

HOUSING SERVICES DEPARTMENTAL ACTION PLAN 2009 – 2012
June 2009

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INTRODUCTION

The Housing Services Departmental Action Plan is structured around the key priorities of the HRA Business Plan and outlines the actions we will take to meet these priorities.

The Departmental Action Plan is agreed by Cabinet and is reviewed and updated every year. Tenants and leaseholders are fully consulted in the development of the plan and are involved in the ongoing monitoring and review process.

The Housing Services priorities are:

- | | |
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| Priority 1 | To maximise the Council housing stock available to let |
| Priority 2 | To maintain and improve the condition of the housing stock |
| Priority 3 | To foster tenant empowerment and partnership with all stakeholders |
| Priority 4 | To provide good quality housing services that meet the needs of our tenants and leaseholders and take account of diversity |
| Priority 5 | To promote sustainable communities, particularly within Council stock |
| Priority 6 | To ensure good and continually improving environmental performance in our housing stock and related activity |
| Priority 7 | To collect efficiently all charges related to the housing service |

About the Departmental Action Plan

The actions are presented in a table under the appropriate priority and are broken down under the following column headings:

Ref: The first number listed is the reference number for the Departmental Action Plan. Additional numbers relate to references in other plans, for example where the same action can be found in the Council Plan.

Action Required: Describes the action to be taken.

Action Target: Describes how we will progress the action.

Performance Target/Indicator: Lists the measures we will use to judge whether we have completed the action and in some cases what we hope to achieve overall.

Timetable/officer responsible: The lead officer responsible for ensuring the action is completed and the proposed date of completion.

Method of monitoring/review: The name of the team, group or tool that will overview the progress of the action from inception to completion. A brief description of these can be found in the summary of terms on page 23.

Resources: An estimate of how much the action will cost (expressed in thousands 1.8K is £1,800) which includes for staff time

Source: Where the action originally generated from, for example 2008 Tenants Status Survey.

There are two other documents that accompany the Departmental Action Plan:

The Completed Actions List: This document details all the completed items from the plan. It also lists actions which were not completed with a brief explanation.

The Departmental Action Plan Review: This document details the comments from Told and SMT at the annual review.

PRIORITY 1 – To maximise the council Housing Stock available to let

1 Formerly: 1.3.2 1.3 Also: C3.2	Review the lettings system and consider Choice-based lettings	Provide tenants with transfer/exchange details on our web site	Site in operation	December 2009 – Office Manager	TOLD	1.1K	Business Plan Priority Action
1.2 Formerly: 1.3.3 1.5.2		Introduce question to monitor satisfaction with offer on new lettings questionnaire	Increased tenant satisfaction and involvement	July 2009- Housing Projects Officer	TOLD	0.2K	Senior Management team
1.3 Formerly 1.3.4	Review Implementation of CBL	Analyse results of CBL and compare to points system	Increased applicants	August 09- Operations manager	Allocations Working Group	1K	Gov target
1.4 Formerly 1.8	Upgrade Saffron System – install version 7 Saffron release	Agree programme plan	Improve access and ability of system	December 2009-Office Manager	Saffron 7 Project Initiation Team	25K	IT steering group
1.5	Review current Move on including under occupation and TIS	Set up working group to analyse current practice and consider areas for improvement	Identify and recommend any possible service improvement to maximise the use of accommodation	April 2010- Housing Projects	SMT Move on Working Group	3K	Senior Management Team GOSE

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REF.	ACTION REQUIRED	ACTION TARGET	PERFORMANCE TARGET / INDICATOR	TIMETABLE / OFFICER RESPONSIBLE	METHOD OF MONITORING / REVIEW	RESOURCES	SOURCE
PRIORITY 2 – To maintain and improve the condition of the housing stock							
2 Formerly 2.1 Also: G9.1	Meet the Decent Homes Target by April 2007. Reduce from 585 No homes failing the Decent Homes Standard at 1/4/03 to a minimum by April 2007 and prevent homes from falling into a non-decent condition beyond 2007	To increase the number of homes meeting the Decent Homes standard following the planned works for years to 1/4/07 and beyond	2003/4 – 145 Number made Decent, leaving 440 homes (13%) non-decent 2004/5 – 140 Number made Decent, leaving 300 homes (9%) non-decent 2005/6 – 165 Number made Decent, leaving 135 homes (4%) non-decent 2006/7 – 115 Number made Decent, leaving 20 homes (1%) non-decent (anticipated min) 2007/8 -15 homes non decent	April 2007 - Housing Contracts Manager Achieved 25 Non decent homes at 1/4/08	Measured Performance Indicators Annual report to GOSE Quarterly meetings to monitor progress on schemes	2003/4 –1800K 2004/5 –1140K 2005/6 –1480K 2006/7 - 1241K 2007/8 – 1.7m	Business Plan Priority Action Gov. targets For decent homes CPA Inspection report
2.1 Formerly 2.3 Also: G9.3	Improve the proportion of planned maintenance over responsive maintenance	Annually review the targets to ensure that the proportion of spend on planned repairs is increased and responsive repairs are minimised	Improve from 70/30 the proportion of planned to responsive works each year 73/27 2004/05 75/25 2005/06 78/22 2006/07 76/24 2007/08	March 2005 and ongoing - Housing Contracts Manager	Cabinet Annual report to GOSE	1.4K	Business Plan Decent Homes Self Diagnosis

