

Draft Housing Service Plan 16/17

Service Objectives into Action (GM Level)

This section details the delivery plans for each Group Manager over the next financial year.

- *NB: You should have a maximum of 5 key actions per objective*
- *NB: 'Who is Responsible for Delivery' should include people from other teams who are also responsible for this task*

Group Manager 1: Andy Vincent

Service: Tenants & Leaseholders

Service Objective: Knowing more about our customers

November 2016 Update

Key results from the STAR survey have been reported to tenants in the Autumn News and Views and to Scrutiny Committee in September, the service is now adopting StarT to ensure transactional surveys that capture satisfaction directly after receiving a service build on the results gained from STAR.

A more targeted approach is being taken to Customer Profiling starting with those who haven't reported a repair for five

years or given access, we will then target under 35's.

Using data held across the service and partners we are now developing tartan rugs for each ward to identify trends within the tenant population and develop targeted interventions.

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> • Customer Profiling Project 	<ul style="list-style-type: none"> • March 2017 	<ul style="list-style-type: none"> • Team Leader – Policy and Participation 		<ul style="list-style-type: none"> • Knowing more about our tenants will enable services to be target at those who need it most
<ul style="list-style-type: none"> • STAR analysis (Survey of Tenants & Leaseholders) 	<ul style="list-style-type: none"> • May 2016 	<ul style="list-style-type: none"> • Team Leader – Policy and Participation 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • This exercise enables us to understand tenant's priorities and changing views of the services provided by Housing

Service Objective: Implement Resident Involvement Strategy (Housing)

November 2016 Update

New tenant promises have been developed and published in the Annual Report as a result of the STAR survey

The new strategy was taken to Scrutiny in June and approved by Cabinet in September, this was well received.

We are working in partnership with Dacorum Communities for Learning to deliver digital skills workshops for older people living in our sheltered schemes. We have also reviewed the website to make it easier for tenants to navigate and access services by making language more user friendly e.g. 'the portal' to 'my account'.

Tenant involvement has more options for tenants to have their say digitally, the TLC will now review documents remotely and there are plans to develop webinars.

Key documents such as Tenants Handbook & Repairs Handbook now on-line

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> Review of Tenant Promises 	<ul style="list-style-type: none"> October 2016 	<ul style="list-style-type: none"> Team Leader – Policy and Participation 	<ul style="list-style-type: none"> Focus will reduce wasted use of resources 	<ul style="list-style-type: none"> This will enable the service to identify and focus on tenant priorities
<ul style="list-style-type: none"> Develop a new Tenant Involvement Strategy taking the service forward for the next few year promoting tenant involvement online 	<ul style="list-style-type: none"> March 2017 	<ul style="list-style-type: none"> Team Leader – Policy and Participation 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> It is a requirement of the service to involve tenants and identify their priorities. By involving tenants online this will enable the widest number of views to be canvassed in the most cost efficient way.
<ul style="list-style-type: none"> Involving Tenants online 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Team Leader – Policy and Participation 	<ul style="list-style-type: none"> Part of the Council’s overall efficiency drive under Digital Dacorum 	<ul style="list-style-type: none"> It is a requirement of the service to involve tenants and identify their priorities. By involving tenants online this will enable the widest number of views to be canvassed in the most cost efficient way.

Service Objective: Develop more Digital Access to Services & Communication

November 2016 Update

The digital Direct Debit project is completed. A take up campaign will be launched imminently

The use of text messaging is built into the new rent collection procedures. This is due to be launched on 1 October.

A gradual transition to making News and View more electronic will commence with the next edition

Centralised mailboxes promoted on the contact us page of the website

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none">• Replace paper direct debits and rent letters with digital alternatives	<ul style="list-style-type: none">• August 2016	<ul style="list-style-type: none">• Team Leader – Housing Income	Savings have been identified from this initiative	<ul style="list-style-type: none">• There will be a reduction in printing and postage costs – plus reductions in the costs associated with processing payments
<ul style="list-style-type: none">• Extend use of text messaging	<ul style="list-style-type: none">• August 2016	<ul style="list-style-type: none">• Team Leader – Housing Income	<ul style="list-style-type: none">• This will enable the service to further reduce its printing costs	<ul style="list-style-type: none">• This will enable the service to communicate with tenants via text. This should enable the number of letters produced to be reduced
<ul style="list-style-type: none">• News & Views electronically	<ul style="list-style-type: none">• July 2016	<ul style="list-style-type: none">• Team Leader – Policy and Participation	<ul style="list-style-type: none">• This will enable the service to further reduce its printing costs	<ul style="list-style-type: none">• Communication will be increasingly undertaken in an electronic format

