



# Service Plan for 2008/09 (covering April 2008 – March 2011)

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

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The following service plan template must be no longer than **8 pages** long. (excluding workplans)

## Section 1: The service

### **Service description**

#### **Homelessness**

- Provides advice and information in accordance with the Housing Act 1996. In 2006/7 503 homelessness decisions were made and 214 acceptances.
- Contracts and provides homelessness prevention services, in 2006/7 287 cases of homelessness were prevented.
- Provides suitable temporary accommodation and relevant support to those people who are statutorily homeless. In 2006/7 there was an average across the four quarters of 223 households in temporary accommodation, of which 155 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 2007 was 5
- 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 2006/7 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 2006/7 56 units of affordable housing were completed and planning permission was granted for 232 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**

- Review and develop plans, policies and procedures.
- Service Improvement including ensuring customers are involved in service improvements and carrying out service reviews.
- Training and staff development.

#### **Asset Management**

- Deliver the Social Services Capital Programme.
- Lead on Asset Management for the directorate & ensure service priorities represented at 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 provide sufficient new affordable homes in York and its surrounding rural areas
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 & Economic Strategy via the North Yorkshire Sub Regional Housing Board and the Leeds City Region Housing and Sustainable Communities Panel
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
12	Ensure that affordable housing stock in York is utilised and allocated in a way that best addresses housing needs
13	To reduce negative impacts on climate change from housing activities in York including Energy Efficiency

## Section 2: The Drivers

Driver	How might this affect our service
<b>External</b>	
White Paper: Strong and Prosperous Communities	Develop housing aspect of place shaping role
Increase in affordable housing delivery targets (Housing Green Paper)	Need to ensure York capitalises on the opportunities presented Deliver more homes (plus increased RSS targets) New growth points / Eco towns (potential Eco Town in east of Y&H region, close to York) Ensure housing options fully considered as part of all council land disposal.
Regional & Sub regional strategy	Better integration of housing and economic development objectives Change in sub-regional focus towards 'City Regions' May lead to change in regional governance arrangements in relation to Housing
Increasingly housing investment is allocated on a regional and sub regional basis.	Bids to be informed by evidence from the 2007 Housing Market Assessment (HMA) and housing needs survey
Supporting People Funding	Potential reduction in the level of service funded by Supporting People
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.
Decent Homes in the Private Sector	Continue to deliver and develop a variety of methods to improve the condition of private sector homes
Disabled Facilities Grant New Statutory Framework for delivery	Respond to outcome of CLG consultation document and Implement the subsequent revised statutory framework for adaptations in accordance with government guidance
'Hills Review' of Social Housing	Changes to Housing Policy may result from some of the policy directions suggested in the report.
Changing Demographics in York	Need to use demographic information to develop appropriate housing choices to meet identified needs and aspirations of households in York. Sub Regional research into BME Needs
<b>Corporate</b>	
Outcome of 2007 Housing	Respond to the findings and aim to meet identified needs – in partnership with City

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Market Assessment	Strategy <a href="http://www.york.gov.uk/housing/Housing_plans_and_strategies/strategic_hsg_market_assessment">www.york.gov.uk/housing/Housing_plans_and_strategies/strategic_hsg_market_assessment</a>
Changes to LAA in York	Ensure strong emphasis on housing
Increased emphasis on LA enforcement role	Awareness raising Tackling private sector blight
Improve the Quality and Availability of decent affordable homes in the City	The majority of the objectives in this service plan contribute to this Corporate Priority.
Climate Change	Reduce impact on climate change of all housing stock and activity across Private Sector, new homes and HRA stock.
LDF process over next three years led by City Strategy	Contribute to development of framework – providing information, joining task and steering groups (up to 2009)
Accommodation move to Hungate	Extend access to electronic records across the whole of Housing Services Investigate implications of introducing DMS across Strategy and Enabling and Homelessness
<b>Directorate</b>	
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
Independence Choice and Control	Redevelopment of Discus Bungalow sites Review impact of Allocations policy including Choice based lettings
<b>Housing Service Drivers</b>	
Emergency accommodation for homeless young people	Explore potential for reconfiguring of existing projects/CYC buildings to provide direct access accommodation for young people

