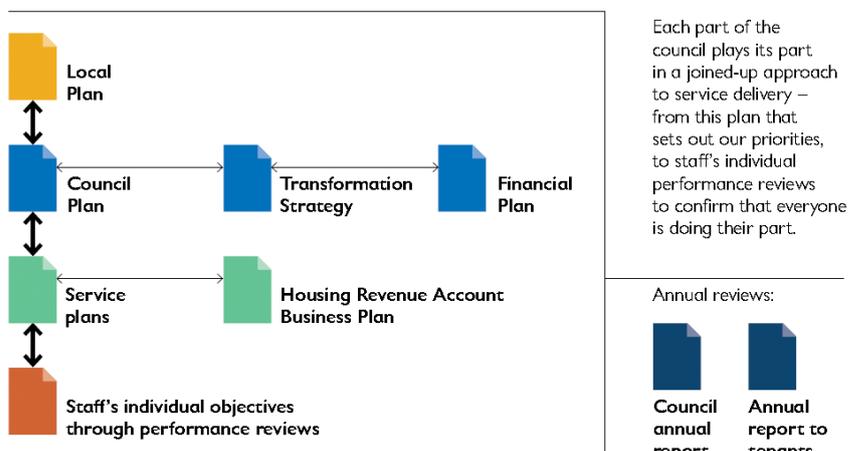


Service Planning 2020-21

Housing Service

Version 4.0

April 2020 – March 2021



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Portfolio Holder: Cllr Megan Armstrong

Housing Review Board Chair: Cllr Tony McCollum

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Notes for Strategic Leads and Service Leads:

*Certain parts of this form will be pre-populated. This will include your turnover, full time equivalent/headcount and absence rates.

Shaded areas are for guidance.

When you have completed your Service Plan:

- ✓ Save to O:\Service Plans. Final versions will be placed on the intranet/internet
- ✓ Communicate it to your staff
- ✓ Keep it under review – make it a live document which adds value!
- ✓ Use it to formulate individual objectives

Section 1 – Brief description of service and purpose(s)

What we do and who we deliver to

Our over-riding Service vision is to deliver a **decent home for all** residents of East Devon.

Our Housing Strategy sets out four key objectives:

- To provide a housing options service for all who are homeless or threatened with homelessness;
- To provide, maintain and manage our own council housing stock;
- To work with housing developers and housing associations to deliver more affordable housing;
- To regulate and improve other social rented, private rented and owner occupied housing.

We have adopted the following purpose(s) where we have undertaken Systems Thinking reviews in Housing:

- To match the right people with the right home (voids & allocations).
- Do the right repair at the right time, get it right first time, and stay fixed (responsive repairs).
- Do the right service/repair at the right time, and leave safe (gas servicing).
- To collect the right amount of rent at the right time (rent management).
- Deal with customer emergencies promptly (Home Safeguard).
- Better housing, better health (private sector housing).

Our services are delivered consistent with the Council's Public Health Strategic Plan to ensure we help more people be and stay healthy, enhance self-care and community resilience, and integrate and improve support for people in their own homes.

Our approach to managing and tackling homelessness has been recently refreshed through our revised Homelessness and Rough Sleeping Strategy 2019- 2023. The strategy is based upon the results of a review of homelessness in our area and has resulted in establishing the following four priorities:

- Maximise prevention activities and outcomes;
- Increase accommodation options;
- Minimise rough sleeping;
- Improve health and wellbeing.

<p>How we deliver and ensure equal access</p>	<p>Our Housing Services are delivered through a combination of direct service delivery from our housing teams as well as a number of partnerships and contracting arrangements.</p> <p>All of the housing policies are subject to the completion of an equality impact assessment to ensure our services are fully accessible and we work in compliance with the council's corporate equalities policy.</p> <p>We are regulated by the Social Housing Regulator and operate in compliance with the regulatory standards framework.</p> <p>We actively involve tenants in all aspects of our service to ensure wide consultation and the opportunity for tenants to influence the services we deliver.</p> <p>In our private sector housing team we deliver our services reactively and proactively and ensure enforcement action is taken in line with relevant legislation.</p> <p>We provide several methods of communication for customers to access our services and ensure our web pages are kept up to date.</p> <p>We promote the work of the Housing Service using a variety of methods, including the use of social media.</p>
<p>How we compare</p>	<p>We use HouseMark for periodic benchmarking of our services and report the results to our Housing Review Board.</p> <p>We encourage tenants to complete customer satisfaction surveys to give us feedback on our services.</p> <p>We are two years into a three year longitudinal study in partnership with a local housing association and Birmingham University to look closely at the impact of our services on current tenants as well as those trying to access our services.</p> <p>We are members of The Devon and Cornwall Housing Options Partnership (DCHOP). The group aims to improve the consistency of housing options and homelessness services across Devon and Cornwall Local Authorities by developing shared policies, practices and service standards to ensure equality of services.</p> <p>In Private Sector Housing we compare our services within Devon through the Devon Practitioners Group.</p> <p>We monitor our service delivery reporting annually to national and local bodies. We deliver some of our Disabled Facilities Grant adaptations through Framework agreements with contractors.</p>

