



DALE & VALLEY  
**HOMES**

**REPAIRS AND MAINTENANCE  
STRATEGY  
2009**

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## 1. Introduction

As a “2” star ALMO the efficient management of the housing portfolio is a requirement for any successful organisation. It means improved living conditions and services for customers, and ensures priorities are continually improved.

Since our establishment in 2007 we have been focused on ensuring that we provide excellent, value for money services to our customers and have recognised that to become a “3” star ALMO we need to adopt the pivotal role that an efficient, effective, value for money repairs and maintenance service plays in providing excellent services for our customers.

In July 2008 Dale & Valley Homes Board approved an Asset Management Strategy and one of the actions from that strategy was to develop an overarching Repairs and Maintenance Strategy that could be integrated within the Asset Management Strategy. In addition the outcome of the mock inspection carried out in December 2008 identified the requirements of a strategy as one of the top 12 key priorities.

The purpose of this document is to clearly communicate the company’s approach to delivering an excellent Repairs and Maintenance service to all our customers, partners and stakeholders.

The Repairs and Maintenance Service is a key requirement to ensure we meet our statutory repair obligations and it is customer focused. The service has to be based on good practice is quality driven and is easily accessible for the customer to use and have the availability to comment, compliment and complain. It also needs to plan for the future maintenance needs post Decent Homes by engaging with customers and leaseholders.

## 2. Our vision, values and strategic objectives

Our **vision** and purpose is to provide:

“Homes and neighbourhoods that our customers want to live in and are proud to live in”

The **values** that underpin this vision all centre on our customers:

- We will be honest fair and open in all we do.
- We will listen to our customers and treat them as individuals.
- We will maximise the benefits to customers of all available resources,
- We will achieve excellence and continue to improve.
- We will work with all partners to improve the lives of our customers.

Our four **strategic objectives** are:

- Delivering Excellent Services
- Delivering Decent Homes
- Running our Business Well
- Contributing to the wider Community

The Repairs and Maintenance Strategy is “cross cutting” and supports all four strategic objectives as detailed above

### 3 Objectives of the Strategy

#### Partnership with Gentoo Construction

The objectives of this partnership is to improve, implement new working procedures and to train staff to deliver an excellent repairs service. The objectives are:

Set performance targets that will get and keep us in the top quartile of national indicators

Performance Management is essential to ensure that we are delivering the service that customers require.

We have adopted the “Housemark Core Indicators” so that these can be benchmarked against other housing providers locally and nationally.

Monitoring arrangements by managers is on a monthly basis and we use Performance Champions to extract data and circulate to those responsible for the indicator.

In line with the Performance Management Framework team meetings are used to disseminate performance information and any performance not meeting targets has to have an exception report to the Senior Management Team detailing an action plan to bring this back on track

Introduce new working procedures to improve efficiencies

Gentoo Construction are developing in conjunction with the Repairs and Void Manager and Customers a Service Improvement Plan. This plan will detail the following improvements and procedures

- Flexible Working including evenings and Saturday mornings
- Training Plan
- Workforce Appraisals
- Hand Held Technology
- Quality Accreditation
- Development of a cyclical maintenance programme
- Target Setting and shared risks
- Improved Impress stock for vehicles
- Multi Skilling

- Improved void procedures
- More involvement with Customers
- Operatives to have more knowledge of KLOE's
- Criminal Records Bureau checks on all the workforce
- Improve IT arrangements so that all DVH staff can access Grasp
- Workforce to start from home as a base rather than the depot
- Encourage more females and BME to apply for posts
- Improve performance
- Provide better quality finance data

#### Embed the new Lettable Standard

A new Lettable Standard has been developed and approved by all stakeholders and this now needs to be embedded so that customers and staff are aware of the standard.

Managers are ensuring that staff are aware of this standard by discussing at team meetings and customer groups to ensure that we are aware of what standard a new customer will expect at handover.

Housing staff are informing customers of the standard when they are viewing properties so that when we ask for customer satisfaction they fully understand that this was the standard we told them the property would be at handover.

#### Shape the service to what the customers expect

We constantly consult with customers on what are their aspirations and we need to analyse this information to shape the service.

In addition we need to use complaints as a method to assist in shaping the service as customers only complain because they are not getting the service they expect.