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

CSFs for 2008/09	Why a CSF?
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	<ul style="list-style-type: none"> <li>• Increase supply of affordable homes (consider intermediate / rent split)</li> <li>• Shift in balance/mix of supply</li> <li>• Meeting needs of increasing number of older people / people with support needs</li> <li>• Increasing services that support/enable independence/choice</li> <li>• Addressing under occupation</li> <li>• Private rented sector standards (will continue to be an important sector what with many excluded from H/O, increased students and increased migration.)</li> <li>• Tackling barriers to PRS for homeless households</li> <li>• Debt advice services</li> <li>• Meeting needs of BME/migrant groups (changing population of York)</li> <li>• More affordable / cheaper market homes in rural areas</li> </ul>
Analyse results of Private <b>Sector Stock Condition Survey</b>	<ul style="list-style-type: none"> <li>• Essential to supply baseline data on which to develop the Private Sector Renewal Strategy and investment for private sector housing</li> <li>• To establish where to direct funding to tackle Energy Efficiency, Fuel Poverty and Decent Homes</li> </ul>
Development and Delivery of new <b>Homelessness Strategy</b>	<ul style="list-style-type: none"> <li>• Government Requirement that Strategy updated</li> <li>• To set priorities for targeting homelessness grant</li> </ul>

**Section 4: Links to corporate priorities**

Improvement Statement (IS)	Contribution
Decrease the tonnage of biodegradable waste and recyclable products going to landfill	<ul style="list-style-type: none"> <li>• Peasholme and Arc Light will be of ecological design wherever possible.</li> <li>• Improve recycling in our workplaces and at homeless hostels</li> <li>• All housing association homes built using public subsidy designed to eco homes very good standard</li> </ul>
Reduce the environmental impact of council activities and encourage, empower and promote others to do the same	<ul style="list-style-type: none"> <li>• Energy Efficiency work and reduction in SAP ratings</li> <li>• Awareness raising around green agenda with hostel residents</li> <li>• Code for sustainable homes</li> <li>• Embrace environmental concerns as part of hostel improvements</li> <li>• New Arclight and Peasholme developments to eco standards</li> </ul>
Increase the use of public and other environmentally friendly modes of transport	<ul style="list-style-type: none"> <li>• Affordable housing schemes designed to minimise car usage with good public transport links and Homezones e.g. Derwenthorpe,</li> </ul>
Improve the actual & perceived condition and appearance of city's streets, housing estates & publicly accessible spaces	<ul style="list-style-type: none"> <li>• All hostels to meet decent homes standard</li> <li>• Develop design briefs for all Affordable Housing, ensuring Secure by Design standard is met</li> <li>• Empty Property Strategy (Private Sector)</li> <li>• Licensing of Houses in Multiple Occupation and code of practice for student houses</li> <li>• Private Sector grants – improving housing stock in the private sector with emphasis on decent homes</li> </ul>
Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York	<ul style="list-style-type: none"> <li>• Security Grants to vulnerable private sector residents linked to Safer York initiatives</li> <li>• Licensing of Houses in Multiple Occupation and code of practice for student properties</li> <li>• Secure by Design standard on all affordable homes</li> </ul>
Increase people's skills and knowledge to improve future employment prospects	<ul style="list-style-type: none"> <li>• Improved training resource in the new Peasholme and Arc Light to improve peoples life chances</li> <li>• Holistic approach to addressing young peoples training and employment needs in supported housing</li> </ul>
Improve the economic prosperity of the people of York with a focus on minimising income differentials	<ul style="list-style-type: none"> <li>• Work with RSLs and developers to deliver housing affordable to those on low incomes.</li> </ul>
Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest	<ul style="list-style-type: none"> <li>• Ensure health issues are addressed as part of the revised homelessness strategy being developed in 2007</li> <li>• New Arc Light will provide facilities for health care</li> <li>• Improved resettlement and Young Persons move on programme to focus on healthy eating and personal &amp; social issues</li> <li>• Private sector housing – fuel poverty work via Energy Advice Centre</li> <li>• Increase housing options for older people ensuring choice and independence e.g. extra care housing across all tenures, increased use of assistive technology</li> <li>• Reprovision of accommodation for older people on the Discus bungalow sites</li> </ul>
Improve the quality and availability of decent, affordable homes in the city	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city	<ul style="list-style-type: none"> <li>• Reduce use of temporary accommodation</li> <li>• Investigate direct access provision for 16-17 year olds</li> <li>• Improved educational facilities in homeless and resettlement services</li> <li>• Continue to target grant and adaptations work on those residents who are frail and vulnerable including families with disabled children</li> <li>• Decent homes in the private sector</li> </ul>