Service Objective: Preparation for Welfare Reform Impact				
November 2016 Update				
<p>All families affected by the revised Benefit Cap contacted by the Housing Income team to discuss individual implications (9 so far, approximately 100 in total).</p> <p>This approach is set out within the new Rent Collection Procedure – due to implementation 1 October</p>				
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> Put in place a Communications Plan to inform tenants about the support in place for tenants impacted by the introduction Universal Credits 	<ul style="list-style-type: none"> September 2016 	<ul style="list-style-type: none"> Team Leader – Housing Income working with the Benefits Service 	None expected	<ul style="list-style-type: none"> Tenants will be aware of the support the Housing Service and the wider Council can provide for tenants in receipt of welfare benefits
<ul style="list-style-type: none"> Identify approach to different customer segments – ensure the resources of 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Team Leader – Housing Income 		<ul style="list-style-type: none"> Less resources will be targeted at individuals where they are able to pay – to remind them More

the team are targeted on those who most need it				<ul style="list-style-type: none"> Resources will be focused on those households where they are identified as being at risk of tenancy failure by using a segmented approach
Service Objective: Investigate tenant incentive scheme				
<p>November 2016 Update</p> <p>Initial research completed –Revised report due to Portfolio Holder and Housing Senior Management Team</p> <p>December 2106</p>				
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> Investigate tenant incentive schemes adopted by other social housing providers and the effectiveness at incentivizing the tenants to behave in a way that reduces cost 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Policy & Participation Team Leader and all GM's 	<ul style="list-style-type: none"> unknown 	<ul style="list-style-type: none"> Understanding of the options currently adopted within the social housing sector and associated management and cost reductions.
<ul style="list-style-type: none"> Introduce a Dacorum scheme 	<ul style="list-style-type: none"> Quarter 4 	<ul style="list-style-type: none"> Tenancy Team and all GM's 	<ul style="list-style-type: none"> unknown 	<ul style="list-style-type: none"> Reduction in clearance costs, fly-tipping and unauthorised alterations.

Service Objective: Develop the support service offered

November 2016 Update

No significant progress has been made – New Supported Housing Team Leader started 24/10/16

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none">• Extend Support Service into community	<ul style="list-style-type: none">• October 2016	<ul style="list-style-type: none">• Team Leader – Supported Housing	<ul style="list-style-type: none">• Some additional income will be generated from tenants in receipt of this service	<ul style="list-style-type: none">• Older people with support needs living within the community will have their support needs met
<ul style="list-style-type: none">• Better and closer working with health agencies	<ul style="list-style-type: none">• September 2016	<ul style="list-style-type: none">• Team Leader – Supported Housing	<ul style="list-style-type: none">• None expected	<ul style="list-style-type: none">• Older people living in supported housing will have better access to health and exercise provision.• Accommodation within supported housing which enables health providers to reduce costs will be utilised

<ul style="list-style-type: none"> Review charging structure of community and life line service 	<ul style="list-style-type: none"> September 2016 to align with the budget setting process 	<ul style="list-style-type: none"> Team Leader – Supported Housing 	<ul style="list-style-type: none"> Additional income will be generated by changing the charging structure 	<ul style="list-style-type: none"> The charging structure within supported housing will better reflect the costs of the service.
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<ul style="list-style-type: none"> Better and closer working with health agencies 	<ul style="list-style-type: none"> March 2017 	<ul style="list-style-type: none"> Team Leader – Supported Housing 	<ul style="list-style-type: none"> None expected 	<ul style="list-style-type: none"> Older people living in supported housing will have better access to health and exercise provision. Accommodation within supported housing which enables health providers to reduce costs will be utilised 	<ul style="list-style-type: none"> This is in progress
<ul style="list-style-type: none"> Review charging structure of community and life line service 	<ul style="list-style-type: none"> September 2016 to align with the budget setting process 	<ul style="list-style-type: none"> Team Leader – Supported Housing 	<ul style="list-style-type: none"> Additional income will be generated by changing the charging structure 	<ul style="list-style-type: none"> The charging structure within supported housing will better reflect the costs of the service. 	<ul style="list-style-type: none"> This work has been completed and the charging structure has been updated

