

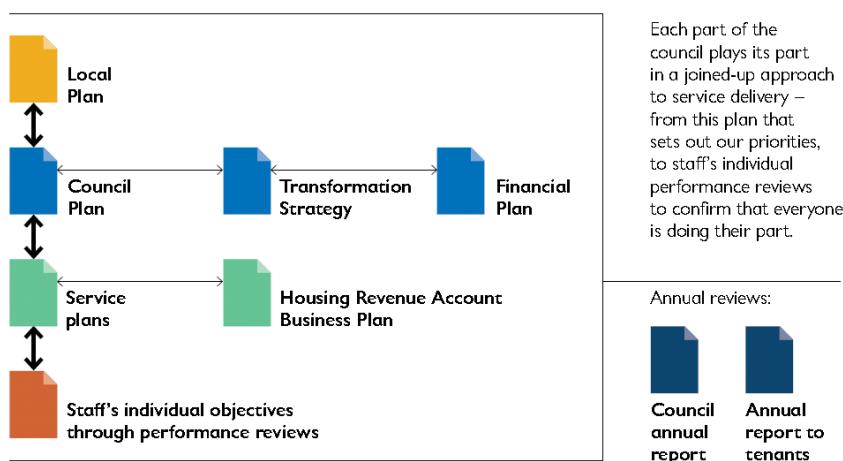


Service Planning 2019-20

Housing

Version 0.1

April 2019 – March 2020



Portfolio holders: Cllr Jill Elson

Housing Review Board Chair: Cllr Pauline Stott

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Service Plan Template 2019-20: Contents Page

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Notes for Strategic Leads and Service Leads:

*Certain parts of this form will be pre-populated. This will include your turnover, full time equivalent/headcount, absence rates and current net budget for your service.

Shaded areas are for guidance.

When you have completed your Service Plan:

- ✓ Save to O:\Service Plans. Final versions will be placed on the intranet/internet
- ✓ Communicate it to your staff
- ✓ Keep it under review – make it a live document which adds value!
- ✓ Use it to formulate individual objectives

Section 1 – Brief description of service and purpose(s)	
What we do and who we deliver to	<p>Our over-riding vision is to deliver a decent home for all residents of East Devon.</p> <p>Our Housing Strategy sets out 4 key responsibilities;</p> <ul style="list-style-type: none"> • To provide a housing options service for all who are homeless or threatened with homelessness • To provide, maintain and manage our own council housing stock • To work with housing developers and housing associations to deliver more affordable housing • To regulate and improve other social rented, private rented and owner occupied housing <p>We have adopted the following purposes where we have undertaken Systems Thinking reviews:</p> <ul style="list-style-type: none"> • To match the right people with the right home (voids & allocations). • Do the right repair at the right time, get it right first time, and stay fixed (responsive repairs). • Do the right service/repair at the right time, and leave safe (gas servicing). • To collect the right amount of rent at the right time (rent management). • Deal with customer emergencies promptly (Home Safeguard). • Better housing, better health (private sector housing). • To deliver outstanding Support Services to residents of East Devon regardless of housing tenure (supported housing). <p>Our services are delivered in line with the Council's Public Health Strategic Plan to ensure we help more people be and stay healthy, enhance self-care and community resilience and integrate and improve support for people in their own homes.</p>
How we deliver and ensure equal access	<p>Our Housing Services are delivered through a combination of direct service delivery from our housing teams as well as a number of partnerships and contracting arrangements.</p> <p>All of the housing policies are subject to the completion of an equality impact assessment to ensure our services are fully accessible and we work in compliance with the corporate equalities policy.</p>

	<p>We are regulated by the Social Housing Regulator and operate in compliance with the regulatory standards framework.</p> <p>We actively involve tenants in all aspects of our service to ensure wide consultation and the opportunity for tenants to influence the services we deliver.</p> <p>In Landlord Services we work to an adopted series of housing diversity commitments and a Housing customer charter.</p> <p>In our private sector housing team we deliver our services reactively and proactively and ensure enforcement action is taken in line with relevant legislation.</p> <p>We provide several methods of communication for customers to access our services and ensure our web pages are kept up to date.</p> <p>We promote the work of the housing service using a variety of methods including the use of social media.</p>
How we compare	<p>We use HouseMark for periodic benchmarking of our services and report the results to our Housing Review Board.</p> <p>We encourage tenants to complete customer satisfaction surveys to give us feedback on our services.</p> <p>We are one year into a three year longitudinal study in partnership with a local housing association and Birmingham University to look closely at the impact of our services on current tenants as well as those trying to access our services.</p> <p>We are members of The Devon and Cornwall Housing Options Partnership (DCHOP). The group aims to improve the consistency of housing options and homelessness services across Devon and Cornwall Local Authorities by developing shared policies, practices and service standards to ensure equality of services.</p> <p>In Private Sector Housing we compare our services within Devon through the Devon Practitioners Group. We monitor our service delivery reporting annually to national and local bodies. We deliver some of our Disabled Facilities Grant adaptations through Framework agreements with contractors.</p> <p>We have carried out significant amounts of reporting to Devon County Council for the Better Care Fund, which included comparing our statistics with the other Devon Local Authorities.</p>
Statutory elements of the service	Management of our Council housing stock (Landlord Services)