In addition to the Service Improvement Plan from Gentoo Construction we need to produce a long term plan on how we are using the above information to improve the service

#### The service is delivered by a well trained professional and efficient workforce

Annual appraisals using Performance Development Reviews are identifying capabilities and training requirements. It is essential that Managers use the Business Plan and future legislation changes to identify what skills are needed to continuously improve.

We now have a company training plan that will be updated from the next round of PDR's to be completed by July 2009.

Gentoo Construction has adopted the same approach and will be circulating to Managers their proposed training plan.

Work towards a more planned repairs service that has a benchmark ratio of 70% planned and 30% responsive

We now have a very robust stock condition database that can be used to start planning how we can move to a more planned approach rather than a responsive service.

In addition we now have over a full year's data on reported and completed repairs that will influence the step change approach we need to make to get to industry standards.

The service is Value for Money

We need to work in line with our Value for Money Strategy and Procurement Strategy and use all the performance information to assess if we are delivering a VFM service.

Customer Satisfaction and cost of the service are the key drivers to deliver VFM. However, supply chain groups play an integral part on efficiency savings.

This objective is to ensure that our priorities are met and excellent levels of customer satisfaction achieved with services enhanced to meet the diverse needs of our Customers.

#### Service Contract with Durham County Council Direct Services

The other service delivered within Repairs and Maintenance is the cyclical maintenance of gas servicing.

This service has previously been delivered by Wear Valley Direct Labour who had high customer satisfaction and in the Audit Commission report strengths outweighed the weaknesses. For that reason we continued to use Wear Valley DLO to deliver this service. However, the service was managed and controlled by the DLO and we needed to move to a more contractual arrangement when Durham County Council took over on 1<sup>st</sup> April 2009.

The objectives of continuing with this service are as follows:

### Establish a clear management responsibility

We are in the process of changing over the management responsibility of this service into the Property Services Directorate.

A post has been TUPE across from the Council that will be the administrator of this service and use the new IT module in IBS to manage the programmes and retention of attributes and performance.

The post is responsible to the Repairs and Maintenance Manager who has full responsibility for the management of the service.

### Ensure all homes with gas installations are tested and serviced within a 12 month period using an appointment system

Currently we have a programme of estates where gas teams knock on doors to gain entry that has been very successful in the past. However, we need to formalise an improved service of an appointment system so that customers know when we are attending.

This step change will be detailed in an action plan that will be incorporated into the service contract that is being finalised.

### The service is Value for Money

We need to work in line with our Value for Money Strategy and Procurement Strategy and use all the performance information to assess if we are delivering a VFM service.

Customer Satisfaction and cost of the service are the key drivers to deliver VFM. However, supply chain groups play an integral part on efficiency savings.

This objective is to ensure that our priorities are met and excellent levels of customer satisfaction achieved with services enhanced to meet the diverse needs of our Customers.

The only reportable indicator for this service is that of number of properties where we have not gained entry to carry out the service.

We need to introduce new indicators on performance to ensure we are achieving customer satisfaction and value for money.

In delivering these objectives we will establish an efficient service that meets all the gas regulations and provides a customer focused service.

## 4. Background

### General Information

The strategy is driven primarily by customer aspirations of what the customers want from a repairs and maintenance service. However it is also driven by Key National Drivers such as:

- Housing Act 1985
- Statutory and Regulatory requirements
- Decent Homes Standard
- Construction Task Force: procurement and partnering
- Gas Safety Regulations
- Communities Plan
- Gershon Review
- Comprehensive Spending Review (efficiency savings)

All these key drivers will be taken into consideration when developing the action plan that will take the service from a good service to an excellent service.

Additionally to comply with the Management Agreement we have with Durham County Council we are contracted to deliver a responsive and cyclical repairs service to ensure our legal and contractual obligations to customers are met in full.

Our focus is to review the volume and processes of such works and to adopt a more systematic approach resulting in improved service delivery and cost effectiveness to achieve an excellence rating by the Audit Commission.