	We have carried out significant amounts of reporting to Devon County Council for the Better Care Fund, which included comparing our statistics with the other Devon Local Authorities.
Statutory elements of the service	<p>Management of our Council housing stock (Landlord Services)</p> <p>Right to Buy Council homes</p> <p>Homelessness/Housing Advice (Homelessness Reduction Act 2017)</p> <p>Management of the housing register and operation of an allocations team to ensure our housing stock is allocated appropriately.</p> <p>Creation of a tenancy strategy</p> <p>Safeguarding responsibilities- Children’s Act 2004 and Care Act 2014</p> <p>Health and Safety legislation in relation to asset management including:</p> <ul style="list-style-type: none"> • Management and control of asbestos regulations 2012 • Gas safety (installation and use) Regulations 1998 • Regulatory Reform (fire safety) Order 2005. <p>Private Sector Housing enforcement including:</p> <ul style="list-style-type: none"> • Empty Homes • Houses in multiple occupation and housing standards in the private sector. • Private water supply assessment and enforcement • Caravan site licensing • Provision of Disabled Facilities Grant <p>Environmental pollution associated with rural drainage and statutory nuisance, public health and wellbeing.</p>
Current net budget (excludes Internal support charges and capital budget)	Housing Revenue Account annual turnover £18 million. General Fund budgets for Homelessness; Home Safeguard and Private Sector Housing.

Section 2 – Key achievements in 2019-20		
	<i>Briefly describe key achievements and what outcomes were created. This will inform Annual Report at year end.</i>	<i>Strategic link to Council Plan priorities</i>
1	<p><u>Housing Needs and Strategy</u></p> <p>Following the unfortunate fire that happened in Seaton when a block of privately rented flats caught alight following an arson attack, the Housing Options team provided continuous support and assistance to all those affected which included the re-housing of several households, many of whom were deemed vulnerable. The</p>	Encouraging communities to be outstanding

	<p>team worked over and above to ensure the residents needs could be met with appropriate offers of accommodation being made on both an emergency short term basis as well as longer term as many of the flats were subsequently classed as uninhabitable.</p> <p>As part of the recognition that many people who approach our housing options team have limited access to resources such as furniture and household items, the team have been looking for opportunities to re-use and recycle items as well as encouraging donations that can be gifted to residents who are struggling to fund household items. The team have recognised that often providing a 'shell' of a property without essential household items can disadvantage people significantly and can be a barrier in the ability of the household/individual to sustain a tenancy.</p> <p>Production and publication of the new Homelessness Strategy, including an ongoing action plan and a working review party which is meeting quarterly to monitor progress. The working party includes former service users who are helping us to track progress being made and assisting us in ensuring the strategy is fit for purpose as well as considering directly the needs and expectations of those who approach our service.</p> <p>Evolution of the Housing Options team to adapt to the considerable additional demand on the homelessness service, including the additional responsibilities of the Homelessness Reduction Act. As an example of the changes, the introduction of specialised posts aimed at specifically addressing a particular area of need within the service.</p> <p>Securing a total of £93,000 of additional funding from central government in order to tackle homelessness and in particular rough sleeping, including setting up the Housing First project within the district</p> <p>Completion of the second year of the 'Your Home, Your Wellbeing' study, a longitudinal study that is continuing to monitor factors that are impacting on the wellbeing of our tenants as well as people who are on our waiting list for Council housing. Our Information and Analysis Officer has attended a number of National events that has promoted the research and raised the importance of the links between housing and wellbeing.</p> <p>Purchase of a block of 12 flats in the centre of Exmouth, directly addressing the type of housing that is in the highest need in the most desired town in the District.</p>	
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<p>2</p>	<p><u>Property and Asset</u></p> <p>Mobilisation of the Integrated Asset Management Contract and demobilisation of the previous contracting arrangements. This has been an intense period of change where almost every process and procedure has had to be reviewed. Officers have undergone intensive training to ensure they can adapt to the new ways of working and have supported each other closely in order to maintain business as usual whilst these changes are embedded.</p> <p>A particularly challenging part of the project was ensuring a streamlined IT system interface, which involved close co-ordination of with the new contractor as well as Strata. This was entirely successful as on day 1 we immediately were able to apply all new elements of the system.</p> <p>Tenants are benefiting from an improved appointment system meaning appointments are arranged at first point of contact in order to ensure efficiencies and excellent communication for customers.</p> <p>We have reviewed actions that have arisen as a result of the most recent round of fire risk assessments for blocks of flats and have worked on a programme to escalate spend (through sign off by the Housing Review Board) to ensure we are prioritising fire safety maintenance works. Maintaining 100% compliance is a significant achievement, albeit a requirement to keep tenants safe in their homes.</p> <p>We have run a successful kitchen and bathroom modernisation programme that has received high levels of tenant satisfaction.</p>	<p>Encouraging communities to be outstanding</p>
<p>3</p>	<p><u>Landlord Services</u></p> <p>We have published a new Resident Involvement Strategy that sets out a new approach we will take to ensuring customer input is always considered in the delivery of our services. We consulted widely on the creation of the strategy with a number of stakeholders to ensure a wide range of views were considered.</p> <p>We have continued our focus on ensuring a robust approach is taken to fire safety inspections, these are undertaken routinely across the district ensuring the safety of residents living in communal blocks of flats at all times. We have maintained close links with Devon and Somerset Fire and Rescue Service and have recently received</p>	<p>Encouraging communities to be outstanding</p>

