



South  
Cambridgeshire  
District Council

# Housing Service Plan 2009/10 – 2011/12



Oct 2008 (draft 1)

**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

**SERVICE PLAN FOR HOUSING SERVICE**

**2009/10 TO 2011/12**

Corporate Manager: Stephen Hills

Portfolio Holder: Cllr Simon Edwards

**CONTENTS**

	Page
<a href="#">1. Introduction</a>	3
<a href="#">2. Service Plan Overview</a>	4
<a href="#">2.1 Key functions and responsibilities</a>	4
<a href="#">2.2 Context</a>	5
External Drivers	
Key partners	
Strengths & weaknesses	
Opportunities and threats	
<a href="#">2.3 Service objectives</a>	10
<a href="#">2.4 Progress/performance overview</a>	11
<a href="#">2.5 The customers of the Housing Service</a>	16
<a href="#">2.6 Resources</a>	18
<a href="#">2.7 Value For Money overview</a>	18
<a href="#">2.8 Workforce overview</a>	19
<a href="#">2.9 Equalities overview</a>	20
<a href="#">2.10 Risk overview</a>	21
<a href="#">3. Service Improvement Plan summary</a>	22
<a href="#">4. Operational Plans summary</a>	23
<a href="#">5. Proposals for new expenditure summary</a>	24

**APPENDICES**

A Risk register	25
B Service Improvement Plan	
C Operational Plans	
Housing Services	
Property Services	
Housing Strategy & Enabling Services	
Housing Advice and Options	

## 1. INTRODUCTION

This Service Plan covers the period 2009/10 to 2011/12. The Plan will however be refreshed on an annual basis. Annual Service Plans always need to accommodate change. This year's Service Plan is particularly challenging because of the need to prepare for two potential future scenarios dependant upon the outcome of the tenant ballot on Housing Futures.

Housing services in South Cambridgeshire will look very different whatever the outcome of the tenant ballot. If stock transfer is chosen there will be more money available to spend on improvements and services and the homes will be managed by the Board of South Cambridgeshire Village Homes which will include tenant representatives, council representatives and independent members.

The Service Improvement Plan identifies some of the actions required to address the Housing Futures project, however, the detail associated with Housing Futures is contained within the project documentation and not located within this Service Plan. Similarly the detailed action plan required to set up South Cambridgeshire Village Homes will only be developed in detail post ballot.

If stock retention is chosen the council will continue to manage the homes but the amount of money available for spending on the homes and services will be markedly less than at present, and cutbacks will be unavoidable. The exact scale and timing of these cutbacks will be identified in detail out over the next year and the impact will be felt from 2009/10 onwards. The companion report to the Service Plan, the HRA Business Plan 2009/10 –2013/14, sets out the extent of the financial cutbacks that will result from the government's financial regime if retention is chosen.

The challenges and risks facing the Council's Housing Services are set out in the rest of this plan. Where service improvements are possible these are detailed as are the operational activities measured by the Council's performance management system. The Service Plan also contains a number of projects that will be required to begin detailing the service cuts required in the event of tenants voting for the Council to retain ownership of its housing.

## 2. SERVICE PLAN OVERVIEW

### 2.1 Key Functions and Responsibilities

The Housing Service has three primary functions:

- A landlord service providing housing management and property maintenance services to tenants
- An enabling service working in partnership with other local authorities and housing associations to ensure the development of new affordable homes within the District and in partnership on strategic sites in Cambridge City.
- Housing advice and options service seeking to prevent homelessness and to provide accommodation for those in housing need (including those who are already homeless), through a new choice based lettings scheme and other housing options. The provision of this service is a statutory requirement for the local authority.

These broad functions can be further divided into a series of more specialist functions. The landlord service for example includes the sheltered housing service, with sheltered housing representing around one third of the 5,800 homes owned by South Cambridgeshire District Council. Within the landlords service there is also a property services team that also includes a Direct Labour Organisation (DLO).

The structure of the Housing service therefore reflects these primary functions and consists of four main service areas:

#### Housing Service Structure

<b>Service area</b>	<b>Specialist teams</b>
Housing services	Housing management, sheltered housing, leaseholder services, property sales, Carecall, Gypsy & Traveller management, floating support team
Property services	Property surveyors, capital improvements programme, responsive and void maintenance management, DLO
Housing advice & options	Housing advice, homelessness team, Choice Based Lettings
Housing Strategy & Enabling	Enabling function, housing strategy, development

If tenants vote in favour of establishing South Cambridgeshire Village Homes, then all of Housing Services and Property services would transfer to the new landlord. Housing Advice & Options and Housing Strategy and Enabling would be strategic and statutory services retained by the Council.

## **2.2 Context**

### **a) External Drivers**

There are a number of potential external influences on housing service provision. The following is a brief PESTE analysis of those issues likely to affect housing in the next three years.

#### **Political**

Growth agenda – The development of significant numbers of new homes within South Cambridgeshire including the development of a new town within the District and significant development on the fringes of Cambridge City

New joint planning arrangements – the new arrangements for an inter district planning lead for the growth agenda

Community empowerment – moves to make service delivery more accountable on an area basis rather than by service specific measure including the new Comprehensive Area Assessment regulatory process from the Audit Commission, alongside the new “no-notice” targeted inspections

Potential changes in legislation relating to homelessness and allocations. New legislation is awaited which may impact upon service delivery.

#### **Economic/Social**

The continuing negative subsidy arrangement imposed on the Housing Revenue Account will put even greater pressure on the housing management and maintenance spends, and the national pooling of capital receipts together with reducing numbers of Right to Buy sales is already cutting back capital resources.

Migrants – eastern European migrant workers in particular and earlier phases of migrants becoming eligible to apply for public services. Research is still being undertaken by organisations outside of the Council to try and quantify the potential impacts of migration and settlement patterns.

Increasing inflation and uncertain economic conditions following the ‘credit crunch’ and volatile banking sector during 2008 and the overall economic downturn.

Olympic effect – could affect labour and material supplies and have an inflationary impact on the construction industry

Possible slowdown of private sector development – as a result of international changes in finance and the national slowdown in the housing market

Mortgage repossessions – potential issues emerging from falling house prices and high levels of existing debt plus a more cautionary lending policy from major institutions excluding some potential marginal purchasers

Private rented sector restructuring following international finance changes – impact on housing market overall and response of Buy to Let market in particular.

Possible increase in number of lets being made available by housing associations as ‘intermediate lets’.

### **Technical**

Changes to disabled and vulnerable people funding – wider choices could shift demand for services

Housing Benefit changes - Local housing allowance/Broad Rental Market Areas may lead to increased demand on mediation services and has the potential for increased levels of homelessness.