Group Manager 2: Julia Hedger/Natasha Brathwaite

Service: Strategic Housing

Service Objective:

Maximise the opportunities for the Council's Help to Rent Scheme to prevent homelessness – JH/NB

November 2016 Update:

Help to Rent incentives implemented in June 2016 following cabinet approval. Additional advertising using alternative media also in place, in addition to better use of existing media opportunities. This has led to additional interest being generated in the scheme, in addition to 6 new properties in 2 months.

Ongoing investigation into the feasibility of setting up a letting agency, final report and findings to be submitted to Housing Senior Management Team November 2016 with recommendations

Key Actions	By When	Who is Responsible for	Impact on MTFS	What will be different once
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		Delivery		this is done?
<ul style="list-style-type: none"> Implement a package of initiatives & Incentives to the help to rent scheme 	<ul style="list-style-type: none"> Subject to cabinet approval oct/nov June 2016 	<ul style="list-style-type: none"> Lead Officer – Private Sector Housing 	None expected	<ul style="list-style-type: none"> An Increase in Private Landlord and the ability to retain the current relationships Saving in TA costs More prevention of Homelessness
<ul style="list-style-type: none"> Carry out feasibility of the Council setting up a local lettings agency 	<ul style="list-style-type: none"> October 2016 	<ul style="list-style-type: none"> Team Leader Property 	<ul style="list-style-type: none"> Potential for income generation (initial start up costs) 	<ul style="list-style-type: none"> Control and influence of the private rented sector locally

Service Objective:

Ensure that the approved Housing Development Programme is delivered on time and on budget maximising the potential regarding investment and tenure mixes

September 2016 Update

- Aspen Court London Road completed in July 2016, now occupied**
- Queen Street scheme completed 8.9.16 will be tenanted w/c 12.9.16**
- Wood House contract awarded to Jarvis – SOS in October 2016 (50% Shared ownership, 50% rented)**
- Stationers Place – tenders currently being reviewed, recommendation to award contract to Cabinet October 2016**
- Swing Gate Lane invite to tender out end of September 2016**
- Work on Martindale ongoing – current proposal 50% outright sale, 50% rented**
- Work begun with legal advisors regarding shared ownership leases**
- Jarvis to assist with marketing of scheme at wood House . BPHA (local zone agent) to assist in sales of properties.**

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> • Deliver Current Development Programme on time and budget 	<ul style="list-style-type: none"> • Individual Timescales for each Project 	<ul style="list-style-type: none"> • Housing Development Manager 	<ul style="list-style-type: none"> • Programme delivered on time will ensure HRA Business Plan assumptions are realised 	<ul style="list-style-type: none"> • New Homes delivered on time increasing Council Housing Stock
<ul style="list-style-type: none"> • Ensure that the tenure opportunities are maximised at Wood House & Martindale 	<ul style="list-style-type: none"> • In Line with Project Timescales 	<ul style="list-style-type: none"> • Housing Development Manager 	<ul style="list-style-type: none"> • Business Plan assumes a mix of tenures for schemes to be viable 	<ul style="list-style-type: none"> • Funds from sale and shared ownership available for re-investment
<ul style="list-style-type: none"> • Plan to be developed for the marketing, sale and future management of Woodhouse Shared Ownership 	<ul style="list-style-type: none"> • October 	<ul style="list-style-type: none"> • Housing Development Manager 	<ul style="list-style-type: none"> • Income Generation • Income Recovery (Service Charges) 	<ul style="list-style-type: none"> • This is a new area for the Council. The Council would be a recognised provider of different types of housing tenures • Income received in line with Business Plan Assumptions
<p>Service Objective: Work towards Achieving 'Gold Standard' for Homelessness for our Advice and Options Team</p>				
<p>November 2016 Update Bronze standard awarded October 2016. Second Challenge application submitted, 5 applications needed to reach Silver standard.</p>				