	<p>Right to buy Council homes</p> <p>Homelessness/Housing Advice</p> <p>Management of the housing register and operation of an allocations team to ensure our housing stock is allocated appropriately.</p> <p>Creation of a tenancy strategy</p> <p>Safeguarding responsibilities- Children's Act 2004 and Care Act 2014</p> <p>Health and Safety legislation in relation to asset management including:</p> <ul style="list-style-type: none"> • Management and control of asbestos regulations 2012 • Gas safety (installation and use) Regulations 1998 • Regulatory Reform (fire safety) Order 2005 <p>Private Sector Housing enforcement including:</p> <ul style="list-style-type: none"> • Empty Homes • Houses in multiple occupation and housing standards in the private sector. • Private water supply assessment and enforcement • Caravan site licensing • Provision of Disabled facilities Grant • Environmental pollution associated with Rural Drainage and statutory nuisance, public health and wellbeing
Current net budget (excludes Internal support charges and capital budget)	Housing service £-2,512,460

Section 2 – Key achievements in 2018-19		
	<i>Briefly describe key achievements and what outcomes were created. This will inform Annual Report at year end.</i>	<i>Strategic link to Council Plan priorities</i>
1	<p>*figures quoted are correct up until the end of November 2018, these numbers will increase between now and the end of March 2019.</p> <p><u>Housing Needs and Strategy</u></p> <p>We have prevented 92* homeless cases and accepted 7* cases</p> <p>We have housed 199* people off our housing register</p>	Encouraging communities to be outstanding

	<p>We have purchased 12*properties through Right to buy receipts, including the purchase of a shared housing in Exmouth for use as temporary accommodation.</p> <p>We have completed the first year of a longitudinal study in partnership with LiveWest (Housing Association) and Birmingham University. The project is called 'your home; your wellbeing' and is exploring widely links between housing and health. The first year's survey results have been analysed and a results infographic has been produced. A total of 25 interviews have been completed with both current tenants and with people on our housing waiting list in order to be able to directly compare the difference that being a social housing tenant makes. The study has also captured satisfaction of tenants of our current housing service.</p> <p>We have developed a performance monitoring dashboard that captures the ability to assess performance more easily for a number of key areas of service delivery.</p> <p>We have reviewed the tenancy agreement ensuring appropriate consultation with tenants in preparation for a new version of the agreement to be published in June 2019.</p> <p>We have continued to work towards completion of the review of tenant house files ensuring data held is fully GDPR compliant and files are available in an electronic format.</p> <p>We have implemented the new Homelessness Reduction Act 2018 and ensured all changes to legislation are being delivered accordingly.</p> <p>In line with the changes in Homelessness legislation we have restructured the homelessness team and introduced some changes to front line service delivery such as the recruitment of housing triage Officers and a temporary accommodation officer.</p> <p>We have recruited a specialist Devon Home Choice (DHC) Officer to support residents with the DHC application process to ensure a customer centred approach is taken to supporting people through the application process. The post holder will also focus on the promotion of DHC as a way of encouraging people to help secure a home.</p>	
2	<p><u>Landlord Services</u></p> <p>Rent collection maintained at a high percentage of 99.66%*</p>	Encouraging communities to be outstanding

<p>Delivered support services to 1344* residents living in sheltered housing with 95%* receiving a visit either weekly, fortnightly or monthly.</p> <p>Installed 527* pendant alarms to residents living in the private sector to offer re-assurance and protection of vulnerable people living in the community.</p> <p>Answered 51,621* alarm calls through Home Safeguard, a number of these calls led to emergency support having to be accessed to potential life threatening situations.</p> <p>Managed 103* ASB cases, assisting residents living in the community to feel safe and secure in their homes.</p> <p>We prevented 15* evictions taking place due to close cross team working involving focused preventative work.</p> <p>Implementation of rent cards to over 1500 tenants, replacing the need for rent book production each year. The cards will save time and money, only needing to be replaced when they are lost, wear out or a tenant moves property. The savings on book production alone will be in the region of £1000 per annum in material costs.</p> <p>Actively contributed towards social isolation and loneliness with a number of community projects including;</p> <ul style="list-style-type: none"> ➤ Millwey Memories ➤ WWI Centenary Celebrations Across the District run by all 6 District Offices ➤ Xbox Challenges in both Axminster & Exmouth, next 1 due 20th December in Exmouth <p>Undertaken 2* scheme upgrades to strengthen the resilience and reliability of the Home Safeguard alarm services</p> <p>In partnership with HALFF (Health and local food for families) charity, Palmer House sheltered housing scheme in Exmouth are on their 2nd 6 months stint of Healthy Eating Class.</p> <p>Dunning Court in Honiton had 3 successful Sessions of healthy eating. The Axminster office run the Community lunches out of Millwey Community Centre which involve the</p>	
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	<p>school children and our elderly tenants, they are run every half term so 4 x a year. They also ran a 6 month 'cooking for 1' class</p> <p>Continued close working with the countryside team via funding for one day a week of the Education Ranger, to work with our tenants. Introduced discounted rates for tenants to some countryside attractions/events.</p> <p>Continued to support Sidmouth Family Adventure Days in partnership with Early Help. This Supported local families and key workers to work with schools offering outdoor interaction opportunities to families to improve family dynamics. Again, multi-generational, and have been held in and themed around woodlands, beaches, rivers and wetlands (again involving the Countryside team).</p> <p>Delivered 4* community festivals as well as a number of 'play days' in rural areas.</p> <p>Extended our community development programme to include;</p> <ul style="list-style-type: none"> ➤ Rotary Games ➤ Right Track programme ➤ Survival programme- outdoor programme ➤ Greenday recycling ➤ Fairshare food scheme <p>Delivered a new electronic buggy storage facility at Dunning Court sheltered housing scheme, encouraging resident independence in line with health and safety management of the block.</p> <p>Continued to promote a robust approach to the management of blocks of flats in relation to fire safety with regular site inspections that immediately address any potential compromises in tenant safety.</p> <p>Worked closely with tenants during the summer to host 2 successful tenant conferences, 1 focusing on young people.</p>	
3	<p><u>Property and Asset</u></p> <p>In partnership with our contractors we delivered 11043* responsive repairs to our housing stock</p>	Encouraging communities to be outstanding

