



EAST DURHAM HOMES
DRAFT DELIVERY PLAN
2009/10



Working together to deliver quality homes and a better environment for all

1. Introduction

DELIVERY PLAN 2009/10

- 1.1 This Delivery Plan sets out the services, key service improvements and performance targets East Durham Homes aims to deliver during 2009/10.
- 1.2 It will provide a basis upon which the performance of the Company can be measured.
- 1.3 A self assessment of services using the Housing Inspectorate's Key Lines of Enquiry (KLOE's), recommendations arising from the reports of internal and external auditors, and issues arising out of a programme of Equality Impact Assessments.
- 1.4 The Delivery Plan also captures new and emerging priorities from the Government's policy agenda, the corporate priorities in the Council, the priorities of the people we serve and feedback from staff and customers.
- 1.5 The Delivery Plan format has been amended to take account of a review of the strategic objectives.
- 1.6 The Delivery Plan is broken down into four key areas:
 - Financial Plan
 - Stock Improvement Plan
 - Service Improvement Plans
 - Performance Plan

2. Financial Plan

FINANCIAL PLAN 2009/10

Management Fee

- 2.1 The Company receives direct revenue funding from the Council in the form of a management fee to deliver its services. The Management Fee has been negotiated with the Council and incorporates agreed changes within the Housing Revenue Account Medium Term Financial Plan.
- 2.2 The management fee for 2009/10 is contained in the following table. The fee may be subject to change throughout the year in line with variations that have been agreed with the Council.

Fee Element	Amount
Management fees	£12,268,000
Capital Programme	£1,000,000
Other Income	£898,468
Bank interest	£36,000
Total	£14,202,468

Capital Resources

- 2.3 The Company is responsible for the delivery the Council's housing capital programme. The capital resource available to the Company to deliver the capital improvement programme is contained within the following table.
- 2.4 Any changes to the resources available will be agreed with the Council along with any variations to the overall spending profile.

Funding Element	Amount
Capital Investment allocation 2009/10	£7,500,000
Total	£7,500,000

FINANCIAL SERVICE PLAN

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
FP1	Review system of budgetary control and financial monitoring	Employer of choice, financially stable	RT / KN	<ul style="list-style-type: none"> • Ensure clear system of budgetary control and spending authority • Review financial monitoring throughout East Durham Homes 	<ul style="list-style-type: none"> • Improved financial control • Improved transparency on budgets use • Early identification of over or under spend • Improved cost benefit analysis of East Durham Homes operations 	<ul style="list-style-type: none"> • Regular reports to Board, Executive Management Team and Senior Managers 	October 2009
FP2	Complete annual Statement of Accounts and Corporation Tax return.	Employer of choice, financially stable	RT / KN	<ul style="list-style-type: none"> • Complete year end transactions and draft statutory accounts • Arrange external audit • Complete Statutory Accounts for AGM • Complete Corporation tax return 	<ul style="list-style-type: none"> • Fulfil statutory obligations. 	<ul style="list-style-type: none"> • Audited accounts and tax return 	December 2009
FP3	Review the medium term Financial Plan	Employer of choice, financially stable	RT / KN	<ul style="list-style-type: none"> • Work with DCC to review 5 year projections for HRA and management fee • Develop a financial model to enable effective manpower, planning and assessment of business case for new projects 	<ul style="list-style-type: none"> • Long term financial viability of East Durham Homes • Improved financial control • Greater transparency over the allocation of resources 	<ul style="list-style-type: none"> • Medium Term Financial Plan produced and agreed by Board and DCC 	February 2010

FP4	Review risk map to ensure all major risks identified and effectively managed	Employer of choice, financially stable	PM	<ul style="list-style-type: none"> • Work with SMT and the Board to establish all major risks. • Agree new risks are to be monitored and managed • Identify lead manager for each risk • Report revised risk map to Finance and Audit Panel 	<ul style="list-style-type: none"> • All major risks effectively monitored and managed • Reputation and viability of the company secured 	<ul style="list-style-type: none"> • Lead manager for all risks clearly identified • Quarterly reports to Executive Management Team, Senior Management Team and the Finance and Audit Panel • Risk map agreed by Board 	<p>March 2010</p> <p>Quarterly reports to Finance and Audit Panel</p>
FP5	Report progress to the Capital Performance Monitoring Group and produce capital programme monitoring reports to the Finance and Audit Panel, Board and Council.	Employer of choice, financially stable	RT / KW	<ul style="list-style-type: none"> • Produce monthly reports for CPMG • Produce reports for EMT and Finance and Audit Panel on quarterly basis. • Produce reports for Board & Council on six monthly basis 	<ul style="list-style-type: none"> • To monitor progress on capital expenditure and programme delivery. • To enable the Council and Board to monitor progress against targets 	<ul style="list-style-type: none"> • % delivery of capital programme 	<p>March 2010</p> <p>Quarterly reports to Finance and Audit Panel</p> <p>6 monthly reports to Board</p>
FP6	Develop and implement a strategy and action plan for unpooling service charges	Employer of choice, financially stable	RT	<ul style="list-style-type: none"> • Engage with customers effective by service charges • Develop strategy • Report to Council & Board • Implement action plan 	<ul style="list-style-type: none"> • Clearer rent charging • Increased revenue • Improved value for money 	<ul style="list-style-type: none"> • Transparent rent charging 	<p>March 2010</p>

3. Stock Improvement Plan

STOCK IMPROVEMENT PLAN 2009/10

- 3.1 The Company will continue to develop our strategic partners to assist in the ongoing delivery of capital improvement works to ensure continued value for money and customer satisfaction.
- 3.2 The focus of our programme is to deliver the Council's homes up to the Government's Decent Home standard, to respond to the priorities of customers and invest in environmental enhancements to ensure attractive and sustainable communities. We will seek to include energy efficiency measures and renewable technologies wherever feasible.
- 3.3 During 2009/10 the Company will work with a new strategic partner to deliver the repairs and maintenance service and develop improvements in service deliveries for our customers..
- 3.4 We will continue to invest in cyclical maintenance activities including :
- Servicing 7,186 gas appliances
 - Carry out 730 periodic electrical checks
 - External redecoration to 1240 homes
 - Servicing 857 solid fuel appliances
 - Servicing 160 stairlifts
 - Repair 730 void properties to the new standard agreed with customers
 - Carry out around 31,000 repair requests

IMPROVING HOMES AND ESTATES

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
IHE1	Hold a capital programme exhibition in each of the main populations centre's where work is proposed.	Providing quality homes Regeneration estates and communities Involving customers in improving services Delivering excellent services to all	KW	<ul style="list-style-type: none"> • Arrange exhibitions • Publicise events 	<ul style="list-style-type: none"> • Improved customer satisfaction • Improved customer involvement • Better delivery on site • Greater understanding of customer needs 	<ul style="list-style-type: none"> • Satisfaction scores from feedback from exhibitions • Level of customer satisfaction with schemes improves 	April 2009
IHE2	Develop environmental improvements in consultation with customers	Providing quality homes Regeneration estates and communities Involving customers in improving services Delivering excellent services to all	KW	<ul style="list-style-type: none"> • Develop schemes in consultation with customers and Groundworks • Assess schemes • Report to EMT and the Board • Deliver environmental improvements 	<ul style="list-style-type: none"> • Sustainable estates and communities • Issues for residents on estates are re-design • Improved satisfaction with estate 	<ul style="list-style-type: none"> • % satisfaction with appearance of estate before and following environmental work • % satisfaction with feeling safe within the community 	September 2009
IHE3	Ensure effective resident involvement in monitoring the major improvement programme	Providing quality homes Regeneration estates and communities Involving customers in improving services Delivering excellent	KW	<ul style="list-style-type: none"> • Engage leaseholders and tenants in the delivery of the improvement programme. • Hold Service Review Panels quarterly 	<ul style="list-style-type: none"> • Improved customer satisfaction • Residents driving programme 	<ul style="list-style-type: none"> • Level of customer satisfaction with schemes improves • Number of improvements implemented as a direct result of customer feedback 	March 2010

		services to all					
IHE4	113 Decent Homes	<p>Providing quality homes</p> <p>Regeneration estates and communities Involving customers in improving services Delivering excellent services to all</p>	KW	<ul style="list-style-type: none"> • Consult customers • Monitor progress with strategic partners • Evaluate performance of strategic partners • Report and publish performance 	<ul style="list-style-type: none"> • Modern homes • Improved customer satisfaction 	<ul style="list-style-type: none"> • No of Decent Homes delivered • Customer satisfaction with the time taken to carry out work increases • Customer satisfaction with the choice of fittings increases • Customer satisfaction with the quality of work increases • Customer satisfaction with the overall service increases 	March 2010
IHN5	1650 asbestos management surveys	<p>Providing quality homes</p> <p>Involving customers in improving services Delivering excellent services to all</p>	KW	<ul style="list-style-type: none"> • Identify properties to match Decent Homes delivery • Carry out surveys • Update database • Notify customers • Address findings as appropriate 	<ul style="list-style-type: none"> • Identification of the location of asbestos containing materials • Minimum disruption to contract delivery • Improved safety for customers 	<ul style="list-style-type: none"> • No of properties surveyed • Delivery of capital programme on time and to budget • Number of customers informed following surveys. 	March 2010
IHN6	167 energy efficient central heating boilers	<p>Providing quality homes</p> <p>Regeneration estates and communities Involving customers in improving services Delivering excellent services to all</p>	KW	<ul style="list-style-type: none"> • Consult residents • Monitor progress with strategic partners • Evaluate performance of strategic partners • Claim Energy efficiency contribution • Report and publish performance 	<ul style="list-style-type: none"> • Reduced fuel costs • Reduced CO2 emissions • Improved customer satisfaction 	<ul style="list-style-type: none"> • Number of energy efficient central heating boilers delivered • Customer satisfaction with the time taken to carry out work increases • Customer satisfaction with the choice of fittings increases • Customer satisfaction with the quality of work increases 	March 2010

						<ul style="list-style-type: none"> • Customer satisfaction with the overall service increases 	
IHN7	821 UPVC window and door replacements	<p>Providing quality homes</p> <p>Regeneration estates and communities Involving customers in improving services Delivering excellent services to all</p>	KW	<ul style="list-style-type: none"> • Consult residents • Monitor progress with strategic partners • Evaluate performance of strategic partners • Claim Energy efficiency contribution • Report and publish performance 	<ul style="list-style-type: none"> • Improved security • Improved insulation • Reduced CO2 emissions • Improved customer satisfaction 	<ul style="list-style-type: none"> • No of UPVC window replacements delivered • Customer satisfaction with the time taken to carry out work increases • Customer satisfaction with the choice of fittings increases • Customer satisfaction with the quality of work increases • Customer satisfaction with the overall service increases 	March 2010
IHN8	4 roof replacements.	<p>Providing quality homes</p> <p>Regeneration estates and communities Involving customers in improving services Delivering excellent services to all</p>	KW	<ul style="list-style-type: none"> • Consult residents • Monitor progress with strategic partners • Evaluate performance of strategic partners • Report and publish performance 	<ul style="list-style-type: none"> • Homes are structurally sound, wind and water tight • Improved customer satisfaction 	<ul style="list-style-type: none"> • No of roof replacements delivered • Customer satisfaction with the time taken to carry out work increases • Customer satisfaction with the quality of work increases • Customer satisfaction with the overall service increases 	March 2010