### **Analysis of the stock**

<b>Property type</b>	<b>1 Bed</b>	<b>2 Bed</b>	<b>3 Bed</b>	<b>4 Bed</b>	<b>5 Bed</b>	<b>Total</b>
Bungalows	694	655	5	0	0	1354
Houses	6	1167	1276	13	1	2,463
Houses with Garage in Curtliage	0	85	76	4	1	166
Flats	163	91	20	0	0	274
Maisonettes	9	6	5	0	0	20
<b>Total Number of Residential Properties</b>	<b>812</b>	<b>2004</b>	<b>1382</b>	<b>71</b>	<b>2</b>	<b>4,277</b>

Property type	Total
Garages	748
Common rooms	2
Shops	0
Offices	0
Total	852

### Repairs and Void Contract

Our aim was to deliver an excellence 3 star service to all customers by outsourcing the existing in house DLO and go to tender to obtain better value for money and a chance to shape the service to customer's aspirations.

This decision was taken after an appraisal of the service was carried out by the Council in conjunction with the Audit Commission report in xxx that identified a number of areas of the service that was not up to standard

Procurement is one of the key contributors to the provision of an effective repairs and maintenance service and, by adopting the Egan Principles; we have embraced Partnership working with in-house and external partners. We will continue to develop these relationships to improve both the repairs and void service and the gas servicing for our customers and efficiency gains for the organisation.

A procurement exercise was carried out through OJEU where we went through a process of pre qualification questionnaire, tender, and Interviews where customers were involved in every stage of the process.

The outcome of the procurement was that Gentoo Construction were successful in being engaged to enter into a 5 year partnering contract with an option to extend for a further 5 years.

This partnership is now to move the service to 3 stars by our next inspection by shaping the service in line with customers aspirations and the requirements in KLOE 3 Stock Investment and Asset Management.

To move and shape the service a service improvement plan is to be developed to set key actions and milestones.

### Gas Servicing Contract

One of the other service areas within Repairs and Maintenance is the cyclical maintenance of gas servicing.

This service has previously been delivered by Wear Valley Direct Labour that continuously had high customer satisfaction. To support the high levels of satisfaction the Audit Commission report of 2007 strengths outweighed the

weaknesses. For that reason we continued to use Wear Valley DLO to deliver this service. However, the service was managed and controlled by the DLO and we needed to move to a more contractual arrangement after Durham County Council took over on 1<sup>st</sup> April 2009.

A new Service Contract is being finalised with Durham County Council that will change the shape of the service provided to a more operational output service with the management and administration being provided by Dale & Valley Homes.

## **5 Shaping the Services**

### Responsive Repairs & Void Tender Submission

Following approval of the tender from Gentoo Construction and the entering into a Partnering Contract the efficiencies against the available budget were agreed between both parties.

These efficiencies have been included within the Business Plan 2008-2013 and formed part of the budget setting for this financial year and future financial years.

We now need to work with Gentoo Construction on how we can achieve these efficiencies and develop a mid and long term financial plan so that all staff are aware of the resources available and how we meet the targets by introducing good practices and getting it right first time.

This will form part of the Service Improvement Plan to be developed between both parties using the information from the stock condition survey to move to a more planned approach.

### Repairs Reporting and Tracking

Currently all repairs are reported via a number of methods to the company contact centre:

- Telephone (free phone and Low cost number)
- Text Messaging
- E Mail
- In person
- By letter
- Passed to a member of staff

Contact centre staff interprets the customers requirements and inputs the repair into IBS that is interfaced with a repairs scheduling system known as "Grasp". This repair is electronically sent to Gentoo staff who inform customers by text when the appointment is made.

All repairs with the exception of emergencies, roofing and guttering are by appointment but are not generally offered outside of normal working hours.

Previously, customers received a repair receipt card informing them of the date and time of the repair appointment. This is to be re introduced.

Scoping work is currently being carried with the intention to introduce front end diagnostic tools to the Grasp and IBS Housing Management systems. This tool will improve the way Contact Centre staff identify where and what repair is required by the customer.

We are in the process of implementing a new Web/Intranet system that has a customer area where customers can log in and check details such as rent, repairs history and track a repair.

#### Cyclical Maintenance External Redecoration

Currently we have a programme to carry out pre paint repairs and external re-decoration to all properties over a six year period, where an annual programme is implemented in line with the estates where the Decent Homes work has been completed.

