

Housing Strategy 2012-15 Action Plan – 6-month review of 2012/13 targets

Strategic Objective 1: Provide More Affordable Housing in the City to Meet Housing Needs

| Key Action | Outcomes | 2012/13 Milestones | Achieved to date/On-going | Planned | RAG status | Revised forecast date |
|--|---|---|---|---|------------|-----------------------|
| Preparation for delivery of the new housing development at Barton | Delivery programme and agreements in place to develop c.800 new homes, including 320 new affordable | Area Action Plan adopted Dec 2012. Outline planning permission by early 2013. | EiP finished and awaiting timetable for inspector's report. Project team working on masterplan etc responding to suggested changes. | Masterplan fix mid October. Planning application likely to be delayed to January. | | |
| Provide affordable housing through partnership with Housing Associations | 94 affordable homes by March 2013 | New homes at Shotover View (55) , Lake St (8) , Lamarsh Road (4), Manor Ground(27). | 12 units completed (Lake st – 8, Lamarsh Rd – 4) | 82 units on site and due to be completed by year end (Shotover View – 55, Manor Ground – 27) | | |
| Develop physical regeneration projects at Blackbird Leys to deliver new housing and jobs | New physical regeneration projects developed at Blackbird Leys | Consultation and involvement with Neighbourhood Management Groups and Area Forums to shape Regeneration Strategy by Autumn 2012. Develop Leys Area Action Plan by December 2012. Review results of maisonettes options appraisals by December | Scoping workshop and first of two Enquiry by Design workshops completed on conjunction with Princes Foundation. Draft proposal for central area and Minchery Farm under preparation along with proposals for infill housing. Exact numbers to be | Second Enquiry by Design workshop to be hosted in December 2012. This will focus on maisonettes as well as developing options for further infill housing. | | |

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| | | 2012. Undertake feasibility analysis and develop schemes by April 2013. | confirmed. MInchery Farm plans will contain over 30 affordable housing units with 30% open space. | | | |
| Review new delivery models to bring forward new affordable housing to meet needs | New Council Building House programme evaluated and produced Bring empty property back into use as affordable housing | Review the role of Oxford City Council in developing new homes by reviewing funding opportunities and flexibilities allowed under new HRA funding regime by September 2012. Develop a building programme and development process by April 2013. Evaluate potential for schemes to bring empty property back into use as affordable housing. | Framework Delivery Agreement completed with HCA to deliver 112 units by 31 st March 2015. Project managers appointed. Funding approved in HRA Business Plan. HCA grant of £2.42M secured for AHP Project. Phase 1 Bradlands now fully decanted and planning permission granted. 20 potential sites identified and being appraised for phase 2. 3 empty properties brought forward to Homechoice scheme and used for the prevention of homelessness April-September 2012. | Bradlands Demolition February 2013. Final site selection April 2013 | | |
| Ensure robust | New Sites Plan | Submission following | Sites and Housing Plan | A number of 'Main | | |

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| planning policy exists to drive new social housing including via s106 agreements and deliver sustainable homes | Document Local Investment Plan New Affordable Housing SPD adopted Policies adopted requiring financial contribution to affordable housing | consultation by May 2012 for examination Sept/Oct 2012. Adopt and implement the Sites and Housing Development Plan Document building on SHLAA by Feb 2013. Refresh Local Investment Plan for adoption in June 2012. Review consultation by Dec 12, adopt April 2013. Adopt policies requiring a financial contribution to support affordable housing (4-9 dwellings, student accommodation) by Dec 12, adopt April 2013. | examination hearings took place between 10 th and 28 th September. | Modifications to the Plan are being published for consultation in Oct/Nov 2012, with the Inspector's Report expected Jan/Feb 2013. The policies requiring a financial contribution to support affordable housing from 4-9 dwellings and from student accommodation were challenged by some objectors at the Sites and Housing examination, but we are confident that the Inspector will support these policies (with some amendments to specific wording). The Oxfordshire Wide Local Investment Plan is being reviewed. The new LIP is expected to be finalised in December 2012. | | |
| Ensure understanding of | Up to date housing needs | Analyse and provide data from Oxford Housing | Evaluation of housing register data included | Further review of data to be completed | | |