Local Supporting People (SP) issues – the restructuring of SP funds within Cambridgeshire could lead to the retendering of the sheltered housing service during the Housing Futures process. The floating support service and Home Improvement Agency could also be retendered.

Shared equity issues – the current treatment of capital receipts places a financial burden upon the Council.

Ending of ring fencing for shared budgets in the LAA, possibly including Supported People funding in the medium term

EPC's introduced – workload impacts *[firm up detail]*

### **Environmental**

Geography of district – the essentially dispersed and rural nature of the district with no central market town as a natural focus has a significant bearing on service delivery e.g. providing a focus for TP activity.

Climate change issues may lead to increased costs or delivery problems-eg off site construction methods may not suit small village development needs.

## **b) Key Partners**

The housing service is delivered in partnership with a range of other organisations. The major partnerships are listed below.

The impact of these partnerships is maximised by a combination of activities including the hosting of events and meetings, regular attendance at liaison meetings, attendance

at sub regional bodies, some service level agreements, the provision of information to partners and engagement in forums as well as direct funding of partners via cash (commuted sums) or other resources (eg free land) . Joint procurement is adopted where this provides better value for money.

- Other local authorities
- Supporting People
- Various housing associations
- DAAT & CDIP
- MAPPA
- Housing Corporation
- EERA
- County Council
- GO East
- PCT
- Probation & Youth Offending Team
- DIS Learning Partnership
- Connexions
- Office of Children & Young People Services
- Parish councils
- Cambridgeshire Horizons
- Various contractors
- Tenant Participation Group
- Various developers
- CAB & voluntary organisations
- Cambridge sub-Regional Housing Board

This list is not exhaustive as there are at least 50 groups, working parties and liaison for a where housing services work with external partners. The Council has adopted a more vigorous risk management process for all partnership working during 2008. This has identified Supporting People as one of the Councils key partnerships.

### **c) Strengths & weaknesses**

There are a number of factors affecting the ability of the Housing Service to deliver its service obligations. These are shown below as strengths and weaknesses.

#### **Strengths**

- There is a strong commitment to team working across the service and a focus on working with other services areas within housing and within the Council.
- There is a depth of experience and technical knowledge
- The staff are committed to providing the best service they can
- The close proximity of most staff is an asset and the dispersed workforce is also managed well.
- Effective use of partnership working

- The implementation of the new CBL procedure and the closely connected new voids procedure has produced a significant improvement performance from 41 days to 15 days.

### **Weaknesses**

- The most significant factor is the reducing amount of finance available to run the service in the next three years and beyond.
- Whilst there is a depth of knowledge and experience there are few mentoring schemes in place, no consistency in skill sharing and poor succession planning
- There is an increasing reliance upon IT but the support services are limited and not effectively coordinated with the housing service. A project is currently underway to analyse this issue in more detail.
- There is work still to be done to ensure that the structures to deliver services are the most effective ones for the future e.g. rents currently lies within Finance and not Housing (although the overall performance of this team has been good)
- There is a lack of consistency around service standards and some service standards are missing. The introduction of ADAPT and Housemark will allow projects in the Service Plan to address this.
- Some specialist staff are in high demand from other authorities and organisations who may be able to offer better terms eg planning staff, development and enabling staff, project managers etc

### **d) Opportunities and Threats**

The PESTE analysis indicates the range of external factors that impact upon the environment in which the housing service is delivered. The following is a list of the specific opportunities and threats for the Housing Service over the next three years.

#### **Opportunities**

- The prospect of forming a new LSVT housing association would allow for a significant increase in money available to resource the service. However, this is dependent upon a ballot of tenants in Spring 2009. The service plan is therefore based primarily upon a stock retention scenario.
- Other opportunities include sub regional working, and partnership working with Cambridge City, continues to afford opportunities to share service delivery
- An improved focus on resident engagement and tenant participation
- The opportunity to increase efficiency arising from the implementation of a new web based system (ADAPT) for all polices and procedures.

- The new Supporting People commissioning strategy could offer new opportunities such as the development of floating support services
- The new arrangements for the LAA and the LSP whilst not focused specially on housing issues could provide some useful support for related activities such as tackling ASB
- The resolution of new Gypsy and Traveller sites could bring some stability to this aspect of the work once the DPD is in place
- The development opportunities offered by the strategic sites

## **Threats**

In determining these lists it is often the case that the opportunities identified could also be regarded as threats and vice versa. The key threats recognised by the Housing Service include:

- Lack of resources – there will be a significant budget cut over the next five years and an increasing lack of funds thereafter unless a stock transfer is voted for by the tenants.
- The Government has yet to amend the financial regulations to prevent the equity share receipts being treated in the same way as RTB sales
- Supporting People tendering – the proposed changes could have a significant effect on the resources allocated to meet the cost of running our sheltered housing schemes and the future of the staff involved, including floating support and the Home Improvement Agency.
- Resident apathy – the Housing Service is unlikely to have the funds required to promote tenant involvement if early efforts are met with a lack of engagement. Unless transfer takes place, the problem will be encouraging tenants to become involved in the context of significant reductions in their services.
- Reluctance to change (staff) – the service will be undergoing a significant period of change in the next here years and there may be some staff that will find change difficult to accept.
- Gypsies and Travellers –there are high numbers of Gypsies and Travellers in South Cambridgeshire and there is always the risk of significant social disturbance particularly if site provision is not able to match demand. The problems experienced at Smithy Fen in recent years are an example of this.
- Global economic uncertainty and the threat of national recession
- The fall in house prices makes it more difficult to negotiate contributions to affordable housing provision in conjunction with planning applications.

Once the housing market revives the loss of production in the intervening years are likely to lead to renewed house price inflation due to shortages.

## 2.3 Service Objectives

The Housing Service Plan is guided by the Council's corporate objectives. For 2009/10 these have been revised in the form of five promises and 33 actions. Whilst some of the actions have a connection with housing such as anti social behaviour, there are none where Housing is the lead service. Consequently there are no actions to list under the Action Plan template for this part of the service plan.

The five guiding promises are as follows:

- We are committed to being a listening council providing first class services accessible to all
- We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- We are committed to making South Cambridgeshire a place in which residents can feel proud to live
- We are committed to assisting provision for local jobs for you and your family
- We are committed to providing a voice for rural life

The overall service objective for Housing is as follows:

### ***To provide access to decent affordable housing***

This is to be achieved by providing an excellent housing service to meet the need and reflect the aspirations of South Cambridgeshire residents, working in partnership with tenants and other organisations at a local and national level to enhance quality of life and make South Cambridgeshire a place where everyone is proud to live and work.

