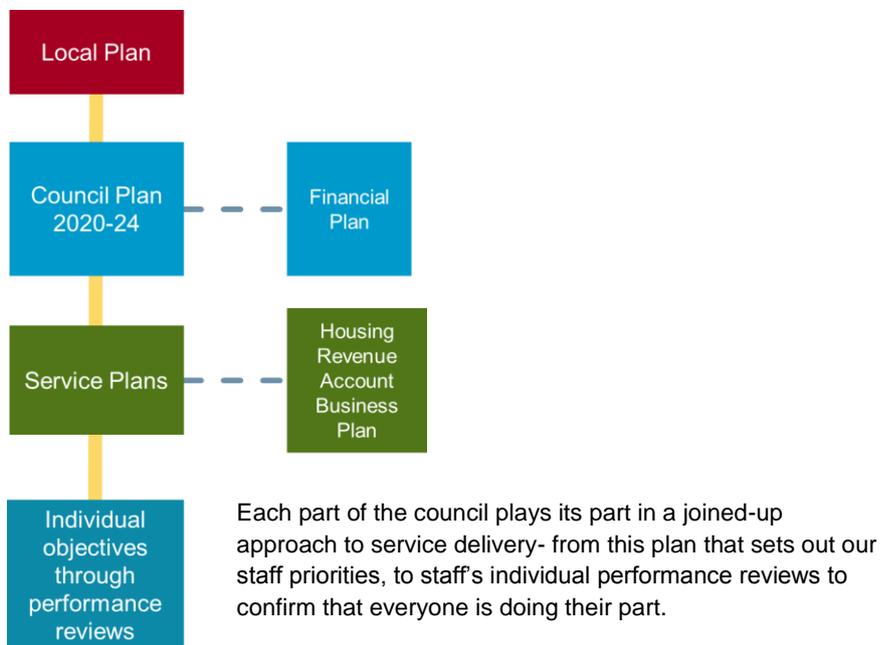


## Service Planning 2021-22

### Housing Service

#### Version 2.0

April 2021 – March 2022



**Service Lead: Amy Gilbert Jeans / Joanne Garfoot**

**Portfolio holders: Cllr Megan Armstrong**

**Housing Review Board Chair: Cllr Tony McCollum**

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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 and absence rates.

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

Our over-riding Housing Service vision is to deliver a **decent home for all** residents of East Devon. This compliments the emerging Council Plan priority of **Better Homes for All**.

Our Housing Strategy sets out four key objectives:

- 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.

We have adopted the following purpose(s) where we have undertaken Systems Thinking reviews in Housing:

- 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).

Our services are delivered consistent 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.

Our approach to managing and tackling homelessness has been reviewed and articulated in our Homelessness and Rough Sleeping Strategy 2019- 2023.

The strategy is based upon the results of a review of homelessness in our area and has resulted in establishing the following four priorities:

- Maximise prevention activities and outcomes;
- Increase accommodation options;
- Minimise rough sleeping;
- Improve health and wellbeing.

<p><b>How we deliver and ensure equal access</b></p>	<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 council’s 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>We provide varied 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>
<p><b>How we compare</b></p>	<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 completing a 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>We monitor our service delivery reporting annually to national and local bodies.</p>
<p><b>Statutory elements of the service</b></p>	<p>Management of our Council housing stock (Landlord Services)</p> <p>Right to Buy Council homes</p> <p>Homelessness/Housing Advice (Homelessness Reduction Act 2017)</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"> <li>• Management and control of asbestos regulations 2012</li> <li>• Gas safety (installation and use) Regulations 1998</li> <li>• Regulatory Reform (fire safety) Order 2005.</li> </ul>
<b>Current net budget (excludes Internal support charges and capital budget)</b>	Housing Revenue Account annual turnover £19 million. General Fund budgets for Homelessness and Home Safeguard.

