

APPENDIX B

IMPROVEMENT PLAN: Affordable Homes Service

(To be used to set out plans of the service to address Council Actions or other plans to improve the service or address corporate themes set out in the Overview). List the Council Actions that are the responsibility of your service first.

COUNCIL ACTION #		Council Action	Supporting Information	Completion by Month	Officer	
			Additional Resources Required Outputs: Outcomes Risks: Other services affected:			
COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
Ai, Cii	SO1, SO2, SO3	HSP1 Customer Service Excellence	Procedural reviews to ensure continuous improvement in equality of access and service delivery Carry out customer profile survey and ongoing data collection and storage systems. Develop systems thinking template to review service failure and customer journeys. Participate in corporate project.	Additional Resources Required; Corporate Project Outputs: Customer Care Excellence accreditation Outcomes; Cultural Change to focus service on customers Risks: Staff not valued through the process and do not buy in Other services affected: Corporate project	November 2011	Anita Goddard

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Ai, Cii	SO1, SO2	HSP 2 Resident Involvement Strategy	<p>Develop and implement strategy. Develop service standards to comply with TSA requirements. Use outcomes of 2009 tenant survey and TPAS health check to draw up action plan. Complete a pilot tenant audit inspection of one service area by July.</p>	<p>Additional Resources Required; none Outputs: RI Strategy, TSA compliant standards Outcomes; Strategic and focussed direction in line with regulatory requirements, Tenant led service standards Risks: Failure to develop will prevent the development of RI Other services affected: Policy & performance team</p>	April 2010	Teresa Lucey, Tracey Cassidy
A	SO1, SO2, SO3	HSP 3 New IT implementation	<p>Complete soft market test of potential suppliers. Complete procurement process. Implement new IT system</p>	<p>Additional Resources Required: £100K capital, £60K revenue in budget Outputs: New integrated housing IT system Outcomes: improved performance and efficiency in service Risks: Cost & time over runs, loss of rental income during implementation phase Other services affected: IT, Finance, procurement</p>	October 2010	Stephen Hills

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A	SO1, SO2, SO3, SO4	HSP 4 Performance Management	<p>Embed Bench Marking Benchmark 12 areas to mirror TSA Standards Housemark & ADAPT Populate Housemark to enable benchmarking for 2010/11 Review information in ADAPT and roll out through a re-launch</p>	<p>Additional Resources Required; None Outputs: Performance management tools in place Outcomes; Performance monitoring and clear policies and procedures Risks: Insufficient staffing resources to maintain work required once set up Other services affected: Policy & performance team, communications</p>	September 2010	Anita Goddard, Housing Strategy & Performance Team Leader
A	SO1, SO2	HSP 5 Income maximisation	<p>Develop Income Maximisation Strategy Have clear action plans to maximise income through garages, service charges, recharges, rents and arrears recovery.</p>	<p>Additional Resources Required; none Outputs: Income maximisation strategy Outcomes; increased income into the HRA Risks: Lost income potential if not done Other services affected: Finance, legal</p>	August 2010	Anita Goddard, Income Maximisation Manager
A	SO1	HSP 6 Sheltered Housing phasing of restructuring	<p>Complete needs survey and task & finish group. Embed the new structure and working practices Review impacts of changes.</p>	<p>Additional Resources Required: None Outputs: Restructured sheltered housing service Outcomes: better targeted use of resources Risks: Residents dissatisfaction with changes Other services affected: Legal, communications, HR</p>	September 2010	Tracey Cassidy

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A	SO2	HSP 7 Asset Management	<p>Obtain approval for new Asset Management Strategy Incorporating: Stock rationalisation Procurement Garage sites Sheltered schemes remodelling Energy improvements Stock valuation Non-traditional stock Develop and introduce an Asset Management Strategy for Housing & Property Services</p>	<p>Additional Resources Required None Outputs: A coordinated approach to managing our assets more effectively Outcomes Increased incomes, Reduced revenue loss, understand better NPV of stock, strategic approach to procurement, improved data management, better use of reduced financial resource. Risks: Local opposition to potential property sales Other services affected: Finance, legal, IT</p>	September 2010	Stephen Hills
A	SO2	HSP 8 Responsive repairs procurement	<p>Market test the response repairs and voids service via OJEU procurement process. Tender and award a new contract following an evaluation of the competition in the market to deliver significant cost savings and an improved service delivery.</p>	<p>Additional Resources Required £50K Outputs: Develop a commercial awareness in the delivery of the repairs service. Outcomes A value for money and efficient customer focussed repairs service Risks: Impact on General Fund, loss of tenant satisfaction Other services affected: Environmental Services, Contact Centre, procurement, legal</p>	September 2010	Steve Annetts, Sid Webb