4. Service Improvement Plans

SERVICE IMPROVEMENT PLANS 2009/10

- 4.1 Each service area carries out a review of their service during the summer against the Housing Inspectorate's Key Lines of Enquiry (KLOE's),
- 4.2 Feedback from customers, recommendations arising from the reports of internal and external auditors, and issues arising out of a programme of Equality Impact Assessments are developed into the production of a Service Improvement Plan for each service area
- 4.3 The Service Improvement Plans set out the key service improvements linked to key performance indicators which each service area aims to deliver during 2009/10.
- 4.4 It will provide a basis upon which the performance of each service area can be measured.
- 4.5 Each improvement objective has a robust action plan with key risks, milestones to achieve in the delivery of the objective, expected benefits and outcome, the measures we will use to define the success of the objective and a completion date.
- 4.6 A project review will be conducted at the completion of each objective to measure the outcomes for the business and our customers
- 4.7 Service Improvement Plans cover the following areas:
 - i. Tackling anti-social behaviour
 - ii. Managing tenancies and estates
 - iii. Promoting choice in lettings
 - iv. Managing income collection and tackling social exclusion
 - v. Improving housing maintenance
 - vi. Engaging with our customers
 - vii. Improving leasehold management
 - viii. Improving access to our services and customer care
 - ix. Developing our commitment to equality and diversity
 - x. Demonstrating value for money with our services
 - xi. Investing in our people
 - xii. Developing effective governance

I. TACKLING ANTI-SOCIAL BEHAVIOUR

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
NE1	Prevent anti-social behaviour in the District	Providing quality homes Regenerating estates and communities Involving customers to improve services Delivering excellent services for all	PC / AF	<ul style="list-style-type: none"> Review the Lifewise Project to influence decision of further funding for scheme from homeless prevention fund Plan and deliver ASB awareness events in schools to highlight the affects of anti-social behaviour on the community 	<ul style="list-style-type: none"> Reduction in reports of alcohol related nuisance Reduction in reports of noise nuisance Reduction in reports of misuse of communal areas, public space and loitering Reduced further incidents from perpetrator six months after referral to parenting practitioner 	<ul style="list-style-type: none"> Reduction in reports of alcohol related nuisance Reduction in reports of noise nuisance Reduction in reports of misuse of communal areas, public space and loitering Success of referral to parenting practitioner 	March 2010
NE2	Reduce anti social behaviour through Partnership working	Providing quality homes Regenerating estates and communities Involving customers to improve services Delivering excellent services for all	PC / AF	<ul style="list-style-type: none"> Survey staff on awareness of services Survey key partners on current service provision Provide comprehensive information on youth involvement and diversionary activities Produce directory of services 	<ul style="list-style-type: none"> Successful mediation service which resolves ASB Improve partnership working Improved staff awareness of services linked to legislative tools and powers 	<ul style="list-style-type: none"> Reduction in repeat complaints 3 months after closure of case Mystery shopping on reports of domestic violence prior to and after training Increased customer satisfaction on feeling of safety in the community 	October 2009
NE3	Increase resident involvement to address anti social behaviour	Providing quality homes Regenerating estates and	PC / AF	<ul style="list-style-type: none"> Carry out analysis of benchmarking report and identify cost and quality issues Focus group held with 	<ul style="list-style-type: none"> Increased reporting of hate crime Improved customer satisfaction with the anti 	<ul style="list-style-type: none"> Increase in the number of hate crime incidents reported Increase in customer satisfaction in the way 	December 2009

		<p>communities</p> <p>Involving customers to improve services</p> <p>Delivering excellent services for all</p>		<p>customers and partners to review current reporting mechanisms</p> <ul style="list-style-type: none"> • Develop neighbourhood agreements • Benchmark good practice for supporting victims 	<p>social behaviour service</p> <ul style="list-style-type: none"> • Increased reporting of anti social behaviour outside of normal office hours • Increased number of customers from the diverse community attending ASB Service Review Panel 	<p>customers were kept you up to date with what was happening with their case</p> <ul style="list-style-type: none"> • Increase in customer satisfaction in the ease of access to the ASB service • Increase in customer satisfaction in the time taken to respond to ASB incidents • Increase in customer satisfaction in personal support given by the ASB unit • Increase in access to ASB services outside office hours • Increase in number of customers attending ASB Service Review Panel 	
NE4	Deliver the Respect Standard for Housing Management	<p>Providing quality homes</p> <p>Regenerating estates and communities</p> <p>Involving customers to improve services</p> <p>Delivering excellent services for all</p>	PC / AF	<ul style="list-style-type: none"> • Develop protocols with new Council • Examine funding opportunities • Review Respect Standard for Housing Management 	<ul style="list-style-type: none"> • Reduction of ASB (in the longer term) in a pilot area for neighbourhood agreements (expectation of increased ASB in the short term due to promotion of neighbourhood agreement). • Improved customer satisfaction • Improved partnership working 	<ul style="list-style-type: none"> • Reduction in anti social behaviour where neighbourhood agreements are in place • Increase in customer satisfaction with time taken to respond to your service request • Increase in customer satisfaction with the helpfulness of ASB staff • Increase in customer satisfaction with the information and advice provided 	November 2009

NE5	<p>Make effective use of anti social behaviour tools and legislative powers</p>	<p>Providing quality homes</p> <p>Regenerating estates and communities</p> <p>Involving customers to improve services</p> <p>Delivering excellent services for all</p> <p>Employer of choice, financially stable</p>	PC / AF	<ul style="list-style-type: none"> • Deliver training on racial harassment, hate crime and domestic violence • Secure funding for service improvements • Implement ASB module • Take proactive action in raising awareness of problems and consequences of anti-social behaviour • Discussions with Council regarding tenure blind approach 	<ul style="list-style-type: none"> • Sustainability of cases where mediation has been used as a tool to prevent ASB • Improved 'non cashable' efficiency savings • Targeting of resources to hotspot areas • Cases successfully resolved by use of surveillance equipment • Increase in the reporting of domestic violence, racial harassment and hate crime 	<ul style="list-style-type: none"> • Increase the number of successful cases from the use of mediation • Efficiency savings delivered • Clear identification of hotspots and evidence of how resources have been used • Increase in successful resolution due to surveillance equipment • Level of increase in the reporting of domestic violence, racial harassment and hate crime 	March 2010
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II. MANAGING TENANCIES AND ESTATES

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
TE1	Deliver a customer focused tenancy and estate management service	Providing quality homes Regenerating estates and communities Involving customers to improve estates Delivering excellent services for all	JD / EC	<ul style="list-style-type: none"> Consider the merit of introducing a garden tool hire scheme Review sign up procedure and welcome pack taking account of good practice Review of tenancy management procedures against best practice including tenancy audit Review of estate walkabout process and methods of engagement, incentives, publicity Involvement of customers in process reviews Review procedures for tenancy management 	<ul style="list-style-type: none"> Effective management of tenancies Good quality information and understanding by customers of their rights and responsibilities Improved estate environment and customer satisfaction for areas we manage Effective communication with customers Support needs of customers identified and met effectively via co-ordinated working within area teams 	<ul style="list-style-type: none"> Increased customer satisfaction in the condition of estate Increased customer satisfaction in advice and information provided for tenancy management Increased customer satisfaction in the way we carry out inspections of estates Increase in number of customer attending tenancy and estates service Review Panel Increased numbers of customers involved with estate walkabout process Number of customers where support needs are identified and met increase 	September 2009
TE2	Develop the performance management framework for tenancy and estate management service to deliver real outcomes for	Providing quality homes Regenerating estates and communities Involving	JD / EC	<ul style="list-style-type: none"> Ensure effective measures are in place to deliver real outcomes for customers Establish a service review panels to consult customers who live in 	<ul style="list-style-type: none"> Improved customer satisfaction Improved performance Effective engagement with customers Understanding of the 	<ul style="list-style-type: none"> new customers are visited within target times Clear service standards are monitored and publicised in communal areas Improvements in service 	July 2009

	customers	customers to improve estates Delivering excellent services for all		flats <ul style="list-style-type: none"> • Ensure effective response to customer feedback • Measure performance in visiting new customers • Implement exit surveys 	reasons customers leave their homes.	delivery as a direct result of consultation through feedback from customers <ul style="list-style-type: none"> • Robust analysis and understanding of the reasons why customers leave their homes • Increased overall satisfaction with the tenancy and estates services 	
TE3	Demonstrate value for money in the delivery of the tenancy and estate management service	Providing quality homes Regenerating estates and communities Involving customers to improve estates Delivering excellent services for all Employer of choice, financially stable	JD / EC	<ul style="list-style-type: none"> • Carry out robust benchmarking to understand costs and quality of service • Consult with customers on incentive schemes for leaving property in good condition • Develop management system for directing resources to customer priority areas • Implement estate module • Procure the grounds maintenance contract 	<ul style="list-style-type: none"> • Improved use of resources • Increased efficiencies • Demonstrable value for money • Improved performance • Increased customer satisfaction • Effective ICT infrastructure 	<ul style="list-style-type: none"> • Targeted use of resources on estates • Expenditure on void repairs reduces • Reduction in re-let times • Increased customer satisfaction on helpfulness of staff • Increased customer satisfaction on time taken to respond to queries • Increased customer satisfaction on condition of estates 	March 2010
TS1	Deliver a customer focussed furniture scheme	Providing quality homes Regenerating estates & communities Involving	PC / JC	<ul style="list-style-type: none"> • Review of the costs and the quality of the furniture service • Review good practice from 2 and 3 star providers • Establish a robust profile of the customer base and 	<ul style="list-style-type: none"> • Greater sustainment of tenancies preventing loss of home and additional void costs • Improved customer satisfaction • Improved efficiencies and demonstrable value for 	<ul style="list-style-type: none"> • Increased sustainment due to furniture pack over 12 month period • Comparison of sustainment of those groups not receiving furniture service • Increase in satisfaction 	November 2009

		customers to improve services Delivering excellent services to all Employer of choice, financially stable		develop and shape service delivery <ul style="list-style-type: none"> Consider how best to address financial exclusion associated with service charges for furniture packs when customers find work 	money	with the furniture scheme <ul style="list-style-type: none"> Demonstrable savings from tenancy sustainment through furniture service 	
TS2	Deliver a customer focused tenancy sustainment service	Regenerating estates & communities Involving customers to improve services Delivering excellent services to all	PC / JC	<ul style="list-style-type: none"> Develop clear links with the support officer Develop a clear definition of vulnerability Establish a Sheltered Housing Service Review Panel Carry out an annual review of the costs and the quality of the tenancy support service Research potential funding opportunities that may be available to develop support work 	<ul style="list-style-type: none"> Greater sustainment of tenancies preventing loss of home and additional void costs Improved customer satisfaction Improved efficiencies and demonstrable value for money 	<ul style="list-style-type: none"> Increased sustainment due to sustainment service over 12 month period Comparison of sustainment of those groups not receiving sustainment service Increase in satisfaction with the sustainment service Demonstrable savings from tenancy sustainment service 	November 2009

