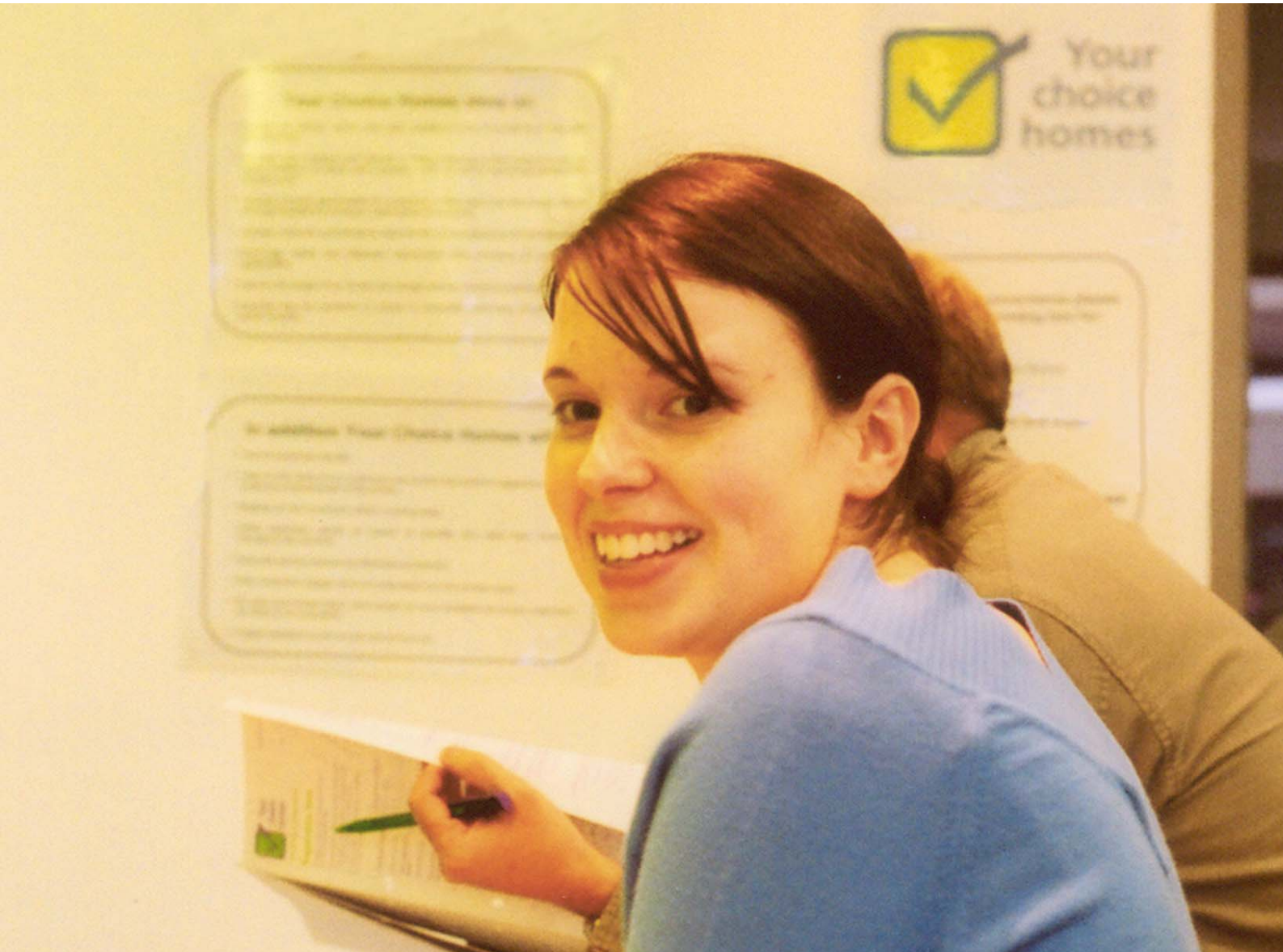




Your Homes
Newcastle



Your Homes Newcastle

Service plan 2005/06

Your Homes Newcastle Service Plan

2005 – 2006

Our Mission

To deliver excellent services and modern homes that people want to live in.

Our Service

We will:

- Invest to deliver modern homes and safe and attractive neighbourhoods
- Deliver excellent housing management through local offices and staff who place tenants at the heart of their work and
 - respond to local needs
 - meet the diverse needs of the communities of Newcastle
 - meet service standards that have been set in partnership with tenants
- Explore new and innovative ways of delivering services
- Support independent living

Our Principles

- Involving tenants
- Providing choice based on tenants' wishes
- Ensuring equality and recognising diversity
- Valuing and developing our staff to deliver excellent services
- Making the best use of our resources
- Being open and accountable
- Working in partnership to achieve more than we can alone

These aims and principles have been developed in conjunction with tenants and staff and support the delivery of the aims of both the Newcastle Partnership and the City Council.

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INTRODUCTION

Your Homes Newcastle (YHN) was established on 1st April 2004 as the Arms Length Management Organisation (ALMO) to manage Newcastle City Council's homes; this is the second Service Plan for YHN, and it sets out what we want to achieve in 2005/06 and how each team in YHN will contribute to achieving our Delivery Plan targets.

Our Delivery Plan outlines what YHN is trying to achieve and how we will measure our success. It outlines:

- How well we did in terms of delivering last year's objectives and targets and where we need to improve
- What kind of organisation we want to be in 2010
- What we want to achieve in 2005/06
- How the City Council, tenants and other stakeholders can measure our performance
- What the links are with other plans

Strategic Objectives to 2010 and Targets for 2005/06

In reviewing its first Delivery Plan and deciding how it wanted to take forward the strategic development of Your Homes Newcastle, the Board agreed that it was necessary to take a longer term view of planning for our future. It was agreed that the targets and activities planned for 2005/6 needed to sit within a wider strategic view, taking the organisation forward to where it needed to be in 2010. In this way the Council, tenants and other stakeholders would be able to see that the actions delivered in 2005/6 were concrete steps towards achieving a strategic vision for the organisation and the management of Council housing in Newcastle.

The Board undertook planning sessions to map out this long term vision of where they thought Your Homes Newcastle should be in 2010. It also invited representatives from the Newcastle Tenants' Federation and the Council's Strategic Housing Service to be part of this process. This was in recognition of their importance in shaping the future of the company, but to also ensure that there was transparency and openness in the process. This involvement was not intended to act as a short cut for consultation purposes and the outcome from these sessions and the draft objectives have undergone further explicit consultation with the Council and Newcastle Tenants' Federation.

The work that the Board undertook consisted of a review of the context within which the company operates and some of the key issues facing it now and in the future, locally and nationally. The Board then undertook a SWOT analysis (looking at the Strengths, Weaknesses, Opportunities and Threats facing the organisation) and a PEST analysis (the Political, Economic, Social and Technological issues in our environment that will affect our business now and in the future).

This work informed the development of seven strategic objectives and supporting aims.

Over the period to 2010, Your Homes Newcastle wants to:

- Deliver excellent services
- Deliver modern homes
- Achieve a balance between the supply and demand for Council housing
- Run ourselves well
- Increase choice and expand our business
- Be responsible to the community
- Be recognised as a customer-focused organisation

We are continuing to adopt a balanced scorecard approach to performance management, this reflects our priorities across a range of services, more details on our corporate objectives, this years balanced scorecard targets and last years balanced scorecard results are held within our delivery plan.

Improvements and the ALMO Inspection

The Audit Commission carried out an indicative inspection of all services transferring to the ALMO in November 2003. The service was found to be a 'fair', one star service with promising prospects for improvement. The service was re-inspected in November 2004. At that inspection we were assessed as providing a 'good' two star service with promising prospects for improvement. We are now able to access the £348 million the government promised us to improve our homes. In 2005/06 we will be allowed to draw down £64 million of this cash, eventually drawing down all of the £348 million over the next 5 years in line with our improvement programme.

Following our November 2004 inspection The Audit Commission identified a number of recommendations for Your Homes Newcastle, these included specific recommendations on:

- Diversity
- Access and customer care
- Value for money
- Stock investment and asset management
- Housing income management
- Tenancy and estate management
- Allocations and lettings
- Leasehold management and Right to Buy
- Supported housing

The details of the inspection report are fundamental to our improvement agenda and as such will once again be incorporated as a priority into the YHN Prince 2 programme:

- Each of the inspectors' recommendations will be allocated to a workstream leader for action
- Each workstream leader will prioritise the actions emanating from the inspection
- At every YHN programme project board meeting, workstream leaders will report in detail on the progress made against the improvement plans

This assures us of a robust mechanism for project management, risk management and quality planning. We have an ongoing relationship with the Audit Commission, which includes liaison over developments and improvements. A copy of the updated YHN Programme is detailed in **Appendix 1.**

Performance Management Framework

The overall purpose of the YHN performance management framework is to ensure that our agreed aims which contribute to the City Council corporate strategy are then threaded through all levels of the organisation to the frontline service delivery. In other words it is designed to translate vision into action and to demonstrate the extent to which this occurs. The framework will be used to drive improvement in services and is being refined and improved to further reflect customer focus, tenant priorities and local circumstances.

Using the framework we aim to

- Foster an organisation-wide commitment to continuous improvement
- Devolve accountability and responsibility for performance
- Help to identify desirable and essential competencies
- Inform training planning and selection and recruitment strategies.

The inherent principles are that we

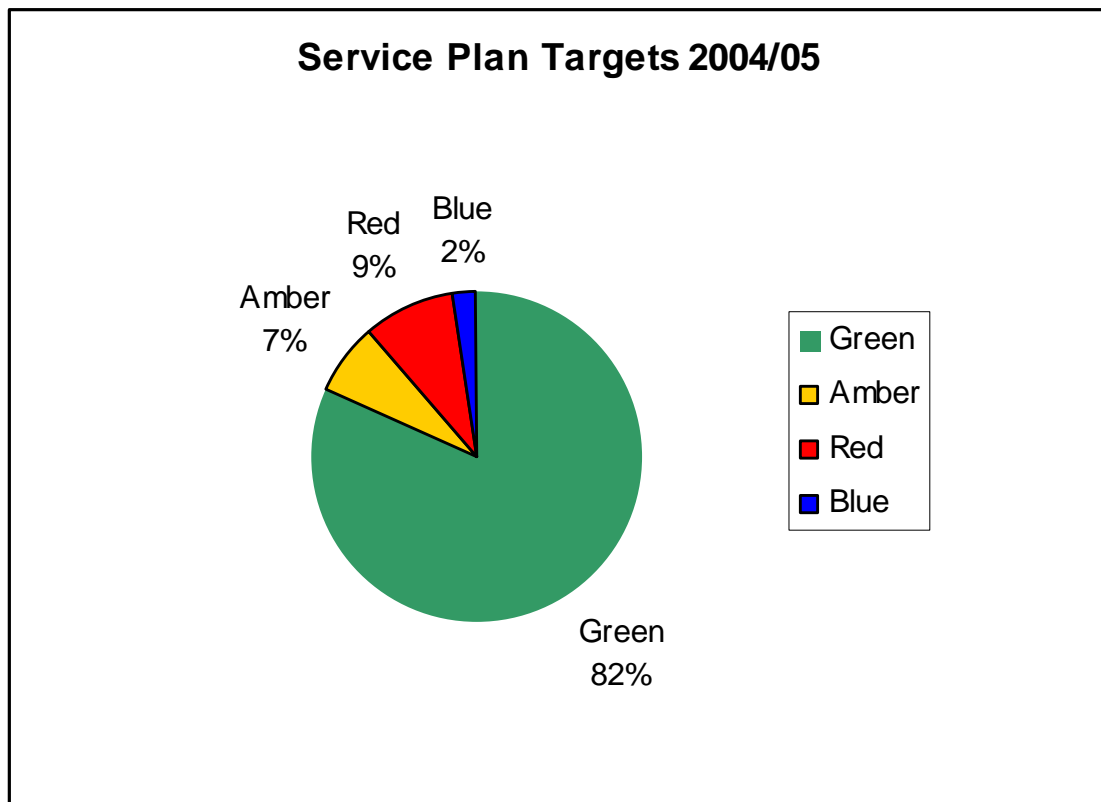
- implement a process of regular reviews based on priorities, performance trends, resource implications and users' views
- Ensure all targets are SMART (Specific, Measurable, Achievable, Realistic, Time-bound) and are outcome oriented where possible
- Base performance monitoring on exceptions
- Keep all stakeholders involved in performance management and informed of performance issues
- Focus on action plans for recovery in areas of under-performance
- Operate a uniform approach to supervision, workplans and appraisals.

Last Year's Service Plan Targets – how did we do?

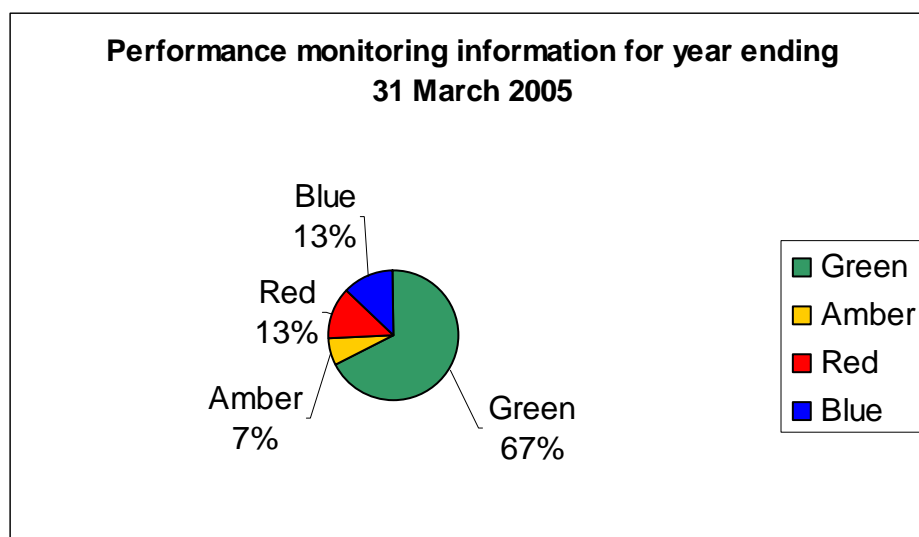
The Performance Management and Policy Team have monitored Service Plan Targets for all sections within Your Homes Newcastle. Overall, performance up to 31 March 2005 shows that 116 of all targets that could be reported (131 in total) were met or we are very close to achieving our targets:

- 107 service plan targets have been achieved (82%)
- 9 service plan targets were almost achieved and were very close to reaching the targets that had been set (7%)
- 12 service plan targets were not achieved (9%)
- 3 service plan targets had no outturn due to changes in the service (2%)

The targets that are currently classified as 'amber' are normally within 5 to 10% of their target, which is very close to actually achieving the target.



The Best Value Performance Indicators – how did we do?



During 2004/05 Your Homes Newcastle set targets and measured performance against 101 performance indicators

Where we need to improve

Overall, our performance for the year shows that 74% of all targets were 'green' or 'amber'.

13% of indicators were 'red'. This is where we did not meet the target set and we need an action plan to improve performance.

A number of issues relating to **rent collection and arrears** are being addressed. There are several improvements underway throughout the City, information gathering and target setting will go down to patch level allowing each Estate Officer to target specific cases on their patch. Principal Housing Managers and Community Housing Managers will monitor the whole process in their specific areas or neighbourhood to make sure targets are being achieved. Work is also underway to develop new methods of payments for our tenants.

Action planning and performance management cascade to a local level is also taking place to improve performance in the time taken to **re-let properties and the number of vacant dwellings**.

The introduction and monitoring of service standards should also give customers a clear view of what level of service they should be receiving and the route to the complaints procedure if their experience differs from what is set out.

For the full details of our performance against these indicators see **Appendix Two**.

Audit Commission Inspection Recommendations

The recommendations from the Audit Commission's Inspection are contained in **Appendix Three**. These targets have been cascaded to responsible officers, and progress in achieving these is being monitored through the YHN Programme.

Equality and Diversity Targets 2005/06

Equality issues are central to the way we carry out our duties and provide our services. Our Equality Policy commits us to achieving equality of opportunity by removing direct and indirect discrimination and victimisation on the grounds of:

- Age;
- Gender;
- Race, colour, nationality, national or ethnic origin;
- Disability;
- Religious belief, or non belief;
- Marital status, family circumstances, or caring responsibilities;
- Lesbian, gay, bisexual or transgender identity;
- Class, level of income, or housing circumstances;
- Membership or non membership of trade unions, or involvement or non involvement in trade union activity; and
- Any other status as identified within the European Convention of Human Rights.

In order to ensure that our policy is put into practice we have adopted The Equality Standard for Local Government and are working towards achieving level 3 by October 2005. We also contribute to the City Council's Race Equality Scheme.

A key part of the Equality Standard is assessing whether any of our services have discriminatory outcomes or whether there are any unmet needs or requirements with regard to the areas outlined in our Equality Policy. Service assessments have resulted in the identification of a number of specific actions for some services.

A number of equality and diversity targets were also identified from the Audit Commission Inspection. These, together with the targets identified from the service assessments, are contained in **Appendix Four**.

Service Standards

Service standards have been developed for all customer-facing services, and are currently being developed for internal support services. These specific service standards have been produced so that every tenant or potential service user is clear about the level of service they can expect to receive from us.

Service standards can also form a significant layer of the performance management framework, capable of constituting one of the bases for monitoring and reporting on performance, and should help in setting targets as part of the performance appraisal process.

Service standards that relate to each service are contained in the sections covering individual services.

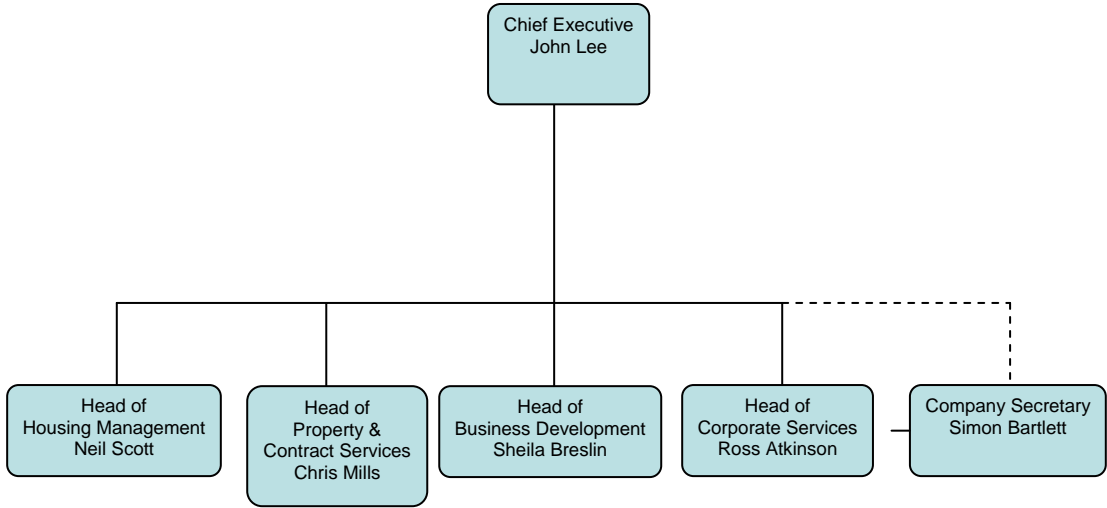
There are also standards which apply to all YHN services including service standards relating to:

- Customer Service
- Printed Information

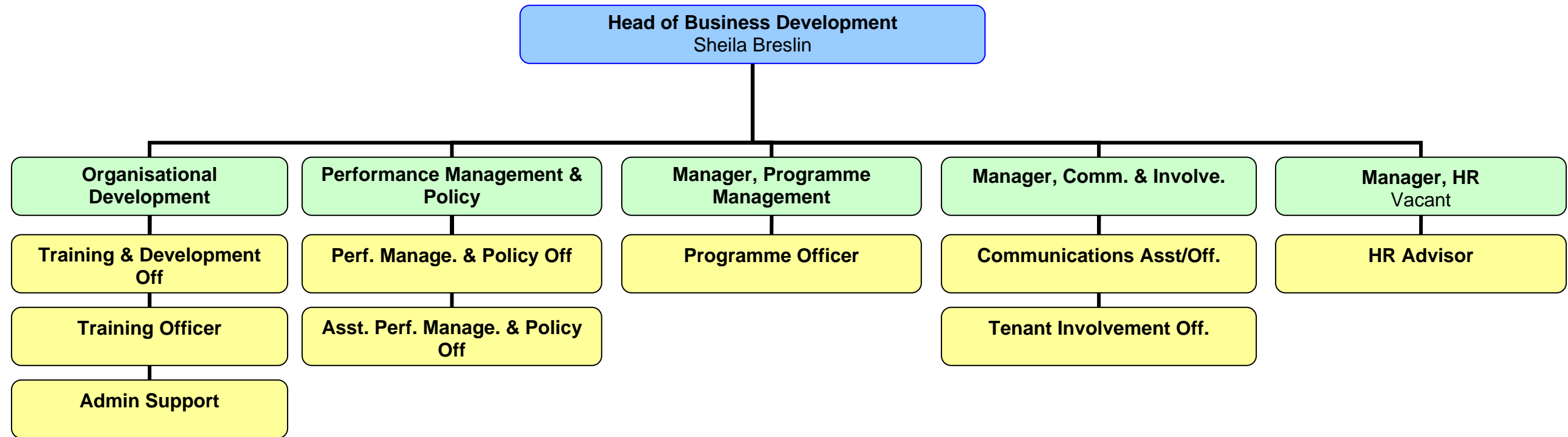
These are detailed in **Appendix Five** which state our commitment to the way we will deliver services and treat all of our customers.

YHN STRUCTURE AND MANAGEMENT

The Management Team structure is shown here. The organisational structure of each Division is shown at the start of each Divisional section of this document. Our methodology in formulating targets within this service plan has included working with each Service Manager to agree actions and targets flowing directly from our delivery plan BSC targets. Each Divisional Section details the priorities, actions and targets for each section/team within YHN. Managers will cascade these targets into all Officer Appraisals to ensure we have a clear thread at every level through out our organisation of our priorities, actions and targets.



