

Housing and Health Directorate Plan 2024-28

Version 2.0 April 2026 – March 2027

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Directorate Plan 2024-2028 (Version 2.0 for year 2026-27)

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Notes for Director and Assistant Director/Service Leads

When you have completed your Directorate Plan:

- ✓ Save to Directorate Planning 2024-28 – Version 2026-27 Teams folder. Final versions will be placed on the intranet/internet
- ✓ Link it to your Service Scorecards once in place
- ✓ Communicate it to your staff, and sharing with all staff progress and updates on a quarterly/six monthly basis within the directorate
- ✓ Keep it under review – make it a live document which adds value!
- ✓ Use it to formulate individual objectives

Section 1 – What we do and who we deliver to

The directorate key aims are to provide safe and comfortable homes in which people and families can thrive and to support the health and wellbeing of our communities.

Formed in 2024, the Housing and Health Directorate comprises of Regulatory and Statutory Housing, Housing Development and Investment and Environmental Health Services. In addition to reviewing how these services can better interact with each other, we are committed to improving the joint working with other Directorates, with specific focus on the frontline relationships with Place Directorate and continued development of relationships with support services and corporate functions. Furthermore, a number of initiatives specifically in the Health service provide support and advisory services for the whole organisation and will require a different approach than those more unilaterally focussed delivery measures.

Across the Directorate, we are committed to providing person-centred, trauma informed services that strive to understand and meet the needs of each individual so that they are able to lead full lives in their communities.

The Housing and Health directorate includes:

Environmental Health Service

This service encompasses a wide variety of work streams, both internally and externally focussed, statutory and non-statutory that all aim to protect and improve the health, safety and wellbeing of individuals and communities and protect and improve the environment.

Whilst engaging in our day-to-day statutory programme of inspections, complaint investigations and professional consultations, our teams will take every possible opportunity to promote good practice and signpost relevant services to our communities, to contribute to all four of our corporate priorities.

The following teams make up this service, Private Water Supplies, conducting statutory risk assessments and water sampling. Environmental Protection, consulting on the environmental impact of developments. Handling licensing matters, pollution control, and dog control issues. Addressing complex social issues and offering pest control services. Commercial Premises registering, inspecting, and enforcing food safety standards. Investigating workplace accidents and health complaints. Managing infectious disease notifications and leading the Safety Advisory Group.

Licensing, issues licenses for activities such as alcohol sales, entertainment, taxi services, and street trading. They ensure that these activities comply with relevant legislation, conduct inspections, and handle complaints. They also work to prevent illegal trading and promote public safety.

Corporate & Operational Health & Safety, conducting proactive inspections and investigations. Providing data and recommendations to management. Training staff on health and safety matters. Public Health and Wellbeing, developing strategies to support physical and mental health. Supporting council strategies on poverty reduction and climate emergency. Community Safety and Anti-Social Behaviour, playing an active role in the Community Safety Partnership. Developing solutions to community safety and anti-social behaviour issues.

Emergency Planning & Business Continuity, acting as a Category 1 responder under the Civil Contingencies Act. Maintaining and developing emergency and business continuity plans. Safeguarding, promoting safeguarding policies and practices. Supporting the Safeguarding Forum and providing training opportunities. Climate Action, monitoring the Climate Change Strategy and Action Plan. Leading the Corporate Green Team and reducing carbon emissions. Business Support, providing advice and support on environmental health issues. Managing public inquiries and the Pest Control Booking Service.

Statutory Housing Service

This service provides support to East Devon residents through a variety of services aimed at increasing housing security, health and wellbeing and independent living. Our teams work with a variety of partners to ensure a holistic approach is taken to enable us to provide the right support to each household.

The following teams make up this service, Housing Options, provide statutory support to homeless applicants and those at risk, placing them into temporary accommodation. Support rough sleepers and those at risk, engaging with agencies to assist them into sustainable accommodation. Engage with private landlords to increase housing supply and support tenancy issues. Assist low-income households with income maximization and grant applications to reduce poverty. Support domestic abuse victims in moving to safe accommodation.

Allocations, assess applications for social housing in Devon, placing them in the appropriate band and assisting with supporting information. Advertise available social housing properties and submit bids for those needing assistance. Shortlist applicants and provide nominations to social housing providers. Conduct viewings and sign-ups for EDDC properties.

