAT VALUE (GV)

	Action		Lead		Implications (Yes/No)				
Ref	What?	By when?	Owner	Service	Safeguarding	Financial	IT	Health & Safety	Risk
GV 1 Objective	*Effective collection of rent and service charges in order to maintain homes and sustain services to tenants*								
GV 1.1	Deliver the actions of the Welfare Reform Project Plan	March 2019	Head of Operations (Income & Customer Services)	Income Management & Advice	No	No	No	No	Yes
GV 1.2	Understand how tenants currently pay their rent and develop a new policy to support the channel shift of rent payments to the most cost effective method	March 2018	Head of Operations (Income & Customer Services)	Income Management & Advice	No	Yes	Yes	No	No
GV 1.3	Implement actions from the new Financial Inclusion Strategy	March 2018	Head of Operations (Income & Customer Services)	Income Management & Advice	Yes	Yes	No	No	Yes
GV 2 Objective	*Maximise external funding opportunities*								
GV 2.1	Evaluate opportunities for continuous market engagement for funding from the 2015 – 2018 HCA Affordable Homes Programme	March 2018	Head of Housing Investment	Housing Investment	No	No	No	No	No
GV 3 Objective	*Continue to strive for efficiencies in the way that we work*								
GV 3.1	Strengthen management of all interim accommodation	December 2017	Head of Operations (Housing Management)	Housing Management	No	No	No	No	No

Action			Lead		Implications (Yes/No)				
Ref	What?	By when?	Owner	Service	Safeguarding	Financial	IT	Health & Safety	Risk
GV 3.2	Working with Project Lead, prepare for and implement integrated housing management system (Housing Management)	March 2018	Head of Operations (Housing Management)	Housing Management	No	Yes	Yes	No	No
GV 3.3	Liaise with DCC on the provision of a new / continued financial system for Derby Homes	March 2018	Finance Director and Company Secretary	Governance	No	No	Yes	No	Yes
GV 3.4	Working with Project Lead, prepare for and implement integrated housing management system (Income Management)	March 2018	Head of Operations (Income & Customer Services)	Income Management & Advice	No	Yes	Yes	No	No
GV 3.5	Complete service access review for housing management and implement actions	March 2018	Head of Operations (Housing Management)	Housing Management	No	Yes	No	No	No
GV 3.6	Maintain delivery of in-house new build, establishing this as the default position for small, medium and large sized projects, based on cost savings vs. typical developer costs and increased control over build quality	March 2018	Head of Housing Investment	Housing Investment	No	No	No	No	Yes
GV 3.7	Evaluate and where appropriate implement PDAs and planning software across the Maintenance teams	March 2018	Head of Repairs	Repairs	No	No	Yes	No	No
GV 3.8	Provide dynamic scheduling and a flexible service to meet customer needs whilst reducing demand for our services where possible	March 2018	Head of Repairs	Repairs	No	No	Yes	No	No
GV 3.9	Investigate potential efficiency and service improvement on end to end consolidated processes for DFG's	March 2018	Director of Investment & Maintenance	Investment & Maintenance	No	No	No	No	No

Action			Lead		Implications (Yes/No)				
Ref	What?	By when?	Owner	Service	Safeguarding	Financial	IT	Health & Safety	Risk
GV 3.10	Work in partnership with Nottingham City Homes to identify areas for Mutual co-operation and collaboration in line with the Metropolitan Strategy of the two parent Councils.	March 2018	Managing Director	Housing	No	No	No	No	No
GV 3.11	Implement new pre tenancy income management processes	March 2018	Head of Operations (Income & Customer Services)	Income Management & Advice	Yes	Yes	No	No	Yes
GV 3.12	Work with DCC to investigate the potential value of new company structures and/or changes to current articles.	March 2018	Finance Director and Company Secretary	Governance	No	Yes	Yes	Yes	Yes
GV 3.13	Update to M3 NHF Version 7 rates to ensure up to date costs are available to correctly invoice for works done and to give accurate job costs	March 2018	Head of Repairs	Repairs	No	No	No	No	No
GV 3.14	Introduce new policies and procedures to ensure the van stock process is robust and cost efficient	March 2018	Head of Repairs	Repairs	No	No	No	No	No
GV 3.15	Complete pilot of Income Triage Service	October 2017	Head of Operations (Income & Customer Services)	Income Management & Advice	No	No	No	No	No

6. FINANCIAL FRAMEWORK

6.1. Introduction

Council housing finance is ring fenced from the rest of Council funding. The Housing Revenue Account (HRA) is a landlord account that has to live within its own income – mostly rents and service charges from Council tenants. Derby Homes manages most of the turnover of the HRA on behalf of the Council. The detailed plans to spend the rent income are set out in the HRA Business Plan approved each year by the Council.