III. PROMOTING CHOICE IN LETTINGS

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
CBL1	In consultation with stakeholders develop the lettings policy taking account of good practice	Involving customers to improve services Delivery excellent services to all	EC / AC	<ul style="list-style-type: none"> Review the quota system Review the approach to exclusions Review the medical assessment process Training on medical assessments Consider the benefits of local letting policies Consultation with customers on new scheme Develop a common allocation policy 	<ul style="list-style-type: none"> A lettings policy which meets statutory requirements A policy which is fair, accessible and transparent to customers and stakeholders Medical assessments conducted in a consistent manner 	<ul style="list-style-type: none"> Policy checked and approved by expert legal opinion Increased customer satisfaction in relation to use of CBL scheme Increased numbers of customers bidding for properties Policy accredited through the Plain Language Commission 	January 2010
CBL2	Deliver a customer focused lettings service, which maximises choice	Involving customers to improve services Delivering excellent services to all Employer of choice, financially stable	EC / AC	<ul style="list-style-type: none"> Analyse non-bidders survey and implement necessary actions to address issues Review and develop information in consultation with customers and taking account of good practice Develop ICT infrastructure to deliver effective service delivery Introduce a rigorous 'offer 	<ul style="list-style-type: none"> An accessible choice based lettings service Services tailored to meet customers needs Customers receive information in their chosen format Effective support for vulnerable customers Good quality information provided to customers Increased customer 	<ul style="list-style-type: none"> No. of improvements made from suggestions from customers. Increase in customer satisfaction with ease of access to the CBL service Increase in customer satisfaction with the advice and information for the CBL service Increase in customer satisfaction with the 	October 2009

				audit' procedure	satisfaction with the CBL service <ul style="list-style-type: none"> Modern ICT delivering joined up accessible service delivery 	helpfulness of staff for the CBL service <ul style="list-style-type: none"> Increase in the overall customer satisfaction with the CBL service Increased numbers of customers bidding for properties Increase in uptake on requests for chosen formats Increase in number of customers receiving direct support 	
CBL3	Demonstrate value for money in the delivery of the choice based lettings service	Providing quality homes Delivering excellent services to all Employer of choice, financially stable	EC / AC	<ul style="list-style-type: none"> Consult with customers on incentive schemes for leaving property in good condition Carry out effective analysis of HouseMark benchmarking information 	<ul style="list-style-type: none"> Increased efficiencies Improved use of resources Reduction in void turn around times Increased customer satisfaction Reduction in expenditure on void repairs and adaptations 	<ul style="list-style-type: none"> Efficiency savings from improvements Reduced re-let times Increase in overall customer satisfaction with the CBL service Reduction in void expenditure and adaptations linked to incentive schemes 	December 2009
CBL4	Introduce a regional Choice Based Lettings service with regional partners, which is a national exemplar of good practice.	Providing quality homes Delivering excellent services for all	JD / AC	<ul style="list-style-type: none"> Consult and promote the sub regional choice based lettings scheme with customers. Carry out robust testing of new modules in Abrisas Update Abrisas with new application forms in 	<ul style="list-style-type: none"> Improved access to rented housing Improved housing options for applicants Increased customer satisfaction Improvements in partnership working 	<ul style="list-style-type: none"> Common allocation policy Common housing register and application form Increase in number of mutual exchanges increase in the number of RSL properties advertised Private landlord 	January 2010

				<p>anticipate of July go live date</p> <ul style="list-style-type: none"> • Notify customer of new banding and supply good quality information • Implement common allocation policy • Carry out a 6 month review 	<ul style="list-style-type: none"> • Modern ICT and access to service 	<p>properties advertised</p> <ul style="list-style-type: none"> • Customer satisfaction with ease of access to the CBL service increases • Customer satisfaction with information we provide for the homes we advertise increases • Overall customer satisfaction with the CBL service increases 	
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IV. MANAGING INCOME COLLECTION AND TACKLING SOCIAL EXCLUSION

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
IM1	Ensure income due to the company is effectively maximised	Delivering excellent services for all Employer of choice, financially stable.	PC / JLE	<ul style="list-style-type: none"> Develop a clear Rent & Service Charge Setting Policy Provide clear, accurate information to customers on the policy Consult leaseholders and the Council on improving the provision of the leasehold service from one provider Review the income management policy and procedure 	<ul style="list-style-type: none"> Increased staff awareness of debt collection service Increased collection of FT rent debt from debt collection agency Income due to the company is maximised One point of service for leaseholders 	<ul style="list-style-type: none"> Former tenant arrears collection rates increase Income from debt collection agencies increases Reduction in the number of customers in arrears 	October 2009
IM2	Ensure customers are aware of their responsibility to pay, offer a variety of payment methods and inform them of the consequences of non-payment	Delivering excellent services for all Employer of choice, financially stable.	PC / JLE	<ul style="list-style-type: none"> Ensure sign up procedures include all relevant information and frontline staff are fully trained Ensure all policies and procedures in relation to rent and service charge collection are in Plain English Ensure the Income Management Service Review Panel is representative of the community 	<ul style="list-style-type: none"> Improved customer satisfaction Clear and accessible information for customers Improved customer awareness of service Range of payment methods in place Proactive income management 	<ul style="list-style-type: none"> Increase in satisfaction with advice and information for the rent service Increase in satisfaction with the options available for rent payments Number of improvements resulting directly from customer feedback 	October 2009
IM3	Provide appropriate advice, support and	Delivering excellent	PC / JLE	<ul style="list-style-type: none"> Agreed Corporate Debt 	<ul style="list-style-type: none"> Reduction in evictions for 	<ul style="list-style-type: none"> Reduction in evictions for rent related possession 	December 2009

	assistance in order to maximise customer income, address debt issues and therefore increase ability to pay	services for all Employer of choice, financially stable		<p>Policy with the council</p> <ul style="list-style-type: none"> Develop a robust referral protocol with the local Citizens Advice Bureau Develop effective promotional campaign for welfare benefits and debt advice to customers Review the Financial Inclusion Strategy 	rent related possession <ul style="list-style-type: none"> Clear, consistent and accessible advice available to customers Customers incomes are maximised Reduction in income owed to the company Effective advice for customers through Citizens Advice Bureau 	case <ul style="list-style-type: none"> Number of referrals to Citizens Advice Bureau increases Number of successful outcomes from Citizens Advice Bureau referrals increase 	
IM4	Enable customers to make informed decisions about financial products and services available to them	Involving customers to improve services Deliver excellent services for all Employer of choice, financially stable	PC / JLE	<ul style="list-style-type: none"> Improve the information on our website on financial inclusion Include information on financial inclusion on information kiosks Consult leaseholders on the provision of a hardship fund Embed approach to financial inclusion Improve access to basic bank accounts and affordable credit 	<ul style="list-style-type: none"> Access to basic bank accounts for customers Improved access to information on financial products Options for leaseholders suffering financial hardship 	<ul style="list-style-type: none"> Number of customers gain access to basic bank by March 2010 Increase in customers using the website to access financial inclusion Hardship fund established for leaseholders Number of leaseholders using the service by March 2010 	March 2010
IM5	Promote cost effective methods of payment and reward customers accordingly	Involving customers to improve services Employer of choice, financially stable.	PC / JLE	<ul style="list-style-type: none"> Develop a promotional campaign with customers on the cost of rent payment Develop an effective incentive scheme with customers Maximise Direct Debit take up 	<ul style="list-style-type: none"> Improved take up of direct debit Improved value for money through use of the most effective payment method Increased satisfaction with payment methods 	<ul style="list-style-type: none"> Direct debit take up increases in 12 months Customer satisfaction on options available for rent payments increases 	March 2010

IM6	Pro-actively manage and minimise customer debt	Delivering excellent services for all Employer of choice, financially stable.	PC / JLE	<ul style="list-style-type: none"> • Include information on the estimated costs of running of properties • Carry out an analysis of reasons why customers are in arrears • Tailor service to meet the needs of individual customers 	<ul style="list-style-type: none"> • Customers are able to make informed choice on the whole cost of renting a home • Customer satisfaction with the income management service increases • Reduction in rent arrears • Reduction in the number of customers in arrears • Proactive management of rent arrears through the analysis of reasons for debt • Service developed to meet the need of the diverse community and customer base 	<ul style="list-style-type: none"> • Customer satisfaction with advice and information given increases • Customer satisfaction with arrears letters increases • Customer satisfaction with understanding of what would happen if rent isn't paid increases • Customer satisfaction with support given by the Rents team increases • Reduction in the number of customers in arrears • Number of changes made to service delivery as a direct result of customer profile 	September 2009
IM7	Ensure value for money throughout the income management and collection role and source potential new income opportunities that will benefit the organisation	Involving customers to improve services Delivering excellent services for all Employer of choice, financially stable	PC / JLE	<ul style="list-style-type: none"> • Carry out a review of the costs and the quality of the income management service • Review good practice from 2 and 3 star providers • Agree with customers service improvements • Review service through Annual HouseMark benchmarking 	<ul style="list-style-type: none"> • Increased efficiencies in service • Demonstrable value for money 	<ul style="list-style-type: none"> • Efficiency savings identified and delivered • Cost and quality comparisons to peer group • Number of improvements identified, agreed and implemented with customers 	December 2009
F11	Raise financial	Delivering excellent	PC / JLE	<ul style="list-style-type: none"> • Source alternative funding for Lifewise 	<ul style="list-style-type: none"> • Clear, consistent and accessible advice 	<ul style="list-style-type: none"> • Increase in customers using the website to 	March