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PRIORITY 3 – To foster tenant empowerment and partnership with all stakeholders

3 Formerly 3.7	Capture tenant satisfaction information from lettings feedback, repairs and improvements to identify service improvements.	Produce standard feedback questionnaire for improvements, set up database, monitor and analyse feedback.	97% tenant satisfaction with improvement works.	July 2009 - Housing Maintenance Manager, Housing Projects Officer	TOLD	5K	Tenant Federation
3.1 Formerly 3.9	Review and produce a new Tenants Compact	Produce compact and summary for all tenants. Send new compact out with the winter Housing Link 2009	Increase tenant empowerment and improve satisfaction figures in Tenants biennial survey	July 2010- Tenant Participation Manager	TOLD	1K	Gov target
3.2 Formerly 3.10	Introduce Mystery Shopping	Train tenants and hold 3 mystery shops and recruit more tenants to be mystery shoppers.	Increase tenant involvement in reviewing services	Dec 2009- Tenant Participation Manager	TOLD	0.5K	TOLD and Gov good practice
3.3 Formerly 3.11	Tenant and Resident Involvement Pool	Produce Trip database and send all tenants an application form	Increase tenant and resident involvement in housing services	Oct 2009- Tenant Participation Manager	TOLD	0.5K	TOLD and Gov good practice following visit to Beacon Landlord.
3.4	Review Housing Link	Include a new consultation page in Housing Link. Set up and hold a focus group meeting	Increase tenant and leaseholder involvement in Housing Services decision making	April 2010 Tenant Participation Manager	TOLD	1K	Status survey
3.5	Identify under represented groups	Produce and analyse a profile of our tenants and leaseholders using TRIP, CORE and Census survey	Improve tenants satisfaction with opportunities for involvement from under represented groups	Oct 2009 Tenant Participation Manager Office Manager	SMT TOLD	1K	TPAS COMPACT Equalities Monitoring

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Priority 4 – To provide good quality housing services that meet the needs of our tenants and leaseholders and takes account of diversity

4 Formerly 4.4 Also: A2.3 A2.7 Action follows on from DIP A2.4 SIP A.38	Develop an electronic system to support the programme of service improvement across the spilt sites	IT to develop access to shared drive (to link to improvement works at Fort Rd) Introduce a Housing Services Directory on the intranet	Ease of access to programme information and progress reports	Sept 2009- Office Manager	Annual Staff Survey Via Departmental Management Team and Senior Management Team	0.4K	Charter Mark
4.1 Formerly 4.13 Also: A5.5 DIP A5.2 SIP A.41	Produce a range of clearly branded Housing Services leaflets covering all aspects of our service	Housing Projects Officer to meet with team managers and agree house style for leaflets.	Increase customer awareness of who to contact for what and when Develop a recognisable departmental identity	May 2009 – Housing Projects Officer	Annual Customer Survey Tenants Federation	12k	Charter Mark LDC 2002 Residents Survey
4.2 Formerly 4.25 Also: A11.4 DIP G2.2 SIP A.70	Join benchmarking club and learn from best performers in a similar family group (HQN not operating in 2004/5)	Carry out comparative analysis of maintenance and repairs results Housing Projects Officer to investigate the higher management costs using Housemark benchmarking exercise	Publish key performance outcomes in Summer 2010 Housing Link. Agreed formula for collection of data with Housemark to enable correct comparisons with other group members	July 2010 – Housing Maintenance Manager Dec 2009 – Head of Housing	TOLD Head of Housing	0.9K 0.9K	Business Plan Priority Action Tenants Federation Business Plan Priority Action Housemark Benchmarking Club

