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Michael Laing Chief Executive

4th September 2007

Dear Councillor,

I hereby give you Notice that a Special Meeting of the **HOUSING SERVICES COMMITTEE** will be held in the **COUNCIL CHAMBER, CIVIC CENTRE, CROOK** on **THURSDAY 13th SEPTEMBER 2007 at 2.00 P.M.**

AGENDA

	Page No.
1. Apologies for absence.	
2. To consider a Decent Homes update.	1 - 20

Yours faithfully

Chief Executive

Members of this Committee: Councillors Bailey, Mrs Bolam, Mrs Burn, Mrs Carrick, Mrs Douthwaite, Ferguson, Gale, Mrs Hardaker, Henry, Kay, Murphy*, Mrs Seabury*, J Shuttleworth, Sinclair, Stonehouse, Ward and Yorke.

*Ex-officio, non-voting capacity

Chair: Councillor Gale

Deputy Chair: Councillor Sinclair

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



HOUSING SERVICES COMMITTEE

13 SEPTEMBER 2007

Report of the Director of Development **DECENT HOMES UPDATE**

purpose

To provide an update on the Decent Homes programme following the approval at the special Housing Committee in August for consultation on the draft programme.

background

- 1 This report presents an update on the Draft Decent Homes programme prepared by Dale & Valley Homes on behalf of Wear Valley District Council. Dale & Valley Homes was established to deliver additional resources to achieve Decent Homes in the Council owned stock in Wear Valley.
- 2 The original bid for resources made by the Council took into account the findings of a 10% stock condition survey, additional in-house survey work and modernisation works that had been achieved under the Major Repairs Allowance. The main issue identified by the stock condition survey was that many homes failed the Decent Homes Standard because their single window glazing was in poor condition. In addition a high proportion of the kitchen and bathrooms surveyed were considered old and in poor condition.
- 3 The recent stock condition survey has re-evaluated the stock condition based on a 100% survey of the first 1000 homes.
- 4 The approach to the commissioning of a Decent Homes contractor, and the early principles of the programme were presented to Dale & Valley Homes Board in January 2007. This approach was subject to consultation with customer panel and resident associations during February and March, particularly on the approach to investment area by area and the concept of the addressing internal works in "one go".
- 5 Dale & Valley Homes Board agreed that a single Decent Homes provider would be appointed following OJEU requirements. The selection to be undertaken by a joint panel of Board members, Council and Dale & Valley Homes' officers, and Customer representatives.
- 6 This report sets out further update information to the Councils Housing Committee following the approval of the Draft Decent Homes Programme for consultation by Housing Committee 16th August. It was requested that an update be provided in the following areas to the September Housing Committee:

- Consultation
- Implementation Plan
- Costs for this year's programme
- Draft key performance indicators (KPI's)
- Risk Management

7 Officers of Dale & Valley Homes were asked to discuss this follow up report with the Assistant Director for Finance and IT of the Council and feed back any issues raised. The points revised by the Assistant Director in the main covered information which was contained in a presentation to Housing Committee on 16 August. This report therefore details further the information given at that Committee on the principles behind the programme, concept of "whole house" delivery, arrangements that are in place to deliver a new window and door programme; and further detail on consultation. At this stage, it is not possible to provide a phasing of spend in detail. This will be worked through with the appointed contractor and council managers over the coming six weeks. Officers of Dale & Valley Homes will be meeting regularly with the Assistant Directors in the relevant departments (Finance/Community/Legal) to agree an implementation and monitoring plan for the Decent Homes programme which sets out procurement principles; cashflows and the procedure of release of payments and the policies and procedures which will support this. This will be presented to Dale & Valley Homes Board and the Council in October.

decent homes progress

8 Principles behind the programme

The key issues to consider in deciding on the programme needed to take account of the Audit Commission advice given in the March report, particularly with regard to value for money and also take into account customer views. Dale & Valley Homes wants to ensure that we can demonstrate equality of investment and fairness of treatment for each area to tenants and councillors. The programme also takes account of the condition of properties and key areas of non decency. It has also taken into account the sustainability of some neighbourhoods as set out in the Council's sustainability index.

9 It is also essential to ensure that the works are programmed within existing available resources, which where possible follows the original Almo bid submission - that improvements would be undertaken evenly on a yearly basis and to average out the number of improvements in each trade area.

