

Housing Revenue Account (HRA) Business Plan 2004-34

2005/06 Update

The 2004-34 HRA Business Plan

The HRA Business Plan 2004-34 has been assessed as “Fit for Purpose” by the Government Office for the South East. The requirement for a formal re-assessment is now relaxed for three years. It is therefore not intended to update the main text of the document.

Copies of the Plan are available on request from the Head of Housing Landlord Services and an electronic version is available on the Winchester City Council Intranet site (under Health and Housing pages) or on the Council’s website (www.winchester.gov.uk).

Progress Against the 2004/05 Action Plan

Progress against the actions included in the 2004 Plan has been monitored throughout the year and reported to the Housing Performance Improvement Committee. Progress is very much on track against targets and deadlines included in the Plan and key achievements have included:

- **Options** – The comprehensive review of alternative management options to identify the most appropriate way to meet the Decent Homes Standard and tenant aspirations is nearing completion. 65% of all tenants have taken part in a final “Test of Opinion” Survey, the results of which will be published shortly. It is planned to make final recommendations on the way forward to Cabinet in June and aim to have the final Options report assessed and approved by July 2005.
- **Landlord Restructuring** – The Landlord Services were subject to restructure in April 2005. A new head of service was not appointed until August 2004. However, all Property Services, Estate Management and Rent Accounting staff now form one division. Some tenant services are still managed by other Council divisions (Central Control and Lettings and Allocations) and effective service level agreements will be drawn up for these areas in the next few months.
- **Tenant Surgeries** – To ensure services are delivered to tenants where they can best access them, two tenant surgeries have been trialled throughout 2004/05 at Wickham and Denmead. The surgeries are held at local sheltered schemes and Benefits staff as well as Housing officers are present. Whilst take up has been slow, real advantages of the joint approach have already been realised. It is planned to extend the surgeries to new areas in 2005.
- **Tenancy Sign Ups** – Sign ups are now managed through formal interviews with keys only being handed over once a comprehensive introduction to the service has been completed, including explaining the responsibilities of the Council and the tenant, collection of rent in advance and the provision of assistance with any tenant queries or requirements for advice from other Council officers, such as Benefits.
- **Review of HRA Expenditure** – This review is ongoing, although major changes have been made to the budget for 2005/06, with the funding of the Joint Housing Register and Central Control services being transferred to the General Fund. The HRA now pays a fee for the provision of these services as highlighted in b) above.
- **On line Rent Payments** – Tenants are able to pay rent through a number of routes and this has been extended by the introduction of the “On line payment” facility through the Council’s website.

- **Housing Homeless Families trial** – The trial of placing homeless families in hard to let units at Colsen Close and Harwood Place has operated reasonably successfully for a year. Options for continuing this approach will be considered by Cabinet in April 2005.
- **Community Wardens** – The wardens have now been appointed and the service has recently been launched. The HRA provided funding in 2004/05 for this service, although this has reverted to being wholly General Fund funded from April 2005 to reflect the nature of services provided, which are of benefit to the whole community where it operates. Work needs to continue to ensure that activities of the Landlord services division integrate well with the warden service in the future.

The 2005/06 Update

Key actions and objectives for 2005/06 are included in the Action Plan and Service Summaries which form the main basis of this update. Other inclusions are information on Workforce Planning and Risk Management for consistency with other council business plans.

The Action Plan has been updated to take account the 2004 progress detailed above and of the latest Corporate Strategy, although service priorities remain as detailed in section 12 of the 2004 Business Plan.

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APPENDIX 1

KEY OBJECTIVES ACTION PLAN

2005-2010

YEAR	KEY ISSUE (Link to Strategic Priority)	ACTION REQUIRED	Expected Outcome (link to priorities set out in section 12.8 provided for each target)	Date	Resources	Lead (key on page 9)
2005/06	Homes To address the longer term aim of providing decent affordable homes for all sectors of our community	By 2010, meet the outcomes dictated by the Housing Options Appraisal so far as the Decent Homes Standard for Council housing is concerned	The completion of the Options Appraisal project and submission of a robust Options study to the Govt Office for assessment which identifies best option for the future management of the Housing Service (12.8.2 b)	Jul 05	£83k funding in 2003/04 budget and £50k funding in 04/05	RB
			Implement actions approved as part of the Options Appraisal review (12.8.2 b)	Mar 06	All actions take account of existing resource levels	RB
			The delivery of the first year of the 5 year Major Repairs and Renewal Strategy (12.8.2 c) 2005/2010.	Mar 06	£6.6m capital & revenue included in 2005/06 budget	CB
			Ensure all or any unfit Council owned dwellings are made fit by the end of the year (12.8.2 c)	Mar 06	£52k included in Repairs programme (15 properties)	CB
			Ensure that 84% of the Council's housing stock meets the Decent Homes Standard by the end of the year. (12.8.2 c)	Mar 06	£239k included in repairs programme (67 additional properties)	CB
			To update the Business Plan in light of emerging priorities and the outcome of the Options Review (12.8.2 a, b e, i)	Mar 06	Contained in existing resources	RB
			Report annually on the outcome, emerging issues and proposed programme of works to incrementally achieve Decent Homes by 2010	Mar 06	Contained in existing resources	CB

YEAR	KEY ISSUE (Link to Strategic Priority)	ACTION REQUIRED	Expected Outcome (link to priorities set out in section 12.8 provided for each target)	Date	Resources	Lead (key on page 9)
2005/06 (cont)	Homes (Cont)	Work with the Housing Forum to address the housing needs of vulnerable elderly people (informed by the Supporting People review of Sheltered Housing)	To amend sheltered service provision in light of Cabinet decisions in March 2005 to ensure a consistency of service to all sheltered tenants and to prepare the service for the Supporting People review	May 2005	Changes need to be made to retain supporting people grant provision	RB
			Ensure that there are no more than 30 void Sheltered homes by the end of the year	Mar 06	Contained in existing resources	RB
	Community Safety To create communities that feel safe and further reduce levels of crime and anti-social behaviour in the District	Provide a neighbourhood warden scheme in Stanmore and Highcliffe and consider extending this as resources allow	Effective coordination between Landlord services and Community Wardens for main estates in Winchester and the identification of the most appropriate role for the service (12.8.2 h)	Mar 06	Funded from General Fund	BM
			The continued provision of support to the Stanmore and Highcliffe working groups to review actions arising from the Community Planning Study and identify priorities for environmental/community improvement on the estates (12.8.2 h)	Mar 06	Contained in existing resources	BM
	How We Work We will follow work practices which are consistent with our corporate values	Take our services and those of other agencies to all our communities	The delivery the approved Tenants Compact Action Plan (12.8.2 g)	Mar 06	Contained in existing resources	LB
			The extension of the trial of Tenant surgeries in rural locations to all Housing Management areas outside Winchester (12.8.2 d)	Dec 05	Contained in existing resources	LB