Resettlement, support refugees arriving through various resettlement routes by engaging with the voluntary sector and other partners to provide comprehensive support, helping them settle, sustain accommodation, and access employment, education, and healthcare. Assist in setting up homes and securing move-on accommodation and furnishings.

Home Safeguard, respond to alarm calls from vulnerable households needing urgent support. Provide the Council's out-of-hours support functions. Install and maintain telecare alarm equipment and provide other supporting equipment. Support other local authorities' out-of-hours functions, coordinate resources during emergencies, and monitor fire detection systems.

Private Sector Housing, licensing, inspecting, and enforcing housing standards. Assisting homeowners and tenants in 'Filthy and Verminous' properties. Delivering home improvements and adaptations.

Regulated Housing Service

This service oversees the management and delivery of the Council-owned housing stock, registered with and regulated by the RSH (Regulator for Social Housing). Our regulated housing service sits outside of the Council's General Fund (GF) in the ring-fenced Housing Revenue Account (HRA). The key purpose of our housing service is to provide a well maintained and safe place to call home for our customers, ensuring we provide high quality housing and neighbourhood management, communities, and repairs/maintenance services.

The following teams make up this service, Asset Management, strategic planning for asset management, acquisition, disposal, and development. Continuous assessment of stock condition, major refurbishment, and redevelopment programs. Cyclical upgrades to property components and improving energy performance. Health and Safety Compliance, compliance-related testing, servicing, and upgrades in areas like electrical, gas, fire, legionella, asbestos, and lifts. Monthly fire safety checks and estate and property inspections. Day-to-Day Repairs and Void Management, management of the Integrated Asset Management Contract (IAMC) with Ian Williams. Responding to repair issues in homes, communal areas, and community centres within agreed timescales. Overseeing timely repairs and maintenance when a property becomes void and managing minor works programs and disrepair claims.

Rentals, annual review and setting of rent and service charges. Collecting rent and service charges and supporting customers with financial resilience and advice. Taking court action when accounts fall into arrears. Estate and Tenancy Management, supporting customers to maintain their homes and tenancies. Overseeing proper management and maintenance of estates and communal areas. Conducting tenancy reviews, addressing tenancy breaches, and managing anti-social behaviour (ASB) cases.

Sheltered Housing, providing housing-related support services to customers. Signposting and supporting independent living skills and care needs. Providing an alarm service to support independence and managing community centres. Communities and Resident Involvement, providing community-based activities and services and upskilling opportunities for customers. Encouraging tenant scrutiny and involvement.

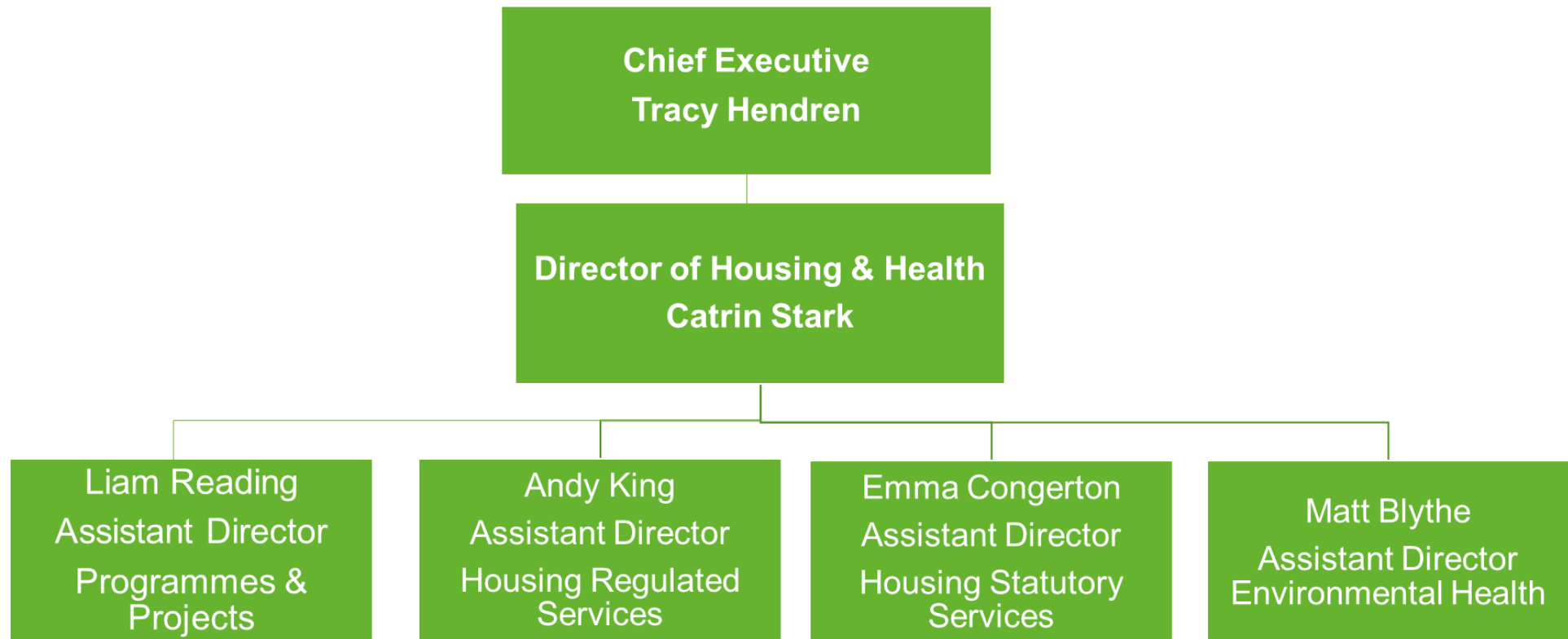
Systems, Data and Regulation, provision of housing and asset management systems for robust oversight and management of stock and customers. Data reporting and analysis for operational and strategic management. Adhering to regulations set by the RSH and the Housing Ombudsman's code of conduct. Project planning and implementation, overseeing policy, procedure, and key strategies.