Business Development



Section: Communications and Involvement
Division: Business Development

<p>What we do</p>	<p>Our role is to develop effective and sustainable communications and involvement methods to make YHN a customer-focused organisation.</p>
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Organised the first annual tenants event which attracted 1400 tenants and leaseholders • Further developed Hard to Hear groups including the BME forum, and fed back on initial consultation • Completed an evaluation of the first 3 local tenants compacts • Reviewed the Citywide tenants compact and developed an action plan for 2005/06 • Developed a Communications Strategy for 2004-06 • Produced guidelines for staff in relation to publications, on Corporate style and Accessible Information • Produced 4 editions of the tenants newsletter Homes and People
<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 3. Identify and implement 2 new opportunities for Hard to Hear tenant groups by 31/3/2006 4. Achieve 74% tenant satisfaction with the overall service and 65% satisfaction with opportunities for participation by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006 6. Delivery of the Representative Workforce action plan 2005/06 targets by 31/3/2006
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1 See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p>

ES3:

1. Develop area action plans for tenant participation by 30th April 2005
2. Conduct audit of Area-based initiatives/opportunities for involvement by 31st May 2005.
3. Work with Investment Team during 2005/06 to identify opportunities for engaging with hard to hear groups through the Investment Programme
4. Establish cycle of 6-monthly regular meetings with the BME forum and other forums for young people, older people and disabled people by 31st October 2005
5. Develop a proposal to further widen the options for hard to hear involvement by 31st March 2006.

ES4:

1. See above milestones. In addition:
2. Implementation of Citywide tenant compact action plan
3. Production of 4 editions of the tenants newsletter Homes and People
4. Obtain feedback from tenants on the quality of the information contained in the tenants newsletter Homes and People (Spring edition)

RO3:

1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level;
2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence;
3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work

RO6:

1. Integrate this into the Programme as a separate workstream by 30 April 2005;
2. Review and update the current action plan and targets to reflect outcomes of inspection, statutory requirements, and organisational priorities by 31 May 2005;
3. Implement 2005/06 priorities from the action plan

Other targets that we are working to achieve in 2005/06:

Best Value Performance Indicators:

Indicator	Description	Responsible Officer	Target
BV 74	Satisfaction of tenants of council housing with the overall service provided by their landlord: with the results further broken down by a) black and minority ethnic tenants and c) non-black and minority ethnic tenants	Rachel Folly	All = 74% BME = 69 % Non BME = 76%
BV 75	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlords: with results further broken down by b) black and minority ethnic tenants and c) non-black and minority ethnic tenants	Rachel Folly	All = 65% BME = 59.50% Non BME = 57.50%

Local targets

- Implement the citywide Tenants Compact action plan for 2005/06
- Produce 6 press releases during 2005/06
- Produce and issue 10 editions of Housing Service News to YHN staff
- Work with Property and Contract Services to develop a tenant information pack about the first year Investment programme by 30th June 2005
- Produce an information film for tenants in the Investment programme
- Review the production (cost and content) of Homes and People by 30th June 2005, using feedback from the annual Tenants Event
- Implement the Communication Strategy for 2004-06

Service standards

Service standards for this service are currently being developed

Other Service standards relating to this service:

Service standards on

- Customer Service and
- Printed Information

apply to this service. These can be found in Appendix 5.

Section: Human Resources
Division: Business Development

<p>What we do</p>	<p>The development and implementation of company HR policy, strategy , monitoring and evaluation and deliver personnel services to include :</p> <ul style="list-style-type: none"> • recruitment and selection • conditions of service • employee welfare • employment law • employee relations • advice and research • workforce reduction strategies • HR information systems
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Achievement of the two-tick (Positive about disabilities) symbol • Improved the quality of baseline HR data through implementation of the SAP system (integrated HR/Payroll system) • Implementation of sickness management processes including spot checks to audit its implementation
<p>Delivery Plan target for 2005/06 that we contribute to</p>	<p>Excellent Services (ES):</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31st March 2006 <p>Running Ourselves Well (RO):</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31st March 2006 6. Delivery of the Representative Workforce action plan 2005/06 targets by 31st March 2006
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1 See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>RO3:</p> <ol style="list-style-type: none"> 1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level; 2. To conduct interviews, and record and submit

	<p>interview proformas with every member of staff upon return to work following sickness absence;</p> <p>3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work</p> <p>RO6:</p> <p>3. Integrate this into the Programme as a separate workstream by 30th April 2005;</p> <p>4. Review and update the current action plan and targets to reflect outcomes of inspection, statutory requirements, and organisational priorities by 31st May 2005;</p> <p>5. Implement 2005/06 priorities from the action plan by 31st March 2006.</p>
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Other targets that we are working to achieve in 2005/06:

Local targets

- To conduct Phase 2 of Job Evaluation as part of the Single Status process during 2005/06.
- To develop a revised Employee Relations Policies by 31st March 2006.
This will include:
 - Harassment and Bullying Policy
 - Whistle blowing Policy
 - Working Together (Code of Behaviour)
 - Code of Conduct
- To develop an HR Strategy for YHN by 31st March 2006
- Contribute to the review of Housing Management during 2005/06

Service standards

Service standards for this service are to be developed by 31st July 2005.

Other Service standards relating to this service:

Service standards on

- Customer Service and
- Printed Information

apply to this service. These can be found in Appendix 5.

Section: Organisational Development

Division: Business Development

<p>What we do</p>	<p>We:</p> <ul style="list-style-type: none">• support staff and managers in identifying and prioritising learning and development needs. We do this through implementing and maintaining effective systems and processes• develop, deliver and commission appropriate learning and development responses to prioritised needs• manage and monitor learning and development activities to make sure they are good value for individuals and the organisation• evaluate and review to ensure organisational learning
<p>What we have achieved in 2004/05</p>	<p>Equalities Assessed the impact of equalities training provided and reviewed the provision accordingly with a new contract awarded and training to take place during 2005/06</p> <p>Board Personal Development Plans (PDPs) Developed individual PDPs for Board members based on individual development needs.</p> <p>SITO All available Concierge staff have completed the SITO course will have successfully completed the exam by the 31st March 05.</p> <p>Achievement of Training plan All activities planned for 04/05 have been completed.</p> <p>Managers' Charter This was developed by OD and has been rolled out to all managers</p> <p>Review of external training provision All staff attending external courses signed the learning and development charter agreeing to take part in evaluation. The ECDL will be the first provision to be reviewed for relevance and value for money</p>

<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31st March 2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 1. All Main YHN board members to be appraised by 31st March 2006 3. Reduction of sickness to 10.20 days per FTE by 31st March 2006 6. Delivery of the Representative Workforce action plan 2005/06 targets by 31st March 2006 9. Achieve first year of the project plan for Investors in People (IiP) accreditation for YHN by 31st March 2006
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>RO1: <ol style="list-style-type: none"> 1. Work with the Main Board to identify different options for appraisal scheme by 30th April 2005. 2. Implement programme of appraisal for all YHN Main Board from September 2005 </p> <p>RO3: <ol style="list-style-type: none"> 1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level; 2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence; 3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work </p> <p>RO6: <ol style="list-style-type: none"> 1. Integrate this into the Programme as a separate workstream by 30th April 2005; 2. Review and update the current action plan and targets to reflect outcomes of inspection, statutory requirements, and organisational priorities by 31st May 2005; 3. Implement 2005/06 priorities from the action plan by 31st March 2006 </p>

	<p>RO9:</p> <ol style="list-style-type: none"> 1. Conduct diagnostic assessment and establish baseline by liP by 30th June 2005. 2. Develop project plan for the achievement of liP by 31st August 2005. 3. Provide progress reports to Personnel Committee on a 6-monthly basis (October, March).
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Other targets that we are working to achieve in 2005/06:

Local team targets

- To introduce a framework for Management Competencies by 31st March 2006
- To carry out Equalities Training for all new starters and those requiring refresher by 31st March 2006
- To implement the Board Training Plan in quarterly stages with full completion by 31st March 2006
- To review the Induction Programme in consultation with stakeholders by 31st July 2005

Service standards

Service standards for this service are to be developed by 31st July 2005.

Other Service standards relating to this service:

Service standards on

- Customer Service and
- Printed Information

apply to this service. These can be found in Appendix 5.

Section: Performance Management and Policy
Division: Business Development

<p>What we do</p>	<p>We :</p> <ul style="list-style-type: none"> • Establish, develop, and implement performance management and monitoring frameworks, • Formulate and develop policy and strategy, • Support operational teams, and • Work with internal and external stakeholders, to continuously improve our services
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Produced and distributed a revised tenants handbook to all tenants • Contributed to the review of sheltered housing management arrangements • Co-ordinated and supported the Peer Review and successful Audit Commission Inspection • Developed the performance management database and a performance reporting system • Developed 19 new service standards and 12 business statements for YHN services • Co-ordinated and supported 3 services in the attainment of Charter Mark accreditation • Improved our use of stakeholder feedback to improve performance • Completed an audit of YHN Policies
<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31st March 2006 <p>In addition, to implement the following service specific recommendations:</p> <ol style="list-style-type: none"> a. To ensure that there is a comprehensive picture of the incidence of racial harassment across the stock managed by the ALMO by 30th June 2005 <ol style="list-style-type: none"> 2. Achieve Charter Mark for two services by 31st March 2006. 4. Achieve 74% tenant satisfaction with the overall service and 65% satisfaction with opportunities for participation by 31st March 2006 5. Overall achievement of 90% of the service standards by 31st March 2006

	<p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31st March 2006 4. Complete review of the Housing Management Service by 30th September 2005 6. Delivery of the Representative Workforce action plan 2005/06 targets by 31st March 2006
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>ES2: <ol style="list-style-type: none"> 1. Conduct gap analysis for both services by 30th June 2005; 2. Develop action plan by 30th September 2005; 3. Submit Charter Mark application for all services by 31st March 2006. </p> <p>ES4: <ol style="list-style-type: none"> 1. Obtain HMT approval of research and consultation guidance HMT by 30th April 2005 2. Quarterly summary reports of consultation undertaken and outcomes to be taken to Area Boards from May 2005 3. Use outcomes of STATUS to inform improvements to services by 30th June 2005 4. Revise, issue and analyse STATUS Survey for 2005/06 by 31st March 2006 5. Audit the research and consultation carried out by all services by 31st March 2006 </p> <p>ES5: <ol style="list-style-type: none"> 1. Implement annual programme of monitoring as per service standards monitoring matrix for 2005/06; 2. Submit quarterly monitoring and progress reports to HMT; 3. Submit quarterly summary reports to Area Boards </p> <p>RO3: <ol style="list-style-type: none"> 1. Integrate this into the Programme as a separate workstream by 30th April 2005; 2. Review and update the current action plan and targets to reflect outcomes of inspection, statutory requirements, and organisational priorities by 31st May 2005; </p>

	<p>3. Implement 2005/06 priorities from the action plan</p> <p>RO4:</p> <ol style="list-style-type: none">1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level;2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence;3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work <p>RO6:</p> <ol style="list-style-type: none">1. Establish workstream teams and hold initial meeting to agree tasks and project plans by 30th April 2005.2. Conduct baseline review of current service provision by end 30th June 20053. Conduct options appraisal by 31st August 2005.
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**Other targets that we are working to achieve in 2005/06:
Best Value Performance Indicators**

Indicator	Description	Responsible Officer	Target
BV 74	Satisfaction of tenants of council housing with the overall service provided by their landlord: with the results further broken down by a) black and minority ethnic tenants and c) non-black and minority ethnic tenants	Keith McDonald	All = 74% BME = 69 % Non BME = 76%
BV 75	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlords: with results further broken down by b) black and minority ethnic tenants and c) non-black and minority ethnic tenants	Keith McDonald	All = 65% BME = 59.50% Non BME = 57.50%

Local Targets

- Develop a further 3 electronic process and procedure websites for those services undergoing Charter Mark applications by 31st March 2005
- Develop 7 new internal service standards, and review all existing service standards in consultation with key stakeholders by 31st March 2005
- Ensure that Housing Management staff have work plans in place by 31st May 2005
- Assist Property and Contract Services to develop work plans by 31st May 2005
- Implement action plan following Policy Audit and gap analysis by 31st March 2006
- Audit the implementation of the performance appraisal system by 31st March 2006 to ensure that delivery plan targets have cascaded effectively to individual work plans
- Contribute to the review of Housing Management during 2005/06

Service standards

Service standards for this service are to be developed by 31st July 2005.

Other Service standards relating to this service:

Service standards on

- Customer Service and
- Printed Information

apply to this service. These can be found in Appendix 5.

Section: Programme Management

Division: Business Development

<p>What we do</p>	<p>We:</p> <ul style="list-style-type: none">• manage all projects within a Prince 2 framework to support the effective and efficient governance and delivery of the business• create and promote best practice in programme and project management• manage risks to the programme and issues within it to successful outcome (including the development of contingency plans)
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none">• Successfully delivered 90% of products from the YHN Programme for 2004/05• Developed key documents including the YHN Equality Policy, Corporate Equality Plan, and the Race Equality Strategy• Implemented the Repairs and Maintenance procurement process and short listed organisations to take forward to full tender• Rolled out the Corporate approach to risk management• Completed Risk Assessments down to Divisional level
<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none">1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31st March 2006 In addition, to implement the following service specific recommendations:<ol style="list-style-type: none">a. To carry out a robust audit of the CRE code of Practice for Rent Housing and ensure compliance is achieved within 12 months <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none">3. Reduction of sickness to 10.20 days per FTE by 31st March 2006 <p>Modern Homes (MH)</p> <ol style="list-style-type: none">5. Select a provider under new contract arrangements for the Repairs and Maintenance Service by 31st December 2005

	<p>Responsibility to the Community (RC)</p> <p>3. Achieve external validation against Level three of Local Government Equalities Standard by 31st December 2005</p>
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>RO3: <ol style="list-style-type: none"> 1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level; 2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence; 3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work </p> <p>MH5: <ol style="list-style-type: none"> 1. Contract decision to be made during August - October 2005. 2. Award contract to preferred supplier by 30th November 2005. 3. Ensure that contract is in place by end of 31st March 2006. </p> <p>RC1: <ol style="list-style-type: none"> 1. Confirm achievement of Level 2 by 31st May 2005; Complete Impact Needs Assessment across all YHN services by 31st May 2005; 2. Contribute to production of NCC's Race Equality Scheme by 31st May 2005; 3. Implement revised Equalities and Diversity training for all YHN staff by March 2006; 4. Review service outlets and develop action plan for DDA compliance by 31st October 2005; 5. Implement action plan from YHN Corporate Equality Plan by 31st March 2006. </p>

Other targets that we are working to achieve in 2005/06:

Local targets

- Formulate and deliver the third YHN Programme during 2005/06
- Produce a risk management strategy by July 2005 and complete risk assessments to team level by March 2006

Service standards

Service standards for this service are yet to be developed.

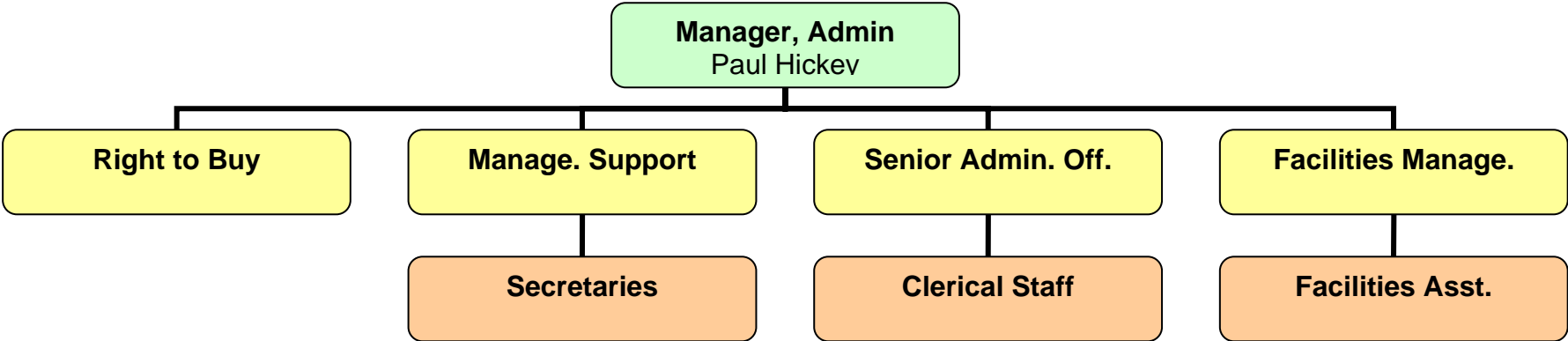
Other Service standards relating to this service:

Service standards on

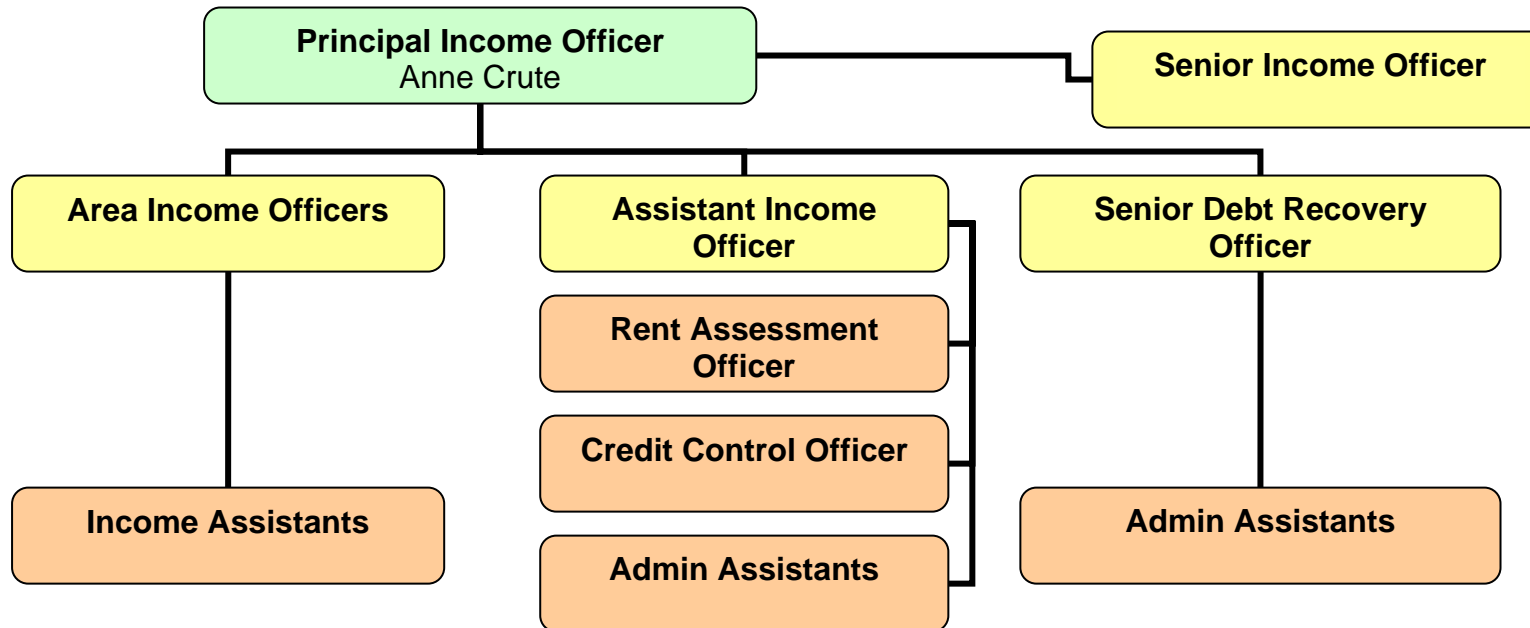
- Customer Service and
- Printed Information

apply to this service. These can be found in Appendix 5.