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| current and future housing needs is kept up to date and is fit for purpose | and market information | <p>Register to inform needs data including demand and availability of specialist accommodation and to ensure new housing meets the aspirations of home seekers by Sept 2012.</p> <p>Review current housing market data by Sept 2012.</p> <p>Review census data as it becomes available.</p> <p>Explore opportunities for commissioning research, including joint commissioning to improve and update by April 2013.</p> | within Homelessness Evidence Base produced in September 2012 and available on council website. | <p>October 2012. Census data release being monitored and further data due November 2012. Opportunities to jointly commission housing needs and market assessment data with Oxfordshire Councils to be developed in Winter 2012/13. Joint assessment has been discussed at the Countywide Spatial Planning and Infrastructure Partnership, and initial preparatory work is being taken forward by West Oxfordshire.</p> | | |
| Develop a Tenancy Strategy to set out the Council's Policy incorporating tenure and rent policy for affordable housing in the City | Tenancy Strategy adopted | <p>Consultation Draft Tenancy Strategy approved – July 12.</p> <p>Consultation - Summer 12.</p> <p>Tenancy Strategy adopted by end 2012.</p> | <p>Draft Tenancy Strategy and Policy adopted by CEB for approval in September 2012.</p> <p>Consultation under way until 31 October 2012.</p> | On target to be adopted at CEB and Council in December 2012. | | |

Strategic Objective 2: Prevent Homelessness

| Key Action | Outcomes | 2012-13 Milestones | Achieved to date/On-going | Planned | RAG status | Revised forecast date |
|--|--|---|---|--|------------|-----------------------|
| Reduce the number of households in temporary accommodation | Households in temporary accommodation reduced to 120 – 2012/13 | Prepare planning and implementation of new forms of temporary accommodation by June 2012. | Good progress was being made against TA target - households in TA declined to 115 as at August 12 but increased to 123 as at end of September 2012. Project to deliver a new model of second stage temporary accommodation (TA) is reviewing alternative options as the successful tenderer is no longer able to deliver the T2P product offered due to changes in the money markets. | Aiming to have a report for CEB in Feb 2013. | | |
| Develop services to tackle rough sleeping | No Second Night Out for rough sleepers | Implement new working arrangements for street services for more presence out hours – linked to supported provision. | Broadway took over the contract for the Street Services Team in April 2012. As part of the new contract Broadway have implemented the new working arrangements, which include the increased out of hours presence and implementing an 'Assertive Outreach | Will be kept under review. | | |

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|--|--|--|--|---|------------|-----------------------|
| | | | Model'. We have designed, implemented and launched the No Second Night Out (NSNO) project, which incorporates an assessment centre. | | | |
| Ensure effective debt and welfare advice services are available to the public | Effective debt, welfare advice, services are provided and taken up | Review need and provision of debt and welfare advice/training by April 2013. Develop action plan to address any gaps, unmet needs and maximise take up by Sept 2012. | Advice centres continue to be grant funded – including some additional provision (e.g. for debt work). | To be confirmed Corporate review of Council approach to rising debt; welfare reform mitigation; and Financial Inclusion strategy/ action plan needed. | | |
| Develop the role of private rented sector housing in meeting housing needs including homeless households or those threatened with homelessness | Annual meeting of landlord forum Undertake landlord/lettings agencies consultations Undertake consultations with current and prospective private tenants Homelessness | Undertake a landlord/lettings agencies survey consultation to understand expectations of private landlords by Sept 2012. Develop information and incentives to encourage private landlords to offer accommodation to homeless households or those threatened with homelessness by April 2013. | Landlord and lettings agency survey has been scoped and is to be undertaken in Q3 2012/13. Re-scheduled to accommodate delayed Government consultation on discharge of duty and availability of resources to undertake survey. Questions to be designed to raise | Consultation to take place in Q3 2012/13. Following private landlords survey outcomes, private sector tenants surveys to be undertaken Q4 2012/13. | | Dec 2012 |

