

Appendix VII: Improvement Plan



Housing Service Improvement Plan

Council Plan	Key Line of Enquiry	Service Plan Objective	Improvement	Ref	Responsible Officer	Targets			Resources			Priority
						2006/7	2007/8	2008/9	2006/7	2007/8	2008/9	
Increase availability of affordable housing in balanced communities	KLOE 2: Strategy and Enabling	To ensure that all housing provided in the City is appropriate and meets the needs of all its citizens	Undertake a Housing Needs Survey	HS	Housing strategy Manager	✓			£20k			***
			Undertake housing needs surveys on specific groups	HS			✓	✓		TBI		**
			Integrate housing need and support need information			✓			✓			***
		To provide leadership and champion the importance of housing within the city	Produce a revised Housing Strategy			✓			✓			***
			Publicise Housing Strategy			✓			✓			***
			Produce summary of Housing Strategy			✓			✓			***
			Monitor Housing Strategy's Action Plan			✓	✓	✓	✓			***
Increase availability of affordable housing in balanced communities	KLOE 2: Strategy and Enabling	Provide sufficient new affordable homes in York	Investigate alternative approaches to increasing the supply of affordable housing and meeting housing need	HS	Housing Strategy Manager	✓	✓	✓	To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	***
Provide a high quality housing landlord service meeting the aspirational expectation of the local community in both fabric condition and housing	KLOE 3: Stock investment and asset management	Through partnering provide an excellent responsive repairs service	Carry out Recommendations from systems review of the day to day repairs service		Asset Manager, Strategy and Enabling Manager		✓		To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	***
			Produce information for tenants containing timescales to carry out repairs / improvements	HRA BP			✓			To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets

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management standards			Review the current ratio of planned to responsive done for 0607	HRA BP	TEAM	✓	✓	✓				***	
			Introduce a system to monitor the level of appointments kept for both surveyors and operatives	HRA BP	Asset Manager, Strategy and Enabling Manager	✓							***
			Investigate the feasibility of introducing Customer incentives			✓							***
			Revise the system used to monitor the number of post inspections which are undertaken	HRA BP	Repairs Partnership	✓							***
			Investigate the need to join a repairs benchmarking club	HRA BP		✓							***
			Provide a high quality housing landlord service meeting the aspirational expectation of the local community in both fabric condition and housing management standards	KLOE 3: Stock investment and asset management	To deliver an excellent aids and adaptations service	Produce a register of adapted property plan for IT	HRA BP	Standards & Adaptations Manager	✓			Officer Time	
Renew adaptations contract for council dwellings		Standards & Adaptations Manager				✓						***	
Develop a Policy to ensure aids and adaptations are recycled if not required by new tenant		Standards & Adaptations Manager, Tenancy Services Manager					✓						*

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		Reduce the time it takes to re-let void properties	Implement recommendations of the voids review		Tenancy Services Manager, Responsive Repairs Manager	✓						***
			In consultation with tenants introduce a minimum void standard	HRA BP	Asset Manager? ? Service Development Manager	✓						***
		Meet the Decent Homes Standard by 2010	HRA BP MG	Asset Manager	✓						***	
√Provide a high quality housing landlord service meeting the aspirational expectation of the local community in both fabric condition and housing management standards	KLOE 4: 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		✓		To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	***
			Investigate the use of incentives and sanctions to prevent / reduce arrears			✓			To be resourced from existing budgets	***		
			Develop Debt Management Strategy			✓		Housing Strategy & resources		**		
			Review leaseholder service charge policy			✓		Existing	Existing	Existing	**	
	KLOE 5: Resident Involvement	Work with tenants in developing sustainable communities	Produce a revised Tenant Participation Compact		Service Development Manager & Neighbourhood Pride Managers	✓			To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	***
			Consider local / service specific compacts as appropriate			✓	✓			**		

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			Finalise a mature partnership agreement between the NPU and Housing Services			✓						***
			Investigate how residents' associations can be more self empowering and representative	HRA BP		✓	✓	✓				***
			Develop a tenants website linked to easy@york				✓					*
Provide a high quality housing landlord service meeting the aspirational expectation of the local community in both fabric condition and housing management standards	KLOE 5: Resident Involvement	Work with tenants in developing sustainable communities	Review support mechanisms provided to enable service users to be involved		Service Development Manager & Neighbourhood Pride Managers	✓			To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	**
			Investigate how to engage "hard to reach" groups			✓						***
			Undertake a skills audit of RAs			✓						**
	KLOE 6: Tenancy and Estate Management	Increase tenant satisfaction	Estate Management staff to have access to tabular technology		Tenancy Services Manager		✓		To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	***
			Identify the need for different types of floating support schemes with a view to sustaining tenancies			✓						***
		Work in partnership to reduce anti-social behaviour	Develop a procedure to pro-actively manage incidents of nuisance		Tenancy Enforcement Manager	✓					***	

