

2018/19 DERBY HOMES SERVICE PLAN

Version control

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Derby Homes Service Plan

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1. Introduction

The purpose of this document is to set out what we need to achieve over the next 12 months and to state how we will support the City's vision and the Council's aims.

The strategic objectives for Derby Homes for 2018/19 are set out below. Our progress against actions is monitored by Derby Homes' Executive, and reported to the Chair's meeting quarterly, and annually to Derby Homes' Board.

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

2. Service Plans 2018/19

Team	Executive	Accountable Officer		Maria Murphy / David Enticott	
Action Plan Reference	Delivery Plan Action	Delivery Plan Deadline	Monitoring Key Milestones	Milestone Deadlines	Responsible Officer
GV 3.1	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 2019	Six monthly joint SMT meetings with NCH to monitor progress and report on new proposals. Attendance at Metro Strategy Meetings with Derby City Council, Nottingham City Council and Nottingham City Homes. As arranged by DCC Regen Team.	March 2019 March 2019	Managing Director Managing Director and Finance Director and Company Secretary
GV 3.2	Continue to explore future partnership / structure options with the Council	March 2019	Planning Steering Group meetings with Derby City Council. Reports to Derby Homes Board.	Ongoing March 2019 Ongoing March 2019	Managing Director
GV 3.3	Develop the Open Housing system to realise full service benefits	September 2020	Phase 2C - Homelessness - CDP relaunch Phase 2B - Allocations - Abrisas replacement Phase 2A - Asset Management - Keystone replacement Phases 3A – 3E (see programme scoping) Phases 4A – 4D (see programme scoping) Phases 5A – 5E (see programme scoping) Phase 2E - Debt Management Phases 6A – 6B - Estate Management / Merge Duplicate person	April 2018 July 2018 December 2018 March 2019 September 2019 January 2020 September 2020 September 2020	Finance Director and Company Secretary
GV 3.6	Liaise with DCC on the provision of a new / continued financial system for Derby Homes	March 2019	Quarterly discussions with DCC (Group Accountant – Derby Homes) over plans for the financial system	March 2019	Group Accountant

Team			Accountable Officer		
Governance & Corporate Services			Taran Lalria		
Action Plan Reference	Delivery Plan Action	Delivery Plan Deadline	Monitoring Key Milestones	Milestone Deadlines	Responsible Officer
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 2019	Advertise our apprenticeship vacancies with local schools and training providers Attend CV Workshops and careers fairs. Present at school assemblies	June 2018 March 2019	Corporate Support and Apprentice Development Manager
GS 3.3	Work with DCC to make work placements and apprenticeships available for care leavers	March 2019	Send apprenticeship vacancies through to DCC when available Attend the quarterly Children in Care/Care Leavers Apprenticeship Forum at DCC	June 2018 March 2019	Corporate Support and Apprentice Development Manager
GV 3.7 (linked to GV 3.2)	Work with DCC to investigate the potential value of new company structures and/or changes to current articles	March 2019	Quarterly discussions with DCC (Strategic Director of Communities and Place and Director of Finance) over plans for alternative / additional service delivery options	March 2019	Company Solicitor

Team			Accountable Officer		
Housing Management			Clare Mehrbani		
Action Plan Reference	Delivery Plan Action	Delivery Plan Deadline	Monitoring Key Milestones	Milestone Deadlines	Responsible Officer
GN 1.1	Complete service access review for housing management and implement actions	September 2018	Complete Consultation Implement restructure and recruit to arising vacancies Implement changes resulting from refreshed Customer Service Strategy, once finalised	March 2018 June 2018 September 2018	Housing Services Manager
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 2019	Improve attendance at Strategic Homelessness Board Develop common Exclusions Policy for Derby Hostels Promote the homeless liaison forum ensuring all partners are committed to achieving the actions set out within the homeless strategy action plan Embed grant arrangements to deliver effective partnership outcomes	August 2018 September 2018 April 2018- March 2019 March 2019	Head of Operations Homelessness Manager Homelessness Managers Homelessness Manager