YEAR	KEY ISSUE (Link to Strategic Priority)	ACTION REQUIRED	Expected Outcome (link to priorities set out in section 12.8 provided for each target)	Date	Resources	Lead (key on page 9)
2005/06 (cont)	How We Work We will follow work practices which are consistent with our corporate values	Make customer service the key to all we do by seeking to provide services which reflect the needs of our citizens, by improving access to our services and by improving the timeliness and accuracy of advice and information we provide	The development of effective and integrated links between Orchard and CRM software (12.8.2 f, e)	Jul 05	Contained in existing General Fund resources (CRM system procured)	RB
			Clear procedures agreed for the receipt and response of all Housing related enquiries (12.8.2 d, e, i)	Nov 04	Contained in existing resources	RB
		Continue to demonstrate high standards in managing the taxpayers' money - being open to scrutiny, providing services that are efficient and at reasonable cost, avoiding profligacy, maintaining sensible levels of reserves and planning ahead	To work with TACTs Voids and Allocations Forum to review processes, agree targets and implement changes in light of customer experience (12.8.2 d)	Mar 06	Contained within existing resources	RB
			To upgrade Orchard Housing Management systems to Arch house Plus to ensure effective corporate links and provide "Citizen Access" for tenants (12.8.2 f, e)	Dec 05	£80k included in Capital Programme for 2005/06	
			All national key performance indicators to achieve a target based on a minimum of the top 25% as measured at 2002/03 (12.8.2 e)	Mar 06	Contained within existing resources	

YEAR	KEY ISSUE (Link to Strategic Priority)	ACTION REQUIRED	Expected Outcome (link to priorities set out in section 12.8 provided for each target)	Resources	Lead (key on page 9)
2006-10	Homes To address the longer term aim of providing decent affordable homes for all sectors of our community	To achieve the Decent Homes Standard by 2010	The delivery of the of the 5 year Major Repairs, Renewals & Maintenance Strategy in line with target dates set (12.8.2 c)	£6.6m programme	CB
			To reduce the % of non-decent stock incrementally (12.8.2 a) to achieve Winchester DHS by March 2010	Incorporated in above	CB
			To update the assessment of Stock Condition in light of Asset Management data contained on Housing database (12.8.2.a)	Contained within existing resources	CB
			To commence a further review of management options in light of changing environment current financial position and results of updated stock survey by 2008 (12.8.2.b)	Contained within existing resources	RB
	Customer Service - To provide a high standard of customer service	To deliver the Best Value Action Plan	To commence a further review of the Major Repairs, Renewals and Maintenance Strategy in light of emerging issues, and for the next five years planning period 2010-2014 by 2008 (12.8.2c).	Contained within existing resources	CB
			To carry out a “desktop” update the Housing Needs Survey (12.8.2 i)	To be determined	BM
			To commission a full update of the Housing Needs Survey by 2007 (12.8.2 i)	Contained within existing resources	RB
			To update the Business Plan at least annually in light of emerging priorities (12.8.2 a,b e, i)	Contained within existing resources	RB
		All actions falling due after 2004/05 to be implemented/achieved (12.8.2 d)	Contained within existing resources		

Key to Officers:

BM	Bob Merrett	Director of Health and Housing
RB	Richard Botham	Head of Housing Landlord Services
CB	Clive Broomfield	Head of Contracts & Property Services
LB	Luke Bingham	Head of Housing Management

APPENDIX 2

SERVICE SUMMARIES AND OPERATIONAL OBJECTIVES

Service	PROPERTY MAINTENANCE, RENEWALS, ENHANCEMENT AND DISABLED ADAPTATIONS Contact: Clive Broomfield (cbroomfield@winchester.gov.uk – tel: 01962 848149)					
Aims of the Service	<p>To maintain and improve the housing and corporate stock at a sufficiently high level to protect the longevity of the property and ensure the continued use and enjoyment by tenants. Following a condition survey of it's housing stock and report of survey in 2004 the Council proposes to meet the Governments Decent Homes Standard (and that defined as the Winchester "plus" standard) by 2010.</p> <p>To provide suitable adaptations to properties in the Council's ownership to enable tenants or their relatives who suffer from any form of physical disability to retain and enjoy the comforts of their home.</p>					
Links to the Corporate Strategy	<p>The service supports the promotion of a healthier safer and more caring community as well as helping to look after the built and natural environment for the benefit of future generations. It has a key role to play in Environmental Sustainability and providing services for the elderly and disabled access across the district.</p>					
Strengths and Weaknesses of the Service	<p>As determined by the Best Value Review and Final Report dated 2003 and CPA Decent Homes Diagnostic Reports.</p>					
Best Value Performance Indicators	Reference	Performance Indicator	Actual Performance	Target	Target	
				2003/04	2004/05	2005/06
	BVPI 63	Energy efficiency – the average SAP rating of local authority owned dwellings	65	65	67 (Est)	
	BVPI184	Proportion of LA homes which meet the Decent Homes Standard at start of year % change in proportion of non-decent homes in year	69.7%	69.7% review of criteria in 2004/05	82.5% 1.5%	
BVPI185	% of responsive repairs for which the authority both made and kept an appointment	83.59%	98%	98%		
Local Performance Indicators	Reference	Performance Indicator	Actual Performance	Target	Target	
				2002/03	2003/04	2004/05
	LPI HM 01	To reduce complaints on all works (as reported by customer care return cards or other means).	4.11%	2.0%	2.0%	

