

26<sup>th</sup> August 2008

Dear Councillor,

I hereby give you Notice that a Meeting of the **HOUSING SERVICES COMMITTEE** will be held in the **COUNCIL CHAMBER, CIVIC CENTRE, CROOK** on **WEDNESDAY 3<sup>rd</sup> SEPTEMBER 2008 at 6.00 P.M.**

### AGENDA

Page No.

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|----|---|---------------|
| 1. | Apologies for absence.  |               |
| 2. | To consider the Minutes of the last Meeting of the Committee held on 21 <sup>st</sup> July 2008 as a true record. | Copy attached |
| 3. | Declarations of Interest  |               |

Members are invited to declare any personal and/or prejudicial interests in matters appearing on the agenda and the nature of their interest.

Members should use either of the following declarations:

**Personal Interest – to be used where a Member will be remaining and participating in the debate and any vote:**

I have a personal interest in agenda item (...) regarding the report on (...) because I am (...)

**Personal and Prejudicial Interest – to be used where a Member will be withdrawing from the room for that item:**

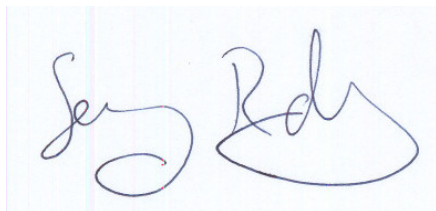
I have a personal and prejudicial interest in agenda item (...) regarding the report on (...) because I am (...)

Officers are also invited to declare any interest in any matters appearing on the agenda.

**NOTE: Members are requested to complete the enclosed declarations form and, after declaring interests verbally, to hand the form in to the Committee Administrator.**

4. To consider the Report of the meeting of the Housing Sub Committee held on 14<sup>th</sup> July 2008 as a true record. to follow
5. To consider an update on progress made by Dale and Valley Homes against its Business Plan for quarter 1 of 2008/09. 1 – 38
6. To consider an update of Dale and Valley Homes' performance during quarter 1 of 2008/09. 39 - 89
7. To consider such other items of business which, by reason of special circumstances so specified, the Chairman of the meeting is of the opinion should be considered as a matter of urgency.

Yours faithfully



### **Acting Chief Executive**

Members of this Committee: Councillors Bailey, Mrs Bolam, Mrs Burn, Mrs Carrick, Mrs Douthwaite, Ferguson\*, Gale, Mrs Hardaker, Kay, Mairs, Murphy, Sinclair, J Shuttleworth, Stonehouse, Mrs Todd\*, Ward and Zair.

\*Ex-officio, non-voting capacity

Chair: Councillor Bailey

Deputy Chair: Councillor Mrs Carrick

TO: All other Members of the Council for information  
Management Team

## DECLARATIONS OF INTEREST FORM

NAME AND DATE OF COMMITTEE	AGENDA ITEM NUMBER	NATURE OF INTEREST AND REASONS	PRINT NAME	SIGNATURE



**HOUSING SERVICES COMMITTEE**

**3 SEPTEMBER 2008**

Report of the Strategic Director for the Community

**DALE & VALLEY HOMES – PROGRESS AGAINST BUSINESS PLAN FOR  
QUARTER 1 OF 2008/2009**

**purpose of the report**

To provide an update on progress made by Dale & Valley Homes (D&VH) against its Business Plan for 2008/2009.

**background**

1. The Management Agreement that governs the relationship between the Council and Dale & Valley Homes requires Committee to be provided with quarterly updates regarding the ALMO's performance.
2. The report attached at Annex A was prepared for and presented to D&VH's Policy & Service Development Committee on 07 Aug 08. The report sets out details of progress made against their current Business Plan.

**RECOMMENDED**

1. That consideration be given to the report attached at Annex A.

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**Officer responsible for the report**

David Milburn  
Acting Strategic Director for the Community  
Ext. 379

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**Author of the report**

Mark Farren  
Community Support Manager  
Ext. 345

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**DALE & VALLEY HOMES**

**POLICY & SERVICE DEVELOPMENT COMMITTEE**

**7 AUGUST 2008**

Report of the Director of Resources

**PROGRESS AGAINST THE BUSINESS PLAN – QUARTER 1 (2008/09)**

**purpose**

To advise Policy and Service Development Committee of progress towards the achievement of the company's vision through the undertaking of actions set out in Dale & Valley Homes' Business Plan 2008 – 2013.

**background**

- 1 In April 2008 Dale & Valley Homes published a revised Business Plan that was developed following extensive consultation with customers, staff and other key local partners. The document sets out 61 ambitious actions that will be undertaken from 2008 – 2013 to realise our vision that is:

*"To provide homes and neighbourhoods that our customers want to live in and are proud to live in"*

- 2 61 actions may appear to be a lot of actions for a small company to undertake. To ensure that the priorities of our stakeholders are met, the company has stretched some of these actions over 5 years. These actions are classified as being "long term".
- 3 There are 23 "long term" actions in the Business Plan. The company will continuously work on them until 2013 to ensure they are embedded, reviewed and visibly improving the quality of life of our customers.
- 4 The company is confident that all of the actions in the Business Plan are achievable as many actions are related to each other. However, the actions would not be achievable if the company did not meticulously plan the work that will be undertaken over the next 5 years.
- 5 The company has therefore ensured that the Business Plan is underpinned by three Directorate Plans. A Directorate Plan is a forward looking work plan that sets out the actions each of the company's directorates (which are Resources, Housing Operations and Development) will undertake to deliver the Business Plan. Directorate Plans are very important because they help us to sort out the actions we must undertake first and plan how we will use our resources effectively to enable us to achieve them.

- 6 This report concentrates on the work we have undertaken to achieve the actions that the Business Plan has stated must be begun or completed in the first quarter (April – June) of 2008/09.
- 7 The company has started to undertake 38 actions from the Business Plan 2008 – 2013. The company's progress against all of these actions is included in Annex 1 of this report. 10 of the actions included in Annex 1 are classified as "long term". This means that work has begun on their implementation but they will not be completed until 2013.
- 8 4 Business Plan actions are scheduled for completion in the first quarter (April – June) of 2008/2009. The table set out at figure 1 outlines progress against these 4 actions:

Figure 1: Progress against actions scheduled for completion in quarter 1 2008/09

<b>STRATEGIC OBJECTIVE: Delivering Excellent Services</b>				
<b>Business Plan Ref</b>	<b>Action</b>	<b>Complete</b>	<b>Incomplete</b>	<b>Comment</b>
1.1	Prepare and begin to implement an IT Strategy		X	<ul style="list-style-type: none"> <li>Following a delay in appointing a specialist consultant to develop a strategy for the company, an IT Strategy is now being prepared by Tribal Consultants.</li> <li>A final copy of the IT Strategy is expected in August 2008.</li> </ul>
1.4	Review all customer involvement mechanisms and identify which is any groups of service users are not accessing services to address barriers	X		<ul style="list-style-type: none"> <li>Significant work has been undertaken on: <ul style="list-style-type: none"> <li>Evaluating customer involvement mechanisms;</li> <li>Comparing costs and rationalising the service;</li> <li>Working with key local partners to introduce projects to engage with hard to reach groups.</li> </ul> </li> </ul>
1.10	Ensure Directorate Plans describe the actions we must undertake to achieve excellence	X		<ul style="list-style-type: none"> <li>Printed copies of the Resources Directorate Plan are available.</li> <li>Printed copies of the Housing Operations Directorate Plan and Development Directorate Plan are in production and will be available in early August.</li> </ul>

<b>STRATEGIC OBJECTIVE: Running our Business Well</b>				
<b>Business Plan Ref.</b>	<b>Action</b>	<b>Complete</b>	<b>Incomplete</b>	<b>Comment</b>
3.1	Develop a medium to long term Financial Strategy to direct resources effectively	X		<ul style="list-style-type: none"> <li>The second stage of the Strategy will be developed later in the year and will set explicit efficiency targets.</li> </ul>

### key performance indicators

- 9 The actions set out in the Business Plan 2008-2013 have been linked to the company's Key Performance Indicators. Key Performance Indicators are useful tools because they help us to monitor and measure very specific factors such as customer and staff satisfaction, our spend against our budgets and our delivery of Decent Homes. We have linked our Business Plan actions to our performance measures so we can get a clear picture of how our work is affecting our customers, our partners and our company.
- 10 A majority of the indicators that we have linked with the actions that are planned for completion in the first quarter of 2008/09 can only be reported on a six monthly or an annual basis. This means that "Progress against the Business Plan" reports in October 2008 and May 2009 will provide more detail on performance indicators and the real effect our actions have had on our customers, staff and the company.
- 11 In the meantime, action 1.10 (Ensure Directorate Plans describe the actions we must undertake to achieve excellence) is linked to 1 indicator that is reported quarterly. This means that performance data for this indicator is available now. The indicator is LPI 78 – Staff turnover rate. The indicator is currently performing well at 1.7% against a target of 18%. It is important to note however that the indicator is a cumulative indicator and it may be considerably higher at the end of the year.
- 12 The performance result of LPI 78 helpfully illustrates that the actions we are undertaking from our Business Plan have a direct impact on customers, staff and other key partners. For example, a high turnover of staff can have a significant affect on resources, as it can be costly to recruit and train new members of staff. Interruptions in service provision, caused by staff leaving, can also adversely affect customer and staff satisfaction. The company recognises the importance of retaining staff and has moved to motivate staff and encourage them to stay with the company by making the importance of their role in achieving the company's vision more prominent. This has been achieved through the development of Directorate Plans that set out the actions each directorate and team will undertake to achieve the Business Plan over the coming year. This explains why Business Plan action 1.10 has been linked with LPI 78.
- 13 The company has also revised the Performance and Development Review process and has directly linked this process with the delivery of Directorate Plans. The Performance and Development Review process enables staff to identify the skills they need to

undertake their actions and prepare a plan for their development. This demonstrates that the company is eager to invest in staff development, which in turn motivates staff to stay with the company. LPI 78 has also been linked to Business Plan action 3.11 (Develop, implement and embed a staff performance appraisal system that takes into account competencies).

## conclusion

- 14 The company has developed an ambitious action plan and performance targets to ensure the achievement of our long term vision. The company is currently performing well against these actions and targets, with 3 out of 4 actions scheduled for completion in the first quarter being achieved. Work has begun on implementing the remaining 34 actions (which are set out at Annex 1). It is important to note however that many of these actions are medium to long term and they will not be completed by the end of 2008/2009 (10 long term actions and 5 medium term actions).

## outcomes

- 15 As a result of monitoring our progress against our Business Plan the following outcomes have been identified:
- 16 The company can demonstrate the following positive outcomes in **“Delivering Excellent Services”**:
- Improved mechanisms for customers to be involved in reviewing, designing and developing our services. This has increased the number of customer mystery shoppers from 28 to 32.
  - The establishment of dedicated projects to address the engagement needs of hard to reach groups including a Young Persons Housing Initiative.
  - The development of detailed Directorate Plans to enable the delivery of the company's Business Plan.
  - A review and improvement of the Tenancy Support Service and the company's Money Advice Service. This has resulted in 87.8% of vulnerable people being supported to maintain independent living (NI 142). 72.5% of money and debt advice clients have benefited financially by using the service (LPI 75), with their average income increasing by £71.65 per week.
- 17 The company can demonstrate the following positive outcomes in **“Delivering Decent Homes”**:
- A draft Asset Management Strategy has been produced that considers stock investment needs, sustainability requirements and customer priorities.
  - Improved performance management of the repairs and voids service. 93.3% of customers are satisfied with the repairs service in the first quarter of 2008/2009 compared to 92.7% in 2007/2008.
  - Contributed to the development of a Local Development Framework for Wear Valley.
  - Continued to deliver a Decent Homes programme. 165 properties have been made decent since April 2008 and 86.9% of customers are satisfied with the programme. Although satisfaction is performing below the company's target of 95%, this can be attributed to the early stage of the programme's implementation.



18 The company can demonstrate the following positive outcomes in **“Running our Business Well”**:

- The development of a Medium Term Financial Strategy.
- The implementation of a Board Development Action Plan, through which the Board induction process has been revised and a training plan for Board members is in development.
- The development and implementation of an Investors in People action plan that has improved communications structures, induction arrangements and the staff Performance and Development Review process. So far, this has contributed to a low staff turnover rate (LPI 78) and a low number of days lost to sickness absence, at 1 day per employee at the end of the first quarter, compared to a target of 5 days for the whole year (LPI 79). Please note that this is also a cumulative indicator and may be higher at the end of the year.

19 The company can demonstrate the following positive outcomes in **“Contributing to the Wider Community”**:

- Developed a partnership with Wear Valley Local Strategic Partnership to shape neighbourhood arrangements;
- Supported local people to take up employment opportunities by signing a Skills Pledge and establishing a partnership with Job Centre Plus, the Train to Gain project and Wear Valley District Council LSP (for the Working Neighbourhoods Fund).
- Signed up to the RESPECT Standard and developed an action plan with Wear Valley District Council's Tenancy Enforcement Team to reduce anti social behaviour and promote tolerance and respect in our communities. 100% of our customers have reported their satisfaction with the management of anti social behaviour cases compared to a target of 80% (LPI 77).

### **business plan**

20 The Business Plan is reviewed and revised (if necessary) on an annual basis to make sure we are flexible to change. Progress against the Business Plan is reported to Board members on a quarterly basis to monitor our achievements and to provide an opportunity for the Board to review the company's strategic direction.

21 Based on the progress of the company in the first quarter of 2008/2009 there is no reason to review the strategic direction of the company or revise any actions set out in the Business Plan.

### **value for money**

22 Monitoring our progress against the Business Plan helps us to understand the relationships between the actions we undertake, the performance we achieve and the resources we use. This enables us to determine the quality of the outcomes we achieve for our customers in relation to the time or money we invest into our services.

23 Progress against the Business Plan reports provide a useful calculation of value for money as they also assist in the identification of areas where investment has been used

responsibly (either increased or decreased) to improve performance or develop a service. This is particularly evident in the following areas:

- Rationalising and improving customer involvement mechanisms;
- A reduction in opening hours and alternative service provision for customers living on Woodhouse Close estate;
- The establishment of a partnership with the Citizens Advice Bureau to deliver a Money and Debt Advice service to customers;
- The improvement of communal rooms to meet health and safety standards and the criteria set by the Disability Discrimination Act 2005;
- Increased a cyclical works programme budget to £250K to enable us to undertake environmental improvements to neighbourhoods; and
- The establishment of a partnership with Wear Valley District Council and an external consultancy to explore the use of the Working Neighbourhood Fund to assist our customers in accessing employment and training opportunities and compliment our Individual and Housing Support Service.

### **recommendations**

It is recommended that:

- 1 The Business Plan continues to be implemented and the company continues to follow the strategic direction it has set.
- 2 Board members note the company's good progress towards achieving the actions set out in the Business Plan.

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### **Officer responsible for the report**

Marie Roe

Assistant Director Planning, Performance and Governance

Tel 01388 761966 (ext 486)

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## Progress Against the Business Plan 2008 –2009

<b>STRATEGIC OBJECTIVE: Delivering Excellent Services</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
1.1 Prepare and begin to implement an IT Strategy	<ul style="list-style-type: none"> <li>▪ Tribal Consultants commissioned to develop an IT Strategy.</li> <li>▪ Workshop held in July 2008 to review the company's current IT arrangements and identify priorities for action.</li> <li>▪ Draft IT Strategy is due to be submitted to Director of Resources in August 2008.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The company has researched its IT needs and has prioritised the development of elements of IT to meet customer communication needs and business growth needs</li> </ul>		Director of Resources	Apr 08 – Jul 08
1.4 Review all customer involvement mechanisms and identify which if any groups of service users are not accessing services to address barriers	<ul style="list-style-type: none"> <li>▪ A review of all customer involvement mechanisms has been completed.</li> <li>▪ The review involved a cost benefit and value for money analysis and full consultation with the Customer Involvement Review Team and Value for Money Working Group.</li> <li>▪ The number of customer involvement mechanisms has been reduced from 19 to 13;</li> <li>▪ Ensured Dale Mail</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customer involvement mechanisms have been reviewed and mechanisms that are under used have been identified and removed.</li> <li>▪ Resources have been redirected to promoting the variety of customer involvement mechanisms available to customers including the development of an information booklet, staff attendance at all Residents Association meetings to</li> </ul>	LPI 88 LPI 89 LPI 90 LPI 97	Customer Involvement Manager	Apr 08 – Jul 08

<b>STRATEGIC OBJECTIVE: Delivering Excellent Services</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
	<p>newsletter has dedicated pages to customer involvement;</p> <ul style="list-style-type: none"> <li>Increased publicity for involvement methods and ensured publicity it includes an explanation of what provisions are in place to help customers become involved i.e. Transport/ childcare.</li> <li>Informal public meetings have been introduced in areas that are not represented by Residents Associations.</li> <li>A Young Persons Housing Initiative has been established that is exploring: <ul style="list-style-type: none"> <li>Furnished tenancies for young people;</li> <li>A handy man services to support young people in their tenancies; and</li> <li>Life skills sessions with Gentoo.</li> </ul> </li> </ul>	<p>promote customer involvement and informal public meetings in areas that aren't represented by Residents Associations.</p> <ul style="list-style-type: none"> <li>We have also linked all customer involvement mechanisms with a "You Said, We Did" tool that tracks outcomes from customer involvement, complaints and compliments.</li> </ul>			
1.5 Review the ways	<ul style="list-style-type: none"> <li>Developed a "You Said, We</li> </ul>	<ul style="list-style-type: none"> <li>The company can clearly</li> </ul>		Customer	Apr 08 –

<b>STRATEGIC OBJECTIVE: Delivering Excellent Services</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
we keep customers informed of our work and progress	<p>Did" tool that is connected to the compliments database and the complaints system.</p> <ul style="list-style-type: none"> <li>The Customer Involvement Manager is currently working with the Performance and Training Manager to link the "You Said, We Did" tool with Vision Management Survey results.</li> </ul>	illustrate the affect customer views, opinions and comments have on improving our services.		Involvement Manager	Apr 09
1.6 Consult residents on providing alternative ways of accessing our services, particularly customers in our more rural areas	<ul style="list-style-type: none"> <li>Customers have been consulted on reduced opening hours and alternative methods of providing the service for Woodhouse Close.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced opening hours have enabled Housing Officers to undertake more visits and work with their customers on a one to one basis on the Woodhouse Close estate.</li> <li>This illustrates a redirection of resources and the project is important, as 25% of customers responding to the Customer profile have requested increased person to person communication.</li> </ul>	LPI 89 LPI 90 LPI 97	AD Housing Operations	Apr 08 – Jul 09
1.9 Review partnerships and identify where we	<ul style="list-style-type: none"> <li>A Partnership Strategy has been developed setting out the company's approach to</li> </ul>	<ul style="list-style-type: none"> <li>The company has outlined its approach to good partnerships and their</li> </ul>	LPI 107	Director of Housing Operations	Jul 08 – Mar 09

<b>STRATEGIC OBJECTIVE: Delivering Excellent Services</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
need to make relationships to develop our business, help us to achieve our objectives and support new business growth	<ul style="list-style-type: none"> <li>partnerships.</li> <li>An audit of current partnerships has been undertaken and a database developed.</li> <li>Dale &amp; Valley Homes has been recognised as a full partner of the Wear Valley Local Strategic Partnership (LSP).</li> <li>Chief Executive of Dale &amp; Valley Homes is now chair of the LSP Housing Thematic Group.</li> </ul>	<ul style="list-style-type: none"> <li>governance.</li> <li>The comprehensive database of partners will be reviewed to determine the role partners play in developing our business and supporting service delivery.</li> <li>The company has established linkages with important strategic partners enabling the company to contribute to plans to improve and regenerate the district.</li> </ul>			
1.10 Ensure Directorate Plans describe the actions we must undertake to achieve excellence	<ul style="list-style-type: none"> <li>The Planning Team worked with senior managers within all directorates to develop individual Directorate Plans for the financial year 2008/09.</li> <li>All Directorate Plans have been published and are available to all staff.</li> </ul>	<ul style="list-style-type: none"> <li>Directorate Plans set out the actions that each directorate will undertake over the coming year to achieve the objectives set out in the Business Plan.</li> <li>Directorate Plans are used to inform Performance and Development Reviews, team planning and they also enable the improvement of services. Directorate Plans also guide the development</li> </ul>	LPI 78 LPI 105	Assistant Director for Planning	Apr 08 – May 08

