CITY OF
**YORK**
COUNCIL

# Service Plan for 2007/08
## (covering April 2007 – March 2010)

**Service Plan for:**        Housing General Fund

**Directorate:**        Housing & Adult Social Services

**Service Plan Holder:**  Steve Waddington

**Workplans:**        Housing Service Improvement Plan

**Director:**        Bill Hodson

*Signed off* _____        *Date:*_____

**EMAP :**        Housing

*Signed off* _____        *Date:*_____

# Section 1: The service:

## The Housing General fund covers the following key functions

**Homelessness**
- Provides advice and information in accordance with the Housing Act 1996 In 2005/6 619 homelessness decisions were made and 433 acceptances
- Contracts and provides homelessness prevention services, in 2005/6 128 cases of homelessness were prevented
- Provides suitable temporary accommodation and relevant support to those people who are statutorily homeless. in 2005/6 there was an average across the four quarters of 242 households in temporary accommodation of which 162 were families with children
- Co-ordinates, contracts and provides services in accordance with the Rough Sleepers Strategy. The number of rough sleepers at the latest count in October 2006 was 4
- Manage three traveller sites, with Asset Management Team responsible for current refurbishment programme

**Housing Standards and Adaptations**
- Administers grant assistance to people living in the private sector in accordance with the law and council policies, including disabled facility grants. In 2006/7 over 135 Repair grant, and over 25 landlord grants and more than 150 energy efficiency grants were completed
- 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. In 2006/07 licensing of houses in multiple occupation was introduced and more than 305 HMOS were licensed and 40 properties inspected.
- 21 empty properties were returned to use.
- The service investigates complaints regarding poor housing. In 2006/7 more than 330 complaints were investigated

**Housing Strategy**
- Develops, reviews and monitors the housing strategy and other specific strategies and policies
- Undertakes research in relation to specific policies
- 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: In 2005/6 148 units of affordable housing were completed (60 flats and 88 houses), and planning permission was granted for 115 units
- Develops and supports proposals for funding from the housing corporation and regional housing board
- Contributes to the renewal of development land owned by the council for housing purposes
- Contributes to cross authority initiatives

**Service Development**
- Reviewing and developing plans, policies and procedures
- Service Improvement including ensuring customers are involved in service improvements
- Training and staff development

**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 |
| 2 | To provide sufficient new affordable homes in York |
| 3 | To ensure that all housing provided in the City is appropriate and meets the needs of all its citizens |
| 4 | To influence, develop and deliver priorities of the Regional Housing Strategy |
| 5 | To influence the Local Development Framework |
| 6 | To prevent people from losing their homes or sleeping rough |
| 7 | To promote the achievement of the decent homes standard in private housing stock and to encourage good quality management of the private rented sector |
| 8 | To be customer focused |
| 9 | To ensure appropriate training and staff development opportunities |
| 10 | To ensure value for money |
| 11 | To increase leadership capacity in the Housing Service |

# Section 2: The Drivers

| Driver type | How might this affect our service | Sources |
|---|---|---|
| **External Drivers** | | |
| Changes to the Supporting People funding formula | Potential reduction in the level of service funded by Supporting People | DCLG |
| Government target to reduce Temporary accommodation units by 50% by 2010 | 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. | DCLG *Sustainable Communities: Settled Homes Changing Lives* CYC Temporary Accommodation Action Plan |
| Changing Demographics in York | Need to use demographic information to develop appropriate housing choices to meet identified needs and aspirations of households in York . Responding to needs of EU nationals | 2001 Census Housing Market Assessment |
| Decent Homes in the Private Sector | Continue to deliver and develop a variety of methods to improve the condition of private sector homes | PSA 7/ Private Sector Stock condition information/LAA |
| Increasingly housing investment is allocated on a regional and sub regional basis. | The outcomes of the 2007 Housing Market Assessment (HMA) and housing needs survey will provide an evidence base for York's investment bids from the sub regional pots. Housing Investment funding is allocated on the basis of the regional housing strategy priorities and need to ensure that York's investment bids fit with these priorities. This includes investment for new affordable homes and the private sector renewal work. | Regional Housing Strategy Regional Investment Programme Communities England |
| Impact on affordable housing supply of Council homes sold through the Right To Buy | Need sufficiently robust affordable housing policies and strategies in place to ensure net increase in affordable rented homes | Housing Strategy HRA Business Plan |
| Housing Act 2004 Parts 1- 7 | Statutory duty to inspect licensable houses in multiple occupation over five-year period to ensure that there are no category 1 hazards. Need to resource and develop inspection programme. To examine management orders could be used to complement licensing and empty property work | Housing Act and Implementation Policy |
| Prevention Agenda – target to reduce use of B&B for 16/17 year olds | Need to target resources and change ion working practice. Develop action plan to eliminate usage of Bed and Breakfast accommodation for this group | Government prevention agenda. Change in P1E recording April 07 |
| Disabled Facilities Grant New Statutory Framework for delivering | Respond to government consultation document and Implement the subsequent revised statutory framework for adaptations in accordance with government guidance | DCLG consultation document January 2007 |
| Findings from sub regional Survey of Travellers' housing needs | Consider impact and implications of survey findings on delivery and planning of services to travellers in York. Also implications and link to LDF process and identification of land for specific uses | LDF consultation Survey Report Housing Act 2004 Regional Housing Strategy Supporting People Strategy Homelessness Strategy |
| 'Hills Review' of Social Housing *Ends and Means:* | Changes to Housing Policy may result from some of the policy directions suggested | ESRC/DCLG |

