

Service Objectives for 2011-12

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 st Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
1.	Deliver an effective tenant participation structure, ensuring that tenants and leaseholders influence key decisions and feel empowered and are at the heart of all we do	1.1	Working with Resident Services and the Tenant and Leaseholder Committee develop a plan for enhancing the level and effectiveness of tenant and leaseholder involvement in shaping housing services. Include within the plan targets for the levels of involvement.	Q1	To promote opportunities for tenant and leaseholder involvement in the service and to maximise the level of involvement.	CL	Resident Services	Work has been done with the TARAs to look at how the services we offer to them will develop. The intensive nature of work with the TLC on other projects may require that completion of this project slips into Q3	Some work has been done with the Tenants and residents Associations on how we can better work with them. A review of the Tenant and Leasehold Committee is currently being conducted which will feed into a wider review of involvement structures.	A review has been undertaken of the role of the Tenant and Leasehold Committee as part of the review the beginnings of a Tenant Involvement Strategy has been compiled – this is being reported to the Housing Overview and Scrutiny Committee on 25 January 2012.	The review of the role of the Tenant and Leaseholder Committee will be completed in May 2012 after being presented to the Housing and Communities Overview and Scrutiny Committee. A kick start meeting for the Tenant Involvement Strategy is taking place in April and forms part of the 2012/13 Housing Landlord service plan

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		1.2	Hold a tenants and leaseholder conference to identify customer priorities for the year ahead	Q3	To provide a focus for tenant and leaseholder involvement. To enable tenants to review their priorities yearly and consider additional priorities for each new financial year	CL		This project is due to kick off shortly.	A tenant's conference was held at Longdean School on 29 October. A working group consisting of staff and tenants organised the conference.	Complete	Complete
		1.3	Develop a structure for gathering customer feedback	Q1	To enable service users to highlight positive experiences and areas for development of the Housing Landlord Service.	AV		As procedures are established and reviewed mechanisms for gathering customer feedback are being established. ASB and MX. The upgrade of Orchard will ensure that data could be captured and monitored effectively.	As procedures are established and reviewed mechanisms for gathering customer feedback are being established. ASB and MX. The STAR survey is due to be sent to all tenants and leaseholders in January the feedback from this exercise will focus the monthly surveying.	A new customer satisfaction survey has been developed to monitor satisfaction with the property letting process. The Survey of Tenants and Residents (STAR) is due to go to all tenants and leaseholders in January to ask them their views of the Housing Service.	A new lettings satisfaction survey has been developed. The STAR survey has been conducted and the results will be available at the end of April

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2.	Develop a clear and sustainable business plan which maximises the level of revenue generated by the council owned housing stock and therefore the level of improvement in our stock and which ensures the provision of quality services to our tenants within the resources available	2.1	Benchmark the cost of our services against peer organisations within the housing industry	Q2	To identify if our costs are out of step with peer organisations within the housing industry	AV		Complete – the Housemark return has been successfully submitted	Complete	Complete	Complete
		2.2	Review the service's approach to income collection to maximise revenues and strengthen the delivery of welfare and debt advice	Q1	To ensure that the maximum income is collected while tenancies are being sustained	KK	Revenues, Benefits and Fraud	<p>This action covers a number of projects; two are underway:-</p> <ol style="list-style-type: none"> 1. Reviewing the procedure for the collection of Support Charges 2. The development of a 'Christmas Campaign with Council Tax to maximise rent collection over the Christmas period. 	<p>This action covers a number of projects; one is complete (1) and another is almost complete (2) a third is underway:-</p> <ol style="list-style-type: none"> 3. Reviewing the rent collection procedure and enhancing working practices 	<p>The rent collection procedure has now been reviewed. Some changes are being made to the standard rent reminder letters to make the letters clearer and simpler to understand.</p> <p>Improvements have been made to the quarterly rent statements.</p> <p>Housing staff can now take rent payments over the phone.</p> <p>Further improvements including the wide scale use of text messaging is also being explored.</p>	<p>Evening and weekend working has been piloted</p> <p>A spring 'pay your rent' campaign has been developed</p> <p>A Financial Inclusion Strategy will be developed in 2012/13 to take the rent recover work forward</p>