<b>Section 2 – Key achievements in 2020-21</b>		
	<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	Response & Recovery actions during the Covid-19 pandemic maintaining essential services to tenants, using alternative methods of communication and contact, maintaining tenant safety, switching to agile/remote working and supporting the Community Support Hub.	Better homes for all
2	Delivering and enabling 356 new affordable homes in 2019/20 with housing association and developer partners.	Better homes for all
3	Sustaining tenancies and supporting tenants during a challenging period of lockdown where vulnerable and shielding tenants have found it difficult to adjust to the ‘new normal’.	Better homes for all
4	<p><b>Housing Options &amp; Allocations team</b></p> <ul style="list-style-type: none"> <li>• Efficient response to the covid-19 outbreak with minimum disruption to services, a swift response to the ‘Everybody In’ requirement and the continuation of letting properties through the pandemic. Provision of temporary accommodation to 89 households for the period from when lockdown was introduced until the end of September, support provided to all whilst accommodated.</li> <li>• Reacting to change created by the pandemic and the effect it had on homelessness in the district, including a project to bring the Sailors Rest, Exmouth flats into use as move on accommodation. The project included a change of proposed use and the furnishing and fitting of all rooms using repurposed funding from MHCLG. This has provided a sustainable move on process in addition to benefitting the temporary accommodation budget by freeing up units of temporary accommodation.</li> <li>• A project to get the HMO in Morton Road, Exmouth up and running including the furnishing and fitting of all rooms, the setting up of a key card entry system and the provision of a set of procedures. Close</li> </ul>	Better homes for all

	<p>management of the HMO has been in place since it became available to occupy in February 2020. The arrangement has worked well with 16 occupants having benefited from the accommodation (to date) and only one eviction being necessary since opening. Financial benefits have been recorded - in addition to the income received through rental and service charges, money that would otherwise have been spent on B&amp;B calculated through the Housing dashboard. As of 16.10.20 it is calculated that £78,430 has been saved, based on calculating the number of nights occupied a standard B&amp;B nightly charge of £50.</p> <ul style="list-style-type: none"> <li>• Effective use of the private sector and the rent deposit and bond scheme – 88 applicants assisted into the private sector through the scheme in 2019-20 and 56 in the first six months of 2020-21, providing positive outcomes for applicants and relieving pressure on social housing.</li> <li>• Successful bid to MHCLG for Rough Sleeper Initiative (RSI) funding to tackle rough sleeping. £230k received, jointly with Mid Devon for 2020-21, enabling the team to (i) employ two Rough Sleeper Navigators (ii) employ a second Private Sector Liaison Officer (iii) cover a contract with BCHA for support to six Housing First projects between both LA's and (iv) receipt of a £10,000 prevention pot.</li> <li>• Adjusting to the new way of working through the repairs contract by installing culture change and bringing efficiencies to the allocations and voids process whilst continually reviewing all procedures. Taking actions such as tackling the hard-to-let properties within our stock and prioritising the availability of properties when under offer to homeless applicants in temporary accommodation. Providing options for properties that cannot be let through the usual channels i.e. Manor Close being used as temporary accommodation, reducing the B&amp;B budget whilst bringing revenue in.</li> <li>• Numbers of allocations throughout the year including mutual exchanges and downsizers: 325 properties allocated throughout 2019-20 including 34 mutual exchanges and 31 downsizing cases. For the first six months of this year, up until the end of September 2020, there have been 138 properties allocated including 8 mutual exchanges and 6 downsizing cases – lower numbers of mutual exchanges and downsizers due to the restrictions of the pandemic.</li> <li>• Housing Register review – 300 Devon Home Choice applications were removed from the E band (no housing need) of the register following the review. Currently 4,600 live Devon Home Choice applications.</li> <li>• Improvements to the structure of the Options team i.e. specialised roles and two Senior Housing Officers providing a more resilient, efficient set up.</li> <li>• Acknowledgement through Team of the year (Options) and Manager of the year (Danielle Furzey) awards in December 2019.</li> </ul>	