The service objectives for each of the main service areas are as follows:

<b>Service area</b>	<b>Objective</b>
Housing services	Improve housing services and tenant involvement and promote sustainable communities
Property services	Providing decent housing through the delivery of effective maintenance & improvements
Housing advice & options	To provide housing advice to enable

	people to understand their housing options to sustain & improve their current home or access alternative good quality & suitable housing.
Housing Strategy & Enabling	to ensure that sufficient new schemes are identified for future development, approved schemes are delivered to meet identified needs and to ensure that new or emerging needs are properly identified for future provision.

The relationship between the service specific objectives and the Corporate priorities are demonstrated in the 'golden threads' that run through the Service Improvement Plan and the Operational Plan.

The Service Improvement Plan is shared by the Housing Service as a whole, however, this year it also includes a number of actions to address the need to reduce service costs if there is not to be a transfer to South Cambridgeshire Village Homes. These actions are mainly related to the work of Housing Services and Property Services teams, not those parts of the housing service that would be retained by the Council if stock transfer goes ahead. The Operational Plans are reflective of the four main sub divisions of the service and this year is focussed on those areas measured by the new corporate performance management tool.

## 2.4 Progress/Performance Overview

With the national change to National Indicators (NIs) instead of Best Value Performance Indicators (BVPIs) comparison between BVPIs will no longer be possible.

Performance in housing is now measured in four ways:

- The set of 35 NIs adopted by the Cambridgeshire LAA some of which apply to housing. These have been adopted for the first time in 2008/09 so there will be no direct historical comparison.
- The set of SCDC performance indicators selected for measurement using CORVU. This has been adopted for the first time in 2008/09 so there will be no direct historical comparison.
- The key 'heartbeat' indicators used by the housing service managers to monitor service performance in key areas. This does allow comparison with historical performance.
- The benchmarking of key areas of housing performance using the benchmarking facilities provided by a national organisation called Housemark. The Council has only subscribed to Housemark in August 2008 so the outputs from this will be available in early 2009.

All of the 58 CORVU PIs relevant to the Housing Service Plan are listed in Appendix C together with associated actions to maximise the effectiveness of delivery against these measure during 2009/10. Some (six) of the 58 PIs are not relevant to the service plan for the following reasons:

NI 138 Satisfaction of people over 65 with both home and neighbourhood	This is a district wide measure including owner occupiers and will only be marginally affected by the Housing Service
NI 141 Number of vulnerable people achieving independent living	This is a countywide measure that is primarily focussed on the work of social services
NI 142 Number of vulnerable people who are supported to maintain independent living	This is a countywide measure that is primarily focussed on the work of social services
NI 1046 Young offenders access to suitable accommodation	This is a countywide measure that is primarily focussed on the work of social services and other agencies
The two items relating to the completion of the sub regional housing strategy	This work is mostly completed and will not be a part of the work in 2009/10

The table below provides a summary of the performance of the Housing Service against the SCDC Performance Indicators for 2007/08. These figures have been taken from the Integrated Business Monitoring report seen by cabinet on 12/6/08.

### Summary of PI performance for Housing 2007/08

Performance Measure	Target achieved	06007 to 07/08 direction of travel	Note
SH311 Number of completed new affordable homes	N	↑	398 achieved against target of 565 with 227 being achieved the previous year. Targets are set by looking at what is in the pipeline but there are a number of external factors including time taken to obtain planning permission as well as local and national market factors over which the housing service has no control.
BV66a rent collection & rent arrears recovery % of HRA	Y	↑	98.4% rent collection
BV66b rent collection & rent arrears recovery –	Y	↑	

No of tenants over 7 weeks arrears			
BV66c rent collection & rent arrears recovery - % of NOSPs	N	↓	21.16% against a target of 13% but non leading to eviction and an improved rent collection rate
Bv66d rent collection & rent arrears recovery - % of evictions	Y	↑	No evictions
SH 302 Tenants satisfied with responsive repairs	Y	↑	98%
SH 327 % of repair jobs – appointment made and kept	Y	↑	98%
SH 328 Tenants satisfied with refurbishments	Y	↑	97%
BV183a length of stay in B&B	N	↓	4.5 days against a target of 2 however data is historical as no actual use of B&B was made during 2007/08
BV183b length of stay in hostel	N	↑	26.8 days against target of 24 but up from 34.9 in previous year
BV184a non decent LA dwellings - %	N	↓	24% against a target of 2% based on 4% position at end of previous year. The previous years figures had been based on a flawed stock condition survey and incomplete asset management data. During 2008 this has been rectified and the non decent figure has now dropped from 24% to 15% and is still on target to be met by the 2010 deadline
BV184b non decent LA dwellings (change)	N	↓	See note above for BV184a
BV203 change in No of families in TA	Y	↑	
BV212 average relet time	N	↑	Year ended at 41 days against a target of 36 but performance has now improved to 14 days during 2008
BV213 prevention of homelessness	Y	↑	
BV214 repeat homelessness	Y	↓	1.9 cases against a target of 2, 0 in previous year

There are no performance indicators which give rise for concern. The improved performance on voids is being monitored to ensure that this is sustained and the new

asset management software is allowing careful tracking of performance against the decent homes target.

The housing management team also regularly review 5 'heartbeat' PIs:

- Rent arrears
- Tenant satisfaction with repairs
- Void times
- Time to complete repairs
- Gas servicing

The following charts show the current in year performance in these key areas and demonstrate that overall performance is on target.

A mid year review of gas boiler compliance was undertaken and this revealed some flaws in the monitoring process. This has now been rectified but has resulted in a small backlog of boilers that will need to be brought in line before the end of the year. New processes are in place and operating to deal with this issue.