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		2.3	Review the approach to letting homes to maximise the number of properties let	Q2	The fewer properties empty at any one time the high the amount of rent generated by the housing service	LW	Strategic Housing	<p>This milestone covers a number of actions, one of which has commenced (1) and the other is due to commence imminently:-</p> <ol style="list-style-type: none"> 1. A review of the sign up arrangements and documentation 2. Work to promote sheltered housing reducing relet times 	<p>This milestone covers a number of actions, one is complete (1) and the other two are underway:-</p> <ol style="list-style-type: none"> 1. Work to promote sheltered housing reducing relet times 2. A review of the lettings process and 'lettable' standard 	<p>The process for letting sheltered properties has been undertaken.</p> <p>A review of the 'lettable' standard' has been undertaken with the Maintenance Focus Group.</p> <p>The new processes were introduced from December and have already impacted on relet times.</p>	<p>Complete</p> <p>The process for letting general needs and sheltered properties has been reviewed</p> <p>The process for letting adapted properties has now been reviewed and will launch in May 2012</p>
		2.4	Embed the restructure of the Property and Place team to ensure the capacity and knowledge is appropriate and consistent to deliver the business plan.	Q1	To align the service plan objectives with high performance environment	FW		All new posts have been filled awaiting start dates. All will be in post by September	Team building arranged and training needs addressed. Three members of staff on vocational courses. Other courses to be delivered in house. Action complete.	Complete	Complete

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		2.5	Review the Cleaning Service in terms of cost, capacity and what the customer wants	Q2	Find out if we are currently delivering a good service in terms of standards and value for money. Do our customers want more, or less?	ST			Pinnacle consultants have been appointed to undertake a review of the service.	Pinnacle completed a review of the service and provided a report identifying a number of recommendations for consideration or implementation. Currently under review and awaiting the feedback from the STAR survey regarding customer input.	STAR survey information still being collated to inform the review and SLA development for the cleaning service
		2.6	Determine the priority areas for investment from technical and survey data in conjunction with consultation feedback from tenants and leaseholders and local offers.	Q4	To maximise the useable life of building elements and deliver improvements in line with priorities.	FW			Stock condition survey on site with completion date for fieldwork Nov 31 st . Validation work will be carried out to ensure consistency of approach.	Validation meeting with Savills undertaken to agree validation of first 3500 surveys. Remaining hard to access properties are being completed in January. Preliminary results have been provided and will be migrated onto the asset management software.	Final survey information migrated onto test system for final validation. Detail from the STAR survey will be used to further inform priority areas for investment. Programme developed for investment in 2012-13.

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		2.7	Categorise stock into bands in line with investment priorities and impact of self financing	Q1	To target investment in line with stock condition information and available budgets.	FW		Preliminary work completed in preparation for the stock condition survey	Stock condition survey underway and various scenarios developed from existing data to model options under self financing.	Dacorum standard and intermediate standard developed. These will be subject to further review and tenant input, once the treasury management has been agreed.	Complete
		2.8	Undertake options appraisal of procurement strategies that maximise the benefits of early year's investment from Joint venture or other commercial arrangements.	Q3	To maximise the early years investment and provide benefit to residents	FW	Corporate Procurement		Preliminary research commenced with contractors, consultants and other Local Authorities.	Continued soft market testing undertaken. Project Team being created and the Project initiation document developed identifying the timetable for procurement activity.	Prior information notice and soft market test survey underway. Ongoing action in 2012-13
		2.9	Investigate the potential to separate service charges from the rental charge	Q4	To enable service to understand its costs and income streams – ensuring that value for money is delivered for the tenants of Dacorum	AV	IT, Finance			This service plan action has been postponed	

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3.	Develop our Local Offers with tenants and ensure that local priorities are at the heart of service delivery and shape	3.1	Publish our local offers and establish customer reporting mechanisms which enable the service to report the progress being made in delivering against tenants and leaseholders priorities.	Q1	To enable customers to identify how the housing service has responded to their priorities. And to provide an opportunity to hold the service to account.	CL		Complete – our local offers are published	Complete	Complete	Complete
		3.2	Develop a Communications Plan	Q1	To ensure that opportunities to communicate positive messages are maximised to promote the perception of the housing service	CL		Draft one of the plan is complete	The 2011/12 plan is complete	Complete	Complete
		3.3	Publish an annual report	Q2	Promote the work that has been undertaken in delivering the housing landlord service and the levels of customer involvement in developing the service.	AV		This project is due to kick off shortly (week commencing 4 July).	The annual report is complete and will be published on 1 st October	Complete	Complete