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5.	<p><b>Property &amp; Assets team</b></p> <ul style="list-style-type: none"> <li>• Following mobilisation we continue to review, implement improvements to build on the delivery of the Integrated Asset Management Contract as it moved into the second year, all for the benefit of our Tenants.</li> <li>• As part of the Integrated Asset Management Contract we have expanded the interface with the Contractor to encompass statutory compliance and cyclical servicing streams so that the majority of the management of these work streams is now automated.</li> <li>• Throughout the lockdown imposed as a result of the Covid pandemic we managed to maintain the repairs service albeit in a reduced format dealing with emergency and urgent repairs; all repairs that didn't fall into these categories were held back. A remobilisation plan was formulated and initiated once the lockdown was lifted, all held repairs were released in a controlled manner and the backlog of repair jobs was gradually cleared within agreed timeframes.</li> <li>• Throughout the Covid pandemic we have developed a detailed communication plan to keep our Tenants updated in relation to the repairs service, which was a challenge in itself bearing in mind the continual changes in advice and guidance from the Government. All communication platforms were utilised ranging from the Tenants magazine, the Council website, Facebook, Twitter to name a few.</li> <li>• Throughout the lockdown imposed as a result of the Covid pandemic we maintained the delivery of Voids, albeit on a reduced scale.</li> <li>• Gas compliance was delivered in line with constantly changing Government and industry advice throughout Covid lockdown period.</li> <li>• Following the purchase of 12 flats at Sailors Rest, St Andrews Road, Exmouth a major upgrading project was carried out to bring the block up to the required standard particularly in relating to statutory compliance ready to let.</li> <li>• Following the purchase of an HMO in Morton Road, Exmouth a major upgrading project was carried out to bring the block up to the required standard particularly in relating to statutory compliance ready to be used by our Housing Colleagues to assist in managing Homelessness.</li> <li>• Much of the planned works programmes were placed on hold due to Covid but we continued to deliver an extensive adaptation programme of work to address those Tenants with specific and challenging needs.</li> <li>• The fire safety upgrading work to communal areas of blocks of flats across the District continues to be delivered, this includes the installation of door entry systems.</li> <li>• We have procured and are about to carry out a major project to re-roof the flats at Morgan Court, Exmouth; the works include an upgrade to the insulation and thermal performance of the roof.</li> </ul>	Better homes for all
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	<p>Co-ordination of Housing’s initial response following the fire at the Greenhaven flats, Budleigh Salterton and then management of the follow on remedial work required.</p> <ul style="list-style-type: none"> <li>The Grant application that secured Government funding for a major green energy project to install air source heat pump installations together with other associated upgrading work in approximately 100 properties; with the funding in place the work is scheduled for completion by the end of March 2021.</li> </ul>	
6.	<p><b>Housing Services team</b></p> <ul style="list-style-type: none"> <li>Setting up systems to deal with critical areas of our work at very short notice.</li> <li>Making contact with sheltered tenants more frequently than our pre-Covid service.</li> <li>Maintaining Home Safeguard 24/7 by changing shift patterns and working practices to bring greater resilience to the service, and redeploying staff from other roles to accommodate this.</li> <li>Exceptionally high levels of rent gathered throughout despite the hardship tenant’s face and difficulties with claiming Universal Credit.</li> <li>Electronic payment of Universal Credit claims.</li> <li>Covid response and support of staff was powerful and sustained.</li> <li>Contacted every tenant to check their wellbeing, many still now having a weekly call.</li> <li>Devising the Recovery Plan for Housing Services (and not yet at full recovery yet).</li> <li>Covid-19 version of tenant magazine.</li> <li>Making key staff available to others e.g. EDDC Community Hub/Home Safeguard/Allocations to maintain critical services.</li> <li>#HousingDay</li> </ul>	Better homes for all