Programmes, Investment & Development

Oversee the strategic operation of the HRA, including business planning, strategic asset management and the operation of our Housing Systems. Manage the right to buy process and deliver the Council's housing development plans.

Oversee the Housing Enabling function, including the assessment of housing needs across the district, including for older persons and those with specialist housing needs. Contribute to and assist in the development of planning policy to support affordable housing delivery. Negotiate with developers to secure affordable homes through s.106 obligations.

Housing and Health Directorate Structure



Section 2.1 Supporting the Council Plan

Theme – Homes & Communities (HC)

Action ID	Key action	ID	Measure of success	Timeframe
CPA 1.	1. Improve the standard of and increase the availability of social and affordable housing in the district.	HC1	Review the current Business Plan Model and publish a formal 30 HRA Business Plan.	01/06/2026
		HC2	Publish an HRA Asset Management Strategy and action plan.	01/06/2026
		HC3	Performance against the Housing Asset Management Strategy and action plan.	Progress to be reported quarterly
		HC4	Development of a Housing Delivery Plan and action plan.	COMPLETE
		HC5	Performance against the Housing Delivery Plan and action plan.	Progress to be reported quarterly
		HC6	Meeting agreed targets for the provision of social and affordable housing.	Measure to be reported on annually

		HC6a New	Commence conversations with neighbouring authorities with regards to our approach to housing stock in relation to LGR and the potential for being part of one housing authority.	February 2026
CPA 3.	2. Develop and implement a new Homelessness and Rough Sleeper Strategy and action plan to reduce levels of homelessness within the district.	HC10	An effective rough sleeper pathway that ensures no-one sleeping rough through necessity in the district.	31/03/2026
		HC11	Increase in successful prevention decisions.	Measure to be reported on annually
		HC12	Reduction in the use of floating temporary accommodation.	Measure to be reported on annually
		HC13	Increase in positive relief duty outcomes.	Measure to be reported on annually
CPA 4.	3. Implement the Anti - Poverty Strategy and deliver its action plan to support household's in financial hardship.	HC15	Performance against the Homelessness Strategy delivery and action plan and key performance targets.	Progress to be reported annually

CPA 5.	4. Develop a new Empty Property Strategy to reduce the number of empty properties in the district.	HC17	Number of long-term empty properties brought back into use within the year.	Measure to be reported on quarterly
		HC18	A decrease in the number of empty properties in the district.	Measure to be reported on quarterly
		HC19	To increase charges on second homes to the maximum permitted level (100% premium) from April 2025.	Completed
		HC20	Increase the number of private sector leased properties allocated through the housing register.	Measure to be reported on quarterly
		New	Decrease the vacancy rates of property lets	Measure to be reported on quarterly
		New	Develop, consult and implement on the new Empty property Strategy	01/10/2025
CPA 6.	5. Work with internal and external partners to provide homes for refugees and the related sustainment support	HC21	95% of resettled households sustain their tenancies in the first two years of resettlement.	Measure to be reported on annually