10 There is also a need to demonstrate progress on tackling decency and have an impact on as many customers as possible each year.

11 Balancing these factors ensures a programme of works that is value for money.

12 Options considered for the programme

The draft programme has been set out based on consideration of CLG guidance which states that there is "no single correct approach"....."someone has to be first and someone has to be last". There are a number of options other social housing landlords have considered,

- “worst first” – this means concentrating first on those properties which require substantial works to bring them up to decency standard and would incur a high level of spend for a small number of units delivered. Delivery on this principle in Wear Valley could result in considerable investment in the early years of the programme into two areas already identified as requiring further monitoring for sustainability (Woodhouse) and one which is currently the subject of master planning and investment bids (Coundon).
- starting in one area and moving onward – this could be applied for example starting in Bishop Auckland and moving outward, but it would concentrate investment in the early years in particular wards and some areas would wait three years before any investment was seen – it is important to gain customer support and confidence from the beginning, incremental investment demonstrates visible and measurable changes which are obvious to customers in all areas
- Adopting a “quick win approach” – the first years could target properties which require only small scale works to reach Decent Homes Standard – this will not however have a major impact on such issues as affordable warmth or meet the tenant priorities identified in previous surveys which are for window and doors.
- Multi-area approach – beginning in several areas concurrently.

key principles

13 The option chosen for the delivery of the programme is mainly based around the multi-area approach identified above. There are six key principles behind the chosen rationale for Dale & Valley Homes Draft programme.

- **using the “one hit” approach (sometimes called “whole house”)** to meet the recommendation of the Audit Commission and also minimise disruption to customers. The resources provided in this programme ensure that tenants can receive appropriate support with practical arrangements so that a range of improvements can be delivered in one period. Going into a property to carry out internal works only once during the programme means that overheads are kept to a minimum and there is only one set of disturbance payments to make. It is anticipated that almost all the stock will be dealt with under the “one hit” for internal works approach.
- **maximising the number of tenants who receive work each year** – we have set the programme to deliver upgrades to a mix of property types and decency levels. The doors and window programme will run ahead of the decent homes internal programme – having direct impact to 2400 customers in the first 18 months of the programme and ensure the spend of decent homes money.
- **balancing staffing resources evenly across the life of the programme** – we need to ensure there is a relatively even proportion of vulnerable and able customers so that the resident liaison team are not overstretched in offering practical support and assistance.
- **balanced geographical programme based around the three areas of the district.** We are proposing to base work around three areas – Bishop Auckland,

Crook area and the Dale. This will also assist in packaging works and achieving Value for Money. It will also allow the successful contractor to appoint one team who stay with that designated area throughout the life of the project to build up local relationships.

- **ensuring a steady stream of works across all trades during the life of the programme** – the council in their original bid recognised that the capacity of the local construction industry would be strained if these works were under taken in accordance with the failure of property components. We have developed a programme of works that demonstrates an even distribution of decent homes works to ensure a steady supply of works to local sub contractors that they can deliver without having to take on untrained or substandard labour.
- **taking account of the sustainability of the stock** – some clusters of homes have been moved to the latter years of the programme to allow for further assessment of the sustainability of those streets and areas – we do not want to waste investment

- 14 The programme will remain flexible to take into account urgent health and safety issues which are identified through surveys or through failure of components. For example if an immediate full rewire is required for a property, and other works are also required, the property will be brought forward for internal works.

consultation to date

- 15 Early consultation about the principles of the programme took place with the customer panel and resident groups during February and March this year, particularly discussions about the concept of a “whole house” option. Customer Panel and residents groups confirmed that Dale & Valley Homes should follow the the advice of Audit Commission to minimise disruption to customer and to adopt the incremental approach to invest in every community each year of the programme.
- 16 The first draft of the programme was taken to Dale and Valley Board on 24th April. Formal consultation with officers of the council took place during May and some amendments were made to the draft programme to reflect the Councils sustainability index for Woodhouse and Coundon.
- 17 Comments were sought from Councillors at May Housing Committee and some amendments were made on an individual ward basis. The draft programme was also considered by the Council’s Corporate Management Team. A detailed presentation was given to Housing Services Committee in August.
- 18 Following Housing Services Committee consideration, Dale & Valley Homes then made the following arrangements for publicising the programme and collating feedback.
- 19 Staff from Dale & Valley Homes and other teams such as Responsive Repairs and Voids managers were provided with briefing material to help them answer any queries from customers through informal sessions held 29 and 30 August.