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Achieve bronze standard following successful peer review	December 2016	Team Leader People	None Expected	<ul style="list-style-type: none"> • Improved Customer Experience • Working Relationship with internal and External partners • More Efficient Delivery • National Recognised as an excellent service •
<p>Service Objective: Improve performance and Customer Experience in the letting and turnaround of Empty Homes</p>				
<p>November 2016 Update</p> <p>Work to improve approach to lettings delivery is ongoing. Ongoing performance challenge with EH team and Osborne to improve working relationships, communication and resolve delays. Further performance monitoring of Lettings staff to improve targets. Issuing of digital sign up packs and tenancy agreement implemented in August 2016, with very minor amendments to be made during September 2016 to ensure robust process and more efficient overall customer experience. Trial news advert and increased detail/advert format for new HPCHA newbuilds, to increase interest in RP properties (Sep 2016). Further investigation ongoing in relation to improved access to information for possibility of digital viewings, floor plans for adverts – further investigation ongoing in relation to systems and storage availability with IT. Performance continues to improve. Quarterly Meeting with Hightown implemented</p>				

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> Explore and implement 'nudge' ideas relating to the experience of applying for and being allocated an empty home 	<ul style="list-style-type: none"> December 2016 	<ul style="list-style-type: none"> Team Leader Property 	Shorter Turnaround times results in less rental loss	<ul style="list-style-type: none"> Better experience for future tenants More efficient – less resource intensive
<p>Service Objective: Maximise Income generation and efficiencies from the Allocations Process & Temporary Accommodation Service</p>				
<p>November 2016 Update</p> <p>Temporary accommodation fees increased, increase use of HRA properties charged at higher fees, which has generated additional HRA income effective from April 2016 ongoing. Further enquiries ongoing with Housing Benefit and other TA providers in relation to 'support charge' – estimated completion Oct 2016.</p> <p>Due to implement charging RP's for use of Abritras from April 2017</p> <p>Work started to fully review TA service and the finances due to current lack of clarity</p>				
Key Actions	By When	Who is Responsible for	Impact on MTFS	What will be different once

		Delivery		this is done?
<ul style="list-style-type: none"> • Increase Temporary Accommodation Licence Fees 	<ul style="list-style-type: none"> • July 2016 	<ul style="list-style-type: none"> • Team Leader Property 	Income Generation	<ul style="list-style-type: none"> • Increased revenue
<ul style="list-style-type: none"> • investigate feasibility of introducing a support charge for licencees 	<ul style="list-style-type: none"> • July 2016 	<ul style="list-style-type: none"> • Team Leader Property 	<ul style="list-style-type: none"> • Income Generation 	<ul style="list-style-type: none"> • Residents receiving support in TA would be charged in the same way that Supported Housing Tenants are
<ul style="list-style-type: none"> • Implement Charging for the administration of Registered Provider Nominations 	<ul style="list-style-type: none"> • April 17 	<ul style="list-style-type: none"> • Team Leader Property 	<ul style="list-style-type: none"> • Income Generation 	<ul style="list-style-type: none"> • A number of Local RP's would be charged by DBC for managing their nominations from the Housing Register

Group Manager 3: Fiona Williamson

Service: Property and Place

Service Objective: Development of an Asset Options tool

November 2016 Update

- **Various asset management software packages are being reviewed to establish the ability of each to integrate into Orchard and deliver the required functionality and accessibility for service providers. Criteria for alternative systems if being developed to align with PSN security requirements.**
- **Date quality validation has commenced and will continue throughout the remainder of the year to ensure the data in the asset management database is updated to reflect the information collected in the surveys undertaken by Osborne or other service providers.**
- **Tenant consultation on hold for the new tenant involvement structure to be introduced and aligned to the asset management software and options tool.**

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> • Investigate the current systems available on the market to determine suitability for aligning with the Total Asset Management contract and methods of data collection. 	<ul style="list-style-type: none"> • September 2016 	<ul style="list-style-type: none"> • Team Leader Assets and Business Improvement 	<ul style="list-style-type: none"> • None expected 	<ul style="list-style-type: none"> • Identification of the most appropriate system and associated costs • Identification of resource requirements to maintain the information • Improvements in the quality and usefulness of reports
<ul style="list-style-type: none"> • Data Quality review of existing data stored on the 	<ul style="list-style-type: none"> • July 2016 	<ul style="list-style-type: none"> • Team Leader Assets and Business 	<ul style="list-style-type: none"> • None expected 	<ul style="list-style-type: none"> • Improved data quality for management reporting and evidence based decisions.