### Current 2008/09 performance against housing management 'heartbeat' indicators

30 September 2008

#### Housing Services Management Team Performance Tree

		Target	March 08	April	May	June	July	August	September	October
Rent	Current		£335,951	£345,368	£344,412	£348,492	£340,555	£337,655	£324,677	
	Former		£73,385	£79,334	£79,785	£84,245	£79,145	£82,423	£88,622	
	Total		£409,336	£424,702	£424,197	£432,737	£419,700	£420,278	£413,299	
Repairs Satisfaction	East	98%	98%	95%	98%	97%	98%	98%	98%	98%
	West	99%	99%	99%	99%	99%	99%	99%	99%	99%
	South	99%	99%	100%	99%	99%	99%	99%	99%	99%
	Average	98%	99%	98%	99%	98%	99%	99%	99%	99%
Responsive Repairs	Emergency	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Urgent	95%	96%	91%	92%	92%	93%	93%	93%	93%
	Routine	92%	91%	88%	89%	89%	89%	88%	87%	87%
	Average		96%	93%	94%	94%	94%	94%	93%	93%
Responsive Repairs % Split	Emergency	20%	19%	33%	22%	23%	22%	22%	22%	22%
	Urgent		23%	26%	23%	20%	20%	20%	22%	22%
	Routine		58%	41%	55%	57%	59%	58%	57%	57%
GAS Non-compliant Boilers	Highest No in Month		44	64	68	79	131	127	129	
	Lowest No in Month		37	37	44	65	65	111	89	
	No on 1st of Month	20	26	37	55	65	65	123	111	

The suite of BVPIs have been replaced from April 2008 with a new set of National Performance Indicators (NIs). Whilst there are 198 NIs there has been a substantial reduction in the number of PIs directly relevant to housing. The housing related NIs include:

NI	Headline definition	Adopted by LAA
154	Net additional homes provided	N
155	Number of affordable homes delivered (gross)	Y
156	Number of households living in temporary accommodation	N
158	Percentage of decent council homes	N
160	Local authority tenants satisfaction with landlord services	N

While these remain part of the national list work has been undertaken by the Cambridgeshire LAA to identify 35 NIs for the County and only one of these NI155 has direct relevance to housing although it is also related to planning

## 2.5 The Customers of the Housing Service

The customers of the Housing Service incorporate the following groups:

- Tenants of SCDC
- Leaseholders
- People applying as homeless
- People seeking to be housed by SCDC or housing associations
- People seeking housing advice
- Gypsies and Travellers living on sites managed by SCDC
- Parish Councils
- RSLs
- Internal customers e.g. Planning Service

The list shows that the customer base is much wider than just the existing tenants. More work is needed to understand the profile of this customer set including issues of diversity. Better use of customer profiling was a key action identified by the independent assessment of the Housing Service carried out by Savills in July 2008.

The levels of customer satisfaction with the repairs service and with the housing advice service indicate high levels of satisfaction as the results summarised below indicate.

### Customer satisfaction with repairs 2007/08 [add figs]

Satisfaction with the way the work was carried out	
Appointments made and kept	
The Housing Repairs Service rated out of 10	

***[Results of STATUS survey 2008 to be added once completed?]***

## **2.6 Resources [update needed once estimates agreed]**

The following figures show the overall budget under the control of the Corporate Manager Affordable Homes Appendix F contains all of the approved estimates, showing net expenditure by portfolios, have been reclassified by Corporate Manager, all recharges and capital charges have been excluded and, where applicable, the figures combine General Fund and Housing Revenue Account.

### **2008/09 costs for Housing Service plan**

	Affordable Homes
	£
Capital	<u>9,741,500</u>
Revenue	
Expenditure	
Employees	4,368,370
Premises-related expenditure	3,281,600
Transport-related expenditure	378,420
Supplies and services	1,532,350
Third party payments	<u>265,000</u>
	9,825,740
Income	(1,785,500)
	<u><u>8,040,240</u></u>

## **2.7 Value for Money Overview**

In July 2008 Savills were commissioned to undertake an assessment of the efficiency and effectiveness of the housing service including the scope for value for money efficiencies. The report concluded that the service is not over staffed and is currently operating on a staffing base that is below that expected in such an organisation.

The Savills report also advised that whilst overall costs are being kept low there may still be scope for some efficiency savings that could generate around £100,000 per year savings and extra income. These projects are included within the service improvement projects.

It has also been identified that there is a need to undertake more extensive benchmarking of housing operations and to use this to develop a more sophisticated value for money culture within housing. To this end the housing service has subscribed to Housemark. Housemark is a nationwide benchmarking facility run by the Chartered Institute of Housing and the National Housing Federation and recommended by the Audit Commission. The service enables detailed and accurate benchmarking of service costs to be undertaken as well as providing access to good practice and advice from the housing sector.

The non-landlord services (Strategy, Enabling, Aid, Advice, Homelessness) have taken part in a county wide best value review completed in April 2008. This work has fed into the development of the new Homelessness Strategy adopted in 2008

As a general principle all Housing Service contracts that are up for renewal have a target of at least 4% savings in order to drive towards the Gershon efficiency target. New long-term partnering contracts are being implemented by property Services. The first one is the Decent Homes contract let in October 2007 on a 5 year ( plus 3 ) basis. As a result we now have more competitive prices for kitchen and bathroom refurbishments. In light of this other contracts are to follow all modelled on the Rand Foremaster contract that incorporates the National Housing Federation schedule of rates.

## **2.8 Workforce Overview**

There are around 150 staff delivering the housing service. The roles are diverse and include sheltered housing officers and DLO operatives as well as office based staff and staff with technical roles. There are few problems with recruitment and retention although there can be difficulties in recruiting to specialist roles such as development officers.

The appraisal process is the primary mechanism through which to identify training and support needs. However a more systematic assessment of training and skills gaps is required to plan a more targeted strategy for staff development. Investors in People accreditation is being pursued in line with the Council's policy during 2008.

## **2.9 Equalities Overview**

The workforce is diverse and contains people across a wide range of ages, people with different disabilities, people with family commitments and an overall balance of male and female staff. There are however few staff from BME backgrounds.

Whilst there is a corporate commitment to equality there is currently a paucity of data with regard to the residents and more work is required to provide a more detailed and sophisticated understanding upon which to base service changes. The one exception is Gypsies and Travellers who make up the largest minority community in the area where a recent comprehensive needs assessment on a sub regional basis was carried out.

In research carried out by the County (November 2007) the housing issue which most concerns local BME households is the shortage of affordable homes. Their priorities for improving services do not include any direct housing services. In addition, respondents were concerned not to be singled out for separate services and not to be seen as a "separate " group.