consultation with tenants

- 20 All tenants were sent a letter explaining where they were in the programme by year, accompanied by a "Frequently Asked Questions" sheet and list of where other neighbourhoods sat in the programme. Envelopes were personally addressed to avoid confusion with junk mail. Letters were sent out in batches across neighbours beginning Friday 24 August 2007. Customers were invited to give their comments on the programme by contacting the free phone call centre number and leaving details, for Dale & Valley Homes staff to call them back to obtain further information.
- 21 Senior managers from Dale & Valley Homes have arranged to attend standing Residents meetings throughout September.
- 22 A special Customer Panel Meeting was arranged for 29 August 2007 to consider the draft programme. Customer panel representatives took notes throughout the meeting. Customer Panel will be asked to formally document their views for presentation to future Board and Housing Services Committee.

consultation with other stakeholders

- 23 Two stakeholder meetings will be held, one in Stanhope (13 September) and another in Bishop Auckland (19 September) inviting views from a wide range of stake holders including voluntary sector groups, statutory sector, the police, and regeneration groups. Specific attention has been paid to ensure voluntary sector groups representing or supporting older people and people with disabilities are given an opportunity to engage with Dale & Valley to the benefit of their clients.
- 24 Individual letters have been set to senior managers of the Council, who are budget holders dealing with regeneration, social inclusion, environmental works, community safety or who have responsibility for partnership work or community development and they have been invited to hold specific meetings with the Director of Development, Dale & Valley Homes to consider:
 - how does Dale & Valley Homes draft programme fit with any existing or future plans for new initiatives or funding
 - is there benefit in changing the Dale and Valley Homes programme to fit with other initiatives
 - is there opportunity to combine resources and obtain greater benefits for the community
 - are there options we can jointly consider for new or additional regeneration, environmental or community funding initiatives.
- 25 A specific meeting has also been organised with the County Council Social Services teams to consider implications for assessment, support of tenants with vulnerabilities and the adaptations service.
- 26 Councillors have been informed of the consultation taking place and offers made to attend ad hoc meetings if there are particular communities of interest Dale & Valley will not reach through letters and resident meetings.

- 27 The police liaison officer will be provided with a copy of the detailed programme and invited to attend early project teams with the contractor to advise on a scheme by scheme basis whilst projects are still at the early costing and planning stage.
- 28 These views will be recorded and form part of a formal consultation report to stakeholders at the end of September.
- 29 The Development Director has approached every Councillor to offer informal briefing questions and answer sessions to assist Councillors to answer detailed questions from constituents on issues such as how the works will be managed on a day to day basis; what consultation will take place on patch; if newsletters will be sent; which tenants will qualify for extra support and help; how will disability needs be met.

implementation plan

selection of the contractor

- 30 The Contractor for Decent Homes has been selected by a joint panel comprising Board members of Dale & Valley Homes, Customer Panel representatives, Dale & Valley Homes senior officers (Principal Housing Manager, Directors) and council representative (Assistant Director Policy and Resources). A formal appointment will be made at the end of September subject to relevant Board/Council approvals. The panel was advised by Consultants Hall and Partners, on procurement and open book issues. Hall and Partners were appointed by Dale & Valley Homes as partnering advisor for this and other work following advertisement and submission of competitive tenders.
- 31 The selection criteria took into account price/quality/range of services and support to tenants/economic offer to Wear Valley. There is a clear expectation in the contract documentation and partnering/pricing agreement that the constructor should provide a "three star service" in terms of
- "right first time" - aiming for nil defects before signing off a property/element of work with the tenant
 - providing timely and responsive service to tenants to help prepare for works, including notification; moving furniture; helping with transport to community consultation; providing information based on individual needs
 - visiting every tenant daily during the period of works to ensure they are happy with the works before leaving site
 - taking into account individual choices but also catering for different needs such as older person with poor mobility or family who need safety measure for the children in the kitchen
- 32 The Contractor will also focus on employing local labour. There will be specific targets and regular monitoring of the home addresses of employees as well as monitoring of trainees and apprenticeships through colleges and employment services. An early discussion has been held with the Council's Director of Regeneration to map how best to facilitate the successful delivery of this initiative. The Director will supply Dale & Valley Homes with links and contacts which can be used by the Contractor and coordinated through the Council/Dale & Valley Homes.