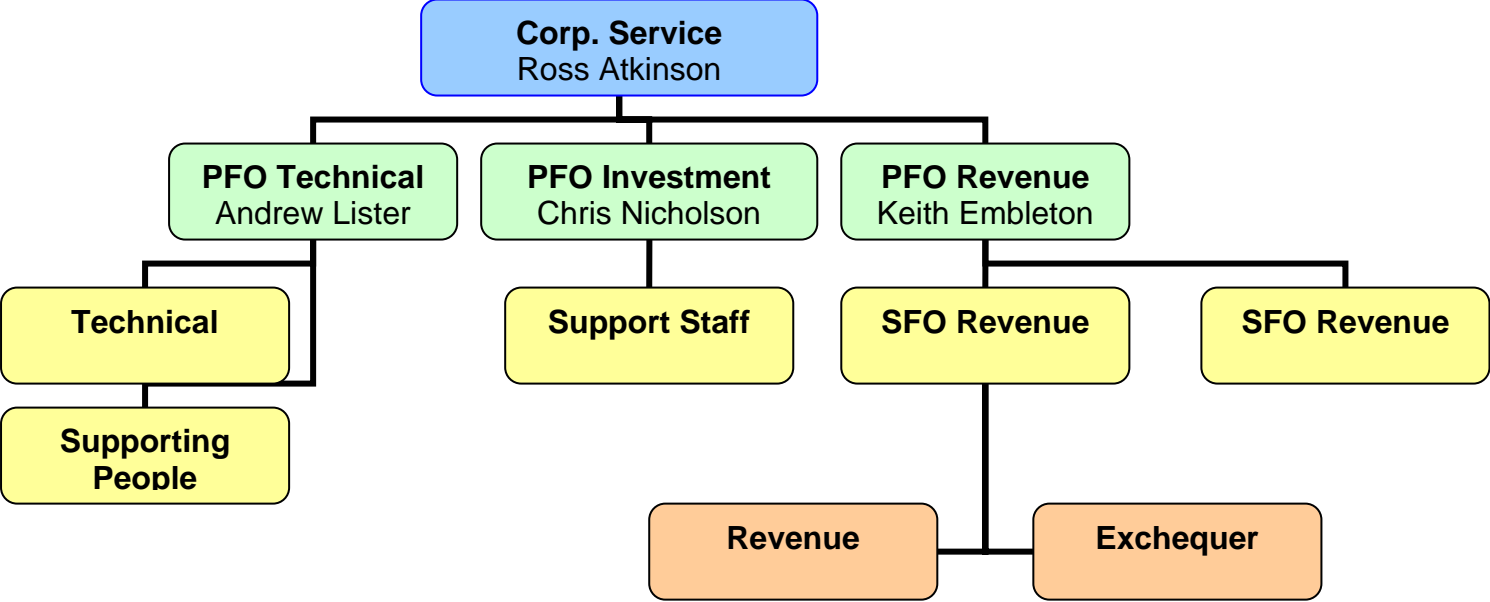
Corporate Division: Administration



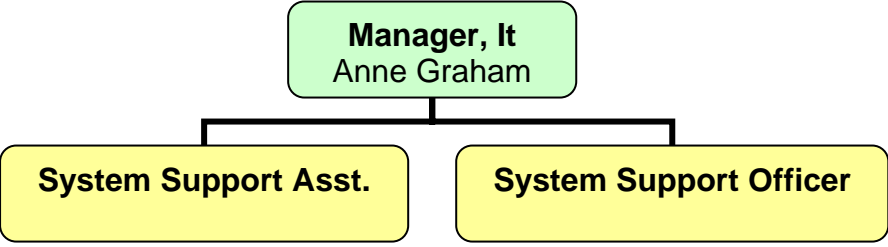
Corporate Division: Income



Corporate Division: Finance



Corporate Division: IT



Section: Administration
Division: Corporate Services

<p>What we do</p>	<p>We</p> <ul style="list-style-type: none"> • provide general and specialist information and advice to internal and external customers • manage the Complaints System within Your Homes Newcastle • assist the work of the Your Homes Newcastle through the provision of clerical, administrative and support functions • manage and maintain effective data information systems in relation to Potential Risk Indicators, Incident and Accident Reporting • provide statistical and management information to management teams and in line with statutory requirements • resolve conflicts that arise from the Right to Buy process • provide Right To Buy process (RTB), and technical property information • interpret current legislation and develop procedures in line with this • administer the Right to Buy process
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Reduced the backlog of outstanding Right to Buy applications • Successfully relocated and resettled teams to a central location at YHN • Reviewed and re-let cleaning, security, heating and electrical contracts • Introduced and administered a new flexi system for YHN House • Reviewed and piloted the monitoring of informal complaints
<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 4. Achieve 74% tenant satisfaction with the overall service and 65% satisfaction with opportunities for participation by 31/3/2006

	<p>Running Ourselves Well (RO)</p> <p>3. Reduction of sickness to 10.20 days per FTE by 31/3/2006</p>
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>ES4:</p> <ol style="list-style-type: none"> 1. Develop Right to Buy service website by 31st October 2005 2. Send out customer satisfaction questionnaires upon completion of each Right to Buy application 3. Conduct quarterly analysis and compile summary reports of RTB customer feedback to Head of Corporate Services <p>RO3:</p> <ol style="list-style-type: none"> 1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level; 2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence; 3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work

Other targets that we are working to achieve in 2005/06:

Local targets

- Ensure that SX3 Right to Buy module is developed in a manner ensuring compliance with legislation by 31st December 2005
- Establish a formal and informal complaints process within the SX3 Customer Services facility by 31st December 2005
- Produce weekly reports to all Managers and monthly reports to Management Team detailing all outstanding complaints
- Provide information to Management Team on performance to achieve a compliance rate of 90% for formal complaints
- Develop written procedural guidelines and a monitoring process for administrative services delivered within YHN House by 31 October 2005
- Provide a daily in-house courier service to collect and deliver from CHOs, Civic Centre, and YHN House
- 95% of courier collections and deliveries to be achieved
- Review all building service contracts for YHN House by end of October 2005
- Reduce customer dissatisfaction from 16% to 12% within the Right to Buy Service by 31st March 2006

Service standards

1. Service standards relating to Administration and Facilities Management

These will be developed by 31st July 2005

2. Service standards relating to Right to Buy

When you ask about your right to buy,

- If you do not have the right to buy, we will tell you why we have turned down your application. If the property is set aside for elderly or disabled people, you have the right to appeal against this decision to the Office of the Deputy Prime Minister. Details about how you can appeal are on the back of the RTB2.
- We will give you an information pack that explains the right to buy process.
- Within four weeks of receiving your claim form, RTB1, we will send you a notice, RTB2. This will tell you if you have the right to buy.
- We will give you a claim form, RTB1, and give you advice about how to fill it in.

If you have the right to buy

- We will carry out a free valuation survey to work out the value of your property.
- We will send you an offer notice, called a section 125 notice. The offer notice will tell you the price you will have to pay and the conditions of the sale. We will send you this:
 - within eight weeks if you are buying a freehold property (normally a house); or

- within 12 weeks if it is a leasehold property (normally a flat or maisonette). You must tell us if you want to go ahead and buy your home. If we do not hear from you within 12 weeks of the date of the offer notice, we will send you a reminder. You will then have another 28 days to contact us. If you do not contact us, we will assume that you no longer want to buy your home.

Buying your home

- Once you tell us that you have decided to buy your home, our legal section will draw up the legal documentation with your own legal representatives.
- You may decide you no longer want to buy your home. You have the right to withdraw at any point up to the completion of the sale.
- If we do not hear from you or your legal representatives within one year of the date of our offer notice, we will send you a warning notice. This will ask you to complete your purchase within 56 days.
- If you still do not complete the purchase, we will send you a second 56-day reminder notice. At the end of this period, we will withdraw your application to buy your home

Delays with the sale

- If we do not meet the timescales above, you should ask us for the form RTB6. This is an initial notice of delay form.
- We will respond within one calendar month after we receive your initial notice of delay form.
- If you have sent us the form RTB6 at the wrong time and we are not holding up the sale, we will send you form RTB7. This is a notice which
- explains why you shouldn't have sent the RTB6 at that time.
- If we do not proceed within one calendar month, you should ask us for the form RTB8. This is an operative notice of delay where we have failed to keep to the timescales.
- If we have caused a delay in selling your home to you, we will take any rent you pay for your home from the date of the delay until the date it is put right off the price you pay for your home.

Putting things right

- We will always try to provide the best services that we can. If, however, you are not satisfied with our service, please let us know and we will try to sort out your complaint immediately. If you are still not satisfied, please ask for our complaint leaflet which gives you details about how to complain. A senior manager will investigate your complaint and write to you within 15 working days.

Other Service standards relating to this service:

Service standards on

- Customer Service and
- Printed Information

apply to this service. These can be found in Appendix 5.

Section: Finance
Division: Corporate Services

<p>What we do</p>	<p>We</p> <ul style="list-style-type: none"> • comply with legal duties, statutes and codes of practice such as completion of an annual budget and closure of accounts by statutory deadlines • implement a three year planning process to help plan the effective application of resources to meet YHN's objectives
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Set up new Coding Structure for YHN • Splitting 'old' C&H Departmental admin. Budgets between Gen. Fund / HRA / YHN • Disaggregating all 'old' C&H Service Level Agreements and budgets between Gen. Fund/ HRA/ YHN • Administer and co-ordinate Finance and Audit Committee • Production of Monthly Budget Monitoring reports to Finance Committee • Production of Quarterly Budget Monitoring reports to Board • Administer and co-ordinate Section 151 meetings with NCC City Treasurer • Production of Monthly S151 Budget Monitoring reports for NCC City Treasurer • Co-ordination of 3 year Revenue Medium Term Plan for HRA and YHN • The migration onto the new Oracle Database now allows improved reporting and monitoring of the investment programme • Exceeding BVP18 Target of Paying 81% of invoices on time, our two quarters results are 95% • Set up new financial procedures including reviewing and implementing: <ul style="list-style-type: none"> • A new Paybills Batching System, and Mobile Phone 'One Bill' account • POPS structures and Internal Requisitioning • NCC charging, external and internal invoicing and corporate billing system • Improved monitoring of internal staff movement system re financial systems <p>Most of above are as a consequence of YHN having its own VAT account.</p>

<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 2. Achieve an HRA Balance of £3 million by 31/3/2006 3. Reduction of sickness to 10.20 days per FTE by 31/03/06 5. Restructure Supporting People funding according to changing priorities by 30/11/2005
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>RO2:</p> <ol style="list-style-type: none"> 1. Monthly monitoring through Finance Committee and Section 151 Meetings with City Council. 2. Report quarterly at Board meetings. (Revenue) 3. Report performance annually to Finance Committee and Board <p>RO3:</p> <ol style="list-style-type: none"> 1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level; 2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence; 3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work <p>RO5:</p> <ol style="list-style-type: none"> 1. Contribute to Housing Management Supporting People review by 30/04/05. 2. Contribute to service review for each contract by the following dates: Advice and Support Work (outreach) - by 30/04/05. Advice and Support Work (Move-On) by 30/04/2005. Adaptations Service - by 30/09/2005. CCAS - dispersed - By 31/10/2005, Sheltered Schemes - by 31/10/2005. 3. Contribute to the development of individual service proposals by 31/10/2005. Submit bids for revision to funding for contracts by 30/10/2005

Other targets that we are working to achieve in 2005/06:

Local targets for each section	Milestone/Measure
Investment Section	
Ensure that the YHN Investment Programme does not overspend its programmed resources and necessitate additional funding from the HRA.	Monthly Finance Committee Report
To answer any S151 capital issues raised at the monthly S151 meetings, to NCC satisfaction, by the following monthly meeting	Monthly S151 meeting with NCC
Ensure Completion of Year End so as not to hold up overall NCC closedown process.	Year End Outturn
Update the ALMO Resource projection to 2010 in support of revised ALMO bid.	Quarterly report to Head of Corporate Services
Technical Section	
Produce YHN accounts to consolidate to the City Council Group accounts in line with agreed timetable	Publish YHN accounts
Produce YHN Company accounts to the agreed timetable, ensuring no concerns raised by the Auditor	Publish account Take to Board for agreement
Conduct a review of heating service charges with the report recommendations to the Board by 30/06/05	Report to YHN Board & Finance Committee
HRA Subsidy claims to be submitted to timetable and without subsequent amendment of a value greater than £100,000	Submit signed claim for sign off by Auditor
To answer all S151 technical issues to NCC satisfaction, raised at monthly S151 meetings prior to the next monthly meeting	Monthly S151 meeting with NCC
Produce financial information for the 30-year HRA Business Plan from 2005/06 onwards	Submit Strategy to Strategic Housing Function
Maintain income paid through Supporting People Contracts to at least the 2005/06 budget	To be measured at year end
Revenue Section	
Successfully negotiate amendments to Management Fee with NCC City Treasurer.	
To answer all S151 revenue issues, to NCC satisfaction, raised at monthly meetings, prior to or at next monthly meeting.	Monthly S151 meeting with NCC
Update the three year Medium Term Plan for YHN /HRA from 2005/06 onwards and report to Finance	Monthly reports to Finance Committee

committee.	and quarterly to Board
Achieve 97% accuracy of YHN Management Fee expenditure, revised outturn budgets to actual.	Report to Finance Committee and YHN Board
Achieve 97% accuracy of HRA S&M expenditure, revised outturn budgets to actual.	
Clear backlog of POPs training of YHN staff by July 2005.	Quarterly report to YHN Management team
Keep backlog of outstanding staff/new starters to within one month of starting date.	
Exceed BVP 18 target of paying 91% of invoices on time.(NCC target is 81%)	Quarterly statistics from NCC

Service standards

Service standards for this service are to be developed by 31st July 2005.

Other Service standards relating to this service:

Service standards on

- Customer Service and
- Printed Information

apply to this service. These can be found in Appendix 5

Section: Income
Division: Corporate Services

<p>What we do</p>	<p>We:</p> <ul style="list-style-type: none"> • Comply with Government Policies and codes of practice such as Rent Reform and Convergence • Receive weekly/annual balance of rent accounts and income • Manage the recovery of former tenant arrears • Develop and maintain the Rents Module of the SX3 Housing Management System
<p>What we have achieved in 2004/05</p>	<p>We</p> <ul style="list-style-type: none"> • Introduced quarterly rent account statements (July 2004) • Enhanced the IT systems to enable improved information about our former tenants (Sept 2004) • Procured Experian Citizen view to aid identification of current addresses for former tenants (Feb 2005) • Established a target of 30% for tracing software in relation to identification of current addresses for former tenants (Feb 2005) • Introduced new methods of payment for rents including use of <ul style="list-style-type: none"> – Debit/credit cards (June 2004) – Direct debits (November 2004) – Swipe cards (started pilot scheme December 2004) <p>Other significant achievements include:</p> <ul style="list-style-type: none"> • Widened the role, remit and involvement of the Income Section, and centralised the Area Income Teams to YHN House • Automated Standing Order payments to rent accounts
<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 (these are contained in Appendix 3) <p>In addition, to implement the following service specific recommendations:</p> <ul style="list-style-type: none"> • Establish a policy for providing for and writing off arrears and ensure that an adequate provision is budgeted for in 2005/06 by 1 April 2005

	<ul style="list-style-type: none"> • Take steps to ensure that all staff are aware of all payment methods by 30th April 2005 • Set clear targets for customer take up of the most cost effective payment methods and consider customer incentives, in consultation with service users, by 30th June 2005 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006 7. Review the exchequer debt recovery SLA by 30/9/2005
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>RO3:</p> <ol style="list-style-type: none"> 1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level; 2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence; 3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work <p>RO7:</p> <ol style="list-style-type: none"> 1. Identify the usage (by YHN Services) of NCC Corporate Debtors in raising invoices by 30th April 2005 2. Hold regular monthly meetings to meet with YHN service users between 1st April – 30th September 2005 3. Begin review using Prince 2 methodology by 30th April 2005

Other targets that we are working to achieve in 2005/06:

Local Targets

- Implement the Rents Module of SX3 Housing Management System by 31st July 2005
- Complete the review of the Swipe Card pilot by 31/05/2005
- Identify the most cost effective payment methods by 30th June 2005
- Identify the range of customer incentives in consultation with service users by 30th June 2005
- Monitor performance for former tenants arrears and establish debt collection target by 30th September 2005
- Complete a review of Debt Recovery by 31st December 2005

Service standards

Specific standards relating to this service are currently being developed

Other Service standards relating to this service:

Service standards on

4. Customer Service

5. Printed Information

apply to this service. These can be found in Appendix 5.

Section: Information Technology (IT) Section

Division: Corporate Services

<p>What we do</p>	<ul style="list-style-type: none"> • Administration of IT training and familiarisation • Procurement of hardware and software including inventory • Management of the content of the Internet/Intranet (including the development of electronic forms) for YHN, Your Choice Homes, CCAS. Furniture Service and Concierge Service (currently under development) • Administration of email and calendar accounts and control of access to the network and shared folders • Production of GIS maps • Management of the development of databases and production of performance management reports in BIQuery and from mainframe systems • Core Senior User for the selection and implementation of the new Integrated Housing Management System • E-Government Phase 2 development of Internet site to provide citizen/employee and member portals to make the Internet site more interactive and user friendly
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Procured SX3 within defined timescales • Completed installation of two Wyse terminals in every CHO • Re-launched YHN & CCAS websites • Developed new website for NFS and the Concierge service
<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p>

	<p>RO3:</p> <ol style="list-style-type: none"> 1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level; 2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence; 3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work
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Other targets that we are working to achieve in 2005/06:

Local targets

Target	Milestone/Measure
Replace current Teamware email and calendar systems by December 2005	
Appraise options for Web Access to YHN	Take recommendation to Strategy Group by July 2005
Establish IT strategy group	Identify and invite appropriate officers (up to 10) Draw up terms of reference for agreement by March 2005
Review IT Strategy in conjunction with IT Strategy Group	Take report to Strategy Group of proposed areas to re-dress with agreement by September 2005
Complete review of IT SLA by June 2005	Work with HoCS and IT Business Consultant to review and test remaining elements of SLA by June 2005 Conduct two quarterly monitoring meetings to review IT SLA by June 2005
Replace file servers by December 2005	
Implement Active Directory including decision on thin client for non-power users by 31 March 2006	First stage of SX3 by end of July 2005 SX3 Allocations by end of September 2005 All other staff to be completed by April 2006

Service standards

Service standards for this service are to be developed by 31st July 2005.

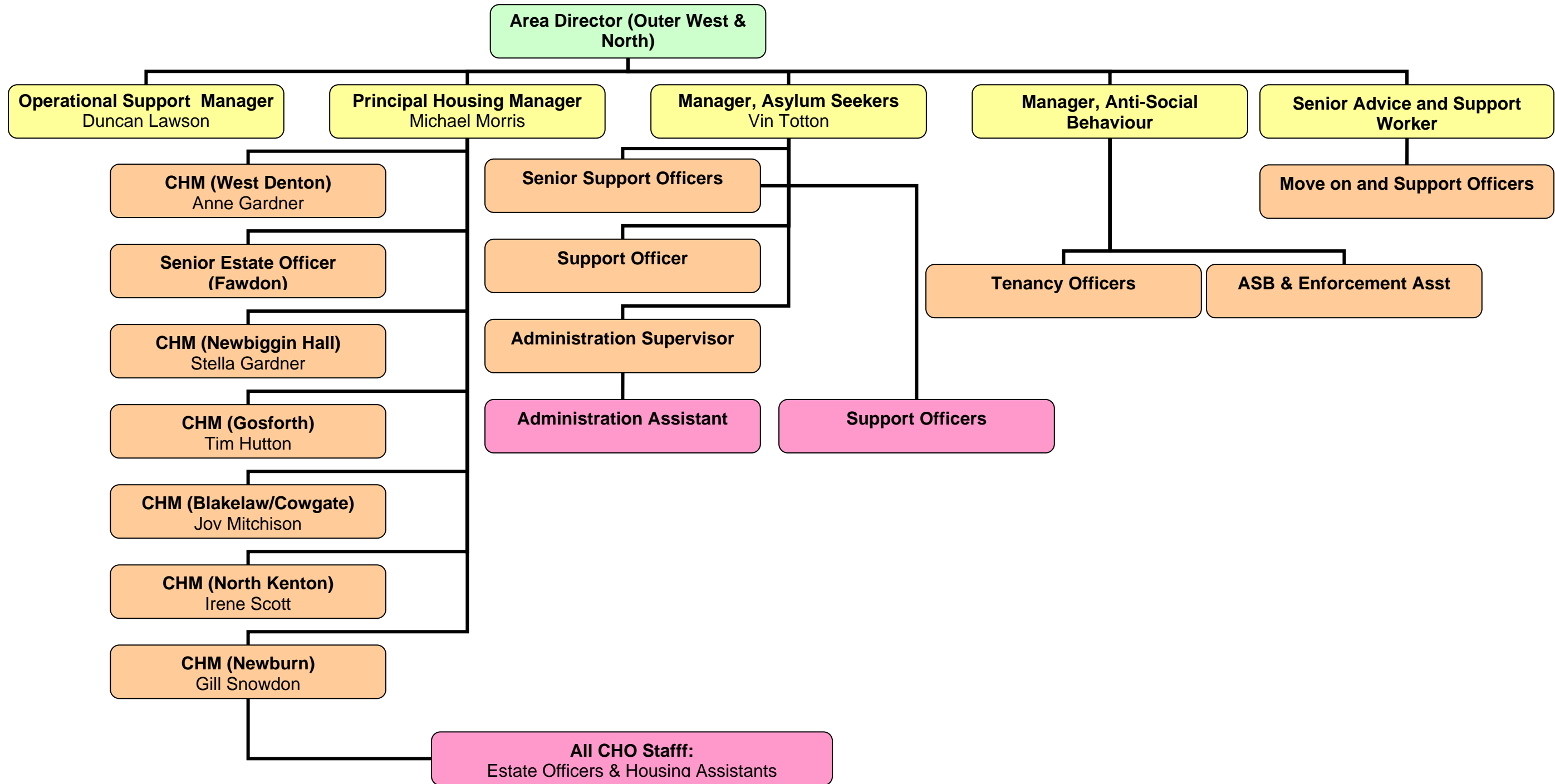
Other Service standards relating to this service:

Service standards on

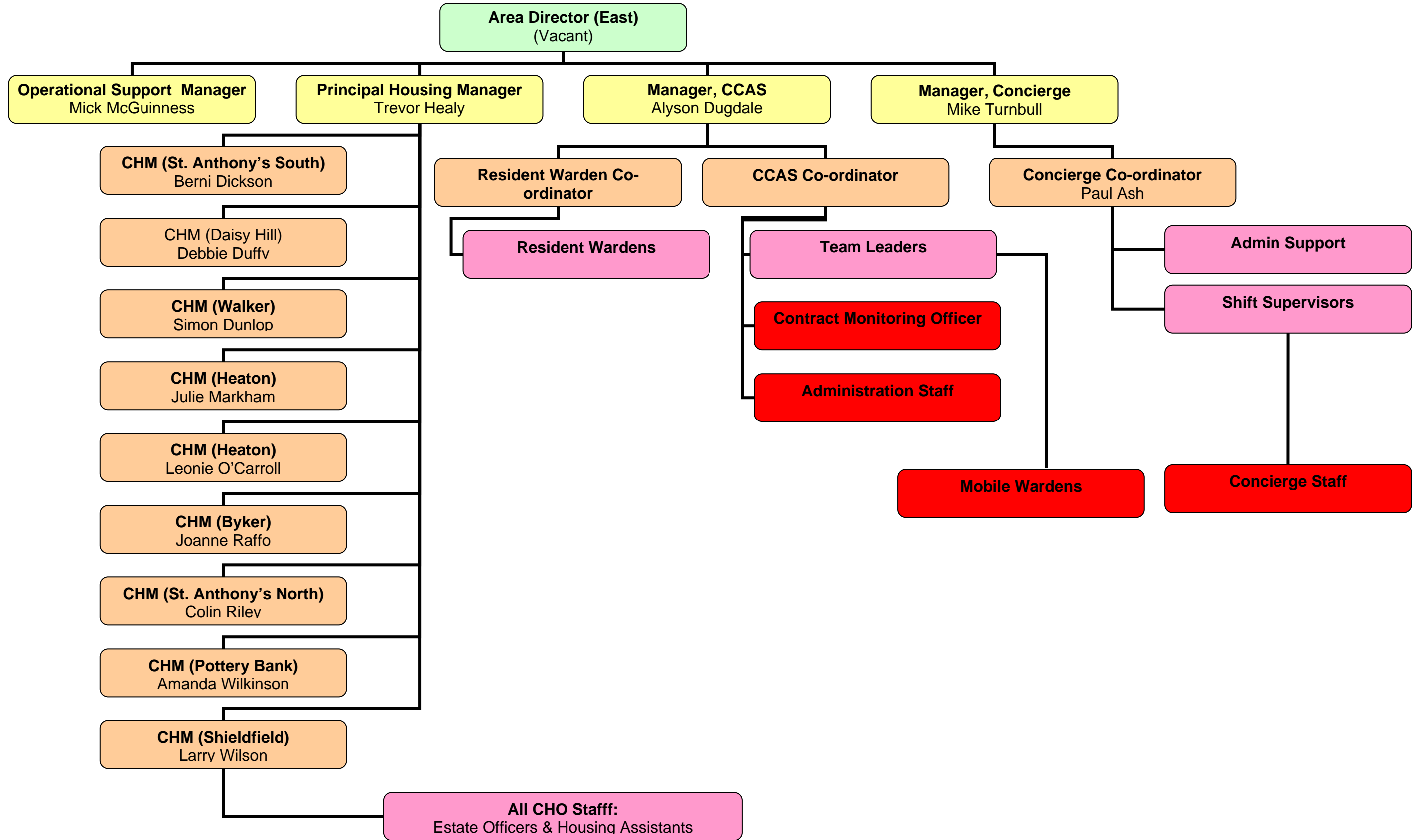
4. Customer Service and
5. Printed Information

apply to this service. These can be found in Appendix 5.