<b>STRATEGIC OBJECTIVE: Delivering Excellent Services</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
		of an organisational training plan to help the company to use its skills to continuously improve and develop.			
1.11 Assess the availability of and access to all available sources of money advice in the district and work in partnership with the Council to set out how shortfalls in the provision may be met	<ul style="list-style-type: none"> <li>An initial review of the Money and Debt Advice service has been undertaken. This includes an assessment of the accessibility of the service and the arrangements of alternative service providers.</li> <li>A pilot partnership has been established with the Citizens Advice Bureau to address shortfalls in the provision.</li> <li>An "At Risk Panel" has also been established for Housing Officers to refer customers at risk of losing their tenancies. The At Risk Panel is intended to reduce evictions.</li> </ul>	<ul style="list-style-type: none"> <li>The Money and Debt Advice Service can demonstrate service improvement. 72.5% of customers have benefited financially by using the service, with their average income increasing by £71.65 per week.</li> <li>The Money and Debt Advice Team have been reorganised and officer's roles are more focused on delivering a variety of aspects of support and eviction prevention services. This includes the development of a Dale &amp; Valley Homes' Financial Inclusion Strategy that considers the multiple deprivation issues of customers and the wider community.</li> </ul>	NI 142 LPI 75	Support Services Manager	Apr 08 – Oct 08

<b>STRATEGIC OBJECTIVE: Delivering Excellent Services</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
		<ul style="list-style-type: none"> <li>The At Risk Panel has recommended appropriate intervention to prevent eviction. This has included referrals to the money and debt advice, tenancy support or has signposted additional support services.</li> </ul>			
1.12 Develop regular satisfaction surveys for all service areas, analyse the results, report and act on the findings and inform service users of outcomes and improvements	<ul style="list-style-type: none"> <li>Developed Visions Management Systems satisfaction surveys for all areas.</li> <li>Surveys have been undertaken for Decent Homes, Repairs and new tenancies, complaints and tenancy enforcement.</li> <li>Results from the surveys have been reported to contractors.</li> </ul>	<ul style="list-style-type: none"> <li>The company links the satisfaction of our customers with the performance of our services. This helps us to check the quality of our services and improve them to meet customer needs and demonstrate value for money as we can show we are directing our resources towards our customers' priorities.</li> </ul>	NI 160 LPI 74 LPI 95 LPI 96	Performance and Training Manager	Apr 08 – Apr 09
1.13 Implement, monitor, measure and review the delivery of Service Standards	<ul style="list-style-type: none"> <li>A review has been undertaken of all Service Standards. Improvements have been developed and the Service Standards have been republished.</li> <li>A Service Standards Project</li> </ul>	<ul style="list-style-type: none"> <li>Clear Service Standards have been published and made available to all customers.</li> <li>The monitoring of Service Standards has been linked to performance management</li> </ul>	LPIs 1-4 LPIs 22-25 LPIs 28 -49	Customer Care and Access Manager	Apr 08 – Apr 09



<b>STRATEGIC OBJECTIVE: Delivering Excellent Services</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
	<p>Team has linked the Service Standards with Key Performance Indicators, Vision Management Surveys, management checks, mystery shopping and other customer involvement mechanisms.</p> <ul style="list-style-type: none"> <li>▪ A corporate communications process has been developed to guide the way staff should communicate with customers. This approach has been rolled out by managers at team meetings.</li> </ul>	processes to enable service development and improvement.			
1.14 Improve customer satisfaction with the way we manage our estates	<ul style="list-style-type: none"> <li>▪ Estate inspections are ongoing and improvement action plans are developed.</li> <li>▪ Estate inspection records and action plans have been used to develop detailed estate profiles that map rent issues, anti social behaviour, voids, and environmental issues.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Estate inspections are informing the development of estate profiles. These enable the company to understand the important issues of our customers and communities.</li> <li>▪ This understanding helps us to recognise and act on customers priorities for their estates. For example, the company dedicated £250K</li> </ul>	NI 160 LPI 95 LPI 96 VMS surveys	Housing Officers/Neighbourhood Managers	Apr 08 – Apr 13

STRATEGIC OBJECTIVE: Delivering Excellent Services					
Business Plan Reference and Action	Action Taken	Outcome	Links to Performance Indicators	Responsible Officer	Timescale
		of efficiency savings towards estate based environmental improvement works and cyclical works because small environmental improvement works (such as the removal of over grown trees) are consistently highlighted as a priority of customers during estate inspections.			
1.15 Regularly check the health and safety of the communal areas we are responsible for and act on the findings	<ul style="list-style-type: none"> <li>Initial health and safety surveys have been undertaken on the communal rooms the company is responsible for to determine the extent of work needed to reach safety standards.</li> <li>Work has begun on improving electrical components and fire safety arrangements for the communal rooms in most need.</li> </ul>	<ul style="list-style-type: none"> <li>Communal rooms are an important community facility and the company has prioritised the safety of the community by improving the communal rooms to a decent safety standard.</li> </ul>	LPI 2 LPI 3 LPI 4 LPI 5	Repairs and Voids Manager	Apr 08- Apr 13
1.16 Continue to carry out surveys of all communal areas	<ul style="list-style-type: none"> <li>DDA compliance surveys have been undertaken on Park Avenue and Greenside</li> </ul>	<ul style="list-style-type: none"> <li>The company has prioritised the communal areas in need of review.</li> </ul>		Director of Development	

<b>STRATEGIC OBJECTIVE: Delivering Excellent Services</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
(we are responsible for) for older people to ensure compliance with the DDA and develop and implement action plans to address any non compliance	<ul style="list-style-type: none"> <li>Place because these areas are located within housing schemes for elderly and vulnerable customers.</li> <li>Detailed action plans (including costs) have been developed to ensure the DDA compliance of park Avenue Close and Greenside Place.</li> </ul>	<ul style="list-style-type: none"> <li>Action plans have been developed to improve the accessibility of the communal areas for customers using the room and living in the schemes around the rooms.</li> </ul>			
1.17 Review charging arrangements for existing services and additional services	<ul style="list-style-type: none"> <li>The Director of Resources has worked with Wear Valley District Council to undertake an initial review of existing service areas for which charging may be appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>The initial review has enabled the identification of services areas that may carry a charge.</li> <li>This work will inform a more detailed study of the potential for service charges in liaison with Wear Valley District Council</li> </ul>		Director of Resources	Apr 08 – Apr 09
1.18 Work in partnership with the Council to review allocations policy (Choice Based Lettings)	<ul style="list-style-type: none"> <li>A common allocations policy has been developed and will be considered by the County of Durham shadow Cabinet in July 2008.</li> </ul>	<ul style="list-style-type: none"> <li>Access to social housing will be improved for customers across County Durham.</li> <li>Dale &amp; Valley Homes Choice Based Lettings system will go live in April 2009</li> </ul>		Assistant Director of Housing Operations	Apr 08 – Apr 09

<b>STRATEGIC OBJECTIVE: Delivering Decent Homes</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
2.4 Implement the procurement option for gas servicing and gas related repairs	<ul style="list-style-type: none"> <li>An preliminary review of the gas service has been undertaken.</li> <li>An initial report outlining possible procurement options has been submitted to Dale &amp; Valley Homes Board and Wear Valley District Council.</li> </ul>	<ul style="list-style-type: none"> <li>The company has identified its strategic direction for gas servicing and gas related repairs.</li> <li>A selection of procurement methods and processes have been discussed with the Council.</li> <li>An initial plan for procurement has been developed.</li> </ul>	LPI 69	Director of Development	Apr 08 – Oct 08
2.5 Develop and implement a 30 year Asset Management Strategy which reflects the stock condition survey and sets a clear vision for the service beyond 2012	<ul style="list-style-type: none"> <li>A first draft of the Asset Management Strategy has been submitted to Dale &amp; Valley Homes Board.</li> <li>A stock condition survey for 100% of the housing stock has begun.</li> <li>GGP training has been provided so the company can understand sustainability issues in relation to estate profiles.</li> <li>Options appraisals have been undertaken for Park</li> </ul>	<ul style="list-style-type: none"> <li>The company can demonstrate that sustainability issues are being fully considered in relation to the condition of the housing stock, customer priorities and local quality of life issues.</li> </ul>		Director of Development	Apr 08 – Apr 09

<b>STRATEGIC OBJECTIVE: Delivering Decent Homes</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
	Avenue Close and Greenside Place to determine if they are sustainable for the future needs of customers				
2.6 Work in partnership with the new repairs contractor to improve the repairs/voids service and ensure satisfaction with the service	<ul style="list-style-type: none"> <li>Detailed local performance indicators have been agreed with Gentoo.</li> <li>Local performance indicators are monitored on a monthly and a quarterly basis and are reported to Senior Management Team, Executive Management Team and the Board.</li> <li>Indicators that have performed poorly against their target are analysed in Exception Reports that set out reasons for under performance, the affect this has on the customer and actions for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction with the repairs service is 92.5%.</li> <li>The company systematically reviews the performance of the repairs service and prepares detailed plans to tackle over or under performance.</li> </ul>	LPI 2 LPI 3 LPI 4 LPI 5 LPI 18 LPI 21 LPI 55 LPI 56 LPI 57 LPI 60 LPI 62 LPI 66 LPI 68 LPI 70 LPI 71 LPI 72 LPI 73	Repairs and Voids Manager	Apr 08 – Apr 13

<b>STRATEGIC OBJECTIVE: Delivering Decent Homes</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
2.8 Work in partnership with Wear Valley District Council to input into the Local Development Framework and local regeneration plans	<ul style="list-style-type: none"> <li>D&amp;VH has a representative on the County Durham Strategic Housing Market Assessment Group. The Group has led on analysing housing needs, demands and market patterns across the County Durham area.</li> <li>The findings of this analysis will be used to inform the further development of a Local Development Framework for Wear Valley.</li> </ul>	<ul style="list-style-type: none"> <li>The company has actively taken part in determining housing needs and trends in County Durham and future housing needs for communities in the district helping the company to plan future growth and development.</li> </ul>		Chief Executive	Apr 08 – Apr 09
2.9 Continue to explore and report on potential business development in line with emerging sub regional, regional and national policy agendas	<ul style="list-style-type: none"> <li>Weekly political and policy reviews are prepared by the Planning and Governance Officer for Executive Management Team.</li> <li>Executive Management Team receive regular briefing notes on developing policy</li> </ul>	<ul style="list-style-type: none"> <li>Briefing notes and policy reviews are used to inform a six monthly review of the Business Plan. This is to ensure that the company's major strategic documents reflect local, sub regional, regional and national policy proposals and account for any business development</li> </ul>		Planning and Governance Officer	Apr 08 – Apr 13

<b>STRATEGIC OBJECTIVE: Delivering Decent Homes</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
	proposals. <ul style="list-style-type: none"> <li>▪ All review and briefing notes are included in the weekly Board Brief that is circulated to all Board members.</li> <li>▪ All staff attend conferences, seminars and workshops on emerging policy themes. A briefings database has been established for staff to record their observations and share the outcomes of conferences.</li> </ul>	opportunities or risks for the organisation.			
2.11 Achieve the Decent Homes Standard for our customers	<ul style="list-style-type: none"> <li>▪ 165 properties have been improved to meet the Decent Homes Standard from April 08 – June 08.</li> <li>▪ The Decent Homes programme has been accelerated by a slow down in the windows and doors programme.</li> <li>▪ A revised Decent Homes</li> </ul>	<ul style="list-style-type: none"> <li>▪ 33.7% of Council owned homes do not meet the decency standard compared to 37.6% in 2007/2008.</li> <li>▪ 165 properties have been improved to meet the Decent Homes Standards.</li> <li>▪ 86.9% of customers are satisfied with the Decent Homes programme.</li> </ul>	NI 158 LPI 52 LPI 53 LPI 59 LPI 61 LPI 65	Assistant Director Development	Apr 08 – Apr 12

<b>STRATEGIC OBJECTIVE: Delivering Decent Homes</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
	programme is under development to account for a slow down in the windows and doors programme.				



<b>STRATEGIC OBJECTIVE: Running our Business Well</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
3.1 Develop a Medium to Long Term Financial Strategy to direct resources effectively	<ul style="list-style-type: none"> <li>A Medium Term Financial Strategy has been developed that sets out an explicit target level of reserves for the company.</li> <li>The second “arm” of the strategy will set out explicit targets regarding efficiency improvements over the term of the Business Plan. This will be presented to the Board later in the year in the light of the final out turn for 2007-08.</li> </ul>	<ul style="list-style-type: none"> <li>Some of this money has been ploughed back into services, (for example establishment of a second estate caretaker post) and some has been “saved” as a reserve fund.</li> </ul>	LPI 104	Director Resources	Apr 08 – July –08
3.2 Review and restate the Management Agreement and Delivery Plan with Wear Valley District Council	<ul style="list-style-type: none"> <li>An initial review has been undertaken of the Management Agreement by Dale &amp; Valley Homes Director of Resources.</li> <li>A meeting has been held between Dale &amp; Valley Homes and Wear Valley District Council to review the Management Agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Important inconsistencies in the Management Agreement have been highlighted and agreed.</li> <li>An review of the Management Agreement has been undertaken and these findings will be used to inform a review of the Delivery Plan that sets out the relationship between the</li> </ul>		Director of Resources	Apr 08 – Oct 08

<b>STRATEGIC OBJECTIVE: Running our Business Well</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
	<ul style="list-style-type: none"> <li>Dale &amp; Valley Homes Director of Resources is undertaking a review of the Management Agreement and small scale changes will be discussed between the two organisations to prepare for LGR</li> </ul>	two organisations in the next quarter			
3.4 Implement the Board Development Action Plan	<ul style="list-style-type: none"> <li>Governance Review Group has been established to lead on the implementation of the Board Development Action Plan.</li> <li>Governance Review Group has reviewed revised the Board induction process.</li> <li>A Performance and Development Review (PDR) process has been developed for staff and the Governance Review Group will explore the Board's use of the process.</li> <li>The Governance Review Group is currently exploring the use of an independent</li> </ul>	<ul style="list-style-type: none"> <li>The implementation of the Board Development Action Plan has helped the company to revise and improve the Board induction process and develop an initial training plan for Board members.</li> </ul>		Planning and Governance Officer	Apr 08 – Apr 09

<b>STRATEGIC OBJECTIVE: Running our Business Well</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
	<p>advisor to support the undertaking of the PDR process.</p> <ul style="list-style-type: none"> <li>Areas of training for the Board have been identified by the Governance Review Group and a Board Training Plan is in development.</li> </ul>				
3.5 Establish a partnership with Wear Valley District Council to prepare a plan for Local Government Reorganisation	<ul style="list-style-type: none"> <li>An initial meeting has been undertaken between the Chief Executive of Dale &amp; Valley Homes and the Chief Executive of Wear Valley District Council.</li> <li>A briefing note has been prepared by Wear Valley District Council IT department to support the company in reviewing IT systems and preparing for new business growth.</li> </ul>	<ul style="list-style-type: none"> <li>The company is considering IT needs to support new business growth and is working with the Council to ensure that services to our customers are not disrupted or affected by LGR.</li> </ul>		Chief Executive	Apr 08 – Oct 09
3.8 Develop and implement an induction programme for new staff that links	<ul style="list-style-type: none"> <li>An Investors in People Induction Group has been established and has reviewed the company's</li> </ul>	<ul style="list-style-type: none"> <li>The company now has a comprehensive induction checklist to guide managers in the induction of new</li> </ul>	LPI 105	liP Champions Group	Apr 08 – Oct 08

<b>STRATEGIC OBJECTIVE: Running our Business Well</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
to the organisational structure, Business Plan 2008-2013, Performance Management Framework and Service Standards	<ul style="list-style-type: none"> <li>induction arrangements.</li> <li>An action plan has been developed.</li> <li>A checklist to guide induction has been developed and circulated to managers to act guideline for introducing new starters or staff moving within the organisation to their role and the company.</li> <li>A presentation has been given to all staff on the findings of the review and the new checklist.</li> </ul>	members of staff and existing members of staff moving to a different role within the company.			
3.9 Develop and implement a plan to guide our achievement of Investors in People accreditation	<ul style="list-style-type: none"> <li>An liP Action Plan has been developed.</li> <li>Updates on progress against the Business Plan have been presented to all staff at staff briefings.</li> </ul>	<ul style="list-style-type: none"> <li>The company's communications infrastructure and induction process have been reviewed and improved.</li> </ul>	LPI 78 LPI 79	Director of Housing Operations	Apr 08 – Feb 09
3.10 Develop and implement formal communications structures, opportunities for staff	<ul style="list-style-type: none"> <li>An liP Communications Group has been established to review the company's communication structures and</li> </ul>	<ul style="list-style-type: none"> <li>All staff have access to the minutes and information discussed at team meetings.</li> <li>Formal communications structures have been</li> </ul>	LPI 78 LPI 105	liP Communications Group	Apr 08 – Feb 09

<b>STRATEGIC OBJECTIVE: Running our Business Well</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
to learn and forums for discussion	<p>opportunities for staff to learn and forums for discussion.</p> <ul style="list-style-type: none"> <li>▪ The Group has: <ul style="list-style-type: none"> <li>▪ Reviewed the staff newsletter and recommended improvements.</li> <li>▪ Determined a procedure for collecting the staff newsletter's content.</li> <li>▪ Reviewed the number and frequency of team meetings within the organisation;</li> <li>▪ Recommended improvements through the development of a timetable for meetings; introduced the requirements for minutes and agendas that provide an opportunity for staff to discuss performance,</li> </ul> </li> </ul>	identified and implemented that have enabled access to information from teams across the organisation.			