<p>Various refurbishment programmes have been undertaken to update our housing stock including the delivery of 32* kitchens, 29* bathrooms, 148* boilers, 229* new front doors.</p> <p>We have undertaken 272* adaptions to stock (combination of small scale and larger scale adaptations). We have continued to respond to a 14.3 % increase in adaptations to stock compared to 2017/2018.</p> <p>We have assisted and encouraged tenant inspectors to inspect 26* of our void properties prior to the properties being let to tenants.</p> <p>We have 123 fire risk assessment in place for all of our blocks of flats. We have continued to make progress in relation to specific fire safety works on blocks of flats in line with recommendations from the fire risk assessments. We have recently been held up as a flagship authority by the fire service for our robust approach to these issues.</p> <p>Due to our current repairs and maintenance contracts expiring, we have reviewed our current offer to tenants and as a result re-designed our core service to ensure we are delivering a service that captures what really matters to our customers.</p> <p>Our new model combines delivery of day to day responsive repairs, void management and planned works and on that basis has been called the Integrated Asset management contract. In order to improve value for money the new contractor is based on a price per property and price per void model.</p> <p>We have procured the new model through a competitive dialogue procurement process and have awarded the contract to the highest scoring bidder based on a 40% price and 60% quality model.</p> <p>The new contractor is due to take over the service in July 2019.</p> <p>We have undertaken removal of 2 large scale asbestos removal programmes in blocks of flats.</p> <p>Outstanding response to extreme winter weather of 2018 including the setting up of a temporary weekend call centre to assist tenants with property related problems.</p> <p>We have raised resident awareness of health and safety issues in a number of ways, including</p> <ul style="list-style-type: none"> • Articles in the tenant newsletter 	
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	<ul style="list-style-type: none"> • Promotion of national campaigns including fire door safety week and gas safety week • Several reports have been presented to the Housing Review Board on the topic of compliance • Guest Speakers who are specialist in housing compliance matters have attended our resident repairs review group. <p>We have continued to ensure compliance matters are prioritised within our stock and have created a reporting process where all 40 areas of statutory compliance are carefully mapped and areas of concern can be easily captured, this is linked with the performance dashboard in order to gauge immediate information in relation to statutory compliance.</p> <p>We have actively involved tenants in the choices of property components to be used in our stock through involvement of tenants on Advantage South West procurement groups.</p> <p>From a green energy perspective we have completed our first large scale Air Source Heat Pump project in Rodney Close, Exmouth.</p>	
4	<p><u>Private Sector Housing</u></p> <p>Increased the number of private water supply risk assessments in the private sector by 31% with sampling levels up by 5% compared to 2017.</p> <p>A reduction in Enforcement notices issued, this has reduced from 33 in 2017 to 13 so far in 2018. This shows a positive trend that failed samples are reducing and depending on further analysis over more years shows that the quality and risk to health bacteria in private water supplies is improving.</p> <p>We served 3* Housing Act Prohibition Orders, a slight increase on the number served last year.</p> <p>Managed 17* reports of Empty Homes to date, 5 of these so far have been resolved and brought back into use.</p> <p>Maintained discussions with Devon County Council and Devon Authorities regarding the proportion of Better Care Funds to implement the Devon wide housing assistance policy. Responded to a 66% increase in applications for Disabled Facilities Grant's compared To 2017.</p>	Encouraging communities to be outstanding