	LPI HM 02	To reduce the time taken from receiving confirmation of works to the completion of works to an average of 32.5 days		77.92	N/A New indicators introduced April '04	N/A New indicators introduced April '04
	LPI HM 02 A	The percentage of fast track adaptations completed within an average of 10 working days.		N/A New indicators introduced April '04	95%	95%
	LPI HM 02 B	The percentage of adaptations that from receiving Social Services confirmation are completed within ODPM Good Practice Guidelines.		N/A New indicators introduced April '04	98%	98%
	LPI HM 03	The percentage of urgent repairs completed within government time limits dictated by Right to Repair Act.		94.91%	98%	98%
	LPI HM 04	Percentage of jobs completed within target dates (formerly BVPI 72).		Not currently measured	98%	98%
	LPI HM 05	Continue to monitor the proportion of "the value of works completed" to "annual budget". Revenue (yearly), Capital (average over 3 years).	REVENUE	96%	96%	96%
			CAPITAL	95%	95%	95%
Equal Access & Sustainability	<ul style="list-style-type: none"> • A commitment to promote and achieve equal opportunities by recognising, respecting and responding to the different needs of the community regardless of race, ethnic origin, nationality, religion, cultural background, sex, sexual orientation, domestic circumstances, age disability or illness. • All visits requested of the Property Services Team (Surveying, Customer Liaison, Occupational Therapy staff) are available on request to visit tenants in their homes. Visits are by appointment and can be arranged outside of core hours. • Environmental sustainability information advice is given by Property Services Team proactively and on demand. • Area Property Surveyors participate in estate walkabouts to promote good relationships with Residents Associations. • Assisting residents to stay in their homes where appropriate by facilitating aids and adaptations to property both directly and in association with Social Services and Hospital Trusts. 					

	<ul style="list-style-type: none"> • Ensuring whenever possible that works carried out to resident’s homes are carried out courteously to good standards and by appointment. • Maintain key contractual links to ensure sustainability of key services e.g. Central Control, Warden Call and Lifeline System via 3rd party contractors. • Promoting tenant involvement into all property related issues via the Property & Contracts Forum (sub-group of TACT) held on a bi-monthly basis. • Giving tenants the opportunity to comment on major repairs, renewals and maintenance services administered by the Property Services Team and carried out by third party contractors. • Having effective working relationships with third party contractors to deliver a major repairs, renewals and maintenance programme to the Council’s housing stock totalling approx. £6.6m pa. 			
Comparisons	Housing Quality Network Benchmarking Group, ODPM Good Practice Guides, other Social Landlords, Government Inspection Regimes.			
Service Improvements/Targets	No	What	When	Who
	1.	To continue to review and analyse the results of the Property Condition Survey completed in 2004, to ascertain the condition and future investment requirements of the Council’s housing stock. Incorporate findings into the Council’s Major Repairs, Renewals and Maintenance Programme to enable Decent Homes Standard to be achieved incrementally by 2010.	March ‘05 and annually thereafter	Head of Contracts & Property Services & consultancy project team
	2.	Following the Property Condition Survey and Housing Options Appraisal produce a Major Repairs, Renewals and Maintenance Programme.	March ‘05	Head of Contracts & Property Services
	3.	Delivery of the overall Major Repairs, Renewals and Maintenance Programmes to the Council’s property portfolio.	March ‘05 and annually thereafter	Head of Property Services & all divisional staff & 3 rd party contractors
	4.	Responsive Repairs – Continued development of ‘partnership’ working with Serco and Nationwide to maintain and, where possible, improve service delivery and customer satisfaction for this service.	March ‘05	Head of Contracts & Property Services /Principal Surveyor/Tenants, Property & Contracts Forum
	5.	Continue to monitor the balance of the programme overall to ensure that works are carried out in a cost effective manner.	March ‘05 and annually thereafter	Head of Contracts & Property Services

	6.	To continue to implement the Best Value Improvement Plan as approved within the 2002/03 Best Value Review of Property Services. Further information is given within the Detail of Service Improvements Section.	March '06	All divisional staff
<u>Better Management of the Voids Service</u>				
Detail of Service Improvements	1	Re-write/update Policy & Procedural Documentation to defined areas of service	April 2006	Head of CPS/Senior Customer Liaison Off/ Contract & Systems Administrator.
	2	Involve tenants in agreeing policy/procedural documentation to defined areas of service	April 2006	Head of CPS/Senior Customer Liaison Officer
	3	Establish Minimum Standard for Voids and review local performance indicators	April 2005	Principal Contracts Manager/Property Surveyor (NT) (Voids)/Building Services Manager
	4	Develop visual aids to assist allocation process (to be developed with Lettings section)	April 2005	Allocations Officer/Property & Contracts Systems Administrator
	5	Establish minimal void period (pilot/trial to be carried out)	June 2005	Principal Contracts Manager/Property Surveyor (Voids)
	6	Make all Stakeholders aware of agreed Policy & Procedures	Summer 2005	Head of CPS/Senior Customer Liaison Officer

<u>Better Management of the Aids & Adaptations Service</u>				
	1	Re-write/update Policy & Procedural Documentation	April 2006	Head of Contracts & Property Services Occ. Therapist and other relevant staff.
	2	Involve tenants in agreeing policy/procedural documentation for the service	April 2006	Head of CPS/Senior Customer Liaison Officer
	3	Develop standard specification manuals to speed up procurement of works	June 2005	Contracts Surveyor
	4	Introduce Aid/Adaptation Information Leaflet for tenants	April 2005	Senior Customer Liaison Officer/Administrator
	5	Expand Procurement Options via revised Select List	October 2005	Head of Contracts & Property Services
<u>Better Management of the Responsive Maintenance Service</u>				
	1	Integrate the service provided by proposed corporate customer call centre into the repairs service	June 2005	Head of Contracts & Property Services
	2	Re-write/update Policy & Procedural documentation	April 2006	Principal Contracts Manager
	3	Involve tenants in agreeing policy and procedural documentation	April 2006	Head of CPS, Senior Customer Liaison Officer
	4	Establish better targeted pre-inspection regime	June 2005.	Principal Contracts Manager
	5	Establish minimum service standards for non-term contractors	October 2005	Head of Contracts & Property Services / Principal Contracts Manager/ Building Services Manager
	6	Expand access routes for tenants to log/report repairs	March 2006	Principal Contracts Manager/Business Services Officer