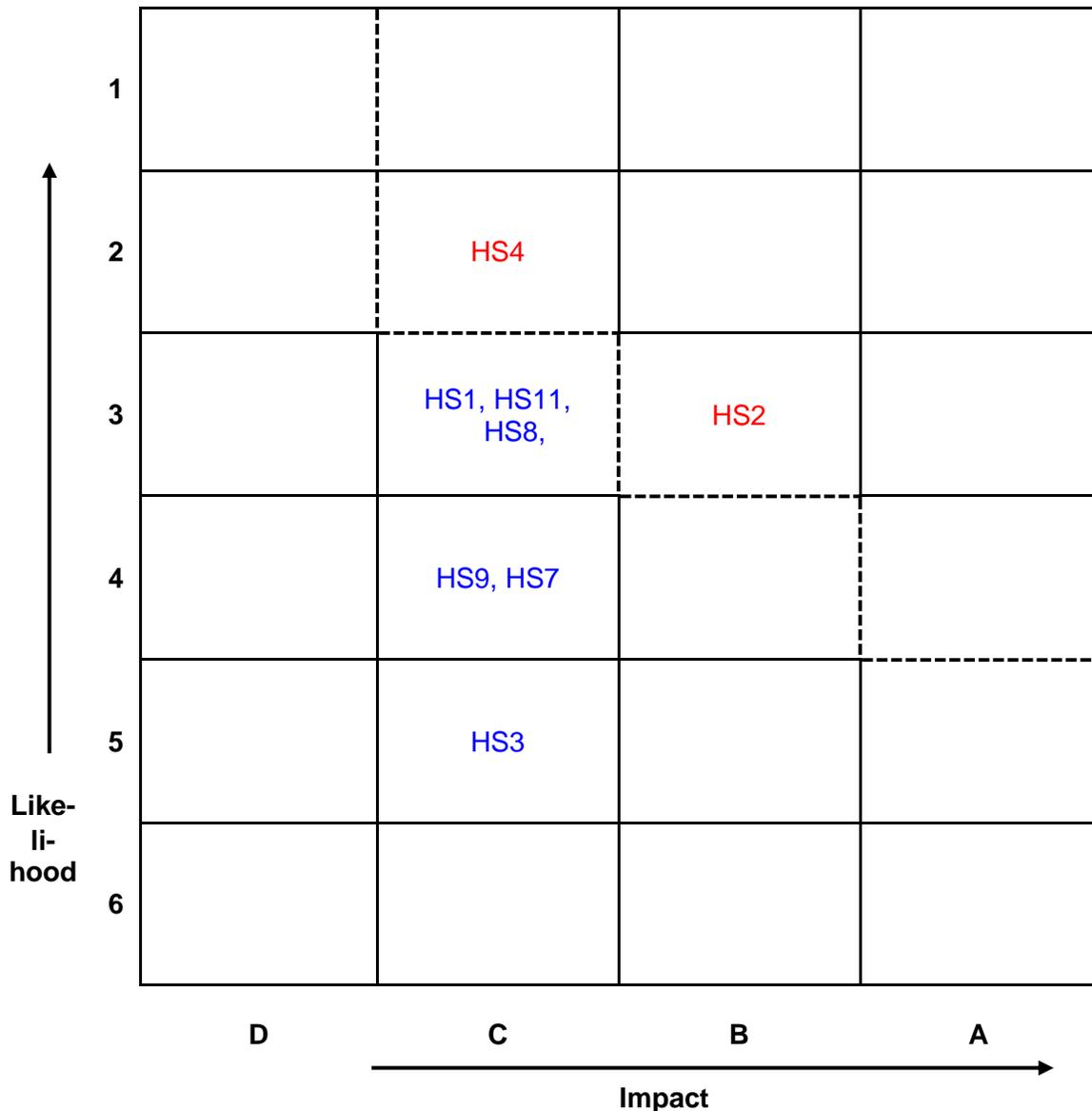
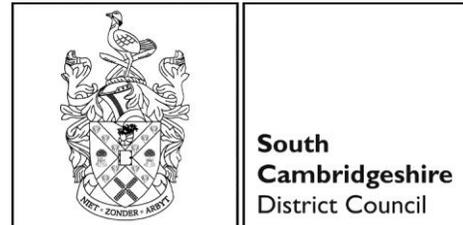
***[Note disability and older persons strategies being agreed/developed during 2008 + annual review of BME housing issues]***

The Housing Service is committed to making a contribution to the consultation and scrutiny required for the development of the Comprehensive Equalities Policy. The Housing Service is also committed to implementing equality impact and needs assessments for each service area. This has already been done for example for Choice Based Lettings. The Service Plan contains a specific action to address this issue.

## 2.10 Risk Overview

The major risks associated with the Housing Service are noted in the table below. A fuller explanation of these risks is included in Appendix A. All risks are cross-referenced to that part of the Improvement Plan or Operational Plan, which seeks to mitigate that risk.

### Affordable Homes Risk Matrix August 2008



Likelihood

- 1 Almost certain
- 2 Likely
- 3 Possible
- 4 Unlikely
- 5 Seldom
- 6 Rare

Impact

- A Extreme
- B High
- C Medium
- D Low

Note: The dotted line shows the Council's risk tolerance line.

**Risk Matrix Summary**

Number	Risk	Impact /Likelihood
<b>HS2</b>	<b>Housing Futures</b>	<b>B3</b>
<b>HS4</b>	<b>Sheltered Housing: Reduction in Supporting People Funding</b>	<b>C2</b>
HS1	Redevelopment of Windmill Estate Fulbourn	C3
HS3	Voids – time to relet	C5
HS7	Tenant Participation	C4
HS8	DLO trading position	C3
HS9	Delivery of DHS programme	C4
HS11	Increase in numbers in temporary accommodation	C3

Those risks that come 'above the line' are shown in bold and require specific attention within the service plan.

**3. Service Improvement Plan summary**

The Service Improvement Plan is intended to capture the major issues to be addressed by the service in preparation for the future and identifies those projects that are required to address specific areas of poor performance or to respond to specific challenges such as changes in legislation.

The headline projects included within this Service Plan this year are divided into two sub sections. Section A identifies those developments that are needed to develop the service regardless of whether or not there is a transfer of Council homes to a housing association including development in those areas that will be retained by the Council in the event of transfer. Section B Includes projects that will need to be undertaken to detail the service cuts that will be needed if tenants vote to retain council ownership of their homes. In the event of a tenants vote in favour of transfer Section B will be dropped and replaced by a series of post ballot activities that will be required to establish South Cambridgeshire Village Homes.