	<p>Continued development of a new civil penalty scheme introduced by the Housing and Planning Act for implementation.</p> <p>Created the EcoFlex statement allowing energy companies/agencies to seek out eligible customers and provide energy efficiency measures. Signposted 93* customers to the service.</p> <p>Initiated data inputting with strata to provide us with the ability to utilise and map data regarding the management of housing in the private sector.</p>	
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Section 3 – Looking forward : what we will do in 2019-20 (service objectives)					
Key Service Objectives (please include consultation or procurement activity required) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/corporate resource	Lead Officers	Start date	End date	
1) Encouraging our communities to be outstanding					
Produce a new Housing Strategy focusing on how we will deliver our services from 2020-2024.	Housing Revenue Account and General fund	Housing Service Lead	April 2019	March 2020	
Following the refresh of the HRA business plan, we will review our approach to delivering affordable housing. We will consider new build development that focuses on providing homes for 1 bedroom households recognising that these make up over 60% of East Devon's housing need. Subject to all necessary permissions we will explore modular housing opportunities and seek to progress our first scheme.	Housing Revenue Account	Housing Service Lead and Housing Needs and Strategy Manager	April 2019	March 2020	

<p>Publish and promote the Homelessness strategy focusing on 4 key priorities;</p> <ul style="list-style-type: none"> ➤ Increasing prevention initiatives ➤ Minimising rough sleeping ➤ Improving health and wellbeing ➤ Increasing accommodation options <p>Create a working group that will meet 6 monthly to review progress being made in relation to the objectives in the homeless strategy.</p> <p>Report to the Housing Review Board and Cabinet on progress.</p>	General Fund	Housing Service Lead and Housing Needs and Strategy Manager	April 2019	September 2019
<p>Review applications on the Housing register to ensure we have a realistic view of current demand. Present a report to the Housing Review Board outlining changes to the waiting list as a result of the review.</p>	Housing Revenue Account	Housing Needs and Strategy Manager	April 2019	March 2020
<p>We will review the outcomes and progress being made in relation to the 2013 garage management task and finish forum. We will consider redevelopment options of the sites that are not fit for purpose with a view to considering providing more affordable housing.</p> <p>Reduce the number of empty garages that are considered lettable in order to increase income.</p>	Housing Revenue Account	Housing Needs and Strategy Manager	April 2019	December 2019
<p>Complete the second year of <i>your home, your wellbeing project</i>.</p> <p>Publicise and Promote the first year's results of the project by;</p> <ul style="list-style-type: none"> ➤ Networking with national housing bodies to publicise the results nationally ➤ Brief Members, key stakeholders and staff across the Council ➤ Communicate the results to our own tenants ➤ Link the project into the corporate Public Health Strategy 	Housing Revenue Account	Housing Needs and Strategy Manager	April 2019	December 2019

➤ Use case study examples as awareness raising of the importance and role of the housing service.				
Continue to support our purpose to match the right person to the right home by assisting at least 30 households to downsize.	Housing Revenue Account	Housing Needs and Strategy Manager	April 2019	March 2020
Deliver a strength based community development project at St Pauls in Honiton, measuring the wellbeing and health of tenants at the start and at the end of the project in order to track impact. The overall objective is to evidence better wellbeing of tenants involved in the project.	Housing Revenue Account	Landlord Services Manager	April 2019	March 2020
As part of continued focus on the Littleham Estate in Exmouth (nationally recognised as an area of deprivation) Conduct a review of the Littleham Together Project, capturing progress since the start of 2018 with a view to measuring the value of community development work that has been undertaken in this area. Work in partnership with our new contractors to deliver all social value objectives as set out in the new contract.	Housing Revenue Account	Landlord Services Manager and Property and Asset Manager	April 2019	March 2020
Create a Mental Health Strategy for Housing in order to capture the increasing impact mental health is having on our tenants to ensure our teams have the right toolkits to manage. The strategy will explore and build upon current ways the housing service is managing mental health with the objective of ensuring this is embedded in our day to day service delivery.	Housing Revenue Account	Housing Service Lead Landlord Services Manager	April 2019	September 2019
Deliver 30 events in partnership with HALFF charity (changing lives through food) promoting healthy eating and cooking.	Housing Revenue Account	Landlord Services Manager	April 2019	March 2020

Take a team of young people from East Devon (to include tenants) to compete in the South West Youth Games on behalf of the district.	Housing Revenue Account	Landlord Services Manager	April 2019	September 2019
Refresh the resident involvement strategy to ensure a focus on equality and diversity that encourages tenants from a wide range of diverse backgrounds to become involved with the housing service. Consult with all key stakeholders and launch the strategy at the 2019 tenant conference	Housing Revenue Account	Landlord Services	April 2019	December 2019
Continue to promote and address social isolation and loneliness amongst our residents ensuring tenants in every area of the district have at least an annual opportunity to participate in a project nearby where they live.	Housing Revenue Account	Landlord Services Manager	April 2019	March 2020
Prepare and commence the start of the Integrated Asset Management Contract (IAMC) ensuring a smooth transition from the current contracting arrangements to ensure minimal disruption to residents. Achieve all actions and subsequent deadlines as set out through the final IAMC mobilisation plan. To include; ➤ An innovative communications strategy maximising resident engagement opportunities ➤ Embedding an outstanding approach to communication, embracing co-location and all joint working initiatives ➤ Supporting the property and asset team through the changes to day to day working practices. ➤ Measure success of performance monthly against agreed KPIs ➤ Achieve higher customer satisfaction than currently exists (82%)	Housing Revenue Account	Housing Service Lead and Property And Asset Manager	April 2019	January 2020