Better Management of Cyclic and Planned Maintenance				
	1	Re-write Policy & Procedural documentation for the service	April 2006	Head of Contracts & Property Services/ Principal Contracts Manager
	2	Involve tenants in agreeing policy and procedural documentation	April 2006	Head of Contracts & Property Services/ Senior Customer Liaison Officer
	3	Following Council's approval of the Major Repairs, Renewals and Maintenance Strategy 2005-2010, implement alternative means of contract procurement and appraise further processes as appropriate	Active now + October 2005	Head of Contracts & Property Services/Contract Surveyor/ Building Services Manager
	4	Subsequent to Stock Condition Survey develop Major Repairs, Renewals and Maintenance Strategy taking into account tenant aspirations & financial resources available	March 2005	Head of Contracts & Property Services
	5	Report on "out-turn" (i.e. quality and costs). Develop new reporting regime commencing April 2005, to enable a transparent review of Key Performance data to be reviewed	April 2005	Head of Contracts & property Services, Principal Contracts Manager/Buildings Services Manager
	6	Review information flow between Cyclic and Planned Maintenance and Responsive Maintenance Services by utilising Orchard Planned Maintenance Module.	April 2005	Principal Contracts Manager/Contracts & Systems Administrator
	7	Subsequent to Asbestos Survey agree and implement Asbestos Management Plan in conjunction with South East Employers and Council's Health & Safety Officer	July 2005	Principal Contracts Manager/Health & Safety Officer

	8	Carry out review to evaluate the effectiveness of IT based surveys/data collection by Property Services staff.	October 2005	Principal Contracts Manager/Property Surveyor/Buildings Services Manager
	9	Following Council approval of the Major Repairs, Renewals and Maintenance Strategy 2005 to consult with IDEA and Contractors, to appraise existing Procurement methods.	October 2005	Head of Contracts & Property Services/Senior Customer Liaison Officer
	10	<u>Other Principal Contracts</u> Continue to monitor Housing Building Cleaning contract	Pre-set Reviews	Head of Contracts & Property Services/ Contracts Surveyor
	11	Continue to appraise the performance of the Housing Grounds Maintenance Contract	Pre-set reviews	Head of Contracts & Property Services & Administrator
<u>Better Leasehold Management</u>				
	1	Position statement prepared for Health & Housing DMT following consultants report into WCC processes.	December 2004	Head of Contracts & Property Services/Principal Contracts Manager
	2	Further consultants input now sought to determine most viable and cost effective means of administering leasehold property management.	January 2005	Head of Contracts & Property Services/Principal Contracts Manager/External Consultant
	3	Informed Leaseholder Forum established to debate issues and seek stakeholder views on leaseholder property management.	February 2005	Tenant Participation Manager
	4	Following consultancy report and stakeholder consultation produce options report for the future management of leasehold properties. Housing PIC (July 2005)	July 2005	Head of Contracts & Property Services/Principal Contracts Manager

<p>Service</p>	<p>ESTATE MANAGEMENT</p> <p>Contact: Luke Bingham (lbingham@winchester.gov.uk – tel: 01962 848298)</p>				
<p>Aims of the Service</p>	<p>To provide a high quality, efficient, cost effective service to tenants, licensees and leaseholders that meets expectations within available resources. This service covers a wide range of housing issues such as tenancy matters, communal areas and facilities and community safety, with the aim of ensuring that an acceptable environment is provided for all residents so that they can have quiet enjoyment of their homes.</p>				
<p>Links to the Corporate Strategy</p>	<p>The Housing Management Service supports the promotion of a healthier safer and more caring community as well as helping to look after the built and natural environment for the benefit of future generations. It has a key role to play in Community Planning work.</p>				
<p>Strengths and Weaknesses of the Service</p>	<p><u>Strengths</u></p> <ul style="list-style-type: none"> ▪ Generic Area Housing Managers provide an integrated approach to estate management issues ▪ Area Housing Managers provide stakeholders with one specified point of contact – a one stop shop ▪ Community Relations Officer enables a proactive approach to safer communities, networking with other statutory and voluntary agencies and providing specialist advice to service users <p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ▪ Services to Leaseholders 				
<p>Best Value Performance Indicators</p>	<p>Reference</p>	<p>Performance Indicator</p>	<p>Actual Performance</p> <p>2003/04</p>	<p>Target</p> <p>2004/05</p>	<p>Target</p> <p>2005/06</p>
	<p>BVPI 74</p>	<p>Satisfaction of tenants of council housing with the overall service provided by their landlord</p>	<p>86.25%</p>	<p>90%</p>	<p>Not to be measured</p>
	<p>BVPI 74 bn</p>	<p>Satisfaction of tenants of council housing with the overall service provided by their landlord (base number)</p>	<p>3200</p>		
	<p>BVPI 74 ci</p>	<p>Satisfaction of tenants of council housing with the overall service provided by their landlord (confidence intervals)</p>	<p>1.41%</p>		

	BVPI 74i bme	Satisfaction of tenants of council housing with the overall service provided by their landlord BME (confidence interval)	82.1%		
	BVPI 74i bme bn	Satisfaction of tenants of council housing with the overall service provided by their landlord BME (base number)	39		
	BVPI 74i bme ci	Satisfaction of tenants of council housing with the overall service provided by their landlord BME (confidence interval)	N/A		
	BVPI 74ii non bme	Satisfaction of tenants of council housing with the overall service provided by their landlord NON-BME	86.4%	90%	Not to be measured
	BVPI 74ii non bme bn	Satisfaction of tenants of council housing with the overall service provided by their landlord NON-BME (base number)	3153		
	BVPI 74ii non bme ci	Satisfaction of tenants of council housing with the overall service provided by their landlord NON-BME (confidence intervals)			
Equal Access & Sustainability	<ul style="list-style-type: none"> ▪ A commitment to promote and achieve equal opportunities by recognising, respecting and responding to the different needs of the community regardless of race, ethnic origin, nationality , religion, cultural background, sex, sexual orientation, domestic circumstances, age , disability or illness ▪ A commitment to fulfil statutory duties and comply with codes of practice and guidance as issued by govt/relevant agencies ▪ All stakeholders therefore are treated equally and in a way to respect their rights ▪ In any enforcement proceedings tenants are referred to support agencies that can provide independent advice ▪ Estate management staff are always available to visit tenants within their homes in order to discuss issues if access to City Offices is a problem. Visits can be arranged outside of core hours ▪ District Housing surgeries ▪ Environmental sustainability issues for accommodation fall within the remit of the Property Services Team but Area Housing Managers are increasingly involved with community workers on community development or sustainability projects within their district. 				
Comparisons					