	literacy and awareness amongst our customers	services for all Employer of choice, financially stable		Project <ul style="list-style-type: none"> • Develop the website to provide good quality information and advice about financial inclusion • Develop an effective promotional campaign for financial inclusion • Implement financial inclusion training for all front line staff • Publish four financial inclusion articles per year 	available to customers <ul style="list-style-type: none"> • Customers incomes are maximised • Reduction in income owed to the company • Improved access to information on financial products 	access financial inclusion <ul style="list-style-type: none"> • Amount of additional income maximised for customers by March 2010 • Reduction in rent arrears 	2010
F12	Increase access to debt, money and welfare benefits advice	Delivering excellent services for all Employer of choice, financially stable	PC / JLE	<ul style="list-style-type: none"> • Provide staff trained in verification framework, with portable scanners • Identify vulnerable groups through customer profile information • Increase the number of customers in training or employment • Review the Corporate Debt Policy • Target vulnerable groups identified through customer profiling to promote Welfare Debt Advice Service 	<ul style="list-style-type: none"> • Reduction in rent arrears • Reduction in the number of customers in arrears • Customers with multiple debts are successfully managed through Corporate Debt policy • Successful referral to Citizens Advice Bureau to help customers resolve multiple debt issues and manage finances • Advice and support provided to customers to access employment and training 	<ul style="list-style-type: none"> • Reduction in rent arrears • Reduction in the number of customers in arrears • Number of cases successfully managed through Corporate Debt policy • Number of referrals to Citizens Advice Bureau increase • Number of successful outcomes from Citizens Advice Bureau referrals increase • Number of customers accessing training opportunities • Number of customers accessing employment 	March 2010

						opportunities	
F13	Encouraging the take up of Welfare Benefits	Delivering excellent services for all Employer of choice, financially stable	PC / JLE	<ul style="list-style-type: none"> Identify appropriate welfare benefit software for use on our website Provide online self assessment tool for customers Effectively target the services we offer more intensively to vulnerable and hard to reach groups 	<ul style="list-style-type: none"> Maximisation of customers incomes Improved access to welfare benefit advice 	<ul style="list-style-type: none"> Increase in customers using the website to access welfare benefit advice Amount additional income maximised for customers by March 2010 	March 2010
F14	Increasing access to and information about basic bank accounts	Delivering excellent services for all Employer of choice, financially stable	PC / JLE	<ul style="list-style-type: none"> Map banking services in the district taking account of access and customer care Contact preferred banker to negotiate easy referral procedure for East Durham Homes customers Establish number of people without basic bank accounts via customer profiling Effectively promote advantages of basic bank accounts to staff and customers 	<ul style="list-style-type: none"> Access to basic bank accounts for customers Reduction in rent arrears Reduction in the number of customers in arrears Increase in payments by direct debit 	<ul style="list-style-type: none"> Number of customers gaining access to basic bank by March 2010 Reduction in rent arrears Reduction in the number of customers in arrears Direct debit take up increases 	March 2010
F15	Access to affordable credit	Delivering excellent services for all Employer of choice, financially stable	PC / JLE	<ul style="list-style-type: none"> Promote involvement and opportunities with credit union Highlight the real cost of credit to customers and 	<ul style="list-style-type: none"> Credit union established for customers to give access to affordable credit 	<ul style="list-style-type: none"> Number of customers accessing credit union 	March 2010

				pitfalls of doorstep lending			
F16	Offer contents insurance to all customers	Delivering excellent services for all Employer of choice, financially stable	JD / JLE	<ul style="list-style-type: none"> Review existing arrangements and procure the best deal for East Durham Homes customers Promote contents insurance to East Durham Homes customers. 	<ul style="list-style-type: none"> Low cost contents insurance provision for customers 	<ul style="list-style-type: none"> Increased number of customers accessing low cost household insurance 	March 2010
F17	Promote energy efficiency and address fuel poverty	Delivering excellent services for all Employer of choice, financially stable	PC / JLE	<ul style="list-style-type: none"> Evaluate energy suppliers within the market place Establish a preferred energy supplier Work in partnership with the council to address fuel poverty 	<ul style="list-style-type: none"> Customers have access to cheaper fuel deals Reduction in fuel poverty Partnership approach to tackling fuel poverty 	<ul style="list-style-type: none"> Number of customers accessing better fuel deals Number of customers accessing Affordable Warmth Team increases 	March 2010

V. IMPROVING HOUSING MAINTENANCE

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
RM1	Deliver a customer focused repairs and maintenance service	<p>Providing quality homes</p> <p>Involving customers to improve services</p> <p>Delivering excellent services to all</p> <p>Employer of choice and financially stable</p>	MD / JR	<ul style="list-style-type: none"> • Research good practice and innovation. • Consult with customers • Implement customer focussed appointment system for inspections. • Develop effective access arrangements and good quality information for customers • Review the role of the Occupational Therapist and links to Capital delivery • Clarify roles with new strategic partner • Evaluate the impact of decoration scheme and support for vulnerable customers • Review key strategy and policies 	<ul style="list-style-type: none"> • More repairs done by appointments. • Waiting time for repairs reduces • More repairs completed on their first visit • Systematic approach to learn from complaints. • Customer feedback shapes service delivery • Customer focused repairs and maintenance service • Improved access to the repairs and maintenance service • Increased customer satisfaction 	<ul style="list-style-type: none"> • Appointment performance increases • Average repair times reduce across each priority. • Repairs completed right first time increases by 5%. • Changes to service delivery as a direct result of learning from complaints • Customer satisfaction for ease of reporting a repair increases • Customer satisfaction with the time taken to carry out a repair increases • Customer satisfaction with care taken to protect the property increases • Customer satisfaction with the way the property was left increases • Customer satisfaction with the overall service increases 	March 2010

RM2	Develop the computer infrastructure to deliver maximum efficiencies and improve service delivery in the repairs and maintenance service	<p>Providing quality homes</p> <p>Involving customers to improve services</p> <p>Delivering excellent services to all</p> <p>Employer of choice and financially stable</p>	MD / JR & KW	<ul style="list-style-type: none"> • Implement repairs diagnostic tool • Implement CRM system • Develop mobile working • Implement the planned maintenance module • Develop ICT infrastructure to deliver integrated solution 	<ul style="list-style-type: none"> • Customer focused repairs and maintenance service • Improved access to the repairs and maintenance service • Increased customer satisfaction • Improved accuracy of repairs ordering • Improved access to information • Improved value for money delivering maximum efficiencies to re-invest in customer priorities. 	<ul style="list-style-type: none"> • Customer satisfaction for ease of reporting a repair increases • Customer satisfaction with the time taken to carry out a repair increases • Customer satisfaction with the overall service increases • Reduction in variation orders • Amount of efficiencies delivered • Amount of efficiencies delivered in customer priorities 	March 2010
RM3	Demonstrate value for money in the delivery of the repairs and maintenance service	<p>Providing quality homes</p> <p>Involving customers to improve services</p> <p>Delivering excellent services to all</p> <p>Employer of choice and financially stable</p>	MD / JR	<ul style="list-style-type: none"> • Review and develop robust client structure to effectively manage strategic partners • Carry out effective analysis of cost and quality through Housemark benchmarking • Develop clearer strategic links between capital delivery and repairs and maintenance • Appoint new strategic partner for repairs and maintenance contract • Carry out a Peer Review on the repairs and 	<ul style="list-style-type: none"> • Effective monitoring arrangements in place for management of strategic partners • Demonstrable value for money • Improved investment decisions • Improved use of resources • Multiskilled trade operatives • More repairs completed right first time • Increase in customer satisfaction with the repairs and maintenance 	<ul style="list-style-type: none"> • efficiencies delivered through strategic partnership • Investment linked to just in time principles and repeat repair failures • Planned : responsive split improves • Repairs completed right first time increases by 5%. • Percentage of trade operatives who are multi-skilled increases • Customer satisfaction with the time taken to 	March 2010

				<p>maintenance service</p> <ul style="list-style-type: none"> • Develop clear process and targets to increase performance in the ratio of the planned responsive split towards good practice of 60:40. • Develop a long term 30 year investment plan • Effectively manage and embed the transition to the new maintenance provider. 	service	<p>carry out a repair increases</p> <ul style="list-style-type: none"> • Customer satisfaction with the conduct of operatives increases from • Customer satisfaction with the quality of a repair increases • Customer satisfaction with the overall service increases 	
RM4	<p>Ensure homes are maintained to a high quality standard and meet customer aspirations</p>	<p>Providing quality homes</p> <p>Involving customers to improve services</p> <p>Delivering excellent services to all</p> <p>Employer of choice and financially stable</p>	MD / KW	<ul style="list-style-type: none"> • Develop a 10 year electrical safety programme • Implement an incentive scheme for customers who are leaving properties • Effective resources are in place to maintain and update the stock condition database • Introduce comprehensive pre-termination inspections 	<ul style="list-style-type: none"> • safety programme established • Effective use of resources • Improved value for money • Effective investment decisions 	<ul style="list-style-type: none"> • Number of electrical safety checks carried out • Number of payments made under the empty homes incentive scheme • Amount of savings identified from incentive scheme • Number of stock condition surveys carried out 	January 2010

VI. ENGAGING WITH OUR CUSTOMERS

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
C11	Promote equality and diversity and increase the involvement of hard to reach groups	Regenerating estates and communities Involving customers to improve services Delivering excellent services to all	JD / JDo	<ul style="list-style-type: none"> Review make up of customers involved Identify opportunities for involving BME community Use the customer profile to invite a diverse range of customers to engage Demonstrate outcomes of work with hard to reach groups 	<ul style="list-style-type: none"> Representative group of customers to consult with Services tailored to meet our customers needs Barriers that prevent customer involvement are identified and addressed 	<ul style="list-style-type: none"> Increase customer involvement with the diverse community Number of improvements in service delivery as a direct result of consultation with hard to reach groups Increase number of hard to reach groups actively engaged Number of barriers to getting involved identified and addressed 	August 2009
C12	Develop a range of effective mechanisms to ensure customers can be involved in a way that suits them	Regenerating estates and communities Involving customers to improve services Delivering excellent services to all	JD / JDo	<ul style="list-style-type: none"> In consultation with customers, develop an effective suit of performance indicators to monitor progress, improvements and outcomes with resident involvement Increase involvement in areas where there are no residents groups and ensure that they are representative of the community they serve Implement different involvement techniques and workshops to ensure 	<ul style="list-style-type: none"> Involvement is effective with demonstrable outcomes for customers Customers are interested in becoming involved. Involvement from the diverse community increases Customers can see that their involvement shapes service delivery Range of involvement mechanism 	<ul style="list-style-type: none"> An increase in changes to service delivery as a direct result of customer involvement Number of customers involved increase Increase customer involvement with the diverse community Increase in range of involvement mechanisms Increase customer satisfaction with customer involvement Increase customer satisfaction with opportunity to influence 	February 2010

				involvement remains fresh		<ul style="list-style-type: none"> decision making and help shape the services Improved customer satisfaction with feedback we give after involvement Improved customer satisfaction with changes that have been made as a result of being involved 	
CI3	Instil a customer involvement culture and ethos throughout the organisation	<p>Involving customers to improve services</p> <p>Delivering excellent services to all Employer of choice, financially stable</p>	JD / JDo	<ul style="list-style-type: none"> Deliver a complete training programme to identified service managers to increase engagement skills and techniques Deliver internal staff training to all teams on effective involvement and their role in delivering this <p>Introduce targets to front line officers for getting customers involved</p>	<ul style="list-style-type: none"> Approach to customer involvement is embedded in the organisation Increased ability of staff to engage with customers Customers views and opinions are valued by all staff Staff at all levels take ownership of involvement Improved service delivery via involvement of customers Increased outcomes from customers as a direct result of customer engagement 	<ul style="list-style-type: none"> Increased number of improvements via involvement Number of customers involved in Service Review Panels increases Increase customer involvement with the diverse community through Service Review Panels 	August 2009
CI4	Deliver training and ongoing support to customers, to develop their capacity and confidence to get involved	<p>Regenerating estates and communities</p> <p>Involving customers to improve services</p> <p>Delivering excellent services to all</p>	JD / JDo	<ul style="list-style-type: none"> Complete a training need analysis of all customers regularly engaged via Housing Partnership & Focus Groups Plan and effectively promote a customer training events programme informed by training needs analysis 	<ul style="list-style-type: none"> Increased ability of customers to engage effectively More effective involvement Improved skills for customers Involvement events are effective in producing outcomes for customers 	<ul style="list-style-type: none"> Number of customers attending training sessions increase Evaluate the increase in knowledge and skills from customers prior to and after training Number of improvements resulting from customers increases 	March 2010

