



Title: Delivery Plan 2013 to 2015 - Update on Progress

Report of: Managing Director

Purpose of Report

1. To update the Board on progress with the company's delivery plan for the period 2013 to 2015, and seek approval for the 2014/15 priorities.

Delivery Plan 2013 to 2015

2. At its meeting on 14 May 2013 the Board approved the Delivery Plan for the period 2013 to 2015.
3. The management agreement between the company and the Council specifies that the company must submit a delivery plan, which sets out all the outputs of the organisation, the key performance requirements and the performance standards expected.
4. The key actions within the Delivery Plan directly relate to the company's priorities. Each action has a specific lead officer and is monitored regularly by the service managers.
5. Progress against the key actions within the Delivery Plan and priorities for 2014/15 are attached as an Appendix to this report.

Links to Values

6. This report is in line with the following values of the company: -
 - Being a listening and learning organisation
 - Being honest, accountable and transparent
 - Being motivated, trained and committed
 - Being customer focused, innovative and professional
 - Being caring and respectful
 - Embracing equality
 - A commitment to all our employees.

Equalities and Diversity Implications

7. There are no equality or diversity implications arising directly from this report.

Financial Implications

8. There are no financial implications directly arising from this report.

Health Implications

9. The implementation of the Delivery Plan will have a positive impact on the health and well being of Gateshead residents.

Impact on Customers

10. The delivery plan is primarily focused on delivering service improvements which have a positive impact on tenants.

Risk Management Implications

11. Change of relationship with the Council has been identified as a key strategic risk for the company and a number of controls are in place to mitigate this risk.

Value for Money Implications

12. There are no value for money implications directly arising from this report.

Consultation carried out

13. The overall priorities for the company were agreed following consultation with customers, the Council, employees and other key stakeholders.

Recommendation

14. The Board is asked to note progress against the key actions within the Delivery Plan 2013 to 2015, and approve the priorities for 2014/15.

KEY ACTIONS 2013 TO 2015

The key actions directly relate to our priorities. Each action has a specific lead officer, and we have ensured that all service managers give consideration to the contribution their service can make when they are setting service priorities for the year. Progress is monitored throughout the year via our SharePoint system and we are able to monitor the contribution that each service is making towards these overarching priorities.

Priorities	Progress 2013/14	Priority for 2014/15
Sustainability of Tenancies and Estates		
<ul style="list-style-type: none"> Support tenants affected by under-occupation penalty and other aspects of welfare reform 	<ul style="list-style-type: none"> Focus has been on understanding the impact of under-occupation during 2013/14, and on mitigating the impact by helping tenants to downsize or apply for DHP. Rent arrears have remained within expected parameters, but void levels have increased from 234 to 459 since April 2013 (as more tenants have given up their tenancy and some properties have become very difficult to let). Review of RAIT team resources completed and now being implemented – enables retention of two Advice and Support Officer posts (Council funded up to end March 14) 	<ul style="list-style-type: none"> Further work to sustain tenancies, with continued use of DHP. Implementation of any other proposed mitigation options, if they are agreed by the council - including redesignation of stock that is most at risk of becoming unsustainable. Review of age criteria at lower demand 1 bed bungalow schemes (to increase the supply of one bedroom properties) Further promotion of mutual exchanges.
<ul style="list-style-type: none"> Prepare for implementation of Universal Credit 	<ul style="list-style-type: none"> DWP rollout of Universal Credit has been delayed, so no immediate action required this year, but results of pilot projects have been monitored. 	<ul style="list-style-type: none"> Commence preparation for universal credit with the Council. Further consideration to be given (with the Council) to pros/cons of emerging payment options. Referral process for switching back to direct payments (for those in arrears) to be developed, once rules have been confirmed by DHP.