Service Improvements and targets	No	What	When	Who
	1.	BEST VALUE: (listed are outstanding actions from the Best Value Review of Estate Management)		
	1.1	Void properties: <ul style="list-style-type: none"> • agree performance targets covering void processes 	March 06	Head of Housing Management
	1.2	Tenant participation: <ul style="list-style-type: none"> • establish local TP compacts and estate agreements • review Houseproud (tenant newspaper) 	March 06	Tenant Participation Manager
	1.3	District surgeries for Area Housing Managers: (see action point 2.2)	March 06	Head of Housing Management
	1.4	Investigate the introduction of an incentive scheme for tenants	March 06	Head of Landlord Services
	1.5	To review sheltered housing provision (see 'sheltered housing' action point 4)	March 06	Head of Housing Management
	1.6	Provision of a communal areas officer responsible for ad hoc grounds maintenance , rubbish clearance etc. (Estate Wardens)	March 06	Head of Housing Management
	1.7	To ensure that annual contact is made with all tenants	March 06	Head of Landlord Services
	1.8	Anti – Social Behaviour (see also Community Relations, action point 5) <ul style="list-style-type: none"> • establish customer satisfaction monitoring mechanism 	March 06	Community Relations Officer
	1.9	Review policy and procedure manual for estate management	March 06	Policy Development Officer

	2.	ESTATE MANAGEMENT		
	2.1	To restructure Housing Management team to reflect future budgetary implications and changes to corporate working	Sept 06	Head of Housing Management
	2.2	Review local performance indicators	March 06	Housing Finance Manager
	2.3	<p>Housing surgeries:</p> <ul style="list-style-type: none"> • to evaluate outcomes of pilot schemes in Denmead and Wickham • to extend surgeries to include Alresford and Bishops Waltham • to pilot schemes at other 'non housing' venues • to include other city council representatives, such as Housing Benefit assessors 	<p>Sept 06</p> <p>April 06</p> <p>March 06</p> <p>March 06</p>	Head of Housing Management
	2.4	<p>To increase participation of tenants and others stakeholders in estate management issues and projects:</p> <ul style="list-style-type: none"> • to establish one new tenant association in Winnall • to establish a new resident information session at a sheltered housing scheme – Normandy Court • to ensure AHMs consult with residents when using estate improvement budgets 	March 06	Tenant Participation Manager
	2.5	To review Tenancy Conditions	March 06	Head of Housing Management
	2.6	Update policy and procedure manual in line with changing legislation and Good Practice (link to BV action plan)	March 06	Policy Development Officer

	2.7	To extend estate walkabouts to include Winnall	March 06	Area Housing Manager
	2.8	To investigate / establish subsidised gardening service for vulnerable residents	March 06	Supported Housing Manager
	2.9	To investigate and if feasible implement Orchard ITC Estate Management module	March 06	Head of Housing Management
	2.10	Explore with partner housing associations the creation of a Winchester Housing Management Forum	March 06	Head of Housing Management
	3	COMMUNITY RELATIONS		
	3.1	<p>Winchester Housing & Community Safety Partnership:</p> <ul style="list-style-type: none"> • to carry out joint training • to produce a leaflet covering Domestic Violence and ASB 	March 06	Community Relations Officer
	3.2	<p>Requirements under ASB Act::</p> <ul style="list-style-type: none"> • establish ASB panel • information available to residents 	Aug 06	Community Relations Officer

	3.3	<p>In conjunction with Community Services:</p> <ul style="list-style-type: none"> • protocol for joint working between Housing and other statutory agencies • review of ABC / ASBO protocol • integration of neighbourhood wardens with Housing Management policy and practice 	Sept 05	Community Relations Officer
	3.4	Implement REACT (IT management system) to assist in the case management of ASB	Aug 05	Community Relations Officer
	3.5	To trial and evaluate the use of the mediation as an assessment service on Stanmore. To extend District wide if evaluation positive	March 06	Head of Housing Management
	3.6	Actions as detailed by BME user group - JIGSAW	March 06	Community Relations Officer

<p>Service</p>	<p>SUPPORTED HOUSING</p> <p>Contact: Luke Bingham (lbingham@winchester.gov.uk – tel: 01962 848298)</p>
<p>Aims of the Service</p>	<p>To maximise independence and choice by ensuring sensitive support services, which meet specific needs for more vulnerable residents, are available and easily accessible.</p> <p>To build communities and develop social integration by helping vulnerable and disaffected individuals.</p>
<p>Links to the Corporate Strategy</p>	<p>The Housing Management Service supports the promotion of a healthier safer and more caring community as well as helping to look after the built and natural environment for the benefit of future generations. It has a key role to play in Community Planning work.</p>
<p>Strengths and Weaknesses of the Service</p>	<p><u>Strengths</u></p> <ul style="list-style-type: none"> ▪ Specialist Resettlement/Support Service ensures that adequate support is available to vulnerable persons in both specialised and general needs accommodation ▪ Floating support model provides the ability for the support service to ‘follow’ clients as they move/change tenure ▪ Range of support providers allows clients to exercise choice if desired <p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ▪ Insufficient resources to provide for the level of demand ▪ Lack of direct control over output or activities of other agencies ▪ Arrears management – lack of Orchard (arrears management system) link to hostels
<p>Equal Access & Sustainability</p>	<ul style="list-style-type: none"> ▪ Working in partnership with external agencies and voluntary groups, the intensive resettlement service specifically serves vulnerable persons by helping them to successfully manage their tenancy ▪ For sheltered scheme residents, scheme managers and mobile wardens respond to needs and refer cases onto other agencies if required