				<ul style="list-style-type: none"> • Produce a programme of generic training for customers linked to local DIY stores, trade workforce, local colleges etc • Deliver a six month training plan for all interested customers • Evaluate the impact of training 		<ul style="list-style-type: none"> • Increase customer satisfaction with customer involvement 	
CI5	Ensure effective methods of communication are in place for Customer Involvement	Regenerating estates and communities Involving customers to improve services Delivering excellent services to all Employer of choice, financially stable	JD / JDo	<ul style="list-style-type: none"> • Asses the traditional methods of communication which we use with customers • Ensure staff are able to use the appropriate tools for communication • Hold annual event with Hard to Reach Groups to identify service and communication improvements required • Develop the Resident Involvement Strategy and Compact to reflect good practice and ensure it is effectively resourced 	<ul style="list-style-type: none"> • Effective methods of communication in place with customers • Improved access to service delivery for customers • Increased levels of customer satisfaction with involvement 	<ul style="list-style-type: none"> • Increase number of hard to reach groups actively engaged • Increase the number of customers involved • Increase customer involvement with the diverse community • Improved customer satisfaction with advice and information • Increase in uptake on requests for chosen format 	

VII. IMPROVING LEASEHOLD MANAGEMENT

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
LM1	Deliver a customer focused leasehold service	Involving customers to improve services Delivering excellent services to all	KN / MP	<ul style="list-style-type: none"> Seek clear legal advice on how to progress with changing the lease Review the existing lease to ensure there are no unfair terms and conditions Develop the customer profile information held for leaseholders Clarify with existing and potential new leaseholders their responsibilities under the lease Develop the approach to the management of the leaseholder service to eliminate split responsibilities Consider the merits of implementing an incentive scheme for leaseholders 	<ul style="list-style-type: none"> Increase in customer satisfaction Increase in customer participation Defined responsibilities between leaseholder and landlord. Services tailored to meet our customers needs Barriers that prevent customer involvement are identified and addressed. 	<ul style="list-style-type: none"> Customer satisfaction with how well we consult you on leasehold matters increases Customer satisfaction with the overall leasehold service increases Increase customer involvement with the leasehold service Number of improvements in service delivery as a direct result of engagement of leaseholders. Revised Leasehold Handbook accredited to plain English barriers to getting involved identified and addressed Increase in uptake on requests for chosen format 	October 2009
LM2	Ensure robust, accurate and timely billing to leaseholder which complies with the	Involving customers to improve services Delivering excellent	KN / MP	<ul style="list-style-type: none"> Ensure bills are itemised and clearly promote and signpost services Disaggregate service 	<ul style="list-style-type: none"> Clear and accurate service charge accounting and billing. Unpooled service 	<ul style="list-style-type: none"> Itemised bills, supported by quarterly statements Leasehold module implemented 	November 2009

	legislation	services to all Employer of choice, financially stable		charges <ul style="list-style-type: none"> • Ensure leaseholders receive accurate, itemised timely bills, quarterly statements and final accounts • Devise and publish a clear policy • Develop computer infrastructure to more effectively manage billing and collection arrangements for leaseholders 	charges. <ul style="list-style-type: none"> • Effective computer infrastructure • Improved customer satisfaction 	<ul style="list-style-type: none"> • Satisfaction with the advice and information given increases • Satisfaction with the value for money received for the service charge increases • Satisfaction with the arrangements made for carrying out any repairs to leaseholders homes increases 	
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VIII. IMPROVING ACCESS TO OUR SERVICES AND CUSTOMER CARE

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
ACC1	Develop a range of effective communication methods with customers to improve service delivery	Involving customers to improve services Delivering excellent services to all	MD / JD	<ul style="list-style-type: none"> • Project plan for implementation of ICT • Develop and implement enhancements to Contact Centre telephony • Revised definition of one call resolution • Consultation with customers on tenants handbook and web-site content • Develop good quality information leaflets for customers • Implement an effective Customer Relationship Management system • Develop effective scripting in all service areas to provide good quality information on services 	<ul style="list-style-type: none"> • Project plan for implementation of ICT • Develop and implement enhancements to Contact Centre telephony • Revised definition of one call resolution • Consultation with customers on tenants handbook and web-site content • Develop good quality information leaflets for customers • Implement an effective Customer Relationship Management system • Develop effective scripting in all service areas to provide good quality information on services 	<ul style="list-style-type: none"> • Improved customer satisfaction with quality of information • Increase the percentage of enquiries resolved at the first point of contact • Improved customer satisfaction with access to service • Improved customer satisfaction with overall service delivery • Increase in uptake on requests for chosen format 	March 2010
ACC2	Develop services to ensure they are accessible to all and take into account customer needs.	Involving customers to improve services Delivering excellent	MD / JD	<ul style="list-style-type: none"> • Review and develop the website • Develop facilities at customer outlets 	<ul style="list-style-type: none"> • Customers are able to access service at a time that suits them • Customer outlets are inviting and welcoming 	<ul style="list-style-type: none"> • Improved customer satisfaction with access to service • Increase in customers accessing services on a 	January 2010

		services to all Employer of choice, financially stable		<ul style="list-style-type: none"> Carry out access audits Carry out access audit of website Evaluate the provision of access on line for customer to their personal information 	<ul style="list-style-type: none"> Increased numbers of customers accessing our services Modern ICT delivering joined up service delivery 	<p>Saturday morning</p> <ul style="list-style-type: none"> Increase in customers accessing services on an evening Increase in customers using text messaging to access service Increase in use of phone line for mobile phone users Increase in customers using the website to access service 	
ACC3	Develop our workforce to ensure that the whole organisation has a clear customer focus.	Delivering excellent services to all Employer of choice, financially stable	MD / JD	<ul style="list-style-type: none"> Carry out skills audit of staff Include customer care training and code of conduct as part of induction process for all new employees Training programme developed Training programme delivered Include performance and development in relation to customer care as a standard element of the appraisal system 	<ul style="list-style-type: none"> Customer focused workforce Improving satisfaction with the way our staff deal with customers Reduced number of complaints about conduct of staff Increased number of compliments from customers 	<ul style="list-style-type: none"> Evaluate impact of customer care training Improved customer satisfaction with the way our staff deal with customers Reduction in complaints from customers about conduct of staff Increase in compliments from customers 	December 2009
ACC4	Develop effective knowledge of our customers to ensure services	Involving customers to improve services	MD / JD	<ul style="list-style-type: none"> Develop an improved 'culture' towards customer profiling 	<ul style="list-style-type: none"> Information held on all customers is used to tailor service delivery around the diverse needs 	<ul style="list-style-type: none"> Increase in customer profile from 25% to 75% Increase in uptake on 	February 2010

	meet their diverse needs	Delivering excellent services to all		<ul style="list-style-type: none"> • Produce quarterly equality and diversity monitoring reports to managers and the Board • Ensure all key correspondence with customers has Plain English accreditation. • Services tailored around finding from customer profile analysis • ICT systems in place to allow profile info to shape individual service delivery more effectively • Identify customers who are not accessing service and take appropriate action to remove any barriers to access 	of the community <ul style="list-style-type: none"> • Service delivery tailored to individual need • Customers receive information in their chosen format • Modern ICT delivering joined up service delivery 	requests for chosen format <ul style="list-style-type: none"> • Record of service improvements tailored to meet individual need • ICT developed to improve use of customer profile information 	
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IX. DEVELOPING OUR COMMITMENT TO EQUALITY AND DIVERSITY

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
ED1	Develop our corporate governance structures and processes to reflect our values and priorities and promote our commitment to equality and diversity.	Regenerating estates and communities Delivering excellent services to all	PM / ND	<ul style="list-style-type: none"> Ensure we have a framework to regularly review our strategies and policies, to ensure that they reflect local diverse needs Capture a comprehensive customer profile to allow comparison, and effective prioritisation. Ensure compliance with the revised Code of Practice on Racial Equality in Housing Develop to level 3 of the Equality Standard for Local Government Ensure that our Board broadly reflects the different communities which we serve. 	<ul style="list-style-type: none"> We will have a mechanism to screen for direct and indirect discrimination, as well as acting as a catalyst for the inclusion of best practice within our service delivery The Board will have a better understanding of the needs of the community it serves We will place equality and diversity at the heart of our actions 	<ul style="list-style-type: none"> We will have base line data for the diversity of the present Board and will set a future target based on this data We will measure and report on our progress in achieving these targets which reflect diversity of the broader community We will maintain compliancy with the Code of Practice on Racial Equality in Housing We will achieve level 3 of the present Equality Standard for Local Government by June 2010 	March 2010
ED2	Improve access for the whole community to our information, physical environment and services.	Involving customers to improve services Delivering excellent services to all	PM / ND	<ul style="list-style-type: none"> Take positive action to communicate effectively with the community we serve. Include images of under represented groups within our publicity and publications 	<ul style="list-style-type: none"> Customers will have information in the format which they can use Customers will be able to easily access our facilities Customers will be able to easily access meetings and customer 	<ul style="list-style-type: none"> We will monitor the number of requests for alternative formats, reporting on comparative data All leaflets and promotional materials will carry the corporate strap 	December 2009