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4.	Deliver a service to our residents in sheltered housing which is personal and tailored to individual need whilst creating a vibrant social and community environment within all of our schemes	4.1	Implement the outcome of the sheltered housing review	Q1	Ensure that the staff structure is focused on delivering the best outcomes for residents of sheltered housing.	DC		Complete	Complete	Complete	Complete
		4.2	Undertake a self assessment against the Quality Assessment Framework	Q1	Identify the strengths and weaknesses of the service to enable plans for improvement to be focused over the next 18 months.	DC		This work has not commenced and will commence now the sheltered housing review is complete	The work has been completed and is informing future actions for the service.	Complete	Complete
		4.3	Formalise the relationship with Age Concern	Q1	Formalise the relationship with Age Concern to enable additional services to be provided to sheltered housing tenants.	AV		The SLA with Age Concern is complete and we are awaiting the documents to be returned	The SLA with Age Concern is complete	Complete	Complete

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		4.4	Improve the communication with current and potential service users on the support services available to disabled and/or older people	Q2	Ensure existing and potential service users are aware of the services provided by Dacorum Borough Council for residents of sheltered housing.	DC			Yet to commence	A guide to the Supported Housing Service and the facilities available at each scheme is being developed and will be published in February and uploaded onto the Housing Landlord part of the Council's website	The guide is being 'Plain Englished' and will be uploaded to the website in April
5.	Develop an asset management strategy, incorporating up to date and comprehensive stock intelligence, to plan programmed work and improvements in the most cost effective way and which delivers excellent homes for our tenants	5.1	Procurement of Asset Management Software system compatible with the Orchard Housing management system	Q1	To provide a comprehensive asset database from which to model the business plan and provide a single source for reference for housing staff.	FW		PQQ's received from six software companies. ITT sent to five awaiting return of tenders to evaluate	Four tenders returned for evaluation. Consultant engaged to assist in the technical evaluation. Interviews and demonstration 10 th -11 th October. Tender award by 31 st October.	Tender evaluation completed and been approved by members. Pimms 4 Communities awarded the contract and implementation programme to be agreed.	Test system live and data from stock survey migrated. Action complete.
		5.2	Compile and review of existing stock data for base subsidy return and to determine the scope of the stock condition survey.	Q1	To validate the existing data and ensure any anomalies are corrected prior populating the asset management software.	FW		Majority of Base data surveys completed and verified. Once completed the data to be updated on Orchard	Base data information provided to Audit. Orchard update to be completed by end October.	Orchard update still to be completed. Will be undertaken in Q4.	Orchard upgrade completed and Base data to be verified as ongoing action.

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		5.3	Procure and undertake comprehensive stock condition survey and populate the database.	Q3	To improve the stock condition intelligence in order to inform the business plan.	FW			Stock condition survey commissioned. Savills on site. Anticipated completion of field work 31 st November 2011.	Site survey work 90% completed. Final surveys of hard to access properties being completed in January.	Site survey completed and data migrated onto test system. Action complete.
		5.4	Develop Asset Management Strategy using the stock information aligned to the vision and objectives of the Council.	Q3-Q4	To ensure investment under self financing is viable and maximises the stock in line with demand.	FW				Outline planning meeting has taken place and the Project initiation document is currently being drafted.	Ongoing action for completion in 2012-13 service plan.
		5.5	Working through the Corporate Regeneration Group develop plans for the future of the garages sites in council ownership across the Borough.	Q1	To ensure that council owned assets are being managed in the most effective way and generating the maximum income for the authority.	AV	Commercial Assets and Property Development	Plans for 6 sites have been put together to use to housing. Work is underway to identify lettable and un-lettable garages and actively seek to reduce the number of garages available to let.	Work from Q1 continuing	A review of all the 392 garages sites in the Council's management is underway (this work is being undertaken jointly with the support of the Estate Team) A strategy for the garages sites will be developed following the review of the remaining garage sites.	The review of all the sites is now complete This will inform the strategy for the use of the garage sites

