



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

Service Plan for: Housing Revenue Account (HRA)

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

Service description

The Housing Revenue Account is the council's housing landlord service, managing approximately 8060 tenancies and 420 leasehold properties

- **Tenancy Services**
 - Estate management
 - Void management
 - Allocations
 - Tenancy enforcement
- **Support Services**
 - Income management
 - Maintaining the housing register
 - Right to buy and leaseholder administration
 - Customer Services
- **Asset Management**
 - Responsive repairs
 - Repairs to void properties
 - Planned and capital maintenance (including Tenants' Choice)
- **Service Development**
 - Develop and monitor the HRA Business Plan
 - Reviewing and developing plans, policies and procedures
 - Service Improvement
 - Training and staff development
 - Ensuring customers are involved in the service

Our Main customers:

- Existing City of York Council tenants
- Applicants for City of York Council housing
- People living in hostels owned by the HRA

Service Objectives

1	Meet the Decent Homes Standard by 2010
2	Increase tenant satisfaction
3	To be customer focused
4	To assess the impact of the revised allocation policy
5	Reduce the time it takes to relet void properties
6	Increase the level of rent collected and reduce the level of arrears
7	Through partnering provide an excellent responsive repairs service
8	Work with tenants in developing sustainable communities'
9	Work in partnership to reduce anti-social behaviour
10	Ensure leaseholders have an opportunity to be involved in the development of the service
11	To deliver an excellent adaptations service
12	Meet the needs of vulnerable tenants
13	Ensure appropriate training and staff development opportunities
14	Ensure value for money
15	Increase leadership capacity in the Housing Service

Section 2: The Drivers

Driver type	How might this affect our service	Sources
External Drivers		
Government requirement that all housing stock meets the Decent Homes Standard by 2010	Programme of work in place detailed in business plan	HRA Business Plan
Government requirement that the use of temporary accommodation is reduced	Additional pressure on general needs housing stock	Homelessness Strategy/Temporary Accom. Action plan
Changes to the Right To Buy Legislation	Continues to impact on the number of properties sold. This keeps the rent roll at a stable level, but reduces the amount of HRA capital monies available to meet the Decent Homes Standard	2004 Housing Act HRA Business Plan
The Governments RESPECT Agenda for sustainable communities and estates	Co-ordinated response with external partners via the Safer York Partnership	Respect Standard for Housing Management
'Hills Review' of Social Housing <i>Ends and Means: The Future Roles of Social Housing In England</i>	Changes to Housing Policy may result from some of the policy directions suggested in the report. Published February 2007. Government response not clear at this stage	ESRC/DCLG
Corporate Drivers		
Administration and Accommodation review	Longer-term implications re 2007 onwards	
<u>Easy@york</u>	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	Equality Strategy
HR Strategy	Job Evaluation Management Competencies Absence Management	Corporate priorities and DIP
Directorate Drivers		
Long Term Business Change	Need to consider stock profile e.g. hardwired warden schemes – may impact on Adult Services income. Could also lead to reconfiguration of some units to better meet identified needs.	Older Persons Commissioning Strategy HRA Business Plan
Independence Choice and Control	Potential expansion of Choice based lettings	Government policy

Preventative Strategy	Any reductions in budget or changes to services following reviews could impact on services to Housing customers	SP Reviews SP Strategy
Quality and Excellence	Key areas of performance improvement needed to a) increase tenant satisfaction b) produce savings to balance HRA: <ul style="list-style-type: none"> • Income Management • Responsive repairs • Void Management • Self Assessment of service areas against the Audit Commissions Key lines of Enquire KLOE and delivery of associated action plans 	Audit Comm. KLOE BVPI HRA Business Plan Housing improvement Plan
Improving the Skills and competencies of Managers and Staff	Corporate Leadership standards Departmental Training Plan Consolidate HASS induction programme	Workforce Development Group
Customer Involvement and Participation	<ul style="list-style-type: none"> • Develop capacity of tenants to shape the service and devise new methods of involving tenants • Ensure customer feedback drives service improvements • Effective Delivery through Neighbourhood Pride Unit (NPU) • Key Performance Indicators for both CPA and Housing • Need to increase levels of tenant involvement and develop the Tenant Participation Compact 	Existing & Revised Tenant Compacts Mature Partnership Agreement with NPU KLOE 5 Resident Involvement BVPI 75 and 76
Service Drivers		
Development of Repairs Partnership	Success of the repairs partnership impacts on customer satisfaction, quality and cost. Development of better monitoring and measurement systems needed	Repairs Partnership Agreement HRA Business Plan Partnership Work plan
Tenant Satisfaction	Results of annual housing monitor survey and additional feedback work	Survey results (EMAP Jan 07) Focus Group reports
Achieving Value for Money	Value for money to be embedded in housing service including exploring alternative methods for procurement and options for existing contracts	Gershon Audit Commission KLOE HRA Business Plan