Action Plan Reference	Delivery Plan Action	Delivery Plan Deadline	Monitoring Key Milestones	Milestone Deadlines	Responsible Officer
GS 2.1	Develop and Implement Customer Engagement Programme for 2019	March 2019	Review of 2017/18 Customer Engagement programme Develop 2018/19 programme in consultation with DACP, Tenant Panel, Youth Panel and Operational Board Deliver Customer Engagement Programme 2018/19	March 2018 May 2018 October 2018	Customer Engagement and Development Manager
GS 2.2	Develop and implement localised Customer Priorities based on customer feedback	March 2019	Develop Localised Customer Priorities in consultation with Local Housing Managers, DACP, Tenant Panel, Youth Panel and Operational Board Implement and publicise Customer Priorities and set up appropriate measuring and monitoring system Evaluate progress through quarterly monitoring framework, providing feedback to HOS	April 2018 June 2018 Sept 2018 – March 2019	Customer Engagement and Community Development Manager
GS 3.1	Develop and implement a modern customer access experience within the wider Housing Options and Homelessness service	March 2019	Develop knowledge base for the access team Promote self-service with all customer contact Evaluate progress on the development of self service	April 2018 March 2019 March 2019	Social Housing Options Manager and Housing Options Transformation Manager
GS 3.2	Maximise supply of homes in the private sector to those homeless or at risk of homelessness	March 2019	Identifying and forging new relationships with private landlords to work with Derby Homes Attend private landlords forum and promote our service Develop Landlord Incentive Scheme Review number of private tenancies created on a quarterly basis	June 2018 June 2018 September 2018 March 2019	Homelessness Manager / Private Rented Sector Manager
GS 3.4	Embed the requirements of the Homelessness Reduction Act	March 2019	Promote HRA amongst partners and at the HLF to include training stakeholders Ensure data collection is H-Click Compliant Ensure pathways for public bodies to notify Housing Options of homelessness referrals Monitor and review personal housing plans created by partner agencies	April 2018 April 2018 September 2018 March 2019	Homelessness Managers

Team			Income and Customer Service		Accountable Officer	Jackie Westwood
Action Plan Reference	Delivery Plan Action	Delivery Plan Deadline	Monitoring Key Milestones	Milestone Deadlines	Responsible Officer	
GS 1.1	Update and implement revised customer service strategy	March 2019	<p>Develop a refreshed Project Plan for 2018/19</p> <p>Develop a refreshed communications plan for 2018/19</p> <p>Report to Operational Board for decision/update</p> <p>Implement revised customer service strategy</p>	<p>April 2018</p> <p>April 2018</p> <p>June 2018 October 2018 February 2019</p> <p>March 2019</p>	Head of Operations	
GV 1.1	Deliver the actions of the Welfare Reform Management Project Plan	March 2019	<p>Develop a refreshed Project Plan for 2018/19 which identifies all of the changes and actions required to mitigate the impact on rental income and identifies groups of tenants affected by each change in order to promote awareness and support options</p> <p>Report on progress to Operational Board.</p> <p>Implement actions 2018/19</p>	<p>April 2018</p> <p>Each meeting</p> <p>March 2019</p>	Income Manager (Welfare Reform)	
GV 1.2	Reward tenants who meet the incentive scheme eligibility criteria	March 2019	<p>Review position year 2 and reporting requirements</p> <p>Set up operational working group to support delivery of objectives. Steering Group to continue to meet 4 weekly</p> <p>Create a targeted approach with all teams to maximise eligibility criteria and communications plan.</p> <p>Undertake targeting and promotion</p> <p>Report on progress to Operational Board</p>	<p>April 2018</p> <p>April 2018</p> <p>April/May 2018</p> <p>April 2018 – March 2019</p> <p>June 2018 October 2018 February 2019</p>	Customer Services and Equalities Manager and Customer Communications Manager	