This programme needs to be developed into a 5 year programme in line with the Decent Homes programme. The programme then is to be published in Dale Mail and on the web site

#### Cyclical Maintenance Gas Appliance Servicing

Gas servicing is primarily to carry out servicing of gas appliances, testing of gas pipe work, and carrying out any necessary repairs to failing gas parts in line with the Gas Installation and Use Regulations. However, the service has been extended to service battery and hard wired smoke alarms at the same time as they visit.

We have recently brought back in house the administration of this service (client role) so that we can ensure we manage the contract and have more customer contact to ensure that customers are receiving Value for Money and we are able to monitor the service to ensure customer satisfaction.

A new module has been implemented in IBS that will be used as a property attribute and data recording system. This will assist staff in having more accurate live data so that we can track work programmes and no entries.

#### Staff Training

It was identified that the majority of the workforce who were transferred under TUPE to Gentoo Construction had previously had limited training to deliver the service.

As part of the tender submission Gentoo Construction are to develop a training plan that would ensure all operatives receive ongoing training in construction related skills, equality and diversity, and health and safety.

Multi Skilling was another part of the submission that identified staff would receive training to minimise disruption to customers rather than having a number of trades attending to complete a repair.

### Planned Programmes

The Governments best practice guidelines recommend that the repairs service should have a minimum ratio of 65% planned repairs and 35% responsive.

In conjunction with our repairs partner we are aiming to work towards a target of a ratio of 70% planned and 30% responsive. The responsibility of achieving this move to more planned repairs will be the responsibility of the newly formed repairs delivery sub group that is part of the partnership framework.

After developing planned programmes we will ensure that residents are effectively involved and engaged to enable us to fully understand their particular needs and that our contractors are also fully responsive to customer needs. This will include customer involvement in the selection of components that may be more appropriate for their needs and ensuring that conditions on site consider local issues and minimises inconvenience.

Furthermore, we will work with residents either directly or through the customer panel to continuously improve customer care standards and the quality of information available to residents about planned maintenance.

In ensuring customers are kept fully informed of our current and future planned work programmes we will publish all cyclical programmes in Dale Mail and on the Web site in addition to individually notifying customers.

### Void repairs

The aim of carrying out repairs to void properties is to carry out work to a set standard (defined as the Lettable Standard) to maximise rental income, ensure the property is safe to re-let and reduce foreseeable responsive repairs in the short term.

A new lettable standard has been developed and approved in conjunction with all stakeholders.

Whilst the aim is to turn properties around for re-letting within the target times, we will consider undertaking planned maintenance or Decent Homes work at the same time as other general void repairs if key components fail to meet the Decent Homes Standard. However, this is only specific to those voids that are on the estates where the Decent Homes work is being carried out.

Standard of materials in voids are in general to the same standard as the work being completed on the Decent Homes contract, albeit if there is not a new customer for the property to choose the colour and type of fittings, it will be designed and completed to an approved standard and colour scheme.

### Energy Performance Certificates

Every void property has an EPC carried out prior to it being offered to a prospective customer. This certificate will inform the new customer of what energy measures have been carried out and what other works needs completing.

The certificate will also advise on the actual Standard Assessment Procedure index rating.

### Asbestos Management

In conjunction with the Control of Asbestos at Work Regulations 2002 that introduced a new explicit duty to manage asbestos in non-domestic premises, we have a duty to inform everyone of the whereabouts and the condition of asbestos.

In an effort to eliminate, or where necessary effectively control the risks associated with asbestos we have carried out type 2 surveys of every archetype and initially recording the presence and condition of asbestos on an Asbestos Register which will be accessible to all contractors and Residents.

However, we are now implementing a new electronic database that will detail any asbestos on orders. This will be continue to be developed as we progress with planned works programmes where surveys need to be completed.

We have appointed an asbestos duty holder and developed an asbestos management plan that details our responsibilities, and those with a contractual obligation in relation to maintenance and/or repair of premises.

Consequently best practice within the social housing sector is dictating that rented domestic properties be treated as 'non-domestic' where work is carried out by the landlord. This practice mitigates any future claim from contractors or Residents from alleged exposure to asbestos containing materials within the property.

Furthermore, we will inform customers of the whereabouts of asbestos when they sign up for new tenancies.