Service Improvements and targets	No	What	When	Who
		SUPPORTED HOUSING		
	1	Homeless families into 'hard to let ' properties at Harwood Place and Colson Close <ul style="list-style-type: none"> • evaluate and report outcomes to IMOG • implement subsequent recommendations 	May 05 March 06	Supported Housing Manager
	2	Implement revised sign up procedure for new hostel residents	Sept 06	Supported Housing Manager
	3	Actions arising from self audit (QAFs) <ul style="list-style-type: none"> • formalised approach to risk management • support plans for all hostel residents • policy and procedure covering 'protection from abuse' 	Aug 06	Policy Development Officer
	4	Management arrangements for the refurbished hostel units (x 6) earmarked for occupation by 'young vulnerables': <ul style="list-style-type: none"> • provide management tender to Supporting People • if successful, implement subsequent management arrangements 	May 05 March 06	Head of Housing Management Supported Housing Manager
	5	Secure funding for voluntary sector: <ul style="list-style-type: none"> • Basics Bank • SCRATCH 	March 06	Supported Housing Manager

	6	Develop information pack for hostel residents	Oct 05	Supported Housing Manager
	7	To make available a leaflet providing information to tenants on the supported housing service	Aug 05	Supported Housing Manager
	8	To establish Orchard link to Hostels and review arrears management process	Oct 05	Supported Housing Manager
	9	Develop proposals for alternative models of tenure covering certain vulnerable client groups	Oct 05	Supported Housing Manager

<p>Service</p>	<p>TENANT INVOLVEMENT</p> <p>Contact: Glynis Cole (email gcole@winchester.gov.uk – tel: 01962 848204)</p>
<p>Aims of the Service</p>	<p>To encourage tenants to become involved in the management of their homes and play an active role in the development of tenant and residents associations and community groups.</p> <p>To consult with stakeholders to enable them to directly influence the services they receive.</p>
<p>Links to the Corporate Strategy</p>	<p>The Housing Management Service supports the promotion of a healthier safer and more caring community as well as helping to look after the built and natural environment for the benefit of future generations. It has a key role to play in Community Planning work.</p>
<p>Strengths and Weaknesses of the Service</p>	<p><u>Strengths</u></p> <ul style="list-style-type: none"> ▪ Specialist Tenant Participation Team oversee TP process. Specialist advice and assistance to both staff and stakeholders ▪ District Wide Tenant Participation Compact endorsed by TPAS (The Tenant Participation Advisory Service) ▪ Tenant Participation Compact Monitoring Group ensures that tenants are at the heart of monitoring the Compact , that it is up-to-date and delivering involvement that tenants want ▪ Specialist Forums enable tenants to be directly involved in: <ul style="list-style-type: none"> ➤ Rents and Business Planning: involves rent setting and business planning ➤ Property and Contracts: involves property and contracts related services such as day-to-day repairs, planned maintenance and contract monitoring <p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ▪ No Local Compacts ▪ Lack of young people directly involved in TACT ▪ TACT information on the Internet ▪ Leaseholder involvement
<p>Equal Access & Sustainability</p>	<ul style="list-style-type: none"> ▪ TACT offer afternoon and evening meetings ▪ Free transport to and from meetings ▪ Child care and carer allowances ▪ A Black and Minority Ethnic User Group (Jigsaw)

	<ul style="list-style-type: none"> ▪ Information available on tape, in Braille and in different languages 			
Comparisons				
Service Improvements and targets	No	What	When	Who
		TENANT PARTICIPATION		
	1	To complete annual review of the Compact	March 06	Tenant Participation Manager
	2	To carry out actions as identified by the Tenant Compact Monitoring Group and contained with in the plan: <ul style="list-style-type: none"> • Encourage and help Tenants Associations to develop Local Compacts • To raise the profile of TACT and existing Tenants Associations to include a web page and information board in main reception • To develop a district wide Leaseholder Forum • Develop an Induction Pack for TACT members • Develop a Welcome Pack for Tenants Associations 	March 06	Tenant Participation Manager
	3	To increase quality of information available to tenants through the review of Houseproud	August 05	Tenant Participation Manager
	4	Actions as detailed by BME user group - JIGSAW	March 06	Tenant Participation Manager

Service	SHELTERED HOUSING Contact: Luke Bingham (email: lbingham@winchester.gov.uk – tel: 01962 848298)				
Aims of the Service	To provide a safe, secure housing environment for older persons in high quality housing stock. To provide a cost effective service that represents value for money and meets the needs of the community.				
Links to the Corporate Strategy	The Housing Management Service supports the promotion of a healthier safer and more caring community as well as helping to look after the built and natural environment for the benefit of future generations. It has a key role to play in Community Planning work.				
Strengths and Weaknesses of the Service	<p><u>Strengths</u></p> <ul style="list-style-type: none"> ▪ Extra care sheltered schemes with own domiciliary care service ▪ Resident scheme managers ▪ Twenty-four hour emergency cover provided with mobile wardens available <p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ▪ Certain sheltered accommodation proving difficult to let ▪ Service charges ▪ Inconsistency of mobile warden service 				
Best Value Performance Indicators	Reference	Performance Indicator	Actual Performance	Target	Target
			2002/03	2003/04	2004/05
Local Performance Indicators	Reference	Performance Indicator	Actual Performance	Target	Target
			2002/03	2003/04	2004/05
Equal Access &	<ul style="list-style-type: none"> ▪ Scheme managers and mobile wardens respond to needs and refer cases onto other agencies if required 				