We will hold a contractors Safeguarding conference to promote our 'eyes and ears campaign' that encourages contractors to report any safeguarding concerns.	Housing Revenue Account	Property and Asset Manager and Landlord Services Manager	April 2019	January 2020
We will publish our Fire Risk Assessments for communal blocks of flats on our website encouraging tenant's awareness of fire safety issues.	Housing Revenue Account	Property and Asset Manager	April 2019	September 2019
Develop a strategy for pro-actively targeting Houses in Multiple Occupation (HMO's) landlords in East Devon. Implement the strategy with a view to considerably increasing the number of licenses held. Review the strategy after 6 months to track progress and measure outcomes.	General Fund	Private Sector Housing Manager	April 2019	March 2020
Pro-actively raise our profile with local landlords by attending local landlord forums and directly engaging with managing agents to encourage standards to be raised which in turn will improve the living conditions of people residing in the private sector. Develop a property agents/landlords rating scheme.	General Fund	Private Sector Housing Manager	April 2019	March 2020
Explore the opportunities for using the better care fund for the provision of an additional resource to ensure we are maximising our ability to spend our allocation of the funding.	General Fund	Private Sector Housing Manager	April 2019	September 2019
2) Developing an outstanding local economy				
Following the outcomes of a viability assessment on the Home Safeguard Service, update and refresh the marketing strategy with a view to undertake an intense marketing campaign to increase income by at least 10%. Upgrade the Home Safeguard systems and relocate the Home Safeguard service into Exmouth Town Hall	General Fund	Landlord Services Manager	April 2019	March 2020

Capture and promote a real-life case study from a tenant that has directly benefited from our community development service as a way of raising awareness and promoting the service amongst key stakeholders, tenants and Members.	Housing Revenue Account	Landlord Services Manager	April 2019	July 2019
Supporting local businesses through spending locally, where procurement rules permit.	Housing Revenue Account and General Fund.	Housing Leadership Team	April 2019	March 2020
3) Delivering and promoting our outstanding environment				
We will take a robust approach to all matters that relate to health and safety within our own housing stock as well as in relation to responsibilities we have in the private sector. Success of this will be measured against specific compliance KPI's We will continue to educate our communities in awareness of health and safety issues in their homes and will pro-actively participate in all national safety directives including gas safety week and fire door safety week.	Housing Revenue Account	Property and Asset Manager and Private Sector Housing Manager	April 2019	March 2020
Review the energy efficiency provision of the passivhaus shared house project in Exmouth and report back to the Housing Review Board on the findings. Deliver the next air source heat pump scheme as part of progress towards eliminating fuel poverty amongst tenants.	Housing Revenue Account	Property and Asset Manager	April 2019	March 2020
Develop a social media campaign raising the profile of energy efficiency measures and carbon awareness amongst our communities. This should capture all housing tenures and should actively promote services such as LEAP and Cosy Devon.	Housing Revenue Account and General Fund	Housing Leadership Team	April 2019	March 2020

Develop a good practice toolkit/policy for contractors who are engaged through delivery of adaptations in the private sector outlining our expectations in relation to environmental factors and standards we expect to be achieved.	General Fund	Private Sector Housing Manager	April 2019	March 2020
Encourage and promote use of the community orchards and encourage greater ownership and management from the surrounding communities. Work with Countryside and Streetscene to promote and support the development of nature recovery networks building on the benefits from a health and wellbeing perspective.	Housing Revenue Account	Landlord Services Manager	April 2019	March 2020
4) Continuously improving to be an outstanding council				
Carry out a project to measure and survey how our community development team add value to external agencies and local organisations working across the district.	Housing Revenue Account	Landlord Services Manager	April 2019	September 2019
We will undertake a stock condition survey in order to refresh our Asset management plan, 30 year business plan and drive our next 5 year improvement aspirations to council stock.	Housing Revenue Account	Property and Asset Manager	April 2019	March 2020
We will carry out a feasibility study to explore the opportunity of a handyperson assistance service in the private sector as a new way of generating additional income for the Council.	General Fund	Private Sector Housing Manager Landlord Services Manager Property and Asset Manager	April 2019	March 2020
We will review and update the Housing Revenue Account Business Plan	Housing Revenue Account	Housing Service Lead	April 2019	September 2019
On release of the Open Housing tenant portal, we will promote the digital agenda by holding tenant portal workshops monthly to encourage, support and assist tenant's to access our services online.	Housing Revenue Account	Landlord Services Manager	April 2019	March 2020

Are there any objectives outlined for your service on the current Council Plan (2016-2020) which cannot be achieved or which have changed				
N/A				