Priorities	Progress 2013/14	Priority for 2014/15
		<ul style="list-style-type: none"> • Further develop links with CAB/Credit Union and other advice network partners.
<ul style="list-style-type: none"> • Continue to work with Gateshead Council in supporting vulnerable tenants, contributing to the Community Safety Partnership, Safer Gateshead priorities. 	<ul style="list-style-type: none"> • We continue to contribute and support the delivery of the various community safety partnership thematic groups, and delivery against relevant action plans, including: vulnerable victims, hate crime and domestic abuse. Six monthly partnership updates reported to Customers and Communities committee detailing our ASB partnership work and progress on safeguarding activity. 	<ul style="list-style-type: none"> • Further contribute to the Safer Gateshead ASB strategy review. • Develop use of tools and powers following implementation of the ASB Crime and Policing Bill including developing our role in the Community Trigger. • Contribute to the delivery of the recommendations from the OSC review on Domestic Abuse
<ul style="list-style-type: none"> • Develop and deliver Neighbourhood Pride schemes 	<ul style="list-style-type: none"> • There has been a wide range of security and environmental schemes approved this year. In total 48 Neighbourhood Pride schemes have been delivered along with 49 Designing Out Crime schemes. The budget is fully committed and Neighbourhood summaries will be reported to Customer and Communities committee detailing the outcomes for 13/14. 	<ul style="list-style-type: none"> • Continue to develop Neighbourhood Pride and Designing Out Crime schemes to support the sustainability of estates and communities
<ul style="list-style-type: none"> • Review the gardening scheme provided to vulnerable customers 	<ul style="list-style-type: none"> • The gardening scheme provides support to 847 customers and there continues to be a waiting list of over 170. Customer satisfaction surveys have been undertaken and are currently being evaluated. 	<ul style="list-style-type: none"> • Continue to work with LES on garden scheme options. • Annual activity on the scheme will be reported to Customers and Communities in September 2014 as part of the Estate Activity annual report.
<p>Sustainability of Asset</p>		
<ul style="list-style-type: none"> • Completion of asset strategy 	<ul style="list-style-type: none"> • Series of workshops have been held with officers from TGHC and with Asset Committee members to seek views on strategy. Draft strategy to be available for comment by April 2014. 	<ul style="list-style-type: none"> • Finalise strategy and publish June 2014.

Priorities	Progress 2013/14	Priority for 2014/15
<ul style="list-style-type: none"> Continue to maintain stock to the decent homes standard 	<ul style="list-style-type: none"> Capital programme reviewed throughout 2013/14. This has been the second year of capital investment following the conclusion of decent homes programmes with a focus on “maintaining decency. Over 1200 properties received measures, including bathrooms, kitchens and heating replacements. 	<ul style="list-style-type: none"> Ongoing approach to elemental replacements with additional priority on external works that are contributing to high repairs costs. To add schemes to the Planned Maintenance System in Northgate to improve performance information and management of the capital investment programme.
<ul style="list-style-type: none"> Explore emerging technologies and develop funding opportunities to improve the sustainability and energy efficiency of the stock 	<ul style="list-style-type: none"> Success in bringing in ECO funding to carry our external wall insulation to approx 600 TGHC managed Non- traditional properties. Estimated that around £3.8m of grant funding will benefit TGHC managed properties through this scheme. 	<ul style="list-style-type: none"> Works are ongoing on the ECO funded properties in the East of the Borough with agreement to increase funding to a further 400 non- traditional properties during 2014/15. Ongoing site and delivery management of these programmes is a priority with funding subject to completion of works. Customer satisfaction with works and evidence of improvements to energy usage and thermal efficiency of the properties to be gathered. Will continue to look at funding opportunities – Tower Blocks remain a priority for this year due to reduction in ECO opportunities and scheme not progressing in 2013/14.

