

THRIVE HOMES PROMISES DOCUMENT

1. AFFORDABLE RENTS NOW AND IN THE FUTURE												
No.	Promise	Owner	Actions to deliver Promise	Frequency	Commencement Date	Target for Completion	Progress	COMMENTS 2008-09	COMMENTS 2009-10	COMMENTS 2010-11	Evidence	Signed off Date
1.1	Rents guaranteed for five years even if Government rules change to allow higher increases.	Resources Director	<ul style="list-style-type: none"> <li>Annual changes to the rent to be calculated in accordance with the rent influencing regime</li> </ul>	Annual	Feb-09	Feb-13	GREEN	Rents increased for 2009/10 according to rent influencing regime, in accordance with the Transfer Agreement.	Rents increased for 2010/11 according to rent influencing regime, in accordance with the Transfer Agreement	Rents increased for 2011/12 according to rent influencing regime, in accordance with the Transfer Agreement	<ul style="list-style-type: none"> <li>Committee report</li> </ul>	
1.2	Rents would rise by no more than inflation plus ½%, plus £2.17 per week - until the target rent has been reached.	Resources Director	<ul style="list-style-type: none"> <li>Annual changes to the rent to be calculated in accordance with the Transfer Agreement</li> </ul>	Annual	Feb-09	Feb-13	GREEN	Guideline increase of 5.5% applied, plus £1.83 convergence to target per week on average with limit at £2.17 per week applied in accordance with Transfer Agreement.	Guideline increase of -0.9% plus £1.82 convergence to target per week on average with limit at £2.17 per week applied in accordance with Transfer Agreement.	In accordance with the rent influencing regime formula RPI of 4.7% applied (September 2010 RPI) + 0.5% with an additional £2.17 per week added if the rent falls below the target rent, in accordance with the Transfer Agreement.	<ul style="list-style-type: none"> <li>Committee report</li> </ul>	

2. MORE MONEY FOR BETTER HOMES												
No.	Promise	Owner	Actions to deliver Promise	Frequency	Commencement Date	Target for Completion	Progress	COMMENTS 2008-09	COMMENTS 2009-10	COMMENTS 2010-11	Evidence	Signed off Date
2.3	Complete the current replacement window programme.	Operations Director	<ul style="list-style-type: none"> <li>Review the existing window list</li> <li>Develop procurement route</li> <li>Develop programme and KPIs</li> <li>Complete Tenant Liaison</li> <li>Monitor works</li> <li>To meet DHS</li> </ul>	Annual and Quarterly (progress)	Mar-10	Mar-12	GREEN	No replacement works scheduled for 2008-09. External works programmes are due to start in Yr 3 of the 5 year programme.	External works programmes are due to start in 2010-11 of the 5 year programme.	List of properties from Stock Condition Survey identified. Programme being developed to commence 2011-12.	<ul style="list-style-type: none"> <li>Contract documents</li> <li>Programme</li> <li>Monitoring systems and processes</li> <li>Quality checks and post inspections</li> </ul>	
2.5	Approximately 1,660 properties would get new uPVC or GRP composite front and rear doors, or balcony door.	Operations Director	<ul style="list-style-type: none"> <li>Put in place framework to let annual contracts</li> <li>Let annual contracts</li> <li>Monitor progress and inspections</li> <li>Develop KPIs and validation process</li> </ul>	Annual and Quarterly (progress)	Apr-08	Mar-13	GREEN	Manse Doors have installed 328 doors to 216 properties.	Over 1500 doors budgeted for in 2009-10. 1012 doors fitted to 634 properties. Total number of properties completed to date 850 (Yr 1 and 2).	Additional budget allocated November 2010 - £450k, Revised target of 1200 doors to approx 780 properties. Actual doors fitted in year 3, 1134 to 779 properties. Promise target 1,660 properties - 1629 (2474 doors) completed by end of March 2011. Promise to be completed in 11/12 programme	<ul style="list-style-type: none"> <li>Annual programme of works completed</li> <li>Progress reports to Committee</li> <li>Contract valuations</li> <li>KPIs developed and recorded</li> </ul>	
2.6	The installation of approximately 2100 external lights setting aside £600,000 (also to fund item 2.7)	Operations Director	<ul style="list-style-type: none"> <li>Initially complete as part of the Internal Works Programme</li> <li>Review property List,</li> <li>Separate contract to be implemented to deliver remainder of Promise</li> <li>Survey and identify scope, appoint contractor and monitor</li> </ul>	Annual and Quarterly (progress)	Apr-09	Mar-13	GREEN	Not actioned.	This is included as part of United Houses' programme where properties are re-wired or where electrical upgrade work is undertaken.  <ul style="list-style-type: none"> <li>450 included in Yr 2 AMP and rewires</li> <li>287 Fitted</li> </ul>	818 external lights fitting via internal works programme, including 240 refusals. Many properties already had a front external light fitted, and refused to have a rear external light.  Balance to be programmed into 2011-12 and 2012-13 capital programme via voids or THS or one off specific contract	<ul style="list-style-type: none"> <li>Procured through Internal Works Programme, see item 2.1</li> <li>Customer Satisfaction surveys and periodic tests collecting tenant refusal data</li> <li>Property list</li> </ul>	
2.7	Additional lighting at the entrances of approximately 270 blocks of flats.	Operations Director	<ul style="list-style-type: none"> <li>Survey and identify scope of project plan</li> <li>Confirm budget</li> <li>Appoint contractor and monitor</li> </ul>	Annual and Quarterly (progress)	Sep-09	Mar-13	GREEN	Stock condition survey data being collected during Yr 1.	Sample periodic inspections will be undertaken by our electrical contractor on these blocks to ascertain the condition of wiring and accessories. This will be based on age of property and it will give a clearer indication of what works will need to be carried out. The sample inspections will be completed by December. A full project plan will be developed in 2010-11.	This item is linked to 2.8 / 2.9, neighbourhood improvement programme. A full project plan will be developed in 2011-12.  Sample inspections identified that further information is required regarding the overall condition of communal electrical installations to inform budgets for 2011-12. A condition survey to determine the condition of the wiring will be procured. Results of electrical surveys to be analysed to ascertain scope of project and programme.	<ul style="list-style-type: none"> <li>Sample surveys</li> </ul>	
2.8	Fencing and gates – A budget of over £2 million would be set aside for fencing and gates within the first five years of transfer.	Operations Director	<ul style="list-style-type: none"> <li>Establish project team</li> <li>Review transfer documents to understand Thrive Homes' commitment</li> <li>Carry out full consultation with tenants</li> <li>Identify budgets, tender process, appoint contractor, manage</li> </ul>	Annual and Quarterly (progress)	Apr-10	Mar-13	GREEN	Not progressed during Yr 1.	This work will form part of the External works contracts yet to be awarded, but also part of the planned maintenance contracts. Further legal advice has been provided and reported to the committee in May 2010. Consultation on this promise is planned for 2010-11.	Initial project meetings held to establish scope and consultation process. Ground works commissioned to progress three pilot schemes. Pre contract meeting held to discuss consultation processes and progression of schemes - 12th April.  Neighbourhood improvement workshop held to discuss approach to environmental improvements including fencing and parking - 12th April. Fencing policy approved May 2011.		
2.9	A budget of £838,000 set aside over the first five years for improving parking.	Operations Director	<ul style="list-style-type: none"> <li>Establish project team</li> <li>Review transfer documents to understand Thrive Homes' commitment</li> <li>Carry out full consultation with tenants</li> <li>Identify budgets, tender process, appoint contractor, manage</li> </ul>	Annual and Quarterly (progress)	Jul-10	Mar-13	GREEN	Not progressed during Yr 1.	Further legal advice has been provided and reported to the committee in May 2010. Further consultation on this promise is planned for 2010-11.	Neighbourhood Improvement Group established in July 2010 with staff from Homes & Neighbourhoods and Property Services.  Neighbourhood officers collating schemes per patch which will be prioritised in 2011-12, this promise links with 2.8 above, 2.10 and 4.4		