Aii, Cii	SO2, SO3, SO4	HSP 9 Hostel review	Review existing hostel provision. Agree model for future provision.	<p>Additional Resources Required None initially</p> <p>Outputs: Strategy for improving provision</p> <p>Outcomes Agreed actions and time scales</p> <p>Risks: Local opposition to redevelopment plans</p> <p>Other services affected: Legal</p>	August 2010	Heather Wood
A, Ci	SO3	HSP 10 Homelink review (disability & access)	<p>Develop internal procedure for provision of accommodation for applicants with physical disability.</p> <p>Written guidance for staff</p> <p>Introduction of the housing options Locata module.</p> <p>Investigate potential for computer access in interview rooms.</p>	<p>Additional Resources Required Cost for module</p> <p>Outputs: Clear procedure, Better monitoring and record maintenance</p> <p>Outcomes Consistency in dealing with applications and ensuring greatest needs are met.</p> <p>Risks: Disruption to work during implantation</p> <p>Other services affected: IT, policy & performance</p>	September 2010	Sue Carter
A, Ci	SO3	HSP 11 Homelessness strategy	<p>Contribute to sub regional homeless strategy action plan</p> <p>RSL homeless strategy.</p> <p>Investigate possibility of county wide supported lodgings scheme.</p> <p>Production of a professional's guide.</p> <p>Identify initiatives to develop training and employment opportunities for households threatened with homelessness.</p>	<p>Additional Resources Required Potential, but unknown</p> <p>Outputs: Improved procedures and practices</p> <p>Outcomes Better working relation with partner agencies and increased awareness of homeless prevention.</p> <p>Risks: Lack of strategic focus of not completed</p> <p>Other services affected: Legal</p>	July 2010	Heather Wood, Sue Carter

A	SO1, SO3	HSP 12 Domestic Violence	Contribute to development of the county DV strategy. Development / renewal of strategy/ guidance within the affordable homes service	<p>Additional Resources None</p> <p>Outputs: A clear procedure for housing advice and housing management which consistent with the countywide strategy.</p> <p>Outcomes Improved consistency of advice for DV victims.</p> <p>Risks: Lack of effective support to vulnerable section of community if not completed</p> <p>Other services affected: Legal</p>	November 2010	Heather Wood, Sue Hinawski
A, Cii	SO1, SO2, SO3, SO4	HSP13 Equality Impact Assessments	Complete EQIAs for all service areas affected by the 'retention' changes in addition to those already identified for review by corporate officer.	<p>Additional Resources Required: None</p> <p>Outputs: Impact assessments completed on further set of key service areas</p> <p>Outcomes: Improved service delivery for wider community</p> <p>Risks: Possibility of unintended negative impacts if not completed</p> <p>Other services affected: Policy & performance team</p>	March 2011	Sue Carter
A	SO1, SO2, SO3, SO4	HSP 14 Journey to Excellence project	Coordinate activities of HSP 1-8. Refresh service health check & draw up action plan. Establish team building & training programme for service. Action plan to meet the requirements set out by the TSA	<p>Additional Resources Required: £50K</p> <p>Outputs: Refocused housing service following Housing Futures</p> <p>Outcomes: Improved services to tenants in all areas of service delivery</p> <p>Risks: Possible poor inspection outcome if not undertaken</p> <p>Other services affected: Corporate policy & performance, HR</p>	October 2010	Stephen Hills

Ai, Aii, Ci, Cii, Ei	SO1, SO2, SO4	HSP 15 Windmill Regeneration	Negotiate and complete plan detailed planning application to take forward phase two of the project.	<p>Additional Resources Required: None</p> <p>Outputs: Successful delivery of new housing provision</p> <p>Outcomes: Improved housing for tenants, new homes for village, improved community facilities and community relations</p> <p>Risks: Non completion of scheme – project has separate risk log</p> <p>Other services affected: Planning, Community Development, Legal</p>	March 2011	Schuyler Newstead
Ci, Cii	SO4	HSP 16 New affordable housing	Ensure 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 270 new affordable homes completed.	<p>Additional Resources Required-No SCDC financial resources but possible commuted sums contributions and the provision of SCDC sites for re-development</p> <p>Outputs: 270 affordable homes</p> <p>Outcomes: households in good standard, affordable homes with external benefits e.g. health, education, good environmental standards etc</p> <p>Risks: limited funding from government and problems delivering S106 sites during slowdown in the private sector</p> <p>Other services affected: Planning, Legal, Finance, SCDC Asset Management</p>	March 2011	Schuyler Newstead
Ai, Aii, Bi, Bii	SO1	HSP 17 ASB review	Review all existing policies & procedures for dealing with ASB Draft action plan Capture on ADAPT Disseminate new approach to staff, Members and tenants	<p>Additional Resources Required-None</p> <p>Outputs: Improved ASB working</p> <p>Outcomes: Improved quality of life for residents</p> <p>Risks: Failure to complete work may lead to increase in time spent on ASB cases</p> <p>Other services affected: Legal</p>	December 2010	Anita Goddard

Key for Improvement Plan

Relevant Council Aim/s:

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

Relevant Council Approach/es: (add in relevant Council approaches for your Improvement Plan)

- Ai – Listening and engaging with our local community
- A ii - Working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership
- Bi – Working closely through our Crime and Reduction Partnership to reduce crime and the fear of crime
- Bii – Working with partners to combat Anti Social behaviour
- C i - Making affordable housing more available to local people
- C ii - Ensuring that affordable housing is in balance with the community
- Di – Working closely with local businesses
- Ei - Protecting existing communities, villages and the countryside

Service Objectives: (add in relevant Service Objectives for your service)

Service area	Objective	Code
Housing services	Improve housing services and tenant involvement and promote sustainable communities	SO1
Property services	Providing decent housing through the delivery of effective maintenance & improvements	SO2
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.	SO3
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.	SO4