| | | |
|---|---|---|
| *The Future Roles of Social Housing In England* | in the report. Published February 2007. Government response not clear at this stage | |

| **Corporate drivers** | | |
|---|---|---|
| Outcome of 2007 Housing Market Assessment | Respond to the findings and aim to meet identified needs – in partnership with City Strategy | Housing Market Assessment Brief Findings (when published) |
| Improve the Quality and Availability of decent affordable homes in the City | Reducing homelessness and housing need. | Corporate Strategy PSA 7 Housing Strategy |
| Redevelopment of Hungate & new Council Offices | Re-location of Peasholme Resettlement centre to free up site for council offices | CYC Accommodation Review |
| Easy@york | Impact of telephone handling and of one stop shop | Access to Services |
| Achievement of Equalities Standard Level 3 | Not achieved in 2006 Assess impact on our ability to meet BVPI164 compliance with CRE code for Housing Achieve actions for housing from *Pride in Our Communities Standard* | *Pride in Our Communities* Equality Strategy 2005-8 |
| Local Development Framework process over next three years led by City Strategy | Contribute to development of framework – providing information, joining task and steering groups (up to 2009) | Existing Local Plan LDF documents |
| HR Strategy | Job Evaluation Management Competencies Absence Management | Corporate priorities and DIP |

| **Directorate drivers** | | |
|---|---|---|
| Long Term Business Change | Ensure that housing choices , including owner occupation, are available for older people. Consider how assistive technology can be used in new and existing homes to promote independence | Commissioning Strategy for Older People |
| Independence Choice and Control | Redevelopment of Discus Bungalow sites Review impact of Allocations policy including Choice based lettings | |
| Quality and Excellence | Participate in HASS Advice and Information Review Ensure Housing links to Frameworki Results of internal self assessments against the Audit Commissions Key Lines of Enquiry in the following service areas: Homelessness, Private Sector Housing and the overall strategic housing role and the implementation of action plans to respond to findings Incorporation of key actions into the Housing Service improvement plan  and appropriate team plans Delivery of further Service Reviews & action plans | DMT Report date December 2005 Self assessment reports & action plans Audit Commission Housing KLOE |
| Customer Participation | Develop service standards and involvement mechanisms for Homelessness Services | KLOE self assessment |

| | | |
|---|---|---|
| Preventative Strategy | Contribute to Review of Supporting People Strategy due 2007/8 to ensure homelessness is prioritized where appropriate | Supporting People Strategy 2005-10 |
| Improving the skills and competencies of Managers and Staff | Corporate Leadership standards being rolled out Departmental Training Plan Consolidate HASS induction programme | HASS Workforce Development Group |
| **Service drivers** | | |
| Regional & sub regional working Government office drive towards sub regional strategy | To attract investment, share learning on joint projects and improve effectiveness. For example, North Yorkshire Affordable Housing Improvement plan and delivering grants and assistance with regional and sub regional partners Governance arrangements for sub regional working need consolidating | North Yorkshire Housing Forum Y & H Housing Forum GOYH |
| Assess change in demand for services from migration of A8 Nationals | Need to determine the potential level of demand on services, and how those services could best be configured to meet needs. Impact of migration also needs to be addressed at a Corporate and departmental level To collect information on impact on housing registrations and homelessness (including P1E data supplied to DCLG) | DCLG P1E Data Homeless Strategy review 2008-13 |
| Inappropriate provision of emergency accommodation for homeless young people | Explore potential for reconfiguring of existing projects/CYC buildings to provide direct access accommodation for young people | Homelessness Strategy Supporting People Strategy P1E's and prevention agenda |
| Deliver the requirements of the Register of licensed Houses in Multiple occupation (ROLHMO) | Develop IT systems to meet these requirements | Housing Act 2004 |
| Government policy shift in emphasis from grants to loans to meet private sector decent homes. | To develop procedures and train staff for HALs and seek to change assistance policy to emphasis the" loans first, grants second " policy | Regulatory Reform Order 2002 and Grant and Assistance policy as amended Feb 2006 |
| Requirement to produce SAP ratings for Private Sector housing | Training and Implementation | Housing act 2004 and EEC Directive |
| Extend access to electronic records across the whole of Housing Services | Investigate implications of introducing DMS across Strategy and Enabling and Homelessness | Access to Services E government |

# Section 3: Critical Success Factors (CSFs)

| CSFs for 2007/08 | Why a CSF? |
|---|---|
| Successful development and completion of **Peasholme and Arc Light** Resettlement Projects. | • Modernise and consolidate homelessness resettlement services in York<br>• Free up site for CYC office accommodation at Peasholme by March 2008<br>• DCLG and Housing Corporation grant timetable for Arc Light by March 2008 |
| Maximise **affordable housing** on planning gain sites (target 50%) | • Vital contribution to meeting housing needs in York |
| Respond to the findings of the **Housing Market Assessment** results due June 2007 | • To enable us to target resources to match housing needs, to support identification of affordable housing sites through the LDF, and to provide the evidence for negotiations around affordable housing on planning gain sites<br>• Will also inform approach to supported and specialist housing for those with particular needs<br>• Robust database of CYC asset sites, identification of potential affordable housing sites, for the 2008/10 Housing Investment Bidding Round ( capital housing grant) |
| Identify funding resources, commission and analysis results of **Private Sector Stock Condition Survey** | • This is a required to inform future policy and strategy direction and move towards Decent Homes in the Private Sector.<br>• Essential to supply baseline data on which to develop the Private Sector Renewal Strategy and investment for private sector housing |
| Development of new **Homelessness Strategy** | • Current strategy expires in 2008. Update strategy to reflect current needs and changes in central government priorities and targets |