				<ul style="list-style-type: none"> • Implement disability access plan to develop improved physical access • Understand the access limitations of the third party venues used for meetings and customer engagement 	<p>engagement events which are hosted at third party venues.</p> <ul style="list-style-type: none"> • We will use imagery to promote EDH as a company committed to equality and diversity and a provider of accessible services 	<p>lines</p> <ul style="list-style-type: none"> • Responses through the vision management system will indicate that customers using these alternative formats can access information easily and appropriately. • We will gather baseline data for the first round of reporting and then set targets for improvement • We will have base line data on the number of representative images in our promotional materials and set appropriate targets • Complete level one of the disability access plan by November 2009 • We will record the frequency of our use of the more accessible third party facilities to obtain baseline data and then set targets for increasing their use 	
ED3	Develop effective monitoring mechanisms to allow services to evaluate equitable uptake and satisfaction,	Delivering excellent services to all	PM / ND	<ul style="list-style-type: none"> • Establish a comprehensive customer profile • Establish an effective mechanism through which issues raised by the vision management 	<ul style="list-style-type: none"> • Customer will be able to access our services easily and equitably • We will be able to see where there are possible issues and react quickly to address inequalities 	<ul style="list-style-type: none"> • We will increase the % of customers on whom we presently have accurate profile data from our present 25% to 75% by March 2010 • All vision management 	July 2009

	through all six strands of diversity, and to demonstrate outcomes brought about by this monitoring			system can be investigated while maintaining customers anonymity		reports will indicate if there has been any issues raised in relation to equality and diversity <ul style="list-style-type: none"> • Performance reporting via the vision management data will include qualitative data in relation to the six strands of diversity 	
ED4	Developing customer involvement, from under represented groups, across the company and its services	Regenerating estates and communities Involving customers to improve services Delivering excellent services to all	PM / ND	<ul style="list-style-type: none"> • Ensure that the Housing Partnership and residents associations address equality and diversity as part of their constitution • Provide Equality and diversity training for the Housing Partnership and residents associations • Housing Partnership and residents associations monitor the diversity of their membership • To have good links with local people who represent the diverse communities we serve and they are involved in the review and development of our services • Customers from under represented groups take part in customer engagement activities 	<ul style="list-style-type: none"> • The customer representative organisations with whom we work will be more representative of their communities • Our customers will have greater influence on the development of services, and ensuring that they are provided on an equitable basis 	<ul style="list-style-type: none"> • All Housing Partnership and residents associations address equality and diversity as part of their constitution by March 2009 • All Housing Partnership and residents associations have representatives who have attended equality and diversity training by March 2009 • All Housing Partnership and residents associations will monitor the diversity of their membership by December 2009, allowing us to gather baseline data and set appropriate targets for 2010 • We will gather baseline data on the diversity of the customers who presently engage with us. 	January 2010

						<p>We will then set targets to increase the diversity of these groups by September 2009</p> <ul style="list-style-type: none"> We will gather baseline data on the number of special interest groups with whom we are engaged. This will include outcomes from these engagements. We will then set target to increase the diversity of these groups by September 2009 	
ED5	The provision of corporate training for staff and Board Directors in relation to their developing roles with the company and our provision of equitable services.	<p>Delivering excellent services to all</p> <p>Employer of choice and financially stable</p>	PM / ND	<ul style="list-style-type: none"> Our staff receive effective equality and diversity training to support their role within the company Ensure that all Board Directors have appropriate training to enable them to implement the Company's equality objectives 	<ul style="list-style-type: none"> We are able to provide continuously improving services to our customers Our staff actively explore new ways of working with our customers and partners and adapting service delivery where appropriate Our staff are supported to reach their true potential 	<ul style="list-style-type: none"> We undertook a questionnaire survey of our managers to ascertain a baseline of current knowledge. This will be repeated in October 2009. We will look for a marked increase in relation to their ability to answer the questions set. The e-learning package has sets of questions which are completed and marked on line, enabling us to assess knowledge. These questions will be repeated in April 2010, to ascertain retention of knowledge 	November 2009
ED6	To be an employer	Employer of choice	PM /	<ul style="list-style-type: none"> The company will 	<ul style="list-style-type: none"> We will have a motivated 	<ul style="list-style-type: none"> We will have an 80% 	July 2009

	of choice	and financially stable	ND	<p>maintain recruitment procedures which are non-discriminatory</p> <ul style="list-style-type: none"> • Implementation of a comprehensive monitoring form for applicants • Monitoring mechanisms in place to report and comparative data • Completion and review of staff survey • Completion of staff diversity monitoring proforma • Commitment to equality of opportunity and a labour force that reflects the diverse communities EDH serves 	<p>and representative work force.</p> <ul style="list-style-type: none"> • We will attract applications from a comprehensive cross section of our community • Our representative work force will bring their additional views and skills to strengthen our service delivery 	<p>return from our staff of the diversity proforma by January 2009. We will then achieve 100% by April 2009</p> <ul style="list-style-type: none"> • We will gather base line data in the following areas and then set appropriate targets in April 2009 <ul style="list-style-type: none"> ◦ Applications ◦ Successful applicants ◦ Staff at grade 8 + 9 ◦ Staff at grade 10+ ◦ Disciplinary procedures ◦ Complaints by staff • We are also undertaking an initial staff survey which will be repeated bi-annually 	
ED7	To have in place procurement procedures that continually monitors and promotes equality and diversity.	<p>Delivering excellent services to all</p> <p>Employer of choice and financially stable</p>	PM / ND	<ul style="list-style-type: none"> • Introduce comprehensive monitoring mechanism with our present contractors • Complete a review of our preferred bidders list in relation to the Race Relations Act • Embed our new procurement processes 	<ul style="list-style-type: none"> • All parties will benefit from sharing best practice and training opportunities • Customers will receive a constant level of service which addresses need. 	<ul style="list-style-type: none"> • We will initially gather base line data from our partners in relation to customer service and employment. We will then agree targets • We will have baseline data on the ownership and management of companies in relation to the Race Relations Act. 	July 2009

				ensuring the implementation of monitoring procedures with our partners		We will then review and agree actions	
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X. DEMONSTRATING VALUE FOR MONEY WITH OUR SERVICES

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
VFM1	Evidence the progress made with value for money and how East Durham Homes costs compare to others, allowing for local context, performance and policy	Involving customers to improve services Delivering excellent services to all Employer of choice and financially stable	RT / KN	<ul style="list-style-type: none"> • Demonstrate improvements in value for money over the last three years • Gather and submit cost and quality information for HouseMark benchmarking exercise • Ensure that value for money issues identified during the service reviews are developed into a SMART action plan • Analyse the results from HouseMark benchmarking exercise with service managers • Support service managers to evidence there is a clear relationship between costs and the level and quality of services provided • Identify all potential efficiencies and produce the projected Annual Efficiency Statement for the coming year 	<ul style="list-style-type: none"> • Efficiencies identified in service areas through learning from others and improved processes • Improved performance in service areas through learning from others and improved processes • Increasing levels of customer satisfaction • Demonstrable value for money • Efficiencies redirected to customers priorities 	<ul style="list-style-type: none"> • Number of efficiency identified in service areas for inclusion in the Annual Efficiency Statement • Improving performance against KPI's across service areas • Overall customer satisfaction with access to services increases • Overall customer satisfaction with customer care increases • Overall customer satisfaction with the quality of advice and information increases • Overall customer satisfaction with the time taken to deliver services increases • Overall customer satisfaction with services increases • Amount of finance from efficiencies redirected to meet customer priorities 	March 2010

VFM2	Develop East Durham Homes approach to value for money, ensuring it is embedded within the organisation and can demonstrate real outcomes for customers.	Involving customers to improve services Delivering excellent services to all Employer of choice and financially stable	RT / KN	<ul style="list-style-type: none"> • Develop and implement a strategy and action plan for the un-pooling of service charges • Ensure that customers are involved in setting and monitoring the service standards delivered through SLA's. • Develop an escalation process to deal with SLA failures • Consider how incentive schemes could be deployed to deliver efficiency savings to the organisation and increase customer satisfaction. • Review the value for money strategy, to ensure there is a strategic approach to identifying savings, robustly assessing service areas and ensuring VFM is embedded in the organisation • Develop a robust, resourced ICT strategy which effectively invests in computer infrastructure and delivers major efficiency savings • Develop and implement a robust plan to review all 	<ul style="list-style-type: none"> • Customers priorities are driving value for money decisions • Value for money is embedded throughout the organisation • Demonstrable value for money • Efficiencies identified, captured and delivered in all service areas • Improved performance in service areas through learning from others and improved processes • Increasing levels of customer satisfaction • Modern ICT infrastructure • Clear transplant costs and charging for customers 	<ul style="list-style-type: none"> • Amount of finance from efficiencies redirected to meet customer priorities • There is a clear link between customer feedback and value for money decisions • Number of efficiency identified in service areas for inclusion in the Annual Efficiency Statement • Improving performance against KPI's across service areas • Overall customer satisfaction with access to services increases • Overall customer satisfaction with customer care increases • Overall customer satisfaction with the quality of advice and information increases • Overall customer satisfaction with the time taken to deliver services increases • Overall customer satisfaction with services increases 	March 2010
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				<p>support service SLA's to ensure that they deliver value for money</p> <ul style="list-style-type: none">• Develop and implement a strategy and action plan for the un-pooling of service charges across all remaining areas within East Durham Homes			
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XI. INVESTING IN OUR PEOPLE

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
HR1	Develop our employment policies and procedures in consultation with staff to ensure they meet the diverse needs of our workforce	Employer of choice, financially stable	RT / PB	<ul style="list-style-type: none"> • Research good practice and innovation. • Research legal requirements • Analyse the results from the staff survey and produce a robust action plan Board approve new policies • Review and develop our employment policies and procedures in consultation with staff, unions and the Board. • Train managers and staff and effectively implement our new HR policies and procedures • In consultation with staff and unions review the impact of the new policies 	<ul style="list-style-type: none"> • All employment policies are compliant with legislation • Our HR policies meet the diverse needs of our workforce • Our policies deliver an effective work-life balance • Best practice is followed, to help us become an Employer of Choice 	<ul style="list-style-type: none"> • Issues arising from the staff survey are addressed in our employment policies • Sickness absence reduces • Staff satisfaction increases 	March 2010
HR2	Develop and implement a robust Human Resources Strategy which will address the needs of the business and value our people	Employer of choice, financially stable	RT / PB	<ul style="list-style-type: none"> • Human Resources Strategy developed and approved by Board • Issues identified in staff survey incorporated. • Communicate Strategy to all staff 	<ul style="list-style-type: none"> • Priority issues identified and clear direction identified • Reduction in staff turnover • Reduction in sickness absence • Increase in staff 	<ul style="list-style-type: none"> • Clear direction for HR within the Company. • Main issues from staff survey addressed • Reduction in sickness absence • Staff satisfaction 	March 2010