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| | Policy reviewed | <p>Undertake consultation with prospective and current private sector tenants to undertake their expectations and barriers to investment and attaining a settled home in the private rented sector by Dec 2012.</p> <p>Consider introducing a private tenants forum by April 2013.</p> <p>Review homeless policy in relation to re-housing in private sector and discharge of duty following legislative change and new guidance by September 2012.</p> | awareness of Home Choice scheme and to consult with landlords about incentives they would find attractive to join the scheme. | | | Mar 2013 |
| | | | | Discharge of duty policy has not been issued by central government as at 30 September 2012 so target to adopt policy by September 2012 has not been possible. This is currently planned for February 2013 but is subject to policy guidance becoming available from central government. | | Feb 2013 (subject to government guidance) |
| Review of allocations policy | New Allocations Policy approved and implemented | <p>Review to commence April 2012.</p> <p>Consultations planned to be completed by Sept</p> | A draft of the proposed new Allocations Scheme for Consultation is currently being written. | The Allocations Review was delayed awaiting the release of the new Allocations code of Guidance (issued at the | | Jun 2013 |

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| | | <p>2012 (subject to Government Guidance issued).</p> <p>Completed by December 2012.</p> | | <p>end of June 2012). A draft of the new Allocations Scheme will be submitted to CEB. The draft will be consulted on for 6 weeks. The full new Allocations Scheme will be submitted to CEB and Council for approval in Apr 2013. It is proposed that the implementation date of the new Allocations Scheme is 30/6/13.</p> | | |
| <p>Research, consult and adopt a new Homelessness Strategy and Action Plan</p> | <p>New Homelessness Strategy, targets and Action Plan</p> | <p>Review progress since last Strategy – May 2012.</p> <p>Produce evidence base and issue by July 2012.</p> <p>Consultation – July - Sept 2012.</p> <p>Adopt Dec 2012.</p> <p>Publish – by 31.3.13</p> | <p>A Homelessness Review of progress, needs and gaps analysis was completed in May 2012. Evidence Base produced July 2012. Preparation of draft Homelessness Strategy delayed till September due to timing of relevant Government guidance/consultation. Consultation under way as at 30 Sept 12</p> | <p>Final Homelessness Strategy to be considered at February CEB. On target for 1 April 2013 start.</p> | | <p>Feb 2013</p> |

Strategic Objective 3: Address the Housing Needs of Vulnerable People and Communities

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| Key Action | Outcomes | 2012-13 Milestones | Achieved to date/On-going | Planned | RAG status | Revised forecast date |
|--|---|---|---|--|------------|-----------------------|
| Ensure commissioning of services for vulnerable people is co-ordinated across agencies and partnerships to ensure the preservation and most effective use of resources and meets identified need | <p>Supporting People Finance Strategy is delivered</p> <p>Re-commissioning of SP funded services is undertaken</p> <p>Options analysis of potential reductions of grant is undertaken</p> | <p>Review and implement Supporting People Financial Strategy by March 2013.</p> <p>Review and re-commissioning of main SP funded services in City 2012-14.</p> <p>Identify and evaluate options reflecting possibility of reductions.</p> | The Supporting People Partnership has been subject to change following a decision by Oxfordshire County Council to re-structure services during q 1 and 2 2012/13. The Commissioning Body no longer exists and the Core Strategy Group will cease to exist. | Officers will continue to participate in discussions and through a new Supporting People Officers Group to be set up in Q3. This will replace some of the functions of previous Supporting People partnership functions. | | |
| Develop housing strategies for specific vulnerable groups | Strategies developed, adopted and are implemented | Young People by April 2013. | Developing evidence base and review of issues as at 30 September 2012. | It is proposed that younger people form an element of the refreshed Housing Strategy by Sep 2013. | | Sep 2013 |
| Produce housing guides for older and young people | <p>Older Persons Housing Guide published</p> <p>Young persons housing guide published</p> | Review existing guides with service users and partners by Dec 2012. | | Changes being made due to re-commissioning of SP contracts are leading to changes in some areas, which may delay production of paper | | |