## Section A projects

- Improving the reporting of repairs (developing from NI14 pilot reducing avoidable contact)
- Recording and utilising complaints
- Procurement strategy
- Monitoring tenant satisfaction with service delivery & customer feedback projects
- Capital project controls
- Income maximisation
- Embedding VFM using Housemark and ADAPT
- Back office phone set ups
- Work with corporate developments to implement a new diversity and equalities strategy
- Review of homelessness procedures
- Develop a domestic violence strategy
- Investigate supported accommodation for young people
- Hostel reprovision strategy
- Improved working practices with partner agencies (homelessness)
- 

## Section B Projects

- Re tender responsive repairs contract
- Review responsive repairs work eg actively reduce work which is responsibility of tenants
- Review fencing and external works
- Review internal decs work
- Review assisted gardening and decs schemes
- Implement new capital programme
- Review grounds maintenance
- Review staffing structures
- Review management structures
- Review resident involvement work

Full details of these projects are to be found in Appendix B

## **5. Operational Plans summary**

The Operational Plan identifies the core day to day work of the service particularly those activities needed to address specific PIs as measured by the corporate performance management tool CORVU. The list of 58 key actions does not reflect all of the day-to-day work of Housing but captures the key activities that will be undertaken over the next three years. The details for these activities can be found in Appendix C.

## 6. Proposals for new expenditure

As part of the Service Planning process a number of projects suitable for new funding were identified by the Housing Service.

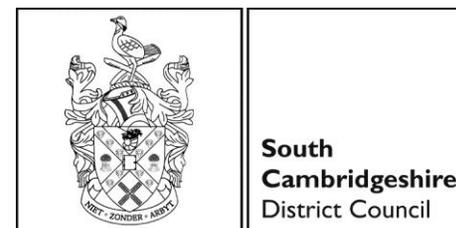
### Funding of new service activities

Project Title	Approximate cost over three years	Source of Funding
Accountancy Assistant (leaseholders)	£60K ?	HRA
Supported Lodging Officer (shared post)	£30,500	GF
CBL Administrative Assistant (shared post)	£10,900	GF
Housing Enabling & Development Manager (salary cost top up)	£57,000	GF
Commuted sums professional fees set aside	£15,000	Commuted sums
Housing Advice Officer	£67,200	GF

[Add full details in appendix if required]

APPENDIX A

**Affordable Homes  
Risk Register  
August 2008**



No. Title Description (The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Corporate Objectives	Service Priorities	Owner	Timeline for Progress
<p><b>HS2 Housing Futures</b></p> <p><i>Failure to get yes vote leading to significant financial shortfall from 2009/10. Around £5 million cuts required each year leading to a an overall deterioration in the quality of housing services</i></p>	<p><b>B3</b></p>	<p>→</p>	<p><b>2</b></p> <p><b>3</b></p>	<p><i>2a, 2b</i></p> <p><b>3a</b></p>	<p><b>Stephen Hills</b></p>	<p>March 2009</p>

No. Title Description (The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Corporate Objectives	Service Priorities	Owner	Timeline for Progress
<p><b>HS4 Supported Housing</b></p> <p><i>Reduction in Supporting People Funding as a result of:</i></p> <p><i>a) Reduction in the numbers of sheltered housing units that can be funded through SP in accordance with targets set out for the district in the future.</i></p> <p><i>b) Further savings required as part of the County – wide Sheltered Housing Green Paper.</i></p> <p><i>c) Loss of control over SP budget when ring finance removed within LAA</i></p> <p><i>Reduction in the support available for vulnerable people, including older people residing in sheltered housing in the South Cambridgeshire.</i></p>	C2	→	2	2a, 2c	Tracey Cassidy	February 2009
<p><b>HS1 Redevelopment of Windmill Estate Fulbourn.</b></p> <p>All tenants on board with phase 1 of the project.</p> <ul style="list-style-type: none"> <li>Phase 2 currently under consideration and detailed planning permission to be applied for later this year (2008). At present there are 2 owner occupiers that are presenting us with concern which may affect the aspirational mix.</li> </ul>	C3	→	1 3	1c 3a b	Schuyler Newstead	

No. Title Description (The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Corporate Objectives	Service Priorities	Owner	Timeline for Progress
<p><b>HS11 Increase in numbers in temporary accommodation.</b></p> <p>Potntial impacts form current economic downturn and instability in the housing market.</p> <p>Not enough temporary accommodation available, leading to an increase in B&amp;B use. /</p> <p>Applicants not moved onto permanent accommodation quickly enough. /</p> <p>Unable to access the private rented sector.</p> <p>Travellers approaching as homeless.</p> <p>Large-scale emergency leading to duties to provide accommodation for those who are homeless in the event of such an emergency.</p> <p>Limited homelessness prevention.</p> <ul style="list-style-type: none"> <li>• High expenditure</li> <li>• Lack of additional resources to continue with preventative measures.</li> <li>• Increase of homeless applications</li> <li>• Government targets not met.</li> <li>• Use of unsuitable accommodation</li> </ul>	C3	→	2  3	2b, 2c, 2d  3b	Sue Carter/ Cathy Hembry	

<b>No. Title</b> Description (The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).)	<b>Impact/ Likelihood</b>	<b>Direction of Travel</b>	<b>Corporate Objectives</b>	<b>Service Priorities</b>	<b>Owner</b>	<b>Timeline for Progress</b>
<b>HS8 DLO trading position</b>  Making a financial loss  <ul style="list-style-type: none"> <li>• Drain on Council resources, adverse publicity, low staff morale.</li> </ul>	C3	→	2	2a, 2d	Sid Webb	
<b>HS9 Delivery of DHS programme</b>  Works not completed on time - slippage of programme  <ul style="list-style-type: none"> <li>• Properties not modernised, higher responsive repair cost, fail to meet potential future decent homes targets.</li> </ul>	C4	→	2	2a, 2b, 2c	Brent O'Halloran	

<b>No. Title</b> Description (The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).)	<b>Impact/ Likelihood</b>	<b>Direction of Travel</b>	<b>Corporate Objectives</b>	<b>Service Priorities</b>	<b>Owner</b>	<b>Timeline for Progress</b>
<p><b>HS3 Voids – time to relet.</b></p> <p>High volume of council vacancies.</p> <p>High volume to nomination requests from RSL’s leading to added staffing pressures.</p> <p>Out of date/ inaccurate information held about applicants.</p> <ul style="list-style-type: none"> <li>• Delays in allocations of council properties and subsequent rental loss.</li> <li>• Misaligned with CBL</li> <li>• Poor public image (seeing empty properties).</li> <li>• Not addressing the housing needs in the district.</li> <li>• Loss of income</li> </ul>	C5	↓ (C4)	2	2a, 2c, 2d	Brent O’Halloran	

No. Title Description (The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Corporate Objectives	Service Priorities	Owner	Timeline for Progress
<p><b>HS7 Tenant Participation:</b></p> <p>Failure to establish the mechanisms for involvement contained in the Tenant Participation Agreement in increasing the level of tenant involvement in decision making.</p> <p>Lack of commitment on the part of tenants to engage in the new arrangements.</p> <ul style="list-style-type: none"> <li>• The level of tenant involvement in decision-making will not be increased</li> <li>• SCDC would be unable to demonstrate an improvement in this area, which would attract negative comment in the event of assessment/inspection</li> </ul>	C4	→	3	3a	Stephen Hills	

<u>Impact</u>	<u>Likelihood</u>		Direction of Travel
A Extreme	1 Almost certain	↓	Priority reduced from last review (bracket indicates previous priority)
B High	2 Likely	→	Priority equal to last review
C Medium	3 Possible	↑	Priority increased from last review (bracket indicates previous priority)
D Low	4 Unlikely		
	5 Seldom		
	6 Rare		

Note: The dotted line shows the Council's risk tolerance line.

