

Providing Quality Homes & Neighbourhoods

**The A1 Housing Service Plan
2006/2007**



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Section 1 : Purpose and Structure of the Service Plan

The purpose and structure of the Plan is to set out:

- How our strategic priorities contribute to the delivery of Bassetlaw's Community Strategy, Corporate Strategy and Housing Strategy
- How we manage A1 Housing and improvements in key corporate priority areas
- How we align our resources to meet our strategic priorities
- How we engage with our tenants, residents, partners and stakeholders
- How well we delivered our services last year
- Our plans and targets for future service improvements including improvements as a result of external audit and inspection

The Plan is in three parts:

Part 1 sets the context for the Plan and how our strategic priorities are supporting the delivery of Bassetlaw's Community Strategy, Corporate Strategy and Housing Strategy. It sets out our plans for improvement and describes how well we have performed in delivering services. Our achievements and improvement priorities are linked through the action planning process to the three key challenges of Bassetlaw's corporate strategy.

- Increasing Community Safety
- Increasing Community Prosperity
- Increasing Community Engagement

Part 2 contains detailed performance data and supporting information, including Best Value Performance Information Statistics.

Part 3 contains details of A1 Board and Executive Management Team, service areas and protocol with the Council



Section 2 : Strategic Context

2.1 A1 Housing

A1 Housing was established in October 2004 by Bassetlaw District Council to deliver its commitment to -

- achieve a separation of landlord and strategic functions as required by Government, allowing A1 housing to deliver housing services at arms length
- pursue the drive for excellence in delivering housing services
- deliver decent homes to Council tenants

The housing stock remains in the ownership of Bassetlaw District Council and there is no change in the legal status of tenants.

2.2 Bassetlaw Context

The District of Bassetlaw is situated between the coalfields of Derbyshire, agricultural Lincolnshire and industrial South Yorkshire. It is the Northern most District of seven local authorities which form the County of Nottinghamshire and one of the Northern most Districts of the forty two local authorities that make up the East Midlands Region. Although the District covers almost a third of the County it contains only a tenth of the population. The area is predominantly rural, with two main urban centres, Worksop and Retford and two smaller towns of Carlton and Harworth. There is a population of 106,600 with around 1.4 per cent from black and ethnic communities. 19.3 per cent of the population are over retirement age higher than the national average of 18.5 per cent.

The District has significant numbers of people (21.9 per cent) living with a long term limiting illness or disability, a legacy of the traditional industries, which operated in the area. The employment rate is above the national average with recent increased economic activity in the distribution industry with many large warehouses and distribution depots. Income levels have also risen in recent years but are still low compared to regional and national levels. There are neighbourhoods with high levels of deprivation, with the District as a whole ranking 82 out of 354 authorities in the 2004 Indices of Multiple Deprivation.

Within the District, there are 45,000 households, with 16.6 per cent living in council housing, compared with 13 per cent nationally. About 2 per cent live in housing owned by housing associations and 9.4 per cent in privately rented housing. The majority of housing is low rise and traditional built with only 6.6 per cent of households living in flats or maisonettes.



During the coming year A1 Housing will continue to contribute to the Council's strategic priorities of community safety, community prosperity and community engagement. The Council's vision is:

"to secure a bright future for Bassetlaw residents by delivering the strategic priorities"

A1 Housing has a specific role in this, in particular;

- Ensuring housing estates are safe, harmonious places to live
- Linking with neighbourhoods through locally based management structures, and delivery of services such as estate services and tackling anti-social behaviour within Neighbourhoods
- Delivering decent homes and environmental improvements in some of the most deprived neighbourhoods.

2.2.1 National, Regional and Local Policy Context

National

A1 Housing contributes to the delivery of key national housing policies contained within the Government's Sustainable Communities Plan.

- A1 Housing is working to bring all Council properties it manages up to the Decent Homes Standard by 2010
- The establishment of A1 Housing has enabled the District Council to separate landlord and strategic housing functions.
- A1 Housing is working in partnership with the Council to provide a choice of quality homes at affordable rents within the District.

Regional

The establishment of A1 Housing falls clearly within the overall vision set out within the East Midlands Regional Housing Strategy 2004.

*"To ensure that the existing and future housing stock is appropriate to meet the needs of all parts of the community."*¹

¹ Regional Housing Board (2004), *East Midlands Regional Housing Strategy*



To support such an overarching vision the Strategy identifies specific objectives and priority areas. A1 Housing assists in delivering Policy 1 (increasing the quantity and improving the delivery of appropriate high quality affordable housing for all communities) Policy 3 (recognising and responding to areas affected by low demand), Policy 4 (providing options for unpopular and unsuitable sheltered housing stock and Policy 6 (delivering decent homes and decent neighbourhoods in the social sector)) of the strategy.

Partnership's Strategy

The Local Strategic Partnership (LSP) for the District is Bassetlaw Local Strategic Partnership. The vision of the partnership for the District is:

*"Bassetlaw will be a place where everyone has the opportunity to live, work, learn and enjoy leisure time and take pride in creating a safe and healthy environment"*²

Its Community Plan Strategy sets out the six key areas for action for the District, in which A1 Housing plays a key role in delivering an attractive place and a fair place, and makes a contribution to a healthy place and a safe place. All communities consulted during the preparation of the strategy identified decent affordable housing as an issue of concern

2.3 Bassetlaw Housing Context

Bassetlaw's housing market is complex and has been further complicated by the strong housing market and the rise in house prices in recent years. On the one hand fragile markets have been protected from further decline but on the other hand affordability is now a problem with first time buyers experiencing entry problems even at the bottom end of the market. The supply of affordable housing has shown a significant drop in the last two years with recent data suggesting an overall additional affordable housing need of 201 units per annum to meet housing need. Consequently there is a high level of demand for most of the social housing stock.

There are significant numbers of properties in the District that fail to meet the decent homes standard. In April 2005, the Council owned 7,302 dwellings with 46.7 per cent failing to meet the standard. The average SAP rating for the dwellings is low at 55,

² Bassetlaw Local Strategic Partnership (2004) *Getting the Best for Bassetlaw*



falling into the bottom quartile for district councils. 1.8 per cent of dwellings are classed as difficult to let with 1.4 per cent classed as low demand. Overall stock numbers have fallen in recent years as a result of stock reduction programmes and increasing sales. 3.2 per cent of the stock was privatised through Council House sales during 2004/2005.

A large proportion of the stock is designated for elderly persons. A third of the stock is made up of bungalows, with a further 16 per cent low rise flats or maisonettes mainly designated for the elderly.

Property Type	Numbers
Traditional	
• Pre -1945 small terraced house	86
• Pre 1945 semi detached house	615
• All other pre 1945 house	159
• 1945-1964 small terraced house	73
• 1945-1964 large terraced, semi detached or detached house	1064
• 1965-1974 house	291
• All post 1974 houses	159
Non Traditional	656
• Houses	
Traditional and Non Traditional	
• Pre 1945 low rise flats (1-2 storeys)	20
• Post 1945 low rise flats (1-2 storeys)	1167
• Medium Rise Flats (3-5 storeys)	587
Bungalows	2451
Total	7302

Source : HIP 2005

Just over a third of the stock (34%) is classed as rural with significant proportions either designated for the elderly or non traditional property. Two thirds of the urban stock is located in or around Worksop.

Although demand in general is high for the stock there are areas of low demand at Manton, Sandy Lane Estate and the Carlton "Wimpey" Estate. In addition there are a number of sheltered housing schemes, which are in low demand.



2.4 Council and A1 Housing Relationships

A1 Housing maintains close formal and informal links with the District Council with an officer dedicated by the Council to developing the partnership arrangements. The Protocol Agreement (Appendix1) sets out the commitment of both organisations to work together to deliver their objectives. The Management Agreement established the detailed relationship in a legal context whilst operational services delivered by the Council for A1 Housing are formalised with Service Level Agreements where there is a financial cost and in supplementary protocols where there are close operational links. These arrangements are reviewed annually.

2.5 Partnership Working

A1 Housing works in effective partnership with a range of organisations, from neighbouring councils on procurement to major contractors and smaller community based organisations, to ensure delivery of key aspects of the service. Although the key partnership is with the District Council, the delivery of our repairs service and the future stock investment programme is through our partners.

In November 2005, A1 Housing established a partnership with Connaught and Bullock Construction to transform Council housing in the District.

The housing management service is supported by partnerships with housing associations, police, health service, and many voluntary and community groups.



Section 3 : Our Mission and Core Aims

In 2006 A1 Housing developed its Mission, Core Aims and Values with Board Members and staff.

Our Mission

“is to work in partnership with local people to deliver quality homes and support sustainable neighbourhoods”.

Our Core Aims

To achieve our mission, we have divided what we do into five Core Aims

Core Aim One is...

...to provide high quality, warm, and well maintained homes...

...by using new and existing resources efficiently, effectively and using modern best practice to bring all homes up to the Decent Homes standard by 2010 and to keep them well-looked after.

Core Aim Two is...

...to be a resident-led organisation providing fair, accessible and equal services...

...by involving tenants, leaseholders and other customers and responding to their aspirations and their needs and respecting the diversity of all our customers.

Core Aim Three is...

...to provide an excellent and seamless service...

...by using best practice and innovation to ensure that all our services are effective, efficient, well co-ordinated and achieving high levels of customer satisfaction

Core Aim Four is...

...to play our part in community leadership...

...by working with partners to help tackle community issues such as safety, anti-social behaviour, homelessness, transient workers and the environment.

Core Aim Five is...

...to be an ambitious and well-run organisation...

...with a high performing, business-focussed style with an increasingly strong local and national reputation and a skilled, motivated, flexible and customer-focussed workforce.