2.10	Set aside £33,000 each year for 30 years to pay for individual local projects such as: ●Landscaping and grass cutting ●Lighting ●Play areas ●Modernised refuse storage or other schemes decided locally	Operations Director	●Establish project team ●Review promise ●Carry out full consultation with tenants ●Identify budgets, tender process, appoint contractor, manage	Annual	Jul-10	Mar-13	GREEN	Not progressed during Yr 1.	There are no works scheduled for 2009-10. This will form part of the External works programme scheduled for 2011-13. This needs to be developed with the local communities.  Further work to establish funding in earlier years for community safety and environmental projects is required. This will cover projects such as CCTV for fly tipping, skips for fly tipping, door entry etc.	Neighbourhood Improvement Group schemes being collated per patch, these will be prioritised in 2011-12. Neighbourhood Improvement Policy agreed, Groundwork appointed as delivery partners. 3 pilot schemes identified, resident consultation to start in May 2011. Neighbourhood Improvement workshop with residents on 12 April 2011, approach to delivering promises agreed, this promise links with 2.8, 2.9 and 4.4.		
2.11	Complete repairs more quickly and to do repairs first time to tenants' satisfaction.	Operations Director	●Review KPI's and targets, aim to improve on performance and compete with the market ●Ensure KPI's in line with best practice - amend as necessary ●Develop weekly and monthly reporting for the team ●Define what is meant as 'Right First Time' (RFT) with our tenants ●Develop monitoring systems for RFT ●Set targets, monitor and report to the RVG	Monthly and quarterly	Mar-09	Dec-11	GREEN	For Q4 (2008-09) the PIs were as follows (in each category the target is 97.5% with the exception of 8 weeks which has a PI of 100%).  ●Right to repair 97.45%. ●Repairs completed within 24 hours 96.5%. ●Repairs completed within 4 days 96.5%. ●Repairs completed within 4 weeks 97.6%. ●Repairs completed within 8 weeks 100%.	Tenants overall satisfaction with repairs was 71% pre – transfer. Customer satisfaction is currently recorded as 95% for 2009-10. The performance relating to repairs completed up until the end of quarter 4 are as follows:  ●Percentage of emergency repairs completed within target (24 hours) – target 98% - current performance 98.9% ●Percentage of urgent repairs completed within target (7 calendar days) – target 98% - current performance 85.20% (impact due to issue with reporting process) ●Percentage of routine repairs completed within target (31 calendar days) – target 98% - current performance 98.5%.  Further information being extracted from Simple Hosted and development of improved management information included with the R&M Improvement Plan. Aim is to be able to report on the following: ●% of repairs via appointment ●% of follow-on works ●% of no access	●Targets have been increased for 2010-11 presenting further challenge for improvement ●Performance for year 2010.11 met target. ●Percentage of emergency repairs completed within target (24 hours) – target 99% - performance 99.2% ●Percentage of urgent repairs completed within target (7 calendar days) – target 99% - performance 99% ●Percentage of routine repairs completed within target (31 calendar days) – target 99% - performance 99.2%.  Right first time, as a concept has already been discussed with the Resident Voice Group who agreed a definition at their November meeting. With the definition now agreed measurement against this will be in place from 1 April 2011, performance against this target as well as tenant satisfaction will be reported monthly to the RVG and form part of the KPI's for 2011.12.		
2.14	Offer convenient appointments for tenants by carrying out normal repairs until early evenings on weekdays.	Operations Director	●Discuss with RVG ●Discuss with wider focus group ●Pilot an early evening appointment scheme, monitor and evaluate	Annual and Quarterly	Mar-10	Nov-11	GREEN	Not progressed in Yr 1.	Further work to understand preferred appointment times will be undertaken from March 2010. This information will be used to shape the appointment system extending the service beyond the transfer promise.	A number of long term temporary operatives established whose flexibility of working hours enables staggering their working hours against our direct employees. Tenants opinion of appointments sought through the satisfaction slip returns. In November we considered the returns with the Resident Voice Group in order to formalise a process which commenced in Q4. Limited ad hoc appointments are offered for first call (am), early evening and some weekends. In order for formally publicise wider appointment times a review of operatives terms and conditions will need to take place during 2011.12.		