Team			Housing Investment		Accountable Officer	Shaun Bennett
Action Plan Reference	Delivery Plan Action	Delivery Plan Deadline	Monitoring Key Milestones	Milestone Deadlines	Responsible Officer	
GH 1.1	Work in partnership with DCC to increase the supply of affordable housing in Derby	March 2020	Start and completion of new homes as agreed with Derby City Council	March 2020	Development Team Leader	
GH 3.1	Complete the insulation of all remaining older homes without wall	March 2020	Insulate all remaining older homes without wall insulation including using in house delivery - work expanded to include older flats that qualify. Subject to tenant consent	March 2019	Planned Maintenance Manager	

Action Plan Reference	Delivery Plan Action	Delivery Plan Deadline	Monitoring Key Milestones	Milestone Deadlines	Responsible Officer
	insulation		Where consent not obtained ensure process for works to be picked up when properties void	March 2019	
GN 2.1	Work closely with DCC to make Street scene improvements in neighbourhoods (such as grounds maintenance, cleaning, resurfacing car parks, other estate based improvements)	March 2019	Complete annual plan of work agreed by operational board	March 2019	Estate Maintenance Manager
GV 2.1	Evaluate opportunities for continuous market engagement for funding from the 2015 – 2021 Homes England Affordable Homes Programme	March 2021	Review quarterly opportunities to submit schemes for the Homes England Continuous Market Engagement	March 2021	Development Team Leader
GV 3.4	Seek to secure other external works in partnership with the Council (such schools, public buildings etc.)	March 2019	Complete the Queensferry children centre project Complete the new build project with the war memorial village by July 2019 Work with schools to help them deliver value for money projects Engage with Officers at DCC to secure other project work on an ongoing basis	June 2018 July 2019 Ongoing – March 2019 Ongoing – March 2019	Contracts Manager
GV 3.5	Maintain delivery of in-house new build, establishing this as the default position for small, medium and large sized projects	March 2019	Establish cost base for standard house types (non-abnormal costs) Evaluate efficiency of delivery approach against external alternatives (such as contractor procurement) Deliver programme in line with Capital Board recommendations	June 2019 March 2019 March 2019	Director of Investment and Maintenance

Team Housing Maintenance **Accountable Officer** Steve Bayliss

Action Plan Reference	Delivery Plan Action	Delivery Plan Deadline	Monitoring Key Milestones	Milestone Deadlines	Responsible Officer
GH 2.1	Evaluate and if feasible implement and establish a 'right first time' reporting process following the installation of software	March 2019	Create a job completed right first time Performance Target for use in the DRS system Pilot and test the RFT measure to ensure both feasible and accurate Implement RFT performance measure across the responsive repairs team	September 2018 December 2018 March 2019	Contracts Manager

Action Plan Reference	Delivery Plan Action	Delivery Plan Deadline	Monitoring Key Milestones	Milestone Deadlines	Responsible Officer
GV 3.8	Evaluate and consider the joint procurement of hybrid vans in collaboration with Nottingham City Homes	March 2020	Attend the commercial vehicle show with the fleet manager Meetings with NCH to discuss the viability of hybrid vans in a commercial environment	April 2018 March 2019	Resources and Coordination Manager
GV 3.9	Evaluate and where appropriate implement PDAs and planning software across the Maintenance teams including Gas Servicing, Electrical Servicing and Voids	March 2019	Trial new tablets (windows/android) to decide best product in electrical testing and gas servicing teams in conjunction with electronic certification Introduce new mobile working systems within the gas servicing team Evaluate which planning software to implement in voids team	June 2018 September 2018 December 2018	Electrical Contracts Manager Electrical Contracts Manager Contracts Manager
GV 3.10	Provide dynamic scheduling and a flexible service to meet customer needs whilst reducing demand for our services where possible	March 2019	Review and implement the No Access procedure utilising Environmental Protection Act Produce and deliver 'How to Video's 'and Leaflets in order to reduce operative visits on Gas Breakdowns Evaluate the benefits of differing work patterns to gain improved access to tenants properties for gas servicing	June 2018 September 2018 September 2018	Electrical Contracts Manager