Priorities	Progress 2013/14	Priority for 2014/15
<ul style="list-style-type: none"> Develop options to tackle condensation 	<p>334 visits since 01/04/13. The outcomes of these can be broken down as follows:-</p> <ul style="list-style-type: none"> Condensation advice only – 37 Condensation and further works required – 238 Possible damp / further investigation– 48 Other repair issues – 11 <p>Joint work is underway between Repairs and the Housing Teams to look to address condensation issues.</p>	<ul style="list-style-type: none"> Monitor and evaluate the impact and effectiveness of how we address condensation issues and support customers with advice.
<ul style="list-style-type: none"> Develop options to tackle issues associated with non-traditional properties 	<ul style="list-style-type: none"> Energy Company Obligation funded schemes tackling almost 600 non-traditional homes. Additional insulation measures being delivered through this work. Grant Value above capital programme is estimated to be in the region of £3.8 million. 	<ul style="list-style-type: none"> Work is ongoing to properties that were identified during 2013-14 and progress will be reported to asset committee. A further 400 non-traditional properties will benefit from additional works in 2014-15 with an estimated grant value of approx. £3m above capital programme.
<ul style="list-style-type: none"> Ensure the use of warranties is maximised and that asset system is updated as new elements are installed during responsive, void or other work. 	<ul style="list-style-type: none"> Procedure for boiler warranties to be implemented by end March 2014. 	<ul style="list-style-type: none"> Procedures for roofing warranties, damp proofing and windows to be implemented. Information on types of kitchen unit to be stored, so that can be included with works order in future.
<p>Customer Focussed Repairs Service</p>		
<ul style="list-style-type: none"> Review arrangements for access to the repairs service to reduce queue times 	<ul style="list-style-type: none"> Change in reporting hours implemented end November 2013, with Mears 24/7 now taking out of hours calls. Revised staffing structure in HomeRepairs with resources now more targeted at core hours, and with additional support to come from lettings team (currently training on HomeRepairs procedures). Improvements to online reporting developing. 	<ul style="list-style-type: none"> Monitor and report on impact of 2013 of the introduction of Mears 24/7 as the out of hours service provider. Further promotion of online repair reporting.

Priorities	Progress 2013/14	Priority for 2014/15
<ul style="list-style-type: none"> • Ensure improvements to repair service and • Further develop customer liaison, support and aftercare for repairs. 	<ul style="list-style-type: none"> • Results against Key Performance Indicators (eg repair appointments / timescales / satisfaction) have shown improvement during year, and when measured in 4th Quarter are all achieving the targets planned for 2014/15. • Repairs customer care posts now embedded within HomeRepairs and Repairs Management teams 	<ul style="list-style-type: none"> • Ensure that service standards / expectations are clear to all involved parties. • Implement BARIS software (interface for Northgate and other repairs systems eg Mears, LES) • Continue the development of Northgate reporting suite • Ensure budget controls are effective • Review activity of Property Inspectors • Implement outcomes from joint VFM reviews undertaken with Mears
<ul style="list-style-type: none"> • Review approach to elements of cyclical maintenance to ensure value for money 	<ul style="list-style-type: none"> • Cyclical Maintenance Manager and Electrical Auditor posts recruited to during year. • Transition of business critical processes from H&S with focus on analysis and cataloguing of data available. • Compliance monitoring gap analysis. • Prioritised implementing contracts to limit financial exposure • Established tendering of priority areas (adaptation repairs and servicing) • Implemented new delivery areas for smoke detection and drain surveying • Improved communication and document management with LES • Commenced electrical assessment of all blocks 	<ul style="list-style-type: none"> • Focus on services to multi storey blocks • Review cyclical service contracts and arrangements • Future proofing of multi stock and sheltered scheme assets via risk analysis • Inform asset management strategy • Complete assessment of all electrical supplies/substations for all blocks • Implement warranty cataloguing and management for gas appliances • Identify key areas of preventative maintenance • Ensure new property management processes and contracts in place • Automate document management processes • Implement ordering interface with LES and performance monitoring
<ul style="list-style-type: none"> • Work with Gateshead Council to plan for future of repairs service 	<ul style="list-style-type: none"> • Joint TGHC / Council working group established 	<ul style="list-style-type: none"> • Resource requirements/IT requirements/ budget requirements to be reviewed for repairs management in light of possible scenarios.