6.2. HRA Business Plan

Derby Homes is responsible for significant input into the review and development of the HRA Business Plan (HRABP). We will work in partnership with the Council to:

- Set the overall HRABP
- Model the options facing the Council, consider the right balance of investment to be made over the years to attempt to be fair to both current and future tenants
- Prepare the HRA budget each year
- Prepare the HRA capital programme
- Make any bids for capital funding; prepare other statistical returns and claims for the HRA
- Advise on rent and service charge levels.

This year the HRABP faced a huge financial challenge to be rebalanced to deal with the lower expected level of rents in future. Losing 13% of future expected income as a result of 4 years of 1% rent cuts means that substantial reductions in funding had to be made, including in reducing available funding for Derby Homes, the Council's retained services and capital spending. The plans have been successfully rebalanced but now face further uncertainty from further potential government regulations with respect of benefit cap, universal credit roll out, reduction of in work benefits, limitation of rents to Local Housing Allowance levels and the Higher Value homes levy to pay for the voluntary Right to Buy in addition to the continuation of the rent reductions, higher levels of Right to Buy and higher inflation expectations. With the possible exception of the Higher Value levy, the HRABP should be able to withstand the estimated impact of these issues as a result of existing reserves and planned cost constraint over the longer term. The HRA currently has around £40m of reserves in total and therefore can spread the impact of these losses over the next few years.

6.3. Derby Homes Financial Strategy

Derby Homes produces a medium term financial strategy which is reviewed and updated annually.

Derby Homes continues to focus on controlling costs and driving efficiency in all its operations. As a result, reserves (excluding the pension fund deficit being dealt with through increased contributions over the long term) have substantially increased over the last few years from £2.5m to £11.5m. This enables Derby Homes to help the Council to deliver more new homes.

The Council is aiming to deliver a further 500 affordable homes directly through the HRA, Derby Homes and partners over the next three years.

Derby Homes has delivered around £1m of further savings during 2016/17 to meet pressures and will be aiming to deliver still more during 2017/18 and later years, with the resources helping to support homelessness services beyond the statutory minimum provided through Council funding directly. Derby Homes' stock has grown from 15 in April 2013 to 90 in 2017 and will continue to grow towards 300 over the next few years as our reserves are invested in new homes.

Derby Homes needs to make an operational surplus in order to support the early year losses incurred in operating new homes – even with grant. To support 300 homes will require operational surpluses of between £0.6m and £0.9m a year a year. Derby Homes' reserves will no longer represent available cash to spend, but be mainly tied up in the homes we build. The longer term plan should see the value of the homes owned by Derby Homes increase to around £30m from the current level (2016 accounts) of £4.5m– an increase of over 10 times over the next ten years. This is ambitious but can be delivered with the support of the Council and the Derby Homes Board working together.