Asset Management Database		Improvement		
<ul style="list-style-type: none"> Conclude consultation with tenants and leaseholders on the variables that are to be assessed within the Asset Options Tool 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Team Leader Assets & Business Improvement & Team Leader Policy & Participation 	<ul style="list-style-type: none"> None expected 	<ul style="list-style-type: none"> Improved understanding of the priorities for tenants and leaseholders in the ongoing management of the housing stock
Service Objective: Review Tenancy Sustainment training				
November 2016 Update				
Tenancy Sustainment Sessions have been reviewed and amended to reflect current needs and user feedback				
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> Review Tenancy Sustainment sessions 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Tenancy Sustainment Team Leader 	Efficiencies and a reduction in current spending on sessions may be found through implementing	<ul style="list-style-type: none"> New tenants will be more prepared and able to manage their DBC tenancy High risk tenants will be identified in sessions and support offered to reduce tenancy failure

			improvements	
<ul style="list-style-type: none"> Introduce measures to evaluate effectiveness and demonstrate value 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Tenancy Sustainment Team Leader 	<ul style="list-style-type: none"> None expected 	<ul style="list-style-type: none"> Effectiveness of sessions will be monitored and clearly demonstrated. Future sessions will be more evidence based leading to better outcomes for tenants and reduced tenancy failures
Service Objective: Undertake review of the Cleaning Service				
November 2016 Update <ul style="list-style-type: none"> Initial work has been undertaken to establish the costs and income derived from the existing cleaning service to determine a baseline for the options appraisal. Additional areas that could be developed to increase income with low levels of additional investment are being evaluated 				
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?

<ul style="list-style-type: none"> Review cleaning service delivered to the social housing stock within the Borough including full options appraisal 	<ul style="list-style-type: none"> Jan 2017 	<ul style="list-style-type: none"> Cleaning Team Leader 	<ul style="list-style-type: none"> It is expected that efficiencies will be identified through this process but as yet unknown 	<ul style="list-style-type: none"> Initially no change, but improved knowledge of the options available for the delivery of the service and any cost implications identified.
<ul style="list-style-type: none"> Implementation of any improvements identified during the review 	<ul style="list-style-type: none"> April 2017 	<ul style="list-style-type: none"> Cleaning Team Leader 	<ul style="list-style-type: none"> Ensure efficiencies identified are realised 	<ul style="list-style-type: none"> Improvements to the service to tenants and leaseholders Use of technology to support the service in reporting repairs and monitoring cleaning performance. Reduced complaints
<p>Service Objective: Review of the management of Leasehold Services - FW</p>				
<p>November 2016 Update</p> <ul style="list-style-type: none"> Recommendations have been implemented and two cases for extension applications have been determined Freehold disposal has been offered to 2 blocks that are exclusively leasehold have been made and declined Details from the STAR survey have been finalised and an initial review undertaken to establish areas of low satisfaction with the leasehold service. The in depth review will be undertaken in the next two quarters of the year. 				
Key Actions	By When	Who is Responsible for	Impact on MTFS	What will be different once this is done?

		Delivery		
<ul style="list-style-type: none"> Implement recommendations in the Portfolio holders report from Quarter 3 2015 and review the impact and level of revenue generated 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Team Leader Assets and Business improvement 	<ul style="list-style-type: none"> Income from leaseholders maximised 	<ul style="list-style-type: none"> Increase revenue streams identified. Potential increase in freehold disposal to blocks of flats in wholly leasehold ownership
<ul style="list-style-type: none"> Review of the outputs from the STAR surveys in respect of leasehold satisfaction with the service and options for improvement 	<ul style="list-style-type: none"> Jan 2017 	<ul style="list-style-type: none"> Team Leader Assets and Business improvement 	<ul style="list-style-type: none"> Service improvement should result in less financial disputes and higher collection of service charges 	<ul style="list-style-type: none"> Increase understanding of the satisfaction levels and monitoring if the recommendations from the review improve satisfaction with the service in the next STAR survey