Priorities	Progress 2013/14	Priority for 2014/15
Managing Properties on Behalf Of Others		
<ul style="list-style-type: none"> Keelman Homes – New Build. Develop a 3-5 year programme looking to provide 20-25 new homes a year. 	<ul style="list-style-type: none"> Phases 1 and 2 of a new build programme are well under way with plans to deliver up to 46 new homes by March 2015. Construction due to commence by end of March 2014 on first of 6 sites. One of the sites will include 20 units of with a combination of affordable rents and private sales properties. 	<ul style="list-style-type: none"> To conclude delivery of existing schemes. To submit successful bid(s) to HCA for both grant and guarantees programme to support further new build in Gateshead during the next funding round 2015-18.
<ul style="list-style-type: none"> Bringing Private Sector Homes back into use – Manage properties identified by Gateshead Council under Empty Homes Round 1 Private sector Leasing scheme 	<ul style="list-style-type: none"> Four properties are now managed by TGHC with six due for handover by year end. The Private Sector team have identified several more empty properties to bring back into use but these will be managed by the Council as temporary independent living homes at Wrekenton. 	<ul style="list-style-type: none"> Continue to work with Private Sector team to bring empty homes back into use. Target is 30 properties by March 2015 Support the Councils HCA bid for round 3 of Empty Homes programme
<ul style="list-style-type: none"> Managing RSL properties – Management of further 105 properties on behalf of Fabrick by March 2015. 	<ul style="list-style-type: none"> Management agreements have been agreed by Keelman Homes Board for Tees Valley and Housing Hartlepool. To date 48 properties have been handed over with a further 52 due at the end of March 2014. By summer 2014 the final 30 Tees Valley properties will be complete, which will see 138 properties overall being managed by us on behalf of RSL's. 	<ul style="list-style-type: none"> Develop a new management agreement to cover Thirteen Housing Group Continue to work with RSLs on effective handover of new build schemes Work with Thirteen to complete the sheltered housing scheme on Ravensworth Road Develop our approach to managing shared ownership properties Ensure full range of new property management processes are in place Monitor and evaluate the activity and cost of providing management services to other landlords

Priorities	Progress 2013/14	Priority for 2014/15
<ul style="list-style-type: none"> Managing Supported Housing - Develop role and relationship with supported housing agencies and associated housing management arrangements. 	<ul style="list-style-type: none"> The Council's Housing Services are reviewing how properties are leased to agencies to provide supported accommodation. They are currently consulting with agencies on a draft lease. Many of the supported tenancies are temporary and short term tenancies so turnover can be frequent. A procedure has been agreed with housing services to ensure customer information is shared on these tenancies. This work is also in progress to review tenancies let to Social Care to ensure that we have up to date information on the tenant and any household members. 	<ul style="list-style-type: none"> Continue to work with Housing services and Social Care to agree the leases and share tenancy information Report on activity and housing management outcomes
Exploring External Funding Opportunities		
<ul style="list-style-type: none"> Consider opportunities to attract funding to the housing company or to Keelman Homes 	<ul style="list-style-type: none"> Most significant work in this area has been through the Energy Company Obligation funded works with £3.8m funding identified during 2013-14. 	<ul style="list-style-type: none"> Guarantees Programme for New Build, HCA grant for both new build and empty homes. Continue to explore ECO funding opportunities for low rise non-traditional properties. Explore ECO funding for improvements to Tower Block schemes.
<ul style="list-style-type: none"> Develop bid for round 2 of Empty Homes Purchase to Rent in partnership with the Private Rented Sector Team 	<ul style="list-style-type: none"> Successfully bid for grant to support purchase and repair of 5 empty homes by March 2015. By year end 4 will have complete and 1 further in progress. 	<ul style="list-style-type: none"> To seek approval from Keelman Homes board to expand on this (subject to available capital) and target a further 5 empty homes for purchase and repair.

Priorities	Progress 2013/14	Priority for 2014/15
<ul style="list-style-type: none"> Consider options for funding of additional advice/support workers 	<ul style="list-style-type: none"> Evaluation of posts undertaken and funding for two posts consolidated within RAIT Team. 	<ul style="list-style-type: none"> The priority for 2014/15 is slightly different and this one needs to be changed to “Consider options for stronger partnership working relationships with NE First Credit Union, CAB and the public health team”.
<ul style="list-style-type: none"> Continue to explore external funding opportunities to improve energy efficiency eg ECO, Warm Up North Partnership. 	<ul style="list-style-type: none"> Work is ongoing but funding for 600 properties attracted during year. 	<ul style="list-style-type: none"> A further 400 are to be targeted for similar works in 14/15 subject. Tower block scheme to be pursued by TGHC following difficulties in securing funding via initial proposal. Additionally to Fell, Lough and Beacon - Crowhall Towers to receive measures through ECO.
<p>Co-Regulation and Scrutiny and Involvement</p>		
<ul style="list-style-type: none"> Continue to support TALISMAN 	<ul style="list-style-type: none"> TALISMAN presented their second review on RAIT to Customers and Communities in November 2013. They are currently working on their third review on Voids. Recruitment and training of new members undertaken with a rolling programme of recruitment now underway. TALISMAN now further establishing their independence, setting own agendas, taking own minutes etc, with support from Governance and Risk officer where required. Shortlisted for Northern TPAS Awards for Tenant Led Scrutiny. Developed a process highlighting the key steps of reviews to make clear the role of both the company and TALISMAN in this process. 	<ul style="list-style-type: none"> Continue to support TALISMAN to further develop their independence. Have confirmed a budget for the group which is administered by the housing company but which spent based on the group’s decisions and priorities. Undertake a peer assessment of the effectiveness of the panel to identify areas to strengthen and improve and identify opportunities for them to network with other organisations. Ensure that the actions highlighted as part of the reviews are actioned and feedback provided both internally and to the wider tenant and leaseholder population.