Housing Management (Outer West & North)



Housing Management (East)



Section: Advice and Support
Division: Housing Management

<p>What we do</p>	<p>We work to</p> <p>Prevent homelessness by</p> <ul style="list-style-type: none"> • New referral process • Assist in homeless assessment of refugees • Support young people by: <ul style="list-style-type: none"> ○ Joint Assessment process ○ Work with connexions • Homeless protocol sub group • Homeless coordinators • Homeless Forum <p>Help vulnerable households to maintain a successful tenancy by</p> <ul style="list-style-type: none"> • Increased SLA with Welfare Rights • Included voluntary sector on rent statements • Joint approach with CHOs • Feedback on all cases • Pilot scheme with Credit Union • Early intervention with ASW letter • Partnership working with Voluntary sector • Received £10,000 annual donation from Greggs • Generated £85,854 in last quarter for our customers <p>Provide housing and accommodation for Asylum Seekers with leave to remain:</p> <ul style="list-style-type: none"> • Work in partnership with the ASU • Expanded service • Citywide Support to refugees • Outreach sessions • Partnership work with RCOs • Positively promote refugees within the city
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Handled 728 referrals to the Advice and Support Team from between 1st July 2004 – 31st December 2004. • The refugee move on team created 41 YHN tenancies for refugees in the period 1/07/04 to 31/12/04. • Raise income for tenants between July – December 2004 by £204,785.16 via welfare benefits and promotional benefit take up campaigns • Developed performance management database for

	<p>the service</p> <ul style="list-style-type: none"> • Implemented a system for routine customer satisfaction surveys to be done on closure of a case • Worked in partnership with charitable organisations to access funding, furniture, and furnishings to support vulnerable households • Provided debt advice to 164 clients during July-Dec 2004, and referred 34 cases to Money Matters • Introduced a new job specific induction training for Advice and Support Workers
<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 4. Achieve 74% tenant satisfaction with the overall service and 65% satisfaction with opportunities for participation by 31/3/2006 5. Overall achievement of 90% of the service standards by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006 5. Restructure Supporting People funding according to changing priorities by 30/11/2005
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4 as appropriate</p> <p>ES4:</p> <ol style="list-style-type: none"> 1. Establish a baseline for customer satisfaction by June 2005 using existing customer questionnaire 2. Incorporate this work into the Using Stakeholder Feedback Workstream 3. Develop a new customer questionnaire by 30th September 2005 4. Establish a target on increasing customer satisfaction by 31st December 2005 <p>ES5:</p> <ol style="list-style-type: none"> 1. Implement annual programme of monitoring as per service standards monitoring matrix for 2005/06; 2. Submit quarterly monitoring and progress

reports to HMT;

3. Submit quarterly summary reports to Area Boards

RO3:

Work with Finance Section to:

1. Conduct service review for Advice and Support Work (Move-On) by 30/04/2005.
2. Develop individual service proposals by 31/10/2005. Submit bids for revision for revisions to funding for contracts by 30/10/2005

RO5:

1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level;
2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence;
3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work

Other targets that we are working to achieve in 2005/06:

Local targets

- Achieve Supporting People Quality Assessment Framework Level C compliance by 30th June 2005
- Review Supporting People funding by 30th September 2005

Service standards

Service standards relating to the Advice and Support Service

- When you are referred to us, we will write to you or phone you within 10 working days to offer you an appointment. If it is an emergency, we will give you priority.
- We will keep all interviews private and confidential.
- At your interview, we will explain what we do and find out how we can help you. If we cannot help you, we will explain why and tell you about other services you can contact.
- We will make a support plan with you to meet your needs.

- We will review your support plan with you at least every three months.
- If it is necessary, we can work with other agencies to help meet your needs
- When you don't need our support any more, we will close your file and write to you to tell you why.
- When we have done this, we will ask you to fill in a questionnaire. This will help us to continue to improve our service.

How our Move On Team can help

- If you are an asylum seeker and have 'leave to remain', we will offer to organise a 'move-on plan' with you within four weeks. The 'move-on plan' can help you find another place to live.

- We will offer to help you to get benefits and other services.

Other Service standards relating to this service:

Service standards on

5. Customer Service and
6. Printed Information

apply to this service. These can be found in Appendix 5.

Section: Anti Social Behaviour (HASBET)
Division: Housing Management

<p>What we do</p>	<p>Newcastle Anti Social behaviour Unit is a partnership between YHN, Northumbria Police & Victim Support. The Unit provides a central resource to support and work in partnership with local community housing offices and the communities they serve to challenge anti-social behaviour. The team manages cases where residents disrupt the lives of others in their community and who commit serious or persistent breaches of their tenancy agreement. The team uses early intervention warning letters and Acceptable Behaviour Agreements to deal firmly with nuisance behaviour and targets more serious offenders using the legislation available involving the service of Notices of Seeking Possession, Anti-Social Behaviour Orders (ASBOs) and Injunctions.</p> <p>The team works with localised staff to ensure a multi-agency problem solving approach is adopted working with partners in Youth Offending Teams and Youth Service, Social Services, Probation Services and other agencies to implement educational, diversionary and preventative measures, with a view to helping to sustain tenancies prior to enforcement action being necessary.</p> <p>The partnership with Victim Support (Newcastle) gives specialist support to victims and witnesses.</p> <p>The Newcastle ASB Unit includes YHN's Tenancy Services Team and is part of the wider Housing Management Division sitting under the management responsibility of the Area Director (Outer West & North)</p>
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Established the Anti-Social Behaviour Unit in partnership with Northumbria Police and Victim Support • Established a citywide and cross-tenure system for early intervention, tackling low level nuisance • Established protocols for applying for Anti-Social Behaviour Agreements and closure of premises associated with illegal or immoral uses • Establish system for use of ABAs across tenures • Effective use of possession proceedings (16 evictions during July – March 2005)

<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 4. Achieve 74% tenant satisfaction with the overall service and 65% satisfaction with opportunities for participation by 31/3/2006 5. Overall achievement of 90% of the service standards by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006 <p>Responsibility to the Community (RC)</p> <ol style="list-style-type: none"> 5. Establish a baseline of customer satisfaction with the overall HASBET service by 31/1/2006 6. Commence investigation of all racist incidents referred to HASBET through the ARCH report mechanism within one working day 7. In conjunction with partners, revise our procedures for tenants faced with eviction by 30/09/2005
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>ES4:</p> <ol style="list-style-type: none"> 1. All customers to receive revised customer satisfaction surveys from April 2005 2. Produce regular bi-monthly Area Board reports detailing activity on anti-social behaviour and customer satisfaction levels 3. Explore with Communications and Involvement Team the quarterly reporting on performance on anti-social behaviour through the Homes and People Newsletter <p>ES5:</p> <ol style="list-style-type: none"> 1. Implement annual programme of monitoring as per service standards monitoring matrix for 2005/06; 2. Submit quarterly monitoring and progress reports to HMT; 3. Submit quarterly summary reports to Area Boards <p>RO3:</p> <ol style="list-style-type: none"> 1. To utilise monthly trigger reports to monitor

	<p>sickness levels and to address issues at a local level;</p> <ol style="list-style-type: none"> 2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence; 3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work <p>RC5:</p> <ol style="list-style-type: none"> 1. Review customer satisfaction questionnaire by April 2005 to incorporate service standards on nuisance and harassment 2. Establish a regular cycle of customer satisfaction surveys and feedback analysis from 1st April 2005. 3. Review new cycle of customer feedback from June 2005. 4. Conduct analysis of first two quarters of customer feedback by January 2006 to inform baseline figure for customer satisfaction. <p>RC6:</p> <ol style="list-style-type: none"> 1. Produce quarterly reports to Area Boards on the performance against this target <p>RC7:</p> <ol style="list-style-type: none"> 1. Identify lead officer and key stakeholders for review of eviction procedures by 30th April 2005 2. Contact key stakeholders and discuss scope of review by 31st May 2005 3. Carry out a review of current procedures in consultation with stakeholders by 31st July 2005 4. Develop and agree revised procedures by 31st August 2005 5. Communicate new procedures to all appropriate parties by 30th September 2005 6. Implement new procedures by 1st October 2005
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Other targets that we are working to achieve in 2005/06:

Local targets

- To increase the number of Early Intervention letters by 10% per month
- To increase the number of Acceptable Behaviour Agreements by 10% by 31st March 2006

Service standards

Service standards relating to Nuisance and Harassment

- When you report a case of nuisance or harassment to us we will complete a complaint form and give you a copy as a receipt.
- We will agree with you how quickly we will investigate your case
- We will begin investigating cases either
 - the next working day
 - within five working days, or
 - within ten working days.
- How quickly we begin our investigations will be agreed with you when we complete your complaint form, and will be based on how serious the case is.
 - We will write to you within five working days of the end of our investigation. In this letter we will:
 - tell you about any action we have agreed to take to deal with the problem, or
 - tell you why we are unable to act.
- If we need you to complete diary sheets to record incidents we will explain to you how this must be done. We will ask you to keep the diary for no more than seven days. After seven days we will review them with you. If they are useful we may ask you to continue.
- We will respect your request for confidentiality. We will not disclose your identity unless we have your agreement to do so.
- We will contact you every week to keep you up to date with the steps we are taking to resolve your complaint. We will do this by visit, letter, e-mail or telephone call.
- If your complaint is referred to the Tenancy Enforcement Team, we will write to you and tell you the name of the officer who will deal with your case.
- We will take the lead, and work with other agencies to resolve problems. Examples of other agencies are the youth service, community development, street wardens and police.
- We will advise you of the support that we, and other agencies, can give you. Examples of other agencies are victim support, racial harassment support team and mediation service.
- We understand that you may not feel able to give evidence in court. When this happens, we will try to use evidence gathered by others such as street wardens and housing officers. We will discuss the implications of this with you.

- If you are willing to be a witness and give evidence at court we will provide you with support before, during and after any legal proceedings.
- If your case has been referred to the Tenancy Enforcement Team we will ask you to complete a satisfaction feedback form after the case is closed. This will help us to continue to improve and develop our procedures.

Service standards relating to rent arrears

When you sign up for your tenancy

- We will tell you:
 - how much rent you have to pay for your home;
 - how, where and when you have to pay it; and
 - how to claim Housing Benefit.
- We will arrange to visit you within six weeks of you moving into your home and discuss any problems you may have, including paying your rent.
- We will encourage you to contact us at any point if you are worried about or experiencing problems in paying your rent. We will offer you the service of an Advice and Support Worker, or suggest other agencies who may be able to give you advice on benefits, your welfare rights and how to manage money.

If you have an enquiry about your rent account

- We will offer you a confidential interview and try to deal with your enquiry immediately. If we cannot deal with it there and then, we will reply to you in writing within 15 working days.
- If you ask for a statement of your rent account, we will provide it within 15 working days and we will also give you a statement of your rent account every year.

If you fall into rent arrears

- We will contact you to agree how you will pay these back, and will confirm in writing any agreement made.

If you fail to maintain an agreement with us to pay your arrears

- We will take legal action to recover your debt. We will explain your legal rights to you and what will happen if we have to take you to court.
- We will tell you, in writing, that we are going to go to court, and the outcome of any legal action.
- If you fail to make payments as ordered by the court, we will take action to evict you from your home.

After your tenancy has ended

- We will confirm, in writing, if you owe us any rent. We will try to reach an agreement for repayment, and explain to you the problems you may have if you want to apply for another home from us or another social landlord.
- If you do not keep to the agreement, we will pass your debt to a debt-collection agency for them to recover it.

Other Service standards relating to this service:

Service standards on

8. Customer Service and

9. Printed Information

apply to this service. These can be found in Appendix 5.

Section: Asylum Seekers Unit
Division: Housing Management

<p>What we do</p>	<p>We are a dedicated team within Your Homes Newcastle to support those people who have applied to the Home Office for asylum and who are dispersed to us/Newcastle Council. As part of the North East Consortium for Asylum and Refugee Support (NECARS) we are part of a public sector contract to provide accommodation and support to asylum seekers in the region.</p> <p>We will:</p> <ul style="list-style-type: none"> • manage the 360 contracted properties as well as those properties needed for pre-contract cases • bring together the main service providers to minimise isolation and disadvantage for asylum seekers and refugees by ensuring that the key support mechanisms are in place • to work with local communities and others in a positive way in raising the awareness of issues affecting asylum seekers, integration and combating discriminatory practices especially racism • provide and develop an intensive and comprehensive “Move-on” facility for households with a right to remain in the UK • Consult with service users to help improve our service <p>The work of the ASU requires a multi-agency approach to ensure a quality service. This means us working closely with:</p> <ul style="list-style-type: none"> • YHN staff, local Community Housing Management staff, The Furniture Service, and the Community Care Alarm Service • all City Council Directorates but mainly Social Services, Education and Neighbourhood Services • statutory agencies such as the Health Authority and the Police • many voluntary and community organisations spread across the city • NECARS partners to the public sector contract
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Contributed significantly to the celebration of: International Women’s Day - assembly rooms on 8th March, and Refugee week - trip to Alnwick castle for 200 clients • Significant development of the Best Value Review

	<p>SIP - now 90% completed, including development and translation of a Welcome Pack for customers; and development of written procedures for all aspects of the service</p> <ul style="list-style-type: none"> • Completed a special exercise on dispersal - ART moves - between August and October 2004 - c. 65 Households assisted • Completed 5 rounds of grant aid as at 18th March 2005 • Delivered or directly contributed to 23 sessions on awareness raising during 2004/05 • Developed a service for the Social Services Directorate regarding accommodation and support which they commission from ASU. We started with 12 cases and now manage 66 cases on their behalf.
<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 2. Achieve Charter Mark for two services by 31/3/2006. 4. Achieve 74% tenant satisfaction with the overall service and 65% satisfaction with opportunities for participation by 31/3/2006 5. Overall achievement of 90% of the service standards by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>ES2: In conjunction with the Performance Management and Policy Team –</p> <ol style="list-style-type: none"> 1. Conduct gap analysis for the service by end June 2005; 2. Develop action plan by end September 2005; 3. Submit Charter Mark application for service by end of March 2006 <p>ES4: Information provision</p>

1. Produce information about the service including via welcome pack and service standards
2. Produce a service newsletter by 30th April 2005 then 3 per year thereafter.
3. Produce an annual report for the service

Consultation and participation

4. Tie-in to other service specific consultation - e.g. R&M where appropriate
5. Annually interpret the 1,3 and 6 month consultation with clients by 31st March 2006
6. Conduct specific ASU Consultation twice a year in June 2005 (Refugee Week) and February 2006

ES5:

1. Implement annual programme of monitoring as per service standards monitoring matrix for 2005/06;
2. Submit quarterly monitoring and progress reports to HMT;
3. Submit quarterly summary reports to Area Boards

RO3:

1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level;
2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence;
3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work

Other targets that we are working to achieve in 2005/06:

Local targets

- To achieve 100% contract compliance by 31st March 2006
- To contribute to the renegotiation on the current NASS contract (September 2006 onwards) by 31st December 2005
- To claim all appropriate grant for the final year of the interim scheme for 2005/06 by 31st March 2006
- To implement the Year 2 Service Improvement Plan emanating from the 2003/04 Best Value Review
- To develop work with Social Services in relation to failed Asylum cases and to claim funding in relation to housing and support provided.

Service standards

Service standards relating to the Asylum Seekers Service

Support for all clients of the Asylum Seekers Unit

- We will arrange for an interpreter when you need one and translate important documents about our service.
- We will show you around the property and tell you about the furniture, fixtures, fittings and services.
- We will make sure your new home is clean and safe and that we have completed all repairs to our standards.
- We will give you a welcome pack which gives you important information about living in Newcastle including advice about support networks that are available to help you.
- We will help you to access services such as doctors and schools.
- Twice a year we will consult our clients to find out their views on how we can continue to improve and develop our services.
- We will provide opportunities for those who live and work in Newcastle to take part in events which raise awareness around the issues of asylum

Support for people under the National Asylum Support Service contract

- When you first arrive in Newcastle, we will meet you at the arrival point and take you to your home on the same day
- We will visit you each month at your home to check on the property and see if you have any problems.
- We have a drop-in facility once each week in the area where you live to discuss any issues or problems you may have. We will tell you where and when these take place.

Support for people under the interim scheme

- We will authorise to pay all bills from landlords within seven working days
- If you are part of the interim scheme, we will visit you at home every three months to check on the property and see if you have any problems
- We will pay support payments for those on the interim scheme each week.

Support for people with 'leave to remain' who our move-on team are helping

- We will offer to organise a 'move-on' plan with you within two weeks.
- We will offer to help you get benefits and other services.

Other Service standards relating to this service:

Service standards on

4. Customer Service and
5. Printed Information

apply to this service. These can be found in Appendix 5.

Section: Community Care Alarm Service
Division: Housing Management

What we do	<p>We provide resident warden services in City Council sheltered housing schemes and mobile warden services to:</p> <ul style="list-style-type: none"> • residents of City Council sheltered housing schemes • residents of RSL sheltered housing schemes • users of the hard-wired alarm system • dispersed alarm users of all tenures • Monitoring only service for vulnerable clients
What we have achieved in 2004/05	<ul style="list-style-type: none"> • Completed a valuation of Telecare (assisted technology) • Successfully achieved Charter Mark renewal • Expanded our range of services from central control, including: RepairCall, EnviroCall and ASB reporting line) • Completed 1st phase of National pilot for Easycare (single assessment process) • Formalised our protocol with Northumbria Police for delivering vulnerable persons service
Service Plan and Delivery Plan targets for 2005/06 that we contribute to	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 4. Achieve 74% tenant satisfaction with the overall service and 65% satisfaction with opportunities for participation by 31/3/2006 5. Overall achievement of 90% of the service standards by 31/3/2006 6. Achieve 90% customer satisfaction with the overall repairs and maintenance service by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006 5. Restructure Supporting People funding according to changing priorities by 30/11/2005 8. Introduce electronic lone worker monitoring by 31/3/2006
Our actions to achieve Delivery Plan targets	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p>

ES4:

1. Send out an annual questionnaire to capture the views of customers
2. Meet twice yearly with Roshni and MECSS to ensure the BME groups can feed back their views on our service
3. All feedback on any aspect of the service is measured on a monthly basis

ES5:

1. Implement annual programme of monitoring as per service standards monitoring matrix for 2005/06;
2. Submit quarterly monitoring and progress reports to HMT;
3. Submit quarterly summary reports to Area Boards

RO3:

1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level;
2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence;
3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work

RO5:

Work with Finance Section to

1. Conduct service review for CCAS - dispersed - By 31/10/2005, Sheltered Schemes - by 31/10/2005.
2. Develop individual service proposals by 31/10/2005. Submit bids for revision for revisions to funding for contracts by 30/10/2005

RO8:

1. To purchase equipment for lone worker monitoring by 30/06/2005;
2. To complete a 6-month pilot the arrangements for lone worker monitoring by 31/12/2005;
3. To identify other avenues of new business by 31/03/2006.

Other targets that we are working to achieve in 2005/06:

Local Targets

- Increase the number of demonstrations that are converted into installations by 85%
- Increase the number of non council clients by 10% by 31/03/06
- Increase the number of accompanied viewings with new sheltered housing tenants by 5% by 31/03/06

Service standards

Service standards relating to the Community Care Alarm Service

- We will collect information about you as soon as you join the service. We will not give this information to anyone else without your permission.
- We will check with you once a year that the information we have about you is up to date. We will update our records on the same day that you tell us about any changes to the information we hold about you.
- We will answer 98.5% of all calls in one minute.
- If you need the emergency services, we will phone them immediately.
- If you have made an emergency call and you need a mobile warden, they will reach you within 30 minutes.
- If a mobile warden has visited you in an emergency, we will visit you again within 24 hours to check that everything is all right.
- If there is a fault on your community care alarm phone, we will replace the phone within 24 hours.
- If there is a fault on your intercom system, we will check it within 24 hours. You can still contact our service by phoning 0191 277 1800 or 0191 277 1801.
- If there is a major fault in your area, for example, because of power failure, we will let you know within 24 hours. You can still contact our service by phoning 0191 277 1800 or 0191 277 1801.

Service standards relating to Sheltered Housing

- Your warden will collect information about you after you decide to become a tenant of a sheltered scheme. We will not give this information to anyone else without your permission.
- Your warden will contact you each day to find out how you are. If you need help, we will contact the appropriate person for you, such as your doctor, a relative or a friend.
- Your warden will check the alarm equipment in your home four times a year to make sure that it is working properly and that you know how to use the alarm.
- Your warden will check with you twice a year that the information we have about you is up to date. We will update our records on the same day that you tell us about any changes to the information we hold about you.

- Your warden will have personal contact with you at least once a week when they are on duty. If you need help, your warden will contact the appropriate person for you.
- Your warden will promote and help organise social activities in your scheme.
- Your warden will hold at least four meetings a year in your scheme. The meetings give you a chance to give us your views or ask questions and get information about changes in our services. You will get a copy of the notes taken during each meeting.
- Your warden will give you information on the fire safety procedures in the scheme twice a year.
- We will answer 96.5% of your intercom calls within one minute, and contact the people or services you need to help you.
- If there is a fault on the intercom system, we will check it within 24 hours. You will still be able to get in touch with a mobile warden by phoning 0191 277 1800 or 0191 277 1801. The mobile warden will answer your call or contact your warden for you.
- We will report any faults on the alarm system or fire-safety equipment in the building on the same day we become aware of them. We will also report any repairs that are needed to the shared areas and keep a record of this.
- We will check the fire safety panel each day to make sure it is working properly.