<b>STRATEGIC OBJECTIVE: Running our Business Well</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
	operational changes and progress against action plans. <ul style="list-style-type: none"> <li>Contributed to the re-development of the PDR process.</li> </ul>				
3.11 Develop, implement and embed a Staff Performance Appraisal System that takes into account competencies	<ul style="list-style-type: none"> <li>The Performance and Development Plan process has been reviewed and revised and a Performance and Development Review (PDR) process has been developed.</li> <li>The revised PDR process was circulated to all staff in June and was agreed by the Employees Representative Forum.</li> <li>PDR process has started to be undertaken with staff and will be reviewed in October 2008.</li> </ul>	<ul style="list-style-type: none"> <li>The company now has its own performance appraisal system that reflects the Business Plan, the Performance Management Framework and skills/training and development needs</li> </ul>	LPI 78 LPI 79 LPI 91 LPI 105	Assistant Director for Planning	Apr 08 – Apr 10
3.13 Complete equalities impact	<ul style="list-style-type: none"> <li>A meeting has been undertaken with each</li> </ul>	<ul style="list-style-type: none"> <li>Equalities Impact Assessments have been</li> </ul>	LPI 80 LPI 81	Access and Customer Care	Apr 08 – Feb 09

<b>STRATEGIC OBJECTIVE: Running our Business Well</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
assessments for all policies and strategies and act on the findings	directorate to determine a timetable for undertaking Equalities Impact Assessments on all the company's policies and strategies.	<p>planned for the next six months.</p> <ul style="list-style-type: none"> <li>The Equalities Impact Assessment toolkit has been included in the Performance Management Framework to sit alongside a policy and strategy development tool. This will enable officers to assess the equalities impact of policies and strategies as they are written.</li> </ul>	LPI 82 LPI 101	Manager	
3.14 Review and implement an updated Equalities and Diversity Strategy	<ul style="list-style-type: none"> <li>A review has been undertaken of KLOE 31.</li> <li>An action plan has been developed to address the findings of the review.</li> <li>A revision of the Equalities and Diversity Strategy has begun to reflect the findings of the KLOE 31 review.</li> </ul>	<ul style="list-style-type: none"> <li>The company has a clear view as to the actions it must take to achieve the excellent practice set out in KLOE 31.</li> </ul>	LPI 102	Access and Customer Care Manager	May 08 – Jul 10
3.18 Improve performance	<ul style="list-style-type: none"> <li>Cost based performance indicators have been</li> </ul>	<ul style="list-style-type: none"> <li>The Performance Management Framework</li> </ul>	LPI 104	Assistant Director for Planning	Apr 08 – Oct 08

<b>STRATEGIC OBJECTIVE: Running our Business Well</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
management, monitoring and reporting by incorporating value for money assessments against performance indicators	<p>introduced to monthly, quarterly, six monthly and annual performance reports.</p> <ul style="list-style-type: none"> <li>Costs are required when officers complete Exception Reports (to set out reasons for under performance) and Highlight Reports (to set out reasons for over performance). Officers are also required to consider the affect (outcome) of performance on customers and consider these against the quality and cost of the service.</li> </ul>	<p>has created a “golden thread” enabling staff to understand the role they play in achieving the company’s objectives and improving and developing services.</p> <ul style="list-style-type: none"> <li>The company is developing a better understanding of the cost of services and its linkages to performance and the quality of outcomes for our customers.</li> </ul>			
3.19 Develop and embed comprehensive Performance Management Framework	<ul style="list-style-type: none"> <li>A draft Performance Management Framework has been developed.</li> <li>Sections of the Performance Management Framework have been distributed to staff for comment, amendment and addition.</li> </ul>	<ul style="list-style-type: none"> <li>Responsibility performance management is now shared across the organisation.</li> <li>Performance information is now regularly checked by staff across the organisation.</li> </ul>	LPI 91 LPI 105	Assistant Director for Planning	Apr 08 – Apr 10



<b>STRATEGIC OBJECTIVE: Running our Business Well</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
	<ul style="list-style-type: none"> <li>14 officers from across the organisation have been trained in International Business Systems (IBS) use and Excel. They are now acting as Performance Champions for their directorates, monitoring performance indicators and proposing improvements.</li> </ul>				
3.20 Integrate value for money and performance management into working practices	<ul style="list-style-type: none"> <li>Performance management process was reviewed at a staff workshop in May 2008. A Change Management Plan was developed and Performance Champions were introduced.</li> <li>Performance is included on the agenda of every team meeting and is discussed.</li> </ul>	<ul style="list-style-type: none"> <li>The profile of effective performance management is being raised across the organisation.</li> <li>Process reviews are being undertaken on value for money issues in relation to service quality, and performance across the company. For example the Customer Involvement review considered costs, usage of the service and outcomes for customers.</li> </ul>	LPI 104	Assistant Director for Planning	Apr 08 – Apr 10
3.21 Establish the relationship between	<ul style="list-style-type: none"> <li>A variety of tools have been developed in the</li> </ul>	<ul style="list-style-type: none"> <li>We have started to establish the relationship between the</li> </ul>		Assistant Director for Planning	Apr 08 – Apr 10

<b>STRATEGIC OBJECTIVE: Running our Business Well</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
the cost of services and the quality of outcomes delivered and take action on the findings	<p>Performance Management Framework to enable officers to identify costs and relate these to performance.</p> <ul style="list-style-type: none"> <li>Progress against the Business Plan reports now include linkages to performance indicators. This helps us to track the performance of our services and the satisfaction of our customers and compare this to our strategic progress.</li> <li>Presentations on the Performance Management Framework have been arranged for August 2008.</li> </ul>	cost of our services and quality in relation to customer satisfaction and we can show we direct our resources to tackle over and under performance.			
3.22 Make more extensive use of benchmarking including comparisons on cost and quality	<ul style="list-style-type: none"> <li>Recent performance figures have been submitted to Housemark Benchmarking Club to benchmark the company's services and cost and</li> </ul>	<ul style="list-style-type: none"> <li>Current financial arrangements affect the company's calculation costs for processes. Benchmarking enables the company to determine</li> </ul>	LPI 104	Performance and Training Manager	Apr 08 – Apr 13

<b>STRATEGIC OBJECTIVE: Running our Business Well</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
	performance against that of other ALMOs. <ul style="list-style-type: none"> <li>▪ A tool to guide benchmarking to improve performance is also included in the Performance Management Framework.</li> </ul>	whether the costs for services are high or low and identify the direction of resources towards performance improvement.			

<b>STRATEGIC OBJECTIVE: Contributing to the Wider Community</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
4.1 Work with the Council and other strategic partnerships to shape neighbourhood arrangements	<ul style="list-style-type: none"> <li>The company is a full partner of the Wear Valley LSP and leads the Wear Valley LSP Housing Thematic Group.</li> <li>The company is also piloting a Neighbourhood Agreement project on Watergate Estate in partnership with other Key local service providers.</li> <li>The Customer Involvement Manager is working with Wear Valley District Council's Community Involvement Team to consult on community involvement mechanisms for the new unitary authority.</li> </ul>	<ul style="list-style-type: none"> <li>Wear Valley LSP considers the regeneration of the Wear Valley district. Involvement in the group enables the company to play an important role in shaping neighbourhoods and places.</li> <li>The pilot Neighbourhood Agreement for Watergate Estate is acting as a "blue print" for neighbourhood arrangements.</li> </ul>	LPI 107	Chief Executive	Apr 08 – Apr 09
4.2 Support local people to access employment, training and development opportunities through	<ul style="list-style-type: none"> <li>A local enterprise partnership has been agreed with Job Centre Plus.</li> <li>The company now provides</li> </ul>	<ul style="list-style-type: none"> <li>The company is supporting local people into employment by providing opportunities and working in partnership to develop</li> </ul>	LPI 59 LPI 60 LPI 61 LPI 62 LPI 107	Chief Executive	Apr 08 – Apr 13

<b>STRATEGIC OBJECTIVE: Contributing to the Wider Community</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
our partnerships and our commitment to employing modern apprentices	<p>Job Centre Plus funded work trials to potential employees.</p> <ul style="list-style-type: none"> <li>▪ Officers are mentoring people who want to return to work through the Job Centre Plus partnership.</li> <li>▪ All of the company's vacancies are discussed and advertised with Job Centre Plus.</li> <li>▪ The Housing Operations Directorate has reviewed the skills staff need to fulfil their role. Part of the review included an audit of the skills of customer volunteers when they assist us in revising, improving and developing our services.</li> <li>▪ Initial investigations have been undertaken into the availability of funding for training staff and volunteers through the</li> </ul>	employment focused projects to tackle economic inactivity.			

<b>STRATEGIC OBJECTIVE: Contributing to the Wider Community</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
	Train to Gain project. <ul style="list-style-type: none"> <li>The Director of Housing Operations has worked with a consultant to advise Wear Valley LSP on the use of the Working Neighbourhood Fund to develop a model to support our customers. The project will compliment the company's individual and Housing Support Service in helping customers into work and sustaining work.</li> </ul>				
4.9 Develop and implement a RESPECT Action Plan	<ul style="list-style-type: none"> <li>D&amp;VH has signed up to the RESPECT Standard.</li> <li>A gap analysis has been undertaken and an action plan has been developed and implemented.</li> <li>Performance indicators have been developed to monitor crime figures and anti social behaviour and these have been linked to Service Standards.</li> </ul>	<ul style="list-style-type: none"> <li>The company is meeting customers' key service priority to tackle anti social behaviour and we are promoting tolerance and respect in our communities.</li> <li>The company is using the RESPECT Standard to identify opportunities to develop the business through equipping people with the appropriate skills to</li> </ul>	LPI 77	Director of Housing Operations	Apr 08 – Apr 13

<b>STRATEGIC OBJECTIVE: Contributing to the Wider Community</b>					
<b>Business Plan Reference and Action</b>	<b>Action Taken</b>	<b>Outcome/Comment (related to priority i.e. governance/identity and influence)</b>	<b>Links to Performance Indicators</b>	<b>Responsible Officer</b>	<b>Timescale</b>
	<ul style="list-style-type: none"> <li>▪ The customer profile, the findings of estate inspections and estate mapping information has been used to develop a pilot Neighbourhood Agreement (Local Compact) for Watergate Estate (Crook).</li> <li>▪ This has involved working with customers and key partners to understand their perceptions and use all information to agree the most important issues to customers and develop an action plan to tackle these issues.</li> <li>▪ The company has developed an approach to developing Neighbourhood Agreements or Compacts and where a neighbourhood does not wish to develop a Compact the company still uses the</li> </ul>	<p>volunteer and advise the company.</p> <ul style="list-style-type: none"> <li>▪ The company is also working in partnership with key partners to improve perceptions of neighbourhoods and engage with customers.</li> </ul>			

<b>STRATEGIC OBJECTIVE: Contributing to the Wider Community</b>					
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	<p>customer profile and Estate Mapping information to target resources and prioritise services.</p> <ul style="list-style-type: none"> <li>▪ The RESPECT standard has been tied into the worklessness agenda. Customers helping to develop a Neighbourhood Agreement can use this to contribute to an NVQ qualification under the “Train to Gain” project.</li> </ul>				



**HOUSING SERVICES COMMITTEE**

**3 SEPTEMBER 2008**

Report of the Strategic Director for the Community

**DALE & VALLEY HOMES – PERFORMANCE UPDATE FOR QUARTER 1 OF 2008/2009**

**purpose of the report**

To provide an update of Dale & Valley Homes' (D&VH's) performance during quarter 1 of 2008/2009.

**background**

3. The Management Agreement that governs the relationship between the Council and Dale & Valley Homes requires Committee to be provided with quarterly updates regarding the ALMO's performance.
4. The report attached at Annex B was prepared for and presented to D&VH's Policy & Service Development Committee on 07 Aug 08. The report sets out details of:
  - performance against the quarterly indicators recorded by D&VH;
  - comments regarding indicators where performance has been above or below accepted tolerances;
  - an assessment of value for money based on Housemark's benchmarking system, and;
  - an assessment of the customer service provided by D&VH based on a benchmarking of results from the Visions Management System.

**RECOMMENDED**

2. That consideration be given to the report attached at Annex B.

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**Officer responsible for the report**  
David Milburn  
Acting Strategic Director for the Community  
Ext. 379

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**Author of the report**  
Mark Farren  
Community Support Manager  
Ext. 345

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## DALE & VALLEY HOMES

### END OF FIRST QUARTER PERFORMANCE 2008-09

#### **purpose**

To inform the committee of performance against indicators for the first quarter of 2008/09, and to examine performance in terms of comparative value for money and customer satisfaction.

#### **background**

- 1 Performance management is recognised as an essential element in providing an excellent service to our customers. The measurement of performance through the use of performance indicators is an important aspect of this process. Board will recall the generally high levels of performance achieved last year. Since then work has taken place to review the indicators reported to Board and to reassess targets to ensure that service improvement continues. It is felt that these indicators will give a higher level picture of how the company is performing and also concentrate on our customers' identified priorities. The performance details for the first quarter are shown in Annex 2.

#### **results**

- 2 The table shows that of the 40 quarterly measured indicators, 20 are on target, 12 are within 10% of target and 6 are more than 10% out of target. 1 is not yet available and 1 has yet to have a target developed. To assist in prioritising our efforts towards service improvement, we have developed exception reports and highlight reports. An exception report will be produced for indicators which are performing more than 10% behind their target. The report will detail performance together with the outcome this has for our stakeholders together with reasons for under performance and proposals for improvement. Where available, information will also be provided regarding our management costs for services associated with the indicator. Comparison will also be shown of these costs with other ALMOs as reported through the latest information available from Housemark. Similar information will be presented in highlight reports, for indicators where performance is more than 10% ahead of target.

#### **exception reports**

- 3 These are contained in Annex 3. They refer to indicators as follows:-

LPI 55 The % of responsive repairs carried out as emergency

- 4 This is 12.6% against a target of 9.5%. This means that we are carrying out too much of our work in an unplanned manner leading to inefficiencies in both time and money. The Audit Commission recommended level is 10% or less. It is essential that jobs are logged correctly at the outset, and that the correct priority is attached to the work. Consideration is being given to the acquisition of a diagnostic tool to ensure more accurate prioritisation of works. In the meantime the Responsive Repairs and Voids manager is carrying out an analysis of jobs raised.

LPI 70 Average cost of responsive repairs

- 5 This is currently £104.93 against a target of £70.00. However, this is monitored on the basis of the number of job tickets raised. In the past, we have employed a method of working that involved the generation of high numbers of job tickets to complete a job. We are now moving towards a system of generating a lesser number. Also, the figure does not include the cost of responsive repairs carried out by the gas fitters as this cannot at present be disaggregated from the overall cost of the gas contract, which also includes gas servicing. Work is taking place to ensure that this can be done in the future.

LPI 16 % of local authority tenants in arrears who have had notice of seeking possession served

- 6 The target for the year is 25%, but the first quarter return is 10.1%. This is a cumulative indicator, so this equates to an annual rate of 40.4%. The service of notice is the first stage in the process of eviction. This inevitably leads to increased debt, and potential homelessness. It also creates a void property and costs associated with it. A multi-action solution has been implemented involving more intense efforts to recover debts by alternative means such as home visits and referrals to the Money and Debt advice team. It should be noted that the number of evictions in the first quarter is comparatively very low. It is essential that this performance is maintained so as to reduce arrears and void loss.

LPI 80 % of disabled staff

- 7 At present we have a target of 5% which equates to approximately 3 people, but currently have no disabled staff. It is felt that our current arrangements for attracting disabled staff are not effective. It is therefore proposed to review these to ensure that we promote this aspect of the recruitment process and more positively encourage applications from disabled persons.

LPI 81 % of senior staff who are women

- 8 At present this is 44.0% against target of 50%. Under-performance can be attributed to a general lack of senior positions becoming available in the organisations. Where positions have become available, these have been in roles that are traditionally associated with men. We will analyse the skills needed to fill senior posts and identify gaps amongst our female members of staff who wish to develop their careers within the company.

## highlight reports

### LPI 56 % of responsive repairs carried out as routine

- 9 For the first quarter this is 27.0% against a target of 35.5. Our aim is to minimise the amount of emergency and urgent works issued as these are generally more expensive and difficult to plan. This leads to loss of efficiency and value for money. The return of 27% represents an excellent result, especially compared to last years figure of 36.3%. However as previously mentioned, we also need to reduce the amount of emergency repairs raised. It is likely that this will become more difficult during the coming months especially October to March as historically, many emergency and urgent repairs are prompted by the weather conditions at this time.

### LPI 15 The % of local authority tenants with more than 7 weeks gross rent arrears

- 10 The return is currently 2.36% against a target of 2.75%. This is well ahead of last years performance (2.81%) and ALMO top quartile (3.92%). It is important that this is maintained as there is a direct link between higher level arrears cases, and evictions. These are both costly to ourselves and detrimental to neighbourhood stability. The performance has been achieved through early intervention in arrears cases, and improved, more comprehensive money and debt advice.

### LPI 17 % of local authority tenants evicted as a result of rent arrears

- 11 This is a cumulative indicator which will increase as the year progresses. The performance is 0.07% at the end of the first quarter which equates to 0.28 for the year. The target is 0.40% and top quartile performance is 0.23%. There is a direct link between LPI 15 above, and this indicator. We now have close control over higher level arrears cases, so there is less need to proceed to eviction. As stated previously, this leads to cost savings and improved neighbourhood stability.

### LPI 22 % of housing applications registered within 5 working days

- 12 This is 99.5% against a target of 95.0% for the first quarter. There is obviously a customer care aspect to this. We need to register and acknowledge applications as quickly as possible, and on the date of receipt wherever possible. This enables us to ensure that our housing register is as up to date as possible, and allocations are made according to the most up to date housing need information.

### LPI 78 Staff turnover rate

- 13 This is a cumulative indicator which is currently 1.70%. This equates to an annual rate of 6.8% against a target of 12.0%. It is important in the early years of the company that we retain staff in order to develop business continuity for our customers and stakeholders. A high turnover rate is both disruptive and costly. We are achieving this performance by developing well motivated customer focussed staff who are driven to maintain a high quality service.

### LPI 79 Working days per FTE lost to sickness absence

- 14 This is a cumulative indicator which is 1.0 for the first quarter of the year. This equates to 4.0 days for the full year, against a target of 5.0 days and ALMO top quartile performance of 9.26 days. This is obviously excellent performance as it helps to ensure that we can provide a more uniform and responsive service to our customers. There is less disruption to our service and staff are better able to manage their working day.

LPI 80 % of BME staff

- 15 For the first quarter this was 3.4% against a target of 1.0%. The target is based upon the approximate level of BME citizens in our local population. We are succeeding in maintaining a high level of BME employees through the application of a robust Equality and Diversity strategy together with an open and inclusive recruitments policy.

**other matters**

- 16 As the performance data has been extracted and examined a number of issues have arisen. These are as follows:-
- The target for LPI 18 - The average time to relet local authority housing has been amended from 19 to 24 days. The initial target has been found to be unrealistic due to the large number of empty properties which have been found to require extensive electrical works. This situation will be closely monitored to ascertain if it is possible to reevaluate the target as the year progresses. It should be noted that the revised target is still within top quartile performance.
  - LPI 69 – the average cost of gas servicing. This has been amended to be the average cost of gas servicing and maintenance, and a target of £120 per property has been set. This is in line with costs incurred by other organisations and will allow us to benchmark the service more easily.
  - LPI 62 - % of BME employed by the repairs and maintenance contractor. Currently Gentoo have no BME operatives, against a target of 1%. This has been raised with them, and they have made efforts in recent appointments to encourage applications from the BME population. However they have been unsuccessful to date. We will continue to monitor this situation.
  - LPI 77 - % of customers satisfied with the management of anti social behaviour cases. This is currently 100% against a target of 80%. However the return is based upon a very small sample of customer returns. At this point it has therefore not been included in the highlight reports.

**value for money**

- 17 The company recognises the importance of providing value for money in its services. Whilst performance in itself is obviously important we must also show that we are providing good quality services at a reasonable cost.

- 18 To support this, together with the vast majority of other ALMOs in the country we are members of the Housemark benchmarking organisation. Every year we make a data submission to Housemark . This is used by them to produce a report comparing management costs for our service areas against other participating ALMOs.
- 19 The latest available information is for the year 2006-07. The details are shown in Annex 4. A summary of the Housemark results was previously reported to the Board at its meeting on 19<sup>th</sup> February 2008. Housemark is currently collating the data for year 2007-08 and the results will be available later in the year.
- 20 This shows our performance against 16 other similar ALMOs with between 2,500 and 7,500 units of accommodation under management. Performance is shown for the following service areas:
- Major and Cyclical repairs management
  - Tenancy and estates management
  - Empty properties
  - Responsive repairs
  - Rent collection and accounting
  - Rent arrears
  - Lettings
  - Total Core Services (ie all of the above together)
- 21 Value for money is shown in terms of the cost per property, and the number of properties managed per employee for each service area. This provides an indication of the efficiency of the service. Performance is also shown for a particular indicator in each service. Each table highlights the performance of Dale & Valley Homes, and gives our ranking in comparison to the other sixteen ALMOs. It is worth bearing in mind that the comparator list include high performing ALMOs such as Ashfield Homes, South Lakes Housing and Carrick Housing.
- 22 The results are summarised in the table below. Rankings are shown for each service area, together with the overall performance.
- 23 There can be no doubt that overall the company is providing an extremely efficient service. We employ a relatively small number of staff to provide the services, and as such, the number of properties managed per staff member is relatively high. Through prudent budgeting, we also maintain a tight control of the cost per property of managing services. As a result we head the table in terms of these measures.

	<b>Ranking (Cost per Property)</b>	<b>Ranking (Properties per Employee)</b>	<b>Ranking (Performance Indicator )</b>
<b>SERVICE AREA</b>			
<b>Major and Cyclical repairs</b>	3rd	2nd	7 <sup>th</sup> (% of dwellings non-decent)

<b>Tenancy and Estates Management</b>	6th	4th	12 <sup>th</sup> (% of tenants satisfied with opportunities for participation)
<b>Empty Properties</b>	10th	10th	4 <sup>th</sup> (Time taken to relet empty properties)
<b>Lettings</b>	14th	14th	14 <sup>th</sup> (% of lettings during the year)
<b>Responsive Repairs</b>	2nd	1st	11 <sup>th</sup> (% of all repairs completed on time)
<b>Rent Collection and Accounting</b>	2nd	N/A	4 <sup>th</sup> (Proportion of rent collected)
<b>Rent Arrears</b>	4th	8th	4 <sup>th</sup> (Arrears as a % of rent due)
<b>Overall</b>	<b>1st</b>	<b>1st</b>	<b>13<sup>th</sup></b> <b>(Overall customer satisfaction with the service)</b>

### customer satisfaction

- 24 In 2001, Wear Valley District Council Housing Services Department agreed to take part in a pilot scheme of the Visions Management System. This is used to measure customer satisfaction with various service areas, by asking customers to award scores out of 10 for ten different aspects of the service. The system also allows customers to raise particular issues, which are logged and rectified. We can also monitor if particular issues are being repeated and take steps to address these through changes in procedures/practices.
- 25 In 2006 Dale and Valley Homes continued the use and development of the system. It has now been adopted by a number of other housing organisations to the point where it is possible to carry out benchmarking exercises over various service areas.
- 26 Such an exercise was carried out earlier this year and the results are shown at Annex 5 The services covered are responsive repairs, new tenancies and decent homes. The graphs show the overall average score for each organisation in each service area. The results were as follows:-

Responsive repairs 4<sup>th</sup> out of 15

New tenancies 5<sup>th</sup> out of 17

Decent Homes 4<sup>th</sup> out of 13

- 27 Again, these results show a high level of performance when compared to other organisations. Dale and Valley Homes scored well above average and in the top five performers for each of the service areas.