<b>Section 3 – Looking forward : what we will do in 2021-22 (service objectives)</b>				
<b>Key Service Objectives (please include consultation or procurement activity required)</b>	<b>Financial/corporate resource</b>	<b>Lead Officers</b>	<b>Start date</b>	<b>End date</b>
<p><i>Please highlight any projects so that they may be recorded and monitored in SPAR. See <a href="#">project guidance document</a> for the definition of a project.</i></p>				
<b>1) A greener East Devon (to include any climate change objectives)</b>				

<p>Implement Phase 2 of the #inhoniton project by working with tenants in Honiton to identify areas we can manage differently and re-wild.</p> <p>Identify Housing land for Nature Recovery Networks, re-wilding and wildlife improvement corridors and liaise with tenants to deliver blue heart areas.</p> <p>SWITCH groups to make bug hotels with Countryside to encourage learning and appreciation of the natural world. The educational element links to our carbon reduction commitments.</p>	<p>Housing Review Account funding for Countryside resource</p>	<p>Housing Services Manager</p>	<p>April 2021</p>	<p>April 2022</p>
<p>Invest in the improvement of the communal areas on housing estates, including tree planting and encouraging a greater diversity of wildlife.</p>	<p>Housing Revenue Account</p>	<p>Housing Services Manager</p>	<p>April 2021</p>	<p>Ongoing</p>
<p>Encourage the Creative Cabin from the Thelma Hulbert Gallery visiting Housing estates.</p>	<p>Housing Revenue Account</p>	<p>Housing Services Manager</p>	<p>March 2021</p>	<p>December 2021</p>
<p>Carry out an updated Stock Condition Survey on our Council owned housing stock in order to collate up to date information, including energy performance, and use it to inform a new stock investment programme to decarbonise the Housing assets.</p> <p>Once the Stock Condition Survey has been completed we will use the data to update and inform the 30 year HRA Business Plan that includes detailed Asset Management considerations.</p>	<p>Housing Revenue Account</p>	<p>Housing Service Lead and Property and Asset Manager</p>	<p>Continue work started in 19/20</p>	<p>Ongoing</p>
<p>Implement the actions contained in the Climate Change Action Plan relating to housing, specifically a phased replacement of heating systems reliant of burning fossil fuels and improved energy efficient homes for tenants.</p>	<p>Housing Revenue Account</p>	<p>Property &amp; Asset Manager</p>	<p>April 2021</p>	<p>Ongoing</p>

Invest in the improvement of the communal areas on housing estates, including tree planting and encouraging a greater diversity of wildlife through re-wilding and nature recovery corridors.	Housing Revenue Account	Landlord Services Manager	April 2021	Ongoing
Lead on the production of a corporate Poverty Strategy aimed at reducing the effects on East Devon residents.	Housing Revenue Account	Service Lead	April 2021	Ongoing
<b>2) Better homes for all</b>				
Produce a new Housing Strategy focusing on how we will deliver our services and how we will increase our supply of housing stock from 2020-2024.	Housing Revenue Account and General fund	Housing Service Lead	December 2020	April 2021
Refresh the Housing Revenue Account Business Plan, incorporating a review of our approach to delivering affordable housing with the aspiration of building more Council housing, as well as delivering climate change actions and new building safety requirements.	Housing Revenue Account	Housing Service Lead	August 2021	April 2022
Meet the increased demand from homeless households and secure suitable temporary and permanent accommodation, supporting households who present with physical and mental health needs, poverty and other issues, to ensure they are able to sustain their tenancies.	General Fund	Housing Solutions Manager	April 2021	Ongoing
Develop the re-use and recycling furniture programme to assist residents with setting up their home, recognising the increasing amount of people arriving in our homes with few possessions.	Housing Revenue Account	Housing Solutions Manager	May 2021	Ongoing
Develop our existing tenancy support and sustainability service who are tasked with pro-actively supporting tenants to maintain tenancies, to include: <ul style="list-style-type: none"> <li>• Budgeting workshops</li> <li>• New tenant induction workshops</li> </ul>	Housing Revenue Account	Housing Services Manager	April 2021	Ongoing

<ul style="list-style-type: none"> <li>• New tenancy 'sign up' briefings</li> <li>• Floating Support for vulnerable tenants in sheltered and General Needs housing</li> <li>• Annual visits to all tenants who reside in Council housing.</li> </ul>				
Refresh and clearly define our offer of sheltered accommodation ensuring clarity and a commitment to the levels of support that can be offered.	Housing Revenue Account	Housing Services Manager	August 2021	March 2021
Improve void turnaround times and review the Void Standard for properties being relet as part of our Price Per Void contract, and ensure that a suitable lettable standard is achieved for new tenants achieving 'right first time'.	Housing Revenue Account	Property & Asset Manager	May 2021	September 2021
Develop and consult tenants on an EDDC Home Standard that exceeds the Decent Homes Standard and that can be applied to all homes.	Housing Revenue Account	Housing Service Lead	August 2021	October 2021
Ensure that the Key Performance Indicators (KPIs) for the Integrated Asset Management Contract are closely monitored and standards set are met or exceeded.	Housing Revenue Account	Property & Asset Manager	April 2021	Ongoing
Ensure that all of our major building components are loaded onto our asset database, and the database maintained as items get replaced and upgraded.	Housing Revenue Account	Property & Asset Manager	April 2021	Ongoing
Publish a five year planned maintenance and cyclical decoration programme to provide tenants with visibility of planned works.	Housing Revenue Account	Property & Asset Manager	May 2021	Ongoing
Maintain up to date Fire Risk Assessments and publish documents and renewal dates.	Housing Revenue Account	Property & Asset Manager	May 2021	Ongoing
Continue to review and monitor outcomes from the Homelessness Strategy in order to reduce homelessness. Review service delivery and demand at Honiton and Exmouth offices to ensure our triage arrangements and resourcing is 'fit for purpose'.	General Fund	Housing Solutions Manager	April 2021	September 2021