Other Service standards relating to this service:

Service standards on

9. Customer Service and

10. Printed Information

apply to this service. These can be found on Appendix 5.

Section: Community Housing Management
Division: Housing Management

<p>What we do</p>	<p>We provide a comprehensive Community Housing Management Service to the Council's 32,000 rented properties and the cross-tenure communities. This service is delivered via 20 decentralised service outlets and community housing management teams. We also provide services from 2 Customer Service Centres across the city.</p> <p>These services are:</p> <ul style="list-style-type: none"> • estate management • tenancy enforcement • the management of void properties • lettings • reporting and monitoring of repairs • tenant and resident participation • sustaining and supporting tenancies • arrears recovery • links with capital investment
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Introduced new voids procedures and a new decoration voucher scheme • Achieved a major improvement in void re-let times by reducing it from 45.37 days to 29.69 days • Established a high quality property-standard for void properties • Introduced a shortened rent arrears route • Made a positive impact on reducing net rent arrears from £4,272,949 to £3,401,639 • Introduced work plans for housing management staff • Improved the standards to 15 Community Housing Offices • All eight 2004/05 service plan target were achieved
<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006, specifically: <ul style="list-style-type: none"> – Ensure that Housing Benefit application forms are completed at sign up as a matter of course by 30th April 2005. – Introduce a robust, formal and transparent process for monitoring all

	<p>introductory tenancies by 30th June 2005.</p> <ul style="list-style-type: none"> - Publicise estate walkabouts to all tenants and residents and give feedback on the outcomes to the wider tenant audience by 30th June 2005 <ol style="list-style-type: none"> 4. Achieve 74% tenant satisfaction with the overall service and 65% satisfaction with opportunities for participation by 31/3/2006 5. Overall achievement of 90% of the service standards by 31/3/2006 <p>Modern Homes (MH)</p> <ol style="list-style-type: none"> 3. Reduce lettable voids by 10% (110 voids) by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006 4. Complete review of the Housing Management Service by 30/9/2005 5. Restructure Supporting People funding according to changing priorities by 30/11/2005 10. Reduce net rent arrears by 16% by 31/3/2006 <p>Responsibility to the Community (RC)</p> <ol style="list-style-type: none"> 2. Develop a YHN gardening service specification and menu of options by 31/3/2006
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>ES4:</p> <ol style="list-style-type: none"> 1. Work with the Communications and Involvement Team during 2005/06 to: <ul style="list-style-type: none"> • assess the level of community interest in establishing local compact • develop where appropriate, locally based compacts in response to demands • audit the Tenants Groups in the East End • develop a good practice manual and training for staff (led by East End Managers) 2. Implement the local tenants compacts for the Outer West and North

ES5:

1. Implement annual programme of monitoring as per service standards monitoring matrix for 2005/06;
2. Submit quarterly monitoring and progress reports to HMT;
3. Submit quarterly summary reports to Area Boards

MH3:

1. Complete re-categorisation of properties by end of May 2005;
2. Implement Rents and Estates Management Information Systems through SX3 by November 2005; Establish Key Performance Indicators (KPIs) with key construction partners in relation to Void Improvement Programme by 30 June 2005;
3. Implement training for staff on appropriate use of SX3 in relation to void monitoring by August 2005;
4. Implement Void Strategy Action Plan targets for 2005/06 by 31 March 2006;

RO3:

1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level;
2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence;
3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work

RO4:

11. Establish workstream teams and hold initial meeting to agree tasks and project plans by April 2005.
12. Conduct baseline review of current service provision by end 30th June 2005
13. Conduct options appraisal by 31st August 2005.

RO5:

Work with Finance Section to:

1. Develop individual service proposals by 31/10/2005. Submit bids for revision for revisions to funding for contracts by 30/10/2005

	<p>RO10:</p> <ol style="list-style-type: none"> 1. Produce a comprehensive guide for staff on managing Introductory Tenancies including early intervention to prevent arrears escalation by 30/06/05 2. Weekly monitoring of cases to ensure appropriate action has been taken in accordance with current policy 3. Fortnightly monitoring of rent arrears targets at SMT, AMT and Area Boards 4. Rent arrears performance to be discussed at all housing staffs one-to-ones every 6 months <p>RC2:</p> <ol style="list-style-type: none"> 1. Work with high performing/good practice ALMOs to identify model for alternative gardening services and payment options by 31/05/2005. 2. Consult with tenants on the development of a model for YHN at key stages of the process. 3. Develop a specification for YHN model including menu of options by 31/3/2006

Other targets that we are working to achieve in 2005/06:

Best Value Performance Indicators

For info, this section details any BVPIs, Local Targets (LYHN Targets), and Service Standards, which are applicable to CHM, and which, together with the Delivery Plan targets and milestones in sections 3&4, need to be fed into your individual staff performance appraisal targets.

Indicator	Description	Responsible Officer	Target
BVPI 66a	Local authority rent collection and arrears: proportion of rent collected	Area Directors	98.50%
BVPI 66b1	The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants	Area Directors	13%
BVPI 66b2	The number of YHN tenants owing over seven weeks (gross) rent arrears	Area Directors	4050 tenants
BVPI 66b3	The amount of (gross) rent arrears owed by YHN tenants owing over 7 weeks rent	Area Directors	£2,382,321
BVPI 66c	Percentage of local authority	Area Directors	35%

	tenants in arrears who have had Notices Seeking Possession served		
BVPI 66d	Percentage of local authority tenants evicted as a result of rent arrears	Area Directors	0.50%
BVPI 212	Average time to re-let local authority housing	Area Directors	Reduce the average number of days to 84

Local Targets

Indicator	Description	Responsible Officer	Target
LBVPI 69	Percentage of rent lost through local authority dwellings becoming vacant	Area Directors	3.20%
LYHN 1	Average amount of arrears per tenant	Area Directors	£172
LYHN 2	100% of staff work plans to be completed by all available housing staff	PHMs	100%
LYHN 3 (formerly LBVPI 66b)	Local authority rent collection and arrears: rent arrears of current tenants as a proportion of the authorities rent roll	Area Directors	3.13%
LYHN 4	Reduce the net arrears across the city by £572,573 to £2,828,026	Area Directors	£2,828,026
LYHN 5	Reduce the voids across the city by 110 (from 1100 to 1000)	Area Directors	1000
LYHN 6	The length of time from a void being sent for a technical inspection to being handed back to CHO	Area Directors	This target will not be set until the end of the first quarter (30/06/05)

Service standards

There are a number of specific service standards relating to the Housing Management Service, including:

Service standards for New Tenants

- When you look at a home we will offer to show you around and tell you about the fixtures, fittings and services.
- We will give you a copy of our empty property standard. This will tell you about the work we will do to your home before you move in.

- We will make sure your home is clean and safe and that we have carried out all repairs to our empty property standard.
- If you need to move in before we have carried out the work outlined in our empty property standard, you can move in if:
 - we have made sure your home is safe; and
 - we agree with you about the repairs we need to do, and when we will do them.
- If your home needs decorating, we will talk to you about what we can offer you, and how it will be done.
- We will tell you about the other services we offer that can help you settle into your home. These include Newcastle Furniture Service and Community Care Alarm Service.
- We will explain your tenancy agreement to you before you sign it. We will not ask you to sign it until you are sure you understand it.
- We will give you a copy of your tenancy agreement.
- We will give you a welcome pack. This will contain information about your home, your local area and its services.
- We will offer you the service of an Advice and Support Worker, or suggest other agencies who may be able to help you settle into your tenancy.
- We will visit you within six weeks of you moving into your new home to make sure that you have no problems with your tenancy.

Service standards for Nuisance and Harassment

- When you report a case of nuisance or harassment to us we will complete a complaint form and give you a copy as a receipt.
- We will agree with you how quickly we will investigate your case
- We will begin investigating cases either
 - the next working day
 - within five working days, or
 - within ten working days.
- How quickly we begin our investigations will be agreed with you when we complete your complaint form, and will be based on how serious the case is.
- We will write to you within five working days of the end of our investigation. In this letter we will:
 - tell you about any action we have agreed to take to deal with the problem, or
 - tell you why we are unable to act.
- If we need you to complete diary sheets to record incidents we will explain to you how this must be done. We will ask you to keep the diary for no more than seven days. After seven days we will review them with you. If they are useful we may ask you to continue.
- We will respect your request for confidentiality. We will not disclose your identity unless we have your agreement to do so.
- We will contact you every week to keep you up to date with the steps we are taking to resolve your complaint. We will do this by visit, letter, e-mail or telephone call.

- If your complaint is referred to the Tenancy Enforcement Team, we will write to you and tell you the name of the officer who will deal with your case.
- We will take the lead, and work with other agencies to resolve problems. Examples of other agencies are the youth service, community development, street wardens and police.
- We will advise you of the support that we, and other agencies, can give you. Examples of other agencies are victim support, racial harassment support team and mediation service.
- We understand that you may not feel able to give evidence in court. When this happens, we will try to use evidence gathered by others such as street wardens and housing officers. We will discuss the implications of this with you.
- If you are willing to be a witness and give evidence at court we will provide you with support before, during and after any legal proceedings.
- If your case has been referred to the Tenancy Enforcement Team we will ask you to complete a satisfaction feedback form after the case is closed. This will help us to continue to improve and develop our procedures.

Service standards for Property standards

SAFE

- We will make sure that the property is safe for you to move into.
- For example, there will be no:
 - bare wires or damaged electrical fittings;
 - missing flooring, floor tiles or floor treads on stairs;
 - insecure doors;
 - missing or damaged handrails;
 - missing or damaged glazing; or
 - damaged gas and electrical appliances.
- We will check the safety of gas and electrical installations, and we will give you a copy of the gas safety check report.

CLEAN

- We will clean the property before you move in.
- We will:
 - clean kitchen units, toilets, baths and wash basins;
 - wash down all paintwork and clean the inside of all windows;
 - clean the outside windows in low-rise properties (two-storey blocks of flats);
 - clear all rubbish from the house and garden, including any rubbish from building work;
 - clear all rubbish from outbuildings and shared areas;
 - put air fresheners in the house; and
 - clean and disinfect all baths, toilets, wash basins and sinks.

GOOD CONDITION

- We will complete all repairs needed to bring the property up to a good standard.

- This means:
 - doors and windows are not damaged and will open and close correctly;
 - kitchen units and worktops are in good condition;
 - flooring and floor coverings are in good condition;
 - toilets are not damaged or cracked and are flushing correctly;
 - baths are not cracked and work properly;
 - we will complete major plaster repairs before you move in;
 - we will complete work that is needed following gas, electric and central-heating inspections that find problems.
 - we will tell you if there are minor repairs which need to be completed after you move into your home,
 - and we will let you know when this work will be done.

DECORATION

- If you need to decorate rooms in your home we will consider what help we can give you.
- This means that we may be able to give you vouchers to help with the cost of decoration.
- We can refer you to an advice and support worker who may be able to give you more help, depending on your circumstances.
- We have produced a booklet called 'The decorating voucher scheme' which explains how our decorating voucher scheme works.
- You can get a copy of this booklet from any housing office.
- If you have any questions or comments about the property standard or the decorating voucher scheme, local housing staff will be happy to help you.

Service standards for Rent Arrears

When you sign up for your tenancy

- We will tell you:
 - how much rent you have to pay for your home;
 - how, where and when you have to pay it; and
 - how to claim Housing Benefit.
- We will arrange to visit you within six weeks of you moving into your home and discuss any problems you may have, including paying your rent.
- We will encourage you to contact us at any point if you are worried about or experiencing problems in paying your rent. We will offer you the service of an Advice and Support Worker, or suggest other agencies who may be able to give you advice on benefits, your welfare rights and how to manage money.

If you have an enquiry about your rent account

- We will offer you a confidential interview and try to deal with your enquiry immediately. If we cannot deal with it there and then, we will reply to you in writing within 15 working days.
- If you ask for a statement of your rent account, we will provide it within 15 working days and we will also give you a statement of your rent account every year.

If you fall into rent arrears

- We will contact you to agree how you will pay these back, and will confirm in writing any agreement made.

If you fail to maintain an agreement with us to pay your arrears

- We will take legal action to recover your debt. We will explain your legal rights to you and what will happen if we have to take you to court.
- We will tell you, in writing, that we are going to go to court, and the outcome of any legal action.
- If you fail to make payments as ordered by the court, we will take action to evict you from your home.

After your tenancy has ended

- We will confirm, in writing, if you owe us any rent. We will try to reach an agreement for repayment, and explain to you the problems you may have if you want to apply for another home from us or another social landlord.
- If you do not keep to the agreement, we will pass your debt to a debt-collection agency for them to recover it.

Service standards for Repairs and Maintenance**Reporting a repair**

- We will widely publicise how you can report repairs.
- We will carry out all emergency repairs within one working day and will make and keep appointments for all other internal repairs.
- We will publicise the repairs that are your responsibility. If you want us to carry out these repairs, we will do so and charge you.
- We will publicise all communal repairs reported on the block information boards

Carrying out a repair or maintenance

- We will ensure that all workers will provide identification, have the necessary skills to carry out your repair and will use good quality materials.
- We will treat you and your home with respect and tidy up after all work.
- Wherever possible we will try to complete your repair as agreed. If however, we have to cancel your repair or appointment, we will inform you in writing, by phone call or a visit to your home.
- We will make and keep an appointment with you to carry out an annual gas safety check or gas service.

Repairs performance

- We will inspect a random sample of at least 10% of all completed repairs to ensure the quality of the work and service provided.
- We will record, investigate and respond to all repairs complaints
- We will monitor the performance and quality of the service and widely publish repairs performance figures every 4 weeks

Service standards for Your Choice Homes

Before joining the scheme

- We will widely publicise the scheme and provide information about how you qualify to join.
- When we receive your registration form to join Your Choice Homes, staff at the office that receives your form will register your details within five working days. We will write to you to confirm this.
- We will check your registration details and tell you if we need more information. When we receive all of your information, we will write and tell you if you qualify to join Your Choice Homes within 10 working days.
- We will offer you help to use the scheme. We will visit you at your home if you need us to.

While you are looking for a home

- We will advertise homes in a range of ways so that you will know which properties are available
- We will give you information about local services and amenities to help you decide where to live.
- When we have made you an offer of a home, we will make arrangements to show you around the property.
- We will tell you about furniture that is available through the Newcastle Furniture Service.

- Every month we will provide information on successful lettings. This is to help you decide where you want to live. We will publish this information on our website, in the property shop and in our Community Housing Offices.

After you have found a home

- An officer from your local housing office will visit you within six weeks of you moving into your new home to make sure that there are no problems with your tenancy.

If you are not happy with our decision

- We will tell you about our appeals procedure
- We will deal with any written appeals we receive within 21 days. When we have made a decision on your appeal, we will write to you within five working days.

Other Service standards relating to this service:

Service standards on

14. Customer Service and

15. Printed Information

apply to this service. These can be found in **Appendix 5**.

Section: Concierge Service
Division: Housing Management

<p>What we do</p>	<p>Concierge staff carry out a wide range of duties which, depending upon location, include the following:</p> <ul style="list-style-type: none"> • Reception and security services, including 24 hour monitoring of CCTV, smoke alarms and intruder alarms. • Building cleaning. • Undertake 'good neighbour' duties for residents. • Carry out regular inspections of building cleanliness. • Carry out regular safety and security inspections. <p>Some Concierge staff live on site.</p>
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Completed SITO Accreditation training for all staff • Awarded Charter Mark accreditation • Developed and launched Concierge Service website • Partnership procurement of software management system to ensure statutory compliance in relation to CCTV
<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 4. Achieve 74% tenant satisfaction with the overall service and 65% satisfaction with opportunities for participation by 31/3/2006 5. Overall achievement of 90% of the service standards by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>ES4:</p> <ol style="list-style-type: none"> 1. Conduct "roadshows" at each of our service sites to inform and and consult with our customers about our service and to test customer satisfaction levels. 2. Publish an annual service newsletter to tell

	<p>customers about service developments, invite comments and suggestions about our service, and test customer satisfaction levels by 31st December 2005</p> <ol style="list-style-type: none">3. Continue to consult with the Living in Flats Working Group (2-monthly) and individual residents' groups.4. Offer customers the opportunity to participate in building cleaning inspections (once a quarter for each block plus 10% spot check each quarter).5. Review the opportunities available to our customers for involvement with our service by 31st December 2005 <p>ES5:</p> <ol style="list-style-type: none">1. Implement annual programme of monitoring as per service standards monitoring matrix for 2005/06;2. Submit quarterly monitoring and progress reports to HMT;3. Submit quarterly summary reports to Area Boards <p>RO3:</p> <ol style="list-style-type: none">1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level;2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence;3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work
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Other targets that we are working to achieve in 2005/06:

Local targets

- Review Concierge Service standards in consultation with key stakeholders by 31st March 2006
- Implement action plan arising from the Charter Mark accreditation by 30th June 2005
- Deliver NVQ level 2 Cleaning Skills training for all staff by 31st October 2005
- Conduct visits through road shows to each site to inform users about the service and to establish customer satisfaction levels
- Review service training plan by 31st October 2005

Service standards

Service standards for the Concierge Service

- We will give you a welcome pack when you move in.
- We will meet you and give you an introduction to our services. We will explain to you your responsibilities as a tenant. We will do this within seven days of you moving into your home.
- We will inspect your building every three months to make sure our cleaning work schedule is being followed. Our cleaning work schedule will be displayed in your building. We will invite tenant representatives to all our inspections and we will make the results available to you.
- If an area or block falls below the standard of the displayed work schedule, we will bring it up to those standards within 24 hours
- Your concierge will carry out daily safety and security inspections
- Your concierge will challenge any non-resident who enters a block without authority
- We will display information boards with up-to-date service details
- When our staff are on duty they will wear a complete uniform and an identity badge

Other Service standards relating to this service:

Service standards on

4. Customer Service and
5. Printed Information

apply to this service. These can be found in Appendix 5.

Section: Furniture Service
Division: Housing Management

<p>What we do</p>	<p>The service operates from warehouse premises in Walker. We provide:</p> <ul style="list-style-type: none"> • furniture packages to residents of City Council tenancies in the form of part or fully furnished tenancies, including the service provided to the Asylum Seekers Unit • a furniture service to HOME Housing Association, Durham City Council, Derwentside District Council, Chester le Street Council, Blyth Valley Housing, Richmond Fellowship, NECA and DCI tenancies • child safety equipment to residents in the City through joint working with the Health Authority
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Produced a procedure manual for all service staff • Introduced menu options to give all new clients more choice and flexibility • Purchased an asset management system to ensure we know how much furniture we have in our warehouse and in our customer's homes • Renewed the contract to supply us with the furniture we buy to supply our customers • Achieved Charter Mark accreditation
<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 4. Achieve 74% tenant satisfaction with the overall service and 65% satisfaction with opportunities for participation by 31/3/2006 5. Overall achievement of 90% of the service standards by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>ES4:</p> <ol style="list-style-type: none"> 1. Estate based consultation planned for 2005/06 2. Newsletter to our customers planned for Summer 2005 to update customers on service

improvements

ES5:

1. Implement annual programme of monitoring as per service standards monitoring matrix for 2005/06;
2. Submit quarterly monitoring and progress reports to HMT;
3. Submit quarterly summary reports to Area Boards

RO3:

1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level;
2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence;
3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work

Other targets that we are working to achieve in 2005/06:

Indicator	Description	Responsible Officer	Target
NFS 1	15% increase in externally managed properties	Jason Wylie	15% increase in externally managed properties by 31.03.06
NFS 2	Gain two further external contacts per year	Jason Wylie	Gain two further external contacts by 31.03.06

Service standards

Service standards for the Furniture Service

- We will deliver furniture to you within five working days of you asking us to.
- We will deliver your furniture on a day we have agreed with you
- We will offer you a morning or afternoon appointment when we deliver or collect your furniture.
- When we deliver your furniture we will give you a list of all the items in your furniture package.
- When we deliver your furniture we will assemble any items that need it.
- We will make sure your cooker is fitted safely.
- We will make sure that any electrical items we give you are in good working order and are fitted safely.
- We will replace any item of furniture that need changing due to wear and tear within five working days of you telling us about it.

- We will repair or replace any faulty electrical appliance we have supplied to you within two working days of you telling us about it.
- We will collect furniture within five working days of you asking us to.

- When we collect your furniture we will take apart any items that need it.
- We will visit you within eight weeks of delivering your furniture to make sure everything is all right.

Other Service standards relating to this service:

Service standards on

4. Customer Service and
5. Printed Information

apply to this service. These can be found in Appendix 5.