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|---|--|---|---|---|------------|-----------------------|
| | | | | guides. This will continue to be reviewed and form part of the Housing Communications Plan. | | |
| Re-model hostel to incorporate assessment centre, new referral and move on pathways | New pathways for rough sleepers implemented | Work with Supporting People Team to review existing provision with providers with the aim of remodelling services within diminished budgets whilst retaining sufficient bedspaces to meet needs and meaningful activity for clients throughout 2012-14. | No Second Night Out (NSNO) approach designed, implemented and launched (end of July 2012), with a new Assessment Centre in O'Hanlon House. The Rough Sleeping and Single Homelessness team are continuing to work with the Supporting People Team to ensure adequate provision of services, despite significant budget savings required from the SP budgets. | | | |
| Ensure housing options are available for people moving through and from supported housing | Supported housing is available for people who need it and clients are enabled to attain independent living | Review Move on Plan Protocol, identify barriers and actions to deal annually. | On-going – Will need to be reshaped to take account of NSNO initiative and SP budget cuts – or service reconfiguration/ re-tendering. | | | |

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| Ensure hospital discharge is facilitated to reduce 'bed blocking' | Effective hospital discharge mechanisms in place | Review existing hospital discharge protocols, systems and promote awareness – including early warning. | Liaison has taken place between Environmental Development and social workers and Occupational Therapists in hospitals to arrange for DFG works and small repairs to be carried out urgently to allow patient release to home. | Work in Housing Services on-going. Hope to undertake more pro-active work on this in Autumn 2012. | | |

Strategic Objective 4: Improve Housing Conditions

| Key Action | Outcomes | 2012-13 Milestones | Achieved to date/On-going | Planned | RAG status | Revised forecast date |
|---|---|--|--|-------------------------------------|------------|-----------------------|
| Increase the number of individual HMOs subject to agreed licence provisions Baseline = 1100 (2011/12) | Every HMO in the City is inspected and accredited | 2180 by 2012/13. | Good progress is being made with HMO Licensing and we are currently on track to meet the corporate target. | Continuation of programme. | | |
| Improve the quality of individual private rented properties including those used via the Homechoice scheme. | Improvements are made to the quality and management of individual private rented properties | Review landlord and lettings agencies accreditation schemes by December 2012. Implement new schemes from April 2013. Consider targeted interventions to tackle specific problems eg Hit Squad activities by November 2012. | The accreditation scheme is currently being reviewed. Developments in the private rented sector such as discouraging early release of student houses by letting agents is being considered. Beds in sheds are being tackled jointly with Planning Enforcement and enforcement action has been taken at a number of addresses. EPC data for over 20,000 properties in Oxford has been purchased and is being analysed to target interventions. Problem landlords operating properties outside the HMO | Continuing development of activity. | | |

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| | | | Licensing regime are also being identified and targeted. (also see previous comments re: private landlords survey) | | | |
| Maximise take up and impact of Home Improvement Loans. | Home Improvement Loans made available to improve standards in private housing | Ongoing publicity and promotion including partner organisations eg social services, health | Ongoing. Talks to community groups carried out, including BME groups. Publicity has been put in libraries and GP surgeries. The scheme has also been promoted to Age UK. | | | |
| Work with owners and communities to bring long term empty homes back into use. | 10 long term empty homes returned to use annually New Empty Homes Strategy adopted | Review progress to date and barriers/opportunities to increase success by Sept 2012. Investigate procedures and if necessary implement the use of Compulsory Purchase Orders by Nov 2012. Undertake consultation and surveys by December 2012. Development new Empty Homes Strategy by April 2013. | Review of progress, barriers and opportunities completed and Compulsory Purchase Orders under investigation as at 30 September 2012. Survey of empty homes, including type of property, was completed in September 2012. Officer Group is developing a City wide CPO policy. | Consultation via Talkback on public awareness and views to be completed by November 2012. This will include the impact of empty homes on the community and what people think should be done about empty homes. All to be incorporated into new Empty Homes Strategy. | | |