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
Remaining on target to meet the Decent Homes Standard by 2010	It is paramount that the service seek to meet the Decent Homes Standard by 2010, as is required by Government and subject to stock remaining in local authority management/ownership.
Improved performance across the Housing Service functions	To improve customer satisfaction and to ensure Housing Services deliver excellent services, including improved performance in: <ul style="list-style-type: none"> • Income Management • Void Management • Responsive Repairs Reduction in Satisfaction with the council as a landlord particularly among younger age groups
Improved tenant satisfaction with opportunities for participation	These areas have seen reduced performance levels. There was a slight upturn in 2006 however it is vital that there are improved upon (especially in terms of the impact of CPA) . New methods of delivering tenant involvement are needed to ensure the engagement of wider groups of tenants, including the development of customer panels related to specific service areas.
Sign up to the RESPECT standard for Housing Management	Contribution to overall CYC response to the RESPECT agenda Improving customer perceptions of estates.
Roll out refreshed Customer Service and working with colleagues standards across housing, and embed in induction, training and monitoring.	To improve customer satisfaction across the service. To achieve a standardised quality of customer service across housing

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
DIP 3: Improve the actual and perceived condition and appearance of the city's streets, housing and publicly accessible places	<ul style="list-style-type: none"> • Decent Homes improvement programme. Enhanced York Standard • Regular Estate walkabouts • Estate improvement grants for Residents groups • Tackling empty properties through improved void management processes introduced in 2006/7
DIP 4: Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York	<ul style="list-style-type: none"> • Dedicated Tenancy Enforcement Team in Housing • Introductory tenancies • Sign up to the Respect Standard for Housing Management • Exploring potential for intervention and support for families who are perpetrators of ASB (subject to approval)
DIP 7: Improve the health and lifestyles of the people who live in York, in particular among groups whose level of health are the poorest	<ul style="list-style-type: none"> • Decent Homes Improvements • Energy Efficiency work and reduction in SAP ratings
DIP 8: Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city	<ul style="list-style-type: none"> • Exploring potential for intervention and support for families who are perpetrators of ASB (subject to approval)
DIP 9: Improve the quality and availability of decent, affordable homes in the city	<ul style="list-style-type: none"> • Meeting the Decent homes Standard • Monitoring nominations • Reducing void property times

<p>DIP 10: Improve our focus on the needs of customers and residents in designing and providing services</p>	<ul style="list-style-type: none"> • Revised Tenant Compact to be Implemented in 2007 (including approach to hard to reach groups) • Reinforcement of Customer Service standards • Detailed follow up work on the findings of the 2006 Annual Housing Monitor (focus groups) • Involve tenants in the end to end review of the responsive repairs service & our response to the RESPECT standard
<p>DIP 11: Improve leadership at all levels to provide clear, consistent direction to the organisation</p>	<ul style="list-style-type: none"> • Housing managers to meet corporate competency levels • Identify funds to enable Service and Group Managers in Housing to attend Future Leadership Course (subject to funding) • Development of Housing Training & Development Plan
<p>DIP 12: Improve the way the council and its partners work together to deliver better services for the people who live in York</p>	<ul style="list-style-type: none"> • Repairs Partnership • Mature Partnership Agreement with NPU • Revised policy and procedure review process • Work with RSLs to ensure adherence to nomination agreements • Partnership response to the RESPECT Agenda
<p>DIP 13: Improve efficiency and reduce waste to free up more resources</p>	<ul style="list-style-type: none"> • Programme of service reviews in housing including focus on value for money • Value for money strategy
<p>Links to Other Plans</p>	
<ul style="list-style-type: none"> • HRA Business Plan • Housing Strategy • Supporting People Strategy • Older Persons Housing Strategy • City of York Community Safety Plan • Homelessness and Rough Sleeping Strategies • Anti Social Behaviour Strategy • Older Persons Commissioning Strategy (Adult Social Services) 	

