


## Housing Service Plan 2012/13

<b>Service:</b>	<b>Head of Service:</b>	<b>Angela Smithers</b>	
<b>HOUSING</b>	<b>Strategic Director:</b>	<b>Jon Poore</b>	
	<b>Portfolio Holder(s):</b>	<b>Cllr Keith Webster</b>	

### 1. Introduction / Overview

2012/13 will see many changes to the Housing Service due to national and local policy changes. The Government's new agenda for tenancies, allocation, finance and regulation will be implemented and the housing service will be restructured to deliver efficiencies and improve customer services.

The Housing Service team is a customer-focussed team delivering a wide range of services to Waverley residents;

The Housing Options and Homechoice teams and the Don't Lose Your Home project provide housing advice to prevent homelessness, assess the Council's statutory duties to homeless applicants, help applicants claim benefits/grants and manage the waiting list, advertising and allocating Council and housing association homes in the Borough.

The Housing Management Team manage our tenancies and estates, supporting people and communities.

The Housing Maintenance Team is responsible for repairs and improvements, including disabled adaptations to council properties.

The Rent Accounts Team collects rents and assist tenants in rent arrears.

The Private Sector Housing Team provides advice and assistance to private sector customers, licensing Homes in Multiple Occupation, dealing with unfitness in the private sector and managing Disability Facilities Grants for private occupiers.

The Operations and Policy & Performance Teams provide specialist support (eg IT, tenant involvement and policy development) to the customer facing teams.

The main service objectives for the team are to:

- maximise the use of affordable housing resources in the borough for those in housing need
- provide excellent housing management and maintenance to tenants
- implement HRA Business Plan, and
- support the private rented sector in delivering good quality housing across the borough.

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The Housing Services Vision for 2009 to 2014 is:

*“To move from delivering fair to **fabulous** services by putting **people** at the **heart** of everything we do”*

The 2012/13 service plan actions support this vision to improve services. We aim to provide a first class, customer facing, modern housing service, increasing customer satisfaction and offering good value for money. In order to do this we will implement a robust landlord business plan in light of the new self financing regime, determine the priorities for newly available resources, continue to deliver Decent Homes Standards improvements to the stock not yet meeting the standard. We will be restructuring the housing team in order to meet these objectives.

## 2. Focus for the coming year – Action Plan

Desired outcome / Objective		Implement and manage the HRA Business Plan				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqIA Needed? (Y/N/Done)	Success Criteria/Measures
HS1.1	Monitor and manage the HRA Business Plan	Quarterly monitoring and 31 March 2013	Angela Smithers /Annalisa Howson	Within current resources	N	Quarterly monitoring reports to demonstrate a financially sound business that meets its service objectives.
HS1.2	Deliver the Decent Homes work programme	Quarterly monitoring and 31 March 2013	Andrew Booker	Within current resources/ BP surplus	Y	100% completion of the backlog work programme (£2,317,633)
HS1.3	Increase the number of affordable homes	31 March 2013	Angela Smithers	Utilise part BP surplus	N	Additional units available for letting, through WBC and housing associations

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Desired outcome / Objective		Deliver customer service improvements and increased customer satisfaction				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqIA Needed? (Y/N/Done)	Success Criteria/Measures
HS2.1	Improve the day to day responsive repairs by introducing a first time fix promise for appropriate works	Quarterly monitoring and 31 March 2013	Andrew Booker	Within current resources	Y	82% of appropriate jobs to have a first time fix (tbc with Mears and WBC)
HS2.2	Ensure all staff fully briefed to advise tenants on Universal Credit	March 2013	Sarah Barber	Within current resources	N	100% customer facing rents staff trained in Universal Credit. 90% tenant satisfaction with rent service
HS2.3	Develop and implement new Houses in Multiple Occupation standards and Homes Improvement Policy	September 2012	Simon Brisk	Within current resources	N	New policies launched

Desired outcome / Objective		Deliver efficiencies and improve value for money				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqIA Needed? (Y/N/Done)	Success Criteria/Measures
HS3.1	Deliver a new customer focussed Housing Service structure that is fit for purpose	30 September 2012	Angela Smithers	Within current resources	N	Council approved staff structure by July 2012 With target increase in customer satisfaction and long term savings identified
HS3.2	Implement recommendations of sheltered housing service review in preparation for potential loss of Supporting People funding	31 August 2012	Senior Housing Manager	Within current resources	Y	Financially sustainable service, meeting residents' needs

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<b>HS3.3</b>	Implement Orchard IT upgrade	31 July 2012	Clare Jones	Within current resources	N	Operational upgrade with all staff trained and effectively using new system
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Desired outcome / Objective		Investigate and implement shared services				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqIA Needed? (Y/N/Done)	Success Criteria/Measures
<b>HS4</b>	To pilot the Think Family project with Surrey County Council.(SCC)	30 September 2012	Angela Smithers	Office space costs Team manager post (Approx £60k total)	N	To reduce officer time and duplication of efforts in multi agency cases. 90% tenant satisfaction with outcome of service.
<b>HS5</b>	To develop, in conjunction with Waverley Planning Services and Surrey County Council a Waverley BC Gypsy & Travellers Site	31/03/2013	Annalisa Howson	Land Purchase costs, development of pitches (General Fund)	N	Procurement of land, development of services, and handover to SCC for management.

Desired outcome / Objective		Implement Localism Act changes				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqIA Needed? (Y/N/Done)	Success Criteria/Measures
<b>HS6.1</b>	Develop and implement actions arising from the Localism Act	31 March 2013	Angela Smithers / Annalisa Howson	Within current resources	Y	Council approved policies published. Deliver staff training on policy changes.

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<b>HS6.2</b>	Implement changes to allocation policy	30 June 2012	Mike Rivers	Within current resources	Y	Reduction in numbers on housing waiting list
<b>HS6.3</b>	Introduce flexible tenancies	30 September 2012	Annalisa Howson/ Mike Rivers	In future years (2017 onwards)	N	Increased flexibility for tenancy transfers

### 3. Equalities & Diversity Checklist – Equality Impact Assessments (EqIAs)

Which EQIAs have been completed for your service since the last Service Plan?	Mutual Exchange Procedure and Rent Setting Policy.		
Please list all actions identified in these EqIAs :	<p>Mutual Exchange Procedure Issue: Those with reading/writing difficulties Action: We can provide large print, Braille and audio tape of any policy or procedure.</p> <p>Rent Setting policy Issue: Sensory and learning Action: Braille, Audio and large print available.</p>		
Service EqIA last reviewed:	October 2008	Next review due:	October 2012

### 4. Staff Involvement Checklist

Is there evidence of staff involvement in process?	All staff are advised of key priorities at regular Housing Update briefings and were involved in service improvement consultation at the Housing Staff Conference in March 2011. Staff were also given the opportunity to identify key issues for their service areas in team meetings and encouraged to provide managers with comments and queries.
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### 5. Using Complaints for Service Improvement

Have you improved service delivery as a result of complaints received?

Following the complaints in 2010/11 officers have identified changes to process and training requirements implemented eight "lessons learnt". Officers have shared with staff and contractors the lessons learnt to prevent a reoccurrence of the issues. The lessons ranged from making appointments for external works to ensure tenants are aware of work being carried out, letters to state if a Waverley or contractor operative to visit, a more rounded approach to terminations and reminders of administration and procedural requirements.