Section: Relocation and Resettlement
Division: Housing Management

<p>What we do</p>	<p>We:</p> <ul style="list-style-type: none"> • provide a comprehensive support service to households which are relocating as a result of redevelopment schemes • work with Newcastle City Council (NCC) to co-ordinate support services from the public, private, and voluntary sectors to assist their effective resettlement into new communities • produce an assessment of the specific needs of each household affected by the clearance programme and provide advice and support on the range of multi-tenure options available to households across the city • develop and facilitate networks between community groups and voluntary and statutory agencies • refer clients to other NCC directorates and agencies in an attempt to ensure that all of their needs are met including those which are not specifically housing related
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Relocated a total of 200 households, comprising 106 Council tenants, 47 Owner Occupiers, 33 Private Sector tenants, and 14 tenants of Registered Social Landlords • Produced the first annual report for the service • Developed the performance management database to improve the quality of management information available
<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 4. Achieve 74% tenant satisfaction with the overall service and 65% satisfaction with opportunities for participation by 31/3/2006 5. Overall achievement of 90% of the service standards by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p>

	<p>ES4:</p> <ol style="list-style-type: none"> 1. Revise customer satisfaction survey by 30th April 2005 2. Roll out programme of customer satisfaction surveys from 1st May 2005 3. Complete the development of a customer database to enable recording and analysis of customer feedback by 31st May 2005 4. Produce two newsletters for service users during September 2005 and March 2006 <p>ES5:</p> <ol style="list-style-type: none"> 1. Implement annual programme of monitoring as per service standards monitoring matrix for 2005/06; 2. Submit quarterly monitoring and progress reports to HMT; 3. Submit quarterly summary reports to Area Boards <p>RO3:</p> <ol style="list-style-type: none"> 1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level; 2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence; 3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work
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Other targets that we are working to achieve in 2005/06:

Local targets

- Commence partnership working with the Health Authority to address the relocation/rehousing of individuals where required from 30th April 2005
- Implement Year 2 of the Service Improvement Plan emanating from the 2003/04 Best Value Review
- Work with NCC's Regeneration Directorate to relocate/resettle private sector tenants affected by Regeneration programmes

Service standards for Relocation & Resettlement

- When we have confirmation that your home is to be demolished, we will write to you within five working days. The letter will tell you the time and date we will visit you and the name of the officer who will be helping you to be re-housed.
- When we visit you at your home we will give you an information pack about our service.
- We will explain to you and make sure you understand your entitlements under the scheme, your rehousing options and what the procedures are.
- We will help you to fill in a Your Choice Homes application form if you are interested in social rented housing and you choose to join this scheme.
- If you are eligible to join Your Choice Homes, we will give your application a priority for rehousing if:
 - you are the owner;
 - you are a Newcastle city council tenant; or
 - you are a tenant whose landlord has agreed to sell your home to the council.
- We will agree with you how often we update you about your case.
- When you have accepted the offer of a property, we will visit you within two working days to organise the move to your new home.
- We will arrange your move for a time and date that is convenient for you.
- On the day you move, we will visit you either at the property you are leaving or at your new home to deal with any problems that may arise.
- We will contact you at your new home within five working days of you moving in to deal with any issues.
- We will also visit you one month after you have moved in to make sure everything is all right. When you are rehoused we will ask you to fill in a satisfaction feedback form. This will help us to continue to improve and develop our service.

Other Service standards relating to this service:

Service standards on

3. Customer Service and
4. Printed Information

apply to this service. These can be found in Appendix 5.

Section: Your Choice Homes
Division: Housing Management

<p>What we do</p>	<p>The Your Choice Homes and Housing Needs team has implemented the City Council's approach to Choice Based Lettings. This is called Your Choice Homes – Homefinder Lettings Service. The service is based in the city centre and works across a number of functions related to letting Council and Housing Association homes.</p> <p>In addition to this our Health Team carry out assessments of rehousing on health grounds. This is approached through partnership working with seconded health professional and through joint working with other Health and Social Services agencies.</p> <p>We also provide a management information and research function, and are responsible for the production and distribution of statistical information to assist with performance management and monitoring.</p> <p>We provide information, advice and clarification on the City Council's Lettings policy, and also guidance on other statutory requirements. We help in the development and implementation of policy and procedure in relation to rehousing.</p> <p>With Health and Social Services, we have developed training to raise awareness on issues relating to health and housing.</p>
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Carried out further evaluation of Your Choice Homes - Homefinder lettings service in partnership with Newcastle City Council • DDA compliance for our Office in New Bridge Street • Increased partner landlords we are working with by 3 • Piloting accredited private landlords through Your Choice Homes
<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 2. Achieve Charter Mark for two services by

	<p>31/3/2006.</p> <ol style="list-style-type: none"> 4. Achieve 74% tenant satisfaction with the overall service and 65% satisfaction with opportunities for participation by 31/3/2006 5. Overall achievement of 90% of the service standards by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006 <p>Responsibility to the Community (RC)</p> <ol style="list-style-type: none"> 7. In conjunction with partners, revise our procedures for tenants faced with eviction by 30/09/2005
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>ES2: In conjunction with the Performance Management and Policy Team –</p> <ol style="list-style-type: none"> 1. Conduct gap analysis for the service by end June 2005; 2. Develop action plan by end September 2005; 3. Submit Charter Mark application for service by end of March 2006 <p>ES4:</p> <ol style="list-style-type: none"> 1. Send out monitoring questionnaires to customers using The Property Shop; 2. Publication of YCH newsletter <p>ES5:</p> <ol style="list-style-type: none"> 1. Implement annual programme of monitoring as per service standards monitoring matrix for 2005/06; 2. Submit quarterly monitoring and progress reports to HMT; 3. Submit quarterly summary reports to Area Boards <p>RO3:</p> <ol style="list-style-type: none"> 1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level; 2. To conduct interviews, and record and submit interview proformas with every member of staff

	<p>upon return to work following sickness absence;</p> <ol style="list-style-type: none"><li data-bbox="457 1086 1146 1219">3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work
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Other targets that we are working to achieve in 2005/06:

Local targets

Indicator	Description	Responsible Officer	Target
YCH 1	To implement SX3 successfully by September 2005	John Urwin	To implement SX3 successfully by September 2005

Service standards

Service standards relating to Your Choice Homes

Before joining the scheme

- We will widely publicise the scheme and provide information about how you qualify to join.
- When we receive your registration form to join Your Choice Homes, staff at the office that receives your form will register your details within five working days. We will write to you to confirm this.
- We will check your registration details and tell you if we need more information. When we receive all of your information, we will write and tell you if you qualify to join Your Choice Homes within 10 working days.
- We will offer you help to use the scheme. We will visit you at your home if you need us to.

While you are looking for a home

- We will advertise homes in a range of ways so that you will know which properties are available
- We will give you information about local services and amenities to help you decide where to live.
- When we have made you an offer of a home, we will make arrangements to show you around the property.
- We will tell you about furniture that is available through the Newcastle Furniture Service.

- Every month we will provide information on successful lettings. This is to help you decide where you want to live. We will publish this information on our website, in the property shop and in our Community Housing Offices.

After you have found a home

- An officer from your local housing office will visit you within six weeks of you moving into your new home to make sure that there are no problems with your tenancy.

If you are not happy with our decision

- We will tell you about our appeals procedure
- We will deal with any written appeals we receive within 21 days. When we have made a decision on your appeal, we will write to you within five working days.

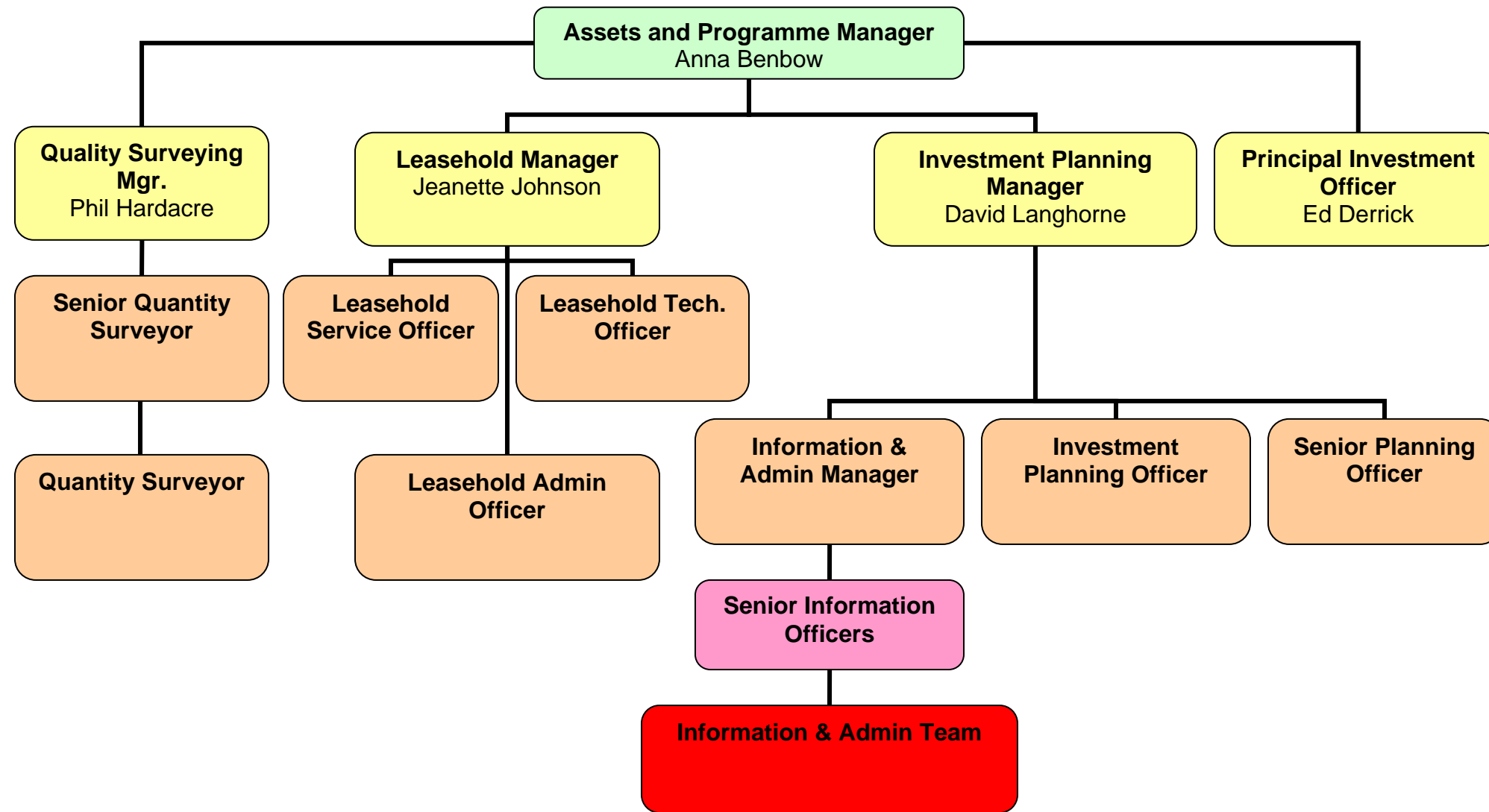
Other Service standards relating to this service:

Service standards on

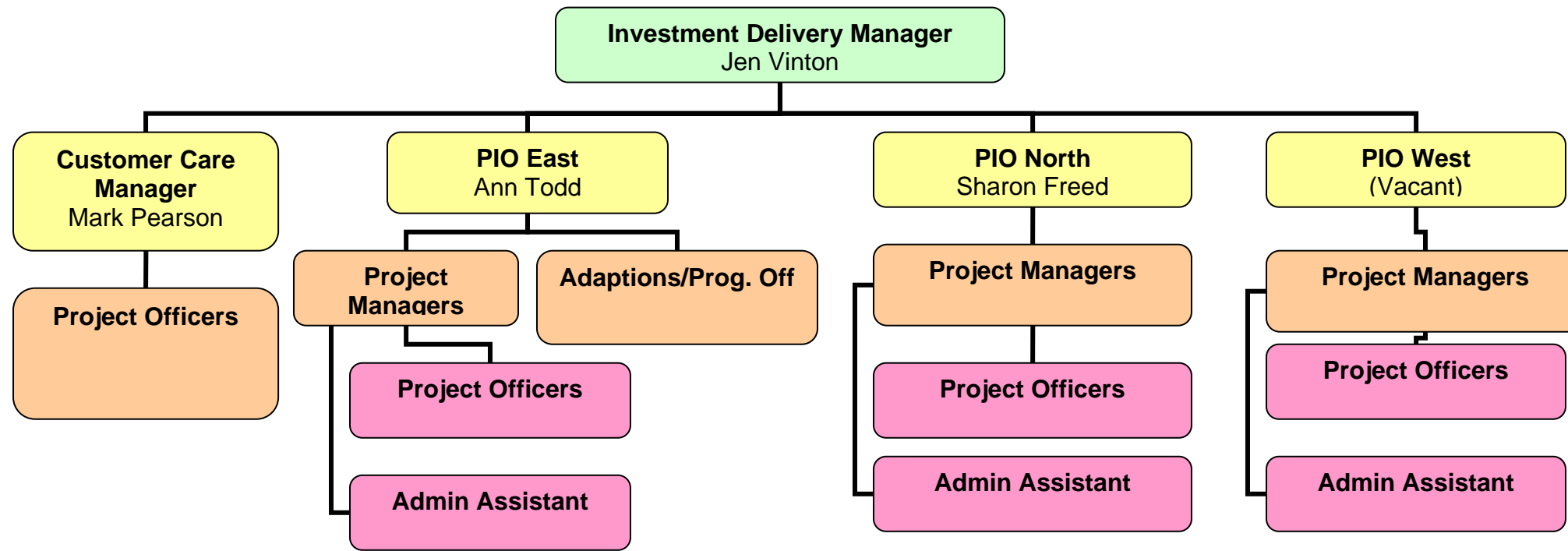
4. Customer Service and
5. Printed Information

apply to this service. These can be found in Appendix 5.

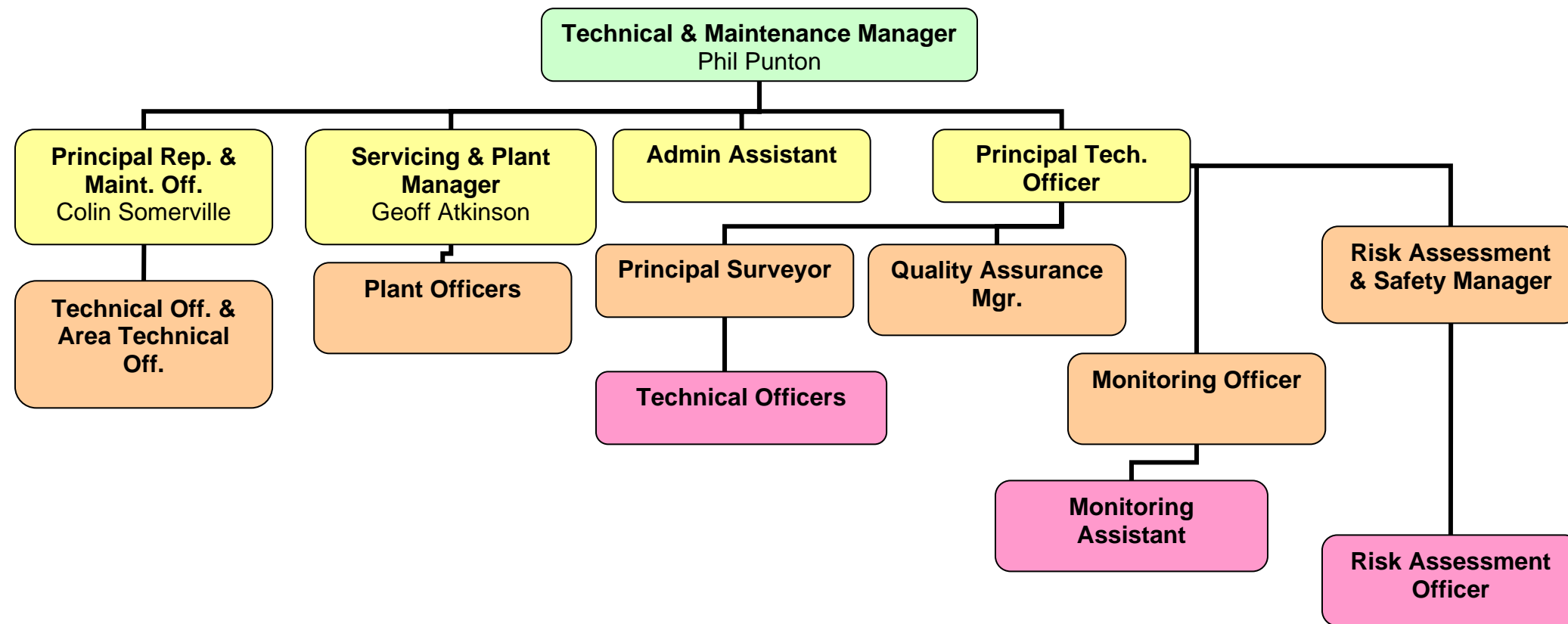
Property & Contract Services: Assets and Programme Management



Property & Contract Services: Investment Delivery



Property & Contract Services: Technical and Maintenance



Section: Assets and Programmes
Division: Property and Contract Services

<p>What we do</p>	<p>Key work areas:</p> <ul style="list-style-type: none"> • Preparation of the YHN Investment Programme including: <ul style="list-style-type: none"> – Decent Homes Standard – External and Structural Improvements – Decent Homes Standard – Internal and Amenity Improvements – Decent Homes Standard – Energy Efficiency – Modern Homes – Landlord Services – Meeting Special Needs – Demolition and Redevelopment – Improving Customer Services, including office accommodation – Repair and Maintenance of Council Housing • Asset Management and Business and Strategic Planning including EMAS • Cost and programme management of YHN Investment Delivery • Asset Management and Business Planning information and analysis including sustainability assessments. • Information provision
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Implemented option appraisal on all estates where sustainability was identified as a risk • Introduced a new process for managing voids citywide • Completed first stage review of sheltered housing • Identified 535 unsustainable council homes for demolition • Procured an enterprise project management system to assist in monitoring the investment programme. • Updated and developed PIMMs system
<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 <p>Running Ourselves Well (RO)</p>

	<p>3. Reduction of sickness to 10.20 days per FTE by 31/3/2006</p> <p>Modern Homes (MH)</p> <ol style="list-style-type: none"> 1. A 1.85% change in the proportion of non decent homes between 1/4/2005 and 1/4/2006 2. Achieve an average energy rating of SAP 59 for our properties by 31/3/2006 4. Agree Asset Management Strategy by 31/3/2006 6. Complete the 2005/06 YHN Stage 2 reviews by 31/12/2005 <p>Responsibility to the Community (RC)</p> <ol style="list-style-type: none"> 1. Develop a corporate strategy for EMAS by 31/3/2006
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>RO3:</p> <ol style="list-style-type: none"> 5. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level; 6. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence; 7. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work <p>MH1:</p> <ol style="list-style-type: none"> 5. Implement internal improvement programme for 2005/06; 6. Implement external improvement package for improvement programme; 7. Establish KPIs with Construction partners by June 2005; 8. Establish system for fortnightly monitoring with construction partners; 9. Report on completions and customer satisfaction on a 6-monthly basis to Strategic Alliance (key construction partners), and quarterly to Property Committee <p>MH2:</p>

	<p>MH4: Develop draft Asset Management Strategy by end of June 2005.</p> <ol style="list-style-type: none">1. Commence office accommodation asset review on completion of housing management review (Dec 2005).2. Commence review of District Heating by June 2005. <p>MH6:</p> <ol style="list-style-type: none">4. Produce a schedule of Stage 2 reviews by 31 May 20055. Conduct a review of the schedule on a quarterly basis and report to Property Committee <p>RC1:</p> <ol style="list-style-type: none">5. Produce a report on EMAS for Property Committee by end of June 2005, incorporating a proposed programme of work, and linkages to the City Council's EMAS strategy;6. Meet with City Council EMAS Officer and YHN EMAS Liaison Officer by June 2005;7. Develop process for achieving EMAS accreditation by March 2006.
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Other targets that we are working to achieve in 2005/06:

BVPIs

Indicator	Description	Responsible Officer	Target
BVPI 184a	The proportion of Local Authority homes which were non decent at 31/03/06	Anna Benbow	81.90%
BVPI 184b	The percentage change in proportion of non-decent LA homes between 01/04/05 and 01/04/06	Anna Benbow	1.85%
BVPI 63	Energy efficiency – the average SAP rating of local authority owned dwellings	Anna Benbow	59

Service standards

Service standards for this service have not yet been developed

Other Service standards relating to this service:

Service standards on

6. Customer Service and
7. Printed Information

apply to this service. These can be found in Appendix 5.

Section: Investment Delivery
Division: Property and Contract Services

<p>What we do</p>	<p>Key work areas:</p> <ul style="list-style-type: none"> • Delivery of the YHN Investment Programme including: <ul style="list-style-type: none"> – Decent Homes Standard – Delivering external and structural Improvements – Decent Homes Standard – Delivering internal and amenity Improvements – Decent Homes Standard – Delivering energy efficiency – Delivering modern Homes – Landlord Services – Meeting Special Needs – Demolition and Redevelopment – Improving Customer Services, including office accommodation – Repair and Maintenance of Council Housing • Commissioning of YHN Investment Delivery including procurement delivery and cyclical repairs (e.g. painting programmes) • Consultation with residents and stakeholders on programmes and the Business Plan • Resident consultation and support services for schemes • Affordable Warmth, Newcastle Warm Zone and Home Energy Conservation Act Strategy and delivery • Project management of regeneration schemes and programmes • Commissioning and delivery of adaptations for disabled people in council housing
<p>What we have achieved in 2004/05</p>	<ul style="list-style-type: none"> • Exceeded the total number of homes made decent to 4,449 • Carried out adaptations to over 620 homes to support independent living for disabled people • Delivered the YHN Investment Programme for 2004/05 • Procured construction partners to deliver the YHN Investment programme to 2010 • Installed smoke detection units in XX units as part of our smoke detection drive • City Wide tenants event to determine the investment programme

<p>Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to</p>	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 4. Achieve 74% tenant satisfaction with the overall service and 65% satisfaction with opportunities for participation by 31/3/2006 5. Overall achievement of 90% of the service standards by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006 5. Restructure Supporting People funding according to changing priorities by 30/11/2005 <p>Modern Homes (MH)</p> <ol style="list-style-type: none"> 1. A 1.85% change in the proportion of non decent homes between 1/4/2005 and 1/4/2006 2. Achieve an average energy rating of SAP59 for our properties by 31/3/2006 3. Reduce lettable voids by 10% (110 voids) by 31/3/2006 7. Deliver secure by design improvements to 3,000 homes by 31/3/2006 8. Achieve 87% customer satisfaction with the investment programme by 31/3/2006 <p>Responsibility to the Community (RC)</p> <ol style="list-style-type: none"> 4. Invest £2.8m of the adaptations programme and adapt over 640 homes by 31/3/2006.
<p>Our actions to achieve Delivery Plan targets</p>	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>ES4:</p> <ol style="list-style-type: none"> 1. Implement annual programme of monitoring as per service standards monitoring matrix for 2005/06; 2. Submit quarterly monitoring and progress reports to HMT; 3. Submit quarterly summary reports to Area Boards <p>ES5:</p> <ol style="list-style-type: none"> 1. Achieve 87% of customer satisfaction with the investment programme

	<p>RO3:</p> <ol style="list-style-type: none"> 1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level; 2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence; 3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work <p>RO5:</p> <p>Work with Finance Section to:</p> <ol style="list-style-type: none"> 1. Conduct service review for Adaptations Service - by 30/09/2005. 2. Develop individual service proposals by 31/10/2005. 3. Submit bids for revision for revisions to funding for contracts by 30/10/2005 <p>MH1:</p> <ol style="list-style-type: none"> 1. Implement internal improvement programme for 2005/06; 2. Implement external improvement package for improvement programme; 3. Establish KPIs with Construction partners by June 2005; 4. Establish system for fortnightly monitoring with construction partners; 5. Report on completions and customer satisfaction on a 6-monthly basis to Strategic Alliance (key construction partners), and quarterly to Property Committee <p>MH2:</p> <ol style="list-style-type: none"> 1. Implement internal and external investment programme <p>MH3:</p> <ol style="list-style-type: none"> 1. Complete re-categorisation of properties by end of May 2005; 2. Implement Rents and Estates Management Information Systems through SX3 by November 2005; Establish Key Performance Indicators (KPIs) with key construction partners in relation to Void Improvement Programme by June 2005; 3. Implement training for staff on appropriate use of SX3 in relation to void monitoring by August 2005; Implement Void Strategy Action Plan targets for 2005/06 by 31 March 2006;
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	<p>MH7:</p> <ol style="list-style-type: none">3. Brief contractors on priority schemes for 2005/06 by end of April 2005; <p>MH8:</p> <ol style="list-style-type: none">3. Complete re-draft of customer satisfaction questionnaire by 30/04/2005;4. Conduct on-going programme of consultation on completion of schemes from 31/05/2005;5. Conduct quarterly analysis and collation of feedback; Summary report on quarterly basis to Property Committee <p>RC4:</p> <ol style="list-style-type: none">1. Continue rolling programme of quarterly customer satisfaction surveys;2. Feedback results of customer satisfaction to all customers by 31 March 2006;3. Develop fast track adaptation system linked to internal improvement programmes by end of September 2005;4. Develop integrated IT system between YHN, Social Services and City Design, to link the records relating to applications for adaptations, by end of September 2005.
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Other targets that we are working to achieve in 2005/06:

BVPIs

Indicator	Description	Responsible Officer	Target
BVPI 184a	The proportion of Local Authority homes which were non decent at 31/03/06	Jen Vinton	81.90%
BVPI 184b	The percentage change in proportion of non-decent LA homes between 01/04/05 and 01/04/06	Jen Vinton	1.85%
BVPI 63	Energy efficiency – the average SAP rating of local authority owned dwellings	Jen Vinton	59
Local 1	Deliver the Investment delivery plan for 2005/06	Jen Vinton	Monitor and deliver the Investment delivery plan for 2005/06

Service standards

Delivering Modern Homes Service standards

Consultation and providing information

We will hold an event each year to explain our plans for improving homes.