# Section 4: Links to corporate priorities

| Improvement Statement (IS) | Contribution |
|---|---|
| DIP 1: Decrease the tonnage of biodegradable waste and recyclable products going to landfill | • Peasholme and Arc Light will be of ecological design wherever possible.<br>• Improve recycling in our workplaces and at homeless hostels<br>• All housing association homes built using public subsidy designed to eco homes very good standard |
| DIP 2: Increase the use of public and other environmentally friendly modes of transport | • Affordable housing schemes designed to minimise car usage with good public transport links and Homezones e.g. Derwenthorpe, St Nicholas Fields |
| DIP 3: Improve the actual and perceived condition and appearance of the city's streets, housing and publicly accessible places | • All hostels to meet decent homes standard<br>• Develop design briefs for all Affordable Housing, ensuring Secure by Design standard is met<br>• Empty Property Strategy (Private Sector)<br>• Licensing of Houses in Multiple Occupation and code of practice for student houses<br>• Private Sector grants – improving housing stock in the private sector with emphasis on decent homes |

| | |
|---|---|
| DIP 4: Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York | • Security Grants to vulnerable private sector residents linked to Safer York initiatives<br>• Licensing of Houses in Multiple Occupation and code of practice for student properties<br>• Secure by Design standard on all affordable homes |
| DIP 5: Increase people's skills and knowledge to improve future employment prospects | • Improved training resource in the new Peasholme and Arc Light to improve peoples life chances<br>• Holistic approach to addressing young peoples training and employment needs in supported housing |
| DIP 7: Improve the health and lifestyles of the people who live in York, in particular among groups whose level of heath are the poorest | • Ensure health issues are addressed as part of the revised homelessness strategy being developed in 2007<br>• New Arc Light will provide facilities for health care<br>• Improved resettlement and Young Persons move on programme to focus on healthy eating and personal & social issues<br>• Private sector housing – fuel poverty work via Energy Advice Centre<br>• Increase housing options for older people ensuring choice and independence e.g. extra care housing across all tenures, increased use of assistive technology<br>• Reprovision of accommodation for older people on the Discus bungalow sites |
| DIP 8: Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city | • Reduce use of temporary accommodation<br>• Improved educational facilities in homeless and resettlement services<br>• Continue to target grant and adaptations work on those residents who are frail and vulnerable including families with disabled children<br>• Decent homes in the private sector |
| DIP 9: Improve the quality and availability of decent, affordable homes in the city | • Many of the actions in this service plan support this DIP and includes not only the increased provision of affordable homes but includes the affordability issues of existing homes, existing housing stock meets the needs, and improving how homeowners and private landlords can be helped to maintain their homes. |
| DIP 10: Improve our focus on the needs of customers and residents in designing and providing services | • User Involvement in consultation on Peasholme relocation<br>• Wider community consultation on the location of Arc Light and Peasholme<br>• Developing customer satisfaction measures and opportunities for involvement for the homelessness service and developing opportunities for customer involvement in housing development and the Standards and Adaptations service<br>• Stakeholder consultation in the development of the housing Strategy and future work on the Private Sector Renewal Strategy<br>• Joint working with landlords developing private sector housing services |
| DIP 11: Improve leadership at all levels to provide clear, consistent direction to the organisation | • Housing managers to meet corporate competency levels<br>• Identify funds to enable Service and Group Managers in Housing to attend Future Leadership Programme<br>• Development of Housing Training & Development Plan |
| DIP 12: Improve the way the council and its partners work together to deliver better services for the people who live in York | • Strong partnerships with external agencies to provide resettlement services.<br>• All housing associations working in York are signed up to the Housing Partnership Agreement which clearly sets out standards for housing development and management.<br>• Partnerships with the private sector housing providers / home owners include Home Improvement Agency and Landlord Forum |
| DIP 13: Improve efficiency and reduce waste to free up more resources | • Programme of service reviews in housing including focus on value for money |