Section 3 a – Looking forward: any Service challenges or pressures for the next three years? (Revenue/Capital)
1. Operating the Housing Revenue Account under the self-financing regime and managing high levels of debt and government imposed rent reductions whilst continuously improving services and delivering our development aspirations.
2. Managing the impact of Universal Credit and other potential changes under future welfare reforms which could lead to a loss of income for the housing revenue account as well as place more residents in financial hardship leading to increasing numbers of residents in the district living in poverty.
3. Continuing to manage the impact of right to buy sales as part of the government's drive towards home ownership which results in a loss of social housing.
4. Growing numbers of homelessness households approaching our housing options service for assistance as required through the Homelessness reduction Act. This is leading to increasing usage of temporary accommodation. Continue to contribute towards the resettlement of refugees and asylum seekers as required through central government policy.
5. Continuing to enforce housing standards in the private sector and ensuring we are responding as appropriate in line with future changes to legislation.
6. Continuing to manage and meet housing needs and deliver a supply of affordable homes.
7. Continuing to support our ageing population to stay in their own homes, manage the continuing rising demand for property adaptations across all tenures.
8. Overcoming the problem of insufficient subsidy/grant/opportunities to provide new affordable homes.
9. Providing value for money support services, integrating with social care and ensuring that the Better Care Fund is targeted to East Devon clients.
10. Implementing and combining the work of the housing service with the health and wellbeing priorities as set out in our Public Health Strategy.

11. Increasing challenges in relation to rising numbers of people suffering from mental health issues means we must respond appropriately and effectively in order to support people and limit consequences such as failure to sustain tenancies. This effects a number of front line teams and impacts staff and customers in different ways. There is the need for us to strengthen our links with the local mental health trust as well as specialist mental health support agencies.
12. Improving the energy efficiency of homes across the district to meet our aspiration of minimum levels of energy usage. Ensuring we are in line with central government aspirations for SAP ratings of dwellings and responding to changes accordingly.
13. Improving the lives of families presenting to us under the Early Help scheme.
14. Recruiting and training of professional/technical staff to have the right staff in the right job. Promoting housing as a career of choice in order to attract ambitious, forward thinking individuals who can continue to drive the housing service forward.
15. Ensure our approach to compliance issues in relation to management of our stock and continuing to ensure this is core business with robust policies and procedures in place. Monitor closely outcomes from the Grenfell enquiry ensuring that all new legislation is implemented as appropriate.
16. Investing in non-housing assets such as community centres; play areas; mobility scooter stores etc.
17. Upon receipt of stock condition data information, review and refresh the homes improvement programme in relation to the delivery of new kitchens, bathrooms and heating systems.
18. Prepare to respond to the outcomes on the Social Housing Green Paper with the potential of sector league tables, changes in legislative compliance and safety standards, increased tenant involvement as well as other potential changes in social housing regulation.
19. Manage the transition of the current incumbent contractors to the new contractor ensuring a seamless transition and that current service standards are maintained accordingly to ensure minimal disruption to tenants.
Mobilising the new Integrated Asset Management contract, delivering service improvements, strengthening value for money and delivering our social value aspirations.
20. Prepare the service for the 2021 digital switchover and manage the impact on the Home Safeguard operating equipment ensuring no disruption to customers of the service.

Section 3 b– Looking forward: options for doing things differently –

financial savings / increasing income / changes in how services are delivered

1. There is the need to keep the Housing Revenue Account business plan under constant review to ensure we are managing debt accordingly and furthermore due to the borrowing cap being lifted, looking for potential opportunities to deliver more affordable housing. We need to ensure we are

maintaining strong links with potential partners and key stakeholders as there may also be opportunities to jointly deliver more affordable housing.

2. Continue to implement the Open Housing management system with a drive towards tenant self-service portals being rolled out. This potentially will cut down on demand for services in the current format and will lead to a review of resources to make any necessary changes to service delivery. Open Housing should also be driving efficiencies with how we deliver services, ensuring that up to date data in relation to tenants and properties is stored appropriately to ensure ease of access to information.
3. Explore and review the 'housing hub' concept as part of a focus on more generic working and a way of delivering more customer focused housing services.
4. Manage the new Asset Management and work in close partnership with our new contractors to implement a focus on asset management principles as opposed to reactive response works. The new contract will transform current service delivery and will bring a number of benefits in terms of a more customer focused approach to services such as the ability to confirm appointments at first point of contact. The contract will set out to deliver some ambitious social value objectives that will benefit our tenants in a number of ways.
5. Following refreshing the Home Safeguard marketing strategy, attract more business and explore development opportunities in line with funding and grants that may be available to promote telecare and telehealth.
6. Ensure a greater enforcement presence in the private sector to drive up standards and set examples of what can happen as a consequence of housing not being managed accordingly.
7. Respond to the findings of the longitudinal survey and the Viewpoint Survey and ensure we use the information to influence our service delivery.
8. Consider a proactive approach to adapting sheltered housing units to ensure that are fit for purpose rather than being reactive to needs as they arise.
9. Expand the use of social media to communicate with our customers to raise the profile of the work of the housing service.
10. Continue to work with Environmental Health, StreetScene and Countryside on shared goals and aspirations as set out in the Council plan.
11. Consideration to introducing or increasing service charges as a way of increasing income to the general fund.
12. Expand and maximise our membership of Advantage South West (ASW) to assist us in relation to resolving procurement challenges as well as other ASW housing driven projects.