		HC22	Reduction in approaches from refugees to the homelessness service.	Measure to be reported on annually
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Theme – Sustainable Environment (SE)

CPA 16.	16. Adopt and deliver a refreshed Climate Change Strategy and Action Plan to support maximum net zero targets internally, amongst our key contractor partners and the wider community.	SE1	Delivery of the updated Climate Change strategy and action plan.	31/3/2027
		SE2	Performance against the Climate Change Strategy delivery and action plan and key performance targets.	Progress to be reported annually

Section 2.2 Directorate Objectives - cross directorate objectives / projects

Services involved	2.2 Cross Directorate objectives / projects we will deliver in 2026-27 which support the Council Plan Priorities to be monitored within directorates	Financial/ corporate resource	Lead Officers	Due Date
All EDDC	Implement Corporate Health and Safety Work Plan and findings from December 2025 audit.	Current resources effectively targeted	AD-EH& PEHO Commercial Premises	June 2026
EH/SS/PAC/Planning	Martyn's law - development of a policy/procedures and implementation of specific measures identified. Set up Protect and Prepare Groups	Current resources initially but may need further budget	AD-EH, EP&BCO, PEHO-CP	Mar 2027
All EDDC	Update Climate Change Action Plan for 26/27 and complete Carbon Footprint.	Current resource	TBC	June 2026
All EDDC	Implement updated Safeguarding Policy	Current resource	AD-EH	Mar 2027
Objectives from 2025/26 for review and continued inclusion in 2026/27				
Housing Sustainment & Resettlement, Regulated Housing Service, Strata	1. Implement a new digital platform for Home Safeguard and install new digital alarms across our supported accommodation. Increase private customer base to support revenue income streams.	Required resources secured	Assistant Director - Housing Strategy and Operations / Housing Sustainment and Resettlement Service Manager	30 September 2026
Housing, Planning, placemaking	2. Create, Consult and implement Housing Strategy to include links to Empty Homes Strategy, Local Plan etc.	Current resources	Assistant Director - Housing Strategy and Operations	31 May 2026

All	4. Work toward becoming a Trauma Informed Organisation	Training budget Staff time	Assistant Director - Environmental Health	Sept.2026
All	5. Complete procurement and move to implementation of new Corporate Health and Safety Management System and Lone Worker System.	Systems cost (purchase and license) Project Management Staff time/training	Principal Environmental Health and Safety Officer	Sept 26
All	7. Cross team working around whole societal resilience, emergency planning and climate change and parish/town engagement	Current resources	Emergency Planning and Business Continuity Officer Climate Change Officer	31 March 2026
Environmental Health/Street Scene	8. Anti-Social Behaviour wardens – review the Exmouth hot spot pilot and assess if this can be extended in time and scope. Could include Beach Safety.	Revenue funding Partners – police, town councils.	Anti-Social Behaviour & Community Safety Coordinator	1 June 2026

Section 2.3 Service level objectives / projects

Service	2.1 Service level objectives / projects we will deliver in 2026-27 which	Financial/corporate resource	Lead Officers	Due Date
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	support the Council Plan Priorities to be monitored within directorates			
Private Sector Housing	Create and consult on a new Housing Assistance Policy	Current resources	Assistant Director – Statutory Housing Services/Principal Environmental Health Officer	31 July 2026
Private Sector Housing/Housing Solutions	Prepare for and implement the provisions within the Renter's Rights Act	New burdens funding expected	Assistant Director – Statutory Housing Services/Principal Environmental Health Officer/Housing Solutions Manager	31 March 2027
Housing Sustainment & Resettlement: HomeSafeguard	Achieve Telecare Services Association (TSA) accreditation	Current resources	Assistant Director – Statutory Housing Services/Housing Sustainment &	31 July 2026