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6.	Deliver a customer focused landlord service which understands and meets the needs and priorities of our tenants, and develops a workforce with the skills and capacity required and with pride in the role they play in delivering an excellent service	6.1	Gather information on the 7 diversity strands for all of our tenants and leaseholders	Q4	To enable us to understand how the housing services are being accessed and to ensure that adjustments are made to service delivery to promote equality of access	AV		<p>A tendering exercise is currently underway to recruit an external organisation to undertake some of this work on our behalf.</p> <p>A considerable amount of data has been collected for residents of sheltered housing.</p>	<p>Profiling work will be undertaken with the STAR survey, which will go out to all tenants.</p> <p>Orchard will then be updated to reflect the returns received.</p>	<p>The STAR survey will be sent to all tenants and leaseholders in January. The information from the survey returns will be populated into Orchard.</p> <p>The process for undertaking 'Verification visits' has been reviewed and this will enable the service to capture additional profiling information about the tenant population.</p>	<p>Data from the STAR surveys and verification visits will be used to populate Orchard.</p> <p>This work is currently underway and will be completed in May.</p>
		6.2	Ensure all staff and managers have had an appraisal focusing on the new generic competencies by June 2011 and an opportunity to express training and development needs	Q1	To ensure staff understand the direction that the Council wants to go in terms of behaviours & to give staff an opportunity to express their thoughts about their own development	EB		<p>Majority of appraisals have been carried out – the remaining ones will be completed by end of Aug 11</p>	All appraisals were completed by August		

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		6.3	Achieve CIH/SLCNG accreditation for the anti-social behaviour case management service	Q4	To ensure the anti-social behaviour service is providing excellent value for money for tenants and leaseholders	AV	Resident Services	Work has been completed on ASB procedures and the ASB SLA is shortly to be agreed – new PIs have been established to enable the service to benchmark performance with other social landlords.	New procedures have been established and reviewed with tenants. New service standards have been developed and are published in the tenants' handbook. A Housing Landlord ASB policy has been developed. A self assessment against the standard has been conducted with clear actions identified as a result.	Actions have been identified to enable the Housing Landlord Service to achieve accreditation. The team are working through the action plan – the actions will continue into Quarter 2 of 2012/13.	A benchmarking exercise of the costs and performance of the Dacorum Borough Council ASB Service against other authorities has been conducted and will go to the Tenant and Leasehold Committee Meeting in May 2012. This is an action from the action plan developed to achieve accreditation
7.	Through retrofitting, installation of renewable energy sources and improving insulation act to tackle fuel poverty and improve both the energy efficiency of council homes and their sustainability	7.1	Identify all properties within the Housing stock that have poor thermal performance and group these by type.	Q1	To identify the numbers and type of properties in order to target spend	SS		Low SAP properties have been identified and reviewed for renewable heat options.	The information will be used to inform the asset management strategy and to investigate suitable alternatives for renewable energy or thermal upgrade.	Complete. Information will be used to target investment or provide a business case for disposal.	Complete

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		7.2	Undertake an options appraisal of the viable renewable energy sources and legal implications of use in both sheltered schemes and general needs properties.	Q2	In order to assess the risks, benefits and return on investment of the various options.	SS		Exclusivity agreement signed with Renewables East. Solar PV identified as the optimum technology for ROI	Savills Solar option under consideration for the lease scheme and North Somerset framework for the sheltered schemes.	The reduction in the Feed in Tariff resulted in the suspension of the roof lease scheme. Tenders returned for the installation programme on sheltered scheme roofs and the contract has been awarded to the Breyer Group.	Work completed on-site prior to the March 3 rd tariff reduction.
		7.3	Investigate the retrofit technologies that are appropriate for installation to non-traditional and low SAP properties and potential funding sources including Green Deal.	Q2	To identify viable options and cost implications for inclusion in the business plan and Asset management strategy.	SS			Installation of second electric boiler.	Additional information and options for the Council from the Green Deal have been explored. This will be ongoing as more details and providers are available.	Action complete but ongoing investigation into the Green Deal and ECO.
		7.4	Identify any potential Housing which due to location could be considered for Combined Heat and Power in conjunction with Corporate Assets.	Q3-4	In order to maximise the benefits to the Council through economies of scale and purchasing.	FW				Currently no schemes are considered viable due to the limited scale of the installs.	Complete

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8.	Use HRA assets (such as land and buildings) to contribute to new house building and incorporate estate and Neighbourhood Centre remodelling and improvement within overall regeneration programmes	8.1	Identify all HRA assets and investigate the potential of enhancing GIS mapping to overlay ancillary assets including footpaths and un-adopted roads. Identify potential areas for new-build	Q2	To provide a comprehensive record that can be accessed by Housing staff	FW / SS		GIS mapping access has been obtained. Consideration is being given to various overlays that are currently available and what additional information is required.	Ongoing work to identify use of mapping to identify landscaping and other asset management issues, i.e. garages and brownfield development sites.	Council owned housing has been mapped. Further work will be required to format the data and some legal input to determine ownership of areas of land that are currently in dispute.	Completed GIS mapping, investigating further investment in the scope of overlay mapping as a joint project with General fund.
		8.2	Develop the Asset Management Strategy to align with the objectives of the Strategic Housing priorities	Q3-4	To enable consideration of community regeneration in conjunction with Housing assets considered	FW	Strategic Housing		Use of mapping to assist in the identification of potential sites.	Ongoing work with the Strategic Housing team and finance. Meeting held to discuss options for delivery.	Sites identified with ongoing work for future development of new affordable homes.
		8.3	Review hard to let sheltered accommodation and consider options to remodel / demolish	Q3	EPD void figures regularly exceed target and rent loss significant	FW	Strategic Housing				Met with Waltham Forest to exchange information on the management and strategic approach to sheltered accommodation. Review ongoing into Q4.