Section 3 c – Looking forward: Changes to measures and performance indicators - what we will measure, how often and for whom

Housing Service Quarterly Performance Indicator Report to continue to be produced quarterly and reported to the Housing Review Board. This contains KPI's for all core service delivery areas.

Dashboard reporting also in place to monitor performance information.

Measure/indicator	How often – monthly, quarterly, bi-annually, annually	For whom? Cabinet, Overview and Scrutiny	Link to Corporate Priorities (listed on page 3 1,2,3 or 4)	Responsible Officer for production of management information (Strategic Leads to provide comments)	Retain this measure (yes/no) or new
1. Rent collected against rent due	Monthly	Housing Review Board	Encouraging communities to be outstanding	Strategic Lead-Housing/ Housing Service Lead	Yes
2. Void period- end to end times	Monthly	Housing Review Board	Encouraging communities to be outstanding	Strategic Lead-Housing/ Housing Service Lead	Yes
3. Number of new affordable homes delivered/ number of homes lost through RTB	Monthly	Housing Review Board	Encouraging communities to be outstanding	Strategic Lead-Housing/Housing Service Lead	Yes
4. Housing Strategy	Annually	Scrutiny Committee and Housing Review Board	Encouraging communities to be outstanding	Strategic Lead-Housing/ Housing Service Lead	Yes
5. Housing Revenue Account Business Plan.	Quarterly	Housing Review Board	Encouraging communities to be outstanding	Strategic Lead-Housing/ Housing Service Lead	Yes

6. Housing Revenue Account budget.	Quarterly	Housing Review Board	Encouraging communities to be outstanding	Strategic Lead-Housing/ Housing Service Lead	Yes
7. Private Sector Renewal Plan & Home Energy Conservation Act & Empty Homes Plans.	Annually	Scrutiny Committee	Encouraging communities to be outstanding	Private Sector Housing Manager	Yes
8. Risk assessments of private water supplies.	Quarterly	Scrutiny Committee	Encouraging communities to be outstanding	Private Sector Housing Manager	Yes
9. Number of Council tenants downsizing	Monthly	To be captured in quarterly KPI monitoring report	Encouraging communities to be outstanding	Housing Needs and Strategy Manager	New
10. Number of licensed houses in multiple occupation.	Monthly	Scrutiny Committee	Encouraging communities to be outstanding	Private Sector Housing Manager	New
11. End to end time for a receipt of a statement of need to granting approval.	Quarterly	Scrutiny Committee	Encouraging communities to be outstanding	Private Sector Housing Manager	New
12. Number of Safeguarding referrals made (children's/adults)	Quarterly	Housing Review Board	Encouraging communities to be outstanding	Landlord Services Manager	New

Section 4 – Resources and workforce planning

Full time equivalents/Headcount as at 01/04/2018	FTE = 98.52 Headcount = 110
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Turnover (April 2017 to March 2018)	Voluntary Turnover = 8% Voluntary & Non Voluntary Turnover = 9%
Absence (April 2017 to March 2018)	Days lost per person: 11.7 days

Section 5 – Training and development			
Team based skills/development required – please identify training required that is not currently available	Who for	Expected outcome	When
1. All managers to ensure completion of mandatory management training modules	Managers	Awareness of all management policies to ensure implementation.	Ongoing
2. Following a recent review of health and safety training, all staff must ensure completion of all mandatory health and safety training requirements.	All staff	Competent staff that can manage health and safety risks accordingly, ensuring safe systems of work.	Ongoing in line with refresher training requirements.
3. Customer Service	All staff	Improved customer service and complaint handling	During 2019/2020
4. Equalities	All staff	Awareness of our responsibilities	During 2019/2020
5. Safeguarding Children and Adults	All staff	Awareness of Councils policy and reporting procedures	During 2019/2020
6. Prevent (radicalisation) and Countylines	All front line staff	Awareness of how to report concerns	During 2019/2020
7. Data protection and information security	All staff	Awareness of the Councils policy and housing specific requirements	During 2019/2020
8. Social media policy and use	Selected staff	Appropriate and positive use of social media	During 2019/2020
13. Systems thinking	Managers	Take forward the next series of reviews	During 2019/2020

14. Continuing professional development/ professional training as appropriate	Selected staff	Maintaining high standards of professional knowledge and conduct	Ongoing
15. Open Housing document and mobile device training	All staff	All users able to benefit from the housing management system	Ongoing
16. Mental Health Act training	Selected staff	To ensure staff are competent and aware of our legal position in relation to dealing with tenants with mental health issues.	Ongoing
17. Compliance training as required; to include but not limited to asbestos awareness/ fire safety/legionella and electrical safety.	Selected staff	To ensure staff are competent and aware of legal expectations in relation to the management of our buildings.	Ongoing