### 3. BETTER SERVICES FROM FAMILIAR FACES

No.	Promise	Owner	Actions to deliver Promise	Frequency	Commencement Date	Target for Completion	Progress	COMMENTS	COMMENTS	COMMENTS	Evidence	Signed off Date
								2008-09	2009-10	2010-11		
3.5	Providing training in customer care to all members of staff.	Operations Director	●All front line staff (initially) to receive Mary Guber training ●Type of training to be determined for each level of staff ●Annual customer service training	Annual	Jun-09	Mar-12	GREEN	Not progressed in Yr 1.	Programmed during 2009-10. A customer care day was undertaken with all staff. Mary Guber customer care training has been undertaken by the Customer Contact Centre and the Property services team and a further one day course for the whole maintenance team.  Further staff training scheduled in 2010-11.	HR and Head of Homes and Neighbourhoods are developing a customer care training plan linked with the customer access and care strategy and customer service excellence accreditation; no training was given during 2010-11. Priority will be given to front line staff, and those staff recently joining TH and has been included within the 2011-12 training plan.		
3.9	A tenancy reward scheme - Thrive Homes would consult with tenants about setting up a reward scheme that could mean extra services or discounts for those tenants who keep up to date with their rent and keep to other tenancy conditions.	Operations Director	●Discuss Reward schemes with residents ●Research good practice ●Develop details of schemes ●Establish if to proceed ●If given go ahead, implement scheme	Annual	Dec-09	Mar-12	GREEN	Not scheduled for this year – work to be programmed through operating plan.	Not scheduled for this year – Included in the Operational Plan for 2010-11, and forms part of Resident Voice Group programme of work from Q1.	A reward and incentive scheme for resident involvement is being considered in conjunction with our residents (via the Resident Voice Group); Income and Housing Options Manager and Neighbourhood Services Manager are benchmarking reward schemes within the 5 of Herts and top quartile Social Housing Providers; options and costings have been presented to the Income RVG and are due to go to the Tenancy and Neighbourhood Management Group in February. Policy will be presented to Committee in September 2011.		
3.10	South Oxhey area office – Thrive Homes would keep the South Oxhey area office, providing all the current services including rent payment. It would consult with tenants about developing new services.	Operations Director	●Review of the office provision and remittance cash receipting office ●Involving tenants in developing locally based flexible services throughout the district ●Legal view received from Devonshires regarding Transfer Promises ●Costing of service delivery from the South Oxhey Office ●Meeting TRDC to discuss Transfer Promise and Service Provision	Annual	Jul-10	Mar-13	GREEN	South Oxhey office continues to be provided for all the current services. A kiosk was introduced for CBL.	South Oxhey office continues to be provided for all the current services.  A review of South Oxhey Office has commenced, to analyse usage needs of our customers. The review will also coincide with the REMIT system review and implications for the cash office and will be completed for the July Operations Committee.  Project brief will be developed in Q1 2010-11, to review the service delivery locations and future customer access priorities. Consultation plan including Resident Voice Group involvement	Progress reports to Operations Committee in July and further resident consultation commenced September 2010; TH has identified options for the future of service provision in South Oxhey; TH will discuss options with TRDC on the 28.10.10. VFM savings from this review are being costed. EMT considered in December and agreed for the Neighbourhood staff to relocate to the Main Office, cash collection and enquiries to remain at South Oxhey. further work to determine opening times to be undertaken. Neighbourhood Services team to relocate to Croxley Green in May 2011, Thrive Homes looking for partners to use the offices.	●Committee reports ●EMT report (December 2010)	



4. ACTION ON ANTI-SOCIAL BEHAVIOUR												
No.	Promise	Owner	Actions to deliver Promise	Frequency	Commencement Date	Target for Completion	Progress	COMMENTS 2008-09	COMMENTS 2009-10	COMMENTS 2010-11	Evidence	Signed off Date
4.1	Giving clear information and practical advice on what tenants can do to help deal with anti-social behaviour and providing support to those who suffer anti-social behaviour or are to be a witness in Court.	Operations Director	<ul style="list-style-type: none"> <li>Comprehensive review of our approach to ASB staff training.</li> </ul>	Annual	Jul-10	Dec-10	GREEN	<p>There has been a closer working relationship with the Police and external agencies to deal with ASB. There has been joint working with the Estate Officer's on visits and advice on actions.</p> <p>A 4 week review survey has been implemented and an end of case survey is to be introduced. ASB leaflets will be produced once the strategy has been approved.</p> <p>Targets and PIs are to be set in line with benchmark for 2009-10.</p>	<p>ASB Review Panels set up from October 2009 to review each case and implement any changes in procedures as part of "Lessons Learned". Feedback from each case to be given to the Estates Team.</p> <p>Please see comments in item No 3.2. A new procedure will be developed in Q1 2010-11, ASB will form part of the Residential Services Strategy to be reported to the Operations Committee in May 2010.</p>	<p>Following feedback from residents and inspectors, a comprehensive review of our policy and procedures surrounding ASB is underway. Thrive staff are working with Housing Quality Network to produce a new policy and procedure and carry out training for front line staff and operational managers. The result will be empowered front line staff with the ability to deal with ASB and give our residents and community partners assurance that issued will be appropriately dealt with. An interim report received in October 2010 from HQN detailing issues and solutions. Neighbourhood Newsletter in September 2010 provided residents with clear details how to report ASB and the interim service standards TH is using until the recommendations from the HQN review were received. Service standards have been analysed and form part of Thrive Home Local Standards document published on 1 April 2011. Cases are reviewed on a monthly basis; TH is maximising partnership working with TRDC.</p> <p>ASB policy approved in May 2011, systems and procedures and staff training to be implemented in 2011.12</p>	<ul style="list-style-type: none"> <li>Results of review and revised</li> <li>ASB Policy and Procedure presented to Board in 2011</li> <li>HQN Interim Report 2010</li> </ul>	
4.4	Thrive Homes would set aside a budget of £20,000 a year for additional community safety work.	Operations Director	<ul style="list-style-type: none"> <li>Identify key community safety schemes to improve neighbourhoods prioritise with residents the schemes</li> <li>Develop a programme to implement priorities</li> <li>Monitor delivery</li> </ul>	Annual	Sep-10	Mar-13	GREEN	Not progressed in Yr 1.	Further work to develop the scope of the community safety work in conjunction with the Environmental schemes is necessary to ensure the allocation and use of funding is clear. This forms part of the work being done by the Estate Improvement Working Group, once the information from the estate inspections has been collated, priority and costing to work can be drawn up.	This item will be reported as progress will be linked with 2.9 and 2.10 in the future. From October 2010 Community Safety schemes are being identified by the Neighbourhood Improvement Group, and are being costed. 50% of the budget has been spent during 2010-11 with the remainder being used for the 3 pilot schemes due to commence in May 2011.		