## APPENDIX B Service Improvement Plan

<b>IMPROVEMENT PLAN: Housing Service Section A</b> (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
<b>Relevant Council Aim/s: we are committed to being a listening Council providing first class services accessible to all</b>				
<b>Relevant Council Approach/es: None directly applicable</b>				
<b>Service Objective: <i>To provide access to decent affordable housing</i></b>				
Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
<u>Improving the reporting of repairs</u>	Review outcomes of NI14 pilot – reducing avoidable contact in the repairs service  Review recommendations of Savills report  Undertake business process analysis of repairs reporting  Review good practice	<b>Additional Resources Required None</b> <b>Outputs: Improved customer service</b> <b>Outcomes reduced operating costs</b> <b>Risks:</b> <b>Other services affected: Contact Centre</b>	<b>November 2009</b>	<b>Brent O Halloran</b>

## IMPROVEMENT PLAN: Housing Service Section A

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<p><u>Recording and utilising complaints</u></p>	<p>Undertake business process analysis of current complaint reporting</p> <p>Interviews with staff and customers to ascertain extent of Informal complaints</p> <p>Review good practice</p>	<p><b>Additional Resources Required None</b>  <b>Outputs: Improved customer service</b>  <b>Outcomes Improved learning from feedback</b>  <b>Risks:</b>  <b>Other services affected:</b></p>	<p>Jan 2010</p>	<p><b>Graham Middleton</b></p>
<p><u>Procurement Strategy</u></p>		<p><b>Additional Resources Required None</b>  <b>Outputs:</b>  <b>Outcomes</b>  <b>Risks:</b>  <b>Other services affected:</b></p>		<p><b>Steve Annetts</b></p>
<p><u>Monitoring tenant satisfaction with service delivery</u></p>	<p><b><u><i>[link with customer feedback below]</i></u></b></p>	<p><b>Additional Resources Required None</b>  <b>Outputs:</b>  <b>Outcomes</b>  <b>Risks:</b>  <b>Other services affected:</b></p>		<p><b>Anita Goddard</b></p>
<p><u>Capital project controls</u></p>		<p><b>Additional Resources Required None</b>  <b>Outputs:</b>  <b>Outcomes</b>  <b>Risks:</b>  <b>Other services affected:</b></p>		<p><b>Steve Annetts</b></p>

**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<u>Income maximisation</u>		<b>Additional Resources Required</b> None <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>		<b>Anita Goddard</b>
<u>Embedding VFM using Housemark and ADAPT</u>		<b>Additional Resources Required</b> None <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>		<b>Brent O Halloran</b>
<u>Back office phone set ups</u>		<b>Additional Resources Required</b> None <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>		<b>Graham Middleton</b>
		<b>Additional Resources Required</b> None <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>		<b>Sue Carter</b>

**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<u>Customer feedback</u>	Monitor satisfaction responses to surveys for housing advice and homelessness.	<b>Additional Resources Required</b> <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>	04/09 10/09 04/10	HAH TL
	Investigate the possibility of including a mechanism for flagging up informal complaints on the Locata system for homelessness.		04/10	HAOM
	Staff guidance for dealing with difficult applicants and complaints.		05/09	HAOM
	Monitor new lettings survey and introduce satisfaction survey for all cancelled home-link applications.		04/09 10/09 04/10	HAO TL

**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<p><u>Review of homelessness systems/ processes</u></p>	<p>Produce overall homeless prevention procedures. Include procedure for HOA to recognise risk of homelessness amongst new housing register applicants.</p> <p>Periodic checks on standard letters by team leaders.</p> <p>Review temporary accommodation paperwork.</p> <p>Pilot increased home visiting activity to prevent homelessness.</p> <p>Introduce Locata homeless and housing advice module</p>	<p><b>Additional Resources Required</b>  <b>Outputs:</b>  <b>Outcomes</b>  <b>Risks:</b>  <b>Other services affected:</b></p>	<p>06/09</p> <p>04/09</p> <p>04/09 10/09 04/10</p> <p>06/09</p> <p>10/09</p> <p>?</p>	<p>HAH TL</p> <p>HAO TL</p> <p>HAH TL &amp; HAO TL</p> <p>HAH TL</p> <p>HAH TL</p> <p>HAOM</p>
<p><u>Domestic violence strategy</u></p>	<p>Develop in conjunction with housing services.</p>	<p><b>Additional Resources Required</b>  <b>Outputs:</b>  <b>Outcomes</b>  <b>Risks:</b>  <b>Other services affected:</b></p>		<p>HAOM</p>

**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<u>Investigate supported accommodation options for young people</u>	Participate in County discussions on supported lodging scheme	<b>Additional Resources Required</b> <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>		<b>HAOM</b>
<u>Hostel reprovision strategy</u>		<b>Additional Resources Required</b> <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>		<b>HAOM</b>

**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<p><u>Improved working practices with partner agencies</u></p>	<p>Promote homeless prevention and early intervention with key agencies.</p> <p>Develop a homeless strategy with Housing Associations</p> <p>Work with the Disability Housing Strategic Network to support a county wide strategy and implement arising actions from the action plan</p> <p>Sub regional homeless strategy action plan, including potential development of enhanced housing options.</p>	<p><b>Additional Resources Required</b> <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b></p>		<p><b>HAOM</b></p>
--	--	---	--	--------------------

**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<u>Housing Futures</u>	Subject to the decision on housing futures develop working practices and procedures with housing landlord functions that aid homeless prevention and minimises use of unsuitable temporary accommodation	<b>Additional Resources Required</b> <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>		<b>Sue Carter &amp; Mike Knight</b>
------------------------	--	--	--	-------------------------------------