Appendix 1 - Derby Homes Governance Structure
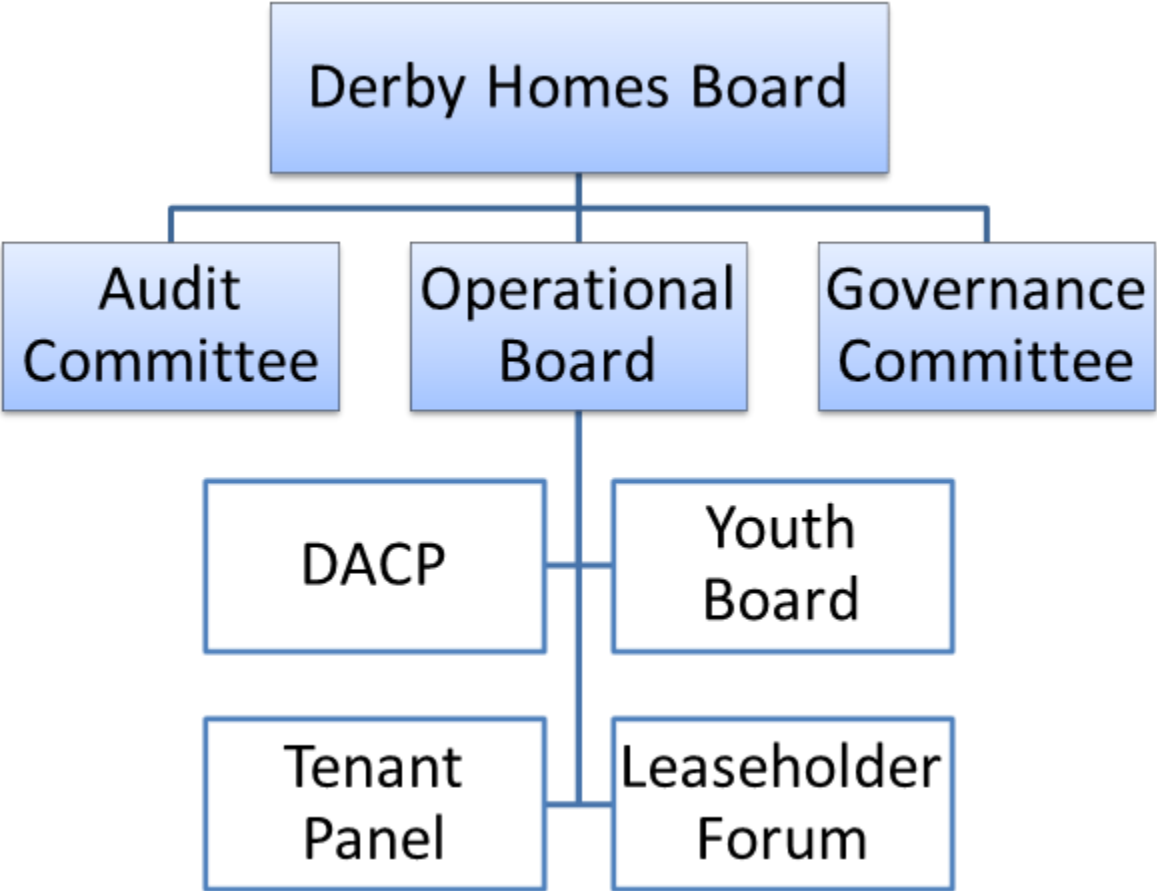
Appendix 2 - Performance Measures

Overview – Indicator Summary		Context – baseline information				Looking Ahead			Link
						Targets			*to the outcome*
Description	**Owner**	**2014/15**	**2015/16**	**2016/17**	**Comparator[2]**	**2017/18**	**2018/19**	**2019/20**	
Rent arrears of current tenants as a % of rent roll	Head of Operations (Income and Customer Services)	1.89%	1.9%	1.9%	upper-2.04 median-3.24 lower-3.88	2.32%	2.90%	3.70%	4. Value
Rent arrears of current tenants (value)	Head of Operations (Income and Customer Services)	£1.08m	£1.1m	£1,082,740	n/a	£1.3m	£1.6m	£2.0m	4.Value
Rent collected as a % of rent due (includes arrears brought forward)	Head of Operations (Income and Customer Services)	97.63%	98.8%	99.4%	upper-97.93 median-96.64 lower-95.65	96.00%	94.80%	93.20%	4. Value
Rent collected (excluding arrears brought forward) as a percentage of rent due	Head of Operations (Income and Customer Services)	100.05%	100%	100.2%	upper-100.10 median-99.88 lower-99.49	98.70%	98.40%	97.90%	4. Value
Number of tenants evicted as a result of rent arrears	Head of Operations (Income and Customer Services)	47	63	49	n/a	55	60	65	4.Value
Average time taken to relet local authority housing (days)	Head of Operations (Housing Management)	22.12	22.95	25.3	upper-22.04 median-26.75 lower-35.23	24	24	24	4. Value

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[2] 'Comparator' refers to any benchmarking information available that adds additional detail to the context behind the measure i.e. Housemark.2015/16