			Resettlement Service Manager	
Regulated Housing Service	Following creation and approval of the Housing Asset Management Strategy, implementation of the policy will take place in time for budget setting for FY 27/28.	Current Resources	Assistant Director for Housing (Regulatory Services) / Corporate Lead for Housing Property & Assets	December 2026
Environmental Health	Review of Animal Licensing Fees and Charges	Current resources	Principal EHO	30 June 2026
Environmental Health	Review of EDDC Construction Sites Code of Practice	Current resources	Principal EHO	30 September 2026
Licensing	Full review of all licensing fees and charges for taxi and private hire, street	Current Resources	Licensing Manager	September 2026

	trading, pavement licensing.			
Licensing	Implementation of a policy for Pavement Licensing.	Current resources	Licensing Manager	September 2026
EH	Introduce ASB policy	Current Resources	AD-EH	June 2026
Private Sector Housing	Warm Homes – Local Grant – DCC/ Devon consortium	Current resources	Principal Environmental Health Officer	31 March 2027
Private Sector Housing	Ongoing review of enforcement policies	Current resources	Principal Environmental Health Officer	31 March 2027
Regulated Housing Service	Following the successful achievement of a C2 rating in our regulatory inspection against the consumer standards, we	Current resources	Interim Assistant Director for Housing (Regulated Services)	March 2026

	will now be implementing and completing an action plan to address all identified gaps with the aim for reassessment to a C1 rating. This project reaches across all teams within Regulated Housing, and will be completed in working partnership with the Regulator for Social Housing.			
Regulated Housing Service	Imbedding person-centred delivery models across all teams within the service area, tying in with the corporate drive to become a	Current resources Training	Interim Assistant Director for Housing (Regulated Services) Interim Tenancy Services Manager	March 2026

	Trauma Informed Organisation. A golden thread that should be at the centre of policy/procedure review, tenant involvement and scrutiny, and service re-designs.		Property Asset Delivery Manager	
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Section 3 – What we will measure in 2026-27: Performance targets

Service	3.1 Service performance indicators Also include any performance indicators that support the council plan. (Indicators from the plan have been added as a starting point)	Target	How often – monthly, quarterly, bi-annually, annually	Responsible officer
Each Team will produce a score card, that describes the customer journey through the service, including key performance indicators, income maximisation and generation information and a summary/narrative demonstrating the monthly position reasoning with a quarterly and annual position statement provided.				
Housing Solutions	HC11 Increase in successful prevention decisions.	Would suggest maintain /increase as positive outcomes are already high	Annually	Assistant Director – Statutory Housing Services
Housing Solutions	HC12 Reduction in the use of temporary accommodation.		Annually	Assistant Director – Statutory Housing Services
Housing Solutions	HC13 Increase in positive relief duty outcomes.	Would suggest maintain/increase as positive	Annually	Assistant Director – Statutory Housing Services

		outcomes are already high		
Private Sector Housing	HC17 Number of long-term empty homes brought back into use within the year.		Quarterly	Assistant Director – Statutory Housing Services
Private Sector Housing	HC18 A decrease in the number of empty properties in the district.		Annually	Assistant Director – Statutory Housing Services
Housing Solutions	HC20 Increase the number of private sector leased properties allocated through the housing register.		Quarterly	Assistant Director – Statutory Housing Services
Environmental Health	First response to customer service requests within 5 working days	95%	Monthly	Assistant Director - Environmental Health
Private Sector Housing	Number of licensed houses in multiple occupation and caravans and income from licence fees.	Number	Quarterly	Principal Environmental Health Officer
Private Sector Housing	The amount of loans and grants spent from the Better Care Fund through the Financial Assistance policy in line with statutory data returns for Devon County Council and Central Government.	£amount Budget +/- 5%	Quarterly	Principal Environmental Health Officer
Private Sector Housing	Number of PSH service requests and formal notices served (including civil penalties).	Number	Quarterly	Principal Environmental Health Officer
Environmental Health	Complete and submit the annual statutory Private Water Supplies data return to the Secretary of State (Drinking Water Inspectorate) for 2025.	Complete	Annually	Principal Environmental Health Officer