### **consultation**

- 28 The report has been placed before the customer panel, and has been developed in consultation with senior managers and Performance Champions within the various directorates.

### **conclusion**

- 29 In general performance continues at a high level. Our core services of rent income, arrears, and lettings are all performing well. Rent loss through voids is very low thus maximising our income. This allows us to maintain finances for service improvement for customers. The Decent Homes programme is now becoming well established, and customer satisfaction is increasing. The new Repairs and Maintenance contractor is also receiving high levels of customer satisfaction. We do need to establish closer links between our respective IT systems, and this work is in hand.
- 30 Our performance compares very well against other ALMOs of similar size. The report shows that in the Housemark benchmarking exercise 2006-07, we were the top performing company in our peer group in terms of service costs per property and properties managed per employee. This was achieved whilst still maintaining very high levels of performance against the majority of performance indicators.
- 31 We have maintained high levels of customer satisfaction as measured by the VMS system. In terms of repairs and new tenancies, this has been achieved over a number of years. Our performance compares very well with other users of the system. The VMS will now be used throughout the implementation of the Decent Homes programme to monitor customer satisfaction and to address customer issues as they arise.



# QUARTERLY PERFORMANCE REPORT 2008 - 09

Key		On or ahead of target
		Within 10% of target
		More than 10% outside target

INDICATOR DESCRIPTION	REF	LAST YEARS PERF	LATEST ALMO TOP QUARTILE	TARGET 08/09	Quarterly Performance				OVERALL	Performance Champion(s)
					1st Quarter	2nd Quarter	3rd quarter	4th Quarter		
% of customers satisfied with the decent homes programme	LPI 65	96.0	N/A	95.0	86.0				86.0	Brian Abbott
% of customer satisfaction with repairs service	LPI 66	92.7	N/A	95	93.3				93.3	Brian Abbott
% of customer satisfaction with doors and windows programme	LPI 67	93.1	N/A	95	N/A				N/A	Brian Abbott
Average cost per property, per week for management (£)	LPI 73	7.53 Housemark (2006-07)	9.07 Housemark (2006-07)	8.55	9.17				9.17	Martin Redfern
% tenancy turn over rate	LPI 74	9.71	9.45	10	9.4				9.4	Ian Hornsby/Ian Temby
% of vulnerable people who are supported to maintain independent living	NI 142	N/A	N/A	89	87.80				87.8	Jackie Hall

INDICATOR DESCRIPTION	REF	LAST YEARS PERF	LATEST ALMO TOP QUARTILE	TARGET 08/09	Quarterly Performance				OVERALL	Performance Champion(s)
					1st Quarter	2nd Quarter	3rd quarter	4th Quarter		
% of money and debt advice clients who have gained financially through accessing the support services	LPI 75	N/A	N/A	New indicator- target to be developed	72.5				72.5	Jackie Hall
Emergency repairs within target completed within one working day	LPI 2	98.4	98.64	98.6	97.13				97.13	Angela Greensmith/Gee Sung
Urgent repairs within 5 working days	LPI 3	98.8	98.35	99.0	97.56				97.56	Angela Greensmith/Gee Sung
Routine repairs completed within 20 days	LPI 4	96.9	97.40	97.4	97.11				97.11	Angela Greensmith/Gee Sung
% of actual spend against the spend profile for the Decent Homes programme	LPI 52	87.3	N/A	100	105				105	Gee Sung
% of properties complete against the Decent Homes programme in phases	LPI 53	97.6	N/A	97.0	103				103	Gee Sung
% of responsive repairs carried out as an emergency	LPI 55	10.5	N/A	9.5	12.6				12.6	Angela Greensmith/Gee Sung
% of responsive repairs carried out as urgent	LPI 56	36.3	N/A	35.5	27.0				27.0	Angela Greensmith/Gee Sung

INDICATOR DESCRIPTION	REF	LAST YEARS PERF	LATEST ALMO TOP QUARTILE	TARGET 08/09	Quarterly Performance				OVERALL	Performance Champion(s)
					1st Quarter	2nd Quarter	3rd quarter	4th Quarter		
% of responsive repairs carried out as routine	LPI 57	53.2	N/A	55.0	60.4				60.4	Angela Greensmith/Gee Sung
The average SAP rating of Local Authority owned dwellings	LPI 64	65.5	75.0	67.0	66.4				66.4	Gee Sung
% of actual spend against Repairs and Maintenance budget (cost indicator)	LPI 68	97.69	N/A	100	98.51				98.51	Gee Sung
Average cost of gas servicing and maintenance(£) (cost indicator)	LPI 69	N/A	N/A	120	120.56				120.56	Gee Sung
Average cost of responsive repairs £ (cost indicator)	LPI 70	91.0 Housemark (2006-07)	73.0 Housemark (2006-07)	70	104.93				104.93	Gee Sung
Total maintenance cost per unit £ (cost indicator)	LPI 71	440	287	600	145.44				145.44	Gee Sung
Proportion expenditure emergencies and urgent to non urgent (cost indicator)	LPI 72	4	18.5	3.5	2.1				2.1	Gee Sung
% of rent collected as a proportion of rents owed on HRA dwellings	LPI 14	98.51	98.49	98.9	98.9				98.9	Ian Hornsby/Ian Temby

INDICATOR DESCRIPTION	REF	LAST YEARS PERF	LATEST ALMO TOP QUARTILE	TARGET 08/09	Quarterly Performance				OVERALL	Performance Champion(s)
					1st Quarter	2nd Quarter	3rd quarter	4th Quarter		
% of local authority tenants with more than 7 weeks (gross) rent arrears	LPI 15	2.81	3.92	2.75	2.36				2.36	Ian Hornsby/Ian Temby
% of local authority tenants in arrears who have had notices seeking possession served	LPI 16	34.74	15.54	25	10.1				10.1	Ian Hornsby/Ian Temby
% of local authority tenants evicted as a result of rent arrears	LPI 17	0.44	0.23	0.4	0.07				0.07	Ian Hornsby/Ian Temby
Average time taken to relet local authority housing (calendar days)	LPI 18	22	25.07	24	26.34				26.34	Ian Hornsby/Ian Temby
Total current arrears as a % of the rent roll	LPI 19	2.50	1.66	1.4	1.34				1.34	Ian Hornsby/Ian Temby
% of rent lost on void properties	LPI 21	0.8	1.11	0.75	0.71				0.71	Ian Hornsby/Ian Temby
% of housing applications registered within 5 working days	LPI 22	N/A	N/A	95.0	99.5				99.5	Ian Hornsby/Ian Temby
Staff turnover rate	LPI 78	15.6	N/A	18	1.7				1.7	Martin Redfern

INDICATOR DESCRIPTION	REF	LAST YEARS PERF	LATEST ALMO TOP QUARTILE	TARGET 08/09	Quarterly Performance				OVERALL	Performance Champion(s)
					1st Quarter	2nd Quarter	3rd quarter	4th Quarter		
Working days per FTE employee lost to sickness absence	LPI 79	6.63	9.4	5	1.00				1.00	Martin Redfern
% of disabled staff	LPI 80	0	N/A	5	1.7				1.7	Martin Redfern
% of senior staff who are women	LPI 81	44.6	N/A	50	44.0				44.0	Martin Redfern
% of BME staff	LPI 82	3.6	N/A	>1.0	3.4				3.4	Martin Redfern
% of local labour employed by Decent Homes Contractor (i.e. living in Wear Valley)	LPI 59	78.0	N/A	80.0	79.5				79.5	Gee Sung
% of local labour employed by the Repairs and Maintenance Contractor (Wear Valley district)	LPI 60	N/A	N/A	80.0	90.7				90.7	Gee Sung
% of BME employed by the Decent Homes Contractor	LPI 61	1.0	N/A	1.0	1.0				1.0	Gee Sung

INDICATOR DESCRIPTION	REF	LAST YEARS PERF	LATEST ALMO TOP QUARTILE	TARGET 08/09	Quarterly Performance				OVERALL	Performance Champion(s)
					1st Quarter	2nd Quarter	3rd quarter	4th Quarter		
% of BME employed by the Repairs and Maintenance Contractor	LPI 62	N/A	N/A	1.0	0.0				0.0	Gee Sung
% of waste going to landfill-Decent Homes Contractor	LPI 63	65.5	N/A	40.0	38.0				38.0	Gee Sung
% of customers satisfied with the management of anti social behaviour cases	LPI 77	N/A	N/A	80.0	100.0				100.0	Brian Abbott

## Performance Management Exception Report

Responsible Manager: Martin Redfern  
Directorate: Resources

Date of Report: 29/07/08

Indicator Description	Ref	Performance to Date	ALMO Top Quartile	Target 08/09	Housemark Average cost (if applicable)	D&VH Average cost (according to Housemark)
% of senior staff who are women	LPI 81	44.0		50.0		
<b>OUTCOME FOR STAKEHOLDERS</b>						
This indicator affects the employment opportunities for existing and potential female members of staff who may be interested in progressing their careers						
<b>REASONS FOR UNDER PERFORMANCE</b>						
Under-performance in this indicator can be attributed to a lack of senior positions in the organisation. However, a number of senior positions have arisen in roles traditionally associated with male employment, but a very low number of women have applied for these roles.						
<b>PROPOSED ACTIONS FOR IMPROVEMENT</b>						
A finer analysis is needed of the skills required to fill senior roles in comparison with the skills available amongst female members of staff in the organisation. Gaps can then be addressed in the organisations Training and Development Plan.						

## Performance Management Exception Report

**Responsible Manager:** Deryk Nolan  
**Directorate:** Development

**Date of Report:** 30 July 08

Indicator Description	Ref	Performance to Date	ALMO Top Quartile	Target 08/09	Housemark Average cost (using Peer Group)	D&VH Average cost (according to Housemark)
Average cost of responsive repair.	LPI70	£104.93		£70	£109 ( 2006-07)	£87(2006-07)
<b>OUTCOME FOR STAKEHOLDERS</b>						
<p>Despite the high figure for the average cost of responsive repairs, customers are actually receiving a better quality of service. This is because all repairs needed to a customer's home are now reflected on one job ticket. This means that operatives can complete all repairs in one visit, which is convenient for the customer and enables the company to embed a culture of multi skilling. Customer satisfaction with the repairs service currently stands at 93.3%.</p>						
<b>REASONS FOR UNDER PERFORMANCE</b>						
<p>The way this monitored is based on the number of job tickets raised. We have moved away from a system of generating high levels of job tickets to complete a repair. So this is not necessarily a down turn in performance.</p>						
<b>PROPOSED ACTIONS FOR IMPROVEMENT</b>						
<p>The process of raising one ticket per repair is relatively new, but it is producing benefits for our customers in terms of the timeliness and convenience of the repairs service. It is important to note that the average cost does not include the volume or cost for gas repairs, which could affect the average cost for gas repairs, which could affect the overall average cost for repairs.</p> <p>The Repairs and Voids Manager will:</p> <ul style="list-style-type: none"> <li>Investigate the number of repairs per property for quarter 1 (2008/09) and the last financial year (using Housemark data) to determine if numbers of repairs per property have fallen as a result of changing the process;</li> <li>Undertake further investigations into the average cost and volume of gas repairs in partnership with Wear Valley District Council.</li> <li>Provide an update on these issues to Board and Senior Management Team in the next quarter.</li> </ul>						



## Performance Management Exception Report

Responsible Manager: Joanne Dunn  
Directorate: Housing Operations

Date of Report: 29/07/08 - 1<sup>st</sup> Quarter 2008/09

Indicator Description	Ref	Performance to Date	ALMO Top Quartile	Target 08/09	Housemark Average cost (if applicable)	D&VH Average cost (according to Housemark)
% of local authority tenants in arrears who have had notices seeking possession served	LPI 16	10.1 ( This is for one quarter and equates to 40.4% for the year)	15.54	25	£67 per property for management of the arrears service (2006-07)	£48
<b>OUTCOME FOR STAKEHOLDERS</b>						
<p>The notice of seeking possession is the commencement of legal action. If the debt is not reduced/an acceptable agreement made then the progression is to County Court and then eviction. This process increases the individual and cumulative debt (Court costs) and increases the incidence of homelessness in the District.</p>						
<b>REASONS FOR UNDER PERFORMANCE</b>						
<p>The serving of a Notice does prompt payments where previous warning letters and home visits have failed. Housing Officers see the overall arrears figure (in their patch) as the primary performance indicator in terms of arrears recovery performance, and for this reason the serving of notices is a reaction to an increase or a stagnation in individual housing officer arrears totals.</p>						
<b>PROPOSED ACTIONS FOR IMPROVEMENT</b>						
<p>To combat this reaction resources have increased in current arrears recovery. For instance the debt recovery CSA has begun a programme of contacting groups of customers in arrears (e.g. those owing less than £50) and this will continue.</p> <p>Housing Officers will be reminded of this PI and the need to consider alternative remedies before serving NOSP's e.g. more home visits, referrals to Money advice/CAB.</p>						

## Performance Management Exception Report

**Responsible Manager:** Martin Redfern  
**Directorate:** Resources

**Date of Report:** 29/07/08

Indicator Description	Ref	Performance to Date	ALMO Top Quartile	Target 08/09	Housemark Average cost (if applicable)	D&VH Average cost (according to Housemark)
% of disabled staff	LPI 80	0		5		
<b>OUTCOME FOR STAKEHOLDERS</b>						
The company's staff are less representative of the local community. The company may not be providing the appropriate opportunities for disabled people to access employment.						
<b>REASONS FOR UNDER PERFORMANCE</b>						
The company does not currently target recruitment advertising at any minority groups. Although the company follows statutory arrangements for equalities and diversity in recruitment practices (we also guarantee registered disabled people an interview providing they meet the short list criteria) we are clearly not enabling disabled people to access employment within the company.						
<b>PROPOSED ACTIONS FOR IMPROVEMENT</b>						
<p>The company has established a partnership arrangement with Job Centre Plus and will use this relationship to explore improved methods of targeted advertising. The Director of Resources will:</p> <ul style="list-style-type: none"> <li>▪ Explore recruitment issues with local disabled organisations to identify barriers to employment with the company and the best ways to actively promote the company as a positive and inclusive place to work.</li> <li>▪ Explore the number of disabled applicants to the company and determine reasons for non appointment.</li> <li>▪ Board and Executive Management Team have developed and approved a Positive Initiative and Action Plan to tackle this issue. The action plan has been incorporated into the Equalities and Diversity Strategy, that is currently being revised.</li> <li>▪ Training for all managers on issues of disability is scheduled for November 2008.</li> </ul>						

## Performance Management Exception Report

**Responsible Manager:** Martin Redfern  
**Directorate:** Resources

**Date of Report:** 29/07/08

Indicator Description	Ref	Performance to Date	ALMO Top Quartile	Target 08/09	Housemark Average cost (if applicable)	D&VH Average cost (according to Housemark)
% of senior staff who are women	LPI 81	44.0		50.0		
<b>OUTCOME FOR STAKEHOLDERS</b>						
This indicator affects the employment opportunities for existing and potential female members of staff who may be interested in progressing their careers						
<b>REASONS FOR UNDER PERFORMANCE</b>						
Under-performance in this indicator can be attributed to a lack of senior positions in the organisation. However, a number of senior positions have arisen in roles traditionally associated with male employment, but a very low number of women have applied for these roles.						
<b>PROPOSED ACTIONS FOR IMPROVEMENT</b>						
A finer analysis is needed of the skills required to fill senior roles in comparison with the skills available amongst female members of staff in the organisation. Gaps can then be addressed in the organisations Training and Development Plan.						

## Performance Management Highlights Report

Responsible Manager: Deryk Nolan  
Directorate: Development

Date of Report: 30 July 08

Indicator Description	Ref.	Performance to Date	ALMO Top Quartile	Target 08/09	Housemark Average Cost (if applicable)	D&VH Average Cost (according to Housemark)
% of repairs carried out as urgent.	LPI56	27.5%		35.5%	£98 per property for management of the responsive repairs service (2006-07)	£52
<b>OUTCOME FOR STAKEHOLDERS</b>						
<p>Work of a genuinely urgent nature will be carried out within the 5 day target. However, customers will need to appreciate that other work, other than emergency, will be carried out as routine or as part of a planned scheme. This will lead to improved value for money through cost savings and efficiency improvements in work planning.</p>						
<b>REASONS FOR EXCELLENT PERFORMANCE</b>						
<p>Each SOR is linked to a priority so this is very much lead by the repairs that are reported. As this quarter covers summer months I would expect this figure to increase over the months October to March.</p>						

## Performance Management Highlights Report

Responsible Manager: Joanne Dunn  
Directorate: Housing Operations

Date of Report: 31/07/08 1<sup>st</sup> Quarter 2008/09

Indicator Description	Ref.	Performance to Date	ALMO Top Quartile	Target 08/09	Housemark Average Cost (if applicable)	D&VH Average Cost (according to Housemark)
% of local authority tenants more than 7 weeks (gross) rent arrears.		2.36		2.75	£67 per property for management of the arrears service (2006-07)	£48
<b>OUTCOME FOR STAKEHOLDERS</b>						
<p>Improved income streams leading maintained quality of service provision.  Lower arrears levels lowering the incidence of County Court Judgements and eviction  Lower incidence of homelessness in the District</p>						
<b>REASONS FOR EXCELLENT PERFORMANCE</b>						
<p>Greater emphasis by officers on prevention and early intervention in arrears cases.  Improved Money Advice services and improved referral procedure for Money Advice.  Target hardening by officers – focusing on “stagnant” or low level arrears cases</p>						

## Performance Management Highlights Report

Responsible Manager: Joanne Dunn  
Directorate: Housing Operations

Date of Report: 21/07/08 1<sup>st</sup> Quarter 2008/09

Indicator Description	Ref.	Performance to Date	ALMO Top Quartile	Target 08/09	Housemark Average Cost (if applicable)	D&VH Average Cost (according to Housemark)
% of tenants evicted as a result of rent arrears	LPI 17	0.07	0.25	0.44	£67 per property for management of the arrears service (2006-07)	£48
<b>OUTCOME FOR STAKEHOLDERS</b>						
<p>1.Lower incidence of homelessness in the District</p> <p>2.Lower incidence of high level debt.</p>						
<b>REASONS FOR EXCELLENT PERFORMANCE</b>						
<p>1.Greater emphasis by officers on prevention and early intervention in arrears cases.</p> <p>2.Improved Money Advice services and improved referral procedure for Money Advice.</p> <p>3.Less emphasis on Court action as an enforcement measure in arrears cases</p>						

## Performance Management Highlights Report

Responsible Manager: Joanne Dunn  
Directorate: Housing Operations

Date of Report: 21/07/08 1<sup>st</sup> Qtr. 2008/09

Indicator Description	Ref.	Performance to Date	ALMO Top Quartile	Target 08/09	Housemark Average Cost (if applicable)	D&VH Average Cost (according to Housemark)
% of Housing applications registered within 5 working days	LPI 22	99.5	N/A	95.00	£37 per property for management of the arrears service (2006-07)	£16
<b>OUTCOME FOR STAKEHOLDERS</b>						
1. Waiting lists are up to date ensuring that properties are allocated according to current housing need.						
<b>REASONS FOR EXCELLENT PERFORMANCE</b>						
1. CSAs working practices. 2. Neighbourhood Manager Service Standard monitoring.						