5. SERVICES FOR OLDER PEOPLE AND THE SHELTERED HOUSING SERVICE												
No.	Promise	Owner	Actions to deliver Promise	Frequency	Commencement Date	Target for Completion	Progress	COMMENTS 2008-09	COMMENTS 2009-10	COMMENTS 2010-11	Evidence	Signed off Date
5.1	Thrive Homes would set aside nearly £8 million for providing good quality adaptations, such as ramped access and hand rails. This means that a budget of £450,000 per year will be allocated totalling £2.25m over the first 5 years.	Operations Director	<ul style="list-style-type: none"> <li>Complete Aids and Adaptations in accordance with our policy and procedure</li> <li>Record and monitor progress of adaptations</li> <li>Record and monitor spend against budget</li> <li>Review the policy and process to ensure in line with best practice</li> <li>Review KPI's</li> </ul>	Annual	Mar-08	Mar-13	GREEN	<p>The breakdown of all the major (capital) works carried out in 2008-09 are as follows:</p> <p>13 - Stair lifts 62 - Levels access showers 0 - Over bath showers 13 - Ramping/access improvements 2 - Kitchen adaptations 4 - Ceiling track hoists 7 - Various internal alterations</p> <p>A total of 111 jobs. Spend for this year was in excess of that promised.</p>	<p>The following works have been carried out:</p> <p>19 - Stair lifts 46 - Levels access showers 6 - Over bath showers 10 - Ramping/access improvements 1 - Kitchen adaptations 2 - Ceiling track hoists 1 - Dropped kerb 1 - Scheme Scooter store 1 - Step lift 3 - Closomat 18 - Internal access/adapts</p> <p>By year end at total of 112 major works had been carried out. The value of works has been delivered this year, therefore meeting the requirements of the promise.</p> <p>For 2010 / 11 there are proposed changes to the adaptations management process:</p> <ul style="list-style-type: none"> <li>Adopt a SOR and contract for level access showers to improve VFM and turnaround times.</li> <li>Consultation on adaptations policy – with tenants, HCC OTs and PCT</li> <li>Monitor expenditure against types of works to improve forecasting</li> <li>Create a database of adapted properties</li> <li>Work closely with TRDC with regards funding</li> </ul>	<ul style="list-style-type: none"> <li>Aids and Adaptations Policy reviewed, consulted in August and reported to Committee in November 2010. The policy has been implemented and a £10,000 cap has been placed on works carried out per person. Applicants over 19 years of age may be subject to means testing and will be required to make a full or part contribution to the cost of the adaptations where this is applicable.</li> <li>Budget profile and reviews carried out monthly</li> <li>Benchmarked service with Five of Herts, for level access shower installations a SOR has been drawn up and implemented in Q3.</li> </ul> <p>A waiting list is being operated to help with prioritising referrals as and when they are received.</p> <p>The following works have been carried out:</p> <p>13 stair lifts 52 level access shower 1 through floor lifts 4 internal access/adaptation 8 ramping and or wheelchair access improvements 3 external access improvement 2 specialist WC's 1 scooter storage 3 adapted kitchens 1 ground floor bathroom with LAS 2 over bath shower 1 safety flooring</p> <p>91 major adaptations completed in 2010.11</p>		
5.3	Upgrading existing communal TV aerial systems to comply with modern technology including digital services.	Operations Director	<ul style="list-style-type: none"> <li>Carry out surveys to existing flat blocks to understand Thrive Homes' commitment</li> <li>Report to Committee for approval</li> <li>Develop project plan</li> <li>Tender, adjudicate, let contract</li> <li>Monitor progress of works</li> </ul>	Quarterly	Apr-09	Dec-12	GREEN	Not progressed during Yr 1.	Report to Operations Committee May 2010. Outline Project Plans shows completion of Digital TV switchover by July 2011, subject to approval of recommendations.	10/11 project complete to 65 flat blocks including sheltered accommodation. Surveys commenced to identify 11/12 programme to remaining flat blocks. Programme to be completed in 11/12.	<ul style="list-style-type: none"> <li>Reports to Committee</li> <li>Project Plan</li> <li>Consultant appointed</li> </ul>	
5.5	A programme of improvements to provide modern communal facilities and well lit, decorated and carpeted lounges and corridors	Operations Director	<ul style="list-style-type: none"> <li>To implement plan (following results of Sheltered Housing Review)</li> </ul>	Annual	Mar-09	Mar-13	GREEN	Not progressed during Yr 1.	<p>Work to review our sheltered housing schemes commenced in 2009-10. Independent consultancy support was procured to assist and the review started in June. Consultation with tenants, staff and stakeholders has taken place.</p> <p>The review is ongoing and following the initial report, a stock appraisal is now under way. Due to the complexity of the service reviews and the need to liaise with HCC SP regarding future funding and service level contracts.</p>	No work has progressed on this item and it will be reviewed once the SP changes have been implemented. It will be reviewed in 2011-12		



5.6	Parking improvements to schemes	Operations Director	• See 2.9	Annual and Quarterly	Jul-10	Mar-13	GREEN	See 2.9.	See 2.9	See 2.9		
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**COMPLETED ITEMS**