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			Develop crime prevention protocol with RSLs		Tenancy Enforcement Manager	✓						**
Provide a high quality housing landlord service meeting the aspirational expectation of the local community in both fabric condition and housing management standards	KLOE 6: Tenancy and Estate Management	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	HRA BP	Tenancy Services Manager, Service Development Manager	✓			To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	***
	KLOE 7: Allocations and Lettings	Introduce a revised allocations policy	Introduce the revised housing allocations policy	HRA BP	Service Development Manager, Support Services Manager, Tenancy services Manager	✓			To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	***
			Revised application form to be available on-line – to easy@york			✓		**				
			Choice based lettings to be on-line: link to easy@york			✓		**				
			Ensure support is available for vulnerable service users at the start of their tenancy		✓			***				
			Review the impact of the revised allocations policies	HRA BP		✓		**				

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			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	HRA BP	Support Services Manager	✓						**		
Continue to ensure that the use of bed & breakfast accommodation for homeless families is for emergency only	KLOE 8: Homelessness and Housing Needs	Prevent people from losing their homes or sleeping rough	Develop innovative methods to reduce Homelessness		Homelessness Services Manager	✓			£10k – from where			***		
Provide a high quality housing landlord service meeting the aspirational expectation of the local community in both fabric condition and housing management standards Increase availability of affordable	KLOE 9: 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	Implementation of HMO licensing	ODP M	Housing Standard and Adaptations Manager	✓			To be resourced from fee income	To be resourced from fee income	To be resourced from fee income	***		
			Develop HMO Strategy			✓	✓					***		
			Carry out full review of grants policy – having regard to Government guidance expected of DFGs	ODP M				✓			To be determined			***
			Renew minor adaptations contract for owner occupiers	Audit		✓					resource d from existing			***

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housing in balanced communities			Prepare and undertake comprehensive private sector house condition survey	Housing Strategy		✓	✓			Grant bid will be required		***
			Review and update private sector renewal strategy					✓				***
Provide a high quality housing landlord service meeting the aspirational expectation of the local community in both fabric condition and housing management standards	KLOE 11: 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	SP Strategy	Strategy and Enabling Manager, Asset Manager	✓	✓		To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	***
			Undertake a review of sheltered accommodation and warden call schemes			✓	✓					**
			Review the information and level of support given to new tenants	HRA BP		✓						***
			Provision of rent, support and service charge information			✓						***
	KLOE 12: Leasehold 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	EIA	Support Services Manager	✓			To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	**

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			SX3 to manage leasehold properties			✓						*
			Introduce a system to monitor leaseholder satisfaction with the housing service including consideration of how the Annual Housing Service Monitor could be used	HRA BP			✓					*
Provide a high quality housing landlord service meeting the aspirational expectation of the local community in both fabric condition and housing management standards	KLOE 12: Leasehold management, shared ownership and Right to Buy	Ensure leaseholders have an opportunity to be involved in determining the direction and development of the service	Investigate methods of ensuring that leaseholders have the opportunity to participate in the running of the service		Support Services Manager		✓		To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	*
			Produce a home owner / leaseholder handbook				✓					*
			Streets Ahead to contain specific section for leaseholders			✓						**
	KLOE 13: Regeneration and Neighbourhood Renewal	Meet the Decent Homes Standard by 2010	Ensure the Asset Management Strategy and Business plan balance and Assess investment decisions against demand		Asset Manager, Strategy and Enabling Manager	✓	✓	✓	To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	***
			Monitor the impact of regeneration and renewal projects			✓	✓	✓				**

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Ensure that all Council services are accessible and inclusive, and build strong proud local communities	KLOE 30: Access and Customer Care	To be customer focused	Undertake research to determine which groups are not accessing the housing service	HRA BP	Service Development Manager	✓			To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	***
			Introduce system to monitor content of housing complaints, I making recommendations for service improvement and carrying out additional work with customers indicating dissatisfaction as necessary monitor satisfaction levels of customers who have gone through the complaints process			✓						
Ensure that all Council services are accessible and inclusive,	KLOE 31: Diversity	To be customer focused	Ensure that adequate equality monitoring systems are developed and implemented	EIAs	Service Development Manager, Customer Service Manager	✓			resourced from existing budgets	resourced from existing budgets	resourced from existing budgets	***

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and build strong proud local communities			SX3, DMS and Flare to contain comprehensive information so as to ensure that preferred methods of communication are known			✓						**
			Seek to encourage better representation in terms of user involvement (embed in actions under KLOE 5)			✓	✓					***
Improve how the council plans and manages performance	KLOE 32: Value for Money within Housing	Ensure value for money	Produce value for money strategy		Service Development Manager, Asset Manager	✓						***
			Undertake benchmarking of the housing service in terms of performance and costs – using self assessment and service reviews			✓	✓	✓				**
Improve how the council plans and manages performance	KLOE 32: Value for Money within Housing	Ensure value for money	Develop procurement strategy for all aspects of housing service		Service Development Manager, Asset Manager	✓			To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	***
			Review service standards in conjunction with service users and stakeholders			✓	✓	✓				**
			Investigate the use of incentives, financial and otherwise, across the housing service as appropriate			✓						**

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Improve the Council's management, development and treatment of staff	All KLOEs	Ensure appropriate training and staff development opportunities	Undertake skills audit of all staff then Identify training needs and develop training programme		Service Development Manager	✓	✓		To be resourced from existing budgets	To be resourced from existing budgets	To be resourced from existing budgets	***
			Consider accredited courses and developing NVQs appropriate to the needs of the service	HRA BP			✓					***
			Develop and on-line manual of policy and procedures and cyclical review process to ensure they are maintained	HRA BP			✓					**