## Performance Management Highlights Report

Responsible Manager: Martin Redfern  
Directorate: Resources

Date of Report: 30/07/2008

Indicator Description	Ref.	Performance to Date	ALMO Top Quartile	Target 08/09	Housemark Average Cost (if applicable)	D&VH Average Cost (according to Housemark)
Staff turnover rate	LPI 78	1.70		12.0		
<b>OUTCOME FOR STAKEHOLDERS</b>						
<p>The indicator is currently performing well at 1.7% against a target of 12.0%. This target has been amended. It was originally reported as 18.0% which was an error. It is important to note however that the indicator is cumulative and may increase as the year progresses.</p> <p>The performance result of LPI 78 helpfully illustrates that the actions we are undertaking from our Business Plan have a direct impact on customers, staff and other key partners. For example, a high turnover of staff can have a significant affect on resources, as it can be costly to recruit and train new members of staff. Interruptions in service provision, caused by staff leaving, can also adversely affect customer and staff satisfaction.</p>						
<b>REASONS FOR EXCELLENT PERFORMANCE</b>						
<p>The company recognises the importance of retaining staff and has moved to motivate staff and encourage them to stay with the company by making the importance of their role in achieving the company's vision more prominent. This has been achieved through the development of Directorate Plans that set out the actions each directorate and team will undertake to achieve the Business Plan over the coming year. This explains why Business Plan action 1.10 has been linked with LPI 78.</p>						

Performance Management Highlights Report



**Responsible Manager:** Martin Redfern  
**Directorate:** Resources

**Date of Report:** 29/07/08

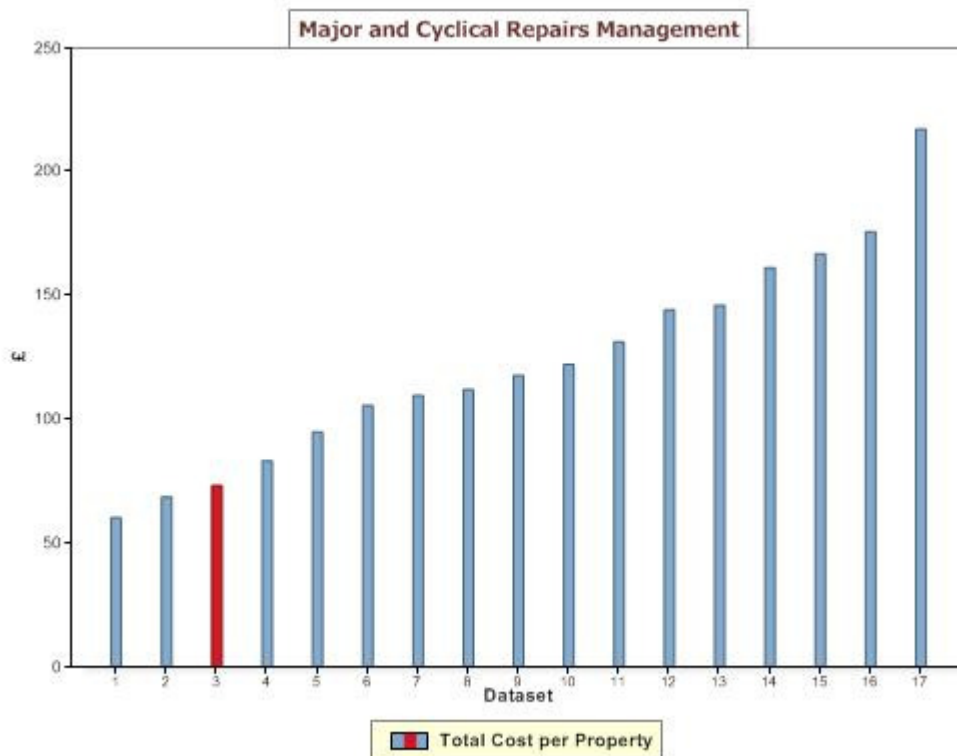
Indicator Description	Ref.	Performance to Date	ALMO Top Quartile	Target 08/09	Housemark Average Cost (if applicable)	D&VH Average Cost (according to Housemark)
Working Days per FTE employee lost to sickness absence	LPI 79	1	9.40	5		
<b>OUTCOME FOR STAKEHOLDERS</b>						
<p>Better value for money.  A more responsive service, less disruption and better time management for service areas.</p>						
<b>REASONS FOR EXCELLENT PERFORMANCE</b>						
<p>Well motivated staff, committed to providing high quality services.  A comprehensive sickness management system.</p>						

## Performance Management Highlights Report

**Responsible Manager: Martin Redfern**  
**Directorate: Resources**

**Date of Report: 29/07/08**

Indicator Description	Ref.	Performance to Date	ALMO Top Quartile	Target 08/09	Housemark Average Cost (if applicable)	D&VH Average Cost (according to Housemark)
% of BME staff	LPI 82	3.4		>1.0		
<b>OUTCOME FOR STAKEHOLDERS</b>						
<p>We have an impressive track record of recruiting and retaining staff from BME backgrounds. Employees and applicants can see that we have a strong equality and diversity ethos.</p>						
<b>REASONS FOR EXCELLENT PERFORMANCE</b>						
<p>Equal opportunities aspects of staff recruitment process effective in respect of BME staff.</p>						

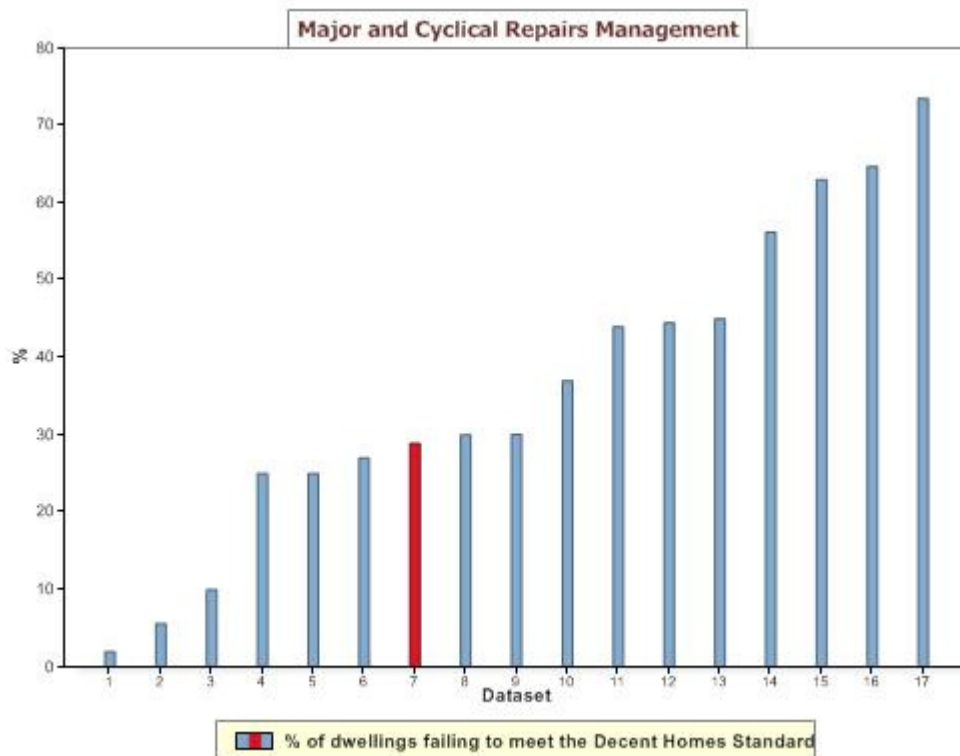


**Organisations:**

1	Leeds South East Homes	7	Newark & Sherwood Homes	13	Ashfield Homes
2	South Lakes Housing	8	Colchester Borough Homes	14	A1 Housing Bassetlaw
3	Dale and Valley Homes (2006/2007)	9	Eastbourne Homes	15	Poole Housing Partnership
4	Sutton Housing Partnership	10	High Peak Community Housing	16	Carrick Housing
5	Gloucester City Homes	11	Cheltenham Borough Homes	17	South Essex Homes
6	Leeds North East Homes	12	Blyth Valley Housing		

Total Cost per Property				
Comparator Group Quartiles		Upper	Median	Lower
		103.05	120.06	149.95
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
3	Dale and Valley Homes (2006/2007)	73.36	3	

Quartile Key							
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Valid dataset							
Small dataset							

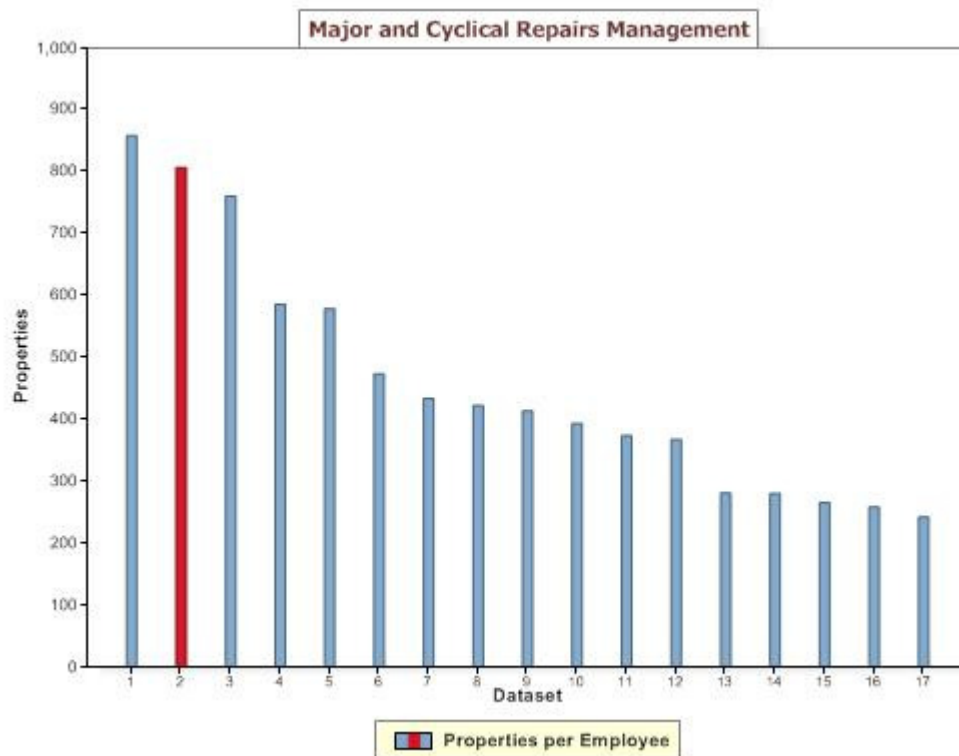


**Organisations:**

1	Blyth Valley Housing	7	Dale and Valley Homes (2006/2007)	13	Leeds North East Homes
2	Ashfield Homes	8	Leeds South East Homes	14	Sutton Housing Partnership
3	High Peak Community Housing	9	A1 Housing Bassetlaw	15	South Essex Homes
4	Carrick Housing	10	South Lakes Housing	16	Eastbourne Homes
5	Colchester Borough Homes	11	Newark & Sherwood Homes	17	Gloucester City Homes
6	Cheltenham Borough Homes	12	Poole Housing Partnership		

% of dwellings failing to meet the Decent Homes Standard				
Comparator Group Quartiles		Upper	Median	Lower
		25.00	33.55	47.80
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
7	Dale and Valley Homes (2006/2007)	28.90	7	

Quantile Key							
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Valid dataset							
Small dataset							

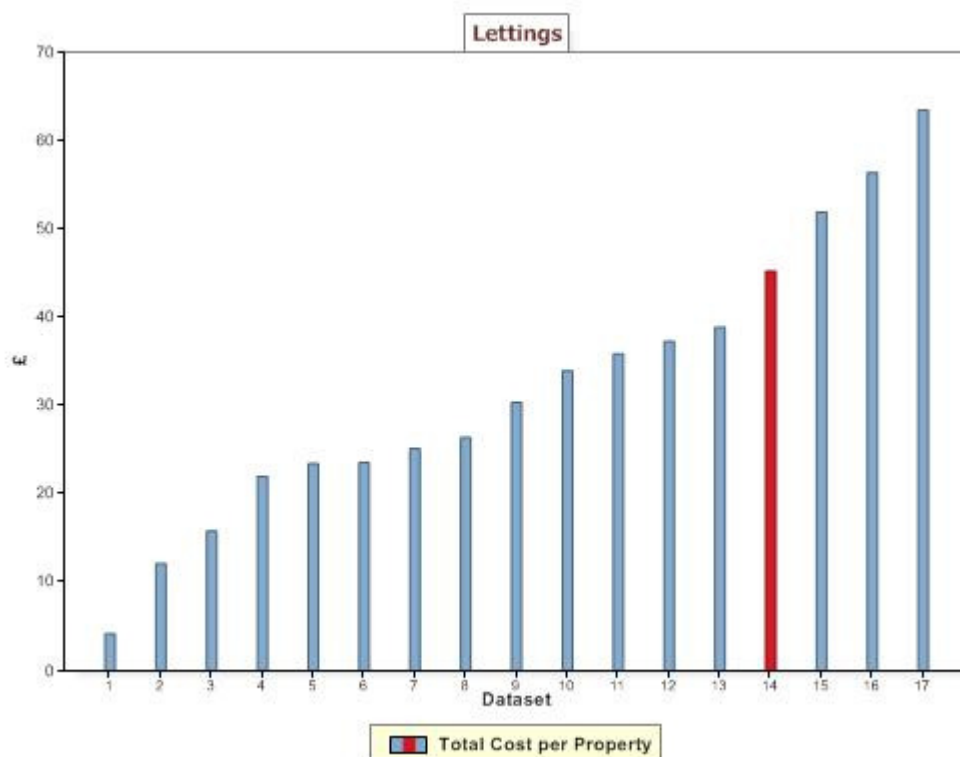


**Organisations:**

1	Leeds South East Homes	7	Leeds North East Homes	13	Blyth Valley Housing
2	Dale and Valley Homes (2006/2007)	8	High Peak Community Housing	14	A1 Housing Bassetlaw
3	Gloucester City Homes	9	Colchester Borough Homes	15	Poole Housing Partnership
4	Sutton Housing Partnership	10	Ashfield Homes	16	Carrick Housing
5	South Lakes Housing	11	Newark & Sherwood Homes	17	South Essex Homes
6	Eastbourne Homes	12	Cheltenham Borough Homes		

Properties per Employee				
Comparator Group Quartiles		Upper	Median	Lower
		500.10	403.60	281.00
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
2	Dale and Valley Homes (2006/2007)	807.15	2	

Quantile Key							
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Valid dataset							
Small dataset							

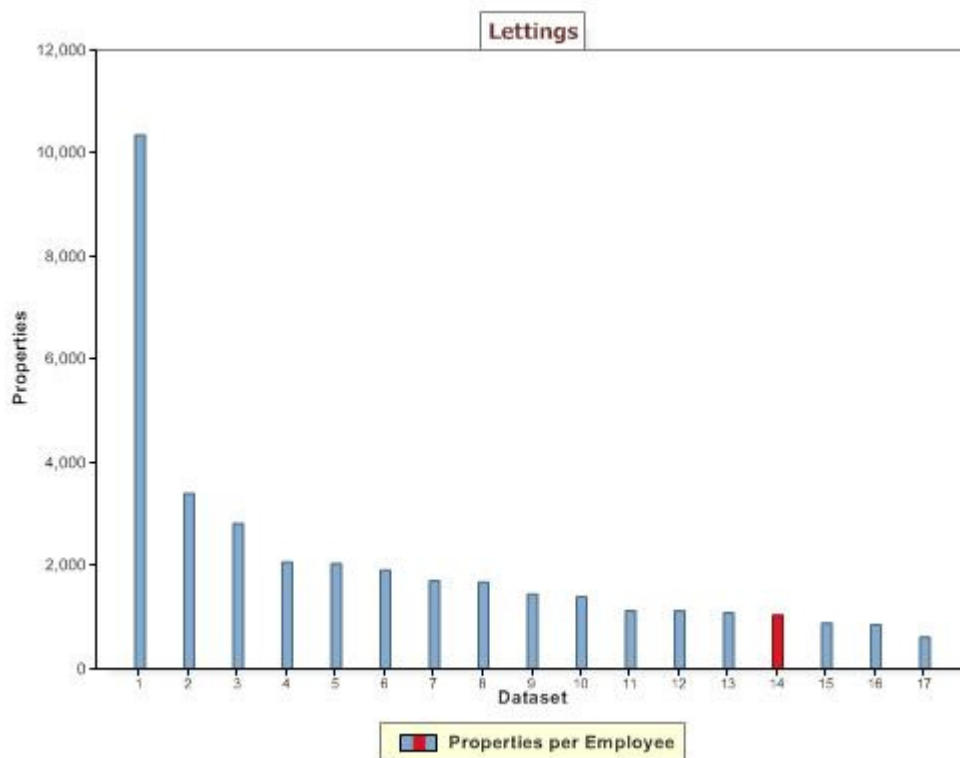


**Organisations:**

1 Eastbourne Homes	7 High Peak Community Housing	13 Sutton Housing Partnership
2 Poole Housing Partnership	8 Cheltenham Borough Homes	14 Dale and Valley Homes (2006/2007)
3 A1 Housing Bassetlaw	9 Gloucester City Homes	15 South Essex Homes
4 Carrick Housing	10 Ashfield Homes	16 Leeds South East Homes
5 Blyth Valley Housing	11 Colchester Borough Homes	17 Leeds North East Homes
6 Newark & Sherwood Homes	12 South Lakes Housing	

Total Cost per Property				
Comparator Group Quartiles		Upper	Median	Lower
		23.10	28.41	37.69
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
14	Dale and Valley Homes (2006/2007)	45.24	14	

Quantile Key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							

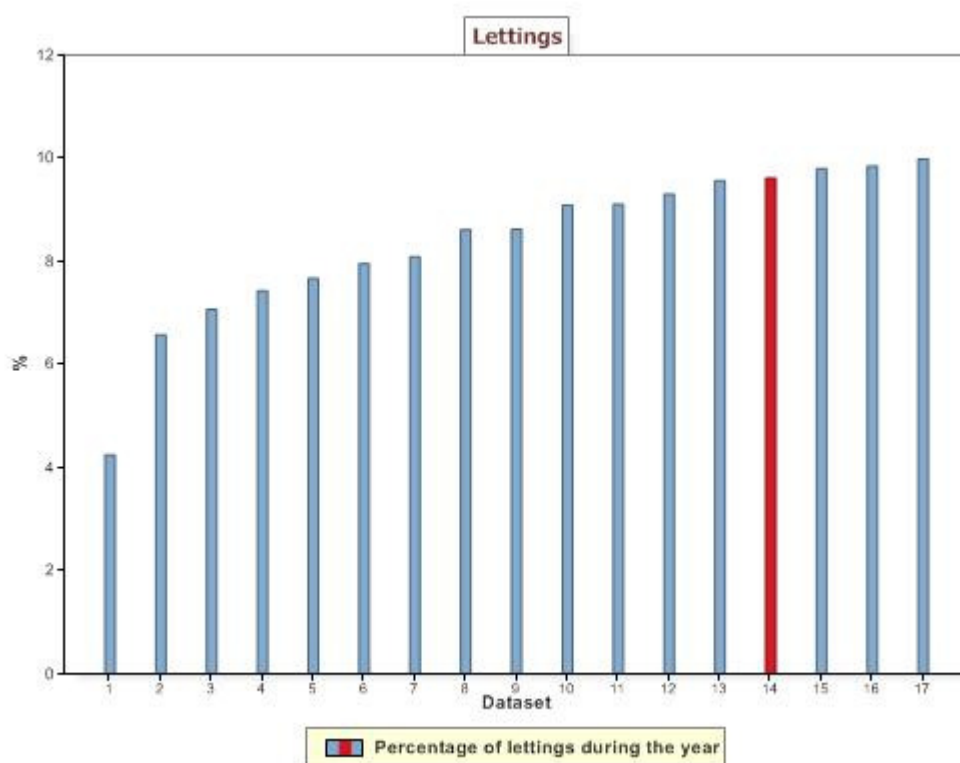


**Organisations:**

1 Eastbourne Homes	7 Cheltenham Borough Homes	13 Colchester Borough Homes
2 Poole Housing Partnership	8 High Peak Community Housing	14 Dale and Valley Homes (2006/2007)
3 A1 Housing Bassetlaw	9 Ashfield Homes	15 Leeds South East Homes
4 Newark & Sherwood Homes	10 Blyth Valley Housing	16 South Essex Homes
5 Carrick Housing	11 South Lakes Housing	17 Leeds North East Homes
6 Gloucester City Homes	12 Sutton Housing Partnership	

Properties per Employee				
Comparator Group Quartiles		Upper	Median	Lower
		2,046.99	1,568.29	1,119.86
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
14	Dale and Valley Homes (2006/2007)	1,047.71	14	