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures					Actions																																																
<ul style="list-style-type: none"> • Customers satisfied with their accommodation • Increased percentage of repairs completed within category • Increase number of repairs completed in one visit • Reduced level of neighbour nuisance • Wider range of methods for involvement • Improved tenant satisfaction with opportunities for involvement 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;"></th> <th style="width: 25%;">Measure</th> <th style="width: 15%;">Current</th> <th style="width: 15%;">2007/08 Target</th> <th style="width: 15%;">2008/09 Target</th> <th style="width: 15%;">2009/10 Target</th> </tr> </thead> <tbody> <tr> <td>HC1</td> <td>The proportion of non-decent LA homes at start of year</td> <td>12.78% at April 06 10.06% target April 07</td> <td>7.92% (635 homes)</td> <td>5.61% (448 homes)</td> <td>To be set</td> </tr> <tr> <td>HC2</td> <td>SAP ratings of LA dwellings <i>LAA HCO 9.3</i></td> <td>70</td> <td>69</td> <td>70</td> <td>To be set</td> </tr> <tr> <td>HC3</td> <td>Urgent repairs completed within government time limits</td> <td>81.59% End Jan 07</td> <td>93</td> <td>96</td> <td>To be set</td> </tr> <tr> <td>HC4</td> <td>Average time to complete non-urgent repairs</td> <td>8.87days end Jan 07</td> <td>8</td> <td>8</td> <td>To be set</td> </tr> <tr> <td>HC5</td> <td>Tenant satisfaction with the Housing Service</td> <td>80%</td> <td>89%</td> <td>92%</td> <td>To be set</td> </tr> <tr> <td>HC6</td> <td>Tenant satisfaction with opportunities for participation in management and decision making</td> <td>59%</td> <td>76%</td> <td>78%</td> <td>To be set</td> </tr> <tr> <td>HC7</td> <td>% of external calls answered in 20 secs</td> <td>90.46% to end Dec</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>						Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	HC1	The proportion of non-decent LA homes at start of year	12.78% at April 06 10.06% target April 07	7.92% (635 homes)	5.61% (448 homes)	To be set	HC2	SAP ratings of LA dwellings <i>LAA HCO 9.3</i>	70	69	70	To be set	HC3	Urgent repairs completed within government time limits	81.59% End Jan 07	93	96	To be set	HC4	Average time to complete non-urgent repairs	8.87days end Jan 07	8	8	To be set	HC5	Tenant satisfaction with the Housing Service	80%	89%	92%	To be set	HC6	Tenant satisfaction with opportunities for participation in management and decision making	59%	76%	78%	To be set	HC7	% of external calls answered in 20 secs	90.46% to end Dec	100%	100%	100%	<ul style="list-style-type: none"> • Consult with customers during the review of the responsive repairs process (May 2007 onwards) • Finalise and launch revised tenant compact (By September 2007) • Monitor delivery of NPU workplan in relation to tenant involvement (monthly) • Ensure compliance with revised CRE Code of Guidance for Housing (annual review) • Complete relocation of Peasholme Resettlement Unit (March 2008) • Explore how HRA stock can be better utilised to optimise meeting housing needs (links to review of older persons housing schemes) (September 2007) • Draw up action plan responding to areas of concern in 2006 Annual Housing Monitor using additional information gained from focus groups in spring 07 (May 2007) • Working with the Residents Group to ensure suitable housing options for tenants on the Discus sites (Ongoing until redevelopment complete) • Refreshed Customer service standards rolled out and regularly monitored (April 07 onwards)
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Process based improvement

