



# Service Plan Template for 2009/10 (Covering April 2009 – March 2012)

**Service Plan for:** Housing General Fund

**Directorate:** Housing & Adult Social Services

**Service Plan Holder:** Steve Waddington

**Workplans:** Housing Service Improvement Plan

**Director:** \_\_\_\_\_

*Signed off* \_\_\_\_\_

*Date:* \_\_\_\_\_

**EMAP :** \_\_\_\_\_

*Signed off* \_\_\_\_\_

*Date:* \_\_\_\_\_

## Section 1: Our service

### **Service description**

#### **Homelessness**

- Co-ordinates 'Housing Options' and provides advice and information in accordance with the Housing Act 1996. Contracts and provides homelessness prevention services
- Contracts and provides homelessness prevention services
- Provides suitable temporary accommodation and relevant support to those people who are statutorily homeless.
- Co-ordinates, contracts and provides services in accordance with the Rough Sleepers Strategy.
- Manages three traveller sites and provides appropriate support for travellers. Responsible for delivery of the Homelessness Strategy 2008-13

#### **Housing Standards and Adaptations**

- Administers grant and loan assistance to people living in the private sector in accordance with the law and council policies, including disabled facility grants
- Works with the York Home Improvement Agency and the Energy Efficiency Advice Centre.
- Provides the statutory enforcement function in accordance with Housing Act and related legislation

#### **Housing Strategy**

- Develops, reviews and monitors the housing strategy and other specific strategies and policies.
- Undertakes research in relation to specific policies and specific needs, incl. Gypsies and Travellers.
- Responds to government consultation and completes the Housing Investment Programme (HIP) return.
- Represents the council on housing issues in regional and sub regional activities.

#### **Affordable Housing**

- Identifies the need for affordable and specialist accommodation through research and surveys.
- Negotiates and draws up agreements with developers and registered social landlords (RSLs) regarding the provision of housing in new developments.
- Develops and supports proposals for funding from the Homes and Communities Agency and the Regional Housing Board.
- Contributes to the renewal of development land owned by the council for housing purposes.
- Contributes to cross authority initiatives, including Golden Triangle Partnership initiatives.

#### **Service Improvements and Customer Engagement**

- Reviews and develops plans, policies and procedures.
- Co-ordinates service improvements and development, ensuring customers are involved in service improvements and carrying out service reviews to improve customer satisfaction.
- Developing the role of the customer in delivering customer tailored services and further developing opportunities for involvement across the service
- Training, further education qualifications and staff development.

#### **Asset Management**

- Deliver the Social Services Capital Programme.
- Lead on Asset Management for the directorate & ensure service priorities are represented at a Corporate Level
- Our main customers are:
  - Individuals and families living in York who have housing needs & people at risk of losing their home.
 People who have difficulty accessing appropriate accommodation or improving their current accommodation whether because of issues of affordability or because they are vulnerable in other ways.

## Service objectives

- 1 To provide leadership and champion the importance of housing within the city including promoting the use of council assets to deliver housing objectives
- 2 To be innovative in our response to market challenges and opportunities
- 3 To provide sufficient new affordable homes in York and its surrounding rural areas
- 4 To ensure that all housing provided in the City is appropriate and meets the needs of all its citizens
- 5 To influence, develop and deliver priorities of the Regional Housing & Economic Strategy via the North Yorkshire Sub Regional Housing Board and the Leeds City Region Housing and Sustainable Communities Panel
- 6 To influence the Local Development Framework and other key strategic and planning documents
- 7 To prevent people from losing their homes or sleeping rough
- 8 To promote the achievement of the decent homes standard in private housing stock and to encourage good quality management of the private rented sector
- 9 To be customer focused and develop customer involvement opportunities
- 10 To ensure appropriate training and staff development opportunities
- 11 To ensure value for money is achieved across all our activities
- 12 To further develop leadership capacity through training and development across the Housing Service
- 13 Ensure that affordable housing stock in York is utilised and allocated in a way that best addresses housing needs
- 14 To reduce negative impacts on climate change from housing activities in York including Energy Efficiency