Quantile Key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							



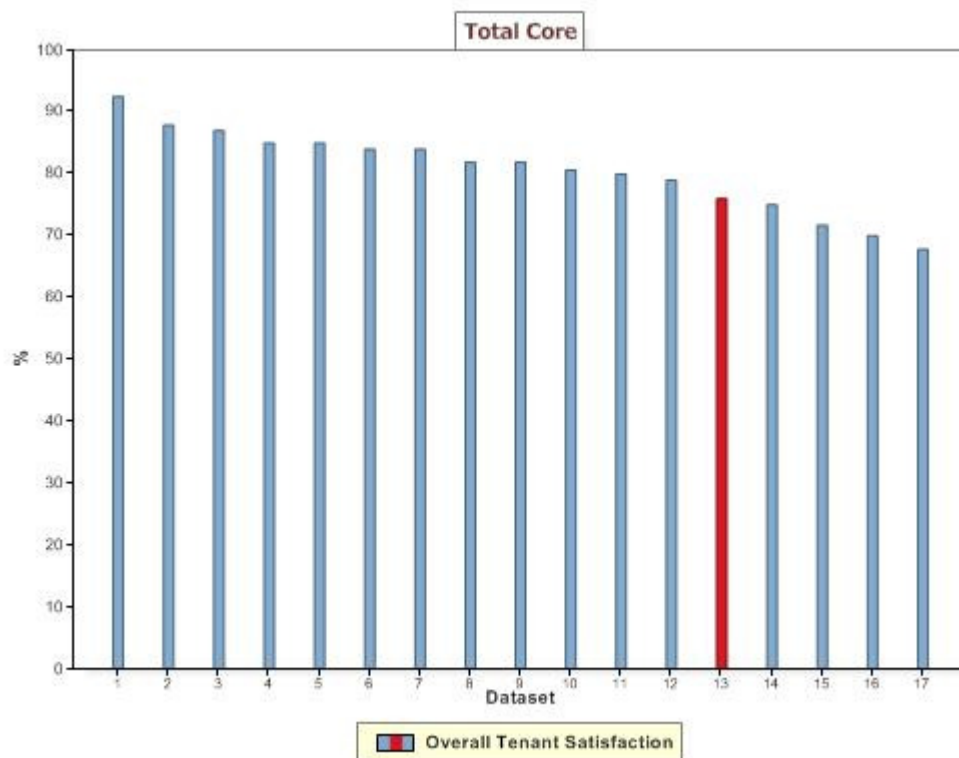
**Organisations:**

1	Leeds South East Homes	7	Carrick Housing	13	Colchester Borough Homes
2	Blyth Valley Housing	8	Cheltenham Borough Homes	14	Dale and Valley Homes (2006/2007)
3	Newark & Sherwood Homes	9	High Peak Community Housing	15	A1 Housing Bassetlaw
4	Poole Housing Partnership	10	South Essex Homes	16	Gloucester City Homes
5	Leeds North East Homes	11	South Lakes Housing	17	Eastbourne Homes
6	Sutton Housing Partnership	12	Ashfield Homes		

Percentage of lettings during the year				
Comparator Group Quartiles		Upper	Median	Lower
		7.61	8.63	9.38
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
14	Dale and Valley Homes (2006/2007)	9.62	14	

Quantile Key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							



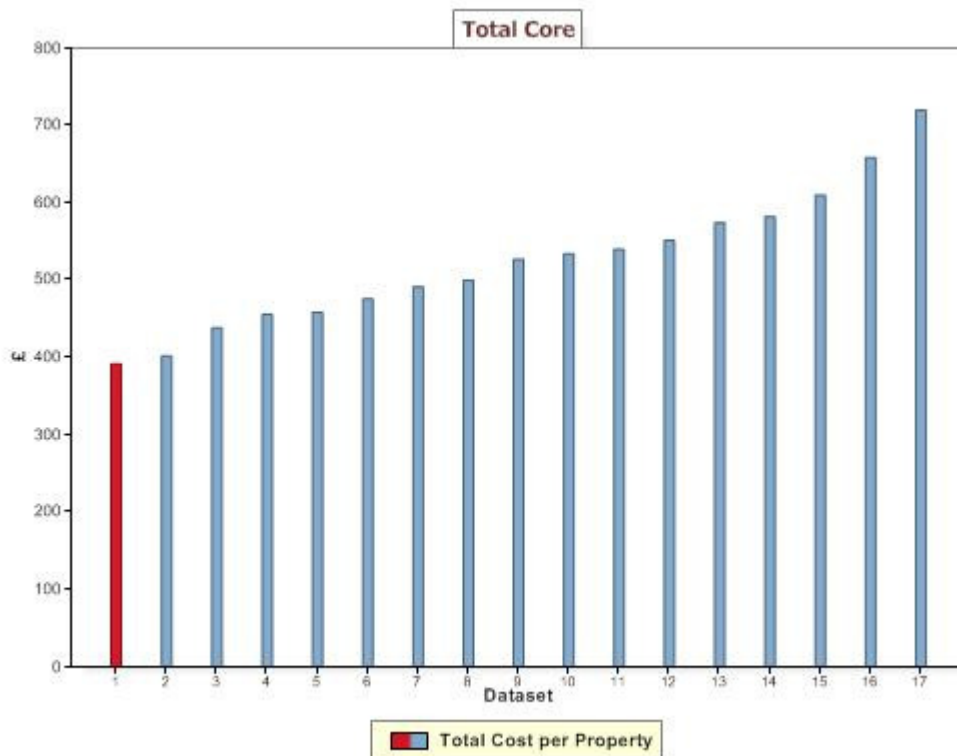


**Organisations:**

1	Carrick Housing	7	Poole Housing Partnership	13	Dale and Valley Homes (2006/2007)
2	Blyth Valley Housing	8	Colchester Borough Homes	14	Gloucester City Homes
3	Newark & Sherwood Homes	9	Eastbourne Homes	15	Leeds South East Homes
4	Ashfield Homes	10	High Peak Community Housing	16	South Essex Homes
5	Leeds North East Homes	11	Cheltenham Borough Homes	17	Sutton Housing Partnership
6	South Lakes Housing	12	A1 Housing Bassetlaw		

Overall Tenant Satisfaction				
Comparator Group Quartiles		Upper	Median	Lower
		85.00	81.90	78.00
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
13	Dale and Valley Homes (2006/2007)	76.00	13	

Quantile Key							
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Valid dataset							
Small dataset							

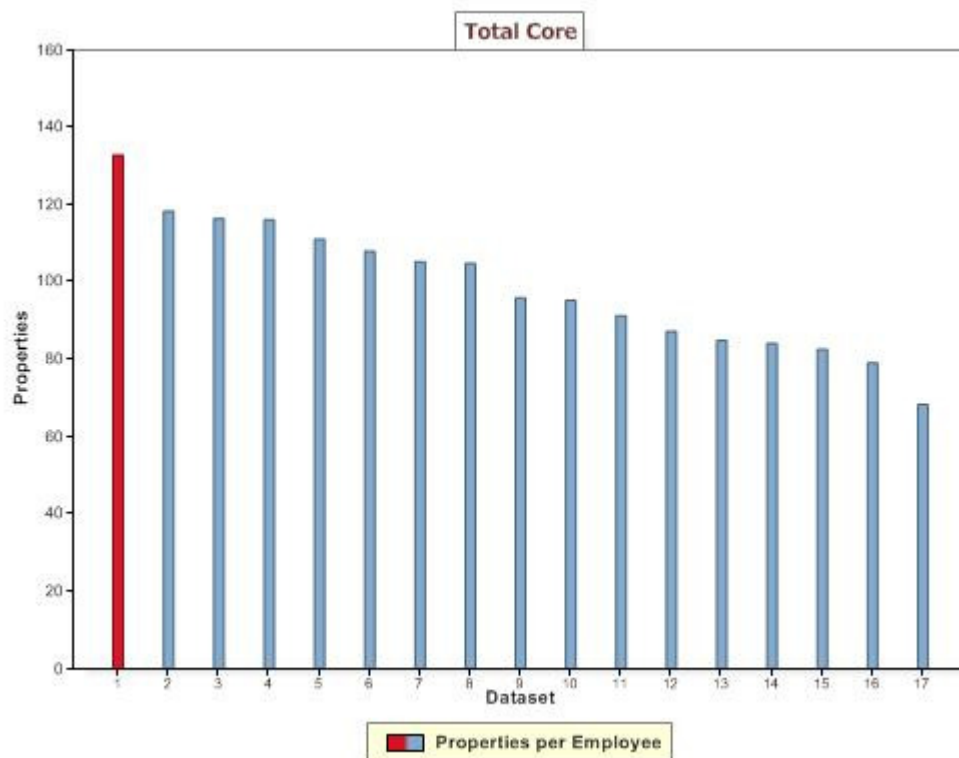


**Organisations:**

1	Dale and Valley Homes (2006/2007)	7	Eastbourne Homes	13	Carrick Housing
2	South Lakes Housing	8	Blyth Valley Housing	14	Gloucester City Homes
3	A1 Housing Bassetlaw	9	Leeds South East Homes	15	Cheltenham Borough Homes
4	Colchester Borough Homes	10	Poole Housing Partnership	16	Ashfield Homes
5	High Peak Community Housing	11	Leeds North East Homes	17	South Essex Homes
6	Newark & Sherwood Homes	12	Sutton Housing Partnership		

Total Cost per Property				
Comparator Group Quartiles		Upper	Median	Lower
		471.57	530.82	576.63
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
1	Dale and Valley Homes (2006/2007)	391.61	1	

Quantile Key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							

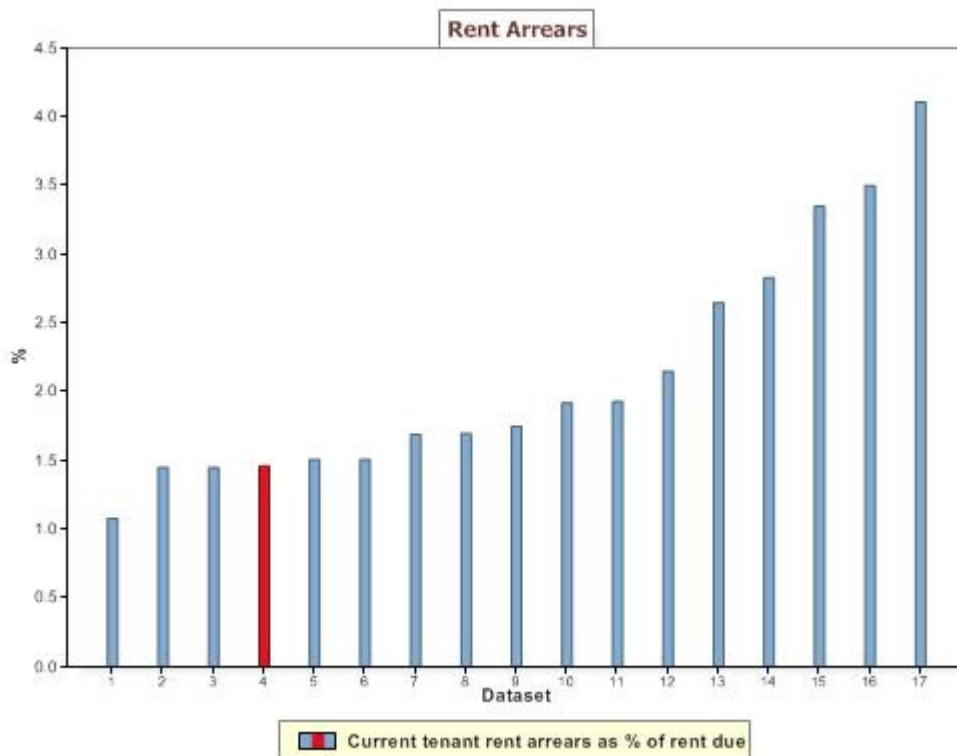


**Organisations:**

1	Dale and Valley Homes (2006/2007)	7	High Peak Community Housing	13	Ashfield Homes
2	South Lakes Housing	8	Sutton Housing Partnership	14	Leeds North East Homes
3	Gloucester City Homes	9	Leeds South East Homes	15	Cheltenham Borough Homes
4	A1 Housing Bassetlaw	10	Colchester Borough Homes	16	Blyth Valley Housing
5	Newark & Sherwood Homes	11	Poole Housing Partnership	17	South Essex Homes
6	Eastbourne Homes	12	Carrick Housing		

Properties per Employee				
Comparator Group Quartiles		Upper	Median	Lower
		108.84	95.63	84.74
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
1	Dale and Valley Homes (2006/2007)	132.94	1	

Quantile Key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							

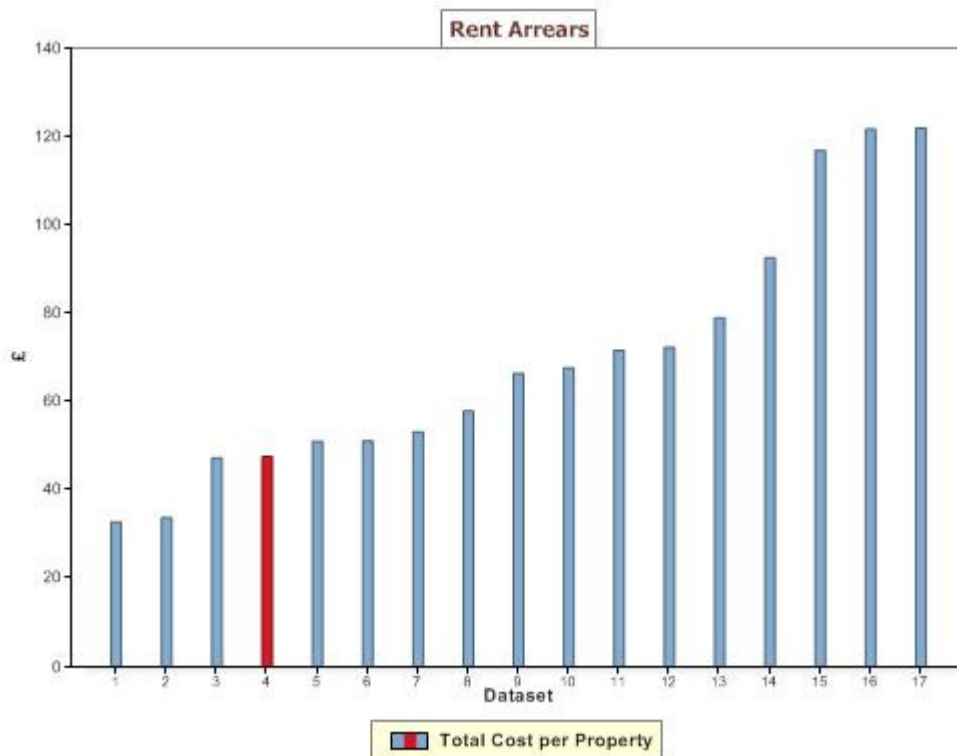


**Organisations:**

1	Ashfield Homes	7	A1 Housing Bassetlaw	13	Eastbourne Homes
2	South Lakes Housing	8	Blyth Valley Housing	14	South Essex Homes
3	High Peak Community Housing	9	Carrick Housing	15	Leeds South East Homes
4	Dale and Valley Homes (2006/2007)	10	Gloucester City Homes	16	Leeds North East Homes
5	Cheltenham Borough Homes	11	Poole Housing Partnership	17	Sutton Housing Partnership
6	Newark & Sherwood Homes	12	Colchester Borough Homes		

Current tenant rent arrears as % of rent due				
Comparator Group Quartiles		Upper	Median	Lower
		1.51	1.84	2.70
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
4	Dale and Valley Homes (2006/2007)	1.46	4	

Quantile Key							
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Valid dataset							
Small dataset							

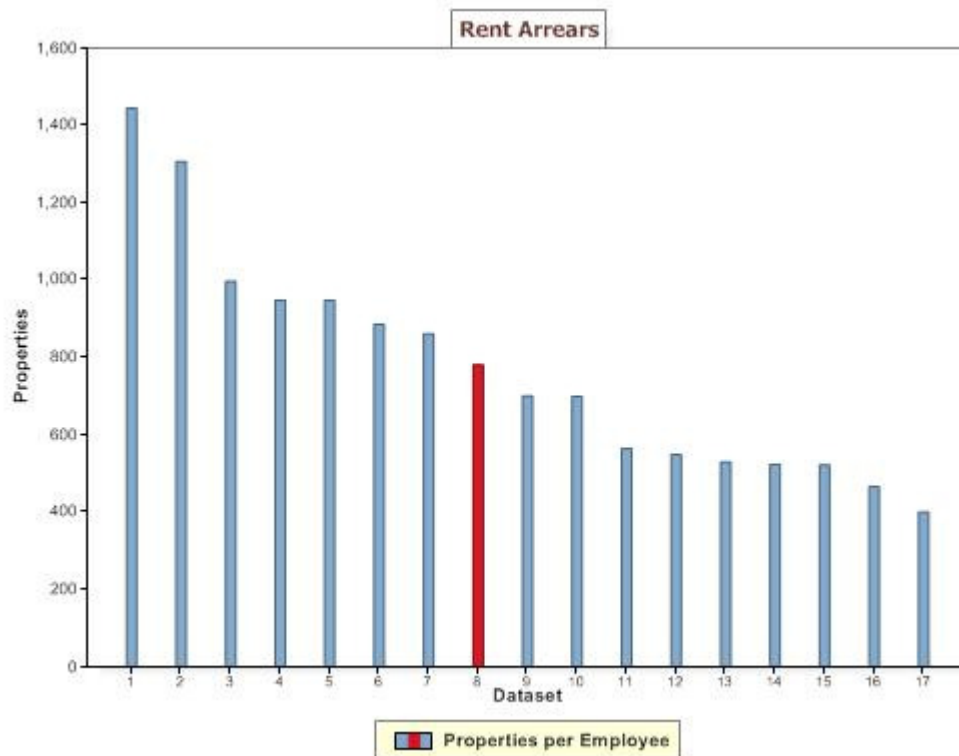


**Organisations:**

1 South Lakes Housing	7 High Peak Community Housing	13 Leeds North East Homes
2 Newark & Sherwood Homes	8 South Essex Homes	14 Cheltenham Borough Homes
3 Poole Housing Partnership	9 Colchester Borough Homes	15 Leeds South East Homes
4 Dale and Valley Homes (2006/2007)	10 Blyth Valley Housing	16 Sutton Housing Partnership
5 Ashfield Homes	11 Eastbourne Homes	17 Gloucester City Homes
6 A1 Housing Bassetlaw	12 Carrick Housing	

Total Cost per Property				
Comparator Group Quartiles		Upper	Median	Lower
		51.10	67.10	82.41
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
4	Dale and Valley Homes (2006/2007)	47.62	4	

Quantile Key							
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Valid dataset							
Small dataset							

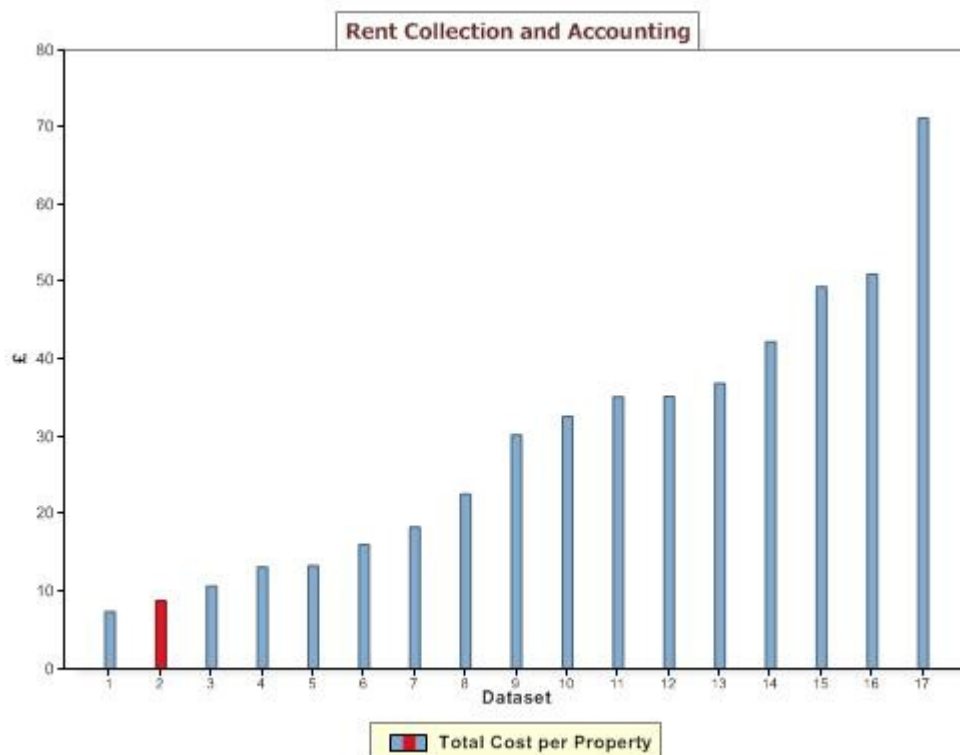


**Organisations:**

1 Newark & Sherwood Homes	7 South Essex Homes	13 Blyth Valley Housing
2 South Lakes Housing	8 Dale and Valley Homes (2006/2007)	14 Leeds North East Homes
3 Ashfield Homes	9 Carrick Housing	15 Sutton Housing Partnership
4 Poole Housing Partnership	10 Eastbourne Homes	16 Cheltenham Borough Homes
5 High Peak Community Housing	11 Colchester Borough Homes	17 Leeds South East Homes
6 A1 Housing Bassetlaw	12 Gloucester City Homes	