# Section 5: Balanced Scorecard of outcomes and measures

## Customer based improvement

| Outcomes | Measures | | | | | | Actions |
|---|---|---|---|---|---|---|---|

| Outcomes | No | Measure | Current | 2007/08 Target | 2008/09 Target | 2009/10 Target | Actions |
|---|---|---|---|---|---|---|---|
| • Increased supply of affordable housing in the City across tenures<br>• Increase choice and independence for those in housing need in the City<br>• Reduce number of people becoming homelessness<br>• High customer satisfaction with all our services<br>• Customers are provided with a fast, efficient and high quality service<br>• Providing more accessible and co-ordinated services for our customers | GC1 | Number of Affordable Homes Developed by size and type<br>*LAASC15.2* | Work underway on development of Affordable Housing Database to enable this type of data to be collected | | | | • Help at least ten households in York into home ownership via the Golden Triangle Homebuy Scheme in partnership with Northern Counties Housing<br>• Contribute to the Review of Advice and Information Services<br>• Develop Service Standards in Strategy & Enabling Group<br>• Disseminate the outcomes of the Housing Market Assessment to stakeholders (DIP9)<br>• Analyse the findings of the Housing Market Assessment and develop actions to respond to the findings<br>• Develop customer satisfaction and involvement methods for homelessness service (during 07/08)<br>• Assess the implications of future changes to the administration of DFGs and revised policy<br>• Ensure compliance with revised CRE Code of Guidance for Housing<br>• Develop support worker service for tenants with mental health issues (subject to funding)<br>• Examine options for resettlement services for young people |
| | GC2 | Number of Households in Temporary Accommodation<br>(Target 200 @ Apr 07) | 206 @ Dec 06 | 180 | 160 | 130 | |
| | GC3 | Rough Sleeping<br>*LAA SSC 15.5* | Target 4 | 4 | 4 | 4 | |
| | GC4 | 70% of vulnerable people living in private housing to have decent homes by 2010 | *Targets cannot be set until stock condition survey information is available* | | | | |
| | GC5 | % of landlords satisfied with housing regulation enforcement<br>(Annual) | 80%<br>05/06 | 80% | 80% | 80% | |
| | GC6 | % customers satisfied with the grant service | 87.5%<br>(Q2) | 95% | 95% | 95% | |
| | GC7 | % of service requests first response with 3 working days | 86%<br>(Q2) | 96% | 96% | 97% | |
| | GC8 | % of minor adaptations installed with 7 days from assessment BVPI | 96.69%<br>@Dec06 | *Currently exceeding targets – will be reviewed in April 2007 in light of outturn* | | | |

## Process based improvement

| Outcomes | Measures | | | | | | Actions |
|---|---|---|---|---|---|---|---|

| Outcomes | | Measure | Current | 2007/08 Target | 2008/09 Target | 2009/10 Target | Actions |
|---|---|---|---|---|---|---|---|
| • Improved Hostel Accommodation<br>• Travellers Sites Upgraded<br>• Findings of Private sector stock condition survey used to inform Private Sector Renewal Strategy<br>• Revised Housing Market Assessment Report completed<br>• Revised planning policy has impact on percentage of affordable homes gained on planning sites<br>• Completion of reprovision of Arc Light and Peasholme by March 2008<br>• Homelessness Strategy Published and circulated by August 2008<br>• Redevelopment of Discus Bungalows sites | GP1 | % of affordable homes secured on new housing developments<br>*LAA SSC 15.1* | 24.77 (05/06) | 50% | 50% | 50% | **Affordable Housing**<br>• Establish a forum for new approaches to release of public land (DIP9)<br>• Ensure early involvement in planning applications<br>• Monitor impact of 50% affordable homes target<br>• Ensure involvement in the emerging LDF<br>• Demolition and re-provision of discus Bungalows – aim to have one site free by Mar 08<br>• Improve systems for monitoring outcomes of nominations to RSLs in order to maximise level of need met through nominations<br>**Homelessness**<br>• Produce and Publish a revised Homelessness Strategy<br>• Redevelop Arc Light<br>• Relocate Peasholme (by March 2008)<br>• Deliver a programme of improvements to homeless hostels<br>• Continue work to upgrade Travellers Sites<br>• Deliver actions to achieve temporary accommodation target by 2010<br>• Carry out programme of surveys on all hostel accommodation and cost up options<br>**Private Sector**<br>• Commission and undertake Private Sector Stock condition survey<br>• Produce a Private Sector Housing Renewal Strategy informed by the results of the stock condition survey<br>• Map private sector non decency and proactively market grants, loans and assistance |
| | GP2 | Number of households presenting as homeless where casework resolved<br>*LAA* SSC 15.4 | 172 @ end Dec 06 | *Currently exceeding targets – will be reviewed in April 2007 in light of outturn* | | | |
| | GP3 | Number of Private Rented Sector homes made decent<br>*LAA SSC 15.3* | Target 30 | 35 | 35 | 35 | |
| | GP4 | Private dwellings returned to use | 21 (05/06) Target 21 | 22 | 23 | 24 | |
| | GP5 | % of Private Sector Homes vacant for more than 6 months | 1.12% 05/06 | 1.12.% | 1.12% | 1.12% | |
| | GP6 | No. of households assisted to purchase a property in York by Golden Triangle | New | 10 | 10 | 10 | |

| No | Measure | Current | 2007/08 Target | 2008/09 Target | 2009/10 Target | |
|----|---------|---------|--------|--------|--------|---|
| | Homebuy Plus scheme [completed sales] | | | | | |
| GP7 | Average (3 Year) annual number of affordable dwelling completions | Target 200 | 200 | 200 | 200 | |
| GP8 | Average 3 year annual no of affordable dwelling planning permissions | Target 450 | 300 | 1000 | 300 | |

(DIP9)
- Resource and develop HMO inspection programme

**Strategic Role**
- Review Housing Strategy (2008/9)Contribute to the North Yorkshire Enhanced Joint working project
- Review older persons housing schemes (including how HRA stock can be better utilised to optimise meeting housing needs (September 2007)
- Consolidate Performance Management framework
- Establish new processes for reviewing policies and procedures
- Update and monitor the Improvement Plan

## Finance  based improvement

| Outcomes | | | | | | | Actions |
|----------|----|---------|---------|---------|---------|---------|---------|