1.3	Investigate internet payments, Pay Point Card and a rent collection service for elderly and disabled tenants.	Operations Director	• Source providers • Consult with tenants to identify preferred provider • Go Live	Annual	Jun-08	Sep-09	Complete	Pay point selected as service provider. Collection service for elderly and disabled tenants was discontinued prior to transfer.	Payment cards went live September 2009 service provider (see 3.3).	COMPLETE	• Tenants conference • Tenant and Leasehold forum • Notices and publications • Committee report (check?)	May-10
2.1	Improve around 2000 kitchens. Improve around 1,500 bathrooms. Install around 3000 over bath showers.	Operations Director	• Develop the Thrive Homes Standard • Procure the contract and select contractor • Annual programme, contract and AMP to be agreed • Develop Resident Information pack and resident choices via road show • Develop contract monitoring systems and processes • Develop KPI's and validation process • Hold project meetings monthly • Hold Strategic Core Group meetings • Report progress on delivery to the Operations Committee • Record level of refusals	Annual and Quarterly (progress)	Aug-08	Mar-11	COMPLETE	The following were completed in 2008-09: • 453 Kitchens • 266 Bathrooms • 116 Over bath showers (382 including bathrooms)  605 properties completed in year, a slight reduction on plan due to additional asbestos removal works and higher number of kitchens. 198 refusals to date.	Yr 2 revised AMP includes the following elements. Increase in funding in July following Affordability Report to Board. Commenced 20 April 2009, completes 16 April 2010: • 1059 Kitchens planned, 1046 completed – total 1499 to April 2010 • 580 bathrooms planned, 629 completed – total 895 to April 2010 • 600 over bath showers only planned, 374 completed – total 490 to date (1385 including bathrooms)  1295 properties completed by 31 March 2010, 1406 by 16 April	Progress on delivery of promise targets:- • 2000 Kitchens - 2732 delivered to end March 2011* - promise achieved • 1500 Bathrooms - 1737 delivered to end of March 2011* - promise achieved • 3000 Over bath showers - 2896 delivered to date* (includes bathrooms) - promise achieved *includes works completed via voids and aids and adaptations and refusals and non access  Final Accounts and reports being collated following completion of internal works programme in December 2010. the contract with United House is completed and delivery on these promises has been met.  All possible over bath showers have been installed to all properties identified as requiring work in the first 5 years of the Business plan (there are some circumstances where a shower cannot be offered, due to layout). THS will continue a small programme to 93 properties over the next 2 years - these were properties that had previously refused, or have successfully appealed in the late stages of the United House Contract - the programme comprises 65 kitchens, 39 bathrooms, 21 Overbath showers, 129 Boiler and central heating	• Development of the Thrive Homes Standard • Appointment of contractor • Road show publicity and outcome • Newsletter articles • Progress report to committee • Minutes of project and Strategic Core Group • Annual Progress reports to the council • KPI reporting	May-11
2.2	Complete the existing central heating programme.	Operations Director	• Complete as part of the Internal Works programme • Review the existing central heating programme to identify properties already included in yr1 • Develop programme • Organise works via Heating contractor • Monitor progress and post inspect	Annual	Aug-08	Mar-09	Complete	124 boiler replacements and 39 full heating installations as part of internal works programme. In addition 182 boilers and 12 new heating systems installed as ad hoc replacements due to system failure and breakdown. The promise to complete the existing central heating programme and upgrade partial systems to full is completed. All new systems use energy efficient boilers and separate radiator thermostats	Yr 2 AMP includes for 100 new heating systems and 220 replacement boilers. The following were completed by end of March.  • Heating - 22 • Boilers - 295  These are in year replacements are additional to the transfer promise as part of our asset management strategy, 'just in time' replacements	Yr 3 AMP includes for the following elements; • Heating - 27 (refusals 216, voids/A&A - 14), projected total 318 over the 3 year contract • Boilers - 173 (refusals 211, voids/A&A - 264), projected total 1067 over the 3 year contract  These are in excess of the Transfer Promise	• Waiting list properties completed • Customer satisfaction	Sep-10
2.4	Rewiring plus the replacement of consumer units as necessary up to £725,000.	Operations Director	• Complete as part of the Internal Works Programme • Carry out periodic inspections as part of the Internal works programme to develop details of electrical works to be completed • Monitor works as part of the post inspection process • Monitor overall cost to deliver upgrades and rewiring works	Annual and Quarterly (progress)	Aug-08	Mar-11	Complete	32 rewires and 411 upgrades/Consumer units have completed on the internal works programme. In addition there have been 119 rewires and 6 upgrades completed as ad hoc replacements.	Yr 2 AMP includes 159 rewires and 250 upgrades. The following were completed by end of March  • Rewires and upgrades - 116 • CCU - 1265  Spend to date totals £1,155,260 completing this work, in excess of the transfer promise. However further electrical works are planned for 2010-11 in excess of our original promise.	Yr 3 AMP includes the following elements: • 60 Rewires and upgrades (127 refusals, voids/A&A - 80) projected total 412 over the 3 year contract • 650 CCU's (197 refusals) projected total 2523 over the 3 year contract  Spend over the contract period on electrical work has been in excess of £2.58m. This is in excess of the Transfer Promise.	• Annual programme of works completed • Progress reports to Committee • Contract valuations	May-10
2.12	Introduce a free phone repairs helpline and more ways for tenants to report repairs directly, for example, through the internet or by e-mail	Operations Director	• Implement a free phone number • Implement repairs reporting via the internet • Implement repairs reporting via email	Annual	Mar-09	Mar-10	Complete	Work to provide a free phone number scheduled as part of the office move.  Reporting via internet/e-mail – currently residents can report repairs via e-mail on <a href="mailto:enquiries@thrivehomes.org.uk">enquiries@thrivehomes.org.uk</a> .	All calls are free phone as of the office move 11 May 2009, including OOH calls Reporting via internet/e-mail – currently residents can report repairs via e-mail on <a href="mailto:enquiries@thrivehomes.org.uk">enquiries@thrivehomes.org.uk</a> .  This promise has been delivered.  Further work in excess of the promise to implement Housecall is planned as part of the R&M improvement plan and will enable residents to diagnose and report a repair on line.	COMPLETE	• Free phone number in place and advertised • Access to internet and e-mail to report a repair • Committee report on progress	May-10
2.13	Offer timed appointments through a new appointments system for all non-emergency repairs	Operations Director	• Use Opti-time to schedule appointments in controlled way.	Annual	Mar-08	Mar-10	Complete	Thrive Homes currently offer an am or pm timeslot. This will be included in the service development for 2009-10.	Thrive Homes currently offer an am or pm timeslot. Opti-time has been implemented and has improved allocation of appointments.  This promise has been delivered.	COMPLETE	• Opti-time in place • Appointments offered • Newsletter • Tenants handbook • Board reports	May-10
2.15	Continue to provide a 24-hour emergency service 365 days a year.	Operations Director	• Provide Out of Hours Service to respond to emergency 24hrs-265 days a year	Annual	Mar-08	Mar-08	Complete	OOH service is provided, systems and procedures in place.	The standby officers have been issued with a lap top which enables them to access the academy housing system out of hours. The transfer promise has been delivered. A Review of the OOH is to commence during Q1 2010 - 2011, as part of our continuous improvement of services.	COMPLETE	• Out of Hours number issued • Newsletter • Tenants handbook	May-10