| Overview – Indicator Summary | | Context – baseline information | | | | Looking Ahead | | | Link |
| | | | | | | Targets | | | _to the outcome_ |
Description	Owner	2014/15	2015/16	2016/17	Comparator[2]	2017/18	2018/19	2019/20	
% of rent lost through dwellings becoming vacant	Head of Operations (Housing Management)	0.85%	0.75%	0.8%	upper-0.68 median-0.88 lower-1.54	1.00%	1.00%	1.00%	4. Value
Amount of rent lost through dwellings becoming vacant	Head of Operations (Housing Management)	New for 2015/16	£0.44m	£469,502	n/a	£0.53m	£0.52m	£0.51m	4. Value
% of emergency repairs carried out (attend and make safe within 2 hours and complete in 24hrs)	Head of Repairs	100.0%	100.0%	100.0%	n/a	99.00%	99.00%	99.00%	1. Homes
% of very urgent repair (complete within 24 hours)	Head of Repairs	99.91%	99.8%	100.0%	n/a	99.00%	99.00%	99.00%	1. Homes
% of urgent repairs completed within 5 working days	Head of Repairs	99.91%	99.9%	99.8%	n/a	99.00%	99.00%	99.00%	1. Homes
% of non-urgent repairs completed within 25 working days	Head of Repairs	99.86%	100.0%	100.0%	n/a	99.00%	99.00%	99.00%	1. Homes
% of appointments kept	Head of Repairs	99.92%	99.9%	99.9%	upper-98.43 median-96.86 lower-92.94	99.00%	99.00%	99.00%	3. Customer Service
% of properties with CP12 Gas Safety certificate	Head of Repairs	100.0%	100.0%	100.0%	upper-100.0 median-100.0 lower-99.97	100.0%	100.0%	100.0%	1. Homes
% of properties with completed Electrical Safety Testing	Head of Repairs	100.0%	100.0%	100.0%	n/a	100.0%	100.0%	100.0%	1. Homes
Tenant satisfaction with repairs (last completed repair)	Head of Repairs	99.42%	99.7%	99.3%	n/a	99.00%	99.00%	99.00%	3. Customer Service
Tenant satisfaction with Landlord	Head of Operations (Housing Management)	86.0%	90.0%	89.8%	upper-90.13 median-86.00 lower-81.08	90.0%	90.0%	90.0%	3. Customer Service

| Overview – Indicator Summary | | Context – baseline information | | | | Looking Ahead | | | Link |
| | | | | | | Targets | | | *to the outcome* |
Description	Owner	2014/15	2015/16	2016/17	Comparator[2]	2017/18	2018/19	2019/20	
Tenant satisfaction with views taken into account	Head of Operations (Housing Management)	68.0%	79.0%	84.1%	upper-76.65 median-70.15 lower-66.00	83.0%	83.0%	83.0%	3. Customer Service
% satisfied with the way ASB case was handled	Head of Operations (Housing Management)	85.4%	84.4%	95.0%	upper-87.95 median-81.00 lower-62.30	90.0%	90.0%	90.0%	2. Neighbourhoods
Customer satisfaction with the Customer Services Team	Head of Operations (Income and Customer Services)	97.13%	96.9%	Not available	n/a	90.0%	90.0%	90.0%	3. Customer Service
% of apprentices who retain or move on to employment or further training	Head of Governance & Corporate Services	New for 2015/16	100.0%	100.0%	n/a	95.0%	95.0%	95.0%	2. Neighbourhoods
Number of new homes started (HRA & DH)	Head of Housing Investment	50	39	22	n/a	60	60	60	1. Homes
Number of new homes delivered (HRA & DH)	Head of Housing Investment	99	105	30	n/a	60	60	60	1. Homes
Number of new affordable homes delivered since 2013	Head of Housing Investment	177	282	312	n/a	None set	None set	None set	1.Homes
Number of complaints upheld by the Ombudsman	Head of Operations (Income and Customer Services)	0	0		n/a	0	0	0	3. Customer Service
% of complaints responded to within timescale (not including homelessness complaints)	Head of Operations (Income and Customer Services)			New for 2017/18	n/a	96%	96%	96%	3. Customer Service

Overview – Indicator Summary		Context – baseline information				Looking Ahead Targets			Link _to the outcome_
Description	Owner	2014/15	2015/16	2016/17	Comparator[2]	2017/18	2018/19	2019/20	
% of homelessness complaints responded to within timescale	Head of Operations (Income and Customer Services)	99.8%	100%	99.1%	n/a	96%	96%	96%	3. Customer Service
Number of active homefinder applicants	Head of Operations (Housing Management)	New for 2015/16	1,594	1,675	n/a	None set	None set	None set	3. Customer Service
Number of homeless approaches	Head of Operations (Housing Management)	614	744	1134	n/a	None set	None set	None set	3. Customer Service
Number of homeless preventions	Head of Operations (Housing Management)	951	903	570	n/a	570	None set	None set	3. Customer Service
Number of homeless acceptances	Head of Operations (Housing Management)	278	377	496	n/a	None set	None set	None set	3. Customer Service
Number of new households placed in bed and breakfast in a month	Head of Operations (Housing Management)			New for 2017/18	n/a	None set	None set	None set	3. Customer Service
Number of households placed in bed and breakfast accommodation (snapshot at period end)	Head of Operations (Housing Management)	9	10	14	n/a	None set	None set	None set	3. Customer Service
Number of new households placed in temporary accommodation other than bed and breakfast in a month	Head of Operations (Housing Management)			New for 2017/18	n/a	None set	None set	None set	3. Customer Service