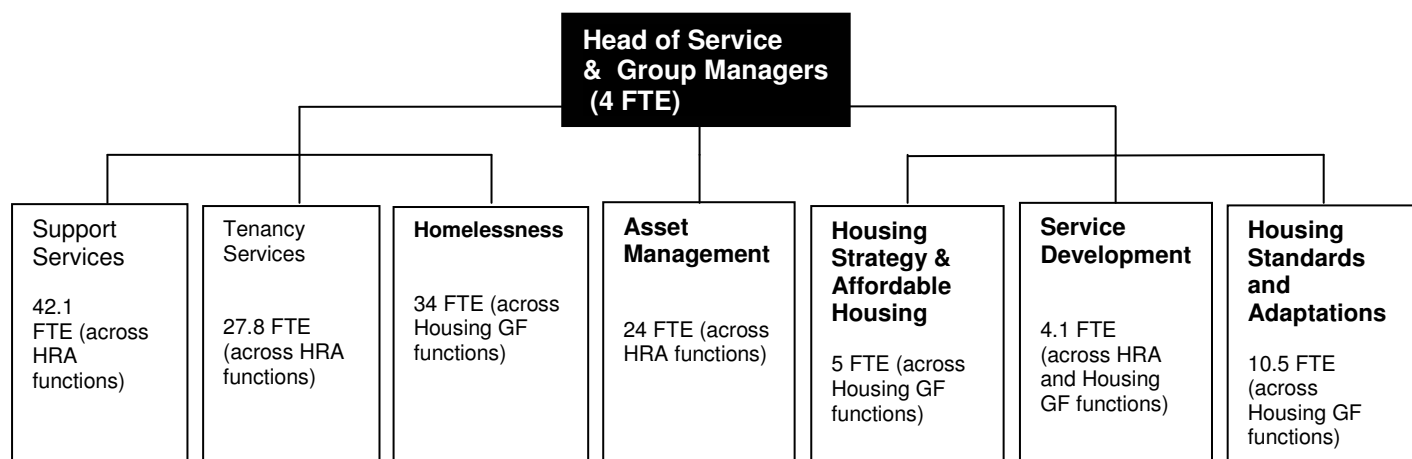| Outcomes | No | Measure | Current | 2007/08 Target | 2008/09 Target | 2009/10 Target | Actions |
|----------|----|---------|---------|--------|--------|--------|---------|
| • Grant  funding from government and other external agencies is maximised<br>• Fuel Poverty in York decreases<br>• Efficiencies through joint commissioning & regional working | GF1 | Take up of HALs<br><br>*Target to be set following change in assistance policy* | New | 10 | * | * | • Review Private Sector Renewal Strategy and Grants and Assistance Policy & issue new guidance<br>• Consolidate range of options for investment in private sector homes<br>• Review the Contractual arrangements for the Home Improvement Agency (HIA) and explore joint approach to recommissioning with other Local Authorities in the region<br>• Develop a Value for Money Strategy |
| | GF2 | Private sector take up of energy efficiency schemes and grants   *LAA HCO902* | 750 | 800 | 800 | 800 | |

## Staff  based improvement

| Outcomes | Measures | Actions |
|---|---|---|

**Outcomes**

- Improved staff skills and knowledge
- A more flexible work force
- Increased job satisfaction
- Better attendance management
- Reduced sick leave
- Staff retention
- Consolidated approach to Project Management

**Measures**

| No | Measure | Current | 2007/08 Target | 2008/09 Target | 2009/10 Target |
|---|---|---|---|---|---|
| S1 | % of staff who have received full induction programme within 12 months of starting | Annual | 100% | 100% | 100% |
| S2 | Staff appraisal in Housing | 97% @Feb 07 | 100% | 100% | 100% |
| S3 | % of staff expressing satisfaction with their job | 51% 2005 (Hsg) | 92% | 94% | To be agreed |
| S4 | Average staff sick days in each functional area meet standard (in days/FTE) | 6.1% to end of February 07 | At or below council wide average | At or below council wide average | At or below council wide average |
| S5 | Staff turnover | Annual | At or below council wide average | At or below council wide average | At or below council wide average |

**Actions**

- Formal induction process is updated and where possible streamlined with other HASS services (September 2007)
- Undertake skills audit to link to appraisal and training programme
- Devise core training programme and review requirements annually
- Produce and deliver comprehensive training plan (plan produced by September 2007)
- Measure job satisfaction through annual survey of housing services staff
- Work with HR to obtain better information about level of absence in service and develop actions to deal with long and short-term period of absence
- Roll out standards for customer services and working with colleagues across housing
- Consider development of NVQ for customer service staff in Housing.
- Roll out HASS project toolkit to appropriate staff  in Housing and ensure approach is applied to medium sized projects
- Consider extension of roll out of active health pilot to Housing
- Hold a Conference for all Housing Staff before September 2007
- Develop Management skills including 'Future leadership' programme

# Section 6: Corporate Issues

| Actions/Evidence | Deadline |
|---|---|
| **Equalities action/s** | |
| • Establish an Equality and Diversity Standard for Housing . | June 2007 |
| • SX3, DMS and Flare to contain comprehensive information so as to ensure that preferred methods of communication are known | April 2008 |
| • Respond to findings of sub regional Traveller Housing Needs Survey | |
| • Establish register of CYC adapted properties and seek information from RSLs on adapted properties. | During 2007/8 |
| • Revised Tenant Compact includes commitment to engage hard to reach groups | June 2007 |
| • Carry out assessment of Housing service against Audit Commission KLOE on Diversity | Oct-Dec 2007 |
| • Assess and respond to the housing issues posed by migration from EU A8 countries as part of a corporate and departmental response | Ongoing |
| **Operational Risk – red risk action/s** | |
| • Ability to cover short fall in funding to meet revised total scheme costs for relocation of Peasholme | June 2007 |
| • Redevelopment proposal for Discus bungalows to be finalised and redevelopment partner selected | March 2008 |
| • Private Sector Stock Condition Survey not completed due to lack of financial resources | August 2007 |
| **Gershon – Efficiency improvement** | |
| Work with North Yorkshire Councils on a combined approach to Strategic Housing sharing expertise and joint commissioning potential for future HMA and Private Sector Stock Condition Survey | Ongoing |
| Self assessment against Audit Commission Housing KLOE 'Value for Money' planned for 2007/8 | April 2008 |
| **Competitiveness Statement** | |