3.1	Introducing a new housing maintenance handy person to undertake small jobs.	Operations Director	<ul style="list-style-type: none"> <li>Consider service requirements with residents</li> <li>Develop Business Case and Plan</li> <li>Pilot scheme, monitor and evaluate</li> <li>Implement final scheme</li> </ul>	Annual and Quarterly	Mar-08	Mar-12	COMPLETE	<p>First phase introduced. SLA with West Herts Against Crime (WHAC) to provide service to elderly and vulnerable. Level of take up has been lower than anticipated.</p> <p>The Handy person Scheme needs to be publicised to increase the usage of the scheme.</p>	<p>A review of the Handy person scheme will be taking place during quarter 1 of 2010-2011.</p> <p>During December 2009 an agreement was made for WHAC to expand the services they offer in order to try and increase the VFM and usage of the service. One of the additional services is to assist residents when they are moving by helping them with their packing and unpacking.</p> <p>Revised leaflet to be circulated and a member of WHAC to attend all team meetings of front line staff.</p>	<p>Operations Committee agreed for the SLA with WHAC to be terminated and the service to be provided in house from 1 April 2011. Handy person service now being provided by Thrive Homes Services.</p>	<ul style="list-style-type: none"> <li>Committee report in January 2011.</li> </ul>	May-11
3.2	Establishing a dedicated resource to deal with anti-social behaviour so that quicker action can be taken on nuisance and anti-social behaviour. Providing more resources for Estate Officers to deal with anti social behaviour and to support communities to tackle problems as they arise.	Operations Director	<ul style="list-style-type: none"> <li>Staffing resource identified to deal with ASB</li> <li>Systems and procedures in place</li> <li>Review correspondence with residents</li> <li>Implement monitoring system</li> </ul>	Annual	Mar-08	Mar-09	Complete	<p>Progress in this area as follows</p> <ul style="list-style-type: none"> <li>Appointment of full time ABS Officer</li> <li>1 interim ASB injunction</li> <li>1 possession order</li> <li>3 possession orders pending</li> <li>1 eviction order pending</li> <li>1 interim ASB order</li> <li>1 full ASBO - 4 years</li> <li>12 warning letters sent to tenants for ASB</li> </ul> <p>The standard letters have been reviewed in consultation with the Tenants Editorial Group and are to be implemented in March 2009.</p>	<p>Following the restructure dedicated resources are being provided and focused locally in each patch by the Neighbourhood Officers.</p> <p>Further work to enhance the service is planned for 2010-11:</p> <ul style="list-style-type: none"> <li>Targets and PIs have been developed in the local and national context.</li> <li>ASB procedure to be revised.</li> <li>ASB will form part of the Residential Services Strategy Document which will be presented to the Operations Committee in May 2010.</li> <li>Detailed work to set out what ASB is, how Thrive Homes will deal with it, where to get support and how this links to estate management.</li> <li>Involvement of the Residents Voice Group in the development of the service. Service Standards agreed in February 2010.</li> </ul>	COMPLETE	<ul style="list-style-type: none"> <li>New staffing structure in place</li> <li>Systems and processes in place</li> <li>Monitoring systems in place</li> <li>Committee report</li> </ul>	May-10
3.3	Looking at new, more convenient, ways for tenants to pay their rent.	Operations Director	<ul style="list-style-type: none"> <li>Work with tenants to develop a preferred provider and Implement Payment cards</li> <li>Enable payments to be made via the Internet</li> <li>Advertise payment options</li> </ul>	Annual	Jun-08	Sep-09	Complete	<p>Pay Point selected as service provider at Tenant and Leaseholder Forum and demonstrated at Tenants Conference.</p>	<p>Payment cards and Internet Payments went live September 2009.</p>	COMPLETE	<ul style="list-style-type: none"> <li>Tenants conference</li> <li>Tenant and Leasehold forum</li> <li>Notices and publications</li> <li>Committee report (check?)</li> </ul>	May-10
3.4	Offering an optional tenants' contents insurance scheme.	Operations Director	<ul style="list-style-type: none"> <li>Source providers</li> <li>consult with tenants to identify preferred provider</li> <li>Go Live</li> </ul>	Annual	Jun-08	Apr-09	Complete	<p>Royal Sun Alliance selected by Tenant &amp; Leaseholder Forum in March. Exhibited at Tenants Conference. Leaflets, posters at offices.</p>	<p>Leaflets included in new tenant sign up pack. Promoted in April 2009 and September 2009 Newsletter to all tenants.</p>	COMPLETE	<ul style="list-style-type: none"> <li>Tenants conference</li> <li>Tenant and Leasehold forum</li> <li>Notices and publications</li> <li>Committee report (check?)</li> </ul>	May-10
3.6	Naming the officers responsible for service delivery in each neighbourhood.	Operations Director	<ul style="list-style-type: none"> <li>Provide details of neighbourhood officers on the website</li> </ul>	Annual	Mar-08	Mar-09	Complete	<p>Delivered and monitored through website maintenance.</p>	<p>Further promotion of the Team will be required as the restructure of Residential Services is implemented. This will include flyers to all tenants and stakeholders with photographs and patch details and poster for the offices.</p> <p>From April/May 2010 an information leaflet will be delivered to all households called "Hello from your Neighbourhood Team" which will provide residents with the details of how and by whom the neighbourhood will be managed.</p>	COMPLETE	<ul style="list-style-type: none"> <li>Details available on the website</li> </ul>	May-10
3.7	Carrying out 'customer feedback surveys' for tenants leaving homes or transferring to another property owned by Thrive Homes.	Operations Director	<ul style="list-style-type: none"> <li>Survey format developed</li> <li>All outgoing tenants to receive exit satisfaction survey</li> </ul>	Quarterly	Jun-10	Apr-10	Complete	<p>Tenant satisfaction survey format standardised and developed.</p>	<p>The satisfaction survey forms have been included on the back of the termination of tenancy form. Implementation date beginning of April 2010.</p>	<p>Analysis of first satisfaction survey will be completed in September 2010.</p> <p>COMPLETE</p>	<ul style="list-style-type: none"> <li>Customer satisfaction forms</li> <li>Part of tenancy termination process</li> </ul>	Sep-10
3.8	Producing a new tenant handbook in various easy to read formats including tape format.	Operations Director	<ul style="list-style-type: none"> <li>Involve residents in the development of the style, type and information provided in the new Tenants Handbook</li> <li>Involve tenants in the wording of the new document</li> <li>Determine alternative formats required from our tenants profile data</li> </ul>	Annual	Mar-08	Aug-09	Complete	<p>Work to develop the style and content of the handbook undertaken in consultation with tenants.</p>	<p>Handbook published and distributed in August 2009. Translation services are available. Tenant profile data has not identified a need for a tape format.</p>	COMPLETE	<ul style="list-style-type: none"> <li>Involvement of residents and impact of their involvement (check with VI if we have this)</li> <li>Committee report (check)</li> <li>New Handbook available and translation service available</li> <li>Tenant profile data</li> <li>Tenant profile data has not identified a need for a tape format</li> </ul>	May-10
3.11	Thrive Homes would continue to hold a weekly housing surgery in the Council offices in Rickmansworth and continue to collect rents there. It would consult with tenants about developing new services and venues for housing surgeries.	Operations Director	<ul style="list-style-type: none"> <li>Weekly housing surgery provided during year 1</li> <li>Rent collection service provided at Rickmansworth</li> <li>Due to lack of demand for the face to face service and identifying that the majority of tenants contact Thrive Homes via telephone - a New direct telephone provided</li> </ul>	Annual	Mar-08	Mar-10	Complete	<p>This service was provided during Yr 1.</p>	<p>Information and a direct telephone line are provided at TRDC offices following the relocation of Thrive Homes' main office and as a result of a lack of demand for face to face services. An additional self serve kiosk will be installed at Rickmansworth in 2010.</p> <p>Further work to review access to our services will be included as part of the development of the Access and Customer Care Strategy.</p>	COMPLETE	<ul style="list-style-type: none"> <li>Committee report</li> <li>Profile of customers paying rent via Rickmansworth, available October 2010</li> </ul>	May-10
4.2	Providing access to independent mediation support to help resolve neighbour disputes.	Operations Director	<ul style="list-style-type: none"> <li>Provide CIH mediation training for all neighbourhood officers</li> <li>Develop partnerships with external mediation providers to help and support tenants</li> </ul>	Annual	Mar-08	Mar-10	Complete	<p>Delivered. Currently using the services of an independent mediator to resolve differences.</p>	<p>Further work to review the benefit of the service to be undertaken during 2009-10.</p> <p>Chartered Institute of Housing Mediation training provided for Neighbourhood Officers in March 2010.</p>	COMPLETE	<ul style="list-style-type: none"> <li>All neighbourhood officers in receipt of training certificates</li> <li>ASB cases monitored on monthly basis, including access to mediation services</li> </ul>	May-10