Our Values

In achieving our mission and core aims, we will act on these values...

...we will listen and respond to customers to enhance our service quality.

...we will build strong relationships with our partners.

...we have pride in our work and will demonstrate this in delivering our services.

...we will be open, fair, approachable and honest.

...we will offer highly visible leadership.

...we will set high standards for ourselves and for all our employees.

...we will deliver our promises.

...we will communicate regularly with our customers and partners

Sections 4 to 8 sets out the key priorities and targets relating to each aim and Section 9 on the Service Delivery Plan sets out how we will deliver our Core Aims through detailed actions.



Section 4

High quality, warm, & well maintained homes (Core Aim 1)

Our key priorities in delivering this Core aim are:

- Establish a clear investment strategy focussed on using resources to deliver the 2006/07 Decent Homes programme.
- Have a well run three year investment programme
- Identify and tackle housing with uncertain sustainability

Deliver Decent Homes Investment Programme

During 2006/07 A1 Housing will deliver £4.9 million of capital investment to help achieve the Government's Decent Homes Target for 2010. Work programmes will include insulation, heating, roofing, windows, doors, kitchens and electrics and will be targeted at areas identified by our stock condition survey as in greatest need. Appendix 2 sets out the detailed capital investment programme, with the overall budget allocated on the following basis.

Theme	Percentage of Budget	Actual Amount
Decent Homes	76.5%	£3,800,000
Crime and Community Safety	5.5%	£274,000
Adaptations	13%	£674,000
Other(including Environmental	2.5%	£124,500
Contingencies	2.5%	£124,500

A1 Housing successfully undertook a partnering exercise and Bullock Construction Ltd. and Connaught Partnership Ltd. were appointed during 2005 as construction partners to undertake the bulk of the work in delivering the Decent Homes Programme. The benefit this approach brings is already evident. The partners are able to demonstrate a track record of delivery of high quality cost effective work. They also understand and have a commitment to employing local labour, suppliers and sub-contractors, as well as employing apprentices and people who have difficulty in accessing the workplace, all of which contribute to the Councils Strategic objectives.

We have developed a performance management framework with the partners including key performance indicators and customer satisfaction surveys. We are developing jointly branded information for tenants including an information pack, leaflets, video/DVD and newsletter.

We are also conscious of our resource gap and together with the Council and our partners are exploring opportunities for increasing capital expenditure during 2006/07



Investment Planning

A1 Housing has taken a strategic approach to the investment planning process and the delivery of decent homes, which has been backed up through regular dialogue with local tenant representatives. The Integrated Asset Management Strategy approved by the Board sets out the overall strategy and work programmes. A full stock condition survey is being carried out and this forms the main source of data for developing the detailed programme together with repair and attribute details.

The following factors are taken into account when deciding future work programmes.

- The work identified through the stock condition survey, especially those properties not meeting the decent homes standard
- The urgency with which the work needs to be carried out with priority given to work necessary for health and safety reasons
- Where the condition of the asset would deteriorate in the short term if the work is not carried out leading to higher repair costs in the future
- The views of tenants and leaseholders through consultation exercises
- Whether programmes can be amalgamated to reduce costs and minimise inconvenience to tenants
- Where work will enhance the energy efficiency of the dwelling and reduce fuel poverty

Identify and tackle housing with uncertain sustainability

A key priority for A1 Housing and its partners during the year will be to identify and tackle housing with uncertain sustainability. This is being addressed through several actions including working with our partners to develop and implement a model to define sustainability; applying the sheltered housing toolkit and implementing the option cost benefit appraisal process to stock requiring expenditure above the benchmarked level.

A1 Housing is contributing to the process by feeding in stock condition data, demand and supply data and local knowledge based on its role in managing within neighbourhoods.

Training and Social Enterprise

It is clear from recent research that there is an insufficient supply of skilled construction workers to meet the increasing local construction workload. It is also recognised that existing construction, employment and training opportunities are not meeting labour demands.

The Government has set out its commitment to the social enterprise sector in its national strategy, 'Social Enterprise: A Strategy for Success', with the specific aims of 'providing a more enabling environment, helping social enterprises to become better businesses and ensuring their 'value' becomes better understood.

The Decent Homes Investment Programme presents a genuine platform for training and job creation opportunities. Taking advantage of this potential will not only help



to mitigate some of the market capacity risks referred to above, it will also bring tangible benefits to local communities in terms of both social and economic well-being.

Bassetlaw District Council already has an excellent track record in this field and A1 Housing is equally committed to this agenda. We will continue to work in partnership with the Council and the construction partners to maximise the opportunities arising from the Decent Homes Investment Programme.

Health and Safety

As well as our specific work on gas safety and asbestos containing materials, we are also in the process of improving the way we manage Health and Safety generally. We have re-written our Health and Safety Policy in line with the requirements of A1 Housing. We already have a structured approach to managing Health and Safety within our workforce and will be developing similar arrangements with our Decent Homes partners.

Key Targets : Providing High Quality, Warm and Well Maintained Homes

Target	Timescale	Responsible Director	Nominated officer
Annual % change in non decent homes (-18.2%, BVPI 184)	March 2007	Don Spittlehouse	Kenay Reshad
Achieve an average SAP rating(Energy Efficiency) of 61 (BVPI 63)	March 2007	Don Spittlehouse	Kenay Reshad
Identify unsustainable sheltered housing schemes for BDC and Board	July 2006	Steve Fuller	Rob King
Apply Option cost appraisal to all properties identified as requiring expenditure over £30K	August 2006	Don Spittlehouse	Kenay Reshad



Section 5

Resident-led with fair, accessible and equal services (Core Aim 2)

Our key priorities in delivering this Core aim are to:

- Implement an overarching customer care strategy
- Improve the corporate culture in relation to diversity
- Increase tenant and other customer involvement
- Improve electronic access to services
- Improve the Adaptations service
- Improve the quality and consistency of front-line service standards

Implement an overarching customer care strategy

A1 Housing is committed to providing a customer focused service at all levels of the organisation. During 2006/07 we will be implementing an overarching customer care strategy to ensure a consistent approach across all services. We will be ensuring that the strategy effectively integrates resident involvement and diversity by reviewing these existing strategies in tandem.

We aim to deliver better services, offering a range of ways of accessing services to take account of the broad range of customers we serve. The aim is to deliver better services for all these disparate customers through improved in person, telephone and electronic access, backed up by improved business processes.

Improve the corporate culture in relation to diversity

A1 Housing aims to embed equality and diversity throughout all our work. We have appointed an Equalities and Diversity officer whose role is to ensure that:

- Diversity training is provided for all staff, Board members and tenant representatives
- Services, policies and practices meet the requirements of the Race Relations Amendment Act
- Services, policies and practices meet the needs of all our customers
- Accurate information and data on the needs of our customers is collected through the CWA survey
- Comprehensive monitoring data on the effectiveness of our functions and policies.
- Collaborative working is established and maintained with our key partners to ensure effective delivery and access to services and employment opportunities for all residents



Managers are implementing a rolling programme of Equalities Impact Assessments on all policies and working practices to eliminate any discriminatory practices and are expected to submit an Equalities Impact Assessment Report with any future proposals for projects. This framework has been developed to assess the impact of policies and working practices against other equalities considerations such as disability, gender, religion, sexuality, and age. These impact assessments are presented to the Board of Directors in reports, which relate to policy or practice changes.

A1 Housing staff will continue to receive equality and diversity training and will make use of the 'Cultural awareness handbook' due to be implemented during the year. We offer a range of services to ensure that our customers with diverse needs can communicate with us and offer interpretation facilities through our Customer Services Team via Language Line.

Increase tenant and other customer involvement

Engaging with our residents is at the heart of improving our services. To ensure that people have the opportunity to influence decisions about their homes and neighbourhoods and to improve the design and delivery of services we are widening our mechanisms and approach to participation and involvement.

We have established a number of formal and informal ways for residents to engage, however emphasis during this year will be on establishing new and more effective ways of engaging with our residents. We will be continuing to support the establishment of Tenant and Resident Associations (TRAs) to extend the number of tenants covered by these organisations. We will be improving the use and scope of focus groups in service planning and establishing a fourth group particularly aimed at young people. We will be reviewing our mainstream consultation arrangements to ensure that facilities and arrangements are in place to attract and sustain diverse representation and that where appropriate we will work collaboratively with local community and voluntary organisations.

We will continue to build on the successful Annual Tenant Conference, which attracted significant numbers last year and led to improved membership of the focus groups. Develop a protocol with Manton Community Alliance to engage with tenants on our behalf on the Manton Estate.

Improve electronic access to services

A1 Housing is working in close collaboration with the Council to improve electronic access to services. During 2006/07, we aim to deliver service improvements and consistent high quality services using electronic technology to create a modern and efficient organisation and contribute to the Council's strategies for modernising service access and delivery. Our aim in achieving this is to free up office based resources so that more staff are working on estates delivering those services most highly valued by customers.

We aim to ensure that all our documents, leaflets and policies will be made available on the internet and that any new information is posted within 24 hours of being published.



Improve the Adaptations service

At A1 Housing we recognise that a significant proportion of our tenants are vulnerable and that adaptations can substantially benefit their quality of life. In order to address this we have made substantial improvements in the way we invest in and organise our adaptations service. We have cleared our backlog of adaptations and have dedicated a fixed investment stream for future capital work.

We are working collaboratively with Social Services, Bassetlaw Hospital and the Primary Care Trust, to maximise our investment, to streamline processes and improve the administration of Disabled Facilities Grants. We are liaising with our service users and partners to develop meaningful service standards for all stages of the adaptations process.