Sustainability	<ul style="list-style-type: none"> ▪ Sheltered housing information sessions held at individual housing schemes ▪ Assessment and allocation processes ensure fair access to services ▪ Written policies covering anti-discriminatory practices ▪ Adaptations process configures properties to the needs of residents 			
Comparisons	<p>Estate Management and Sheltered Housing Services have been scrutinised as part of the Southern 10 benchmarking club of the Housing Quality Network and a similar exercise is being carried out using 2001/02 fiscal year statistics. The key finding of this benchmarking were that the total cost of estate management services (for 2000/01) per tenant was £29-60 which was the lowest figure within the group at that time.</p> <p>The Housing Quality Network has also benchmarked sheltered accommodation services for 51 local authority and RSL providers (again 2000/01) which produced the following key findings:</p> <ul style="list-style-type: none"> ▪ The number of tenancy terminations was third highest in the country but offers and re-lets were lower than the average; ▪ The number of FTE wardens per dwelling is higher and the cost is lower than the national average. 			
Service Improvements and targets	No	What	When	Who
		SHELTERED SERVICES		
	1	<p>To continue with the review of sheltered housing services and the recommendations that arise from the IMOG:</p> <ul style="list-style-type: none"> • re-modelling of current service in line with the recommendations from the IMOG and requirements of the Supporting People programme • asset management plan to ensure sheltered schemes retained by the City Council meet future needs and resident expectations 	<p>Sept 05</p> <p>March 06</p>	<p>Head of Housing Management</p> <p>Head of Landlord Services</p>
	2	To review service charges	Sept 05	Head of Landlord Services

	3	<p>Actions arising from self audit (QAFs)</p> <ul style="list-style-type: none"> • formalised approach to risk management • support plans for all sheltered residents • policy and procedure covering 'protection from abuse' 	Aug 06	Policy Development Officer
	4	Information leaflet for existing / prospective sheltered residents covering the role of sheltered schemes and schemes managers	Aug 06	Policy Development Officer
	5	Policy and procedure manual for extra sheltered service	Aug 06	Policy Development Officer
	6	Produce an older persons strategy	March 06	Director of Health & Housing
	7	To facilitate the inspection of the supported housing service as required under the Supporting People programme. To address any recommendations that result	May 05	Policy Development Officer
	8	Investigate use of SMART technology in partnership with the PCT	March 06	Supported Housing Manager

<p>Service</p>	<p>RENTS AND ARREARS</p> <p>Contact: Richard Baordman (email: rboardman@winchester.gov.uk – tel: 01962 848447)</p>
<p>Aims of the Service</p>	<p>To maximise rent collected and to minimise rent arrears by:</p> <ul style="list-style-type: none"> ▪ Providing an accurate service for accounting for amounts due to the Council in respect of rents and service charges income. ▪ Utilising firm but fair procedures in implementing the Council’s policy on rent arrears. <p>Keeping rent arrears to a minimum benefits both the Council and the tenants. Dealing with arrears takes resources away from other housing management tasks and servicing the debt has a financial cost, which tenants ultimately pay through higher rents or reduced services.</p>
<p>Links to the Corporate Strategy</p>	<p>Ensuring that all tenants have equal access to services and facilities, thus helping address poverty by ensuring that tenants are advised on entitlement to benefits where this will assist in them paying rent.</p>
<p>Strengths /Weaknesses</p>	<p><i>Strengths</i></p> <ul style="list-style-type: none"> ▪ Comprehensive ▪ Rents and Business Planning Forum allows tenant impute into developing and monitoring services ▪ Commitment to Customer Care arrears strategy set up in consultation with TACT ▪ Area Housing Managers provide one point of contact ▪ Links with the statutory and voluntary sectors ▪ Specialist Resettlement and Support Service ▪ Convenient and flexible rent payment methods available ▪ Current and Former arrears treated separately ▪ Specialist Money Advice and Debt Counselling Service in partnership with the CAB ▪ Good inter-authority working with Legal Department and Housing Benefit ▪ Commitment to officer training producing skilled and motivated staff ▪ Effective use of IT systems ▪ Good performance management and service improvement plan (BV action plan) <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> ▪ Former Tenant arrears

Best Value Performance Indicators	Reference	Performance Indicator	Actual Performance	Target	Target
			2003/04	2004/05	2005/06
	BVPI 66a	Local Authority rent collection and arrears: Proportion of rent collected	99.18%	99.66%	99.66%
Local Performance Indicators	Reference	Performance Indicator	Actual Performance	Target	Target
			2003/04	2004/05	2005/06
	LPI RA 01	To maintain former tenant arrears at below £100,000	£145,317	£130,000	£130,000
	LPI RA 02	Actual amount of rent owed at end of the financial year.	£114,783	£110,000	£110,000
	LPI RA 03	Percentage of all current tenants owing over 13 weeks rent (net of HB) at 31 March 2003, excluding those owing less than £250	1.40%	1.35%	1.00%
	LPI RA 05	Local authority rent collection and arrears: Rent arrears of current tenants as a proportion of the authority's rent roll	0.67%	1.80%	1.00%
	LPI RA 06	Local authority rent collection and arrears: Rent written off as not collectable as a proportion of the authority's rent roll	0.35%	0.43%	0.35%
	LPI RA 07	Percentage of rent lost through local authority dwellings becoming vacant	2.13%	1.46%	1.0%
Equal Access & Sustainability	<ul style="list-style-type: none"> • A commitment to promote and achieve equal opportunity and comply with relevant codes of practice. • Ensuring that all tenants are aware of their obligations to pay rent and advising them of the amount required as and when the weekly sum changes. • Where cost effective and practical to do so, ensuring that a range of convenient and flexible rent payment methods are available to tenants, maximising the opportunities for them to pay their rent and to suit their individual needs. • Visiting all new tenants within the first month of the tenancy to find out whether they having any difficulties paying the rent, assessing support services, obtaining housing benefit entitlement or any other housing management issues. • Having an effective working arrangement with other agencies such as the Citizens Advice Bureau and Social Services. • Ensuring that all tenants have access to appropriately trained officers. Where access to the City Offices is a problem site visits by relevant staff are arranged. • The availability of the Supported Housing Management Service for more vulnerable tenants, for example those with mental health problems, the elderly, those with young children, or those with learning or language difficulties. • Specialist money advice and debt counselling service aims to tackle poverty through maximising income and minimising debt. 				