**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<p><u>Work with corporate developments to implement a new diversity and equalities strategy</u></p>	<p>Improve ethnic monitoring on housing advice enquiries.</p> <p>Monitor enquiries/ approaches/ applications from migrant workers</p> <p>Ensure leaflets are made available in different formats and investigate value of tailor made leaflets.</p> <p>Work with key agencies to address specific needs.</p> <p>Improve monitoring on all elements of equality and diversity</p> <p>Complete EIA's for key areas.</p>	<p><b>Additional Resources Required</b></p> <p><b>Outputs:</b></p> <p><b>Outcomes</b></p> <p><b>Risks:</b></p> <p><b>Other services affected:</b></p>		<p><b>Sue Carter</b></p>
---	---	---	--	--------------------------

**IMPROVEMENT PLAN: Housing Service Section B**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

**Relevant Council Aim/s: we are committed to being a listening Council providing first class services accessible to all****Relevant Council Approach/es: None directly applicable****Service Objective: *To provide access to decent affordable housing***

Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
<u>Re tender responsive repairs contract</u>		<b>Additional Resources Required None</b> <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>	<b>Oct 2009</b>	<b>Brent O Halloran</b>
<u>Review responsive repairs work</u>		<b>Additional Resources Required None</b> <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>	<b>July 2009</b>	<b>Brent O Halloran</b>

**IMPROVEMENT PLAN: Housing Service Section B**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<u>Review fencing and external works</u>		<b>Additional Resources Required</b> None <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>		<b>Brent O Halloran</b>
<u>Review internal decs work</u>		<b>Additional Resources Required</b> None <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>		<b>Brent O Halloran</b>
<u>Review assisted gardening and decs schemes</u>		<b>Additional Resources Required</b> None <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>		<b>Anita Goddard</b>
<u>Implement new capital programme</u>		<b>Additional Resources Required</b> None <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>		<b>Brent O Halloran</b>

**IMPROVEMENT PLAN: Housing Service Section B**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<u>Review grounds maintenance</u>		<b>Additional Resources Required</b> None <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>		<b>Anita Goddard</b>
<u>Review staffing structures</u>		<b>Additional Resources Required</b> None <b>Outputs:</b> New sustainable structure within HRA <b>Outcomes</b> Reduced operational costs <b>Risks:</b> drop in quality of service delivery, low staff morale <b>Other services affected:</b>		<b>Stephen Hills</b>
<u>Review management structures</u>		<b>Additional Resources Required</b> None <b>Outputs:</b> New sustainable structure within HRA <b>Outcomes</b> Reduced operational costs <b>Risks:</b> drop in quality of service delivery, low staff morale <b>Other services affected:</b>		<b>Stephen Hills</b>
<u>Review resident involvement</u>		<b>Additional Resources Required</b> None <b>Outputs:</b> <b>Outcomes</b> <b>Risks:</b> <b>Other services affected:</b>		<b>Anita Goddard</b>

### APPENDIX C Operational Plans

<b>OPERATIONAL PLAN: Housing Service</b>					
<b>Relevant Council Aim/s: we are committed to being a listening Council providing first class services accessible to all</b>					
<b>Relevant Council Approach/es: None directly applicable</b>					
<b>Service Objective: To provide access to decent affordable housing</b>					
Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	

32 PIs listed below 52 required for CORVU 20 therefore missing. These are:

- BV183b hostels
- BV184b Change in non decent
- BV213 Homeless
- SH 335 young homeless
- SH329 temporary accommodation
- SH311/a/b affordable homes
- SF18/32/33 FM issues
- NI155 New homes
- NI156 Temporary accommodation
- Five CBL measures

G&T health & safety  
Two further FM matters (energy & water use)

<b>Responsible Officer</b>	<b>Service Area</b>	<b>Reporting frequency</b>	<b>Target</b>
Colin Gipp	BV212 – Average relet time	Monthly	12 -14 days
Sid Webb	SH302 – Tenant satisfaction with work	Quarterly	> 95%
Sid Webb	SH327 – Repairs by appointment	Monthly	> 95%
Sid Webb	SH328 – Tenants satisfaction – refurb work	Quarterly	> 95%
Sid Webb	SH330 - % routine repairs in 23 days	Monthly	92%
Sid Webb	SH331 - % urgent repairs in 5 days	Monthly	95%
Sid Webb	SH332 – % of emergency repairs attended in 24 hours	Monthly	100%
Sid Webb	SH333 – Average time to complete response repair	Monthly	14 days
Sid Webb	SH334 – Housing repairs performance rating	Monthly	9
Steve Annetts	BV063 – Average SAP rating	Yearly	67
Steve Annetts	BV184a – Non decent homes	Quarterly	6% ( see NI158 below)
Steve Annetts	SH336 – Gas installations compliance	Monthly	100%
Steve Annetts	NI158 - % decent	Quarterly	94% ( check)

	Council homes		
Anita Goddard	Total HRA Collectable	Monthly	98.5%
Anita Goddard	HSM ( & RM ) to sign off preparation and pre-court visit	Quarterly	100%
Anita Goddard	H&S maintenance checks	Monthly	Not specified
Anita Goddard	NI160 – Tenants' satisfaction with landlord services	Yearly	80%
Geoff Clark	BV074a – Tenant satisfaction	Yearly	Status survey
Geoff Clark	BV074b – Tenant satisfaction ethnic minorities	Yearly	Status survey
Geoff Clark	BV074c – Tenant satisfaction non-ethnic minorities	Yearly	Status survey
Geoff Clark	BV075a – Tenant satisfaction with participation	Yearly	Carry out satisfaction survey
Geoff Clark	BV075b – Satisfaction with participation ethnic minorities	Yearly	Carry out satisfaction survey
Geoff Clark	BV075c – Satisfaction with participation non ethnic minority	Yearly	Carry out satisfaction survey
Geoff Clark	Hand delivery of all NOSP's	Quarterly	Nothing specified
Geoff Clark	Actions to tackle ASB	Monthly	Visit complainant Write to alleged perpetrator

			Visit perpetrator Refer to mediation
Geoff Clark	Meetings with the ASB officer	Monthly	Attendance on ASB task group – CDRP 100%
Geoff Clark	Set and monitor incident response times	Quarterly	<b>Nothing specified</b>
Geoff Clark	Complaints about grounds maintenance	Quarterly	Monthly monitoring meeting. Raised at TPG Goes back to feedback mechanism in service plan
Jennifer Clark	SH305 and BH 306 Right to buy and equity share applicants satisfaction	Yearly	Satisfaction survey required
Jennifer Clark	SH319 – Right to buy offer notices	Monthly	<b>Nothing specified</b>
Jennifer Clark	SH323 – Right to buy completions	Quarterly	<u>Nothing specified</u>
Teresa Lucey	Active tenant involvement forums	Quarterly	Set up tenant disability advisory forum