Improve the quality and consistency of front-line service standards

A1 Housing has developed a suite of front-line service standards in consultation with its service users. During 2006/07 we aim to improve on these by ensuring that all standards are expressed in a common format so that commitments and timescales are explicit, that standards are meaningful, realistic and measurable and that the standards are consistently applied across all aspects of the housing service.

Key Targets : A focus on residents providing fair, accessible and equal services

Target	Timescale	Responsible Director	Nominated officer
To maintain the number of complaints received from diversity groups at zero.	March 2007	Joice Richards	Shelley Gill
Compliance with the CRE code for rented housing	August 2006	Joice Richards	Shelley Gill
Increase Tenant Satisfaction levels with housing service to 85% (BV 74a)	March 2007	Joice Richards	Jim Fieldhouse
Increase Satisfaction with opportunities to participate in decision making to 70% (Bv75a)	March 2007	Joice Richards	Jim Fieldhouse
Increase the percentage of properties covered by active tenant representation to 55%	March 2007	Joice Richards	Jim Fieldhouse
Develop A1 website with interactive forms and tenant access to rent and repair details	August 2006	Richard Jennings	Rob King
Increase satisfaction levels with the adaptations service to 80 %	March 2007	Don Spittlehouse	Shelley Gill



Section 6:

An excellent and seamless service (Core Aim 3)

Our key priorities in delivering this Core aim are:

- Reduce rent arrears
- Reduce the rate of tenancy turnover
- Reduce re-let times
- Improve Housing Choice
- Deliver an efficient and effective maintenance programme
- Improve Performance of Right to Buy service
- Improve Services to Leaseholders
- Improve services in Supported Housing

Reduce rent arrears

A1 Housing provides a wide range of rent payment methods and actively promotes the use of efficient payment methods through incentivising direct debits and rewarding clear accounts. During 2006/07 we will be working closely with the Council and other key partners to continue improving our collection rates. We are working to provide further opportunities for rent payment recognising that many of our tenants have access to the internet as well as addressing the frequency of direct debit payments.

We are strengthening our performance at an individual level. Housing Management officers have individual targets and regular performance information to assess progress, which is reviewed with managers on a one to one basis.

We are working closely with the Council to maximise performance on housing benefit and will be looking at further ways including training staff to undertake HB verification.

Reduce the rate of tenancy turnover

Although the number of void properties has reduced significantly since its peak in 2001 as a result of initiatives to address low demand and changes in the housing market, at A1 Housing we are looking to continually to improve our services and during 2006/07 will introduce exit interviews to enable us to learn from our tenants the reasons why they are leaving the area/sector and elicit ideas and views on what we could have done better. We will be monitoring turnover on a patch basis and on the basis of the type of tenancy. We will work closely with advice and support agencies for vulnerable tenants with introductory tenancies to maximise the potential for a successful tenancy.



Reduce re-let times

We have carried out a thorough review on our void processes and introduced a new lettable standard with the support of our tenants. New repairs contracts have recently been let and standards reviewed for each stage of the void process. During 2006/07 we will be continuing to improve our re let times through careful monitoring of each stage of the process to identify where blockages occur and where opportunities arise for improvement in performance. We will be focussing particularly on the interface between repair and lettings and the performance of the repairs contractors.

Improve Housing Choice

We are conscious that neighbourhoods are more sustainable when people actively choose to live in them and in order to improve tenant's ability to choose where they live; we have amended our allocations and lettings practices to enable greater choice of areas and higher numbers of offers. During 2006/07 we will be working closely with the council, RSL's operating in the District and our tenants and residents to introduce a Choice Based Lettings system. We are also aiming to open a second property shop in Retford, following the success of our Worksop office.

During 2006/07 we will continue to monitor the number of offers made and the reasons why properties are refused to increase the effectiveness of our lettings processes. We will also be maintaining a list of adapted properties, which will be targeted at applicants with relevant needs.

Deliver an efficient and effective maintenance programme

At the same time as delivering the Decent Homes programme, A1 Housing will continue to build on the improvements in delivering day-to-day and routine maintenance services. Our service has been subject to market testing and our approach to procurement externally validated as providing good value for money.

We are carrying out the majority of our repairs within the target times and tenants are able to report repairs efficiently and effectively with a wide range of options for reporting repairs. We are well on target to achieve a ratio of 70: 30 Planned: Reactive maintenance expenditure.

During 2006/07 we will be introducing OMFAX diagnostic software in our Call Centre to improve efficiency and jobs completed on the first visit. We will be increasing access and service arrangements through extending working hours and will continue to make progress on making and keeping appointments. Tenant satisfaction with repairs is being monitored to provide continual learning opportunities.

With our tenants, we have revised our repairs policy in line with best practice and to maximise value for money and will be introducing this from April. We will be monitoring the effectiveness of the new policy

Improve Performance of Right to Buy service

A1 Housing currently works in partnership with the Council in delivering the Right to Buy (RTB) service. During 2006/07 we will be reviewing the delivery of our service,



revising our practices and procedures where necessary to ensure we are meeting the legislative requirements in processing applications.

Improve Services to Leaseholders

We have made substantial progress in improving consulting with our leaseholders. We are planning to hold two leaseholder forums during the year and will be working with the Council to review our current policy and practice. We are aiming to introduce a profile of service charges with individual breakdowns being provided to leaseholders on a quarterly basis.

Improve services in Supported Housing

At A1 Housing we are actively reviewing our supported housing service. As a result of RTB and changing housing aspirations our stock and tenant profile has changed significantly in the last few years. We are conscious that changes anticipated in the Supporting People regime could have significant impact of future funding of sheltered housing schemes. This together with sustainability issues in some of our schemes and technological developments in community alarms provides A1 Housing with the opportunity to undertake a wholesale reposition of the service for the long term.

During 2006/07 we will be consolidating our position and with our partners, tenants and residents determine the future of the service ensuring that all service changes are planned and implemented effectively.

Key Targets : A focus on excellent service provision

Target	Timescale	Responsible Director	Nominated officer
Maintain percentage of rent collected above 99% (BV 66a)	March 2007	Steve Fuller	John Bargh
Reduce Current rent arrears from £380,000 to £350,000.	March 2007	Steve Fuller	John Bargh
Reduce average re-let times to 28 days	March 2007	Steve Fuller	John Bargh
Introduce a Choice Based Lettings system	March 2007	Steve Fuller	Rob King
Ratio of Planned to Reactive repairs 70:30	March 2007	Don Spittlehouse	Phil Fores
Increase percentage of gas servicing undertaken to 100%	March 2007	Don Spittlehouse	Phil Fores
Review of Supported Housing completed.	August 2006	Steve Fuller	Rob King



Section 7

Playing our part in community leadership (Core Aim 4)

Our key priorities in delivering this Core aim are:

- Reduce anti social behaviour
- Design out crime
- Look after our neighbourhoods
- Understand our housing market context and plan for future housing need
- Improve the understanding of our customer profile
- Improve our working relationship with BDC and other partners.

Reduce anti social behaviour

A1 Housing plays a major role in the local Crime and Disorder Partnership, with effective multi agency work being undertaken across the District in particular strong working relationships with the police through targeted “hotspots”. We work closely with the Councils ASB unit and have invested jointly in additional posts to increase our ability to tackle issues as they arise. We are working in partnership with the Manton Community Alliance pathfinder and the Carlton Gateway project to reduce opportunities for ASB through improving the environment and increasing diversionary activities. Through our tenancy management activities we are able to identify potential issues through our tenancy checks and estate inspections.

During 2006/07 we will be reviewing our current policy and practice to ensure we are delivering an excellent and consistent service to our tenants and residents. We will be enhancing our performance information to enable us to monitor activity at a patch level and to identify and understand the reasons for “hotspots”. We will also be working with our partners to develop diversionary activities across the District following the success of the Carlton Gateway project.

Design out crime

During 2006/07, A1 Housing has prioritised community safety measure and has allocated 5.5 % of the Capital Programme to tackle environmental issues of concern to our tenants and residents. We will be working closely with our TRA's and through our partners to agree a programme of environmental activity and maximise our investment through external funding opportunities.

Look after our neighbourhoods

A1 Housing has introduced a programme of estate inspections and during 2006/07 we will be reviewing our practice and where necessary improving it, to ensure that our service represents value for money. We are aiming to involve our key partners in our inspections and will be publicising the dates of the inspections, widely, encouraging tenants and local members to become involved. With our tenants and residents we will be reviewing our service standards and applying these consistently



across the District. We will also be ensuring that properties remain empty for as shorter time as possible, minimising opportunities for vandalism.

As part of our Best Value review of tenancy and estate management we are looking at our caretaking service in particular and envisage changes to the role of caretakers to ensure that the service is consistent with good practice and effectively links to other initiatives being implemented by A1 Housing and its key partner, the Council. Where possible we will use our investment in the service to maximise external funding opportunities.

Understand our housing market context and plan for future housing need

During 2006/07, A1 Housing will become an active member of the Bassetlaw's Local Strategic Partnership. Good quality affordable housing is a major issue identified by the community and A1 Housing has a significant role in delivering this objective. We will be contributing to the wider understanding of Bassetlaw's housing market context through our research on our tenant's needs and aspirations as well as through our quarterly analysis of turnover and demand information.

Improve the understanding of our customer profile

Understanding who our customers are is a priority for A1 Housing. During 2005/06 we commissioned CWA Consultants to complete a comprehensive Tenants Census in order to help us determine their needs and aspirations. Our success rate in collecting data leaves us with a less than full picture of our current tenant profile and during 2006/07 we will be carrying out additional work to address this as well as ensuring adequate data is collected on all our new tenants. We will be working closely with the Council to ensure data is collected on applicants registering on the waiting list.