### Housing Health and Safety Rating System (HHSRS)

This new rating system was introduced on 6<sup>th</sup> April 2006 and is now included with the Decent Homes Standard. We have recently completed a further stock condition survey that has assessed the risks associated with individual archetypes and this has been recorded on the Decent Homes Database.

However, work is to commence in training technical staff that are carrying out void inspections on how to assess the risks identified within the HHSRS on the new customer and arrange for any necessary work.

### Aids and Adaptations

Major and minor adaptations have always been the responsibility of the Home Improvement Agency (HIA), where they have a priority list of adaptations requested by our customers.

In general major adaptations have taken priority when the Occupational Therapist has assessed individual customers with minor adaptations being a lower priority.

Dale & Valley homes are now working in partnership with the HIA and following an assessment all minor adaptations are being sent to ourselves and work being ordered direct. We have agreed to continue for this year to use those companies who have been approved and tendered for the work, albeit we are establishing a set of service standards for these companies.

### Equality and Diversity

We are committed to equality and diversity and ensure we treat our customers with respect. In Dale & Valley Homes there is a growing diversity of lifestyles, cultures, languages and ethnicity and we recognise that being able to understand everyone's needs will help us perform our duties in a manner that is sensitive and appropriate.

We are aware services should be tailored to meet diverse needs and that a 'one size fits all' approach to a Repairs and Maintenance service is not appropriate. Many of our customers may be vulnerable through age, state of health or personal circumstances – other customers have language and cultural differences and needs. In addition we acknowledge the importance of delivering services that take account of individual diversity and equality of opportunity – this is particularly important in responsive maintenance as it is the service most frequently used by all residents.

We will ensure that all repairs and maintenance activities required to deliver the objectives of the D&VH Delivery Plan, Asset Management Strategy, and this Strategy, will comply with the organisation's Equality and Diversity Policy framework and will meet all statutory requirements.

We make Gentoo Construction and Durham County Council Direct Services aware, where known, of the individual needs of customers regarding access for repairs work, for example where the customers may have hearing or mobility problems when answering the doorbell or certain cultural protocols are required before an operative can enter a home. We have developed a vulnerability flag on our IT systems to highlight instances where operatives need to be aware of an individual's needs from customer profiles.

We ensure the equal provision of access to services for all our customers by providing whatever assistance and services may be required to achieve that objective.

This includes:

- Equality and diversity training for all D&VH staff
- Carry out Equality Impact Assessments for all projects and service areas
- Ensuring D&VH contractors and partners have received awareness training in equality and diversity
- Providing access to repairs through local rate phone repair reporting, national interpretation services, large print and Braille documents and leaflets, level access to Housing offices, good signage, etc
- Working with Gentoo Construction and Durham County Council Direct Services to ensure that their recruitment and retention policies promote movement to a representative workforce.

### Leaseholders

Currently we do not consult with Leaseholders as this function including setting and recovering the service charges were carried out by the Council. However, it is our intention to move toward this consultation and service charging to be carried out by Dale & Valley Homes.

We will ensure that all statutory requirements and regulatory guidance relating to providing services to leaseholders is followed and will seek to work with leaseholders or their representatives in the policy making process, agree performance standards and programmes of capital expenditure.

We will develop with leaseholders an information leaflet that sets out the rights and obligations of both the leaseholder and Dale & valley Homes and provide each leaseholder with an annual summary of performance Information and our newsletter Dale Mail.

## **6 Links to other Strategies**

This strategy is linked to other cross-cutting strategies that the company have in place:

- Asset Management Strategy – what our portfolio will be like in future years
- Procurement Strategy – how we procure contracts, services and materials
- Affordable Warmth Strategy – how we ensure our properties have a high degree of thermal comfort to minimise fuel poverty
- Equality and Diversity – how we seek to meet the needs of customers as individuals
- Access & Customer Care – how we ensure customers are able to access our services
- Value for Money – giving customers what they value as well as using resources efficiently
- Partnership - sharing creativity, risk and responsibility and streamlining tasks to those best suited to do them.

- Customer Satisfaction Strategy – how we ensure customer feedback is driving service improvements.

All of these strategies are essential in delivering what our customers need and how they value current and potential services.

This strategy is to be integrated with the Asset Management Strategy to ensure that our long term objectives are met through work carried out maintaining the stock to a high level to ensure the properties are sustainable over the life of the Business Plan.