The housing service aims to provide value for money, as part of this commitment the following general service improvement actions have been identified:

- Produce value for money strategy including procurement strategy
- Undertake benchmarking of the housing service in terms of performance and costs
- Develop procurement strategy for all aspects of housing service
- Review service standards in conjunction with service users and stakeholders
- Renewed adaptations contract with Neighbourhood Services following Value For Money Review
- Private Sector Housing, Strategy and Homelessness Services have all undergone Service Reviews against the Audit commissions Key Lines of Enquiry in 2006/7 and actions arising from these will be incorporated into the Housing Service Improvement plan.
- Procurement of training in partnership with other North Yorkshire authorities and RSLs

# Section 7: Resources

| Head of Service & Group Managers (4 FTE) | | | | | | |
|---|---|---|---|---|---|---|
| **Support Services** 42.1 FTE (across HRA functions) | **Tenancy Services** 27.8 FTE (across HRA functions) | **Homelessness** 34 FTE (across Housing GF functions) | **Asset Management** 24 FTE (across HRA functions) | **Housing Strategy & Affordable Housing** 5 FTE (across Housing GF functions) | **Service Development** 4.1 FTE (across HRA and Housing GF functions) | **Housing Standards and Adaptations** 10.5 FTE (across Housing GF functions) |

A Project Manager was appointed in July 2006 dedicated to the Discus Bungalows Project

## Budget

|  | 2006/07 £'000 | 2007/08 £'000 |
|---|---|---|
| Employees | 1,077 | 1,131 |
| Premises | 213 | 177 |
| Transport | 48 | 47 |
| Supplies and Services | 934 | 825 |
| Miscellaneous | | |
| – Recharges | 552 | 553 |
| – Other | 1 | 1 |
| Capital Financing | 59 | 59 |
| Gross cost | 2,884 | 2,793 |
| Less Income | 1,673 | 1,605 |
| **Net cost** | **1,211** | **1,188\*** |

.
*There has been a 1.9% decrease in our net budget since last year. This is due to the effect of savings produced during the budget process offsetting any increase required for inflation and service growth*

# Section 8: Monitoring and reporting arrangements

Key performance data including all CPA measures will  be monitored by Housing Services Management Team (HSMT) on a quarterly basis.
Two Service plan monitoring reports, and a final outturn report  on the data and actions in the Service plan will be supplied for Housing EMAP in accordance with the council forward plan.

| Housing Services Improvement Plan 2007 - 2010 | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Key Line of Enquiry** | **Service Plan Objective** | **Improvement** | **Lead Officer** | **Targets** | | |
| | | | | **2007/08** | **2008/09** | **2009/10** |
| Strategy & Enabling | Provide sufficient new affordable homes in York | Investigate alternative approaches to increasing the supply of affordable housing and meeting housing need | Housing Strategy Manager | ✓ | ✓ | ✓ |
| | | Establish a forum for new approaches to release of public land | Head of Housing | ✓ | | |
| | To ensure that all housing provided in the City is appropriate and meets the needs of all its citizens | Undertake housing needs surveys on specific groups including Gypsy & Travellers | Housing Strategy Manager | ✓ | ✓ | . |
| | | Integrate housing need and support need information. | Housing Strategy Manager | ✓ | | |
| | To provide leadership and champion the importance of housing within the city | Produce a revised Housing Strategy for 2009/12 | Housing Strategy Manager | | ✓ | ✓ |
| | | Monitor 2006/09 Housing Strategy Action Plan | Housing Strategy Manager | ✓ | ✓ | . |
| Stock Investment & Asset Management | Increase tenant satisfaction | Continue to implement improvements to gas servicing processes (ongoing) | Responsive Repairs Manager | ✓ | | |
| | Increase the level of rent collected and reduce the level of arrears | Implement revised rechargeable repair procedures and agree targets and measures | Support Services Manager | ✓ | | |
| | Meet the Decent Homes Standard by 2010 | Produce an HRA Asset Management Plan | Asset Manager | ✓ | ✓ | |
| | Reduce the time it takes to re-let void properties | In consultation with tenants introduce a void standard | Asset Manager & Service Development Manager | ✓ | | |
| | Through partnering provide an excellent responsive repairs service | Carry out recommendation from systems review of the day-to-day repairs service. | Asset Manager & Strategy and Enabling Manager | ✓ | ✓ | |
| | | Produce information for tenants containing timescales to carry out repairs/improvements | Asset Manager | ✓ | | |
| | | Introduce a system to monitor the level of appointments kept for both surveyors and operatives | Responsive Repairs Manager | ✓ | | |
| | To deliver an excellent adaptations service | Produce a register of adapted properties and use to ensure aids and adaptations are recycled if not required by new tenant | Strategy & Enabling Managers | ✓ | | |