## Section 2: The Drivers

Driver	External
White Paper: Strong and Prosperous Communities	Need: develop a robust evidence base of key needs and set out clear local priorities, coordinate and lead the development of local strategies and policies to address identified needs. Provide strong local leadership for all agencies involved in delivering housing and related services. Build the capacity of elected members and staff. Ensure effective links with other strategies and plans, such as local economic strategies and the Children's and Young People's Plan.
Increase in affordable housing delivery targets (Housing Green Paper)	Capitalise on opportunities presented, Deliver more homes (revised RSS targets), York North West- New growth point, Maximise opportunities through Golden Triangle partnership work
Creation of Homes and Communities Agency (HCA)	Make appropriate links with the HCA to represent the interests and maximize opportunities for CYC and 'single conversation'
Regional, Sub regional and City Region Housing strategy	-Better integration of housing and economic development objectives -Regeneration focus with Leeds City Region leading to sub regional Housing Strategies with local delivery action plans
Housing investment tends to be allocated on a regional and sub regional basis.	Growing evidence base required to support bids eg. 2007 Strategic Housing Market Assessment and 2008 Private Sector House Condition Survey
CLG requirement to reduce the use of temporary accommodation by 50% by 2010, and the LAA target to reduce by 60% by 2011	Delivery of action plan in place containing measures to reduce the numbers in temporary accommodation. Achieving targets to increase affordable housing supply should also have an impact.
Decent Homes in the Private Sector	Need to develop, with the private sector steering group, innovative ways to maintain and improve the condition of private sector homes
Disabled Facilities Grant (DFGs) New Statutory Framework for delivery	Need to maximise the limited funding available for DFGs
Changing Demographics in York	-Need to use demographic information to develop appropriate housing choices to meet identified needs and aspirations of households in York. -Growing numbers of older people -Action plans to be implemented to address findings from Sub Regional research into BME and Gypsy and Traveller communities needs
Governments empowerment and engagement agenda 'Communities in control: real people, real power' (July 2008)	Passing power to communities and giving real control and influence to more people, including maximising opportunities for customer engagement; opportunities arising from the emerging role of the Tenant Services Authority (TSA); Housing Services to develop and implement a Customer Engagement Strategy
Challenges of the national economic downturn	Impact on strategic housing and development role, including homelessness, debt, fuel poverty and worklessness
Need to eradicate fuel poverty by 2015	To work in partnership with stakeholders and the voluntary sector for example with the PCT, pension service, Energy Savings Trust Advice centre and York HIA to reduce the number of people in Fuel poverty
New Audit Commission Short Notice Inspection Regime	The new regime introduced for Local Authorities is expected to be implemented early 2009. Housing Services have not been inspected since 2002 and should anticipate and prepare for an inspection
Housing Options- promoting choice and independence	Improved service delivery planned through provision of a comprehensive and holistic options service, building on the current provision.
Gypsy and Traveller Area Assessment (GTAA)	Implement the action plan arising from the G&T needs survey
Choice Based Lettings	A sub regional scheme is expected to be implemented during 2009/10