	<p>recognition for the excellent pro-active work we are undertaking to ensure this work remains a high priority.</p> <p>We have responded to rising levels of demand for our Estate Management services with a noticeable rise in dealing with more complex situations centred on a rise in tenants displaying more chaotic behaviour.</p> <p>We have invested in training our Estate Management Officers to a higher standard to deal with more complex cases, training has included investigative interviewing, prosecution interviewing, witness statements and adhering to national standards. This more professional approach is being taken which in many cases is leading to better efficiency meaning cases are being dealt with quicker.</p> <p>Rent collection has remained consistently over 99% of rent due despite an increase in more difficult, complex cases that have been hard to resolve requiring more intense support.</p> <p>Home Safeguard are meeting demand from a high volume of callers and increasingly customers with complex needs, providing a vital support service.</p>	
4	<p><u>Private Sector Housing</u></p> <p>16 Empty Homes have been brought back into use across the District through direct intervention from the team.</p> <p>Interrogation and utilisation of new data bases which is beginning to help identify and focus our private sector housing work, specifically energy efficiency, HMO's and EPC (Energy Performance Certificate) Regulation properties.</p> <p>Launched a Private Sector Housing social media campaign to pro-actively raise the profile of the work of the team.</p> <p>Research and implementation of the amendments to the Private Water Supply Regulations which includes more comprehensive sampling regime which affects 80% of the samples we take. The number of enforceable parameters has increased from 19 to 29.</p> <p>Maintained our Disabled Facilities Grant (DFG) programme and introduced the Devon Wide Housing Assistance Policy. Offering more variety of grant assistance. An increase in ECO Flex top ups and Loan applications.</p>	Encouraging communities to be outstanding

Section 3 – Looking forward : what we will do in 2020-21 (service objectives)				
Key Service Objectives (please include consultation or procurement activity required) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/ corporate resource	Lead Officers	Start date	End date
1) Outstanding place and environment				
Implement Phase 2 of the #inhoniton project by working with tenants in Honiton to identify areas we can leave wild or re-wild. Explore the potential for Nature Recovery Networks and wildlife improvement corridors on Housing land. SWITCH groups to make bug hotels with Countryside to encourage learning and appreciation of the natural world. The educational element links to our carbon reduction commitments.	Housing Review Account funding for Countryside resource	Landlord Services Manager	April 2020	April 2021
Carry out an updated Stock Condition Survey on our Council owned housing stock in order to collate up to date information, including energy performance, and use it to inform a new stock investment programme. Once the Stock Condition Survey has been completed we will use the data to update and inform the 30 year HRA Business Plan that includes detailed Asset Management considerations.	Housing Revenue Account	Housing Service Lead and Property and Asset Manager	Continue work started in 19/20	Ongoing
Implement the actions contained in the Climate Change Action Plan relating to housing, specifically a phased replacement of heating systems reliant of burning fossil fuels and improved energy efficient homes for tenants.	Housing Revenue Account	Property & Asset Manager	April 2020	Ongoing

Invest in the improvement of the communal areas on housing estates, including tree planting and encouraging a greater diversity of wildlife.	Housing Revenue Account	Landlord Services Manager	April 2020	Ongoing
2) Outstanding homes and communities				
Produce a new Housing Strategy focusing on how we will deliver our services and how we will increase our supply of housing stock from 2020-2024.	Housing Revenue Account and General fund	Housing Service Lead	September 2020	December 2020
Refresh the Housing Revenue Account Business Plan, incorporating a review of our approach to delivering affordable housing with the aspiration of building more Council housing, as well as delivering climate change actions.	Housing Revenue Account	Housing Service Lead	April 2020	September 2020
Meet the increased demand from homeless households and secure suitable temporary and permanent accommodation, supporting households who present with physical and mental health needs, poverty and other issues, to ensure they are able to sustain their tenancies.	General Fund	Housing Needs & Strategy Manager	April 2020	Ongoing
Undertake a feasibility study to explore a re-use and recycling furniture programme to assist residents with setting up their home, recognising the increasing amount of people arriving in our services destitute. The study will explore options for running this service as part of the day to day work we undertake and will encourage a more pro-active approach to setting up people to succeed and tackling furniture poverty.	Housing Revenue Account	Housing Needs & Strategy Manager	May 2020	Ongoing