- 33 The final phase of the contractor selection involves a wider panel, who will visit sites selected by Dale & Valley Selection Panel to scrutinise the contractor performance in terms of tenant experience, community consultation, follow up on defects, interaction with the wider community.
- 34 This final phase of the selection is scheduled for week beginning 10 September 2007 with a final decision to be reached before the end of September and reported to Council and Dale & Valley Homes Board.

preparation for contractor appointment and delivery of the programme

- 35 The Development team are currently working on a set of Service Standards and the Decent Homes Standard which draw on views expressed by customers through workshops, complaints and through the Contractor selection process. They will also reflect the experience of other ALMOs, particularly those allocated three stars by the Audit Commission. They will also follow guidance set out in the Key Lines of Enquiry for Investment as set out by the Audit commission. These will be considered by Customer Panel and other Customers during September.

lead in period

- 36 The potential contractors have been provided with copies of the draft programme (which Councilors had an opportunity to consider at August Housing Services Committee) and invited to submit their views and demonstrate their commitment to delivery as part of formal interview with the Selection Panel. The successful contractor will mobilise, working at risk, for six weeks following formal appointment, to start on site 5 November. Mobilisation will take the following form:
- placing of contractor's managers and resident liaison officers with Dale & Valley Homes' team in Royal Corner
 - detailed consideration of the Draft Programme and appropriate revisions for project planning and budgeting purposes
 - early visits to homes identified in the first part of the programme to undertake tenant assessments and consult on tenant choices
 - final agreement to all documentation in terms of tenant information and consultation schedule
 - final contract negotiation on quality standards and Key Performance Indicators followed by contract signing and sealing.

controlled delivery

- 37 Dale & Valley Homes wishes to ensure that the process for delivery of Decent Homes is as smooth as possible for tenants. It is important that all procedures and the partnership with the Contractor have time to be tested and reviewed before entering into larger phasing of construction works. After discussion with all potential successful Contractors, Dale & Valley will undertake a "controlled delivery" of works starting 5 November and running for four/five weeks comprising up to 40 homes. This allows for:
- ironing out of any problems in the process
 - 100% quality checking of all works

- 100% feedback on all elements of works and service by tenants
 - use of the Tenant Panel mystery shopper initiative to encourage feedback from tenants who might not otherwise contribute to surveys
- 38 This also means that property works will be completed before Christmas so that any defects or issues are settled within the controlled delivery period.
- 39 Although construction works will effectively cease before the middle of December the surveying and resident liaison team will run from October right up to Christmas and beyond collecting information on tenants and undertaking consultation for those properties which will be improved in the phases after Christmas.

programme management and milestone planning

- 40 The main contractor will be issued with a Partnering Contract (PPC 2000), subject to detailed consideration and advice from the Councils legal team. Individual documentation will be provided for each "set of properties" giving the value of the jobs and addresses concerned. These are the "schemes " which can then be monitored according to programme and Key Performance Indicators.
- 41 Release of payments will only be made on issue of practical completion certificate by the Dale & Valley Homes Development Team on works that have been satisfactorily completed on a monthly basis. Prior to beginning work there will be strict milestone planning (also reflected in each set of property contractor documentation) relating to:
- completion of design surveys
 - completion of all pre works visits
 - submission and obtaining of relevant planning permissions/party wall act notifications
 - consideration of scheme by police liaison officer
 - successful completion of all tenant choices
- 42 There will be monthly site meetings between the Dale & Valley Homes team and contractor to consider practical completions, handovers, Key Performance Indicators and milestone objectives which then link to the payment release. Key Performance Indicators and these systems will be agreed as part of the contract framework in October.
- 43 It is likely that the contractor will be working in three/four teams (also called streams). Each contractor team will be monitored separately, rather than globally across the contract. This enables evaluation of individual team and officer performance. Tenants will be invited to be part of the area monitoring framework.
- 44 As well as quality related key performance indicators relating to tenant satisfaction we will also set "on time" indicators which cover the average time spend in properties on particular functions which feeds into team performance monitoring.
- 45 The Decent Homes team will be using "Microsoft Project" to project manage each phase. Delivery on properties by the contractor will be benchmarked against pre agreed sign off dates.