Our priority once we have completed the tenant and customer profile will be to analyse the data and use it to inform changes to policies and service delivery processes to ensure equitable outcomes for all households. We will also be working in partnership with the Council to ensure our service delivery aligns strategically with those of the Housing Strategy for the District.

Improve our working relationship with BDC and other partners.

During 2005/06 we recognised that many of our customers and partners were unclear about our role and responsibilities in relation to housing and neighbourhood services and in particular our interfaces and linkages with Council services. During the year we supported the Council in the recruitment of an officer with particular responsibilities to identify barriers and ensure effective partnership working.

We have worked closely with the Council to define these clearly and unequivocally and these are now enshrined within a joint working protocol (Appendix1). During 2006/07 we will be promoting the protocol to all our customers, stakeholders and partners and monitoring its effectiveness.



Key Targets : A focus on our role in community leadership

Target	Timescale	Responsible Director	Nominated officer
Issue fewer than 5 ASBO's	March 2007	Steve Fuller	Rachel Lowe
Deliver 5.5% of the Capital Programme on Community Safety Initiatives	March 2007	Don Spittlehouse	Kenay Reshad
Review the Caretaker service and implement changes to service	March 2007	Don Spittlehouse	Kenay Reshad
Reduce tenancy turnover rates to 9%	March 2007	Steve Fuller	John Bargh
Issue quarterly reports on turnover and demand	March 2007	Steve Fuller	Rob King
Complete 100 % of tenant profile	Sept 2006	Joice Richards	Rob King



Section 8

An ambitious and well run organisation (Core Aim 5)

Our key priorities in delivering this Core aim are to:

- Ensure a comprehensive approach to service planning and performance management
- Improve organisational efficiency
- Improve financial management
- Improve organisational capacity in key areas
- Improve procurement practices
- Improve organisational skills and abilities
- Provide good governance

Comprehensive approach to service planning & performance management

A1 Housing does not view Inspection Preparation as an end in itself but with the achievement of a minimum of 2* by the end of 2006 as an absolute necessity to achieve the additional funding of £62 million require to deliver the Decent Homes programme, a robust process of Action Planning which integrates inspection improvement planning and service improvement planning process through individual action plans has been adopted. These action plans form the building blocks for the Directorate Service Plans and ultimately A1 Housing Service Plan, which will be monitored monthly by the Corporate Management Team and the Board of Directors. We will be working closely with the Council and our other partners on joint items and items where initial responsibility lies with them. Directors and Managers are responsible for delivering actions through the service planning process.

To improve our performance and ensure clarity in our processes we have streamlined our approach to performance management aligning our plans into a planning framework.





The most important reason for doing this is to ensure that everyone in A1 Housing has a clear "line of sight" between what they do and our overall purpose. We will continue to work hard to ensure that all our employees understand the contribution they make and the value of their efforts.

During 2005/06 we upgraded our system for reporting on performance and during this year we will be focussing on using this to ensure that robust collation, analysis, reporting and action on performance and trends is systematically taken across all service areas. We will be reviewing our key performance indicators to ensure that these are appropriate and will be developing new ways of reporting our performance to the Board, tenants and stakeholders.

We will be reviewing how performance management information is used across services to ensure that managers are being provided with data that enables them to identify issues and undertake remedial action

During the year we will be introducing cost and quality benchmarking to all service areas.

Improve organisational efficiency

A1 Housing will contribute to the Council's Annual Efficiency Statement. We aim to contribute £400,000 efficiency savings through our procurement strategy and internal process reviews.



Value for money is embedded into A1 Housing, which recognises that close connections need to be developed between financial planning and service planning through a combination of:

- Maintaining the same level of service while reducing the resources needed
- Achieving more outputs, such as improved quality or quantity of service for the same resources: or
- Remodelling service provision to enable better outcomes.

We have developed a VFM strategy and action plan including developing a VFM toolkit based on Audit Commission guidance.

Other priorities in delivering this aim will be to improve sickness management and reduce the levels of sickness across the organisation.

Improve financial management

From April 2006, A1 Housing will be introducing a revised zero based budgetary system designed to be more transparent and offer more accountability for budget heads. Service Managers will be responsible for monitoring budgets and undertaking any remedial action necessary.

Our revenue budget for 2006/07 has been kept at approximately same level as 2005/06, a total of £10.1 million. To ensure continuous improvement in our service delivery, we are aiming to achieve £400,000 of efficiency savings, which will be used to increase performance. We will also be market testing a number of services, which may result in a reduction of services provided directly by A1 Housing. Our market testing exercises during 2005/06 led to a short-term loss on our overall accounts due to a reduction in direct income and the cost of redundancies.

Over the next few years we anticipate that our overall revenue income will decrease as a result of Rent Restructuring, Market Testing and Right to Buy sales. The impact of these changes will be closely monitored by our Audit and Accounts Committee and in conjunction with Bassetlaw District Council.

Improve organisational capacity in key areas

During 2005/06 A1 Housing has improved its organisational capacity through strengthening its Senior Management Team and developing good working relationships with high performing ALMO's. This year our priority will be to build on this capacity ensuring areas of service, which remain under stress are strengthened and that capacity is retained within the organisation. Our service planning process has enabled managers to consider their service priorities highlighting areas where capacity and/or resources need to improve to deliver the objective.

We are reviewing our systems and our communications strategy and have started a programme to review the terms of reference for all management meetings to enable staff to focus effort on organisational priorities.



Improve procurement practices

We have achieved significant VFM gains as a result of modern procurement of planned and responsive repairs, which has been externally validated as excellent practice. We are now looking to share the knowledge and experience across the organisation and during 2006/07 we will be carrying out reviews of Service Level Agreements and introducing modern procurement practices in housing management and income management.

Improve organisational skills and abilities

A1 Housing has built on well-established processes for employee appraisal and employee development and has an SLA for implementing employee development function within the Councils Human Resources team. During 2005/06 A1 Housing carried out Employee appraisals for 100% of staff and the individual training and development requirements have been incorporated into the 2006/07 Corporate Training Plan. This plan will reflect personal development needs and service priorities. In 2006/07 this will include:

- Policy and Procedure training:
- Implementation of upgrade and training to ensure best use of new technology, informed by an analysis of IT training needs
- Customer Service training
- Discipline and Grievance training
- Managing Attendance training
- First Line and Middle Manager Development Training
- Board Training
- Equality and diversity training integrated in key training programmes.

Training is commissioned from in house sources, the Council and external sources as appropriate. A1 Housing has access to its own training facilities, including IT enabled training rooms

Provide good governance

The Board of Directors is now well established, and is meeting regularly. Board development appraisals have been undertaken and training activity undertaken through Governors Conferences, briefings, training sessions and attendance at events. New board members have their training needs assessed as they are appointed to the Board

An ongoing Board Member Development Plan provides the framework to ensure delivery of identified Board Member training needs in the future.

During 2006/07 A1 Housing will be conducting a full review of the Governance Handbook.



Risk Management

A1 Housing has continued to make progress in introducing a systematic approach to risk management and during 2006/07 will be integrating this within the performance management framework.

A1 Housing will conduct ongoing risk management reviews in collaboration with the Council and the Company's auditors during the financial year. The reviews will look at the potential risks facing the housing service in general and A1 Housing in particular. It will build on the existing risk management approach adopted by the Council, and the risk management strategy being developed encompassing operational, financial and reputational risks.

A1 Housing will maintain and monitor a risk register, which it will share with the Council on a quarterly basis and report to the Board of Directors. It will also maintain and monitor a risk register for all major projects.

Key Targets : A focus on being an ambitious and well run organisation

Target	Timescale	Responsible Director	Nominated officer
Review Performance Management system and embed the system	Oct 2006	Joice Richards	Rob King
Introduce cost and quality benchmarking	May 2006	Richard Jennings	Stuart Morris
Increase efficiencies savings to £400,000	March 2007	Richard Jennings	Stuart Morris
Reduce number of working days lost to sickness per employee to 11 FTE	March 2007	Richard Jennings	Yvonne Parker
Increase percentage of capital programme spent to 96%	March 2007	Don Spittlehouse	Kenay Reshad
Deliver 95% of planned annual training and development plan	March 2007	Richard Jennings	Yvonne Parker



Section 9 : Service Delivery Plan

The A1 Housing Mission is...

...to work in partnership with local people to deliver quality homes and support sustainable neighbourhoods.



To achieve our mission, we have divided what we do into five Core Aims

Core Aim One is.....***to provide high quality, warm, and well maintained homes...***

...by using new and existing resources efficiently, effectively and using modern best practice to bring all homes up to the Decent Homes standard by 2010 and to keep them well-looked after.

Core Aim Two is.....***to be a resident-led organisation providing fair, accessible and equal services...***

...by involving tenants, leaseholders and other customers and responding to their aspirations and their needs...
...and respecting the diversity of all our customers.

Core Aim Three is.....***to provide an excellent and seamless service...***

...by using best practice and innovation to ensure that all our services are effective, efficient, well co-ordinated and achieving high levels of customer satisfaction

Core Aim Four is.....***to play our part in community leadership...***

...by working with partners to help tackle community issues such as safety, anti-social behaviour, homelessness, transient workers and the environment.

Core Aim Five is.....***to be an ambitious and well-run organisation...***

...with a high performing, business-focussed style with an increasingly strong local and national reputation...
...and a skilled, motivated, flexible and customer-focussed workforce.

This Service Plan explains the detailed action within each of these Core Aims.



In achieving our mission and core aims, we will act on these values...

...we will listen and respond to customers to enhance our service quality.

...we will build strong relationships with our partners.

...we have pride in our work and will demonstrate this in delivering our services.