| Overview – Indicator Summary | | Context – baseline information | | | | Looking Ahead | | | Link |
| | | | | | | Targets | | | to the outcome |
Description	Owner	2014/15	2015/16	2016/17	Comparator[2]	2017/18	2018/19	2019/20	
Number of households living in Temporary Accommodation other than bed & breakfast (snapshot at period end)	Head of Operations (Housing Management)			New for 2017/18	n/a	None set	None set	None set	3. Customer Service
Average working days lost due to sickness absence	Personnel Manager	6.10	7.15	8.4	upper-7.15 median-8.43 lower-10.88	7.0	7.0	7.0	4. Value
Percentage of non-decent council homes	Head of Housing Investment	0%	0%	0%	upper-0.00 median-0.00 lower-0.11	0%	0%	0%	1. Homes
Energy Efficiency - average SAP rating of dwellings (BV63)	Head of Housing Investment	73.02	73.28	73.9	upper-72.6 median-71.4 lower-69.3	73	73	73	1. Homes
Energy Efficiency – average SAP rating of new build homes	Head of Housing Investment			New for 2017/18	n/a	90.0	90.0	90.0	1. Homes

Appendix 3 - Service Drivers

Political	Economic

• National politics (Housing)/Welfare Reform
     o Rent cuts (2016-2020)
     o Voluntary Right to Buy for RPs (2017)
     o High Value sales (2017)
     o LHA restriction to UC/HB (2016/18)
     o Supported Housing
     o Fixed term tenancies
     o Structural responses
     o Homeless Prevention Bill
     o Brexit
 • Local Politics
     o Review of Neighbourhood Management Framework
     o Role of Derby Homes post 16/17 review
     o Delivery of affordable new homes
	• Pressure on Council General Fund
	 • Rental constraints / HRABP risks
	 • Welfare Reform impact on tenants' ability to pay
	 • Partnership working and impact of other organisations on Derby Homes work programme
	 • Supply & availability of sufficient funding to support new homes
	 • Lower demand for some types of stock and other social housing
	 • Pension issues
	 • Future levels of management fee
	 • Raise our contribution to DCC objectives

Social	**Technological**
• Increasing homelessness levels/demand for services • Increasing vulnerability of client base • Higher levels of poverty relating to welfare reform • Demographics – increasingly elder population • Customer expectations / aspirations • Integration of different communities across Derby • Refugees/Asylum Seekers • Safeguarding • People experiencing social isolation and impact on services such as adult well-being and mental health • Raised thresholds of access to Social Care • Increasing reliance on third sector • High numbers of NEET within our estates • Community tensions – impact on communities	• Re-procurement and resources • Future IT needs and opportunities – implementation of new systems • Opportunities to make more payments online • Increasing requirement for bank accounts and internet access e.g. for benefit claims • Social media – opportunities & threats • Digital inclusion – training (to include customers) • Channel Shift / Customer Service Strategy • Mobile working • Shared data protocols with HMRC / Tenants • Renewable energy technology
Legal	**Environmental**
• Welfare Reform and Work Act 2016 • Housing and Planning Act 2016 • Homeless Reduction Bill • Information Rights Legislation including - The General Data Protection Regulation 2016 • Changes to regulatory requirements • Health and Safety legislation • Brexit • Neighbourhood Planning Bill	• Extended spells of extreme weather conditions affecting our ability to deliver services. • Sufficient available land for development • Diverse range of house types

Appendix 4 – Glossary

ASB	Anti-Social Behaviour
CIH	Chartered Institute of Housing
CYP	Children & Young People
DACP	Derby Association of Community Partners
DCC	Derby City Council
DFG	Disabled Facilities Grant
DH	Derby Homes
HB	Housing Benefit
HCA	Homes and Communities Agency
HMRC	Her Majesty's Revenue and Customs
HRA	Housing Revenue Account
HRABP	Housing Revenue Account Business Plan
LED	Light-emitting Diode
LHA	Local Housing Allowance
NEET	Not in Education, Employment, or Training
PDA	Personal Digital Assistant
PESTLE	Political, economic, social, technological, legal and environmental
RP	Registered Provider of Social Housing
SAP	Standard Assessment Procedure
UC	Universal Credit