- We will produce a plan each year for improving homes in the coming year. We will widely publicise the plan in our newsletter 'Homes and People', in community housing offices and on our website.
- We will always write to you first to tell you about any work we are planning for your home. We will do this at least three months before work is due to start.
- Nearer to the time we will write to you again and give you more detailed information about any work we are planning for your home. We may also invite you to an open event.
- When writing to you, we will make sure we provide a contact name and phone number.
- We will make sure that you are aware of and can choose fixtures and finishes wherever possible. Examples of this would be kitchen and bathroom improvements.
- We will always take account of any special requirements you may have, such as a disability or ill health, when carrying out improvement work to your home.
- Carrying out improvements to your home
- We will make sure that you receive at least seven days' notice of when we will carry out work to your home.
- When we are working on your home, we will:
 - protect you and your home by making sure our contractors work carefully and safely;

- respect you and your home while the work is going on;
 - make sure that everyone visiting your home will carry identification;
 - cause as little disruption and inconvenience as possible; and
 - monitor our contractors to make sure they clean up after themselves at the end of each working day.
- We will keep our appointments with you and let you know if we are running late.
 - We will always try to complete the work as agreed. However, if we have to delay the work (for example, because of weather conditions), we will tell you by writing to you, phoning you or visiting you at your home.
 - We will always give you the name and Free phone number of the person to contact if you have any questions or problems about the work to your home.

Quality and satisfaction

- We will carry out a customer satisfaction survey on all of our completed schemes to assess the quality of the work and service. We will let you know what we have found and what we are going to do about it.
- We will report on each scheme to residents and produce a summary each year in our newsletter for tenants, 'Homes and People'

Service standards relating to the Adaptations Service

How we will tell you about our service

- We will use leaflets and posters to tell you about our service. These will be available in community housing offices, from social services, in libraries and other outlets.
- Each year we will publish our plans for the adaptation service.
- We will make sure all our staff are aware of the service and what it can do

How you can apply

- You can phone the Social Services Duty Officer. You will find their number in this leaflet
- The duty officer will take your details and make a record of the information. We will send you a copy of this within 28 days of your call. We will deal with emergency cases immediately.
- The occupational therapy service will also assess you.

How we will assess your needs

- The first part of your assessment will be carried out by the occupational therapy service. Someone from the occupational therapy service will visit you and find out about your needs. They will agree with you how we can meet these needs.
- We will try to meet your needs with the appropriate equipment or adaptations. In some cases this may not be possible. If this is the case, we may offer to re-house you in a more suitable property
- We will fill in an assessment form for you. If you are happy with our assessment, we will ask you to sign it.

- The occupational therapy service will then send their recommendations for adaptations to us.
- We will then arrange for a technical survey to be carried out at your home and we will draw up a sketch plan of the work
- When you have agreed to the plan, we will place an order for the work to be carried out.

How we will do the work

- We will make sure that you receive 14 days' notice of when work will be carried out to your home.
- When we are working on your home we will:
 - protect you and your home by making sure our contractors work carefully and safely;
 - respect you and your home while the work is going on;
 - make sure that everyone visiting your home carries identification;
 - keep any disruption and inconvenience to a minimum; and
 - monitor our contractors to make sure that they clean up after themselves at the end of each working day.
- We will always try to complete the work as agreed. However, if we have to delay the work, we will tell you by writing to you, phoning you or visiting you at your home.
- If something happens that prevents us from carrying out work to your home on the agreed date, we will tell you by writing to you, phoning you or visiting you at your home.
- We will keep our appointments with you and let you know if we are running late.
- We will always give you the name and phone number of the person to contact if you have any questions or problems about the work to your home.
- When writing to you we will make sure that we give you a contact name and phone number.

How we will find out if you are satisfied

- We will carry out a customer satisfaction survey on all of our schemes to assess the quality of the work and service provided. We will let you know what we have found and what we are going to do about it.

Other Service standards relating to this service:

Service standards on

5. Customer Service and
6. Printed Information

apply to this service. These can be found in Appendix 5.

Section: Leasehold Management
Division: Property and Contract Services

What we do	<p>We</p> <ul style="list-style-type: none"> • Manage all issues relating to Leasehold Property ownership. • Issue annual service charge invoices and manage individual accounts. • Consult with customers on proposed capital works schemes. • Provide statistical and management information in line with statutory requirements. • Resolve issues and provide advice in relation to the Leasehold Management process
What we have achieved in 2004/05	<ul style="list-style-type: none"> • Introduced systems for improved performance management and monitoring • Developed a consultation and involvement strategy • Developed procedural guidelines and service standards • Reviewed and formalised Service Level Agreements
Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1. Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 5. Overall achievement of 90% of the service standards by 31/3/2006 7. Complete a customer satisfaction survey of the leasehold service by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006
Our actions to achieve Delivery Plan targets	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>ES5:</p> <ol style="list-style-type: none"> 1. Implement annual programme of monitoring as per service standards monitoring matrix for 2005/06; 2. Submit quarterly monitoring and progress reports to HMT; 3. Submit quarterly summary reports to Area Boards

	<p>ES7:</p> <ol style="list-style-type: none">1. Develop draft customer satisfaction questionnaire in consultation with leaseholders by 31/05/2005;2. Agree and print customer satisfaction questionnaire by 31/07/2005;3. Issue first survey of all leaseholders by 30/10/2005;4. Analyse feedback and establish a baseline of customer satisfaction by 31/3/2006. <p>RO3:</p> <ol style="list-style-type: none">1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level;2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence;3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work
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Other local targets that we are working to achieve in 2005/06:

To continue to implement other recommendations for service improvements that were identified as part of the Best Value Review 2003/04.

Service standards**Service standards relating to Leaseholders**

- We will keep the structure and outside of your building insured against fire, flood, lightning, explosion and any other reasonable risks. You will continue to be responsible for insuring your home contents.
- We will continue to maintain the structure and outside of your building.
- We will tell you about your responsibility to pay for all the services we provide.
- We will give you an invoice for your service charges every July. Your service charge invoice will explain the individual charges.
- You can pay your service charge either in one payment or in monthly instalments. We will offer you a range of ways to pay.
- We will consult you on any major repairs or improvements we plan to carry out on your building.
- We will consult you about your payment options for any major repairs or improvements.
- We will liaise with you while we carry out any work on your building.
- We will give you reasonable notice if we need to get into your home to carry out any repairs. This will be seven days unless in an emergency.
- We will hold a leaseholders' forum every year, and regular meetings of a leaseholder steering group. The steering group is made up of leaseholders and Your Homes Newcastle officers. It meets at regular intervals to discuss issues that are important to leaseholders.

Other Service standards relating to this service

Service standards on

4. Customer Service and
5. Printed Information

apply to this service. These can be found in Appendix 5.

Section: Technical and Maintenance
Division: Property and Contract Services

What we do	The Repairs and Maintenance Service is currently commissioned by Your Homes Newcastle and is provided by City Build (Neighbourhood Services) and is planned with the YHN Investment Programme.
What we have achieved in 2004/05	<p>Note of all 'green' indicators from last yrs service plan</p> <ul style="list-style-type: none"> • Significant progress towards selecting a new contractor to provide R & M Services • Established a Quality Assurance Team • Established a Value Engineering Group • Participated in this years annual tenants event
Strategic Objectives and Delivery Plan targets for 2005/06 that we contribute to	<p>Excellent Services (ES)</p> <ol style="list-style-type: none"> 1 Implement all Audit Commission inspection recommendations identified for 2005/06 by 31/3/2006 4. Achieve 74% tenant satisfaction with the overall service and 65% satisfaction with opportunities for participation by 31/3/2006 5. Overall achievement of 90% of the service standards by 31/3/2006 6. Achieve 90% customer satisfaction with the overall repairs and maintenance service by 31/3/2006 <p>Running Ourselves Well (RO)</p> <ol style="list-style-type: none"> 3. Reduction of sickness to 10.20 days per FTE by 31/3/2006 <p>Delivering Modern Homes (MH)</p> <ol style="list-style-type: none"> 5. Select a provider under new contract arrangements for the Repairs and Maintenance Service by 31/12/2005
Our actions to achieve Delivery Plan targets	<p>ES1: See recommendations from Audit Commission as contained in Appendix 3 and Equalities and Diversity targets in Appendix 4</p> <p>ES4: 1. Measure customer satisfaction through R & M satisfaction surveys and action planning on results (see local targets below)</p>

	<ul style="list-style-type: none"> 2. Conduct pre and post-inspections of R&M 3. Pilot 'Fast Teams' for R&M service by 31 May 2005 <p>ES5:</p> <ul style="list-style-type: none"> 1. Implement annual programme of monitoring as per service standards monitoring matrix for 2005/06; 2. Submit quarterly monitoring and progress reports to HMT; 3. Submit quarterly summary reports to Area Boards <p>ES6:</p> <ul style="list-style-type: none"> 1. Analyse quarter 4 feedback from 2004/5 satisfaction surveys by end of April 2005. 2. Implement an action plan for addressing dissatisfaction from end of May 2005; 3. Conduct and report on quarterly analysis of levels of satisfaction to Property Committee 4. Raise issues arising from this analyses at monthly contract meetings between Housing Management, R&M, and Contractor, and at bi-monthly Repairs Development Group meetings <p>RO3:</p> <ul style="list-style-type: none"> 1. To utilise monthly trigger reports to monitor sickness levels and to address issues at a local level; 2. To conduct interviews, and record and submit interview proformas with every member of staff upon return to work following sickness absence; 3. To ensure timely referrals to Occupational Health Section as detailed in the Sickness Absence Toolkit, to support individuals' return to work <p>MH5:</p> <ul style="list-style-type: none"> 1. Contract decision to be made during August - October 2005. 2. Award contract to preferred supplier by November 2005. 3. Ensure that contract is in place by end of 31st March 2006.
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Other targets that we are working to achieve in 2005/06:

Indicator	Description	Responsible Officer	Target
BVPIs			
BV211a	The proportion of planned repairs and maintenance expenditure on HRA dwellings compared to responsive maintenance on HRA dwellings	Phil Puntton	60%
BV211b	Proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non-urgent repairs expenditure to HRA dwelling	Phil Puntton	<=10%
LBVPI			
LBVPI 68	Average re-let times for local authority dwellings let in the financial year	Phil Puntton	27 days
LBVPI 72	To complete 95% of urgent repairs within government time limits	Phil Puntton	97%
LBVPI 73	The average time taken to complete non-urgent repairs	Phil Puntton	10.5 days
Local Targets			
R&M 1	% of repairs for which an appointment has been made and kept	Phil Puntton	85%
R&M 2 (LBV72)	% of urgent repairs completed in government time limits	Phil Puntton	97%
R&M 3 (LBV73)	The average number of days to complete non urgent repairs	Phil Puntton	10.5
R&M 4	Ensure that R&M expenditure does not exceed budget	Phil Puntton	<=100%
R&M 5	Customer Satisfaction with Repairs Service	Phil Puntton	90%
R&M 6	Ensure that less than 2% of gas services are outstanding	Phil Puntton	2%
R&M 7	less than 9% of total jobs to be raised on emergency status	Phil Puntton	<=9%
R&M 8	40% of total jobs to be raised on non urgent status	Phil Puntton	40%
R&M 9	Ensure that the correct number of orders raised is at least 97%	Phil Puntton	97%
R&M 10	95% of void properties handed back on time	Phil Puntton	95%

R&M 11 (BV211a)	The proportion of planned repairs expenditure on HRA dwellings compared to responsive maintenance expenditure on HRA dwellings	Phil Puntton	60%
R&M 12 (BV211b)	Proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non-urgent repairs expenditure to HRA dwellings	Phil Puntton	<=10%

Service standards

Service standards relating to Repairs and Maintenance

Reporting a repair

- We will widely publicise how you can report repairs.
- We will carry out all emergency repairs within one working day and will make and keep appointments for all other internal repairs.
- We will publicise the repairs that are your responsibility. If you want us to carry out these repairs, we will do so and charge you.
- We will publicise all communal repairs reported on the block information boards

Carrying out a repair or maintenance

- We will ensure that all workers will provide identification, have the necessary skills to carry out your repair and will use good quality materials.
- We will treat you and your home with respect and tidy up after all work.
- Wherever possible we will try to complete your repair as agreed. If however, we have to cancel your repair or appointment, we will inform you in writing, by phone call or a visit to your home.
- We will make and keep an appointment with you to carry out an annual gas safety check or gas service.

Repairs performance

- We will inspect a random sample of at least 10% of all completed repairs to ensure the quality of the work and service provided.
- We will record, investigate and respond to all repairs complaints
- We will monitor the performance and quality of the service and widely publish repairs performance figures every 4 weeks

Other Service standards relating to this service

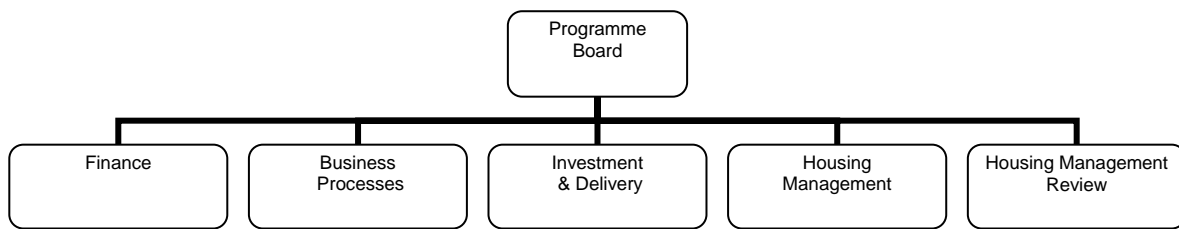
Service standards on

6. Customer Service and
7. Printed Information

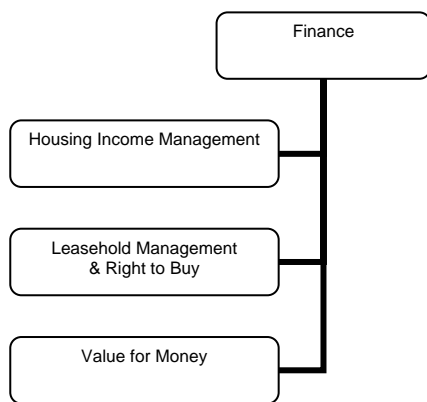
apply to this service. These can be found in Appendix 5.

**APPENDIX ONE –
YHN PROGRAMME 2005/06**

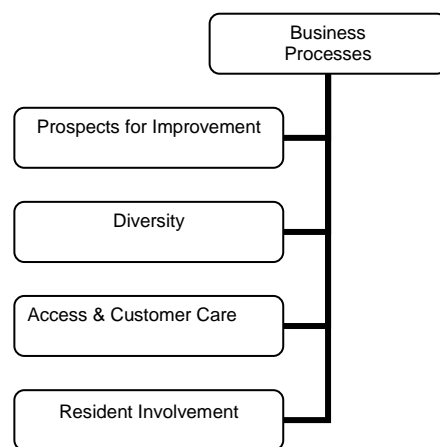
**Programme Management
Structure**



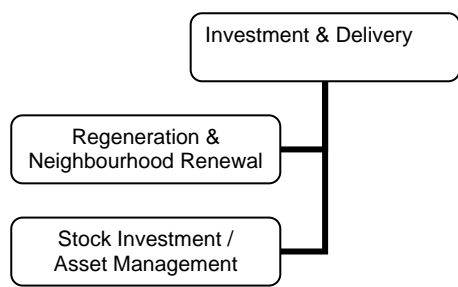
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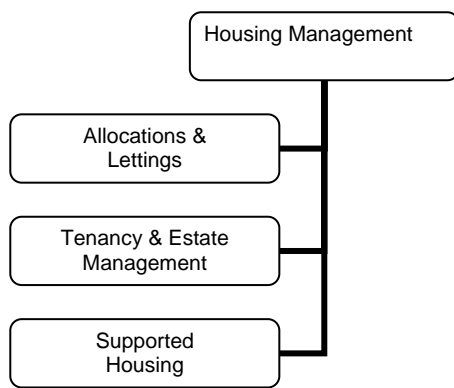
Business Processes



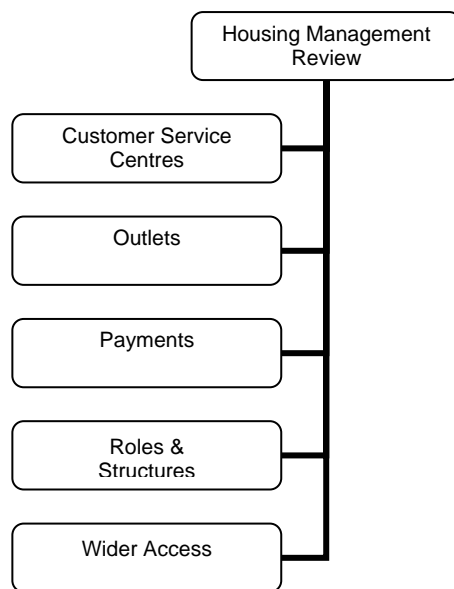
Investment and Delivery



Housing Management



Housing Management Review



APPENDIX TWO - Best Value Performance Indicators 2004/05 outturns

Indicator	Description	2002/03 actual	2003/04 actual	2004/05	2004/05 target	all England top quartile	Core Cities Top
BV63	Energy Efficiency - the average SAP rating of local authority owned dwellings	50.1	57	58	58	65	64.7
LBV65a	The average weekly costs per local authority dwelling of management	£14.65	£15.75	Not available until June 05	£15.80	£9.23	£8.00
LBV65b	The average weekly costs per local authority dwelling of repairs	£14.77	£13.83	£17.38 (estimate)	£13.81	£11.66	£11.42
BV66a	Local authority rent collection and arrears: proportion of rent collected	97.60%	97.78%	99.33%	98.30%	98.30%	97.60%
LBV66b	Local authority rent collection and arrears: rent arrears of current tenants as a proportion of the authority's rent roll	3.15%	3.14%	3.76%	3.75%	2.00%	4.50%
LAC-D3	The percentage of all current tenants owing over 13 weeks rent, excluding those owing less than £250	8.62%	8.40%	6.88%	6.45%	2.28%	5.98%
LBV68	Average re-let times for local authority dwellings let in the financial years	50.87 days	54.95 days	29.69 days	29 days	29 days	38.92 days
LBV69	Percentage of rent lost through local authority dwellings becoming vacant	4.84%	4.05%	3.78%	3.60%	1.10%	2.60%
LBV72	The percentage of urgent repairs completed within Government time limits	85.10%	89.45%	93.7%	95%	96.00%	95%
LBV73	The average time taken to complete non-urgent repairs	16.29 days	8.48 days	9 days	11 days	13 days	11 days

Indicator	Description	2002/03 actual	2003/04 actual	2004/05	2004/05 target	all England top quartile	Core Cities Top
BV74	Satisfaction of tenants of council housing with the overall service provided by their landlord: with the results further broken down by a)black and minority ethnic and b) non-black and minority ethnic tenants	all 70.6% bme 57.5% non bme 71.00%	All 65.69% bme 48.80% non bme 66.39%	All 72.3%, BME 50.4% % Non BME 72.9 %	All 70% bme 60% non bme 71%	all 83% bme 82% non bme 83%	all 80% bme 92% non bme 81%
BV75	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: with results further broken down by b) black and minority ethnic and c) non-black and minority ethnic tenants	all 44.9% bme 27.5% non bme 45.1%	all 53.87% bme 58.70% non bme 53.79%	All 64.2%, BME 65.5% & Non BME 63.6%	All 55% bme 59% non bme 55%	n/a	n/a
BV184a	The proportion of LA homes which were non-decent at 1/4/2003	79%	78.955%	81.26%	81.17%	21%	44%
BV184b	The percentage change in proportion of non-decent LA homes between 1/4/03 and 1/4/04	3.51%	2.92%	-0.79%	-5.25%	23.80%	-24%
BV185	Percentage of responsive (but not emergency) repairs during 2003/04, for which the authority both made and kept an appointment	66.80%	75.68%	81%	81%	85.60%	85%