window and door programme

- 46 Dale & Valley Homes are currently pursuing two ways of delivering the new door and window programme, ensuring that if necessary the programme can be delivered ahead of project milestones if any potential under spends occur in the Decent Homes internal work due to low take up of access, bad weather or unforeseen circumstances.
- 47 Dale & Valley Homes is currently undertaking installation of up to 100 windows and doors as an extension to the current partnering contract with Windowman. This extension to the contract has been approved by Dale & Valley Homes Investment panel, the Board and discussed with senior Council officers. The scheme takes on board the "three star" service and monitoring arrangements set out in the Decent Homes contracts. This involves collecting 100% feedback from tenants, ensuring a continued contractor liaison officer on site at all times, more focus on "tenant preparation". It also introduces a new contractor monitoring regime by which contractor staff achieve a bonus based on the proportion of units completed without defects rather than overall number fitted. Works also cease on Friday each week to allow for issues and amendments to be dealt with before the weekend.
- 48 Expenditure on the extension to the existing partnering contract is part of the Decent Homes budget for 2007/08. The value of the contract is £283,000.
- 49 If the scheme is successful Windowman will be appointed to deliver the remainder of this years programme, which falls within the framework of the existing partnering contract set up by the Council in 2005. Windowman have recently secured two large contracts through competition in Derwentside and Sunderland and have given strong commitments to continue to work with Wear Valley.
- 50 Dale & Valley Homes is also seeking to appoint one or more window and door contractors through the OJEU process, with a view to the successful contractor starting on site the same time as Decent Homes provider. There will be scope to appoint more than one contractor so that should it be necessary the programme can be accelerated.

review

- 51 The contract documentation will set a formal review of the programme (and the contractors operations) at six months into the contract and thereafter yearly. A detailed report covering risk, expenditure and delivery will be provided to the ALMO liaison team on a monthly basis and through Dale & Valley Homes Investment Committee and Board.

costs for this year's programme

- 52 It is not possible to provide detailed costs at this stage due to three reasons:-
- Initial costs for individual works have only become available during the final stages of the selection of the main partner for delivering the programme.

- The results of the stock condition inspections of the first 1000 properties have just become available for correlations with the above unit costs.
 - The final Decent Homes contractor has not been selected.
- 53 The cost estimate is based on the first year's programme providing internal works to 250 home and windows and doors to 1350 homes. This delivery is feasible taking into account the following factors:
- window and door delivery can be provided by a minimum of two contractors who may be a mix of Windowman and those selected through OJEU
 - the estimated capacity of the main decent homes contractor to be mobilised during October, and complete a controlled delivery before Christmas and then begin to deliver internal works over the remaining twelve weeks of the financial year starting January 7th 2008.
- 54 This report includes the current Dale & Valley Homes Decent Homes budget for 2007/8 and an estimate of where expenditure may be split across different improvements. A summary table is provided at Annex 1.
- 55 It should be noted that at this stage that an output of 250 internal decent homes works is a conservative estimate and half the original envisaged target for the first year of the programme 2007/08. Delivery thereafter will be 1000 properties each year. As there is a slower start on the internal decent homes programme, the under utilised resources will be taken up by additional doors and windows.
- 56 At this stage costs are based on going beyond the Decent Homes Standard eg especially around bathrooms and kitchens ie programming work to all homes that failed on disrepair to kitchens or bathrooms or any aspect of kitchen or bathroom modernisation criteria even if they failed on less than three items in total.

draft key performance indicators

- 57 A draft set of Key Performance Indicators is provided at Annex 2. It should also be noted that as the majority of the Key Performance Indicators are industry standard it will be possible to benchmark performance and there by assess relative 'value for money'.

risk management

- 58 A risk assessment matrix is provided at Annex 3.

business plan

- 59 As part of the planned actions within the company's Business Plan there is an action to define and cost the detailed decent homes specification to determine affordability by September 2007.

value for money/financial implications

- 60 The KPI suite shows how value for money will be measured on programme delivery. The performance measures will be agreed with the councils legal and Almo liaison team and form the suite of information provided to Dale & Valley Homes Board and Housing Services Committee.
- 61 The current cost breakdown for the first year reflects that Dale & Valley Homes is seeking to achieve works to 250 properties internally and 1350 new windows and doors. Total forecast spend is £6,766,000, 88% of the available capital budget. Unspent monies will be carried forward to 2008/09.