## **7 Consultation and Review**

This strategy has been developed in line with the Asset Management Plan that was consulted through the following groups and companies:

Gentoo Construction  
Partnership Delivery group  
Customer Panel  
EMT  
Board

All areas for development will be in the action plan at the rear of this strategy and all stakeholders will be involved in the decisions on how this service will be shaped to ensure the service is to customer requirements.

Progress against the action plan will be discussed at the new Partnership Delivery and Core Groups and reported to the Board in line with the Performance Management Framework.

This strategy will be reviewed in 2010 as part of the process of reviewing the 2008 -13 Business Plan.

## **8 Responsive Repairs Standard**

Dale & valley Homes have a Repairs and Maintenance Standard that details the service we currently provide. A summary of this information is also available in the new “Tenants Handbook” that was circulated to customers in December 2008.

These standards inform customers of how they report a repair and the service we provide from receipt of the repair.

It also sets out our legal responsibilities on:

- Service Standards
- Reporting a Repair

- Appointments
- Categories of Repairs
- Out of Hours Arrangements
- Asbestos
- Gas Servicing and reporting a gas leak
- Customers Responsibilities
- Preventing Damp
- Right to Repair
- Tenants Improvements
- Complete 10% post inspections

All the above service standards are monitored using the performance management framework and reported to a number of groups, committees and Board.

## 9 Performance Indicators

Key performance indicators will be used as part of performance management framework to assess service delivery and performance. This regular examination and analysis will include monthly outturns of important Key Performance Indicators. Results of Performance Indicators are regularly and systematically reported to Dale & Valley Board and customer panel. An annual report is circulated to all customers which includes information on repairs and maintenance service.

Performance Indicator	Target
➤ % of light works voids returned within 7 days	91.0%
➤ % of heavy works voids returned within 28 days	91.0%
➤ % of no accesses for appointed repairs	5.0%
➤ % of total Repairs completed within target	99.6%
➤ Levels of Customer Satisfaction	80.0%
➤ % of repairs completed first time	TBC
➤ % of Gas safety certificates outstanding	0%
➤ Average repair cost per property	£595

The above targets have been approved for the year 2009 – 2010 and will be reviewed annually to ensure continual improvement.

## 10 Repairs and Maintenance Strategy Action Plan

<b>Business Delivery Plan Objective</b>		<b>Delivering excellent services, Running the business well Contributing to the wider community</b>	
<b>Business Delivery Plan Action</b>		<b>1.3; 1.5,1.10, 1.12, 1.13, 1.14,1.15, 2.6 3.10, 3.18, 3.19, 3.22</b>	
<b>Strategic Objective</b>	<b>Key actions</b>	<b>timescale</b>	<b>Responsible</b>
1. Set performance targets that will get and keep us in the top quartile of national indicators	<ul style="list-style-type: none"> <li>Use core indicators developed by Housemark and introduce realistic targets.</li> </ul>	Jun 09-Apr 13	Repairs and Void Manager
	<ul style="list-style-type: none"> <li>Use Housemark so that we can benchmark against other local and national housing organisations</li> </ul>	Jun 09-Apr 13	Performance Manager
	<ul style="list-style-type: none"> <li>Use the Vision Management System monitor and report on Customer Satisfaction</li> </ul>	Jun 09-Apr 13	Performance Manager Performance Champions
	<ul style="list-style-type: none"> <li>Ensure that performance is reported to team meetings and Board</li> </ul>	Apr 09 – Jul 09	Director of Property Services
	<ul style="list-style-type: none"> <li>Ensure performance is shared with all stakeholders and partners</li> </ul>	Apr 09-Apr 13	Director of Property Services