Develop and expand on Year 2 of the Integrated Asset Management Contract to further increase customer satisfaction. Look to implement the first series of social value objectives, review the Handyperson offer and consider the inclusion of the planned works programme under the contract.  Introduce a Programme of Property MOTs.	Housing Revenue Account	Property & Asset Manager	June 2021	October 2021
Implement a robust process for dealing with Disrepair Claims, ensuring that this is embedded into all team processes. Prepare to meet the requirements of the Homes Fitness for Human Habitation Act.	Housing Revenue Account	Property & Asset Manager	April 2021	Ongoing
Complete and publicise the final phase of the Your Home - Your Wellbeing Project.	Housing Revenue Account	Housing Solutions Manager	June 2021	September 2021
Develop the Axminster Fairshare project working with Tesco in Axminster and Nourish to collect food from the supermarket, cook and freeze it, and distribute to people with an identified need. Aim to do more for rural areas and link with other work e.g. new applicants for Universal Credit who have limited income for the first six weeks.	Housing Revenue Account	Housing Services Manager	June 2021	Ongoing
Identify areas of Housing land that are being used by residents without permission and ensure the appropriate signage is posted at all entrances and exits to prevent future claims of easements over our land.	Housing Revenue Account	Housing Services Manager	August 2021	Ongoing
<b>3) A balanced economy</b>				
Deliver the priorities from the emerging poverty strategy and action plan.	Housing Revenue Account & General Fund	Housing Service Lead	April 2021	Ongoing

Work towards a ratio of 70/30 spend on Planned to Responsive repair works.	Housing Revenue Account	Property & Asset Manager	June 2021	Ongoing
Provide and enable budgeting advice for tenants through our own staff and partner organisations (HomeMaker and CAB) to reduce the incidence of poverty.	Housing Revenue Account	Housing Services Manager	September 2021	Ongoing
Create a comprehensive KPI dashboard of performance information to provide greater visibility of Service health and compliance assurance.	Housing Revenue Account	Housing Service Lead	August 2021	Ongoing
<b>4) Outstanding council and council services</b>				
Deliver Covid-19 Response & Recovery Plans to maintain housing services for tenants.	Housing Revenue Account	Housing Service Lead	April 2021	Ongoing
Review multi-agency and key stakeholder relationships to ensure understanding of processes and information sharing is effective and GDPR compliant.	Housing Revenue Account	Housing Service Lead	August 2021	October 2021
Review the Service against the Social Housing Regulators Standards and ensure that we are fully compliant.	Housing Revenue Account	Housing Service Lead	August 2021	December 2021
Review compliance procedures by an external body to drive continuous improvement.	Housing Revenue Account	Property & Asset Manager	June 2021	October 2021
Develop and introduce mobile/floating support service to assist vulnerable tenants, particularly those with mental health issues, sustain their tenancies.	Housing Revenue Account	Housing Services Manager	April 2021	Ongoing
Improve our approach to safeguarding by implementing the protocol developed for Registered Providers.	Housing Revenue Account & General Fund	Housing Service Lead	April 2021	Ongoing

Embrace the changes anticipated in the Building Safety Act, including the appointment of building safety managers.	Housing Revenue Account	Property and Asset Manager	April 2021	Ongoing
Continue to develop and enhance the Open Housing System in order to continually improve efficiency and the customer's experience of contact with our service. Work alongside colleagues Corporately with the roll out of Firmstep in order to develop and release the tenant portal.	Housing Revenue Account	Housing Service Lead	April 2021	Ongoing
As part of pro-active succession planning, explore the creation of a housing apprentice post that can work across housing teams to support the housing sector as a career path.	Housing Revenue Account & General Fund	Housing Service Lead	April 2021	Ongoing