...we will be open, fair, approachable and honest.

...we will offer highly visible leadership.

...we will set high standards for ourselves and for all our employees.

...we will deliver our promises.

...we will communicate regularly with our customers and partners





Core Aim One: *to provide high quality, warm, and well maintained homes*

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
1 A. Establish a clear investment strategy focussed on using resources to achieve Decent Homes	(i) Implement Integrated Asset Management Strategy (IAMS) for the delivery of Decent Homes Standard by 2010) Hyperlink : Integrated Asset Management Strategy	<ul style="list-style-type: none"> Achieve the 2006/07 IAMS targets, on time and within budget. 	1. Slippage on the programme due to partnership failing to achieve potential 2. Overspend due to unforeseen factors	Director of Technical Services
	(ii) Establish financial plan for the delivery of Decent Homes Hyperlink : Financial Plan	<ul style="list-style-type: none"> Deliver the agreed monthly DHS programme within set (IAMS) target Produce exception report, with corrective actions, if monthly targets are missed 	Need to monitor actual expenditure in line with the financial forecast to ensure the DHS can be delivered within the target total of £62million	Director of Technical Services

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	(iii) Ensure that the base data used in IAMS is accurate, up to date and fit for purpose. <ul style="list-style-type: none"> • Re evaluate the Building Cost Model (BCM) • Updating the MBA stock condition database (SCD) Hyperlink : Building Cost Model Hyperlink : Stock Condition Database	<ul style="list-style-type: none"> • Re-evaluate the BCM, within one month, in the event of information suggesting the current BCM may be inaccurate. • Ensure the SCD is verified as accurate and updated on a monthly basis. 	Re-evaluation of the BCM may have implications for the Financial Plan and the delivery of the DHS	Director of Technical Services
1 B. Have a well-run 3-year investment programme	(i) Reduce reactive maintenance expenditure and increase the proportion of expenditure on planned expenditure. Hyperlink : Revised Repairs Policy	<ul style="list-style-type: none"> • Achieve 70:30 split on Planned: Reactive Maintenance expenditure • Real term reduction in reactive maintenance expenditure in 2006/07 by implementing revised Repairs Policy 	1. Unforeseen circumstances may impact upon reactive maintenance expenditure 2. Implementation of the DHS programme may not yield immediate results (programme is targeted and may not reflect traditionally requested repairs)	Director of Technical Services

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	(ii) Target expenditure on delivering the Decent Homes Standard (iii) Continue partnership working with Connaught and Bullock Hyperlink : Annual capital Programme (ACP)	<ul style="list-style-type: none"> • Annual % change in non decent homes (-18.2%) (BVPI 184b, CPA PI H2) • Deliver the agreed monthly DHS programme within set (IAMS) target • Produce monthly exception reports, with corrective actions, if targets are missed 	1. Slippage on the programme due to partnership failing to achieve potential 2. Overspend due to unforeseen factors	Director of Technical Services Director of Technical Services
	(iv) Minimise the cost fees and increase expenditure on properties through joint working on projects and outsourcing of work	<ul style="list-style-type: none"> • Reduce average professional fees cost by 0.5% • Achieve 9.75% annual savings on procurement through efficiency savings 	Initial contract negotiations may increase short term expenditure on administration, to realise long term savings on procurement costs	Director of Technical Services

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	<p>(v) Utilise the Asset Management Register to target properties and resources to maximise the energy efficiency saving and increase SAP rating</p> <p>Ensure that the base data utilised in the Affordable Warmth Action Plan (AWAP) is accurate, up to date and fit for purpose</p> <p>Hyperlink : Asset Management Register Hyperlink: Affordable Warmth Action Plan</p>	<ul style="list-style-type: none"> • Achieve an average SAP rating of 61 by the end of 2006/07 (increasing to 65 by the end of 2007/08 (BV63, CPA PI H11) • Deliver the agreed quarterly programme within set (AWAP) targets • Ensure the AWAP base data is verified as accurate and updated on a monthly basis. 	<p>1. Proliferation of solid fuel appliances, coupled with tenant reluctance to change (due to local incentives from coal producers), and lack of gas supply to some locations may limit the ceiling on maximum achievable SAP rating</p>	<p>Director of Technical Services</p>
<p>1.C. Identify and tackle housing with uncertain sustainability</p>	<p>(i) Introduce a model to define unsustainable properties</p> <p>(ii) Establish Option Appraisal Programme for stock classified as potentially unsustainable.</p> <p>Hyperlink : Sheltered Housing Review</p>	<ul style="list-style-type: none"> • Model in place and operating by April 2006 • Option Appraisal programme in place by July 2006 		<p>Director of Housing Services</p> <p>Director of Housing Services</p>

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	(iii) Apply sheltered housing assessment toolkit In partnership with BDC decide future of sheltered housing schemes classified as potential unsustainable by July 2006 Hyperlink : Sheltered Housing Action Plan	Report on the future of sheltered housing stock to BDC and Board by July 2006		Director of Housing Services
	(iv) Implement agreed option cost benefit appraisal process and programme for stock identified as requiring expenditure over £30,000	Performance Monitoring		Director of Technical Services

Core Aim Two is *to be a resident-led organisation providing fair, accessible and equal services*

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
2.A Improve corporate culture in relation to diversity	(i) Implement Diversity training for board and staff to ensure 100% trained by September 2006 Hyperlink : Diversity Training Programme	Performance against target		Director of Strategy and Change)
	(ii) Embed diversity awareness throughout service planning and performance review processes to ensure 100% by September 2006 Hyperlink : Diversity Awareness Action Plan	Performance against target		Director of Strategy and Change)
	(iii) Ensure staffing profile consistent with the local community through :	Staff profile in place by July 2006		Director of Strategy and Change)

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	<ul style="list-style-type: none"> • Develop an action plan to address under representation and emerging issues on diversity in the workforce by July 2006 	<ul style="list-style-type: none"> • Performance monitoring against staff and board diversity targets set out in the action plan; 1.40% of staff from BME and 10% from disabled groups • Quarterly monitoring of feedback and action taken 		Director of Strategy and Change
	(iv) Ensure compliance with the CRE code for rented housing	<ul style="list-style-type: none"> • Compliance with CRE code for rented housing by Aug 2006 (BV164, CPA PI H10) • 		Director of Strategy and Change
2.B. Increase tenant and other customer involvement	(j) Work with the community to extend the number of properties covered by a representative group to 55% by March 2007 Hyperlink: Tenant and Resident Involvement Project Plan .	Quarterly Performance monitoring against targets in action plan		Director of Housing Services

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	(ii) Improve the use and scope of focus groups in service planning <ul style="list-style-type: none"> • Establish a fourth focus group aimed at young people. • Review the terms of reference and publicity of the three existing focus groups: BME, disabled, elderly to attract potentially excluded people. <p>Hyperlink:: Tenant and Resident Involvement Project Plan .</p>	<ul style="list-style-type: none"> • Fourth focus group aimed at young people established by Sept 2006 • Complete review by Sept 2006 		Director of Housing Services

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	(iii) Increase involvement of diversity groups within mainstream consultation arrangements by Oct 2006 by ensuring facilities and arrangements are in place to attract and sustain representation. Hyperlink: : Tenant and Resident Involvement Project Plan .	<ul style="list-style-type: none"> • Quarterly monitoring against targets set out in action plan • Reduced number of complaints from diversity groups 		Director of Strategy and Change
	(iv) Involve leaseholders through implementing 2 successful leaseholder forums during 2006/2007 Hyperlink: : Tenant and Resident Involvement Project Plan .	Evaluation of 2 events		Director of Strategy and Change

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	(v) Increase customer awareness of and involvement in the organisation and its corporate aims and plans by: <ul style="list-style-type: none"> • Holding an Annual Tenant conference • Ensuring all corporate documents are accessible via the internet within 24 hours of posting • Publishing Annual objectives in the Tenant Newsletter • Publishing quarterly performance against objectives Hyperlink: : Tenant and Resident Involvement Project Plan .	Tenant Satisfaction Survey: Increase in satisfaction levels from 74% to 85% BV 74a		Director of Strategy and Change

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	<p>(vi) Increase tenant involvement in developing the Integrated Asset Management Strategy and associated programmes</p> <p>Involve tenants in tender evaluation programme</p> <p>Provide relevant information and increase tenant awareness through diverse media with immediate effect</p> <p>Creating a tenant/officer group to develop the programmes of work in the Integrated Asset Management Strategy and associated programmes.</p> <p>Hyperlink: : Tenant and Resident Involvement Project Plan .</p>	<ul style="list-style-type: none"> • Quarterly publish performance against Action Plan targets in "In Focus" and on the internet • Quarterly publish service user satisfaction against Action Plan targets in "In Focus" and on the internet • Ensure a minimum of 2 tenants are involved in any tender evaluation with a cost in excess of £100K • Publicise and communicate to all tenants the Policy on "Consultation and Involvement on Technical Issues" by April 2006 • Tenant/Officer group to be formed by April 2006, with meetings to be held monthly thereafter. 	<p>Tenants wishes may be different from the results of market testing and value for money studies (i.e. there may be a reluctant to outsource, and retain traditional service provision)</p>	<p>Director of Technical Services</p>

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	(vii) Improving the system for monitoring and acting upon customer feedback through: <ul style="list-style-type: none"> • Implementing the new complaints procedure. • Increasing awareness of Tenant Suggestion Scheme Hyperlink;Complaints /Compliments Action Plan	Quarterly monitoring of the targets set out in the action plan. Spot checks Increase in satisfaction levels		Director of Strategy and Change
	(viii) Develop and implement a policy to enable Owners to access DH improvements	<ul style="list-style-type: none"> • Develop policy to enable owners to access DH works • Consult with BDC, residents and other stakeholders on funding arrangements • Implement policy by Aug 2006 	Policy may not work if funding cannot be found to assist Owners on low incomes/ benefits.	Director of Technical Services