| Housing Services Improvement Plan 2007 - 2010 | | | | | | |
|---|---|---|---|---|---|---|
| **Key Line of Enquiry** | **Service Plan Objective** | **Improvement** | **Lead Officer** | **Targets** | | |
| | | | | **2007/08** | **2008/09** | **2009/10** |
| | Value For Money | Develop a Policy to ensure aids and adaptations are recycled if not required by new tenant | Standards & Adaptations Manager & Tenancy Services Manager | ✓ | | |
| Housing Income Management | Increase the level of rent collected and reduce the level of arrears | Tenants to be able to use the internet to check on their rent account, make payments and seek debt advice | Support Services Manager | ✓ | | |
| | | Develop joint protocols to manage collection from customers with multiple corporate debts | Support Services Manager | ✓ | | |
| | | Review leaseholder service charge policy | Support Services Manager | ✓ | | |
| | | Develop a procedure for sundry debts to be managed by SX3 | Support Services Manager | ✓ | | |
| | | Analyse impact of incentive schemes | Support Services Manager | ✓ | | |
| Resident Involvement | Work with tenants in developing sustainable communities | Produce a revised Tenant Participation Compact | Service Development Manager & Neighbourhood Pride Managers | ✓ | | |
| | | Consider local/service specific involvement initiatives | Service Development Manager & Neighbourhood Pride Managers | ✓ | | |
| | | Investigate how Residents' Associations can be more self-empowering and representative | Service Development Manager & Neighbourhood Pride Managers | ✓ | ✓ | . |
| | | Consider the development of a tenants federation website linked to easy@york | Service Development Manager | ✓ | | |
| | | Review support mechanisms provided to enable service users to be involved | Service Development Manager & Neighbourhood Pride Managers | ✓ | | |
| | | Investigate how to engage "hard to reach" groups | Neighbourhood Pride Manager | ✓ | | |

| Housing Services Improvement Plan 2007 - 2010 | | | | | | |
|---|---|---|---|---|---|---|
| **Key Line of Enquiry** | **Service Plan Objective** | **Improvement** | **Lead Officer** | **Targets** | | |
| | | | | **2007/08** | **2008/09** | **2009/10** |
| | | Undertake a skills audit of Residents Associations | Neighbourhood Pride Manager | ✓ | | |
| | Increase tenant satisfaction | Produce action plan to address issues raised in 2006 Annual housing monitor, informed by focus groups held in March 2007 | Service Development Manager | ✓ | | |
| Tenancy and Estate Management | Increase tenant satisfaction | Estate management staff to have access to tabular technology | Tenancy Services Manager | ✓ | | |
| | Reduce the time it takes to re-let void properties | Develop a strategy to reduce the level of low demand stock within the Asset Management Strategy | Tenancy Services Manager & Service Development Manager | ✓ | | |
| | Work in partnership to reduce anti-social behaviour | Develop a procedure to pro-actively manage incidents of nuisance. | Tenancy Enforcement Manager | ✓ | | |
| | | Develop crime prevention protocol with RSLs & Partners as part of our response to the Respect Standard | Tenancy Enforcement Manager | ✓ | | |
| | | Ensure key partners involved in responding to Respect agenda and assess current service and implement changes in order to meet Respect Standard for Housing Management | Housing Operations Manager | ✓ | | |
| Allocations & Lettings | To assess the impact of the revised allocation policy | Revised application form to be available on-line - to easy@york | Support Services Manager | ✓ | | |
| | | Choice based lettings to be on-line: link to easy@york | Support Services Manager | ✓ | | |
| | | Undertake sub-region research into under-occupation | Strategy & Enabling Managers | ✓ | | |
| | | Review the impact of the revised allocation policies | Service Development Manager | ✓ | | |
| | To ensure that all housing provided in the City is appropriate and meets the needs of all its citizens | Pro-actively manage the nominations process with RSLs to maximise lettings thereby increasing the proportion of housing association properties which are let to City of York Council applicants through nomination rights | Support Services Manager | ✓ | | |

| Housing Services Improvement Plan 2007 - 2010 | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Key Line of Enquiry** | **Service Plan Objective** | **Improvement** | **Lead Officer** | **Targets** | | | |
| | | | | **2007/08** | **2008/09** | **2009/10** | |
| | | Improve systems for monitoring outcomes of nominations to RSLs in order to maximise level of need met though nominations | Support Services Manager | ✓ | | | |
| Homelessness & Housing Needs | Prevent people from losing their homes or sleeping rough | Contribute to the review of Advice & Information Services | Homelessness Manager | ✓ | | | |
| | | Produce and publish a revised Homelessness Strategy | Homelessness Manager & Policy & Planning Manager | ✓ | ✓ | | |
| | | Deliver actions to achieve temporary accommodation target | Homelessness Manager | ✓ | ✓ | ✓ | |
| | | Develop protocols with probation and prisons | Housing Operations Manager | ✓ | | | |
| | To be customer focused | Develop customer satisfaction and involvement methods for homelessness service | Service Development Officer | ✓ | | | |
| | To ensure that all housing provided in the City is appropriate and meets the needs of all its citizens | Deliver a programme of improvements to homeless hostels | Investment Officer | ✓ | | | |
| | Value For Money | Evaluate success of initiatives to reduce homelessness, including cost benefit analysis | Homelessness Manager | ✓ | ✓ | ✓ | |
| Private Sector Housing | To promote the achievement of the decent homes standard in private housing stock and to encourage good quality management of the private rented sector | Develop Houses Multiple Occupation Strategy | Housing Standards and Adaptations Manager | ✓ | | | |
| | | Carry out full review of grants policy - having regard to Government guidance expected of Disabled Facilities Grants | Housing Standards and Adaptations Manager | ✓ | | | |
| | | Prepare and undertake comprehensive private sector house condition survey | Housing Standards and Adaptations Manager | ✓ | | | |
| | | Review and update private sector renewal strategy | Housing Standards and Adaptations Manager | ✓ | | | |
| | | Map private sector non decency and proactively market grants, loans and assistance | Housing Standards and Adaptations Manager | ✓ | | | |

