

Dacorum Borough Council Housing Service Plan & Performance Indicators

Dacorum Borough Council's Housing Service has gone through some significant changes over the past few years and that has resulted in the strategic approach needing to alter dramatically.

2012/13 saw the first year of Self Financing. This meant that for the first time the Council could approach its Housing Service in a strategic way. A 30 year Business Plan was agreed with tenants and signed off by the Cabinet.

Beneficial rates secured to service and repay the Self Financing debt meant that from the 1st year, the Council had significantly more resources to invest in its housing stock.

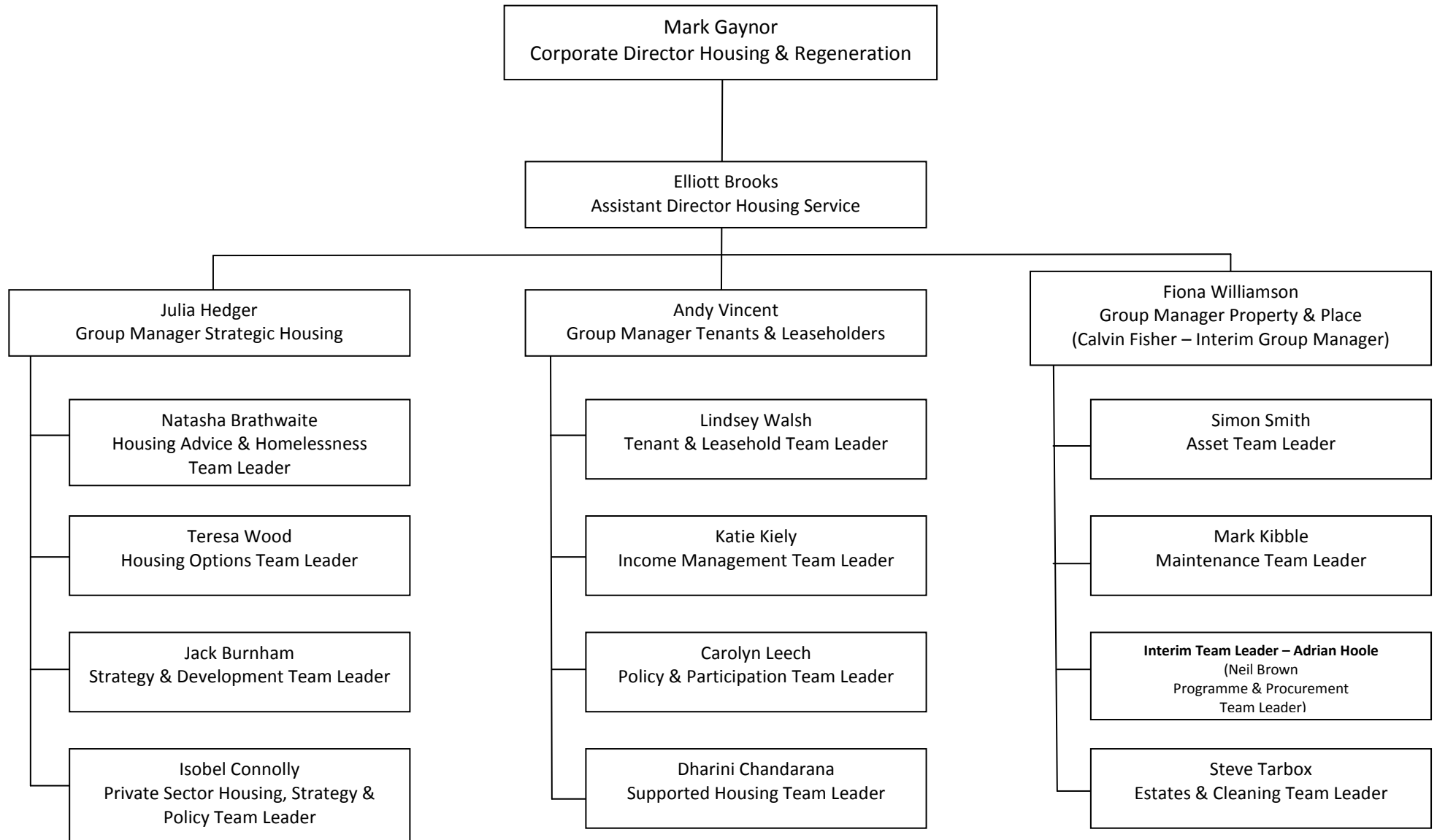
The Business Plan sets out the approach to maintaining its stock, improving estates, investing in remodelling & energy efficiency measures as well as a new build programme to build the Council's first new homes for over 25 years.

Other significant changes have been a review of the Tenant & Leaseholder involvement structure, a shift in focus around income maximisation and tenancy sustainment due to the anticipated impact of Welfare Reform, as well as the review of the Tenancy Agreement and the preparation to introduce Flexible Tenancies from April 2013.