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	Cumulative effect of actions	Annual survey :Increase tenant satisfaction with participation in decision making to 70%(BV 75a, CPA PI H13) Annual survey :Overall satisfaction with Housing Service (BV 74a, CPA PI H12) increased to 85%		Director of Strategy and Change
2.C. Improve electronic access to services	(i) Introduce on-line rehousing application form - Available by September 2006 Hyperlink : E action plan	Service introduced to time		Director of Housing Services
	(ii) Develop the A1 website with interactive forms and tenant access to rent and repair details and payments - Available by July 2006 Hyperlink : E action plan	Website development completed to time Quarterly assessment of user satisfaction with website		Director of Corporate Services
	(iii) Develop a system of updating website information by April 2006 Hyperlink : E action plan	Monthly checks on website introduced in April 2006		Director of Corporate Services
2.D. Improve Adaptations service	(i) Review systems, policy, procedures and awareness of the scheme	<ul style="list-style-type: none"> • Have a set timetable of liaison meetings in place by April 2006 	Increased marketing and a better service may stimulate demand, with budgetary	Director of Technical Services

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	<p>Work with other agencies, NCC and PCT to streamline process</p> <p>Review Eligibility criteria, draft new policy and set targets for the service</p> <p>Achieve Government targets on average time taken for each category of adaptation</p> <p>Increase tenant awareness of the availability of the service</p> <p>Hyperlink : Adaptations Programme Action Plan</p>	<ul style="list-style-type: none"> • New policy consulted upon and adopted by Sept 2006 • Monthly monitoring reports on the effectiveness (e.g. Average times) of liaison made to CMT. • Adaptations booklet to be produced and used to market the service by Sept 2006. • Increased publicity and marketing of the service in the local media by Dec 2006 • Achieve an annual 80% satisfaction rating for all aspects of the adaptations service. 	<p>implications</p> <p>External factors, such as essential processing by external organisations, may lead to delays beyond A1's control</p>	
2. E. Improve quality and consistency of front-line	(i) Review over-arching customer care strategy by June 2006	Strategy complete to target time and available on internet	Ability to deliver, document, monitor and getting the procedure embedded	Director of Strategy and Change.

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
service standards including access arrangements.	(ii) Revise existing service standards for all public access points by July 2006 Hyperlink: A1 Service Standards and Customer Charter	Standards complete to target time and available on the website/ issued to all tenants	Ability to deliver, document, monitor and ensure consultation process involves diversity groups	Director of Strategy and Change.
	(iii) Establish programme and action plan for implementing standards by Aug 2006 Hyperlink : Customer Service Standards Action plan	Programme in place and performance monitoring against the targets set out in the Customer Service Standards Action plan	If programme not implemented then standards cannot be measured/monitored, therefore do not know if achieved.	Director of Strategy and Change

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
2 F Increase accessibility to services for people with disabilities	(i) Adopt DDA standards for all community buildings and sustainable sheltered housing schemes	All community buildings and sheltered housing schemes to conform to DDA standards by March 2007		Director of Strategy and Change

Core Aim Three is *to provide an excellent and seamless service*

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
3.A. Reduce rent arrears	(i) Reduce current rent arrears levels Reduce current tenant arrears by £40,000 by March 2007 Implement 'Income Management Debt Recovery Strategy' Hyperlink : Income /Debt Recovery Strategy Hyperlink : Income/Debt Recovery Action Plan	Performance monitoring against the targets set out in the Income Debt Recovery Action Plan Performance against target BV 66a (percentage rent collected target 99%)		Director of Housing Services

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	undertake a review of rehousing policy <ul style="list-style-type: none"> • Introduce a full CBL scheme Hyperlink: Choice Based Lettings Action Plan	presented by Nov 2006 CBL approved by Board/Cabinet by Feb 2007		

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
<p>3.E. An efficient and effective maintenance programme</p>	<p>(i) Deliver an efficient and effective programme:</p> <p>Market Test elements of the Responsive Repairs Programme by April 2006</p> <p>Achieve 70:30 split on Planned: Reactive Maintenance expenditure</p> <p>Introduce full diagnostic software and service</p> <p>Increase Access and Service arrangements for service users</p> <p>Reduce Emergency And Urgent repairs by 10%</p> <p>To keep expenditure within budget and ensure a minimum of 96% spend of allocated budget is achieved.</p> <p>Hyperlink: Repairs and Maintenance Action Plan</p> <p>Urgent repairs by 10% for the period 2006/07 (against previous year)</p> <p>Hyperlink: Repairs and Maintenance Action Plan</p>	<ul style="list-style-type: none"> • Market test 35% of the reactive maintenance contract • Evaluate cost and quality of successful tender, and appoint successful contractor WEF April 2006 • Quarterly publish performance against Action Plan targets in "In Focus" and on the internet • Quarterly publish service user satisfaction against Action Plan targets in "In Focus" and on the internet • Implement diagnostic software and service by April 2006 • Introduce extended opening hours on two evening and Saturday morning from April 2006 	<p>Loss of the Contract may have implications for BRS</p> <p>Extended opening hours may have staff cost implications</p>	<p>Director of Technical Services</p>

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	<p>(ii) Improve Asbestos working practices : Commission consultants to carry out an asbestos survey and risk assessment by April 2006</p> <p>Develop Asbestos Policy and Strategy by May 2006</p> <p>Complete 50% survey and feed results into the Asset Management Data Base by October 2006</p> <p>Complete 100% survey and feed results into the Asset Management Data Base by March 2007</p> <p>Hyoerlink : Asbestos Action Plan</p>	<ul style="list-style-type: none"> • Asbestos Policy/Strategy introduced by May 2006 • Asbestos Register in place by September 2006 • To conduct type 2 asbestos surveys of 446 council owned house types by March 2007 	<p>Risk associated with asbestos until key actions are complete</p>	<p>Director of Technical Services</p>
	<p>(iii) Improve Gas Servicing:</p> <ul style="list-style-type: none"> • Undertake 100% service of all gas appliances annually in-line with legislation • Introduce new 	<ul style="list-style-type: none"> • Deliver the agreed monthly Gas Servicing programme within set (Action Plan) targets • Introduce the new Gas procedure by April 2006 • Achieve 100% compliance of statutory 	<p>Failure to complete 100% of gas servicing resulting in legal action</p> <p>Changes to legislation</p> <p>Loss of skilled workforce and ability to monitor external</p>	<p>Director of Technical Services</p>

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	<p>procedures</p> <ul style="list-style-type: none"> • Increase publicity and awareness of PR on consequences of non-access. • Provide a VFM Gas Service <p>Hyperlink : Gas Servicing Action Plan</p>	<p>requirement, either by arrangement or enforcement action by March 2007.</p>	<p>contractor</p>	
<p>3. F. Improve RTB performance</p>	<p>(i) Improve RTB performance:</p> <ul style="list-style-type: none"> • Work in partnership with BDC to review and evaluate current RTB procedure • Introduce new procedure by Apr 2006 • Reduce average processing time by 10 days by March 2007 <p>Hyperlink: RTB Action Plan</p>	<p>Performance monitoring against targets set out in the RTB Action Plan</p>		<p>Director of Housing Services</p>

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
3.G. Improve service to leaseholders	(i) Improve Leasehold services performance: <ul style="list-style-type: none"> • Work in partnership with BDC to review leasehold management policy and procedure. • Develop action plan and introduce new procedure by June 2006 • Introduce a profile of Service Charges by August 2006, with a detailed breakdown provided to leaseholders Hyperlink: Leaseholder Action Plan	<ul style="list-style-type: none"> • All actions identified in the review have specific targets and improvement plans by June 2006 • Procedure introduced on target • Profile of service charges introduced on target 		Director of Corporate Services

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
3.H. Improve services in Supported Housing	(i) Review Emergency control centre (ii) Review management arrangements and provision of warden service. (iii) Provide IT linked facilities at Sheltered Housing schemes	<ul style="list-style-type: none"> • Completed review of Emergency Control Centre in conjunction with repairs call centre by Aug 2006 • Implement preferred Option by December 2006 • IT facilities provided by Sept 2006 		Director of Housing Services Director of Housing Services Director of Housing Services

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	Community Safety works <ul style="list-style-type: none"> • Complete Community Safety work at Morven House • Work with TRA's to address issues of major concern • Work with other agencies and partners to maximise external funding to address issues of major concern Hyperlink: Anti-social Behaviour Action Plan	07 <ul style="list-style-type: none"> • Hold a Quarterly liaison meeting with each TRA to specifically discuss Community Safety issue • Achieve a target of £50K of external funding per annum. 		
4.C. Looking after neighbourhoods.	(i) Introduce joint inspections with BDC: <ul style="list-style-type: none"> • Introduce revised standards and procedures including joint inspection with BDC • Undertake regular Estate inspections in line with procedures, by both Housing and Technical 	<ul style="list-style-type: none"> • Monitor frequency and effectiveness of inspections through satisfaction survey • Report quarterly on satisfaction to the local TRA's. • Implementation of revised structure and caretaking service 		Director of Housing Services