<p>Develop our existing tenancy support and sustainability service who are tasked with pro-actively supporting tenants to maintain tenancies, to include:</p> <ul style="list-style-type: none"> • Budgeting workshops • New tenant induction workshops • New tenancy 'sign up' briefings • Floating Support for vulnerable tenants in sheltered and General Needs housing • Annual visits to all tenants who reside in Council housing. 	Housing Revenue Account	Landlord Services Manager	September 2020	Ongoing
Refresh and clearly define our offer of sheltered accommodation ensuring clarity and a commitment to the levels of support that can be offered.	Housing Revenue Account	Landlord Services Manager	December 2020	March 2021
Improve void turnaround times and review the Void Standard for properties being relet as part of our Price Per Void contract, and ensure that a suitable lettable standard is achieved for new tenants achieving 'right first time'.	Housing Revenue Account	Property & Asset Manager	April 2020	August 2020
Develop and consult tenants on an EDDC Home Standard that exceeds the Decent Homes Standard and that can be applied to all homes.	Housing Revenue Account	Housing Service Lead	December 2020	March 2021
Ensure that the Key Performance Indicators (KPIs) for the Integrated Asset Management Contract are closely monitored and standards set are met or exceeded.	Housing Revenue Account	Property & Asset Manager	April 2020	Ongoing
Ensure that all of our major building components are loaded onto our asset database, and the database maintained as items get replaced and upgraded.	Housing Revenue Account	Property & Asset Manager	June 2020	Ongoing
Publish a five year planned maintenance and cyclical decoration programme to provide tenants with visibility of planned works.	Housing Revenue Account	Property & Asset Manager	September 2020	Ongoing
Maintain up to date Fire Risk Assessments and publish documents and renewal dates.	Housing Revenue Account	Property & Asset Manager	September 2020	Ongoing

Continue to review and monitor outcomes from the Homelessness Strategy in order to reduce homelessness. Review service delivery and demand at Honiton and Exmouth offices to ensure our triage arrangements and resourcing is 'fit for purpose'.	General Fund	Housing Needs & Strategy Manager	June 2020	September 2020
Develop and expand on Year 2 of the Integrated Asset Management Contract to further increase customer satisfaction. Look to implement the first series of social value objectives, review the Handyperson offer and consider the inclusion of the planned works programme under the contract. Introduce a Programme of Property MOTs.	Housing Revenue Account	Property & Asset Manager	July 2020	October 2020
Implement a robust process for dealing with Disrepair Claims, ensuring that this is embedded into all team processes. Prepare to meet the requirements of the Homes Fitness for Human Habitation Act.	Housing Revenue Account	Property & Asset Manager	April 2020	Ongoing
Complete and publicise Phase 2 of the Your Home - Your Wellbeing Project.	Housing Revenue Account	Housing Needs & Strategy Manager	July 2020	March 2021
Develop the Axminster Fairshare project working with Tesco in Axminster and Nourish to collect food from the supermarket, cook and freeze it, and distribute to people with an identified need. Aim to do more for rural areas and link with other work e.g. new applicants for Universal Credit who have limited income for the first six weeks.	Housing Revenue Account	Landlord Services Manager	April 2020	Ongoing
Identify areas of Housing land that are being used by residents without permission and ensure the appropriate signage is posted at all entrances and exits to prevent future claims of easements over our land.	Housing Revenue Account	Landlord Services Manager	September 2020	March 2021

3) Outstanding economic growth, productivity and prosperity				
Deliver the recommendations from the poverty report presented to Overview Committee in November 2019.	Housing Revenue Account & General Fund	Housing Service Lead	April 2020	Ongoing
Work towards a ratio of 70/30 spend on Planned to Responsive repair works.	Housing Revenue Account	Property & Asset Manager	September 2020	Ongoing
Provide and enable budgeting advice for tenants through our own staff and partner organisations (HomeMaker and CAB) to reduce the incidence of poverty.	Housing Revenue Account	Landlord Services Manager	April 2020	Ongoing
Create a comprehensive KPI dashboard of performance information to provide greater visibility of Service health and compliance assurance.	Housing Revenue Account	Housing Needs & Strategy Manager	December 2020	Ongoing
4) Outstanding council and council services				
Review multi-agency and key stakeholder relationships to ensure understanding of processes and information sharing is effective and GDPR compliant.	Housing Revenue Account	Housing Service Lead	September 2020	March 2021
Review the Service against the Social Housing Regulators Standards and ensure that we are fully compliant.	Housing Revenue Account	Housing Service Lead	October 2020	January 2021
Review compliance procedures by an external body to drive continuous improvement.	Housing Revenue Account	Property & Asset Manager	August 2020	October 2020
Increase the use of enforcement powers in the private rented sector to improve housing conditions and tenant safety. Pro-actively raise our profile with local landlords by attending local landlord forums and directly engaging with managing agents to encourage standards to be raised which in	General Fund	Private Sector Housing Manager	April 2020	Ongoing

turn will improve the living conditions of people residing in the private sector. Develop a property agents/landlords rating scheme.				
Deliver an increased range of home improvements and adaptations using the resources through the Better Care Fund.	General Fund	Private Sector Housing Manager	April 2020	Ongoing
Ensure that all Houses in Multiple Occupation are licenced and meet appropriate standards of fire and tenant safety.	General Fund	Private Sector Housing Manager	September 2020	Ongoing
Develop and introduce mobile/floating support service to assist vulnerable tenants, particularly those with mental health issues, sustain their tenancies.	Housing Revenue Account	Landlord Services Manager	April 2020	Ongoing
Improve our approach to safeguarding by implementing the protocol developed for Registered Providers.	Housing Revenue Account & General Fund	Housing Service Lead	April 2020	Ongoing
Continue to develop and enhance the Open Housing System in order to continually improve efficiency and the customer's experience of contact with our service. Work alongside colleagues Corporately with the roll out of Firmstep in order to develop and release the tenant portal.	Housing Revenue Account	Housing Needs and Strategy Manager	September 2020	Ongoing
As part of pro-active succession planning, explore the creation of a housing apprentice post that can work across housing teams to support the housing sector as a career path.	Housing Revenue Account & General Fund	Housing Service Lead	April 2020	Ongoing