<b>Business Delivery Plan Objective</b>		<b>Delivering excellent services, Running the business well Contributing to the wider community</b>	
<b>Business Plan Action</b>		<b>1.8, 1.10, 2.5, 3.10, 3.11, 3.12, 3.20, 3.21,</b>	
<b>Strategic Objective</b>	<b>Key actions</b>	<b>timescale</b>	<b>Responsible</b>
2. Introduce new working procedures to improve efficiencies	<ul style="list-style-type: none"> <li>• Flexible Working including evenings and Saturday mornings</li> <li>• Training Plan</li> <li>• Workforce Appraisals</li> <li>• Hand Held Technology</li> <li>• Quality Accreditation</li> <li>• Development of a cyclical maintenance programme</li> <li>• Target Setting and shared risks</li> <li>• Improved Impress stock for vehicles</li> <li>• Multi Skilling</li> <li>• Improved void procedures</li> <li>• More involvement with Customers</li> <li>• Operatives to have more knowledge of KLOE's</li> <li>• Criminal Records Bureau checks on all the workforce</li> </ul>	<p>Sept 09 - Dec 10</p> <p>June 09</p> <p>June 09</p> <p>June 09</p> <p>Sept 09 – Dec 09</p> <p>June 09 - Aug</p> <p>Jun 09 – Dec 09</p> <p>Jun 09 – Jul 09</p> <p>June 09 – Apr 10</p> <p>Jun 09 Apr 13</p> <p>Jun 09 – Apr 13</p> <p>Jun 09 – Sep 09</p> <p>Jun 09 – Sept 09</p>	<p>Repairs and Void Manager</p> <p>Gentoo</p> <p>Gentoo</p> <p>Gentoo</p> <p>Gentoo</p> <p>Repairs and Void Manager</p> <p>Core Group</p> <p>Gentoo</p> <p>Gentoo</p> <p>Gentoo Repairs and Void Manager</p> <p>Gentoo</p> <p>Gentoo</p> <p>Gentoo</p>

	<ul style="list-style-type: none"> <li>• Improve IT arrangements so that all DVH staff can access Grasp</li> <li>• Workforce to start from home as a base rather than the depot</li> <li>• Encourage more females and BME to apply for posts</li> <li>• Provide better quality finance data</li> </ul>	Apr 10	Repairs and Void Manager
		Jun 09 – Apr 10	Gentoo
		Jun 09 – Oct 09	Gentoo
		Jun 09 – Jul 09	

<b>Business Plan Objective</b>		<b>Delivering excellent services, Running the business well Contributing to the wider community</b>	
<b>Business Plan Action</b>		<b>1.13, 1.14, 2.5, 2.6, 3.10</b>	
<b>Strategic Objective</b>	<b>Key actions</b>	<b>timescale</b>	<b>Responsible</b>
3. Embed the new Lettable Standard	• Ensure new standard is discussed with prospective customer at letting stage	Jun 09	Housing Officers
	• Standard is discussed at Team Meetings	Jun 09	All Mangers
	• Customer Panel informed	Jul 09	Repairs and Void Manager
	• Monitor Customer Satisfaction	Jun09 - 13	Performance Manager

<b>Business Plan Objective</b>		<b>Delivering excellent services, Running the business well Contributing to the wider community</b>	
<b>Business Plan Action</b>		<b>1.4, 1.7, 1.10, 1.13, 1.14, 2.5, 3.1,</b>	
<b>Strategic Objective</b>	<b>Key actions</b>	<b>timescale</b>	<b>Responsible</b>
4. Shape the Service	• Use customer information to modernise the service	Jun 09 – Apr 13	Repairs and Void Manager
	• Use complaints to evaluate why do they need to complain	Jun 09 – Mar 10	Repairs and Void Manager
	• Develop a long term plan on what the customer wants from the service	Jun 09 – Mar 10	Director of Property Services

<b>Business Plan Objective</b>		<b>Delivering excellent services, Running the business well Contributing to the wider community</b>	
<b>Business Plan Action</b>		<b>2.5, 3.7, 3.9, 3.11, 3.12,</b>	
<b>Strategic Objective</b>	<b>Key actions</b>	<b>timescale</b>	<b>Responsible</b>
5. The Service is delivered by a well trained professional and efficient workforce	• Carry out competency appraisals	Jun 09 – Apr 10	Gentoo
	• Carry out annual PDR's	Jun 09 – Apr 13	Repairs and Void Manager & Gentoo
	• Develop training plans	Jun 09 – Sept 09	Performance & Training Manager & Gentoo