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	<p>staff by April 2006.</p> <ul style="list-style-type: none"> • Involve tenants, residents Board members and local Councillors in the inspection process <p>(ii) Review the Caretaker Service</p> <p>Hyperlink: Estate Inspection Programme Action Plan</p>	<p>covering the Bassetlaw area by March 2007</p>		<p>Director of Technical Services</p>
<p>4.D. Work in partnership with BDC to understand and plan for future housing need and housing market context</p>	<p>(i) Plan for future housing market need:</p> <ul style="list-style-type: none"> • A1 to become an active member of the Local Strategic Partnership by May 2006. • A1 to provide BDC with quarterly analysis of stock vacancy, turnover and sustainability information. <p>Hyperlink : Housing Research Action Plan</p>	<p>Membership achieved on target</p>		<p>Director of Strategy and Change</p>

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
4.E Improve understanding of customer profile	(i) Improve understanding of customer profile <ul style="list-style-type: none"> • Develop an action plan to address the issues and key concerns arising out of the CWA survey by April 2006 • Complete 100% of the tenant profile by Sept 2006 • Implement changes to address key concerns/issues arising from the tenant surveys • Introduce systems and procedures for ensuring the information base is regularly updated • Introduce systems to ensure information is collected and recorded on new customers 	<ul style="list-style-type: none"> • Action Plan complete by April 2006. • Quarterly Monitoring of performance targets in the action plan 	Ensuring adequate percentage return to enabled informed decisions to be made. Software package capable of keeping information updated and adequate resources to input new data Financial and operational resources to implement proposals Levels of satisfaction decrease as a result of the survey.	Director of Strategy and Change

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
4.F. Joined-up and clearly defined relationship with BDC and other stakeholders	(i) Implement protocol agreed with BDC on roles and responsibilities in relation to housing and neighbourhood services provided to customers (ii) Establish a working protocol with partners, agencies and voluntary and community sector Hyperlink: A1 Housing and BDC working Protocol	Increased customer and stakeholder satisfaction levels Protocol in place with partners, agencies and the Voluntary and Community sector by Aug 2006		Director of Strategy and Change Director of Strategy and Change
	Develop protocol with BDC defining strategic partnership role of A1 Housing by March 2007	Protocol agreed and operational by March 2007.		Director of Strategy and Change

Core Aim Five is *to be ambitious and well-run organisation*

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
5.A Comprehensive approach to Service Planning and Performance Management	(i) Embed the Performance Management system into the organisation ensuring it is fully operational by Oct 2006 Set out actions required to establish and implement an integrated approach to service planning and performance management Performance Management Framework	System in use and fully operational by Oct 2006 Quarterly monitoring of targets set out in Action Plan		Director of Strategy and Change
	(ii) Introduce Benchmarking to all Service Areas by May 2006 Use data from benchmarking clubs (ASPE, Housemark, Local group, ALMO's and ODPM PI's) to set targets to be in the top 25 percentile Hyperlink : Benchmarking Action Plan	Performance monitor against targets set out in Action Plan		Director of Corporate Services

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	Ensure all indicators moving towards top 25 percentile with all targets set to achieve top 25 percentile within 2/3 years and with No indicators in bottom 25% by March 2007	Performance monitor against targets		Director of Strategy and Change

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
5.B Improve organisational efficiency	(i) Implement the VFM Strategy and Action Procurement (ii) Implement the VFM Strategy and Action :Income Management (iii) Implement the VFM Strategy and Action: SLA's (iv) Review operation of the Grounds Maintenance SLA and market test services if appropriate (v) Improve sickness management (vi) Review IT systems and IT SLA with BDC to ensure systems are effective and interfaces are developed Ensure VFM principles are embedded in all aspects of the organisation. Hyperlink : VFM Strategy Hyperlink : VFM Action Plan Hyperlink : Sickness Reduction Action Plan	<ul style="list-style-type: none"> • Performance monitor against the targets set out in the action plans • SLA's reviewed by April 2006 • Reduce organisational cost by £400k by March 2007 • Reduce sickness absence to 11 days per FTE by March 2007 • Review completed and interface issues addressed by Sept. 2006 		Director of Corporate Services Director of Corporate Services Director of Corporate Services Director of Housing Services Director of Corporate Services Director of Corporate Services

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
5.C. Improve financial management	(i) Introduce zero based budgets for all aspects of the service for 2006/ 2007 (ii) Ensure revenue spending on staff budgets and services contained within agreed budgets by March 2007 Hyperlink : VFM Strategy Hyperlink : VFM Action Plan	<ul style="list-style-type: none"> • Performance monitor against targets set out in Action Plan • Quarterly reports to the Board on financial performance 		Director of Corporate Services Director of Corporate Services
5.D. Improve organisational capacity in key areas	(i) Undertake review of current organisational capacity to identify areas in need of development. Develop strategy and action plan to address gaps in organisational capacity Review the skills and knowledge requirements for the service	Review undertaken by May 2006 Strategy and action plan in place by July 2006		Managing Director

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	Undertake senior Management Structure to be reviewed August 2006 Hyperlink : Employee Development Action Plan	<ul style="list-style-type: none"> • Management Team benchmarked against other ALMO's 		Managing Director
5.E Improve procurement practices	(i) Implement actions from VFM/Best Value programme: Revenue Procurement Ensure all staff made aware of programme Hyperlink: Procurement Action Plan	<ul style="list-style-type: none"> • All staff appraisals to include VFM principles by March 2007 		Director of Corporate Services

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	(ii) Implement actions on investment programme procurement Market Testing of services with efficiencies monitored and reported to the Board by July 2006 Introduction and embedding of Partnership working in all areas of procurement Adopting the Egan/Latham principles in construction procurement Hyperlink: Procurement Strategy and Procurement Action Plan	<ul style="list-style-type: none"> • Market testing of services in line with Procurement Strategy and Action Plan • Partnership with Connaught and Bullock in place and producing anticipated efficiency savings • Increase percentage of capital programme achieved to 96% by March 2007 		Director of Technical Services

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
5.F Improve organisational skills and capabilities	(i) Develop corporate training plan by April 06 to reflect Corporate Objectives and shortfalls identified in Pay and Workforce Strategy Design and deliver planned programme to increase skills and knowledge ensuring 95% of annual programme is delivered by March 2007 Hyperlink: A1 Corporate Training Plan	Monitoring of planned annual programme to ensure 95% delivered by March 2007		Director of Corporate Services
5.G. Good Governance	(i) Establish and Implement board development plan by March 2007 to include: Skill and experience requirements, job descriptions, appraisal, training, code of conduct Board Members complete annual review form by Board Members have annual appraisal during 2006/07	Monitoring of development programme set out in action plan		Management Director

A1 Housing Service Plan 2006 / 2007

Objective (What are our key priorities that we are going to focus on?)	Action (What are the main things that we are actually going to do?)	Target (How will we test that we've done it?)	Comment (What are the main issues and risk to worry about?)	Responsibility (Who is leading on it?)
	Board Governance handbook reviewed by March 2007 Hyperlink : Board Development Action Plan			

PART TWO

Section 10 : Performance Data and Supporting Information

Central to Best Value is the Government's statutory Performance Management Framework. This provides a common set of **Best Value Performance Indicators** (BVPI's) to be published by local authorities throughout the country. These indicators are designed to let people know how well the council is performing in a broad range of local services and to be able to compare their performance against other local authorities.

There are two types of Best Value Performance Indicators. The Corporate Health Indicators provide a snapshot of how the well the authority is performing overall. The Service Delivery Indicators reflect the national interest in the delivery of local services such as Education, Social Services, Housing, Environment, Culture and Community Safety.

As Bassetlaw District Council has retained ownership of its housing stock it has the legal responsibility to report on the BVPI's. However, as part of the management agreement A1 Housing is responsible for reporting performance to the Council on the Housing Indicators that directly relate to operational housing services. The performance information table below sets out A1 Housing performance information. Where possible, comparison has been made with council performance in previous years, prior to the establishment of A1 Housing.

A1 Housing Service Plan 2006 / 2007

BVPI	Performance Indicator Description	Bassetlaw's Performance				Comparison		Future Targets	
		2002/03 Actual Out-turn	2003/04 Actual Out-turn	2004/05 Actual Out-turn	2005/06 Actual Out-turn	2004/05 All England top quartile	2005/06 Target	2006/07	2007/08
BV63	Energy Efficiency- the average SAP rating of local authority dwellings	55.17	55.42	56.21	58.12	68	58	61	65
BV66a 2004/5	Local authority rent collection and arrears : Proportion of rent collected	98.83	97.90	99.52	99.57	98.33	99.00	99.00	99.00
BV66c	Percentage of LA tenants in arrears during year served with NSP	*	*	*	22.96	*	22.5	22.0	20.0
BV66c	Percentage of LA tenants evicted for rent arrears during year	*	*	*	0.59	*	0.40	0.50	0.42
BV74a	Satisfaction of tenants of council housing with overall service provided by their landlord (i) all tenants	66.93	74.60	74.60	74.60	85.00	75.00	85.00	85.00
BV74b	(ii) BME tenants	**	**	**	**	**	**	**	**
BV74c	(iii) Non BME tenants	**	**	**	**	**	**	**	**
BV75a	Satisfaction with participation in decision making (i) all tenants	51.81	62.30	62.30	62.30	70.00	65.00	70.00	70.00
BV75b	(ii) BME tenants	**	**	**	**	**	**	**	**
BV75c	(iii) Non BME tenants	**	**	**	**	**	**	**	**
BV164	Does the Authority follow the CRE code of practice for rented housing	Yes	Yes	Yes	No	Yes (48%)	Yes	Yes	Yes
BV184a	The proportion of LA homes non decent at the start of the financial year	53.82	46.77	39.03	***	21.00	40.00	33.00	27.00
BV184b	The percentage change in proportion of non-decent LA homes between the start and end of the		-13.10	-19.78	***		-17.50	-18.20	-25.90

	financial year								
BV185	Percentage of responsive (but not emergency) repairs for which the authority both made and kept an appointment	28.66	69.66	79.47	80.44	90.40	80.00	85.00	92.00
BV211a	Planned maintenance expenditure as a proportion of responsive repairs	*	*	*	67	*	70	70	80
BV211b	Emergency repairs expenditure as a proportion of urgent and routine responsive repairs expenditure	*	*	*	25	*	30	30	20
BV212	Average relet interval	56.18	36.13	31.07	31.88	27.40***	30	28	26

* New BVPI introduced 2005/06

** Information not collected

*** Figures based on top 25% of ALMO's

PART THREE

Section 11 Members of the Board of Directors

A1 Housing is run by a Board of Management made up of five Tenant representatives, five Councillors and five Independent people chosen for their specialist skills and experience.