**Section 3 a – Looking forward: any Service challenges or pressures for the next three years?
(Revenue/Capital)**

<p>1. Operating the Housing Revenue Account under the self-financing regime and managing high levels of debt whilst continuously improving services, tenants' homes, and delivering our development and climate change aspirations.</p>
<p>2. Managing the impact of Universal Credit and other potential changes under future welfare reforms, which could lead to a loss of income for the housing revenue account, as well as place more residents in financial hardship leading to increasing numbers of residents in the district living in poverty.</p>
<p>3. Continuing to manage the impact of Right to Buy sales as part of the government's drive towards home ownership, which continues to result in an overall depletion of the stock.</p>
<p>4. Maintaining 100% compliance at all times to ensure that tenants' homes are safe whilst continuously improving and implementing best practice in the sector.</p>
<p>5. Embedding the Integrated Asset Management contract and ensuring delivery of a high quality service, confirmed by tenant satisfaction responses and KPI measures. The social value elements of the contract need to be delivered.</p>
<p>6. Growing numbers of homelessness households approaching our housing options service for assistance as required under the Homelessness Reduction Act. This is leading to increasing usage of temporary accommodation. Addressing the increasing level of rough sleeping and customers presenting with a wide range of support needs.</p> <p>Continue to contribute towards the resettlement of refugees and asylum seekers as required through central government policy.</p>
<p>7. Continuing to enforce housing standards in the private sector and ensuring we are responding as appropriate in line with future changes to legislation.</p>
<p>8. Continuing to manage and meet housing needs and deliver a supply of new affordable homes.</p>
<p>9. Continuing to support our ageing population to stay in their own homes, manage the continuing rising demand for property adaptations across all tenures.</p>
<p>10. Overcoming the problem of insufficient subsidy/grant/opportunities to provide new affordable homes and the ongoing challenges of spending RTB receipts.</p>
<p>11. Providing value for money support services, integrating with social care and ensuring that the Better Care Fund is targeted to East Devon clients.</p>
<p>12. Implementing and combining the work of the Housing Service with the health and wellbeing priorities as set out in our Public Health Strategy.</p>
<p>13. Meeting the needs of the rising numbers of people suffering from mental health issues means we must respond appropriately and effectively in order to support people and limit consequences such as failure to sustain tenancies. This affects a number of front line teams and impacts staff and</p>

customers in different ways. There is the need for us to strengthen our links with the local mental health trust as well as specialist mental health support agencies.
14. Improving the energy efficiency of homes and reducing carbon emissions across the district to meet our aspiration of carbon neutrality and minimum levels of energy usage. Ensuring we are in line with central government aspirations for Standard Assessment Procedure (SAP) ratings of dwellings and respond to changes accordingly.
15. Improving the lives of families presenting to us under the Early Help scheme.
16. Recruiting and training of professional/technical staff to have the right staff in the right job. Promoting housing as a career of choice in order to attract ambitious, forward thinking individuals who can continue to drive the housing service forward.
17. Creating and sustaining a positive, 'can do' culture in the Service with high staff morale and a Happy, Healthy, Here approach to the work environment.
18. Ensuring that our approach to compliance issues in relation to management of our stock and continuing to ensure this is core business with robust policies and procedures in place. Monitor closely outcomes from the Grenfell enquiry ensuring that all new legislation is implemented.
19. Investing in wider housing assets such as community centres; play areas; mobility scooter stores, green open spaces etc.
20. Using up to date stock condition data information, review and refresh the home improvement programme in relation to the delivery of new kitchens, bathrooms, electrical wiring, and heating systems.
21. Preparing the service for the 2021 digital switchover and manage the impact on the Home Safeguard operating equipment ensuring no disruption to customers of the service. Ensuring service resilience and business continuity during staffing absence, increased demand, severe weather etc.
22. Continuing to respond to and manage the increasing number of disrepair claims and ensuring the service is ready for Homes- Fitness for Human Habitation Act.
23. Implementing the actions from the Climate Change Action Plan to reduce carbon emissions and work towards becoming a carbon neutral Council.

Section 3 b– Looking forward: options for doing things differently – this section is vital due to the funding gap we face over the next few years.

Please outline any opportunities to do things differently using the following key strategic themes:

Commercialisation

Fit for purpose

Careful choices

1. Commercialisation-

- Extend the existing Handyperson scheme in the private sector and make a chargeable service
- Home Safeguard review- potential growth/future position.
- Housing Company – East Devon Homes Ltd.
- Disposal of poor performing stock/sites
- Garage site review
- Spending RTB receipts
- Review Service Charges
- Explore rent convergence opportunities
- Landlord Rating Scheme in the private sector- charging for the service.