equalities and diversity implications

- 62 The programme will take account of customer needs in a variety of ways:
- basic information offers different languages and formats
 - all customers will receive an individual pre works visit which will assess only on the practical arrangements but their support, risk and information needs which will be fed back to the contractor
 - Dale & Valley Homes will hold a profile of all customers which will be shared with the contractor
 - where an individual has mobility problems or special needs the Social Services occupational therapy and other teams will be involved in assessments
 - if a customer is awaiting adaptations processes will be put in place which minimise disruption and share opportunity for joint delivery of works
 - taking account of cultural, language and social needs of black and minority ethnic households.
- 63 Contractor performance will also be measured to ensure that service and works delivery to households from different backgrounds or including someone with a disability are of similar quality to that delivered to other customers. Customer satisfaction should be comparable across the stocks irrespective of the customers individual circumstances.
- 64 The contractor will also be monitored in terms of the regularly and quality of training given to their staff regarding customer care, access and other equality issues. Profiles of their staff will also be assessed so that they are representative of the Wear Valley population. The Contractor will expected to have their own Equality and Diversity Action plan which will be measured as a series of outcomes and actions by the Service Standards team.

consultation

- 65 Consultation arrangements for the programme are detailed earlier in the report.

recommendations

- 1 The Committee note and discuss the updated information on the Decent Homes programme.

Officer responsible for the report

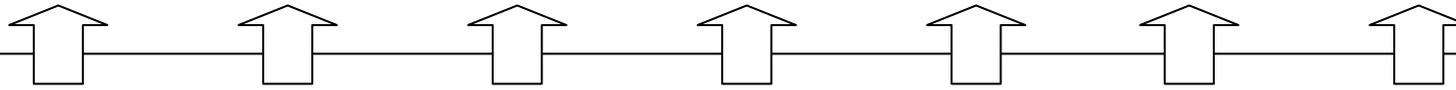
Amanda Senior

Dale & Valley Homes Director of Development

Ext 506

STRATEGIC OBJECTIVE 2

Delivering Decent Homes



Value for Money

Fit for Purpose

Sustainable Development

Cost

On Time

Safe &
Secure

Equalities &
Inclusion

Environment

Quality &
Functionality

Legacy

Programme
Cost

On Time for
Delivery

H&S of
Design

Promote E&D

Environment
Responsible

Design Impact

Financial
Viability

Project Cost

Project Time

H&S of
Operations

Community
Engagement

Ethical
Sourcing

Construction
Quality

Community
Benefits

Contract
Cost

Contract Time

H&S as a
Culture

Supply Chain
Management

Promote
Excellence

Structure

Customer
Satisfaction

Objectives

Critical Success Factors

KPIs

There will be a standard set of measures designed with each area in mind and in conjunction with all interested parties.

KPIs (Internal KPIs are shown in BLUE, Partner KPIs shown in BLACK)

	Monitoring Scale	Example Target (External only)
<p>Cost Indicators</p> <ol style="list-style-type: none"> 1. % of actual spend against budget – Capital Works programme 2. Decent Homes – Average cost per property 3. Actual Cost (Final Account) compared to Initial Agreed Sum (Budget Cost) 	<p>Monthly/ End of Phase</p> <p>Monthly/ End of Phase</p> <p>Monthly/ End of Phase</p>	<p>+ or – 5%</p>
<p>Time Indicators</p> <ol style="list-style-type: none"> 1. % of properties complete against the Capital Works programme 2. Actual Commence Date against Programmed Commence Date 3. Actual Completion Date against Programmed Completion Date 	<p>Monthly/ End of Phase</p> <p>Monthly/ End of Phase</p> <p>Monthly/ End of Phase</p>	<p>100% on time</p> <p>100% on time</p>
<p>Safety Indicators</p> <ol style="list-style-type: none"> 1. Accident Incident Frequency (Using HSE National Construction Industry Average) 	<p>Monthly</p>	<p>+10% of standard</p>