Properties per Employee				
Comparator Group Quartiles		Upper	Median	Lower
		948.61	700.43	528.59
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
8	Dale and Valley Homes (2006/2007)	781.57	8	

Quantile Key							
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Valid dataset							
Small dataset							

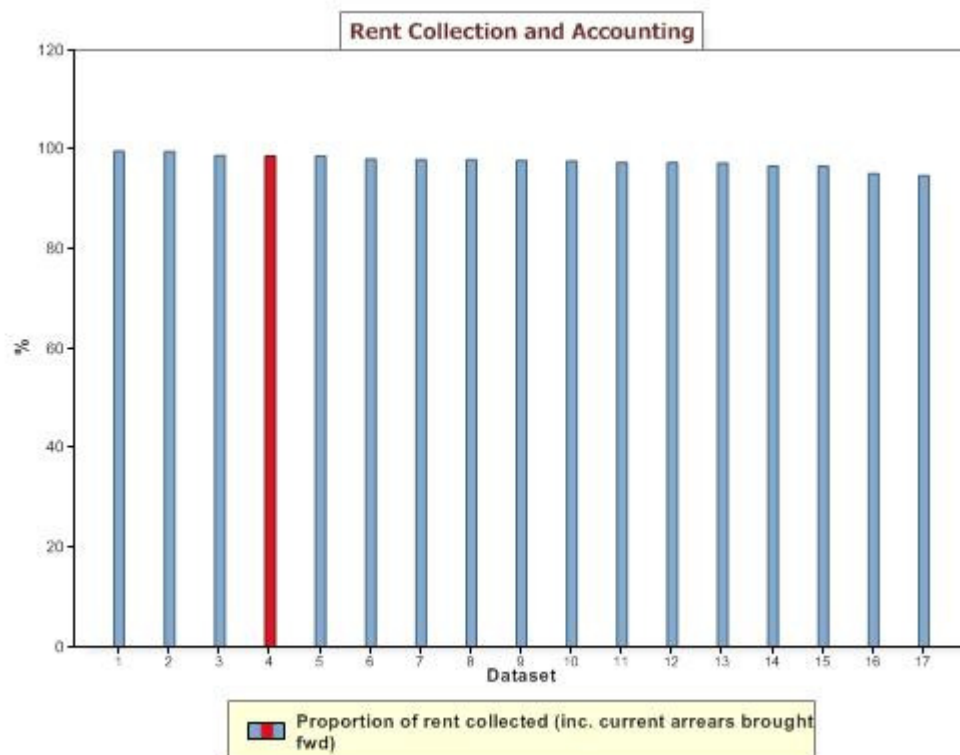


**Organisations:**

1	Leeds South East Homes	7	Colchester Borough Homes	13	A1 Housing Bassetlaw
2	Dale and Valley Homes (2006/2007)	8	Blyth Valley Housing	14	Cheltenham Borough Homes
3	High Peak Community Housing	9	South Essex Homes	15	Sutton Housing Partnership
4	Gloucester City Homes	10	South Lakes Housing	16	Poole Housing Partnership
5	Ashfield Homes	11	Eastbourne Homes	17	Newark & Sherwood Homes
6	Leeds North East Homes	12	Carrick Housing		

Total Cost per Property				
Comparator Group Quartiles		Upper	Median	Lower
		15.42	31.45	38.28
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
2	Dale and Valley Homes (2006/2007)	8.81	2	<div></div>

Quantile Key							
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Valid dataset							
Small dataset							



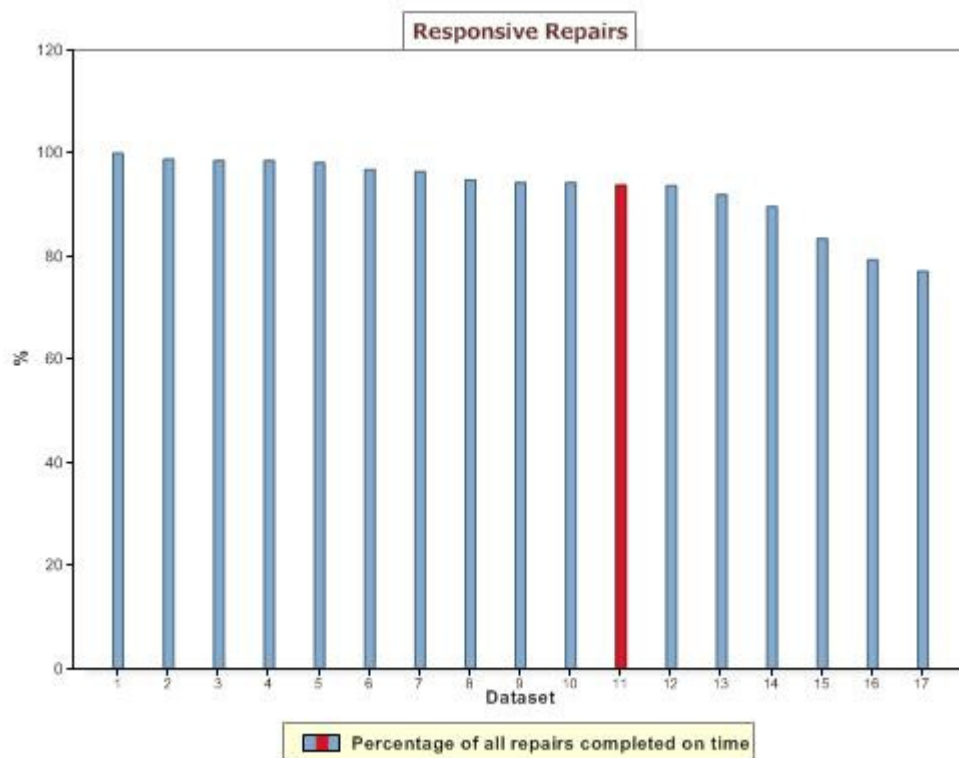
**Organisations:**

1	South Essex Homes	7	Newark & Sherwood Homes	13	Colchester Borough Homes
2	Ashfield Homes	8	Poole Housing Partnership	14	Leeds North East Homes
3	A1 Housing Bassetlaw	9	Gloucester City Homes	15	Eastbourne Homes
4	Dale and Valley Homes (2006/2007)	10	High Peak Community Housing	16	Sutton Housing Partnership
5	Blyth Valley Housing	11	South Lakes Housing	17	Leeds South East Homes
6	Carrick Housing	12	Cheltenham Borough Homes		

Proportion of rent collected (inc. current arrears brought fwd)				
Comparator Group Quartiles		Upper	Median	Lower
		98.27	97.77	97.17
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
4	Dale and Valley Homes (2006/2007)	98.74	4	

Quantile Key							
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Valid dataset							
Small dataset							



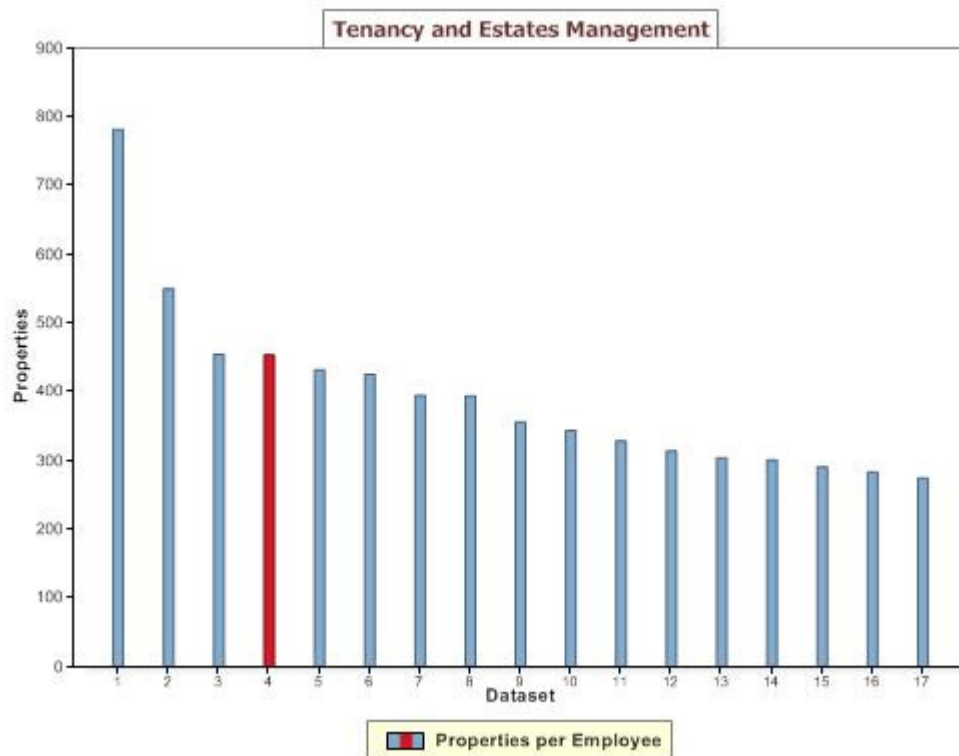


**Organisations:**

1 Carrick Housing	7 High Peak Community Housing	13 Leeds South East Homes
2 Ashfield Homes	8 Colchester Borough Homes	14 Cheltenham Borough Homes
3 Poole Housing Partnership	9 Newark & Sherwood Homes	15 Eastbourne Homes
4 A1 Housing Bassetlaw	10 Gloucester City Homes	16 South Essex Homes
5 Blyth Valley Housing	11 Dale and Valley Homes (2006/2007)	17 Leeds North East Homes
6 Sutton Housing Partnership	12 South Lakes Housing	

Percentage of all repairs completed on time					
Comparator Group Quartiles				Upper	Median
				98.28	94.59
				Lower	91.40
Id	Results for Dale and Valley Homes			Result	Rank
11	Dale and Valley Homes (2006/2007)			93.85	11

Quantile Key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							

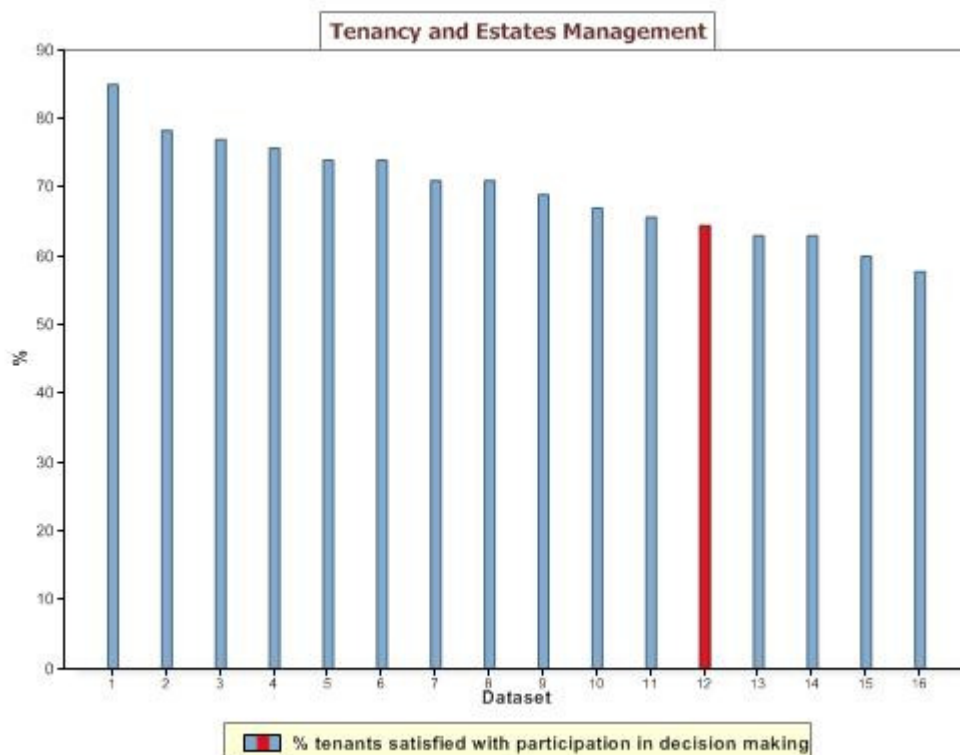


**Organisations:**

1	A1 Housing Bassetlaw	7	High Peak Community Housing	13	Blyth Valley Housing
2	South Lakes Housing	8	Sutton Housing Partnership	14	South Essex Homes
3	Colchester Borough Homes	9	Carrick Housing	15	Ashfield Homes
4	Dale and Valley Homes (2006/2007)	10	Gloucester City Homes	16	Cheltenham Borough Homes
5	Newark & Sherwood Homes	11	Eastbourne Homes	17	Leeds North East Homes
6	Leeds South East Homes	12	Poole Housing Partnership		

Properties per Employee				
Comparator Group Quartiles		Upper	Median	Lower
		427.13	350.05	303.41
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
4	Dale and Valley Homes (2006/2007)	453.74	4	

Quantile Key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							



**Organisations:**

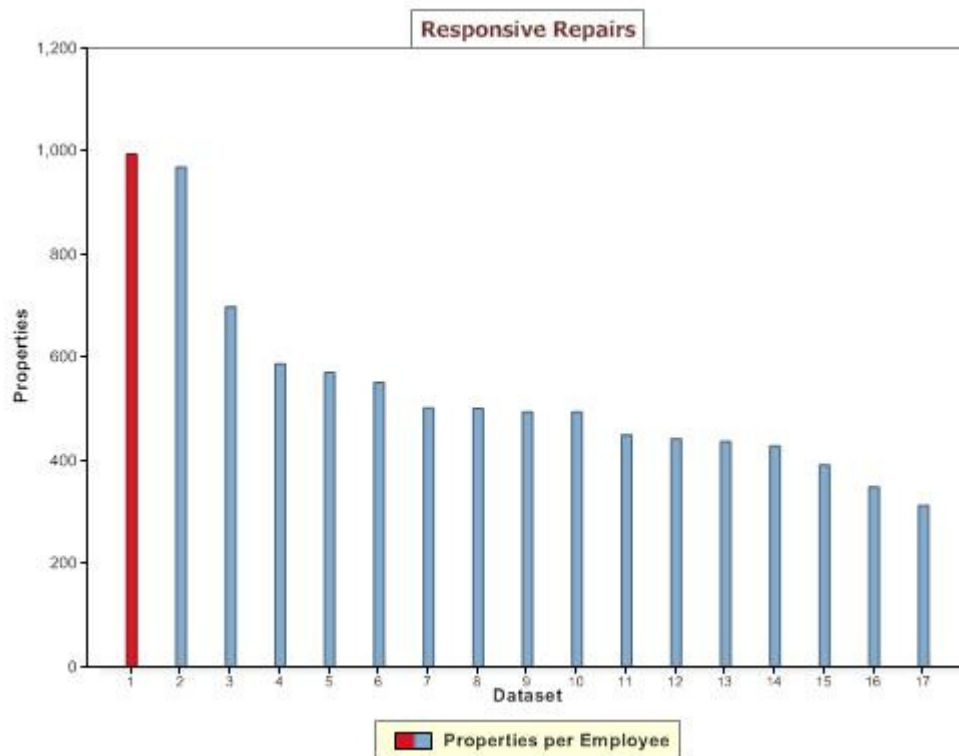
1 Carrick Housing	7 Blyth Valley Housing	13 South Lakes Housing
2 Newark & Sherwood Homes	8 Poole Housing Partnership	14 Leeds South East Homes
3 Cheltenham Borough Homes	9 A1 Housing Bassetlaw	15 Leeds North East Homes
4 Eastbourne Homes	10 Gloucester City Homes	16 Sutton Housing Partnership
5 Ashfield Homes	11 High Peak Community Housing	
6 Colchester Borough Homes	12 Dale and Valley Homes (2006/2007)	

**Organisations with no data:**

South Essex Homes		
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% tenants satisfied with participation in decision making				
Comparator Group Quartiles		Upper	Median	Lower
		74.88	71.00	64.35
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
12	Dale and Valley Homes (2006/2007)	64.50	12	

Quartile Key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							

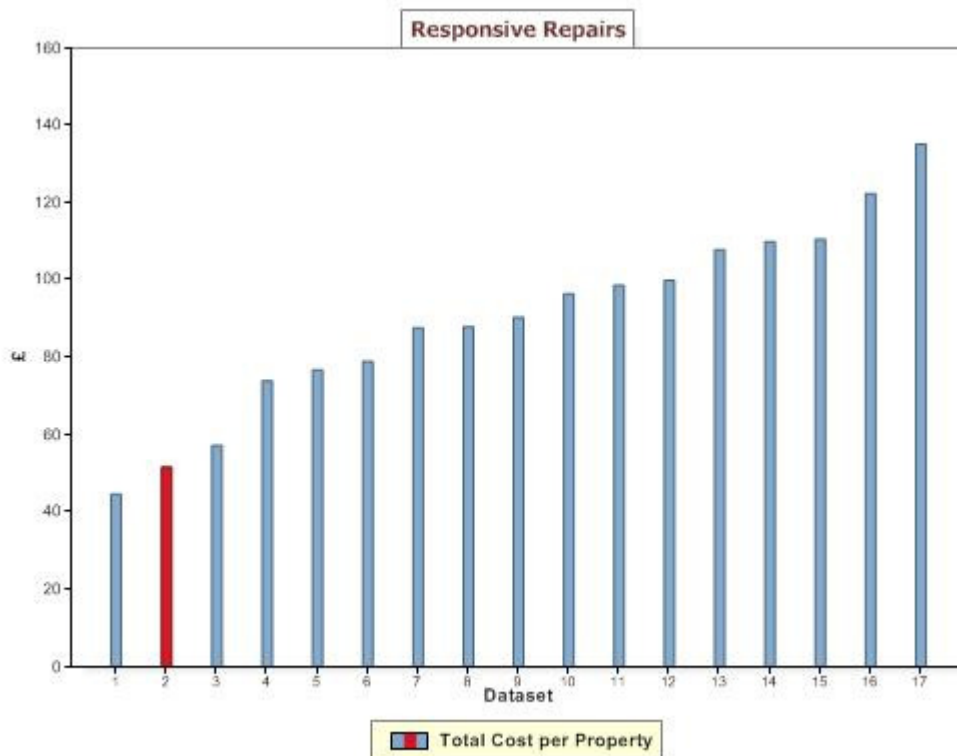


**Organisations:**

1	Dale and Valley Homes (2006/2007)	7	Colchester Borough Homes	13	Newark & Sherwood Homes
2	A1 Housing Bassetlaw	8	Leeds South East Homes	14	Carrick Housing
3	High Peak Community Housing	9	Cheltenham Borough Homes	15	Blyth Valley Housing
4	Gloucester City Homes	10	Poole Housing Partnership	16	South Lakes Housing
5	Sutton Housing Partnership	11	Ashfield Homes	17	South Essex Homes
6	Eastbourne Homes	12	Leeds North East Homes		

Properties per Employee				
Comparator Group Quartiles		Upper	Median	Lower
		556.60	494.97	434.88
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
1	Dale and Valley Homes (2006/2007)	994.70	1	