<b>Corporate</b>	
Outcome of 2007 Strategic Housing Market Assessment	Respond to the findings and aim to meet identified needs –in preferred options through the LDF
<a href="#">Easy@york</a> office of the future	To be confirmed at <a href="#">Easy@york</a> meeting early 2009
Move from LAA to CAA	Need to ensure continued strong emphasis on housing as a result of changes arising from move from LAA to CAA
Increasing emphasis on L.A enforcement role	Resources to be focused on awareness raising, licensing and inspections
Need to improve the Quality and Availability of decent affordable homes in the City	- Maximise every opportunity to deliver new affordable homes and optimise the use of existing stock. - Corporate Asset Management approach to consider housing options on all land disposals
Climate Change	Assess and reduce the impact on climate change of all housing stock and activity across the Private Sector, new homes and HRA stock.
LDF process over next three years led by City Strategy	Affordable Housing target, land identification and specific provision for Gypsy and Traveler communities
Admin accommodation project	Need to prepare culturally, technologically and physically for an increasingly flexible working environment to benefit the service/customers and staff
Corporate Debt Strategy	Explore setting up joint debt protocol with Revenues
Corporate DMS	Implement new DMS system across housing
<b>Directorate</b>	
Long Term Business Change	Ensure that housing choices, including owner occupation, are available for older people. Continue to explore how assistive technology can be used in new and existing homes to promote independence
Private Sector Housing Strategy	Need to work in partnership to develop the five key aims of the 5-year private sector strategy. Review and refresh the action plan to ensure that new ways of work are considered.
Independence Choice and Control	-Redevelopment of Discus Bungalow sites
Preventative Strategy-Supporting People	Effectively manage the anticipated reduction in funding for the next Comprehensive Spending Review period (2011/14). The existing housing support program would leave a projected deficit of £1.6m, if continued on the same revenue level, and there is a year on year grant reduction of 5% until 2013/14. A planned approach is required to maintain a stable third sector and to honor the security of three-year contacts. (can be reduced following O.C.O!)
<b>Housing Service Drivers</b>	
Emergency accommodation for homeless young people	Need to improve Ordnance lane hostel and provide direct access accommodation for young people to meet both their needs and achieve LAA156.
Customer Satisfaction with all aspects of housing and related services	Need to develop and deliver new and improved strategic responses to service improvement and customer engagement and embed across the service, using a strategic approach
Achieving Value for Money	Need to embed value for money (VFM) across Housing Services through development of a VFM Strategy
Review and enhance partnership working arrangements	Need to further develop effective partnerships across the city, sub region and region to drive forward common agendas
Staff engagement	Need to further develop effective communications with all staff through mechanisms including the service improvement strategy and staff conferences

### Section 3: Critical Success Factors (CSFs)

<i>CSFs for 2009/10</i>	<i>Why a CSF?</i>
<p>Ensure that the <b>supply of affordable housing</b> in York meets those housing needs identified in the Strategic Housing Market Assessment undertaken in 2007</p>	<ul style="list-style-type: none"> <li>• Need for 1218 new affordable homes per annum to meet need; 2,500 on Council's housing register;</li> <li>• Reduction of households in temporary housing to meet government target; due to credit crunch increasing numbers of households at risk of losing home;</li> <li>• Homeownership out of reach of majority of first time buyers; consider new methods of delivery i.e. intermediate / rent split and shift in balance of mix of supply;</li> <li>• Meet needs of increasing numbers of older people and other vulnerable people with support needs; increasing services that support and enable independence and choice; address under occupation</li> <li>• Improve private rented sector (PRS) standards (support delivery of housing options, maximise choice and prevent homelessness) and tackling barriers to PRS for homeless households;</li> <li>• Debt advice services; meeting needs of BME/migrant groups (changing population of York) and G&amp;T community; more affordable/ cheaper market homes in rural areas.</li> </ul>
To deliver the Private Sector Strategy	Delivery of the private sector strategy will help all, including vulnerable customers, maintain and live in decent homes which can be kept affordably warm.
Responding to the downturn in the economic climate	A shift of focus is required towards maximising use of the existing stock, continued focus on reducing void turnaround and turnover, improve conditions (Decent Homes, equity loans), address under occupation, prevent repossessions through advice / support and the Mortgage Rescue Scheme and improved access and conditions in the private rented sector.
Consolidate our approach to Customer Services through developing both Service Improvement and Customer Engagement Strategies and further embedding the Customer Care Standards	<ul style="list-style-type: none"> <li>• Drive to improve customer satisfaction across the service and reduce complaints.</li> <li>• To achieve a standardised quality of customer service across housing</li> <li>• To improve customer satisfaction with opportunities for participation</li> </ul>
Deliver key housing LAA targets	<ul style="list-style-type: none"> <li>• Temp accommodation (NI 156) CLG requirement that the use of temporary accommodation is reduced by 50% by 2010, the Local Area Agreement (LAA) target to reduce it to 60% by 2011</li> <li>• Fuel Poverty (NI 187) To ensure that there is an action plan delivered by a partnership which not only seeks to measure and achieve NI187 but which also recognises that fuel poverty in York is driven largely by household circumstances such as low incomes rather than by significant variations in energy efficiency</li> <li>• Delivery of Affordable housing (NI 155) - See affordable housing above</li> </ul>