<b>Business Plan Objective</b>		<b>Delivering excellent services, Running the business well Contributing to the wider community</b>	
<b>Business Plan Action</b>		<b>2.5, 2.6, 2.10, 2.11, 3.20,</b>	
<b>Strategic Objective</b>	<b>Key actions</b>	<b>timescale</b>	<b>Responsible</b>
6. Work towards a planned, response ratio of 70 - 30	• Use Stock Condition Survey Information and existing data to move towards a more planned approach	Jun 09 – Apr 10	Repairs and Void Manager & Gentoo
	• Work with Gentoo to batch repair work	Jun 09 – Apr 13	Gentoo & Repairs and Void Manager
	• Carry out training of front line staff to explain what should be planned	Jun 09 – Sept 09	Repairs and Void Manager
	• Introduce diagnostic front end to the IBS and Grasp system	July 09 – Apr 10	IT Manager & Repairs and Void Manager

<b>Business Plan Objective</b>		<b>Delivering excellent services, Running the business well Contributing to the wider community</b>	
<b>Business Plan Action</b>		<b>2.5, 2.6, 2.10, 2.11, 3.20,</b>	
<b>Strategic Objective</b>	<b>Key actions</b>	<b>timescale</b>	<b>Responsible</b>
7. The Repairs and Maintenance Service is Value for Money	• Continue to monitor performance	Jun 09 – Apr 13	Repairs and Void Manager
	• Work in accordance with the Value for Money Strategy	Jun 09 – Apr 13	Repairs and Void Manager
	• Work in accordance with the Procurement Strategy	Jun 09 – Sept 09	Repairs and Void Manager
	• Benchmark the Service	Jun 09 – Apr 13	Performance Manager & Repairs and Void Manager

<b>Business Plan Objective</b>		<b>Delivering excellent services, Running the business well Contributing to the wider community</b>	
<b>Business Plan Action</b>		<b>1.1, 2.4, 2.5, 3.18, 3.19, 3.20, 3.21, 3.22,</b>	
<b>Strategic Objective</b>	<b>Key actions</b>	<b>timescale</b>	<b>Responsible</b>
8. Establish a clear management responsibility for gas	<ul style="list-style-type: none"> <li>• New post within the existing structure</li> <li>• Develop and publish programme of areas being serviced</li> <li>• Implement a new software module</li> <li>• Develop new performance targets</li> </ul>	<p>Apr 09</p> <p>Jun 09 – Apr 13</p> <p>Jul 09 – Sept 09</p> <p>Jun 09 –</p>	<p>Director of Property Services</p> <p>Repairs and Void Manager</p> <p>IT Manager Repairs and Void Manager</p> <p>Performance Manager &amp; Repairs and Void Manager</p>

<b>Business Plan Objective</b>		<b>Delivering excellent services, Running the business well Contributing to the wider community</b>	
<b>Business Plan Action</b>		<b>1.1, 2.4, 2.5, 3.18, 3.19, 3.20, 3.21, 3.22,</b>	
<b>Strategic Objective</b>	<b>Key actions</b>	<b>timescale</b>	<b>Responsible</b>
9. Ensure all Homes with gas installations are tested and serviced with a 12 month period using an appointment system	<ul style="list-style-type: none"> <li>• Develop and publish programme of areas being serviced</li> <li>• Implement a new software module</li> <li>• Develop new performance targets</li> </ul>	<p>Jun 09 – Apr 13</p> <p>Jul 09 – Sept 09</p> <p>Jun 09 –</p>	<p>Repairs and Void Manager</p> <p>IT Manager Repairs and Void Manager</p> <p>Performance Manager &amp; Repairs and Void Manager</p>

<b>Business Plan Objective</b>		<b>Delivering excellent services, Running the business well Contributing to the wider community</b>	
<b>Business Plan Action</b>		<b>2.5, 2.6, 2.10, 2.11, 3.20,</b>	
<b>Strategic Objective</b>	<b>Key actions</b>	<b>timescale</b>	<b>Responsible</b>
10. The Gas Service is Value for Money	<ul style="list-style-type: none"> <li>• Continue to monitor performance</li> <li>• Work in accordance with the Value for Money Strategy</li> <li>• Work in accordance with the Procurement Strategy</li> <li>• Benchmark the Service</li> </ul>	Jun 09 – Apr 13  Jun 09 – Apr 13  Jun 09 – Sept 09  Jun 09 – Apr 13	Repairs and Void Manager  Repairs and Void Manager  Repairs and Void Manager  Performance Manager & Repairs and Void Manager