4.3	Inspecting housing estates on a quarterly basis to maximise contact with local residents to help understand where and why problems occur.	Operations Director	<ul style="list-style-type: none"> <li>Introduction of "Neighbourhood Improvement Walkabouts" with residents and key partners</li> <li>Identify range of improvements to link into the environmental/external improvement works for 2011/12</li> <li>Monitor contracts and standards across all neighbourhoods</li> </ul>	Annual and Quarterly	Mar-08	Mar-09	Complete	<p>Estate Officers carry out a quarterly inspection of their area with a Maintenance Inspector. An Estate Improvement Working Group has been set up. A number of tasks have already been assigned to officers.</p> <p>The Quarterly estate inspections have been conducted, completing the transfer promise.</p> <p>The estate inspection form has been revised to include all the information needed by the estate improvement group and will be used to develop an Action Plan to feed into the development of environmental works programmes and to monitor the progress of the work of the group.</p> <p>Monthly Estate Inspections will start from April 2010; this will be above the promise made in the offer document. Estate Improvement programmes will be publicised on the Website. Targets for resident involvement in the EIs are being developed.</p> <p>Monthly neighbourhood inspections from April have been programmed and will be publicised to all residents via website and notice-boards. Outcomes from NI will be publicised, with Gold/Silver/Bronze standards awarded monthly.</p> <p>Quarterly Neighbourhood Improvement Walkabouts will start from Q1 2010-11 and will involve wide partner groups including residents to identify neighbourhood improvement schemes.</p>	COMPLETE	<ul style="list-style-type: none"> <li>New Neighbourhood Inspection programme publicised on website and block notice boards and reports completed at end of each inspection, and signed off by accompanying resident</li> <li>Records of Inspections</li> </ul>	May-10	
5.2	Providing a grant of £10,000 for each scheme to be spent in consultation with residents of the scheme	Operations Director	<ul style="list-style-type: none"> <li>Tenants consulted regarding their choice of scheme improvement</li> <li>Choices procured</li> <li>Work completed at each scheme</li> </ul>	Annual	Mar-08	Mar-09	Complete	<p>Tenants have all been consulted and their choice of scheme improvement will be implemented within the next 12 months. The schemes improvements include:</p> <ul style="list-style-type: none"> <li>5 upgrades with new machines to 4 existing laundries.</li> <li>2 new laundry rooms created at Harrogate Court and Frogmoor Court.</li> <li>New carpets and arm chairs to communal lounge at St Mary's Court.</li> <li>New carpets to corridors at Grove Court.</li> <li>New carpets and redecoration of communal lounge (Hallowes Court).</li> <li>Upgrade to TV Aerial system at Hallowes Court.</li> <li>Plasma TV installed at 2 schemes</li> <li>Clitheroe Gardens scheme has not had the benefit of this grant due to the impending redevelopment at this site. Otherwise, this promise is completed.</li> </ul>	No further action.	COMPLETE	<ul style="list-style-type: none"> <li>Tenants choices for each scheme recorded</li> <li>Tenants notified of the choice for their scheme (check)</li> <li>works ordered and completed</li> <li>Work signed off</li> </ul>	May-10
5.4	Provide access to the internet in each scheme and tuition on how to use it for all scheme residents	Operations Director	<ul style="list-style-type: none"> <li>Install IT facilities at all Sheltered Schemes</li> <li>Provide access/internet to all Sheltered Scheme tenants</li> <li>Provide training for all Sheltered Scheme tenants</li> </ul>	Annual	Apr-08	Mar-09	Complete	<p>The tenants have been given training which is split into 6 courses.</p> <p>Tenants IT Training Yr 1 is nearly complete, 36 tenants will have completed the basic IT internet training by end of February 2009.</p> <p>PCs installed at all schemes with internet access for use by all sheltered housing tenants.</p>	<p>There are plans to run another IT training course this year.</p> <p>There was no interest for this year 2009-10.</p> <p>Some scheme managers have secured free training at the schemes through Age Concern to encourage use of the IT equipment.</p> <p>This promise is completed.</p>	COMPLETE	<ul style="list-style-type: none"> <li>Training taken place with ASCEND</li> <li>Publicised on Website</li> <li>Newletters/bulletins issued</li> <li>Budget spent</li> </ul>	May-10
6.1	All tenants would be able to apply to become members of Thrive Homes. Being a member would mean that they could attend and vote at its general meetings.	Business Services Manager	<ul style="list-style-type: none"> <li>Revised Resident Involvement Strategy</li> <li>Resident Involvement Impact Statement and report</li> <li>Involvement Leaflet</li> </ul>	Reviewed Annually	Dec-09	Sep-10	Complete	<p>Not progressed during Yr 1.</p> <p>Our 2009 Governance Review highlighted the need to deliver on our transfer promise of becoming a member of Thrive Homes. As detailed in the Governance review Action Plan, a 'Getting Involved' brochure will be produced by September 2010, setting out the options for residents to get involved with Thrive Homes, including membership of the association.</p>	<p>Our new Resident Involvement Strategy highlights our approach to involving residents and highlights the fact that they can become members. An associated Resident Involvement Impact Statement and Report were also produced in July 2010, detailing our menu of involvement, including membership.</p> <p>Also included in our first Annual Review for Tenants 2010/11 - specific details on becoming a member. Report sent to all residents in October 2010.</p>	<ul style="list-style-type: none"> <li>Highlighted in Resident Involvement Strategy 2010,</li> <li>Included in 2010 Resident Impact Statement and report.</li> <li>Website</li> <li>Getting involved Leaflet includes being an active member of the association</li> </ul>	Sep-10	