| Housing Services Improvement Plan 2007 - 2010 | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Key Line of Enquiry** | **Service Plan Objective** | **Improvement** | **Lead Officer** | **Targets** | | |
| | | | | **2007/08** | **2008/09** | **2009/10** |
| Supported Housing | Meet the needs of vulnerable tenants | Review demand for existing supported housing schemes. Undertake research to investigate the need for additional supported housing schemes for young people. | Strategy and Enabling Manager & Asset Manager | ✓ | | |
| | | Undertake a review of sheltered accommodation and warden call schemes | Housing Operations Manager | ✓ | | |
| | | Review the information and level of support given to new tenants. | Housing Operations Manager | ✓ | | |
| | | Provision of rent, support and service charge information | Support Services Manager | ✓ | | |
| | Prevent people from losing their homes or sleeping rough | Examine options for resettlement services for young people | Homelessness Manager | ✓ | | |
| | To ensure that all housing provided in the City is appropriate and meets the needs of all its citizens | Develop support worker service for tenants with mental health issues | Housing Operations Manager | ✓ | ✓ | ✓ |
| Leaseholder Management, Shared Ownership and Right to Buy | Ensure leaseholders have an opportunity to be involved in the development of the service | Investigate methods of ensuring leaseholders have the opportunity to participate in the running of the service | Support Services Manager | ✓ | | |
| | | SX3 to manage leasehold properties. | Support Services Manager | ✓ | | |
| | | Introduce a system to monitor leaseholder satisfaction with the housing service including consideration of how the Annual Housing Service Monitor could be used | Support Services Manager | ✓ | | |
| | | Investigate methods of ensuring leaseholders have the opportunity to participate in the running of the service | Support Services Manager | ✓ | | |
| | | Produce a homeowner/leaseholder handbook | Support Services Manager | ✓ | | |
| Access & Customer Care | To be customer focused | Undertake research to determine which groups are not accessing the housing service | Service Development Manager | ✓ | | |
| | | Roll out standards for customer services and working with colleagues across housing | Head of Housing | ✓ | | |

| Housing Services Improvement Plan 2007 - 2010 | | | | | | |
|---|---|---|---|---|---|---|
| **Key Line of Enquiry** | **Service Plan Objective** | **Improvement** | **Lead Officer** | **Targets** | | |
| | | | | **2007/08** | **2008/09** | **2009/10** |
| Diversity | To be customer focused | Ensure that adequate equality monitoring systems are developed and implemented | Service Development Manager, Customer Service Manager | ✓ | | |
| | | SX3, DMS and Flare to contain comprehensive information so as to ensure that preferred methods of communication are known. | Service Development Manager | ✓ | | |
| | | Ensure compliance with revised CRE Code of Guidance for Housing | Service Development Manager | ✓ | | |
| Value For Money | Ensure value for money | Produce value for money strategy | Asset Manager, Strategy & Enabling Manager & Housing Accountant | ✓ | | |
| | | Undertake benchmarking of the housing service in terms of performance and costs - using self assessment and service reviews | Strategy & Enabling Manager & Housing Accountant | ✓ | ✓ | . |
| | | Develop procurement strategy for all aspects of housing service | Service Development Manager, Asset Manager | ✓ | | |
| | | Develop service standards in conjunction with service users and stakeholders | Service Development Manager | ✓ | ✓ | . |
| | | Roll out HASS project toolkit to appropriate staff in Housing and ensure approach is applied to medium sized projects | Service Development Manager | ✓ | | |
| Prospects for Improvement | Ensure appropriate training and staff development opportunities | Undertake skills audit of all staff then identify training needs and develop training programme | Service Development Manager | ✓ | | |
| | | Consider accredited courses and develop NVQs appropriate to the changing needs of the customer for Customer Services staff | Service Development Manager | ✓ | | |
| | | Develop and on-line manual of policy and procedures and cyclical review of process to ensure they are maintained | Service Development Manager | ✓ | | |
| | | Formal induction process is updated and where possible streamlined with other housing services | Service Development Manager | ✓ | | |
| | | Devise core training programme and review requirements annually | Service Development Manager | ✓ | | |

| Housing Services Improvement Plan 2007 - 2010 | | | | | | |
|---|---|---|---|---|---|---|
| Key Line of Enquiry | Service Plan Objective | Improvement | Lead Officer | Targets | | |
| | | | | 2007/08 | 2008/09 | 2009/10 |
| | | Measure job satisfaction through annual survey of housing services staff | Head of Housing | ✓ | | |
| | | Hold a conference for all Housing Staff before September 2007 | Head of Housing | ✓ | | |
| | Ensure Value for Money | Undertake further service reviews against the Audit Commission KLOE (minimum 3 in 2007/08) | Service Development Manager | ✓ | | |
| | Increase Leadership Capacity in the Housing Service | Develop management skills including "Future leadership" programme | Head of Housing | ✓ | | |