APPENDIX THREE – AUDIT COMMISSION INSPECTION RECOMMENDATIONS

Audit Commission targets sorted by Division and service			
BUSINESS DEVELOPMENT DIVISION			
Responsible Section	Responsible Officer		Target
Communication & Involvement	Rachel Folley	Communication & Involvement Manager	Framework for customer consultation not embedded
Communication & Involvement	Rachel Folley	Communication & Involvement Manager	Tenants not widely aware of the existence of tenant participation compacts
Communication & Involvement	Rachel Folley	Communication & Involvement Manager	Tenants do not have any editorial involvement in the Homes and People newsletter
Communication & Involvement	Rachel Folley	Communication & Involvement Manager	Tenants not involved in annual event
Communication & Involvement	Rachel Folley	Communication & Involvement Manager	Utilise proactive methods for customer consultation
Communication & Involvement	Rachel Folley	Communication & Involvement Manager	No method for user involvement in the Furniture Service (including BME tenants)
Communication & Involvement	Rachel Folley	Communication & Involvement Manager	Strap lines absent from publications (anti social behaviour diary sheets and satisfaction cards for repairs and maintenance)
Communication & Involvement	Rachel Folley	Communication & Involvement Manager	National interpreting service not as responsive as language line
Organisational Development	Sandra Archbold	Organisational Development Manager	Equalities training not systematically applied
Performance Mgt & Policy	Janet Hussain	Performance Mgt & Policy Manager	Some PIs are being inaccurately reported (BVPI 66a)
Performance Mgt & Policy	Janet Hussain	Performance Mgt & Policy Manager	Some targets are not sufficiently challenging (CCAS)
Performance Mgt & Policy	Janet Hussain, Anne Crute	Performance Mgt & Policy Manager, Income Manager	Former tenant arrears not being performance managed
Performance Mgt & Policy	Ian Rice	Performance Mgt & Policy Officer	Ensure a consistent approach to collecting and collating satisfaction information and consider ways to maximise response
Performance Mgt & Policy	Janet Hussain	Performance Mgt & Policy Manager and Newcastle City Council	Carry out a robust audit of the CRE Code of Practice for Rented Housing and ensure compliance within 12 months
Programme Mgt	Jon Mitford	Programme Manager	Equality policy lacks clear targets and specific outcomes
Programme Mgt	Jon Mitford	Programme Manager	No adopted equality policy
	Simon Bartlett	Head of BD	No strategic approach to workforce management
	Simon Bartlett	Head of BD	Board not yet agreed key indicators they wish to measure
	Simon Bartlett	Head of BD	Under representation of certain groups within the workforce

CORPORATE SERVICES DIVISION

Responsible Section	Responsible Officer		Target
Admin	Paul Hickey	Administration Manager	Statutory timescales not being met for right to buy
Admin	Paul Hickey	Administration Manager	Files include details of former tenants alongside current tenancy records (not good practice)
Admin	Paul Hickey, Ross Atkinson	Administration Manager, Head of CS	Systematically capture and analyse informal complaints
Admin	Paul Hickey	Administration Manager	Not dealing with official complaints within stated response times
Finance	Ross Atkinson	Head of CS	Management of responsive repair and void budgets is unclear
Finance	Ross Atkinson	Head of CS	Lack of cost clarity for YCH
Income	Ross Atkinson	Head of CS	Establish a policy for providing for and writing off arrears and that adequate provision is budgeted for
Income	Anne Crute	Income Manager	Take steps to ensure all staff are aware of all payment methods (direct debit, internet payment)
Income	Anne Crute	Income Manager	Target needed for FTAs
Income	Anne Crute	Income Manager	Reconsider with tenants an incentive scheme
Income	Anne Crute	Income Manager	Set clear targets for customer take up of the most cost effective payment methods and consider customer incentives, in consultation with service users
Income	Simon Bartlett	Company Secretary	Review use of solicitors for court work in relation to arrears
Income	Anne Crute	Income Manager	Set targets for customer take up of the most effective payment method
Income	Anne Crute	Income Manager	Consider customer incentives in consultation with service users (payment methods)
Income	Anne Crute	Income Manager	No cost benefit analysis of rent and service charge payment methods
Income	Janet Hussain, Anne Crute	Performance Mgt & Policy Manager, Income Manager	Former tenant arrears not being performance managed
	Simon Bartlett	Company Secretary	Compete element of BV poorly applied
	Simon Bartlett	Company Secretary	Assesment of support services provided by City Council
	Simon Bartlett	Company Secretary	No cost benefit analysis of void properties
	Ross Atkinson	Head of CS	Introduce comprehensive and regular monitoring of customer profiles and report to Board
	Ross Atkinson	Head of CS	Difficulties in accessing and manipulating data
	Ross Atkinson	Head of CS	No robust ethnic or disability profile of tenants and service users
	Simon Bartlett	Company Secretary	No policy / procedures to increase the level of BME suppliers and contractors
Leasehold Mgt	Paul Hickey/ Anna Benbow	Administration Manager / Assets & Programme Manager	Ensure all leaseholders and staff are clear about the procedures for reporting repairs

HOUSING MANAGEMENT DIVISION

Responsible Section	Responsible Officer		Target
Admin	Paul Hickey / Anna Benbow	Administration Manager / Assets & Programme Manager	Ensure all leaseholders and staff are clear about the procedures for reporting repairs
Advice & Support	Martyn Burn	Area Director (Outer West & North)	Review staffing levels and management arrangements for advice and support work service
Advice & Support	Martyn Burn	Area Director (Outer West & North)	Advice and support worker service has insufficient data on the level and range of needs to be addressed
CCAS & Sheltered Housing	Neil Scott	Area Director (East)	CCAS not subject to benchmarking
CCAS & Sheltered Housing	Neil Scott	Area Director (East)	No mechanism for ensuring there is an appropriate balance of needs in sheltered housing schemes
CCAS & Sheltered Housing	Neil Scott	Area Director (East)	No plans in place for addressing or marketing difficult to let sheltered stock
CCAS & Sheltered Housing	Neil Scott	Area Director (East)	Sheltered housing service is not an integrated service
CCAS & Sheltered Housing	Neil Scott	Area Director (East)	CCAS target to answer emergency calls not challenging and current target not being met
CCAS & Sheltered Housing	Neil Scott	Area Director (East)	No timescale for CCAS to collect personal information for new tenants
CCAS & Sheltered Housing	Neil Scott	Area Director (East)	Ineffective benchmarking for sheltered housing service
Community HM	Sheila Breslin	Head of Housing Management	No cost benefit analysis of Community Housing Offices
Concierge	Mike Turnbull	Concierge Manager	Review blanket interception of late night visitors in concierge blocks in consultation with residents
Furniture Service	Jason Wylie	Furniture Service Manager	Furniture service not meeting service standards (deliveries & collections)
Furniture Service, Advice & Support	Brian O'Doherty / Neil Scott	Area Director (West)	Income from charges/recharges not being maximised for Supporting People and the Furniture Service
Income	Brian O'Doherty	Area Director (West)	No income management strategy
Income	Brian O'Doherty	Area Director (West)	Cashiering SLA needs additional targets
Income	Brian O'Doherty	Area Director (West)	Lack of clarity about how missed payments should be dealt with
Income	Anne Crute / Anna Benbow	Income Manager	Service charge arrears performance for leaseholders is declining
Tenancy Services	Nick Dodgeon	HASBET Manager	ASBU does not have a full picture of reported incidents of racial harassment
Tenancy Services	Nick Dodgeon	HASBET Manager	No analysis of ASB by neighbourhood
Tenancy Services	Nick Dodgeon	HASBET Manager	Introductory tenancies are not being performance managed
Tenancy Services	Nick Dodgeon	HASBET Manager	Ensure a comprehensive picture of the incidence of racial harassment
YCH & Housing needs	John Urwin	YCH Manager	Review application of allocation policy to homeless households and people under 18
YCH & Housing needs	John Urwin	YCH Manager	Monitor impact of length of residence policy on BME and other communities

YCH & Housing needs	John Urwin	YCH Manager	Lack of choice for homeless applicants
YCH & Housing needs	John Urwin	YCH Manager	No customer information about property waiting times or average number of lets
YCH & Housing needs	John Urwin	YCH Manager	No system to review the effectiveness of the allocation of adapted properties
YCH & Housing needs	John Urwin	YCH Manager	Reduce number of lost calls to the Property Shop
YCH & Housing needs	John Urwin	YCH Manager	No detailed monitoring of ineligible applications by ethnicity
YCH, Tenancy Enforcement, Advice & Support	Sheila Breslin	Head of HM	Staff resources stretched (Your Choice Homes, Tenancy Enforcement, advice and support)
	Neil Scott	Area Director (East)	New tenants not made aware of the property standard until at the sign-up interview
	Neil Scott	Area Director (East)	Overlap between property standard / void checklist / repairs to be completed after allocation
	Neil Scott	Area Director (East)	Inconsistency in application of decoration scheme
	Brian O'Doherty	Area Director (West)	Ensure Housing Benefit application forms are completed at sign-up
	Sheila Breslin	Head of Housing Management	No cost benefit analysis of one stop shops
	Neil Scott / Chris Mills	Area Director (East)	Void repair targets based on cost rather than volume and nature of work
	Brian O'Doherty	Area Director (West)	Introduce a process for monitoring all introductory tenancies
	Trevor Healy	Principal Housing Manager (East)	Publicise estate walkabouts and give feedback on the outcomes
	Brian O'Doherty	Area Director (West)	No clear system of ongoing case review or tenancy monitoring to ensure that formal tenancy assessments are made
	Neil Scott	Area Director (East)	Limited engagement with Supporting People on needs mapping and service development
	Martyn Burn, Brian O'Doherty, Neil Scott	Area Directors	Tenants do not have any direct control over area project fund projects

Responsible Section	Responsible Officer		Target
Investment Delivery	David Langhorne	Investment Planning Manager	Slippage in cyclical painting
Investment Delivery	Ann Todd	Principal Investment Officer	Service standards not being monitored
Investment Delivery	Ann Todd	Principal Investment Officer	Customers not yet involved in monitoring or influencing service standards or delivery
Investment Delivery	Chris Mills	Head of P&CS	No established requirements for strategic investment partners to achieve or work towards representative workforces
Investment Delivery	Chris Mills	Head of P&CS	CityBuild workforce does not reflect local community
Assets & Programming	Anna Benbow	Assets & Programme Manager	Ensure information on adaptations, asbestos, void repairs and responsive repairs is fed into the stock condition database
Leasehold Mgt	Anna Benbow	Assets & Programme Manager	No recent leaseholder satisfaction information
Leasehold Mgt	Anna Benbow	Assets & Programme Manager	Satisfaction information on repairs and capital projects not disaggregated to leaseholder level
Leasehold Mgt	Anna Benbow	Assets & Programme Manager	No information on the profile of leaseholders
Leasehold Mgt	Anna Benbow	Assets & Programme Manager	No analysis of expected income from leaseholders in payment of capital improvement works
Leasehold Mgt	Anna Benbow	Assets & Programme Manager	Debt advice and support not routinely offered to leaseholders with service charge arrears
Leasehold Mgt	Anna Benbow	Assets & Programme Manager	Leaseholder lack of understanding of how service charges are calculated
Leasehold Mgt	Anna Benbow	Assets & Programme Manager	No leaseholder consultation on the level of service charges
Leasehold Mgt	Anna Benbow	Assets & Programme Manager	No estimates for leaseholders in advance of repair work
Leasehold Mgt	Anna Benbow	Assets & Programme Manager	Limited opportunity for leaseholders to buy into improvement schemes or other cyclical works
Leasehold Mgt	Anna Benbow	Assets & Programme Manager	Leaseholders not feeling able to influence the steering group agenda
Leasehold Mgt	Anna Benbow	Assets & Programme Manager	Leaseholders paying for cyclical work which is not being done
Leasehold Mgt	Anne Crute / Anna Benbow	Income Manager	Service charge arrears performance for leaseholders is declining
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Explore feasibility of offering more choice of repair appointments
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Review use and appropriateness of 60-day repair category
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Publicise discretionary allowance scheme for unreasonable delay for repairs
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Post inspection and quality assurance not being organised or used to best effect
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Tenants do not have any guidance to help them to describe a repair accurately

Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Multi skilling not embedded
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Confirmation of appointment letter for 20 day repairs not timely enough
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Repairs appointment system is basic
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Inconsistent and inequitable approach between customers reporting repairs to YHN staff and Repaircall
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	May be more beneficial to carry out full gas services as opposed to gas safety check followed by a gas services when required annually
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Repairs undertaken as part of the annual safety check or service are not currently entered onto the main repair history
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Take action to further reduce the level of repair variation orders
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Take steps to maximise the batching of responsive repairs into planned programmes
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Take action to reduce the high number of repairs cancelled because tenants are not in
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	High number of emergency repairs
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Staff not clear about rechargeable repair procedure
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Repair reporting system does not flag where components are under warranty
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	CityBuild does not make appointments for post inspection of repairs
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	No authorisation limits for Repaircall staff (No ATPs)
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Performance information for repairs at a patch level is limited
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Reduce number of lost calls to Repaircall
Repairs & Maintenance	Phil Punton	Technical & Maintenance Manager	Repair reporting system does not flag vulnerability or language needs
	Phil Punton	Technical & Maintenance Manager	Underperformance by void contractors
	Anna Benbow	Assets & Programme Manager	Income from service charges and contributions to major works not being maximised
	Chris Mills	Head of P&CS	All access points do not comply with DDA
	Neil Scott / Chris Mills	Area Director (East)	Void repair targets based on cost rather than volume and nature of work

APPENDIX FOUR – EQUALITY AND DIVERSITY TARGETS

Division / Responsible Officer		Deadline
BUSINESS DEVELOPMENT		
Head of Business Development		
Mainstream equalities into our corporate planning frameworks	06 April 2005	30 June 2005
Implement the equality standard for local government (level 3)	06 April 2005	31 October 2005
Ensure that our written policies are in line with current legislation including the: Race Relations Act; Sex Discrimination Act; Equal Pay Act; Disability Discrimination Act; and codes of practice issued by the equality commissions	06 April 2005	31 May 2005
Formalise links with community groups to critically appraise YHN's approach to equality and diversity across all services	06 April 2005	30 September 2005
Consult with diverse communities on all new or significantly changed policies and functions	06 April 2005	31 May 2005
Implement effective process for monitoring	06 April 2005	31 May 2005
Establish equality monitoring for YHN across all services	06 April 2005	31 October 2005
Conduct impact and needs requirement assessments on new policies, procedures and services	06 April 2005	31 May 2005
Provide staff with revised equality and diversity training	06 April 2005	29 April 2005
Publish a Human Resources strategy	06 April 2005	30 December 2005
Implement the action plan to develop a representative workforce covering: recruitment; development; and retention	06 April 2005	31 March 2006
Initial impact and needs assessment completed	06 April 2005	31 May 2005
Make sure monitoring systems report regularly and feed into appropriate action plans	06 April 2005	31 January 2006
Implement NCC's race equality scheme	31 May 2005	30 May 2008
Develop a detailed tenant and leaseholder profile	06 April 2005	31 October 2005
Organisational Development Manager		
Training for all staff highlighting responsibilities in relation to race / BME service provision	06 April 2005	31 March 2006
Training for staff in use of NIS	06 April 2005	31 March 2006
Review of training in recording and reporting racist incidents	06 April 2005	28 April 2006
Review staff profile and ensure implementation of 'representative workforce action plan'	06 April 2005	31 March 2006
Ensure all staff are provided with information regarding the system for case management reporting from ARCH	06 April 2005	31 January 2006
Communication & Involvement Manager		
Review translation of all written material produced by YHN	06 April 2005	30 June 2006
Review strap lines to be exact translations with heading being translated to identify purpose of document	06 April 2005	30 June 2006
Produce a faith / cultural guide for all staff, to raise staff awareness of faiths and cultures	06 April 2005	31 January 2006
Provide information to public on 'right to complain' (translated)	06 April 2005	31 January 2006
Ensure customers are aware that the NIS service is available to them	06 April 2005	31 January 2006
HR		
Review dress code for staff dealing with BME individuals / communities to ensure no offence	06 April 2005	28 February 2006

(question mark around whether this is the responsibility of HR)

CORPORATE SERVICES

Head of Corporate Services

Initial impact and needs assessment completed	06 April 2005	31 May 2005
Make sure monitoring systems report regularly and feed into appropriate action plans	06 April 2005	31 January 2006
Make sure that our complaints policy includes specific reference to complaints on the grounds of race, gender, disability, age	06 April 2005	31 May 2005
Make sure complaints and harassment are monitored and reported on the grounds of race, gender, disability, age.	06 April 2005	31 October 2005
Develop a detailed tenant and leaseholder profile	06 April 2005	31 October 2005
Ensure IT system (SX3) can hold and allow for the manipulation of data on tenants and leaseholders	06 April 2005	30 December 2005
Implement NCC's race equality scheme	31 May 2005	30 May 2008
Review provision of data and management information regarding tenants and leaseholders	06 April 2005	31 October 2005

Company Secretary

Review Human Resources Service Level Agreement with NCC		
Ensure that all our procured services reflect and adhere to our equality policy	29 July 2005	31 July 2008
Carry out an audit of partnership working to make sure equality considerations are clearly stated	06 April 2005	30 September 2005
Initial impact and needs assessment completed	06 April 2005	31 May 2005
Make sure monitoring systems report regularly and feed into appropriate action plans	06 April 2005	31 January 2006
Implement NCC's race equality scheme	31 May 2005	30 May 2008
Review of service provided by NIS	06 April 2005	31 March 2006
Establish system to ensure contractors are aware of the need to take into account the cultural differences that exist, in the provision of their services	06 April 2005	28 April 2006

IT Manager

Ensure SX3 system meets all the requirements of equality and diversity data needs	06 April 2005	31 October 2005
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Admin Manager

Review provision of interview rooms in YHN House for confidential interviews e.g. for interviews with asylum seekers, reporting of racist incidents	06 April 2005	30 December 2005
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HOUSING MANAGEMENT

Head of Housing Mgt

Initial impact and needs assessment completed	06 April 2005	31 May 2005
Make sure monitoring systems report regularly and feed into appropriate action plans	06 April 2005	31 January 2006
Implement NCC's race equality scheme	31 May 2005	30 May 2008
Develop a detailed tenant and leaseholder profile	06 April 2005	31 October 2005

Principal Housing Manager (Operations & Projects)		
Review all CHO's to ensure they all have interview rooms with computer terminals for the recording and reporting of racist incidents and 3-way telephones for use with third parties (e.g Police, NIS)	06 April 2005	30 September 2005
YCH Manager		
Capture data on those applicants for housing that YHN cannot satisfy in order to identify the reasons so that YHN can try and remove some of those barriers	06 April 2005	31 May 2006
Ensure YHN considers the outcome of the independent review into the YCH policy to assess for adverse impact	06 April 2005	28 April 2006
PROPERTY AND CONTRACT		
Head of Property & Contracts		
Initial impact and needs assessment completed	06 April 2005	31 May 2005
Make sure monitoring systems report regularly and feed into appropriate action plans	06 April 2005	31 January 2006
Service outlets reviewed and action plan for DDA compliance produced	06 April 2005	30 September 2005
Implement NCC's race equality scheme	31 May 2005	30 May 2008
Review investment programme to ensure that it is not discriminatory and takes into account the specific needs of BME communities	06 April 2005	28 April 2006
Develop a detailed tenant and leaseholder profile	06 April 2005	31 October 2005

Appendix Five – Corporate YHN Service Standards

Service standards relating to customer service

- We will offer you a friendly service that will treat you fairly and with respect.
- We will provide you with easy-to-understand information in plain language.
- We will keep you informed about the services we provide and any changes to those services.
- We will deal positively with your comments, suggestions and complaints.
- We will respect your confidentiality.
- We will listen to your views on how we can improve our policies and practices.
- We will treat everyone equally, no matter what their age, disability, sex, sexuality or race.

What you can expect of our staff

Our staff will:

- behave professionally and politely;
- wear name badges or tell you who they are; and
- show you official identification when they visit you at your home.

What you can expect of our offices

Our offices and reception areas will:

- be accessible and welcoming;
- be tidy, clean and safe;
- have useful information on display; and
- display opening times and out-of-hours contact numbers.

What you can expect when you visit us

- Our reception staff will see you within five minutes of you arriving.
- You will have the right to a private interview if you want. You also have the right to be interviewed by someone of the same sex.
- You can ask for an appointment to see a member of staff.
- If your appointment is delayed, we will tell you and explain why.
- If you need an interpreter or a British Sign Language interpreter present at your appointment, we will provide one.
- If you are not able to visit our office, we will make other arrangements to see you.

What you can expect on the phone

- We will answer your call within five rings.
- The member of staff will tell you their name when they answer.
- If the person you need to speak to is not available, the member of staff who answered your call will:
 - offer to help you;
 - take a message; and
 - arrange for that person to call you back.

What you can expect when you write to us

- We will reply within 15 working days.
- If we cannot give you a full reply in that time, we will tell you when you can expect a full reply.
- We will tell you the name of the person who is dealing with your enquiry.

Service standards relating to Printed Information

- All our printed information will be relevant, on time and appropriate.
- We will make sure that all of our printed information agrees with our corporate style.
- Our booklets, letters and newsletters will carry the company information and contact details. And they will tell you how you can get the information in other languages and formats.
- If you ask, we will arrange for an interpreter to explain any of our printed information.
- If you ask, we will arrange a translation of printed information into languages other than English, into Braille, on audio tape and in Typetalk.
- All printed information will follow guidelines set out by Plain English Campaign.
- We will make all printed information available in community housing offices, customer service centres and electronically on our website at www.yourhomesnewcastle.co.uk
- We will let all tenants know about service developments, improvement programmes and performance information through our newsletter Homes and People. We will deliver this newsletter four times a year by post to all tenants.
- We will collect feedback on the information we provide. We will use this to help us improve our printed information