2. Fit for Purpose-

- Structure of the Housing Service- ensuring the structure is right to meet demand with the right people in the right job.
- External compliance review
- Tenant Portal- digital agenda
- Stock Condition Survey
- Review of sheltered housing stock
- Review of skill set of Property and Asset team
- Review risks and business continuity of the Home Safeguard service

3. Careful Choices

- Rising demand in homelessness, impact on other services
- Home Safeguard
- Suitability and cost of support services

4. Generic opportunities to deliver services differently and better

5. There is the need to keep the Housing Revenue Account Business Plan under constant review to ensure we are managing debt appropriately, and due to the borrowing cap being lifted, looking for potential opportunities to deliver more affordable housing. We need to ensure we are maintaining strong links with potential partners and key stakeholders as there may also be opportunities to jointly deliver more affordable housing.

6. Continue to implement the OpenHousing management system with a drive towards tenant self- service portals being rolled out. This potentially will cut down on demand for services in the current format and will lead to a review of resources to make any necessary changes to service delivery. Open Housing should also be driving efficiencies with how we deliver services, ensuring that up to date data in relation to tenants and properties is stored appropriately to ensure ease of access to information.

7. Explore and review the 'housing hub' or 'customer and business improvement' concept as part of a focus on more generic working and a way of delivering more customer focused housing services.
8. Manage the new Integrated Asset Management contract and work in close partnership with our new contractors to provide a focus on asset management principles as opposed to reactive response works. The new contract will transform current service delivery and will bring a number of benefits in terms of a more customer focused approach to services. The contract will also set out to deliver some ambitious social value objectives that will benefit our tenants in a number of ways.
9. There is the need to undertake a complete review of the Home Safeguard service as a cost/benefit exercise to determine the best way forward for the service. We need to review the options for attracting more business at the same time as realistically assessing staffing requirements to ensure we can deliver a robust, reliable service given the critical nature of the service delivered. We need to carefully consider commercial opportunities as well as ensuring our business continuity plans are fully costed and fit for purpose.
10. Ensure a greater enforcement presence in the private sector to drive up standards and set examples of what can happen as a consequence of housing not being managed accordingly.
11. Respond to the findings of the longitudinal survey and the Viewpoint Survey and ensure we use the information to influence our service delivery.
12. Consider a proactive approach to adapting sheltered housing units to ensure that they are 'fit for purpose' rather than being reactive to needs as they arise.
13. Expand the use of social media to communicate with our customers to raise the profile of the work of the housing service.
14. Continue to work with Environmental Health, StreetScene and Countryside on shared goals and aspirations as set out in the Council plan.
15. Expand and maximise our membership of Advantage South West (ASW) to assist us in relation to resolving procurement challenges as well as other ASW housing driven projects.

Section 3 c – Looking forward: Changes to measures and performance indicators - what we will measure, how often and for whom					
Measure/indicator	How often – monthly, quarterly, bi-annually, annually	For whom? Cabinet, Overview and Scrutiny	Link to Corporate Priorities (listed on page 3 1,2,3 or 4)	Responsible Officer for production of management information	Retain this measure (yes/no) or new

1. Rent collected against rent due	Monthly	Housing Review Board	Encouraging communities to be outstanding	Strategic Lead- Housing/ Housing Service Lead	Yes
2. Void period- end to end times	Monthly	Housing Review Board	Encouraging communities to be outstanding	Strategic Lead- Housing/ Housing Service Lead	Yes
3. Integrated Asset Management contract suite of KPIs	Monthly	Housing Review Board	Encouraging communities to be outstanding	Housing Service Lead	Yes
4. Number of new affordable homes delivered/ number of homes lost through RTB	Monthly	Housing Review Board	Encouraging communities to be outstanding	Strategic Lead- Housing/Housing Service Lead	Yes
5. Housing Strategy	Annually	Scrutiny Committee and Housing Review Board	Encouraging communities to be outstanding	Strategic Lead- Housing/ Housing Service Lead	Yes
6. Housing Revenue Account Business Plan	Quarterly	Housing Review Board	Encouraging communities to be outstanding	Strategic Lead- Housing/ Housing Service Lead	Yes
7. Housing Revenue Account budget	Quarterly	Housing Review Board	Encouraging communities to be outstanding	Strategic Lead- Housing/ Housing Service Lead	Yes
8. Private Sector Renewal Plan & Home Energy Conservation Act & Empty Homes Plans	Annually	Scrutiny Committee	Encouraging communities to be outstanding	Private Sector Housing Manager	Yes
9. Risk assessments of private water supplies	Quarterly	Scrutiny Committee	Encouraging communities	Private Sector Housing Manager	Yes

			to be outstanding		
10. Number of Council tenants downsizing	Monthly	To be captured in quarterly KPI monitoring report	Encouraging communities to be outstanding	Housing Needs and Strategy Manager	New
11. Number of licensed houses in multiple occupation	Monthly	Scrutiny Committee	Encouraging communities to be outstanding	Private Sector Housing Manager	New
12. End to end time for a receipt of a statement of need to granting approval	Quarterly	Scrutiny Committee	Encouraging communities to be outstanding	Private Sector Housing Manager	New
13. Number of Safeguarding referrals made (children's/adults)	Quarterly	Housing Review Board	Encouraging communities to be outstanding	Landlord Services Manager	New

Section 4 – Resources and workforce planning

Full time equivalents/Headcount as at 01/04/2019	FTE = 99.69 Headcount = 112
Turnover (April 2018 to March 2019)	Voluntary Turnover = 11.6% Voluntary & Non Voluntary Turnover = 11.6%
Absence (April 2018 to March 2019)	Days lost per person: 11.8 days