				<ul style="list-style-type: none"> Quarterly reviews Update reports to SMT Update reports to HR Panel 	<p>satisfaction</p> <ul style="list-style-type: none"> Increase in staff capability through effective training and vocational qualifications 	<p>increases</p> <ul style="list-style-type: none"> Number of qualifications obtained by staff throughout 2009/10 	
HR3	Implement an integrated Payroll & Human Resources system to efficiently manage and develop our workforce	Employer of choice, financially stable	RT / PB	<ul style="list-style-type: none"> Develop and implement Payroll element of system Carry out first payroll run Input of all staff data onto Human Resources system Training completed on Human Resources reporting Carry out effective development of the Human Resources system 	<ul style="list-style-type: none"> Effective Payroll and Human Resources systems in place Effective reporting mechanisms in place to manage the workforce 	<ul style="list-style-type: none"> Fit for purpose Payroll and HR system. Effective reporting systems which support the effective management of our workforce 	January 2010
HR4	Develop a robust approach to absence management to address and reduce high levels of absence in the company	Employer of choice, financially stable	RT / PB	<ul style="list-style-type: none"> Research good practice and innovation. Research legal remedies Consult with customers Review effectiveness of Revised Policy Review effectiveness of Absence Management provider 	<ul style="list-style-type: none"> Reduced sickness absence Improved performance throughout the company Increase in capacity and resources 	<ul style="list-style-type: none"> Sickness absence reduces Performance improves across the company 	March 2010
HR5	Provide effective support to enable the smooth transition of our workforce to the	Employer of choice, financially stable	RT / PB	<ul style="list-style-type: none"> Research legal remedies Consult with staff and undertake individual meetings 	<ul style="list-style-type: none"> Smooth transition of staff to new strategic partner Support the R&M procurement exercise 	<ul style="list-style-type: none"> Complete 1-2-1 interviews with 100% of staff to be transferred. Provide data to new strategic partner to 	March 2010

	new strategic partner delivering the repairs and maintenance contract			<ul style="list-style-type: none"> Consult with new partner Inform staff in writing of transfer arrangements Transfer Personal files and staff to new employer 		<ul style="list-style-type: none"> support transfer 100% of transferring staff to receive written notification 	
HR6	Review the organisational structure to ensure it is fit for purpose	Employer of choice, financially stable	RT / PB	<ul style="list-style-type: none"> Review of Client Services section in light of impending TUPE transfers Implementation of revised Client Services structure Review organisational structure to ensure it can deliver the priorities of the business and customers 	<ul style="list-style-type: none"> Areas of over or under capacity are addressed A fit for purpose organisational structure 	<ul style="list-style-type: none"> Staffing structure revised in light of TUPE transfer in July New organisational structure in place 	March 2010
HR7	Deliver the staff training development plan to address and meet business priorities	Delivering excellent services to all Employer of choice, financially stable	RT / PD	<ul style="list-style-type: none"> Secure effective training budget to deliver priorities Keep staff and managers informed by email, newsletter and extended SMT Deliver training according to plan Evaluate training 	<ul style="list-style-type: none"> Increase in company performance as training links to objectives Increase in skills of staff to close gaps Creating a learning and development culture Improved staff satisfaction Increase in staff morale Sharing of costs on training purchases 	<ul style="list-style-type: none"> Performance against key performance indicators improve Demonstrable improvements in skills audit appraisal 90% of training plan delivered Achieve 95% staff satisfaction 	March 2010
HR8	Develop a leadership and management development programme to ensure our	Delivering excellent services to all Employer of choice, financially stable	RT / PD	<ul style="list-style-type: none"> Complete skill audit and prepare programme brief Consult with managers on proposals Prepare programme brief 	<ul style="list-style-type: none"> Improved performance by managers leading staff to deliver project outcomes Increase in company performance Increase in morale 	<ul style="list-style-type: none"> Improvement across the companies KPI's Increase in staff satisfaction in staff survey and appraisals 	March 2010

	managers are effective			<ul style="list-style-type: none"> • Procure programme • Start programme • Monitor programme • Compete programme • Evaluate programme and report to board 	<ul style="list-style-type: none"> • Increased staff satisfaction • Increased capacity and resources 	<ul style="list-style-type: none"> • Number of managers developing improved management skills 	
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XII. DEVELOPING EFFECTIVE GOVERNANCE

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
GOV1	Continue to improve the capacity of the Board and ensure effective governance of the organisation	<p>Providing quality homes</p> <p>Regenerating estates and communities</p> <p>Involving customers to improve services</p> <p>Delivering excellent services to all</p> <p>Employer of choice and financially stable</p>	RT / PT	<ul style="list-style-type: none"> Assess the skills gaps within the Board and identify skills which will be lost through retirements Ensure effective recruitment process Deliver Board Director training programme Ensure training programme covers all identified skills gaps Evaluate and monitor success of Board Director training programme 	<ul style="list-style-type: none"> Board Directors with skills and capacity to ensure effective governance of the organisation Increased skills of Board Directors to ensure that there is effective challenge and strategic decision making to ensure that the Company meets its vision and objectives. The Company will operate in accordance with legislation 	<ul style="list-style-type: none"> Complete 100% Board Director skills audit by October 2009 5% improvement in skills audit and appraisals carried out in 2008 Recruitment of Directors with experience and skills to fill identified gaps and to replace skills lost from turnover of existing Board Directors Monitor attendance at training events and board/panel meetings. Current target is 75% attendance. Ensure 100% of Board Directors appraisals are completed on an annual basis Ensure 100% of new Board Directors undertake a robust induction 	March 2010
GOV2	Implement arrangements to ensure effective succession	<p>Providing quality homes</p> <p>Regenerating</p>	RT / PT	<ul style="list-style-type: none"> Identify potential Chair and Vice Chair appointments required and key dates for 	<ul style="list-style-type: none"> Procedures to ensure effective succession planning Skills competency to 	<ul style="list-style-type: none"> Increase in Board Directors interested and capable of taking on role of Chair and Vice Chair 	November 2009

	planning for Board Directors	<p>estates and communities</p> <p>Involving customers to improve services</p> <p>Delivering excellent services to all</p> <p>Employer of choice and financially stable</p>		<p>2009/2010 vacancies</p> <ul style="list-style-type: none"> • Development of Board Directors to take on the role of Chair and Vice Chair • Recruitment process to plan for effective succession • Appoint Chair and Vice Chair of the Board at the first meeting following the AGM • Appoint Chair and Vice Chairs of the Panels at the first meetings held following the AGM 	<p>enable Board Directors to take on role of Chair and Vice Chair</p> <ul style="list-style-type: none"> • Effective governance to ensure that the Company operates effectively and the Board meet customer led business objectives 	<ul style="list-style-type: none"> • Successful appointments of Chairs and Vice Chairs as vacancies arise 	
GOV3	Investigate ways to ensure young people engage with the Board	<p>Providing quality homes</p> <p>Regenerating estates and communities</p> <p>Involving customers to improve services</p> <p>Delivering excellent services to all</p> <p>Employer of choice and financially stable</p>	RT / PT	<ul style="list-style-type: none"> • Contact with DoE and EDH Group Youth Forum • Contact with local secondary schools • Develop action plan • Implement and monitor action plan • Identify feasibility of co-opting young people on to the Board 	<ul style="list-style-type: none"> • Improve involvement of young people on the Board • Use feedback and involvement to influence the decisions made by the Board to reflect the views of young people • Young people identify the means by which they want to be involved with the Board and their views and opinions be considered to help the Company meet its objectives • Provide a means to obtain and consider the needs and opinions of our future customers 	<ul style="list-style-type: none"> • Number of young people attend the Board and Board events • Number of decision directly influenced by young people 	October 2009

GOV4	Ensure that the Board reflects the different communities which they serve	<p>Providing quality homes</p> <p>Regenerating estates and communities</p> <p>Involving customers to improve services</p> <p>Delivering excellent services to all</p> <p>Employer of choice and financially stable</p>	RT / PT	<ul style="list-style-type: none"> • Ensure all Board Directors complete and return profiling questionnaires • Ensure database is populated with information received from the profiling questionnaires • Ensure future recruitment takes into account gaps identified following receipt of the profiling questionnaires 	<ul style="list-style-type: none"> • Representative board • Board will have a better understanding of the needs of our customers • Board reflective of the diverse community 	<ul style="list-style-type: none"> • Data obtained from board director profiling questionnaires and results analysed 	October 2009
GOV5	Produce a corporate governance manual	<p>Providing quality homes</p> <p>Regenerating estates and communities</p> <p>Involving customers to improve services</p> <p>Delivering excellent services to all</p> <p>Employer of choice and financially stable</p>	RT / PT	<ul style="list-style-type: none"> • Carry out research and benchmark with other organisations • Compile information • Consult with EMT and Board • Produce draft manual • Produce final document • Evaluate effectiveness of manual 	<ul style="list-style-type: none"> • Improvements in governance arrangements • Well documented governance policies and procedures 	<ul style="list-style-type: none"> • Production of an effective governance manual • Survey of Board Directors to ascertain the effectiveness of manual 	October 2009
GOV6	Review of the Governance documents through the use of equality	<p>Providing quality homes</p> <p>Regenerating</p>	RT / PT	<ul style="list-style-type: none"> • Training in carrying out equality impact assessments 	<ul style="list-style-type: none"> • Ensure compliance with Equality and Diversity regulations • Address any issues of 	<ul style="list-style-type: none"> • Completion of equality impact assessment • Amended documents to 	September 2009

	<p>impact assessments</p>	<p>estates and communities</p> <p>Involving customers to improve services</p> <p>Delivering excellent services to all</p> <p>Employer of choice and financially stable</p>		<ul style="list-style-type: none"> • Identification of documents requiring equality impact assessments • Completion of equality impact assessments • Amend documents to reflect the outcome of the equality impact assessments 	<p>inequality contained within governance documentation</p>	<p>take account of equality impact assessment</p>	
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5. Performance Plan

PERFORMANCE PLAN 2009/10

- 5.1 The Company has improved performance in a number of indicators during 2008/09.
- 5.2 The Company will continue to benchmark its activities with other relevant organisations and is a member of Housemark and the national ALMO Benchmarking Club.
- 5.3 The Company is developing the culture into a learning organisation and is developing best practice into its service areas as a means of improving services provided locally.
- 5.4 The Company is a member of the National Federation of ALMO's, Housemark and the Northern Housing Consortium to assist in the identification of best practice and the dissemination of best practice guidance and information.