Priorities	Progress 2013/14	Priority for 2014/15
<ul style="list-style-type: none"> Continue to support Complaints panel - review of complaints procedures and develop learning. 	<ul style="list-style-type: none"> Review of complaints commenced in November 2013. Areas being reviewed include reporting systems, performance monitoring, learning and training and guidance for employees. Complaints panel have met to identify key areas they would like to be involved in such as developing guidance for employees and monitoring performance. 	<ul style="list-style-type: none"> Complete the review and report to Board in May. Implement and subsequently evaluate the recommendations.
<ul style="list-style-type: none"> Continue to support Service Improvement Groups 	<ul style="list-style-type: none"> Revised structure of SIGs continued to be delivered by service managers. Outcomes from meetings shared with Customers and Communities every 6 months. Workplans for the forthcoming year developed with SIGs. 	<ul style="list-style-type: none"> Work with the SIGs on actions identified in workplans. Ensure that action plans arising from TALISMAN reviews are monitored and implemented through the relevant SIG. Work to generate new members for groups to continue to generate new ideas and perspectives.
<ul style="list-style-type: none"> Amend information to customers and procedures in line with change to Housing Ombudsman 	<ul style="list-style-type: none"> Information suggested to council re changes. Members briefed. Step 3 responses now incorporate revised info. 	<ul style="list-style-type: none"> Review in light of experience of early referrals / investigations
<ul style="list-style-type: none"> Produce Annual Report for 2013/14 	<ul style="list-style-type: none"> Report produced with working group of customers and provided to all tenants and leaseholders in October 2013. Shortlisted for TPAS Northern Award for Excellence in Annual Reports. 	<ul style="list-style-type: none"> Report to be produced and made available in October 2014.

NEW PRIORITIES FOR 2014/15

Priorities	Priority for 2014/15
<ul style="list-style-type: none"> Management Agreement Review 	<ul style="list-style-type: none"> Review the management agreement in partnership with the Council in advance of March 2015.
<ul style="list-style-type: none"> HRA Business Plan Monitoring 	<ul style="list-style-type: none"> Develop the existing arrangements with the Council regarding the HRA monitoring framework. Continue to monitor the impact of Welfare Reform and Right to Buys on the business plan.
<ul style="list-style-type: none"> Customer Service Excellence 	<ul style="list-style-type: none"> Timescales agreed to undertake full review under CSE. Cross service working group to be set up to oversee the process of collating and reviewing evidence and preparation for assessment. 8 October – Matrix of evidence to be provided. 22 October – Mock assessment to be undertaken 18/19 November – Full assessment
<ul style="list-style-type: none"> Investors in People Accreditation 	<ul style="list-style-type: none"> Assessment will take place in early June 2014 and will take approx. 3 days and will incorporate the Health and Wellbeing assessment.
<ul style="list-style-type: none"> Carry out an updated stock condition survey 	<ul style="list-style-type: none"> This work will support the delivery of the Asset Management Strategy and the ongoing work to deliver a customer focused, value for money repairs and maintenance service and the management of the HRA business plan.
<ul style="list-style-type: none"> Measures to address increasing levels of vacant properties 	<ul style="list-style-type: none"> Review and implement approaches to marketing for low demand properties, and informing and encouraging potential applicants for housing to apply.