2014 will also see the start of a new Total Asset Management contract to maintain the housing stock, with an approach agreed to offer one contract combining both responsive repairs and planned works. Separate contracts will be awarded for Gas Servicing & other specialist works.

In December 2012 there was a re-organisation of the Housing Service to bring it together, with Housing Landlord and Strategic Housing brought under the same Assistant Director. The Strategic Housing Service has also been subject to significant challenges which will continue into 2013/14. As well as starting the Council's New Build Programme Phase 1 of 71 new homes and a homeless hostel, the Council's Housing Allocations Policy has been reviewed as well as the launch of a new Housing Strategy and the Council's Strategic Tenancy Policy.

Dacorum Borough Council Housing Service



2013/14 Housing Service Plan

The Service Plan captures the key improvements or pieces of work we will deliver this year. It identifies how we will do this and who will be responsible. The Service Plan progress will be reported to our Tenants & Leaseholders Committee and the Council's Housing & Communities Overview & Scrutiny Committee Quarterly

	<i>What will be different once this work is done</i>	<i>Project Lead</i>
<i>Asset Management Strategy</i>	<i>We will develop a long term plan which will detail how we expect to invest in Dacorum Borough Council owned homes, sheltered schemes, footpaths and drying areas over the next 10 years.</i>	<i>Asset Team Leader</i>
<i>Cross Tenure Energy Strategy</i>	<i>We will utilise grants where available to help improve the energy efficiency of privately rented, privately owned and Dacorum Borough Council owned homes.</i> <i>We will also ensure that when we undertake work to improve Dacorum Borough Council owned homes that we seek to improve their energy efficiency.</i>	<i>Asset Team Leader</i>
<i>Digital access</i>	<i>We will improve the number of people who have access to the internet; by:-</i> <ul style="list-style-type: none"> • <i>Installing internet enabled computer terminals in each of our sheltered schemes</i> • <i>Working with Community Centres to install additional internet enabled computer terminals</i> • <i>Develop a training course to enable tenants to develop their IT skills</i> 	<i>Income Team Leader</i>
<i>Homelessness - prevention and developing a new Homelessness Strategy</i>	<i>We want to help prevent households from becoming homeless. Our Housing Advice Team already provides services to help households from becoming homeless. During 2013/14 we will:-</i> <ul style="list-style-type: none"> • <i>Develop working with the local prison to ensure that when inmates finish their term that they have access to suitable accommodation.</i> • <i>Employ Welfare and Budget Advisors to help residents with the impact of the on-going economic difficulties and the introduction of changes to welfare benefits.</i> • <i>Adopt a Homelessness Strategy that will set long-term strategic objectives with a clear action plan for:</i> <ul style="list-style-type: none"> ➤ <i>Preventing homelessness,</i> ➤ <i>Improving temporary housing options, and</i> ➤ <i>Focusing on suitable and well-managed resettlement into more secure accommodation.</i> 	<i>Homelessness and Housing Advice Team Leader</i>

<i>Developing the Private Rent Sector</i>	<p><i>We want to develop and run a Local Lettings Agency to improve and expand the current Deposit Guarantee Scheme. The aims of this work will be to:</i></p> <ul style="list-style-type: none"> <i>• Increase the number of local landlords working with the Council;</i> <i>• Provide more housing options to low income and vulnerable households;</i> <i>• Develop a modern, professional service with a good local reputation; and</i> <i>• Generate income to cover costs (remaining competitive over private agencies).</i> 	<i>Strategy & Private Sector Housing Team Leader</i>
<i>Developing the Housing Options service</i>	<ul style="list-style-type: none"> <i>• Develop a new Enhanced Housing Options module on the Moving with Dacorum website which identifies the options available to a household when seeking alternative accommodation.</i> <i>• We will also provide more details on the website including developing a user guide and information leaflets on topics such as About Housing in Dacorum.</i> 	<i>Housing Options Team Leader</i>
<p><i>We will utilise the feedback we receive to improve the quality of the services we provide.</i></p> <p><i>(affects tenants, leaseholders and housing applicants)</i></p>	<p><i>We receive feedback in the form of satisfaction survey responses, complaints, comments at involvement events and complements.</i></p> <p><i>We will:</i></p> <ul style="list-style-type: none"> <i>• Delivering an improvement plan developed as a result of undertaking the Survey of Tenants and Residents (STAR) and publish progress within News and Views and our Annual Report.</i> <i>• Publish information on the themes that people are complaining about</i> <i>• Ensure that our 'Local Offers' continue to reflect our tenants priorities</i> <i>• Review how affective our satisfaction surveys are in capturing the views of our tenants</i> <p><i>We will use this information to review our policies and procedures and enhance the information that we provide to service users.</i></p>	<i>Policy and Participation Team Leader</i>
<i>Leasehold service review</i>	<p><i>Review the service that leaseholders receive; by:-</i></p> <ul style="list-style-type: none"> <i>• Comparing the service that leaseholders in Dacorum receive with other leaseholders across the county</i> <i>• Asking leaseholders' their view of the quality and costs associated with their existing service</i> <i>• Ensuring that all processes associated with providing services to leaseholders are as efficient as possible</i> 	<i>Leasehold Team Leader</i>