Comparisons	The Council can draw comparisons for rent accounting and arrears performance from CIPFA and ODPM statistics as well as benchmarking against local housing providers (both local authorities and similar sized RSLs). It is a member of the CIPFA Rents Benchmarking Club and a summary of comparisons is attached to this service plan			
Service Improvements/Targets	No	What	When	Who
	1	To minimise rent loss from vacant properties by establishing performance targets covering void processes	Dec 05	Head of Housing Management
	2	To extend district wide surgeries operated by Area Housing Managers and Housing Benefit staff to Alresford and Bishops Waltham	March 06	Head of Housing Management
	3	To continue the reduction of Former Tenant Arrears (FTAs) in line with stricter targets	£140,000 achieved at 31 st March 2004 Target £130,000	Head of Housing Management
	4	To review the Policy and Procedure documentation for the FTA process. To include: <ul style="list-style-type: none"> • A clear process documenting staff responsibilities across departments and sections • A clear process for the write-off of arrears 	March 06	Head of Housing Management
	5	Complete the Audit Commission self evaluation checklist covering rent collection and arrears management	March06	Head of Housing Management
	6	Investigate the feasibility of introducing an incentive scheme for tenants	March 06	Head of Housing Management
	7	To update the Policy and Procedures Manual for arrears	March 06	Head of Housing Management

APPENDIX 3

HOUSING REVENUE ACCOUNT BUDGET 2005/06

HOUSING REVENUE ACCOUNT BUDGET 2005/06

Service summary	2003/04 Actual	2004/05 Original Budget	2004/05 Revised Budget	2005/06 Original Budget
(1)	(2)	(3)	(4)	(5)
<u>Service</u>	£	£	£	£
a) Housing management - General	2,172,085	2,332,290	2,411,690	2,231,010
Housing management - Special :				
b) - Sheltered housing	806,401	902,170	904,230	1,226,400
c) - Communal services	92,162	86,650	86,720	86,370
d) - Homelessness	(44,545)	(38,840)	(40,960)	(51,390)
e) - Estate maintenance	222,159	189,040	189,040	188,310
f) - Miscellaneous works	645,834	631,210	654,480	451,740
g) Total housing management - Special	1,722,010	1,770,230	1,793,510	1,901,430
h) Repairs - administration	1,135,155	1,157,770	1,090,550	1,105,160
i) Repairs - works	2,764,480	2,940,000	2,940,000	2,930,000
j) HRA housing benefits	6,813,748		82,640	60,930
k) Capital Financing	4,060,819	3,754,830	3,860,190	3,937,850
l) Dwelling rents	(15,233,175)	(15,945,420)	(15,889,170)	(16,689,840)
m) Garage rents	(413,225)	(429,990)	(429,470)	(442,350)
n) Sheltered charges	(211,805)	(726,010)	(336,430)	(346,520)
o) Supporting People	(628,301)		(609,330)	(656,050)
p) Other income	(270,651)	(277,000)	(294,000)	(219,300)
q) Total rents and other income	(16,757,158)	(17,378,420)	(17,558,400)	(18,354,060)
r) HRA subsidy	(1,192,084)	5,623,460	5,660,290	6,184,770
s) Transfer re Pension Reserve	(16,256)			
t) Net HRA -Deficit/(Surplus)	702,798	200,160	280,470	(2,910)

WORKING BALANCE

a) Opening Balance @ 1/4/04 (Actual)	£ (1,600,222)
b) Add Projected Deficit 2004/05	280,470
c) Projected Working Balance @ 31/3/2005	(1,319,752)
d) Add Projected Surplus 2005/06	(2,910)
e) Projected Working Balance @ 31/3/2006	(1,322,662)

Appendix 4

Workforce Planning

Workforce

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> • Subsidy changes linked to Right to Buy • Anti Social Behaviour Act • Decent Homes standard • Availability of capital funding • Decreasing demand for sheltered housing • Supporting People regime • Housing Act 2004 	<ul style="list-style-type: none"> • Availability of capital resources • Retirement of key professional staff • Appropriate levels of trained staff • Increasing corporate role on estates • Departmental restructuring • Revenue resources • Developing Corporate Strategies including e-enabled systems
WORKFORCE IMPLICATIONS	
<ul style="list-style-type: none"> • Need to review balance between repairs staff, other tenant services staff, project and support staff • Revised operational practices and procedures to take account of increasing general fund input on estates • Training to concentrate on legislative/professional update issues to keep pace with external pressures on the service • Increasing reliance on mobile support to supported tenants 	

Appendix 5

Risk Management

1. **Key elements of risk management**

Key Risk	Risk Register Reference	Rating	Responsible Officer	Action proposed	Critical success factor
Rent restructuring, subsidy rule changes, Right to Buys and other financial sources outside of direct council control	2000	B2	Richard Botham	Clear long term financial appraisal updated annually Careful management of HRA balances	HRA in surplus Fit for Purpose HRA Business Plan status retained
Change of Govt Emphasis for Social Housing/ Alternative Management Options	2001	B2	Richard Botham	Completion of Option review in 2005 Repeating review of mgt options in 2008	Options review signed off by ODPM
Staff/Skills Shortages	2003	A2	Clive Broomfield	Clear training plan for staff Sourcing alternative contractors Promotion of Modern Apprenticeships with 3 rd party contractors	All repairs performance targets acheived
Not Meeting the Decent Homes Standard	2004	C2	Clive Broomfield	Comprehensive Repairs and Renewal Strategy with clear funding sources	Decent Homes standard met by 2010 or before
Eqpt/IT failure	2005	C2	Richard Botham	Comprehensive back up plans and off site retrieval for IT systems Annual maintenance agreements for key eqpt	No loss of service due to breakdowns

Faulty Gas Appliances	2006	C2	Clive Broomfield	Revise procedures for gaining access to all properties in conjunction with Legal dept.	All properties accessed and appliances maintained annually
Lost Income through Voids/Suuporting People Grant	2007	B2	Richard Botham	Implement recommendations from Sheletered Housing review team and provide consistent service to supported housing tenants	No long term void property in sheltered stock Grant levels maintained post review
Estate Sustainability	2008	C2	Richard Botham	Delivery of tenant compact. Support ongoing community consultation process	Tenant satisfaction levels maintained