Environmental Health	Number of Private water supply risk assessments and sampling completed with cost recovery (January to December).	Number £amount 100% Budget	Quarterly	Principal Environmental Health Officer
Environmental Health	Number of pest control service requests. Income received Enforcement actions that have been taken.	Number £amount 100% Budget Number	Quarterly	Principal Environmental Health Office
Environmental Health	Number of applications for planning consent (including flood risk applications) and licensing consent consultations. Respond to applications within 28 days.	Number 95%	Quarterly	Principal Environmental Health Officer and EP/BCO
Environmental Health	Number of Public Health funerals provided. Cost recovery v. cost of service.	Number £amount 75% of cost recovered	Quarterly	Principal Environmental Health Office
Environmental Health	Number of Animal Licensing inspections completed. New businesses inspected and licensed with 12 weeks of the application being received.	Number 100%	Quarterly	Principal Environmental Health Office
Environmental Health	Number of Environmental Protection service requests received, including noise nuisance, light nuisance, nuisance dogs, dog fouling, odour complaints, littering and fly tipping.	Number	Quarterly	Principal Environmental Health Office

Environmental Health	First contact to Environmental Protection service requests within 5 working days.	95%	Quarterly	Principal Environmental Health Office
Environmental Health	Number of Environmental Protection formal notices served (including civil penalties).	Number	Quarterly	Principal Environmental Health Office
Environmental Health	Number of PPC inspections and will ensure 100% of inspections due in year are completed.	100%	Annual	Principal Environmental Health Office
Environmental Health	Number of high-risk category A & B interventions with local food businesses that we have carried out. % of interventions carried out within due date	Number 100%	Quarterly	Principal Environmental Health and Safety Officer
Environmental Health	Number of those food businesses who may be formally categorised as “broadly compliant.”	Number	6 monthly	Principal Environmental Health and Safety Officer
Environmental Health	Performance and resources report submitted to the Food Standards Agency for external auditing and monitoring	Report	6 monthly	Principal Environmental Health and Safety Officer
Environmental Health	Number of formal notices served (including civil penalties).	Number	Quarterly	Principal Environmental Health and Safety Officer
Environmental Health	Number of service requests received including workplace accidents, incidents, and near-misses, food complaints and infectious disease notifications. First contact to these requests within 5 working days.	Number 95%	Quarterly	Principal Environmental Health and Safety Officer

Environmental Health	Performance and resources report submitted to the Health and Safety Executive for external auditing and monitoring	LAE1	Annually	Principal Environmental Health and Safety Officer
Environmental Health	Report on our corporate health and safety work. Measures will include consideration of the following elements: <ul style="list-style-type: none"> • workplace accidents, incidents, and near-misses, • risk assessments completed and reviewed and • training needs identified and training completed. 	Report	Quarterly	Principal Environmental Health and Safety Officer
Environmental Health	We will report on the council's progress towards our public health strategy, via our Public Health Implementation Plan and Annual Review.	Report	Annually	Public Health Project Officer
Environmental Health	Number of ASB service requests received. First contact to ASB requests within 5 working days	Number 95%	Quarterly	Anti-Social Behaviour & Community Safety Coordinator
Environmental Health	ASB cases resolved at first intervention.	Number % total	Quarterly	Anti-Social Behaviour & Community Safety Coordinator
Environmental Health	Number of ASB Community Protection Warnings/Notices served	Number	Quarterly	Anti-Social Behaviour & Community Safety Coordinator
Environmental Health	Number of Anti-Social Behaviour interventions in reducing the percentage of high-risk victims to a lower risk.	Number	Quarterly	Anti-Social Behaviour & Community Safety Coordinator

Environmental Health	Emergency Planning Community resilience contacts	Number	Annually	Emergency Planning and Business Continuity Officer
Environmental Health	Business Continuity Exercises	1	Annually	Emergency Planning and Business Continuity Officer
Environmental Health	Emergency Planning Exercises	1	Annually	Emergency Planning and Business Continuity Officer
Environmental Health	BCP/EP training courses delivered	Number	Annually	Emergency Planning and Business Continuity Officer
Environmental Health	Safeguarding submissions recorded and passed to relevant manager.	96 hours 100%	Quarterly	Anti-Social Behaviour & Community Safety Coordinator
	Review of case	1 month, 100%		
Environmental Health	Safeguarding mandatory training levels		Quarterly	Assistant Director - Environmental Health
Housing	Number of dwellings in housing stock	N/A	Quarterly	Assistant Director for Housing (Regulated Services)