**Section 3 a – Looking forward: any Service challenges or pressures for the next three years?  
(Revenue/Capital)**

1. Being prepared for implementing Response & Recovery Plans to ensure business continuity and maintaining services for tenants should local restrictions be applied to East Devon. We anticipate further homelessness pressures, increased levels of homelessness, reduced rent payments and ongoing challenges around working in tenant's homes. We also need to ensure resilience in Home Safeguard and support for vulnerable residents.
2. Operating the Housing Revenue Account under the self-financing regime and managing high levels of debt whilst continuously improving services, tenants' homes, and delivering our development and climate change aspirations.
3. 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, exacerbated by the pandemic.  
Produce and implement the Councils Poverty Strategy and Action Plan.
4. Continuing to manage the impact of Right to Buy sales as part of the government's drive towards home ownership, which continues to result in an overall depletion of the stock, and the challenge of committing receipts with the additional funding required for the acquisition of new stock.

<p>5. Maintaining 100% compliance at all times to ensure that tenants’ homes are safe whilst continuously improving and implementing best practice in the sector. Embracing changes in the Building Safety Act and incorporating these into operational practice.</p>
<p>6. Embedding the Integrated Asset Management contract and ensuring delivery of a high quality service, confirmed by tenant satisfaction responses and KPI measures. The social value elements of the contract need to be delivered.</p>
<p>7. Having sufficient resource in place to re-introduce some of the Planned Works projects that have been put on hold due to Covid, to continue to deliver the Fire Safety Projects and the one off major projects e.g. the lift replacement project at Poplar Mount, Axminster and staircase/porch replacement project at Manor Close, Seaton.</p>
<p>8. Growing numbers of homelessness households approaching our housing options service for assistance as required under the Homelessness Reduction Act. This is leading to increasing usage of temporary accommodation. Addressing the increasing level of rough sleeping and customers presenting with a wide range of support needs.</p> <p>Continue to contribute towards the resettlement of refugees and asylum seekers as required through central government policy.</p>
<p>9. Continuing to manage and meet housing needs and deliver a supply of new affordable homes.</p>
<p>10. Continuing to support our ageing population to stay in their own homes, manage the continuing rising demand for property adaptations across all tenures.</p>
<p>11. Overcoming the problem of insufficient subsidy/grant/opportunities to provide new affordable homes and the ongoing challenges of spending RTB receipts.</p>
<p>12. Upgrading the Home Safeguard call handling system and improving service resilience.</p>
<p>13. Implementing and combining the work of the Housing Service with the health and wellbeing priorities as set out in our Public Health Strategy.</p>
<p>14. Meeting the needs of the 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 affects 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.</p>
<p>15. Improving the energy efficiency of homes and reducing carbon emissions across the district to meet our aspiration of carbon neutrality and minimum levels of energy usage. Ensuring we are in line with central government aspirations for Standard Assessment Procedure (SAP) ratings of dwellings and respond to changes accordingly.</p>
<p>16. 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.</p>

17. Creating and sustaining a positive, 'can do' culture in the Service with high staff morale and a Happy, Healthy, Here approach to the work environment.
18. Ensuring that 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, and sufficient staff capacity to meet the legal and good practice requirements. Monitor closely outcomes from the Grenfell enquiry ensuring that all new legislation is implemented.
19. Investing in wider housing assets such as community centres; play areas; mobility scooter stores, green open spaces, re-wilding etc.
20. Collecting and using up to date stock condition data information, review and refresh the home improvement programme in relation to the delivery of new kitchens, bathrooms, electrical wiring, and heating systems, and other major stock investment decisions.
21. Preparing 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. Ensuring service resilience and business continuity during staffing absence, increased demand, severe weather etc.
22. Continuing to respond to and manage the increasing number of disrepair claims and ensuring the service is compliant with the Homes- Fitness for Human Habitation Act.
23. Implementing the actions from the Climate Change Action Plan to reduce carbon emissions and work towards becoming a carbon neutral Council.