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4.3 Formerly 4.28 Also: F3.2	Develop an Elder Person Strategy	Convene working group to develop programme of consultation working with Housing Policy Officer in Housing Needs & Strategy	Adoption of strategy	April 2010 - Supported Housing Manager	Senior Management Team	5K	Business Plan Priority Action Senior Management Team
4.4 Formerly 4.29	Install digital TV reception to Council flats in preparation for the national switch to digital reception	Install digital reception in all flats by 2011	To be prepared for digital switch over	June 2011 – Housing Contracts Manager Digital switch over now 2012/13	Housing Investment Programme Monitoring Group	171K	Business Plan Priority Action Property Services Team
4.5 Formerly 4.38	Review Departmental Risk Assessment Processes	SMT to audit current practise and agree programme	Staff trained and comfortable in undertaking the risk assessment requirements appropriate to their job	December 2009 – Head of Housing	Senior Management Team	0.5K	Senior Management Team
4.6	Review Housing Services Standards	Set up working / focus group to review the existing standards and make recommendations for new measurable standards	Tenants to produce revised standards which are measurable to enable tenants to test performance	May 2010 Tenant Participation Manager	SMT TOLD	1K	Mystery shopping TPAS Council Plan
4.7	Review the Council's Sheltered Housing Services including the best use of accommodation	Ascertain the preferred model of service delivery by piloting floating & Hub & Spoke and investigate the suitability of the sheltered housing stock.	Complete the review and make recommendations for a preferred model of support service and options for the future use of sheltered housing accommodation.	April 2010- Housing Operations Manager	SMT Sheltered Housing Review Working Group	5k	Supporting People East Sussex County Council

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Priority 5 – To promote sustainable communities, particularly within Council Stock

5 Formerly 5.9	To obtain funding to promote inter estate football coaching.	To recruit disadvantaged youths in isolated areas and provide diversionary activities and improve community cohesion	To secure £5,000 funding working with Lewes Football Club. Extend coaching to five additional areas	Sept- 2009 Tenant Participation Manager	TOLD	No additional Resources	Request from young people attending tournament.
5.1 Formerly 5.11	To explore the possibility of a TMO within Lewes	To investigate if there are any active TMO in similar size authorities to LDC.	Complete investigation and take results to TOLD	July 09 Tenant Participation Manager	TOLD	No additional Resources	Request from TSA
5.2	Publish a Community Development Plan	Visit , discuss and agree priorities with each association and publish results for staff and tenants	Produce and publish a Community Development Plan for Tenants and residents Associations	Sept 09 – Tenant Participation Manager	TOLD	1K	Compact Requirement

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Priority 6 – To ensure good and continually improving environmental performance in our housing stock and related activities							
6 Formerly 6.1	To reduce carbon dioxide emissions in our properties to increase energy efficiency and reduce heating costs.	To install energy efficient boilers and double glazing in line with the capital programme and improve insulation	Increase in energy efficiency Target SAP ratings: 2007/08 – 67 2008/09 – 68 2009/010 – 69 70 as along term aim	May 2010 - Principal Architect	TOLD GOSE SAP assessor EMAS accreditation scheme	1022K	National BVPI
6.1 Formerly 6.6.1	Review Waste action plan for Housing Maintenance Unit	To ensure plan is up to date and effective	Minimise waste and ensure correct disposal	March 2010 – Housing Maintenance Manager	Senior Management Team	3K	EMAS Property Services Programme

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Priority 7 – To collect efficiently all charges related to the housing service

7 Formerly: 7.4	To consider reviewing the procedures and policy for recharging for damage and unauthorised alterations to property and gardens.	Set up an officers working group to analyse current practice and consider improvements.	To have reviewed current practice and considered a need for a review.	September 2009 – Operations Manager and Housing Maintenance Manager	SMT	No additional resources	SMT.
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HOUSING SERVICES DEPARTMENTAL ACTION PLAN 2006 – 2009

April 2009

Glossary of Terms and groups involved in monitoring the plan

Name	Composition of Group
Allocations Working Group	Council officers, Tenants
Anti-social Behaviour Working Group	Council officers, Councillors, Tenants
Anti-social Behaviour Joint Action Group (JAG)	Council officers, Police, Fire Service, Probation Service, Youth Development Service, Ambulance Service.
Crime and Disorder Reduction Partnership	Council officers, Police Authority, County Council, East Sussex Fire and Rescue Service, Primary Care Trust
Cabinet	Councillors
Compact	Tenants, Councillors, Council Officers
Customer Service Excellence	Council officers, independent consultant
Comprehensive Area Assessment (CAA)	Government officers
Disabilities Working Group	Council officers, Social Services
EMAS accreditation scheme	Government officers. Council officers
GOSE	Government Office for the South East – Government officers
Housing Consultative Panel	Tenants, leaseholder, Councillors
Housing Investment Programme Monitoring Group	Council officers
IT Steering Group	Council officers
Move on Review Working Group	Tenants, Councillors, Council Officers
SAP assessor	Council officer, Government officers
Sheltered Housing Forum	Council officers, Tenants
Senior Management Team (SMT)	Head of Housing Services, Housing Operations Manager, Housing Maintenance Manager, Housing Projects Officer, Office Manager, Tenant Participation Manager.
Saffron 7 Project Initiation Team (SPIT)	Council Officers
TOLD (Tenants Of Lewes District)	Tenants, SMT
Tenants Task Group	Tenants
TOLD Open Meeting	Tenants, Council Officers, Councillors
Tenants and Residents Involvement Panel (TRIP)	Tenants, Council Officers