Outcomes	Measures					Actions	
<ul style="list-style-type: none"> • Continuous monitoring of service improvement • Reduce pressure on CYC housing stock • Housing Allocation policy impacts on housing needs established. • Revised repair priorities in place and standards published • Sign up to Respect Standard for Housing Management • All CYC properties with gas supplied receive annual service • Housing Services move towards Excellent Standard 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> • Analyse the impact of the changes made to the Allocation policy in 2006: including evaluating the benefits of extending choice based lettings • Improve systems for monitoring outcomes of nominations to RSLs (September 2007) • Undertake further service reviews against the Audit Commission KLOE (min 3 in 2007/8) • Continue to implement improvements to gas servicing processes (ongoing) • Update and monitor the Improvement Plan • Consolidate Performance Management framework for Housing • Establish processes for reviewing policies and procedures (October 2007) • Implement changes following end to end review of responsive repairs process (October 07 onwards) • Develop decanting strategy for Discus Bungalows enabling one site to be freed for redevelopment (by March 2008) • Ensure key partners involved in responding to respect standard and assess current service and Implement changes in order to meet Respect Standard for Housing Management (By September 2007) • Monitor the impact of revised void procedures implemented following the end to end review in (2007/8) • Commence CORE recording of all lettings (April 2007) • Develop protocols with probation and prisons (by April 2008) 	
	HP1	Average relet times for LA dwellings	24.92 days @Jan07	21days	18 days		15 days
	HP2	Gas servicing measure (CPA)	New	To be set when details of measure known- to be confirmed by the Audit Commission			
	HP3	%of minor adaptations completed in 15 days	New	95%	9%		97%
	HP4	% of major adaptations completed within 40 days	New	95%	96%		97%

Finance based improvement

Outcomes	Measures						Actions
<ul style="list-style-type: none"> Increased Income Reduced Arrears Improved collection of sundry debts & rechargeable repairs Reduced void loss Efficiency savings 	No	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Develop a procedure for sundry debts to be managed by Sx3 Implement revised rechargeable repair procedures and agree targets and measures Assess the impact of the incentive schemes for tenants (April-June 2008) Revised procurement arrangements for materials for tenants choice Develop a Value for Money Strategy Assess the Housing Service against Audit Commission Value for Money KLOE Develop joint protocols to manage collection from customers with multiple corporate debts
	HF1	Percentage of rent collected	95.6% end Jan 07	98.78%	99.10%	99.32%	
	HF2	Rent arrears as a proportion of the rent roll	3.21% end Dec 06	<i>Targets will be exceeded therefore to be reviewed in light of outturn measure to be reported to EMAP the 1st Monitor %</i>			
	HF3	Rent lost through voids	0.78% Dec 06	0.95%	0.90%	0.85%	
	HF4	Planned maintenance / responsive repair split	68:32 At Apr 06	<i>Targets to be reviewed in light of outturn measure to be reported to EMAP the 1st Monitor</i>			

Staff based improvement

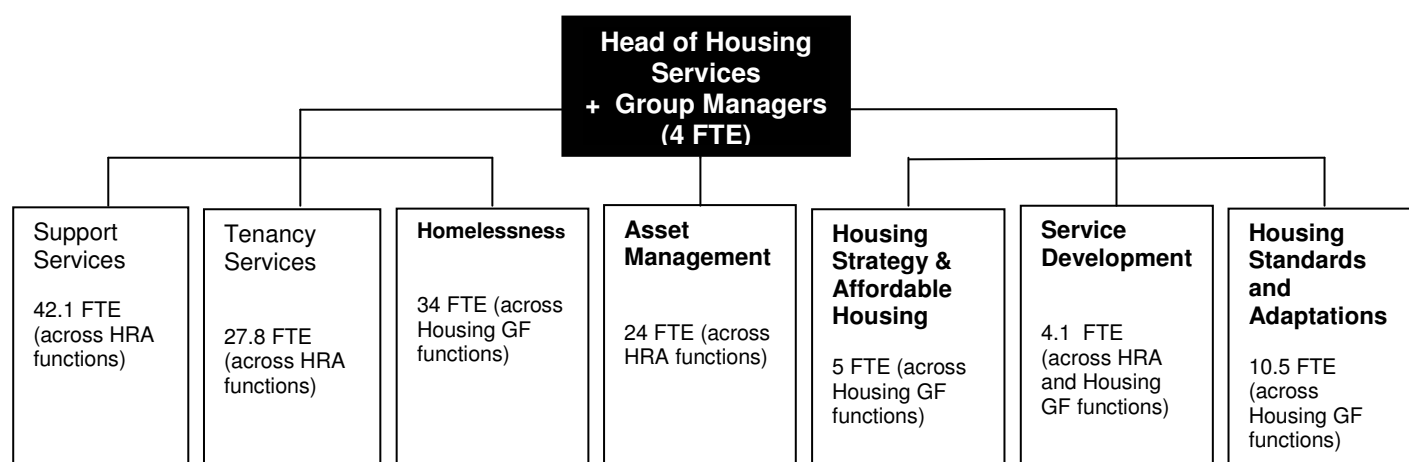
Outcomes	Measures						Actions
<ul style="list-style-type: none"> Improved staff skills and knowledge A more flexible work force Increased job satisfaction Better attendance management Reduced sick leave Staff retention Consolidated approach to Project Management 	No	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> 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)
	S1	% of staff who have received full induction programme within 12 months of starting	N/A	100%	100%	100%	
	S2	Staff appraisal in Housing	97% to Feb 07	100%	100%	100%	
	S3	% of staff	51%	92%	94%	To be	