Quantile Key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							

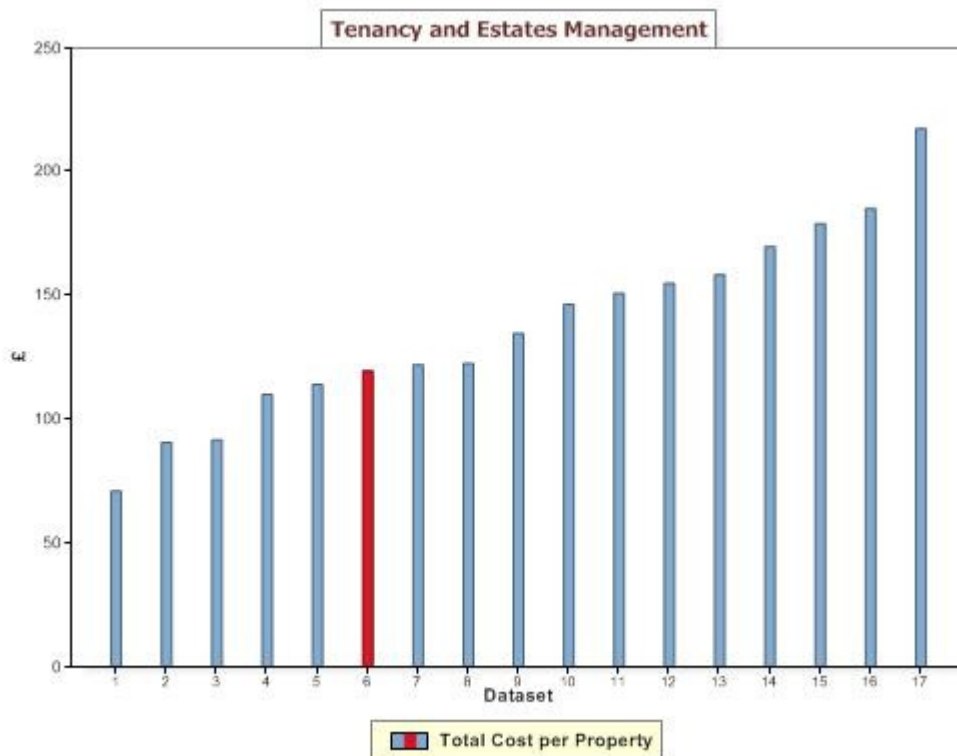


**Organisations:**

1	A1 Housing Bassetlaw	7	Cheltenham Borough Homes	13	Ashfield Homes
2	Dale and Valley Homes (2006/2007)	8	Blyth Valley Housing	14	Leeds South East Homes
3	High Peak Community Housing	9	Sutton Housing Partnership	15	Gloucester City Homes
4	Poole Housing Partnership	10	Carrick Housing	16	South Lakes Housing
5	Eastbourne Homes	11	Leeds North East Homes	17	South Essex Homes
6	Colchester Borough Homes	12	Newark & Sherwood Homes		

Total Cost per Property				
Comparator Group Quartiles		Upper	Median	Lower
		78.49	93.47	108.43
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
2	Dale and Valley Homes (2006/2007)	51.65	2	

Quantile Key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							

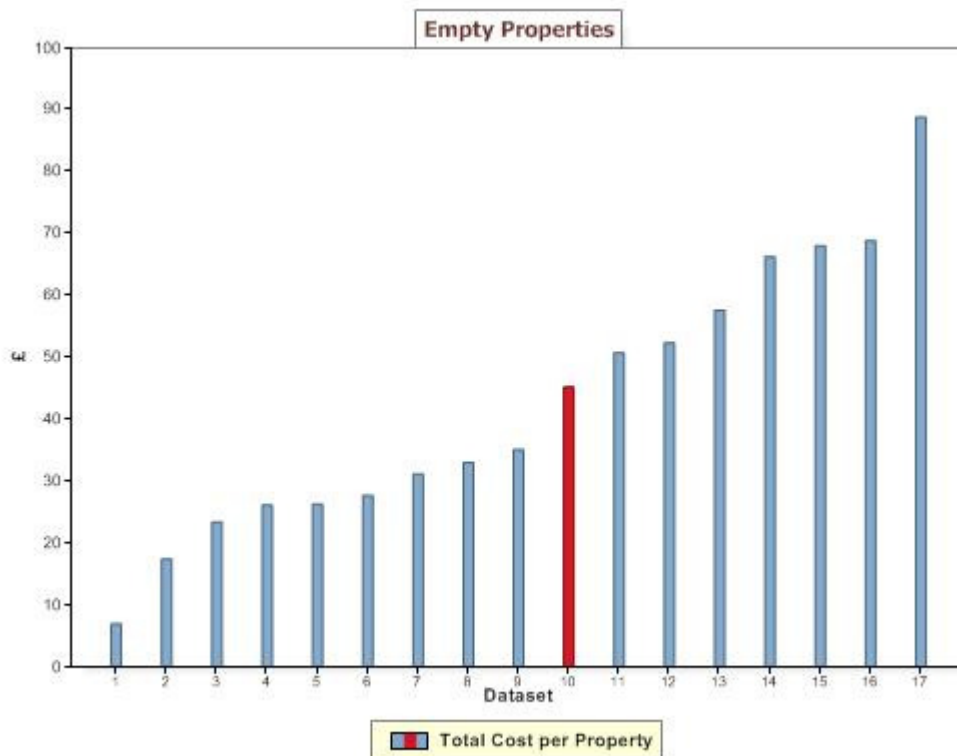


**Organisations:**

1	A1 Housing Bassetlaw	7	High Peak Community Housing	13	South Essex Homes
2	South Lakes Housing	8	Blyth Valley Housing	14	Leeds North East Homes
3	Colchester Borough Homes	9	Sutton Housing Partnership	15	Cheltenham Borough Homes
4	Leeds South East Homes	10	Carrick Housing	16	Gloucester City Homes
5	Newark & Sherwood Homes	11	Eastbourne Homes	17	Ashfield Homes
6	Dale and Valley Homes (2006/2007)	12	Poole Housing Partnership		

Total Cost per Property				
Comparator Group Quartiles		Upper	Median	Lower
		113.12	140.65	161.38
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
6	Dale and Valley Homes (2006/2007)	119.70	6	

Quantile Key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							

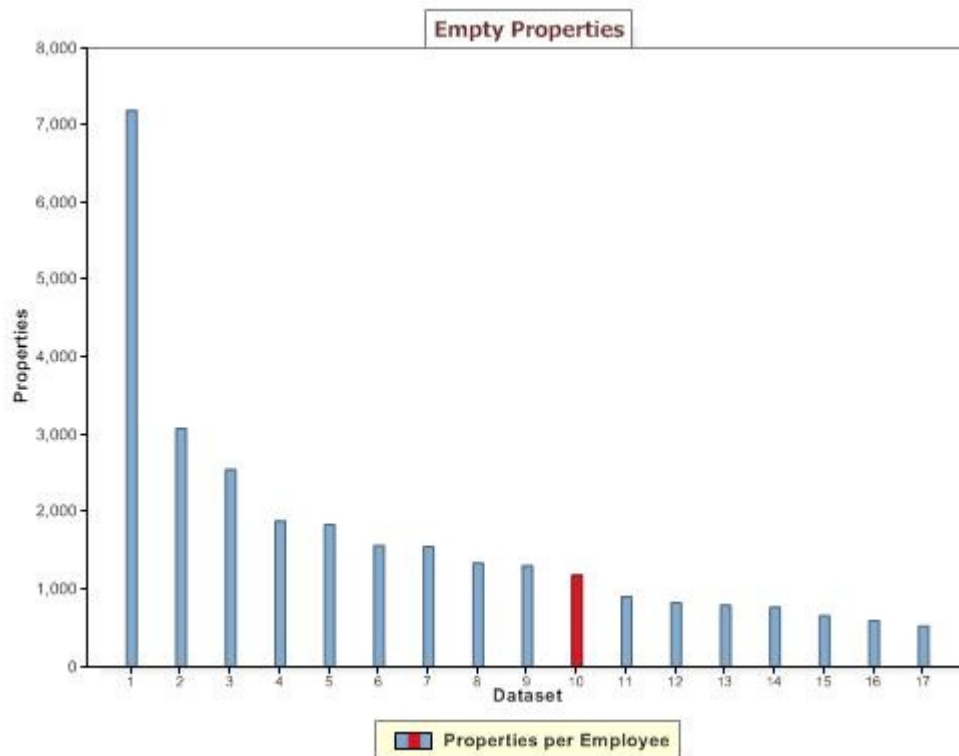


**Organisations:**

1	Leeds North East Homes	7	Blyth Valley Housing	13	A1 Housing Bassetlaw
2	South Lakes Housing	8	Sutton Housing Partnership	14	Leeds South East Homes
3	Newark & Sherwood Homes	9	Eastbourne Homes	15	High Peak Community Housing
4	Gloucester City Homes	10	Dale and Valley Homes (2006/2007)	16	South Essex Homes
5	Carrick Housing	11	Cheltenham Borough Homes	17	Ashfield Homes
6	Poole Housing Partnership	12	Colchester Borough Homes		

Total Cost per Property				
Comparator Group Quartiles		Upper	Median	Lower
		26.27	34.12	59.84
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
10	Dale and Valley Homes (2006/2007)	45.24	10	

Quantile Key							
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Valid dataset							
Small dataset							



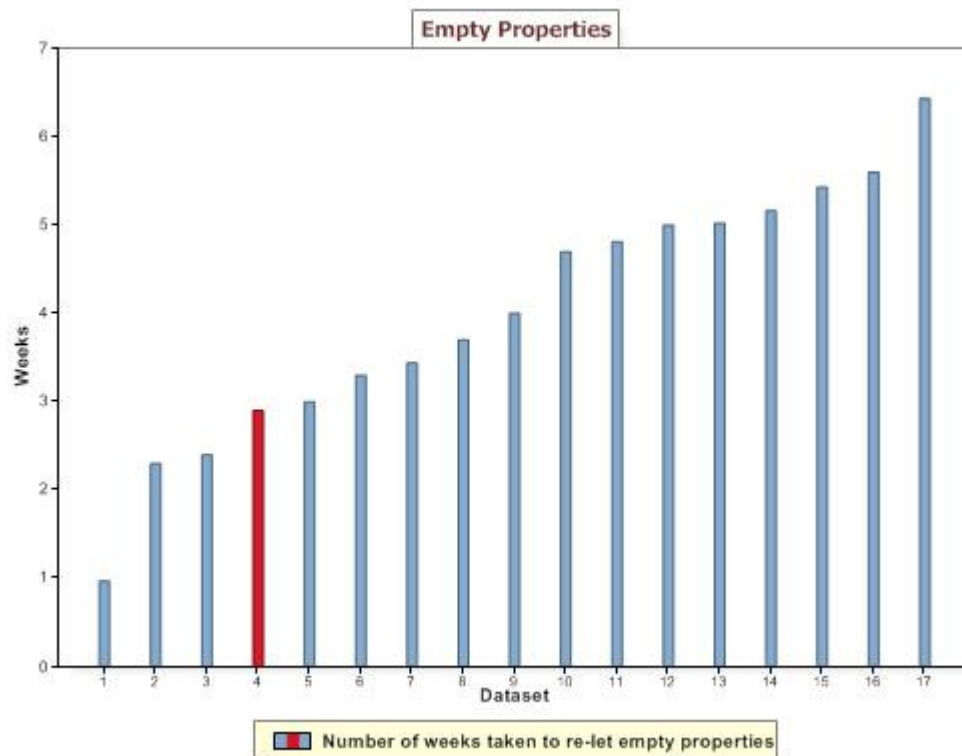
**Organisations:**

1 Leeds North East Homes	7 Blyth Valley Housing	13 A1 Housing Bassetlaw
2 Gloucester City Homes	8 Sutton Housing Partnership	14 Leeds South East Homes
3 South Lakes Housing	9 Eastbourne Homes	15 High Peak Community Housing
4 Carrick Housing	10 Dale and Valley Homes (2006/2007)	16 South Essex Homes
5 Newark & Sherwood Homes	11 Cheltenham Borough Homes	17 Ashfield Homes
6 Poole Housing Partnership	12 Colchester Borough Homes	

Properties per Employee				
Comparator Group Quartiles		Upper	Median	Lower
		1,852.53	1,326.43	791.97
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
10	Dale and Valley Homes (2006/2007)	1,190.02	10	

Quantile Key							
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Valid dataset							
Small dataset							





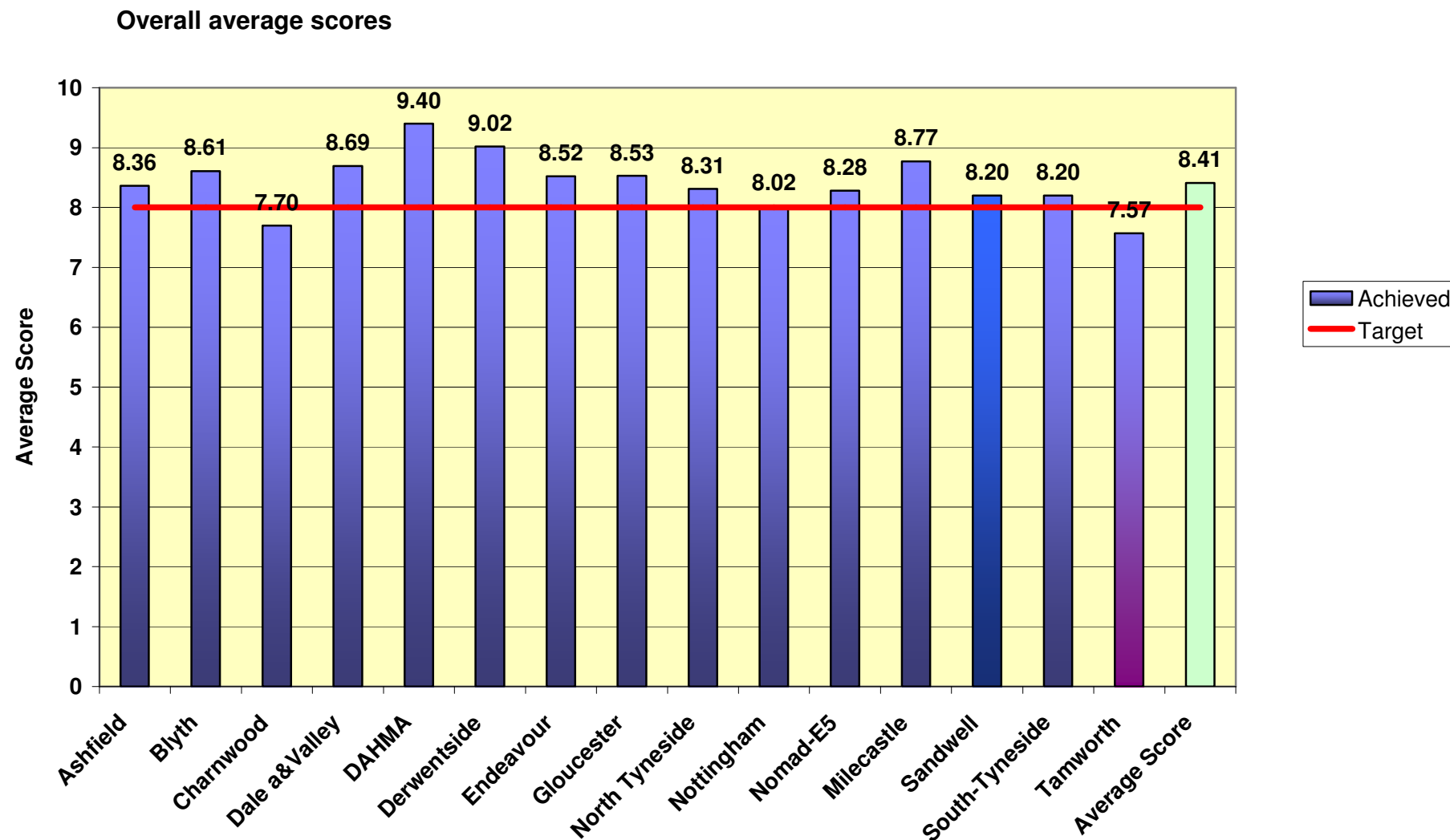
**Organisations:**

1 Newark & Sherwood Homes	7 Blyth Valley Housing	13 Ashfield Homes
2 High Peak Community Housing	8 Poole Housing Partnership	14 Gloucester City Homes
3 Carrick Housing	9 Sutton Housing Partnership	15 South Essex Homes
4 Dale and Valley Homes (2006/2007)	10 Eastbourne Homes	16 Leeds North East Homes
5 Cheltenham Borough Homes	11 A1 Housing Bassetlaw	17 Colchester Borough Homes
6 South Lakes Housing	12 Leeds South East Homes	

Number of weeks taken to re-let empty properties				
Comparator Group Quartiles		Upper	Median	Lower
		3.23	4.35	5.06
Id	Results for Dale and Valley Homes	Result	Rank	Quartile
4	Dale and Valley Homes (2006/2007)	2.90	4	

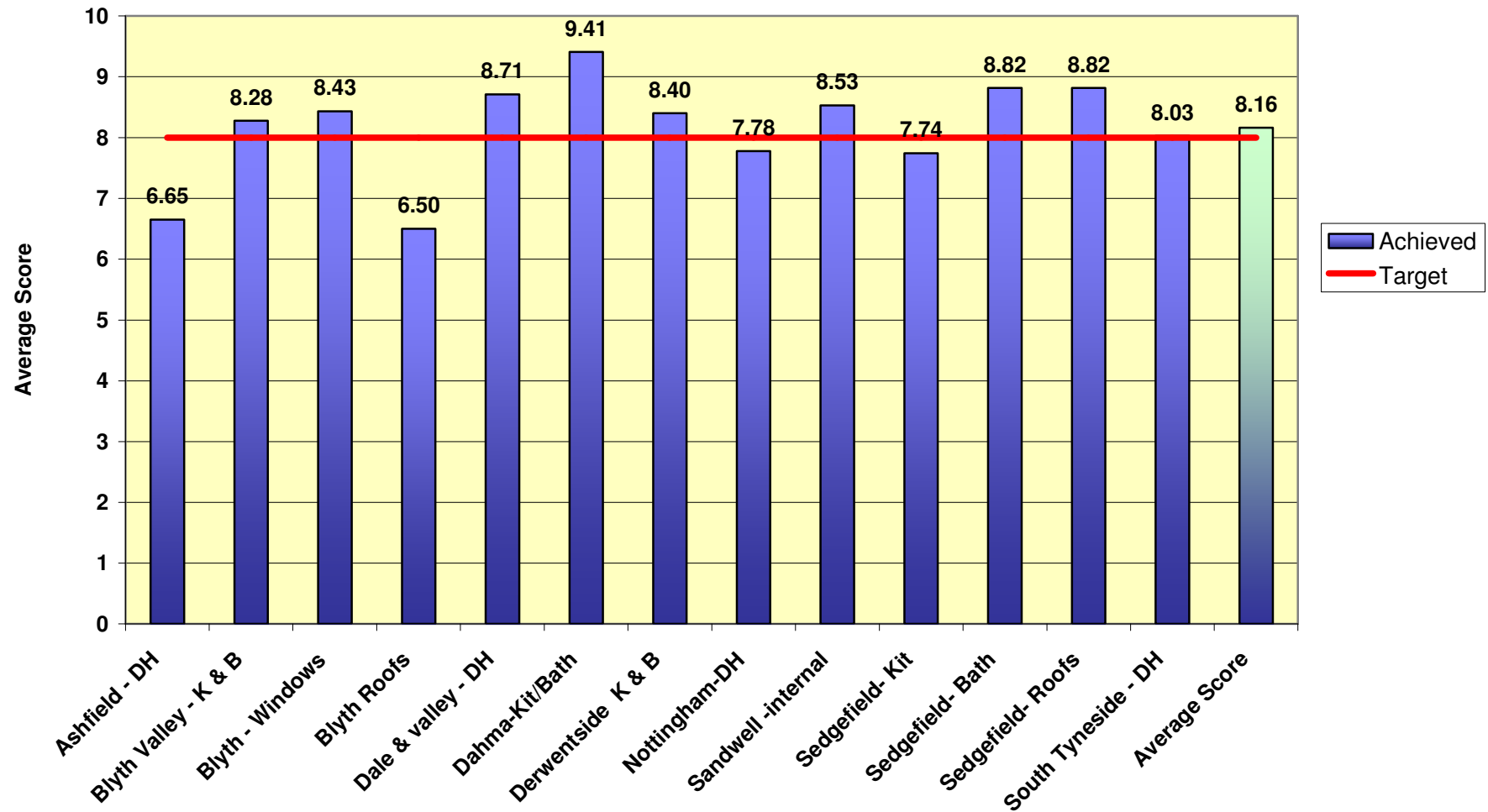
Quantile Key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							

## VMS Benchmarking 2008 - Housing Repairs



## VMS Benchmarking 2008 - Decent Homes

Overall average scores



## VMS Benchmarking 2008 - New Tenancies

Overall average scores