## Section 4: Balanced Scorecard of outcomes and measures

### Customer based improvements

<b>Customer Measures</b>				
Measure	Current 2008/9	2009/10 Target	2010/11 Target	2011/12 Target
Number of Households in York assisted into home ownership via the Golden Triangle Homebuy Scheme in partnership with Northern Counties Housing	<i>18 (PLS)</i>	12	12	TBA year end
Number of households living in temporary accommodation NPI 156	150	121	110	TBA year end
Number of Affordable Homes Delivered (gross) NPI 155	<i>PLS?</i>	In development tbc in year ( to link to LAA)		
Average length of time to complete a HAL	New (RA)	In development tbc in year		
% of external calls answered in 20 seconds (Housing Services)	96.3%	100%	100%	100%

<b>Customer Actions</b>	
Improvement action	Deadline
Develop a strategy and implement an action plan to meet Gypsy and Traveler Housing Needs, utilising information from the 2007 survey of needs in North Yorkshire	2009/10
Complete relocation of Peasholme Resettlement Unit and ensure smooth transfer of service for existing residents and staff	August 2009
Develop and implement, in partnership, a sub regional Housing Strategy for North Yorkshire, including an action plan for York	2009/10
Deliver support worker service for tenants with mental health issues ((Funded by PCT post recruited to)	January 2009
Examine options for resettlement services for young people as part of the development of the Homelessness Strategy	February 2009
Recruit Housing Support Access Post to provide a single access point for Homelessness, Young People and specialist housing support services.	April 2009
Work with Corporate Services to address the implications for access to General Fund Housing Services following transfer of Advice and Information to <a href="#">Easy@york</a> programme	Ongoing 2009
Sub regional research into the housing needs of BME and migrant workers – potentially encompassing housing support needs	September 2008 onwards
Consider future options for the refurbishment or re development of Ordnance Lane	2009/10

**Process based improvements**

<b>Process Measures</b>				
Measure	Current 2008/9	2009/10 Target	2010/11 Target	2011/12 Target
Number of households presenting as homeless where casework resolved (old LAA SSC15.4)	414	220	240	TBA end of year
Number of Private rented sector homes made decent old LAA SSC 15.3	35	35	35	TBA end of year
Private Dwellings returned to use	23	24	25	TBA end of year
% Private sector homes vacant > 6 months	1.12%	1.12%	1.12%	TBA end of year
Rolling average (3 year) annual number of affordable dwelling completions	200*	200	200	TBA end of year

\*Baseline from 2008/09

<b>Process Actions</b>	
Improvement action	Deadline
<b>Affordable Housing</b>	
Establish a forum for new approaches to release of public land through the LDF strategic land assembly process (DIP9) To monitor and evaluate additional land being brought forward for affordable housing.	2009/10
Monitor impact of 50% affordable homes target	Ongoing
Continue involvement in contributing to the emerging LDF	Ongoing- 2009
Maximise the proportion of affordable housing achieved from the development of the York North West Growth Point	Ongoing until 2009 and finalisation of LDF
Delivery of affordable homes on former Discus Bungalow Sites Completion of first phase at St Anne's site	2009/10
Develop a Performance Management framework for Housing including mapping	June 2009
<b>Private Sector Housing</b>	
Deliver Home Appreciation loans scheme in partnership with other local authorities in the sub region	To 2011
<b>Homelessness</b>	
Implement the revised Homelessness Strategy	June 2008
<b>Strategic Role and Overarching Issues</b>	
Assess and develop potential of extra care models with RSLs, including housing options for people with learning disabilities and non building based support methods	During 2008/9
Review and develop the Housing Partnership agreement to encompass landlord issues and joint protocols and map links between housing partnership bodies in York	2009/10
Lead, develop and implement a sub regional Choice Based Lettings scheme across North Yorkshire	2009/10
Consider options for roll out of Mobile working to improve service delivery in General Fund services informed by pilot in housing operations	2009/10
Develop a Revised Housing Strategy for York 2009-12	Business Case and Outline Project plan to be signed off by September 2008