**Section 3 b– Looking forward: options for doing things differently – this section is vital due to the funding gap we face over the next few years.**

**Please outline any opportunities to do things differently.**

1. Adapt to agile and remote working to deliver continuously improving tenant services as a response to the pandemic whilst ensuring that staff, contractors and tenants are covid secure.
2. There is the need to keep the Housing Revenue Account Business Plan under constant review to ensure we are managing debt appropriately, and 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. The 'big ticket' items are tenant safety/new affordable housing/decarbonisation expenditure.
3. Continue to implement the OpenHousing 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

<p>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.</p>
<p>4. Strengthen the 'housing hub' or 'customer and business improvement' concept as part of a focus on more generic working and a way of delivering more customer focused housing services.</p>
<p>5. Manage the new Integrated Asset Management contract and work in close partnership with our new contractors to provide 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. The contract will also set out to deliver some ambitious social value objectives that will benefit our tenants in a number of ways.</p>
<p>6. There is the need to undertake a complete review of the Home Safeguard service as a cost/benefit exercise to determine the best way forward for the service. We need to review the options for attracting more business at the same time as realistically assessing staffing requirements to ensure we can deliver a robust, reliable service given the critical nature of the service delivered. We need to carefully consider commercial opportunities as well as ensuring our business continuity plans are fully costed and fit for purpose.</p>
<p>7. Undertake a stock condition survey to inform future stock investment decisions, and maintain up to date stock data.</p>
<p>8. Respond to the findings of the longitudinal survey and the Viewpoint Survey and ensure we use the information to influence our service delivery.</p>
<p>9. Consider a proactive approach to adapting sheltered housing units to ensure that they are 'fit for purpose' rather than being reactive to needs as they arise.</p>
<p>10. Prepare for the implementation of the Domestic Abuse Bill 2020 and participating in county wide activities that support those who suffer from domestic abuse.</p>
<p>11. Expand the use of social media to communicate with our customers to raise the profile of the work of the housing service.</p>
<p>12. Continue to work with Environmental Health, StreetScene and Countryside on shared goals and aspirations as set out in the Council plan.</p>
<p>13. Improve complaint handling and resolutions through better communication and liaison with tenants, being proactive and adopting a stronger customer focus.</p>
<p>14. 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.</p>
<p>15. Focus on decarbonising the housing stock as part of our climate change response and improve the energy efficiency of tenant's homes.</p>
<p>16. Provide a greater emphasis on poverty prevention, financial resilience, reduced indebtedness, affordable warmth, and financial equality.</p>

17. Use the Doughnut Economic model to review policies and projects having regard to climate change and wider considerations.

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

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

7. Housing Revenue Account budget	Quarterly	Housing Review Board	Encouraging communities to be outstanding	Housing Service Lead	Yes
8. Allocations and changes in the Housing Register	Quarterly		Encouraging communities to be outstanding	Housing Solutions Manager	Yes
9. Number of Council tenants downsizing	Monthly	To be captured in quarterly KPI monitoring report	Encouraging communities to be outstanding	Housing Solutions Manager	Yes
10. Number of Safeguarding referrals made (children's/adults)	Quarterly	Housing Review Board	Encouraging communities to be outstanding	Housing Services Manager	Yes
11. Covid dashboard	Weekly	Housing Review Board	Encouraging communities to be outstanding	Housing Service Lead	Yes

#### Section 4 – Resources and workforce planning

<b>Full time equivalents/Headcount as at 01/04/2020</b>	FTE = 112.20 Headcount = 127
<b>Turnover (April 2019 to March 2020)</b>	Voluntary Turnover = 5% Voluntary & Non Voluntary Turnover = 7%
<b>Absence (April 2019 to March 2020)</b>	Days lost per person: 4.2 days

#### Section 5 – Training and development

<b>Team based skills/development required – please identify training required that is not currently available</b>	<b>Who for</b>	<b>Expected outcome</b>	<b>When</b>
1. All managers to ensure completion of mandatory management training modules	Managers	Awareness of all management policies to ensure implementation.	During the plan period
2. Following a review of health and safety training, all staff must ensure completion of all mandatory health and safety training requirements as set out in the H&S training matrix	All staff	Competent staff that can manage health and safety risks accordingly, ensuring safe systems of work.	During the plan period
3. Customer Service and dealing with difficult customers and service requests/complaints	All staff	Improved customer service and complaint handling	During the plan period
4. Equalities and poverty	All staff	Awareness of our responsibilities	During the plan period
5. Safeguarding Children and Adults	All staff	Awareness of Council's policy and reporting procedures	During the plan period
6. Prevent (radicalisation) and Countylines	All front line staff	Awareness of how to report concerns	During the plan period
7. Data protection and information security	All staff	Awareness of the Council's policy and housing specific requirements	During the plan period
8. Social media policy and use	Selected staff	Appropriate and positive use of social media	During the plan period
9. Systems Thinking	Managers	Take forward the next series of reviews	During the plan period
10. Continuing professional development/ professional training as appropriate	Selected staff	Maintaining high standards of professional knowledge and conduct	During the plan period
11. Open Housing document and mobile device training	All staff	All users able to benefit from the housing management system	During the plan period