Section 5 – Training and development

Team based skills/development required – please identify training required that is not currently available	Who for	Expected outcome	When

1. All managers to ensure completion of mandatory management training modules	Managers	Awareness of all management policies to ensure implementation.	Ongoing
2. Following a review of health and safety training, all staff must ensure completion of all mandatory health and safety training requirements as set out in the H&S training matrix	All staff	Competent staff that can manage health and safety risks accordingly, ensuring safe systems of work.	Ongoing in line with refresher training requirements.
3. Customer Service and dealing with difficult customers	All staff	Improved customer service and complaint handling	During 2020/2021
4. Equalities	All staff	Awareness of our responsibilities	During 2020/2021
5. Safeguarding Children and Adults	All staff	Awareness of Council's policy and reporting procedures	During 2020/2021
6. Prevent (radicalisation) and Countylines	All front line staff	Awareness of how to report concerns	During 2020/2021
7. Data protection and information security	All staff	Awareness of the Council's policy and housing specific requirements	During 2020/2021
8. Social media policy and use	Selected staff	Appropriate and positive use of social media	During 2020/2021
9. Systems Thinking	Managers	Take forward the next series of reviews	During 2020/2021
10. Continuing professional development/ professional training as appropriate	Selected staff	Maintaining high standards of professional knowledge and conduct	Ongoing
11. Open Housing document and mobile device training	All staff	All users able to benefit from the housing management system	Ongoing
12. Mental Health awareness training	Selected staff	To ensure staff are competent and aware of our legal position in relation to dealing with	Ongoing

		tenants with mental health issues.	
13. Compliance training as required; to include but not limited to asbestos awareness/ fire safety/legionella and electrical safety.	Selected staff	To ensure staff are competent and aware of legal expectations in relation to the management of our buildings.	Ongoing

Section 6 – Risks

New/emerging risks description – See attached Risk Register for current service risks	Impact [minor, significant, serious, major]	Likelihood [remote, unlikely, likely, very likely]	How managed/controlled What action will you take to reduce/minimise risk
1. Failure to protect against tenancy fraud	Serious	Very likely	Occupancy checks on tenants in temporary and general accommodation, Social housing fraud initiative, Tenancy 'sign up' checks, Tenancy Fraud Strategy.
2. Fraud in respect of Rent Collection, allocations and Right to Buy purchases	Significant	Unlikely	Internal procedures, Systems Thinking review, OpenHousing. Manual controls. Working in partnership with the fraud team to share information.
3. Loss of rental income	Serious	Very likely	New tenancy 'sign up', Systems Thinking Regime, Procedures for income management, Rent payment methods. Monitoring closely the impact of universal credit
4. Right to Buy (sales differ from Business Plan expectations) and spend not in line with DCLG agreement	Significant	Unlikely	Cancel agreement, Costs could be reduced, Loans could be increased.
5. Safeguarding adults and children	Serious	Very likely	Safeguarding Policy. Risk Assessments, Mobile Support Officer's Procedure Manual, Devon County 'Pathways'. Regular team meeting agenda item. Contractor toolbox talks

6. Sheltered housing improvements ensuring the stock is 'fit for purpose'	Significant	Unlikely	Funding availability, Tenant involvement. Liaising with Occupational Therapists to design sheltered housing appropriately at void stage.
7. A major homelessness incident	Major	Unlikely	Training for an emergency, Out of hours contact, Emergency and Rest Centre Plan, Devon County Council joint working.
8. Failure to achieve Housing Strategy targets	Major	Likely	Monitoring performance, Assign actions to lead managers, SPAR.net monitoring.
9. Failure to provide accurate or helpful housing/homelessness advice	Serious	Very likely	Staff training, Staff supervision, Scrutinise decisions, Procedures in place.
10. Failure to maintain a Housing Register	Serious	Very likely	Staff training, Policy and procedures, Devon Home Choice.
11. New-Build Council Homes/acquisition scheme failure	Major	Very likely	Robust development proposals, Development expertise, Homes England bids and grants, Joining Partnership South West development consortium.
12. Failure of Responsive Repairs contractor and failure to mobilise new contracting arrangements.	Serious	Very likely	Contract performance monitoring, Contract conditions.
13. A compliance failure on gas/solid fuel safety; fire safety; asbestos; health & safety; legionella	Major	Likely	Policies and procedures in place to ensure robust approaches taken to compliance. Priority given to this work. Competent contractors. Auditing and checking processes. Contract monitoring meetings
14. Loans taken out for self-financing	Serious	Unlikely	Set aside provision for repayment, Tracking Welfare Reform.
15. Unforeseen expenditure on council homes	Serious	Likely	Stock survey information required urgently, Insurance, Improvement programmes, HRA Business Plan refresh required.
16. Housing staff lone working	Major	Very likely	Policies in place to mitigate the risk, Home Safeguard monitoring, Health and Safety training, bespoke Lone Working arrangements.
17. Failure of private water supply	Serious	Likely	Water supply sampling, Risk assessments, Advice.
18. Fraud in respect of housing grants	Serious	Very likely	Capital expenditure monitoring, Monitoring of grant approvals.