	Monitoring Scale	Example Target (External only)
<p>Equality Indicators</p> <ol style="list-style-type: none"> 1. % of local labour employed 2. Number of apprenticeship places 3. % of BME employed 	<p>Monthly/ End of Phase</p> <p>Monthly/ End of Phase</p> <p>Monthly/ End of Phase</p>	<p>Local definition needed</p> <p>Apprentices by level of spend</p>
<p>Environmental Indicators</p> <ol style="list-style-type: none"> 1. Average SAP rating of Local Authority dwellings 2. % of waste going to landfill 	<p>Yearly</p> <p>Quarterly</p>	<p>0% by 2011</p>
<p>Quality Indicators</p> <ol style="list-style-type: none"> 1. Average score out of 10 for customer satisfaction with the new Doors and Windows programme 2. Average score out of 10 for customer satisfaction with the Whole House Decent Homes programme 3. Defects – Those notified within an agreed defects liability period (DLP) 	<p>Monthly</p> <p>Monthly</p> <p>Monthly after DLP starts</p>	<p>< 1 defect per 25 units completed</p>

	Monitoring Scale	Example Target (External only)
<p>Legacy Indicators</p> <ol style="list-style-type: none"> 1. Number of properties achieving decent standard 2. Proportion of homes that are non-decent 3. % change in the proportion of homes that were non-decent 4. Partnering Approach – DVH scoring Partner and vice versa 	<p>Twice per phase</p>	<p>85% satisfaction</p>

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PROJECT MANAGER		IMPACT ON ACTIVITY OR PROJECT		21 August 2007																																							
A Senior				NEXT REVIEW DATE																																							
				25 September 2007																																							
No	DESCRIPTION OF RISK (WHAT CAN GO WRONG)	LIKELIHOOD OF RISK HAPPENING	IMPACT ON ACTIVITY OR PROJECT	OVERALL SCORE	TARGET SCORE	ACTIONS REQUIRED TO ACHIEVE THE TARGET SCORE	ACTION BY	WHEN																																			
1	Underperformance of Decent Homes Partner	C	2	C2	E2	Ensure systematic approach is taken to appointment of Partner.	Director & Assistant Director Development	Sept 07																																			
						Ensure decent homes programme is closely monitoring and management through suite of KPIs and benchmarking.	Director and Services Standards Manager	Nov 07 on weekly and monthly basis																																			
						Ensure a strategy is in place to continue decent homes programme on failure of partner.	Director	Oct 07																																			
2	Lack of resources to undertake decent homes programme	D	2	D2	E2	Undertake 100% stock condition survey to understand full costs	Assistant Director	April 08 with 25% by Sept 07																																			

Annex 3

						Set a clear Dale and Valley Homes Standard	Director	Sept/Oct 07
						Ensure Partners are aware of our decent homes standard	Director	Sept/Oct 07
						Establish and agree fully budgeted programme based on stock condition survey, electrics surveys, Dale and Valley standard and partners costs	Director	Sept/Oct 07 and review as more stock condition data available
						Close monitoring and management of spend against budget.	Assistant Director	Ongoing
3	Insufficient resources for 5% environmental works	D	3	D3	D3	-	-	-
4	Insufficient resources for decoration allowances and incidental damages	D	3	D3	D3	-	-	-
5	Under spend on decent homes programme	B	2	B2	E2	Close monitoring and management of spend against budget.	Director/ Assistant Director and Director of Resources	
5	Bad weather cause delays to programme	D	3	D3	D3	-	-	-
6	Doors and windows partners does not performance on pilot	D	2	D2	E 2	Intensive monitoring	Service Standards Manager and Senior Surveyor	Nov/Dec 07
						Twin track EU procurement should partner fail pilot exercise.	Director	Sept- Nov 07
7	Failure to recruit and retain key personnel for delivery of programme	D	2	D2	E2	Ensure recruitment and retention package is competitive	Director	April review
8	Results of 2007 comprehensive spending review means 2008 onward allocations from CLG are not as forecasted	E	2	E2	E2	-	-	-
9	Higher the expected refusal rate from customer	D	2	D2	E2	Employment of customer liaison officers and implementation of standard	Service Standards Manager	Oct 07 and ongoing
10	Changes in local and national government	B	3	B3	B4	Monitor and respond to changes	Director and CEO	ongoing
11	Undertaking works on unsustainable stock	C	3	C3	D4	Identify unsustainable stock in partnership with Council; via sustainability index	Director and CEO	Oct 07 ongoing