## 6. A POWERFUL VOICE FOR TENANTS

No.	Promise	Owner	Actions to deliver Promise	Frequency	Commence-ment Date	Target for Completion	Progress	COMMENTS	COMMENTS	COMMENTS	Evidence	Signed off Date
								2008-09	2009-10	2010-11		

6.2	Carry out regular customer satisfaction surveys to make sure that the service is meeting tenants' needs.	Operations Director	<ul style="list-style-type: none"> <li>Undertake STATUS Survey</li> <li>Start a Mystery Shopping Project</li> <li>Develop a survey framework</li> <li>Use results to drive service improvement</li> </ul>	Annual	Jun-10	Mar-11	COMPLETE	<p>3800+ residents will have received a survey of one sort or another by the end of March 2009.</p> <p>Surveys undertaken have been:</p> <ul style="list-style-type: none"> <li>Thrive Homes Newsletter – content and style to be reported in the March newsletter.</li> <li>Oxhey Reception Survey – results to be reported in the March Newsletter.</li> <li>T&amp;LHF self evaluation survey – results reported to the October and January T&amp;LHF.</li> <li>Conference Evaluation survey – results in next newsletter.</li> <li>A survey of 242 tenants who have moved this year was carried out</li> <li>Grounds Maintenance works – reported to the T&amp;LHF.</li> </ul>	<p>In 2009/10 all tenants have received at least one survey.</p> <p>A corporate style for surveys has been developed as part of the Resident Involvement Toolkit and will be rolled out by the start of next financial year. Work in Q4 will include ensuring that all current surveys in use are in line with the corporate style.</p> <p><b>Telephone Satisfaction Surveys</b> The contact centre have started carrying out telephone surveys to determine satisfaction levels with estate service, Thrive Homes as a landlord and opportunities to participate. However, the information cannot currently be extracted from the Civica system.</p> <p><b>Improving Services</b> Dissatisfaction on the repairs surveys, ASB surveys and the Boundary Way Local Standards Pilots are all followed up. In particular, residents who expressed dissatisfaction with the ASB process resulted in a case review and were recorded as Stage 1 complaints. Lessons learned from the case reviews will form part of the service improvement process. Further work is being carried out on repairs surveys to determine the best way to record service improvements.</p>	<p>Mystery shopping project is underway. first phase took place in December 2010 with professional shoppers. Second Phase began in March 2011. This phase combines both professional shoppers and tenant shoppers who have been trained. Initial results from phase two has shown improvement to services.</p> <p>Staff have been provided with guidance on how and when to carry out surveys, and the different survey methods available to help maximise return rates. Historically Thrive Homes has relied on paper surveys and during 2010-11 have started to increase the use of telephone surveys and gauging feedback on satisfaction at RVG meetings. This has seen an increase in the response rate of surveys.</p> <p>During 2011-12 this will be further developed to look at text messaging and revised to monitor compliance with local service standards from April 2011.</p> <p>The resident scrutiny panel is now in place and has been trained to effectively scrutinise the customer facing activities of the organisation. They will be monitoring delivery against the local standards.</p>	<ul style="list-style-type: none"> <li>Q1 KPI reports - resident satisfaction</li> <li>Staff e-bulletin</li> <li>Phase 1 mystery shopping results</li> <li>Resident training</li> <li>STATUS survey</li> <li>RI toolkit</li> <li>Scrutiny panel in place</li> <li>Local Standards agreed</li> <li>Monitoring systems from April 2011</li> </ul>	May-11
								<p>A survey was carried out on satisfaction with the customer newsletter. Feedback from the surveys will be used to help shape the next newsletter. With the introduction of Impact Assessments for Resident Involvement we will be able to demonstrate better how we are using customer feedback to shape and improve our services.</p> <p>Regular surveys currently carried out:</p> <ul style="list-style-type: none"> <li>Repairs</li> <li>Gas servicing</li> <li>Improvement works (United House)</li> <li>New tenants</li> <li>Satisfaction with landlord and estate service</li> <li>ASB Complaints.</li> <li>Assisted Garden works</li> <li>Visiting our offices (South Oxhey)</li> <li>Aids and Adaptations</li> <li>Lifelines</li> <li>Newsletter (annual)</li> <li>Planned works</li> </ul> <p>It should be noted that our Status Survey will be carried out in Q4 and will be sent to all residents. It is proposed to carry out an annual survey to a third of all tenants to ensure that we retain up to date information.</p>		<p>Status Survey was undertaken in July/August 2010. It provided us with an overall assessment on satisfaction and showed us that our younger residents are least satisfied. This has led to us looking at our communication methods and during 2011-12 will be working to further engage our younger residents to help us shape our services. Thrive Homes will work in partnership with our established resident voice groups and scrutiny panel to monitor the results and take responsive action as necessary.</p>		