19. Home Safeguard system failure/interruption to service. Failures due to digital switchover	Major	Very likely	Disaster recovery arrangements, maintenance contract, UPS system, staff trained on system failure. Joint agreement with Exeter City Council. Liaison with Telecare Services Authority to ensure position on digital switchover
20. Social Housing Regulator intervention due to a service failure	Major	Unlikely	Awareness of the standards expected by the Regulator with policies and procedures in place to achieve compliance. Housing Review Board, tenant involvement processes, customer complaint process

Section 7 – System thinking

Which services have been reviewed	Responsive repairs and works to voids Allocations Rents Tenancy sign up process Aspects of private sector housing Mobile Support Services Estate Management	
Future systems to be reviewed	Service	Date of review
	New contracting arrangements will be closely supervised in order to incorporate Systems Thinking principles from the start. Private Sector Housing enforcement Tenancy condition enforcement Home Safeguard installations Disabled Facilities Grants LGSR Gas safety checks	During 2020 as part of mobilisation During 2020

Section 8 - Equalities and safeguarding

New / emerging equalities risks	Impact Level [High, Medium, Low]	How managed/controlled
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1. Housing Strategy	Medium	Equalities Analysis undertaken on the plan.
2. HRA Business Plan	Medium	Equalities Analysis undertaken on the plan.
3. Homelessness Strategy	High	Equalities Analysis refreshed with new strategy.
4. Private Sector Renewal Plan	Medium	Equalities Analysis refreshed with new strategy.
5. Devon Home Choice	High	Equalities Analysis undertaken on the Allocations policy.
6. Tenant Involvement Strategy	Medium	Equalities Analysis undertaken on the strategy.
7. Failure to raise a safeguarding concern	High	Equalities Analysis undertaken on the Safeguarding policy.
8. Poverty	High	Equalities Analysis undertaken as part of the research into the causes of poverty.

Section 9 – Climate change

There will be a corporate action plan around climate change but please note here any particular climate change initiatives which will be implemented within your service.

Council homes represent a significant element of the Council's carbon footprint meaning a high level of investment will be required to reduce carbon emissions.

As part of the climate change response we need to raise awareness of the climate emergency and assist tenants reduce their carbon footprint.

Outline of Climate Change initiative:

1. Team training on how to talk about the climate crisis and how to respond to likely question and enquiries.
2. Call tenant to explain that EDDC has declared a climate emergency and part of our response is to support communities to design and implement locally appropriate responses. We are calling 1 in 10 tenants randomly to try and gauge how tenants feel about the climate crisis and how interested they'd be in workshops in their area.
3. Have a conversation that elicits tenants' view of the crisis.
4. Talk about the sorts of workshops we could run and whether tenants would be interested.
5. Workshops could be:
 - a. A film to learn more about the climate and ecological emergency followed by a discussion
 - b. Workshops to co-plan local community responses such as
 - i. 1. rewilding estates and personal gardens
 - ii. 2. Community energy e.g. funding for solar panels (*Partners could include Ian Williams and Devon Community Energy Network*)
 - iii. 3. Food sustainability – e.g. accessing or growing local planet-positive food
 - c. Workshops to calculate about your own Carbon Footprint

<p>At least three workshops in each of Honiton, Axminster or Exmouth.</p> <p>Rewilding estates in collaboration with local tenants, as part of commitment to create Nature Recovery Corridors.</p> <p>Social media posts which promote and explain local actions, including videos of relatable tenants or residents who care a lot about actions and / or find a direct benefit from them.</p>
<p>The Stock Condition Survey will present a more accurate picture of the energy efficiency of our properties to give more accurate calculation of carbon footprint and influence Planned Works initiatives to increase the energy efficiency of our properties.</p>
<p>Review the energy performance of 102 St Andrews Road and use as part of our learning.</p>
<p>Measure the carbon footprint of Ian Williams's activities undertaken on behalf of the Council and tenants and include in our plans to become a carbon neutral council.</p>
<p>Train and upskill staff and tenants on climate change impacts and mitigation/adaptations.</p>
<p>Carry out a cost benefit analysis of Rodney Close Air source Heat pump system.</p> <p>Investigate the benefits of installing Ground Source heat pump systems.</p> <p>Review staff transport arrangements to identify 'green' methods of travelling – e.g. car share, e-car pool – meeting co-ordination etc.</p> <p>Review use of community centres and district offices.</p> <p>Ensure that climate change measures are included in all procurement activity (e.g. fuel/energy efficient vehicles and materials).</p> <p>Adopt an overarching action to consider the environmental impact of all activity at work (e.g. paper use – do we need to print, skype meetings over physical meetings where travel is required).</p> <p>Increase awareness of climate change and carbon use with our tenants through community development activities etc.</p>
<p>Support the Cosy Devon Partnership, the Local Energy Advice Partnership, and similar to enable networking, project collaboration and the testing of new solutions between local authorities, community energy organisations, installers and other interested parties to deliver domestic energy retrofit measures by seizing opportunities for grant funding and market offers.</p>
<p>Use enforcement and education powers to improve the energy efficiency of private sector homes encouraging landlords, tenants and owners to reduce greenhouse gas emissions.</p>