Performance Targets

- 5.5 The Performance targets and measures for 2009/10 have been developed with staff, customers and the Board and are monitored and reported on a regular basis, through an agreed reporting framework

STATUTORY PERFORMANCE INDICATORS 2009/10

Reference	Performance measure	Achieved 2008/09 (QTR 3)	Target 2009/10
NI 158	Percentage of non-decent council homes	89	78
NI 160	Tenants' satisfaction with landlord services	78.9	78.9

LOCAL KEY PERFORMANCE INDICATORS 2009/10

Reference	Performance measure	Achieved 2008/09 (QTR 3)	Target 2009/10
Customer Involvement			
CI1	Number of improvements brought about as a result of customer involvement	11	25
CI2	Number of policy or procedural changes influenced by customer involvement	New Indicator	
Customer Service			
CS1	The percentage of inbound calls answered	94.3	96
CS2	The percentage of customer queries resolved at the first contact	73	80
CS3	The average satisfaction rating of all services	8.04	8.04
CS4	The average number of days to resolve a complaint	12	10
Value for Money			
F1	The value of efficiency savings made	1138591	
Housing Management			
HM1	Percentage of rent collected on tenanted properties	Annual	98.3
HM2	Current rent arrears	536352	550000

Reference	Performance measure	Achieved 2008/09 (QTR 3)	Target 2009/10
HM3	Gross monies owed by former tenants	394656	370000
HM4	Former tenant debt collected	48850.48	65000
HM5	Amount of former tenant debt written off	200874	180000
HM6	Number of empty properties	66	50
HM7	Number of actions taken as a result of estate inspections	931	1150
HM8	The percentage of Anti Social Behaviour (ASB) cases resolved to the satisfaction of the tenant	98	98
Human Resources			
HR1	The average number of sickness days taken per East Durham Homes employee per annum	15.9	12
HR2	The actual cost of staff sickness to East Durham Homes	360000	Review after 1/7/09
Repairs and Investment			
I1	Number of non-decent homes	7594	5746
I2	Number of contracts completed to agreed programme and budget within the year	New Indicator	
I3	Average waiting time for an adaptation to be fitted	12 weeks	12 weeks

Reference	Performance measure	Achieved 2008/09 (QTR 3)	Target 2009/10
L1	Average number of days for a void property to be re-let	22.3	20
L2	The average number of days taken from joining the Choice Based Lettings (CBL) scheme to having a bid on a home accepted	New Indicator	
L3	Number of tenancies terminated within 12 months	15.93	12
L4	Number of customers assisted through welfare benefit support	717	1120
R1	Average number of days taken to complete a repair	9.45	9
R2	The percentage of appointments made and kept	96.79	97.5
R3	Percentage of repairs carried out right first time	85.26	88
R4	The percentage of emergency repairs completed in time	97.88	99
R5	The number of properties without a valid safety certificate	8	0
Leasehold Management			
LM1	The proportion of leasehold service charges collected	98%(2007/08)	98%

CUSTOMER SATISFACTION INDICATORS 2009/10

Reference	Service area	Achieved 2008/09 (QTR 3)	Target 2009/10
Overall satisfaction scores			
VMS1	Ease of access to our service	8.01	8.4
VMS2	How our staff deal with customers	8.24	8.5
VMS3	The quality of our information and advice	7.84	8.2
VMS4	Our speed of response	7.69	8
VMS10	Overall satisfaction with the service	8.04	8.4
Overall satisfaction scores for service areas			
	Access and customer care		8
	Aids and adaptations service	8.28	8.5
	Anti-social behaviour service	7.44	7.8
	Capital improvement schemes		9

Reference	Service area	Achieved 2008/09 (QTR 3)	Target 2009/10
	Choice base lettings service	8.24	8.5
	Complaints	7.13	7.4
	Customer involvement service	7.71	8
	Estate management service	6.81	7.5
	Furniture service	7.96	8.5
	Gas safety service	8.89	9
	Horticulture service 1	6.07	7
	Horticulture service 2	6.51	7
	Leasehold management service	8.12	8.3
	New tenancy service	7.49	7.8
	Out of hours repair service	8.21	8.5
	Repairs and maintenance service	7.92	8.5
	Solid fuel safety service	8.78	9

Reference	Service area	Achieved 2008/09 (QTR 3)	Target 2009/10
	Tenancy sustainment service	9.21	9.4

SERVICE STANDARDS 2009/10

Providing services fairly	Customer care	Dealing with complaints
Letting homes	Ending your tenancy	Customer involvement service
Rent service	Anti-social behaviour service	Tenancy and estate management service
Furnished tenancy service	Temporary accommodation	Tenancy sustainment service
Repairs service	Gas safety and solid fuel service	Empty homes service
Improvement schemes	Aids and adaptation service	Leaseholder service
Caretaking service		

XIII. EMBEDDING A PERFORMANCE MANAGEMENT CULTURE

Ref	Improvement objective	Link to strategic objectives Key contribution	OM / LO	Key milestones	Expected benefits and outcomes	Measures	Comp date
PM1	Implement an effective suite of performance indicators to monitor progress, improvements and outcomes for customers	<p>Providing quality homes</p> <p>Regenerating estates and communities</p> <p>Involving customers to improve services</p> <p>Delivering excellent services to all</p> <p>Employer of choice and financially stable</p>	PM / JG	<ul style="list-style-type: none"> Consult customers, staff and the Board on a suit of performance indicators Develop an effective suit of performance indicators which deliver real outcomes for customers Develop a balanced scorecard approach for reporting against the strategic objectives to the Board Develop effective reporting formats 	<ul style="list-style-type: none"> Key performance indicators deliver real outcomes for customers The board can measure progress against meeting the strategic objectives Reports are suitable for the required audience 	<ul style="list-style-type: none"> Robust suit of indicators in place which deliver real outcomes for customers Balanced score card reported to the Board Effective reporting in place for a range of audiences. 	April 2009
PM2	Develop a robust quality manual to support the process and ensure consistency and accuracy	<p>Providing quality homes</p> <p>Regenerating estates and communities</p> <p>Involving customers to improve services</p> <p>Delivering excellent services to all</p> <p>Employer of choice and financially</p>	PM / JG	<ul style="list-style-type: none"> Develop key performance indicators Identify links to strategic objective and key contribution Identify how the indicator will be measured Identify frequency of collection Identify KPI owners Identify clear data trail 	<ul style="list-style-type: none"> Consistent reporting of performance Accurate reporting of performance Clear ownership of indicators Clear data trail of how performance against indicators is captured Robust independent analysis Accurate monitoring and reporting 	<ul style="list-style-type: none"> Robust quality manual in place Number of accurate checks against submitted data 	April 2009

		stable					
PM3	Implement new complaints, compliments and suggestion in line with customer feedback policy. Develop a culture that values complaints and demonstrate that they are analysed, reported and used to improve service delivery	Providing quality homes Regenerating estates and communities Involving customers to improve services Delivering excellent services to all Employer of choice and financially stable		<ul style="list-style-type: none"> Develop robust database Train staff in new complaint procedure Develop standard letters Receive accreditation through the Plain Language Commission Produce clear good quality information to support process Carry out effective publicity 	<ul style="list-style-type: none"> Learning culture develops as complaints are welcomed and seen as an opportunity to learn Feedback from customers shapes service delivery Understanding of what is going well from compliments Effective engagement of customers 	<ul style="list-style-type: none"> Complaints reduce Compliments increase Suggestions from customers increase Number of improvements to service delivery as a direct result of customer feedback 	April 2009
PM4	Analyse the results of the annual HouseMark benchmarking exercise	Providing quality homes Regenerating estates and communities Involving customers to improve services Delivering excellent services to all Employer of choice and financially stable	PM / JG	<ul style="list-style-type: none"> Submit data in benchmarking exercise Analyse report Support service managers in conducting a review of results Develop clear action plan 	<ul style="list-style-type: none"> Understanding of cost and quality associated with each service area Learning from best practice and top performers Increased value for money Increased customer satisfaction Increased performance 	<ul style="list-style-type: none"> Best practice identified and implemented Number of efficiencies identified Customer satisfaction increases Performance increases 	November 2009
PM5	Monitor performance against service standards agreed	Providing quality homes Regenerating	PM / JG	<ul style="list-style-type: none"> Consult customers, staff and the Board and agree challenging service 	<ul style="list-style-type: none"> Company meets customer aspirations Customer satisfaction 	<ul style="list-style-type: none"> Performance against service standards Number of improvements 	Monthly

	with customers through robust monitoring arrangements	estates and communities Involving customers to improve services Delivering excellent services to all Employer of choice and financially stable		standards <ul style="list-style-type: none"> • Develop robust monitoring arrangements for all service standards • Develop effective reporting arrangements 	increases <ul style="list-style-type: none"> • Improvements are put in place where standards are failing • Customers are aware of our performance against the service standards that have been agreed 	put in place where service standards are failing. <ul style="list-style-type: none"> • Number of reports to customers on service standard performance 	
PM6	Carry out a minimum of six mystery shopping exercise with customers throughout the year	Providing quality homes Regenerating estates and communities Involving customers to improve services Delivering excellent services to all Employer of choice and financially stable	PM / JG	<ul style="list-style-type: none"> • Engage customer on their priorities • Develop an effective mystery shopping plan • Engage, brief and train customers • Carry out mystery shopping exercises • Analyse results of mystery shopping exercises • Develop action plan to address weaknesses • Report findings to customers, staff and the Board 	<ul style="list-style-type: none"> • Customers engaged in monitoring service delivery • Customers involved in drawing up and monitoring improvement plan • Customers are advised of the action taken to improve service delivery 	<ul style="list-style-type: none"> • Number of mystery shopping exercise carried out • Number of improvement put in place as a result of mystery shopping • Number of reports back to customers on the outcomes of mystery shopping 	Bi Monthly
PM7	Carry out customer satisfaction surveys in line with the agreed survey plan to measure improvement over	Providing quality homes Regenerating estates and	PM / JG	<ul style="list-style-type: none"> • Develop robust satisfaction survey plan • Carry out surveys in line with the plan • Input responses from 	<ul style="list-style-type: none"> • Customer feedback shapes service delivery • Customers engaged in monitoring service delivery 	<ul style="list-style-type: none"> • Number of surveys carried out • Number of improvement put in place as a direct result of satisfaction 	Monthly

	time and report changes back to customers	communities Involving customers to improve services Delivering excellent services to all Employer of choice and financially stable		customers <ul style="list-style-type: none"> Engage service managers in results from customers Develop action plan to address weaknesses Reporting finding to customers, staff and the Board 	<ul style="list-style-type: none"> Customers involved in drawing up improvement plan Customers are advised of the action taken to improve service delivery 	surveys <ul style="list-style-type: none"> Number of reports back to customers on the outcomes of satisfaction surveys 	
PM8	Carry out effective benchmarking to identify cost and quality indicators and learn from top performing organisations	Providing quality homes Regenerating estates and communities Involving customers to improve services Delivering excellent services to all Employer of choice and financially stable	PM / JG	<ul style="list-style-type: none"> Input data into HouseMark Analyse results Engage service managers in results Research good practice Develop course of action Implement improvements 	<ul style="list-style-type: none"> Understanding of cost and quality of service Comparison to peer group Learning from best practice Improved service delivery for customers 	<ul style="list-style-type: none"> Number of benchmarking exercises under taken Number of changes made as a direct result of good practice research 	Quarterly