12. Mental Health awareness training	Selected staff	To ensure staff are competent and aware of our legal position in relation to dealing with tenants with mental health issues.	During the plan period
13. 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.	During the plan period

<b>Section 6 – Risks</b>			
<b>New/emerging risks description – See attached Risk Register for current service risks</b>	<b>Impact [minor, significant, serious, major]</b>	<b>Likely-hood [remote, unlikely, likely, very likely]</b>	<b>How managed/controlled What action will you take to reduce/minimise risk</b>
1. Pandemic implications on service delivery, rent collection and business continuity	Serious	Very likely	Response & Recovery Plans implemented. Agile working, risk assessed to protect staff and customers.
2. 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.
3. 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.
4. 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.

5. Right to Buy (sales differ from Business Plan expectations) and spend not in line with MHCLG agreement	Significant	Unlikely	Cancel agreement, Costs could be reduced, Loans could be increased.
6. 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.
7. 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.
8. A major homelessness incident	Major	Unlikely	Training for an emergency, Out of hours contact, Emergency and Rest Centre Plan, Devon County Council joint working.
9. Failure to achieve Housing Strategy targets	Major	Likely	Monitoring performance, Assign actions to lead managers, SPAR.net monitoring.
10. Failure to provide accurate or helpful housing/homelessness advice	Serious	Very likely	Staff training, Staff supervision, Scrutinise decisions, Procedures in place.
11. Failure to maintain a Housing Register	Serious	Very likely	Staff training, Policy and procedures, Devon Home Choice.
12. 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.
13. Failure of Responsive Repairs contractor and failure to mobilise new contracting arrangements.	Serious	Very likely	Contract performance monitoring, Contract conditions.
14. 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
15. Loans taken out for self-financing	Serious	Unlikely	Set aside provision for repayment, Tracking Welfare Reform.
16. Unforeseen expenditure on council homes	Serious	Likely	Stock survey information required urgently, Insurance, Improvement programmes, HRA Business Plan refresh required.

17. 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.
18. Failure of private water supply	Serious	Likely	Water supply sampling, Risk assessments, Advice.
19. Fraud in respect of housing grants	Serious	Very likely	Capital expenditure monitoring, Monitoring of grant approvals.
20. 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
21. Social Housing Regulator intervention due to a service failure	Major	Unlikely	Awareness of the standards expected by the Regulator with policies and procedures in place to achieve compliance. Housing Review Board, tenant involvement processes, customer complaint process

### Section 7 – System thinking

<b>Which services have been reviewed</b>	We have reviewed the key to key process including allocations, voids, tenancy set up, We have also reviewed repairs, voids, and rents.	
<b>Future systems to be reviewed</b>	<b>Service</b>	<b>Date of review</b>
	Estate management Housing enabling Support Service and Home Safeguard	During the plan period

### Section 8 - Equalities and safeguarding

<b>New / emerging equalities risks</b>	<b>Impact Level</b> <b>[High, Medium, Low]</b>	<b>How managed/controlled</b>
1. Housing Strategy	Medium	Equalities Analysis undertaken on the plan.

<b>2.</b> HRA Business Plan	Medium	Equalities Analysis undertaken on the plan.
<b>3.</b> Homelessness Strategy	High	Equalities Analysis refreshed with new strategy.
<b>4.</b> Devon Home Choice	High	Equalities Analysis undertaken on the Allocations policy.
<b>5.</b> Tenant Involvement Strategy	Medium	Equalities Analysis undertaken on the strategy.
<b>6.</b> Failure to raise a safeguarding concern	High	Equalities Analysis undertaken on the Safeguarding policy.
<b>7.</b> Poverty and mental health	High	Equalities Analysis undertaken as part of the research into the causes of poverty.