## Section 5: Balanced Scorecard of outcomes and measures

### Customer based improvements

<b>Customer Measures</b>				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Number of Households in York assisted into home ownership via the Golden Triangle Homebuy Scheme in partnership with Northern Counties Housing	18	15	12	12
Number of households living in temporary accommodation NPI 156	215	150	121	110
Number of Affordable Homes Delivered (gross) NPI 155	19	In development tbc in year ( to link to LAA)		
Average length of time to complete a HAL	New	In development tbc in year		
% of external calls answered in 20 seconds (Housing Services)	96%	100%	100%	100%

<b>Customer Actions</b>	
Improvement action	Deadline
Develop policy to meet Gypsy and Traveller Housing Needs utilizing information from the 2007 survey of needs in North Yorkshire	September 2008 following final needs survey report in May
Undertake consultation around specific actions for inclusion in the Private Sector Renewal Strategy	April-July 2008
Refreshed Customer service standards developed in consultation with customers and staff, rolled out and regularly monitored	April 2008 onwards
Complete relocation of Peasholme Resettlement Unit and ensure smooth transfer of service for existing residents and staff	August 2008
Identify priorities for action based on the findings of the Housing Market Assessment 2007 and develop these for inclusion in the 2009-12 Housing Strategy for York	November 2007-January 2009
Deliver support worker service for tenants with mental health issues (subject to confirmation of Supporting People funding)	Dependent on outcome of SP grant
Examine options for resettlement services for young people as part of the development of the Homelessness Strategy	July 2008
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	During 2008
Assess the implications of future changes to the administration of DFGs and revised policy	May 2008
Sub regional research into the housing needs of BME and migrant workers – potentially encompassing housing support needs	September 2008
Raise awareness of loan schemes and develop wider marketing strategy. Marketing or products to tackle issue of perception of loans	December 2007-October 2008
Analyse the impact of the changes made to the Housing Registrations and Lettings Policy in 2006: including evaluating the benefits of extending choice based lettings including considering a sub regional approach & the targeting of low cost home ownership initiatives	June 2008

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### Process based improvements

<b>Process Measures</b>				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Number of households presenting as homeless where casework resolved (old LAA SSC15.4)	200	220	220	240
Number of Private rented sector homes made decent old LAA SSC 15.3	35	35	35	35
Private Dwellings returned to use	22	23	24	25
% Private sector homes vacant > 6 months	1.12%	1.12%	1.12%	1.12%
Rolling average (3 year) annual number of affordable dwelling completions	74	200*	200	200

\*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.	Ongoing
Monitor impact of 50% affordable homes target	Ongoing
Continue involvement in contributing to the emerging LDF	Ongoing until 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	Target date January 2009
Integrate Rural Housing Enabler post into the Housing Strategy & Enabling Team, and develop workplan	In post from April 2008 Workplan by April 2008
Implement systems for monitoring outcomes of nominations to RSLs in order to maximise level of need met through nominations	April 2008
<b>Private Sector Housing</b>	
Analyse data from the Private Sector Stock Condition survey develop actions for Private Sector Renewal Strategy <ul style="list-style-type: none"> <li>• Map private sector non decency &amp; proactively market grants and loans in these areas</li> <li>• To examine how management orders could be used to complement licensing and empty property work</li> </ul>	July 2008
Deliver Home Appreciation loans scheme in partnership with other local authorities in the sub region	To 2011
Complete process mapping of all elements of the service and identify IT solutions within the FLARE system to enable paperless working and service improvements	Dec 2007-Dec 2009
<b>Homelessness</b>	
Produce and Publish a revised Homelessness Strategy	June 2008
Monitor the delivery of the Arclight reprovion project & work in partnership to shape and structure the new Service	To May 2008
Key RSLs to sign up to joint action plan to tackle homelessness	July 2008
<b>Strategic Role and Overarching Issues</b>	