<p><i>Older Persons Strategy</i></p> <p><i>(affects tenants, leaseholders, housing applicants and residents across the borough)</i></p>	<p><i>We will look at the housing, support, care and health services available to older people across the borough.</i></p> <p><i>This work will seek to understand how well these services are working together and what is needed to be done to improve the co-ordination of these services over the next 10 years.</i></p> <p><i>We will also identify whether there is sufficient provision of services for older people within the borough; whether new services are required or some are existing services are surplus to requirements.</i></p> <p><i>A new Older Persons Strategy will be developed and adopted by the Council.</i></p>	<p><i>Strategy & Private Sector Housing Team Leader</i></p>
<p><i>Repairs & Maintenance Procurement project delivery</i></p> <p><i>(affects tenants and leaseholders)</i></p>	<p><i>This work is designed to enable us to prepare for the end of our current maintenance contracts – and to ensure that a new contract(s) is in place from the spring of 2014.</i></p>	<p><i>Property and Place Group Manager</i></p>
<p><i>Vulnerable people</i></p> <p><i>(affects tenants)</i></p>	<p><i>We will look at how we deliver services to ‘vulnerable people’ – for example we may do certain repair work quicker if a tenant is known to be vulnerable or be able to provide support services to ensure they are able to sustain their tenancy.</i></p>	<p><i>Tenant and Leasehold Group Manager</i></p>
<p><i>Develop phase 2 and 3 of the Council New Build Programme</i></p>	<p><i>We will develop phase 2 & 3 of the Council New Build programme including purchasing land, developing standard of the new homes and confirming the required budgets for the whole programme.</i></p>	<p><i>Housing Development Manager</i></p>

Housing Performance Indicators 2013/14

As well as improving the service we offer to our tenants and leaseholders and making changes to what we do, we have to ensure that the service we offer is monitored and achieving high standards. For this reason we have agreed a list of Performance Indicators with our Tenants & Leaseholders which will enable us, and those who receive the service to keep an eye on the core functions we deliver. Performance Indicators are reported to our Tenants & Leaseholder Committee and the Housing & Communities Overview & Scrutiny Committee on a quarterly basis.

Property & Place

Ref	Indicator	Target	Tolerance
PP01	Percentage of dwellings with a valid Gas Safety Certificate	100%	0.5%
PP07	Value of Capital Type Installations, replacements or major repairs YTD	98% of programme at year end	10% at year end
PP08	Percentage of tenants satisfied with Gas Servicing	97.00%	5%
PP10	Percentage of urgent repairs completed within government time limits	98.00%	5%
PP11	Average time taken to complete a non-urgent repair	15.00days	10%
PP13	Percentage of responsive repairs completed right first time	98.5%	5%
PP14	Appointments kept as a percentage of appointments made	97.00%	5%
PP15	Percentage of tenants satisfied with the level of repair	97.00%	5%
	Average Time to re-let a Sheltered Home	50 days	5%
	Average Time to re-let a General Need Property	25 days	5%
	ADAPTED (TBC)	TBC	
PP19	Percentage of tenants satisfied with planned replacement works	97.00%	5%
New	Percentage of responsive repairs completed within target	97.00%	5%

Tenants & Leaseholders

Ref	Indicator	Target	Tolerance
TL01	Current rent arrears as a percentage of the annual debit	3.8%	5%
TL02	Rent collected as a percentage of the rent owed	98.5%	5%
TL04	Percentage of income lost due council homes being empty	1%	10%
TL13a	Percentage of Community Alarm calls answered within 1 minute	97.50%	5%
TL16	Acknowledgement of a report of ASB within 24 hours	95%	5%
TL19	The number of Mutual Exchanges undertaken in the financial year	info	
New	The number of Council tenants who have moved to a smaller home	Info	
New	Satisfaction with the handling of ASB cases (Medium Level)	80%	10%
New	The number of tenants actively involved with the Housing Service	500	10%

Strategic Housing

Ref	Indicator	Target	Tolerance
	Number of new homeless applications received YTD	info	N/A
	Number of homeless applicants accepted	info	N/A
	Average time taken to investigate a homeless application	33 days	10%
	Percentage of Homelessness reviews upheld by Member's panel	90%	5%
	Number of households in B & B for longer than 6 weeks	0	10%
	Number of applicants on active housing register	Info (start Quarter 3 2013/14)	N/A
	Percentage of allocations made to transfer seeking tenants	info	N/A
	Percentage of allocations made to home seekers	info	N/A
	Percentage of Allocations made to Homeless applicants	Info	N/A
	Percentage of total allocations made as a direct let	Info	N/A
	Number of new affordable homes completed	150	10%