Section 6 – Risks			
New/emerging risks description – See attached Risk Register for current service risks	Impact [minor, significant serious, major]	Likely-hood [remote, unlikely, likely, very likely]	How managed/controlled What action will you take to reduce/minimise risk
1. Failure to protect against tenancy fraud	Serious	Very likely	Occupancy checks on tenants in temporary and general accommodation, Social housing fraud initiative, Tenancy 'sign up' checks, Tenancy Fraud Strategy.
2. Fraud in respect of Rent Collection, allocations and Right to Buy purchases	Significant	Unlikely	Internal procedures, Systems Thinking review, OpenHousing. Manual controls. Working in partnership with the fraud team to share information.
3. Loss of rental income	Serious	Very likely	New tenancy 'sign up', Systems Thinking Regime, Procedures for income management, Rent payment methods.

			Monitoring closely the impact of universal credit
4. Right to Buy (sales differ from Business Plan expectations) and spend not in line with DCLG agreement	Significant	Unlikely	Cancel agreement, Costs could be reduced, Loans could be increased.
5. Safeguarding adults and children	Serious	Very likely	Safeguarding Policy, Risk Assessments, Mobile Support Officer's Procedure Manual, Devon County 'Pathways'. Regular team meeting agenda item. Contractor toolbox talks
6. Sheltered housing improvements ensuring the stock is fit for purpose	Significant	Unlikely	Funding availability, Tenant involvement. Liaising with Occupational Therapists to design sheltered housing appropriately at void stage.
7. A major homelessness incident	Major	Unlikely	Training for an emergency, Out of hours contact, Emergency and Rest Centre Plan, Devon County Council joint working.
8. Failure to achieve Housing Strategy targets	Major	Likely	Monitoring performance, Assign actions to lead managers, SPAR.net monitoring.
9. Failure to provide accurate or helpful housing/homelessness advice	Serious	Very likely	Staff training, Staff supervision, Scrutinise decisions, Procedures in place.
10. Maintain a Housing Register	Serious	Very likely	Staff training, Policy and procedures, Devon Home Choice.
11. New-Build Council Homes/acquisition scheme failure	Major	Very likely	Robust development proposals, Development expertise, Homes England bids and grants, Joining Partnership South West development consortium.
12. Failure of Responsive Repairs contractor and failure to mobilise new contracting arrangements.	Serious	Very likely	Contract performance monitoring, Contract conditions, Ability to transfer work between contractors. De-mobilisation plan for current contractors linking in with mobilisation plan for new contractor.
13. A compliance failure on gas/solid fuel safety; fire safety; asbestos; health & safety; legionella	Major	Likely	Policies and procedures in place to ensure robust approaches taken to compliance. Priority given to this work. Competent contractors. Auditing and checking processes. Contract monitoring meetings
14. Loans taken out for self-financing	Serious	Unlikely	Set aside provision for repayment, Tracking Welfare Reform.

15. Unforeseen expenditure on council homes	Serious	Unlikely	Stock survey information, Insurance, Improvement programmes, HRA Business Plan.
16. Housing staff lone working	Major	Very likely	Policies in place to mitigate the risk, Home Safeguard monitoring, Health and Safety training, bespoke Lone Working arrangements.
17. Failure of private water supply	Serious	Likely	Water supply sampling, Risk assessments, Advice.
18. Fraud in respect of housing grants	Serious	Very likely	Capital expenditure monitoring, Monitoring of grant approvals.
19. Home Safeguard system failure/interruption to service. Failures due to digital switchover	Major	Very likely	Disaster recovery arrangements, maintenance contract, UPS system, staff trained on system failure. Joint agreement with Exeter City Council. Liaison with Telecare Services Authority to ensure position on digital switchover

Section 7 – System thinking

Which services have been reviewed	Responsive repairs and works to voids Allocations Tenancy sign up process Aspects of private sector housing Mobile Support Services Estate Management	
Future systems to be reviewed		
Future systems to be reviewed	Service	Date of review
	New contracting arrangements will be closely supervised in order to incorporate systems thinking principles from the start. Private Sector Housing enforcement Tenancy condition enforcement Home Safeguard installations Rent arrears Disabled facilities Grants LGSR Gas safety checks	During 2019 as part of mobilisation During 2019

Section 8 - Equalities and safeguarding		
New / emerging equalities risks	Impact Level [High, Medium, Low]	How managed/controlled
1. Housing Strategy	Medium	Equalities Analysis undertaken on the plan.
2. HRA Business Plan	Medium	Equalities Analysis undertaken on the plan.
3. Homelessness Strategy	High	Equalities Analysis refreshed with new strategy.
4. Private Sector Renewal Plan	Medium	Equalities Analysis refreshed with new strategy.
5. Devon Home Choice	High	Equalities Analysis undertaken on the Allocations policy.
6. Tenant Involvement Strategy	Medium	Equalities Analysis undertaken on the strategy.
7. Failure to raise a safeguarding concern	High	Equalities Analysis undertaken on the Safeguarding policy.