		expressing satisfaction with their job	2005 (Hsg)			agreed	<ul style="list-style-type: none"> • 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
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		

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
<ul style="list-style-type: none"> Establish an Equality and Diversity Standard for Housing . 	June 2007
<ul style="list-style-type: none"> SX3, DMS and Flare to contain comprehensive information so as to ensure that preferred methods of communication are known 	April 2008
<ul style="list-style-type: none"> Evaluate the Impact of the revised housing allocations policy, including Equality Impacts 	Current-Aug 2007
<ul style="list-style-type: none"> Revised Tenant Compact includes commitment to engage hard to reach groups 	June 2007
<ul style="list-style-type: none"> Gain understanding of take up rate by older people of housing improvements, and respond to findings 	December 2007
<ul style="list-style-type: none"> Carry out assessment of Housing service against Audit Commission KLOE on Diversity 	Oct-Dec 2007
<ul style="list-style-type: none"> 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	
<ul style="list-style-type: none"> Redevelopment proposal for Discus bungalows to be finalised and redevelopment partner selected . If decant process from Discus bungalows not complete by December 2010 this would mean that CYC homes would not all comply with Decent Homes standard as required 	December 2010
Gershon – Efficiency improvement	
Self assessment against Audit Commission Housing KLOE 'Value for Money' planned for 2007/8	Improvements in 2008/9
The introduction of mobile working is planned to increase staff efficiencies	Impact in 2008/9
End to end review of the responsive repairs service	Impact in 2008/9
Competitiveness statement	
<p>The housing service aims to provide value for money, as part of this commitment the following general service improvement actions have been identified:</p> <ul style="list-style-type: none"> 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 Repairs and Maintenance Services have all undergone Service Reviews against the Audit commissions Key Lines of Enquiry for Stock Investment and Asset Management 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 E-Auctions used to procure materials 	

Section 7: Resources



Budget

	APPROVED BUDGET 2006/07 £'000	ORIGINAL ESTIMATE 2007/08 £'000
Expenditure:		
Repairs & Maintenance	5,602	5,747
General Management	4,699	4,797
Special Services	2,374	2,490
Rents etc.	157	160
Housing Benefits	66	0
Provision for Bad and Doubtful Debts	145	151
Housing Subsidy (negative)	4,874	5,354
Capital Charges	24,045	25,706
TOTAL EXPENDITURE	41,962	44,405
Income:		
Rents	-22,880	-23,939
Non Dwellings Rents	-503	-523
Charges for Services and Facilities	-802	-836
Contribution Towards Expenditure	-69	-71
Supporting People Income	-852	-826
Housing Subsidy	-31	-2
Transfer from General Fund	-31	-32
TOTAL INCOME	-25,168	-26,229
NET COST OF SERVICE	16,794	18,176
AMRA		
Interest Charged to HRA	-14,197	-16,111
Loan Interest	1,109	1,131
Non-Dwelling Depreciation	-4,922	-4,507
Interest Received	-176	-219

Section 7: 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 minimum 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 the Respect Standard 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 an 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	✓		

Housing Services Improvement Plan 2007- 2010

Key Line of Enquiry	Service Plan Objective	Improvement	Lead Officer	Targets		
				2007/08	2008/09	2009/10
		Devise core training programme and review requirements annually	Service Development Manager	✓		
		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	✓		