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9.	Develop the Council's approach to bringing in new flexibility in tenancy conditions across social housing in partnership with tenants and Housing Associations to help ensure a healthy balance is maintained between fairness and delivering much needed new homes	9.1	Review the existing tenancy agreements to ensure they are 'fit for purpose'	Q3	To ensure that the tenants right and responsibilities are up to date within the document and clauses in relation to anti-social behaviour and service charge collection are strengthened	LW	Legal Services		<p>A launch meeting of this project has been conducted, with areas identified where the tenancy agreement needs to be enhanced.</p> <p>A draft of the new agreement will be produced in October.</p> <p>Consultation with tenants will be undertaken in December during the tenant consultation week and in News and Views.</p>	<p>Details of the areas where the tenancy agreement need to be enhanced have been identified. A project team has been identified and a series of actions have been identified.</p> <p>Consultation with both the wider tenant population and the Tenant and Leasehold Committee will be undertaken before a first draft of a new document can be produced.</p>	<p>A project group has been established to review the agreement – a series of actions has been developed themed by topic.</p> <p>An update</p>

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		9.2	In response to the localism bill – develop proposals to utilise the additional flexibility in tenancy conditions and changes to the allocation of accommodation owned by Dacorum Borough Council.	Q4	The localism bill proposes to give housing organisations additional flexibility to manage its stock to reduce demand, and to limit the length of social housing tenancies	AV –	Housing Strategy		A draft strategic tenancy policy has been developed. Consultation with tenants is essential for this to be developed further.	The Tenant and Leasehold Committee were consulted on the plans to enable a strategic tenancy policy to be developed. A working group has been developed to fully develop the policy. Plans are in place to take the document to Cabinet later in the financial year.	Complete
10.	Encouraging and supporting tenants and resident groups to become involved in community action which benefits local people in terms of quality of life and employment/training opportunities.	10.1	Working alongside the strategic economic alliance, repairs and improvement contractors and the local college to utilise participation events to promote education and employment advice	Q4	The housing service has a role to play in helping tenants and leaseholders access good quality education and employment advice.	AV	Strategic planning and regeneration		Some advice on education and employment will be available at the tenants' conference.	Further work on promoting employment opportunities will be developed in 2012/13.	

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		10.2	Work with established resident groups to promote initiatives in Dacorum to tackle worklessness	Q2	To enable Tenants & Leaseholders to take advantage of schemes and initiatives to help them into, or back into employment, education or training	EB	Partnerships & Citizen Insight		Article in News & Views promoting the Council's work in this area		
		10.3	Promote and publicise community action events and opportunities that are delivered by the Council's Strategic partners to provide skills training or apprenticeships.	Q1	To ensure that tenants and resident groups are encouraged to participate in events and training.	FW	Resident Services	Article published in news and views on community action events calendar. Working in conjunction with Apollo to identify a potential road show event to attract new apprentices	Residents Matters produced by MITIE to advertise for plumbers and electricians to join the repairs team.	Potential for apprentices to work on the Empty Homes project with Strategic Housing are being explored.	Number of initiatives developed and implemented by Apollo and MITIE. Action completed for current financial year.

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		10.4	Work with the Dacorum Volunteer Centre, Groundwork Hertfordshire's Green Aider Scheme to promote the take up of volunteering via a community clear up event in Summer 2011	Q2	Volunteer schemes can often be the route into employment. Volunteers can often deliver excellent results in improving the environment within an area	AV	Resident Services		<p>Complete – community clear up events were conducted during the summer.</p> <p>18th July - Highfield 19 July - Berkhamsted 21 July - Long Chaulden 20th July in Grovehill –</p> <p>Link for more information http://www.dacorum.gov.uk/default.aspx?page=6742</p>		