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To consider options for joint working as set out in the action plans from North Yorkshire Joint working project. To address current areas of weakness and create greater efficiency, transparency and drawing on examples of good practice and expertise.	July 2008
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
Develop Register of adapted properties	September 2008
Ensure that housing issues are reflected in the refreshed LAA	April 2008
Review and develop the Housing Partnership agreement to encompass landlord issues and joint protocols and map links between housing partnership bodies in York	July 2008
Consider a sub regional approach to Choice Based Lettings - awaiting outcome of sub regional bid	September 2008
Consider options for roll out of Mobile working to improve service delivery in General Fund services informed by pilot in housing operations	September 2008
Consolidate Performance Management framework for Housing including mapping.	September 2008
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

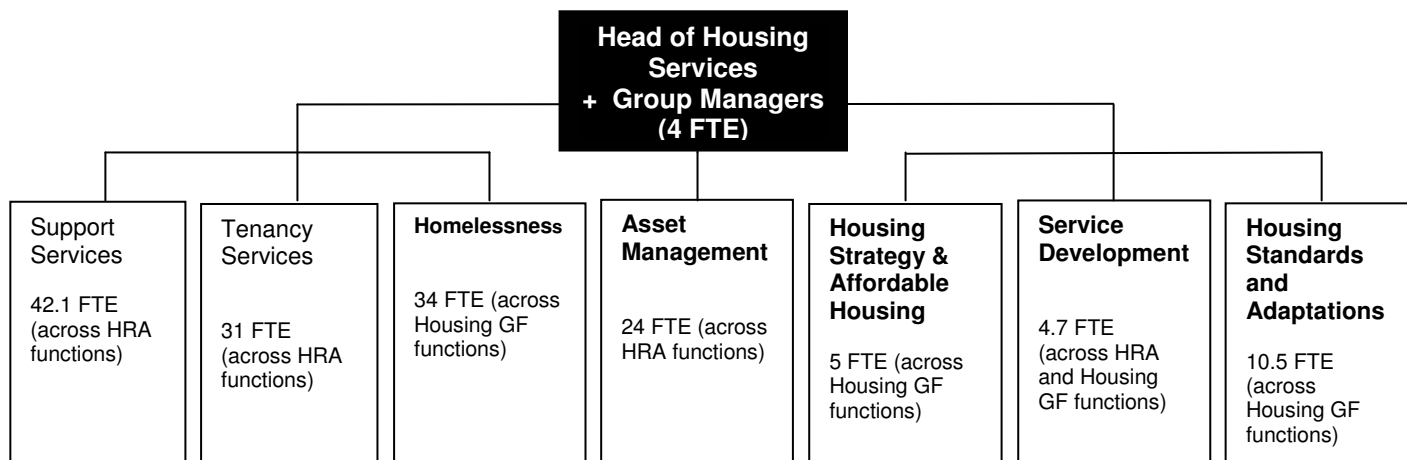
Resource Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Take up of HALs	6	6	10	10
Private sector take up of energy efficiency schemes and grants LAA HCO902	800	800	800	800

Resource Management Actions	
Improvement action	Deadline
Implement actions arising from Value for Money Self Assessment and develop strategy	October 2008
Service review of the activities of the Home Improvement Agency (HIA) and explore joint approach to recommissioning with other Local Authorities in the region	Revised contractual arrangements in place by April 2009
Work with RSLs to ensure value for money in the delivery of Disabled Facilities Grants	During 2008/9
Improve network opportunities to enable co-ordinated approach to staff training	During 2008/9
Hold a conference for all Housing Services staff.	During Autumn of 2008, 2009 and 2010
Service Managers in Housing to complete IDEA Future leadership course	During 2008/9
Develop strategic Housing capacity via the IDEA programme	During 2008/9



**Section 6: Resources**

Please provide details of your resources:



**Budget**

	<u>2007/08</u> <u>£000s</u>	<u>2008/09</u> <u>£000s</u>
Employees	1,337	1,366
Premises	177	180
Transport	50	50
Supplies and Services	9,099	9,007
Miscellaneous		
– Recharges	624	625
– Other	1	1
Capital Financing	59	59
<b>Gross cost</b>	<b>11,347</b>	<b>11288</b>
Less Income	(10,054)	(10,090)
<b>Net cost</b>	<b>1,293</b>	<b>1,198</b>

NB The budget shown for 2008/09 is only indicative, as detailed proposals have not been finalised.