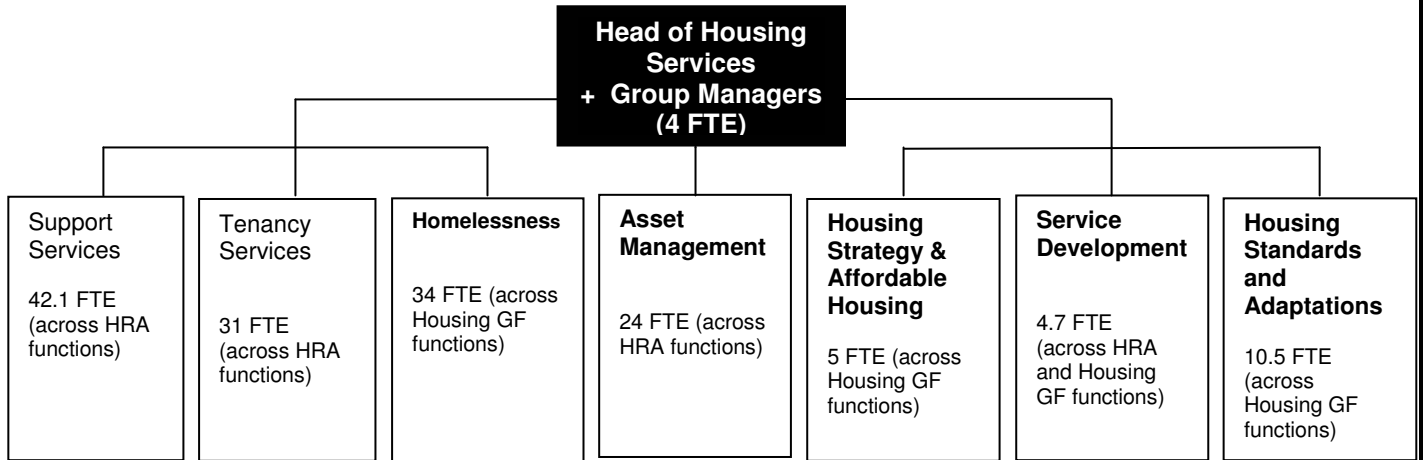
**Resource management improvements**

<b>Resource Measures</b>				
Measure	Current 2008/09	2009/10 Target	2010/11 Target	2011/12 Target
Take up of HALs <i>(RA pls can we have this as a fig rather than %)</i>	100%	6	10	10
Private sector take up of energy efficiency schemes and grants LAA HCO902 <i>(RA- can we now change this to NI187 pls)</i>	800	800	800	800

<b>Resource Management Actions</b>	
Improvement action	Deadline
Implement actions arising from Value for Money (vfm) Self Assessment and develop a VfM Strategy/Statement	2009/10
Monitor the SLA with the Home Improvement Agency (HIA)	April 2009
Work with RSLs to ensure value for money in the delivery of Disabled Facilities Grants	Ongoing 2009/10
Approve and implement a training plan for housing staff.	July 2009
Consider options to enable co-ordinated approach to staff training	During 2008/9
Hold annual conferences for all Housing Services staff.	During September 2009, 2010, 2011
Hold a conference for all Housing Services staff.	During Autumn of 2009 onwards
Group and Service Managers in Housing to complete IDEA Future leadership course	2009

## Section 5: Resources

Please provide details of your resources:



**Budget** – budget figures are not yet available and therefore this section will be completed in due course