Housing	TM03 - Average days to relet a social housing rental dwelling (standard)	78 days	Quarterly	Assistant Director for Housing (Regulated Services) / Housing Solutions Manager / Corporate Lead for Housing Property & Assets
Housing Solutions	Number of households on waiting list	Number	Quarterly	Assistant Director – Statutory Housing Services
Housing Solutions	Number of homelessness approaches	Number	Quarterly	Assistant Director – Statutory Housing Services
Housing Solutions	Number of households living in temporary accommodation	Number	Quarterly	Assistant Director – Statutory Housing Services
Housing Solutions	Successful homeless preventions as a % of prevention cases	%	Quarterly	Assistant Director – Statutory Housing Services
Housing Solutions	Number of verified rough sleepers	Number	Annually	Assistant Director – Statutory Housing Services
Housing	Satisfaction with the overall repairs service* (TSM)	74.5%	Quarterly	Assistant Director for Housing (Regulated Services) / Corporate

				Lead for Housing Property & Assets
Housing	Satisfaction with time taken to complete most recent repair* (TSM)	70%	Quarterly	Assistant Director for Housing (Regulated Services) / Corporate Lead for Housing Property & Assets
Housing	Satisfaction that home is well maintained* (TSM)	72.2%	Quarterly	Assistant Director for Housing (Regulated Services) / Corporate Lead for Housing Property & Assets
Housing	Satisfaction with home is safe* (TSM)	78.7%	Quarterly	Assistant Director for Housing (Regulated Services) / Corporate Lead for Housing Property & Assets
Housing	Satisfaction with communal areas being clean and well maintained* (TSM)	66%	Quarterly	Assistant Director for Housing (Regulated Services) / Tenancy Services Manager
Housing	IM01 - % of rental income for all dwellings that was collected	98%	Quarterly	Tenancy Services Manager

Housing	TM05 - Number of evictions	0	Quarterly	Estate Services Manager / Tenancy Services Manager
Housing	Funding secured through bid/external source	TBC	Annually	Assistant Director - Housing Strategy and Operations
Housing	Number of Affordable Homes delivered	TBC	Quarterly	Housing Strategy, Enabling and Project Manager
Housing	TP01 – Overall Satisfaction (TSM)	72.3%	Quarterly	Assistant Director for Housing (Regulated Services)
Housing	TP06-Satisfaction that the landlord listens to tenant views and acts upon them (TSM)	61%	Quarterly	Assistant Director for Housing (Regulated Services) / Tenancy Services Manager / Corporate Lead for Housing Property & Assets
Housing	TP07-Satisfaction that the landlord keeps tenants informed about things that matter to them (TSM)	71.4%	Quarterly	Assistant Director for Housing (Regulated Services) / Tenancy Services Manager

Housing	TP08-Agreement that the landlord treats tenants fairly and with respect (TSM)	78.2%	Quarterly	Assistant Director for Housing (Regulated Services)
Housing	TP09-Satisfaction with the landlord's approach to handing complaints (TSM)	34%	Quarterly	Assistant Director for Housing (Regulated Services)
Housing	TP11-Satisfaction that the landlord makes a positive contribution to neighbourhoods (TSM)	64%	Quarterly	Tenancy Services Manager / Communities Team Manager
Housing	TP12-Satisfaction with the landlord's approach to handling anti-social behaviour (TSM)	57.6%	Quarterly	Tenancy Services Manager / Estates Team Manager
Housing	CH01-Complaints relative to size of landlord (TSM)	TBC	Quarterly	Housing Performance Lead
Housing	CH02-Complaints responded to within Complaint Handling Code timescales (TSM)	100%	Quarterly	Housing Performance Lead
Housing	NM01-Anti-social behaviour cases relative to the size of the landlord (TSM)	TBC	Annually	Tenancy Services Manager / Estate Team Manager
Housing	AM06 - Homes that do not meet the Decent Homes Standard (TSM)	0%	Quarterly	Assistant Director for Housing (Regulated Services) / Corporate Lead for Housing Property & Assets

Housing	AM02 – Routine Repairs completed within target timescale	90%	Quarterly	Assistant Director for Housing (Regulated Services) / Corporate Lead for Housing Property & Assets
	AM03 – Emergency Repairs completed within target timescale	100%		

Section 4 – What we will stop doing or reduce to enable us to carry out the above objectives/projects

Service	Corporate Priority Objectives/Projects	Description of Impact