Tenant representatives were selected through the Bassetlaw Federation of Tenants and Residents Associations and Council representatives drawn from the majority groups and opposition parties on the Council on a proportionate basis.

Board members are committed to ensuring that all decisions are made in the best interests of the Company and are independent of outside third party influences and that Board members are effectively trained to undertake their duties.

Under the constitution two independent and one tenant representatives must stand for election at the AGM in September 2006.

The Board membership is as follows:

Chair of the Board

- M Bowskill – Independent

Vice-Chair(Joint)

- F Martin – Council
- R Tomlinson – Tenant

Tenant Board Members

- V Thomas – Tenant
- J Mead – Tenant
- H McMillan – Tenant
- Vacant – Tenant

Independent Board Members

- P Murch – Independent
- C Mason – Independent
- P Whitehead – Independent
- A Palmer – Independent

Council Nominees to the Board

- J Barry – Council
- A Tromans – Council
- M Kerrigan – Council
- P Offer - Council

The Board also operates a championship structure to provide direct links with senior management. Details of the Board Champions can be found in Appendix 3.

Section 12 Corporate Management Team and Service Areas

A1 Housing services are organised into four areas, each reporting to a Director. In addition, the Managing Director has overall responsibility for the management of A1 Housing. The four service areas are: Housing Management, Technical Services, Corporate Services and Strategy and Change.

Bernard Coleman

Managing Director

- Overall management of A1 Housing

Steve Fuller

Director of Housing Services

- Tenancy and Estate Management
- Allocations and Lettings
- Supported Housing
- Leasehold Management and RTB
- Income Management

Richard Jennings

Director of Corporate Services

- Company Secretary
- Finance
- Human Resources
- Value for Money
- Information Technology
- Service Level Agreements

Don Spittlehouse

Director of Technical Services

- Capital Improvements, Planned and Cyclical Works
- Responsive Repairs
- Void Repairs
- Gas Servicing
- Aids and Adaptations

Joice Richards

Director of Strategy and Change

- Access and Customer Care
- Equality and Diversity
- Performance Management
- Resident Involvement

Appendix 1 : Partnership Protocol

**PARTNERSHIP PROTOCOL BETWEEN
A1 HOUSING AND BASSETLAW DISTRICT COUNCIL**

This protocol has been agreed by both organisations to set out how our partnership will work and the key principles to be adopted by all Councillors, Board Members, and staff of both Bassetlaw District Council and A1 Housing.

The protocol covers:

- How we communicate with each other
- How we relate to each other
- How we deal with sensitive issues

Our Shared Objectives are:

- To achieve Decent Homes by 2010
- To provide excellence in service provision
- To increase tenant/customer empowerment
- To work with partners to deliver sustainable estates
- To be customer focused

In future all Councillors, Board Members and Employees will demonstrate the following 7 key principles that underpin our partnership:

- **No surprises** - we will inform each other of sensitive issues at the outset well before any decision is taken. We will take account of each other's views before a decision is made with the aim of reaching decisions which benefit both BDC and A1.
- **Joint Support** - having been consulted and involved with decisions both BDC and A1 will present a united front to the citizens of Bassetlaw, the media and other stakeholders.
- **Joint Celebration Of Success** - both organisations to celebrate individual and joint success stories.
- **Mutual Support** - both organisations are interdependent and should provide support to achieve common shared objectives.
- **No Blame Culture** - we should learn from our mistakes and ensure that they don't occur again.
- **Honesty and Transparency** - in all our dealings we should ensure that there are no hidden agendas.
- **Sharing Information** - shared information will allow both organisations to make better decisions.

Most importantly both organisations should put aside individual differences to ensure that both BDC and A1 look for win/win solutions which:

“PUT THE CUSTOMER FIRST”

Appendix 2 : Decent Homes Investment Programme

Technical Services
Construction Programme 2006/2007

T&D FEES 10.25%



Pre-Contract Planning
Contract Period

Ref	SCHEMES	OFFICER	2006												2007			NOTES	CONTRACTOR	Budget	Fees (£k)	Contract (£k)
			F	M	A	M	J	J	A	S	O	N	D	J	F	M						
Capital Work	Decent Homes	West Partner Decent Homes Work	ADRC	[Gantt chart: Pre-Contract Planning (blue) from Feb to May; Contract Period (red) from May to Dec]												Overall			Connaught			
		Insulation		[Gantt chart: Contract Period (red) from May to Dec]												TBC - Awaiting Surveys	Connaught	300.0	27.8	272.2		
		Heating		[Gantt chart: Contract Period (red) from May to Dec]												TBC - Awaiting Surveys	Connaught	350.0	32.5	317.5		
		Roofing		[Gantt chart: Contract Period (red) from May to Dec]												TBC - Awaiting Surveys	Connaught	220.0	20.4	199.6		
		Windows		[Gantt chart: Contract Period (red) from May to Dec]												TBC - Awaiting Surveys	Connaught	170.0	15.8	154.2		
		Doors		[Gantt chart: Contract Period (red) from May to Dec]												Agreed	Connaught	130.2	12.0	118.2		
		Kitchens		[Gantt chart: Pre-Contract Planning (blue) from May to Jun; Contract Period (red) from Jun to Dec]												Agreed	Connaught	200.0	18.5	181.5		
		Electrical		[Gantt chart: Contract Period (red) from May to Dec]												TBC - Awaiting Surveys	Connaught	130.0	12.0	118.0		
		East Partner Decent Homes Work	ADRC	[Gantt chart: Pre-Contract Planning (blue) from Feb to May; Contract Period (red) from May to Dec]												Overall			Bullock			
		Insulation		[Gantt chart: Contract Period (red) from May to Dec]												TBC - Awaiting Surveys	Bullock	300.0	27.8	272.2		
		Heating		[Gantt chart: Contract Period (red) from May to Dec]												TBC - Awaiting Surveys	Bullock	350.0	32.5	317.5		
		Roofing		[Gantt chart: Contract Period (red) from May to Dec]												TBC - Awaiting Surveys	Bullock	220.0	20.4	199.6		
		Windows		[Gantt chart: Contract Period (red) from May to Dec]												TBC - Awaiting Surveys	Bullock	170.0	15.8	154.2		
		Doors		[Gantt chart: Contract Period (red) from May to Dec]												Agreed	Bullock	130.2	12.0	118.2		
		Kitchens		[Gantt chart: Pre-Contract Planning (blue) from May to Jun; Contract Period (red) from Jun to Dec]												Agreed	Bullock	200.0	18.5	181.5		
		Electrical		[Gantt chart: Contract Period (red) from May to Dec]												TBC - Awaiting Surveys	Bullock	130.0	12.0	118.0		
		Major Adaptations	ADIRE	[Gantt chart: Contract Period (red) from May to Dec]												Rolling programme	Connaught	227.4	21.1	206.3		
Minor Adaptations	ADIRE	[Gantt chart: Contract Period (red) from May to Dec]												Rolling programme	Connaught	420.0	39.0	381.0				
Emergency Kitchens	AD	[Gantt chart: Pre-Contract Planning (blue) from Feb to May; Contract Period (red) from May to Dec]												Negotiate with Hurst	TBC	90.0	8.3	81.7				
Major voids/HTL	RC/TP	[Gantt chart: Pre-Contract Planning (blue) from Feb to May; Contract Period (red) from May to Dec]												On receipt from voids	VARIOUS	125.0	11.6	113.4				
Lighting & Environmental Works	RE	[Gantt chart: Contract Period (red) from May to Dec]												Consultation required	VARIOUS	50.0	4.6	45.4				
Boiler Replacement	BRS	[Gantt chart: Contract Period (red) from May to Dec]												Rolling programme	BRS	600.0	55.7	544.3				
Door Entry	RE	[Gantt chart: Pre-Contract Planning (blue) from Feb to May; Contract Period (red) from May to Dec]												Upgrades to new system	TBC	50.0	4.6	45.4				
Other	Housing Related Regeneration	N/A														N/A	84.0	7.8	76.2			
	New Deal Caretaker	N/A														N/A	8.0	0.7	7.3			
	Access for the Disabled (Access Audits)	RC/TP														VARIOUS	200.0	18.5	181.5			
	Garage Demolitions	RE														HURST	125.0	11.6	113.4			
								CAPITAL TOTALS			461.6	461.3										
								Capital Sub-Total (Fees+Contract)			£	4,979,880.0										
Revenue Work	Housing Revenue Planned Maintenance	CS														To be revised	0.0	0.0	0.0			
	Defective Dwellings (Boroscope) Inspections	RE														T&D Surveyors	0.0	10.0				
																	0.0	0.0	0.0			
								TOTALS			0.0	10.0	0.0									
								Revenue Sub-Total (Fees+Contract)			£	10,000.00										
								Overall Totals (Capital + Revenue)			£	4,989,880.00										

Extra funding above that of the Capital Budget is to be filtered through the Partners on the Decent Homes related schemes.

Appendix 3 : Board Champion Structure

BOARD CHAMPION STRUCTURE