| Key Action | Outcomes | 2012-13 Milestones | Achieved to date/On-going | Planned | RAG status | Revised forecast date |
|--|--|--|--|--|------------|---|
| Ensure knowledge of private housing stock and conditions is fit for purpose enabling strategies and investment to be effective | Fit for Purpose knowledge of housing stock and standards | <p>Review existing data and gaps by Dec 2012.</p> <p>Review available census data by Dec 2012.</p> <p>Recommend methodology to improve by April 2013</p> | <p>Review of existing data underway. Uniform data and Energy Performance Certificate (EPC) data have been identified as good sources of property improvement data. There has only been a limited release of census data to date with more due in November 2012. Contact made with Building Research Establishment (BRE) regarding available options for stock condition surveys.</p> | | | |
| Improve energy efficiency and reduce carbon emissions in homes in Oxford and address fuel poverty for households | <p>Develop integrated Home Energy/Fuel Poverty/Retrofitting strategy/ies</p> <p>Improved energy ratings, lower carbon emissions in housing in the City</p> <p>Retro-fitting strategy and</p> | <p>Develop officer group and assess current standards, baselines and issues by Sept 2012.</p> <p>Consult with partners, residents, energy companies etc by Dec 2012.</p> <p>Develop a Strategy to cover issues of home energy, carbon emissions, fuel poverty and retrofitting</p> | <p>Officer group formed and position statement of current knowledge, initiatives and future potential priorities have been debated. Government consultation on the definition of fuel poverty was launched in September 2012, with government intending to relaunch fuel poverty targets and policies in</p> | <p>Government proposes to update Fuel Poverty definitions, strategy and plans in 2013 – which will impact on the development of an Oxford City strategy – recommended review of date for strategy to follow government guidance.</p> | | 6 months after government guidance/policy available in 2013 |

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| | <p>implementation for council housing stock. Including external cladding for 5 tower blocks</p> <p>Zero carbon new build council homes</p> | <p>of homes by April 2013.</p> <p>Publicity and awareness. Promote Green Deal.</p> <p>Develop specific retrofitting element and programmes for Council stock including external cladding for 5 tower blocks (400 homes).</p> <p>Set zero carbon target for all new council homes.</p> | <p>2013.</p> <p>Pilot of three hard to treat timber frame properties complete. Cavity wall insulation installed to 250 properties.</p> | <p>Remaining 150 properties planned be completed by 31.12.2012. Tower block programme due to start 2013/14. Appointment of Consultant Project Manager November/December 2012. Working with funding provider to enable a project to insulate hard to treat properties.</p> | | |
| Sustain improvements in the condition of council homes | Condition of council housing is continually improved | Evaluate progress made following attainment of Decent Homes Standard, aspirations of tenants, availability of funds to set a Local Oxford Standard for Council homes. | Direct Services are maintaining the Decent Homes Standard for our council homes. Direct Services are on target to complete the year end target of completing 400 kitchens, 250 bathrooms and central heating upgrades to the properties as agreed in the work plan. | Continuation of programme. | | |

Strategic Objective 5: Improve Quality, Cost effectiveness and efficiency of Housing Services.

| Key Action | Outcomes | 2012-13 Milestones | Achieved to date/on-going | Planned | RAG status | Revised forecast date |
|--|---|--|---|--|------------|-----------------------|
| Improve the percentage of council tenants satisfied with our landlord services | 82% tenants satisfied 2012/13 | Undertake annual survey. | Survey undertaken in May and June 2012. Satisfaction rate was 87% which exceeds target. | Results to inform future developments of services to team. | | |
| Develop and improve opportunities for tenants and leaseholders to get involved in managing the delivery (?) of the council's housing services. | Tenant and Leasehold Involvement Strategy adopted Local Offer agreed and implemented Co-regulation with tenants implemented | Develop Tenant and Leaseholder Involvement Strategy by September 2012. Draft Local Offer prepared with tenants representatives including Local Offer Planning Day to define services and set standards by May 2012. Consultations with all tenants during Spring 2012. Local Offer adopted by September 2013, implemented and reviewed annually in September. Tenants trained in co-regulation by Summer 2012. | TPAS recruited to provide good practice and to act as an independent adviser to the council and tenants. Tenant and officer steering group set up to shape new TP structure. Consultation with tenants/ leaseholders completed with a total of 636 responses on how they would like to be involved. Data analysed and used to shape new TP approach. Local Offer consulted on and agreed. Resident task group to review by June 13 | Report programmed to go to special CEB in November. Roll out of new structure, training and promotion to follow. | | |

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| | | Detailed implementation including role of member and tenant scrutiny by September 2012. | | | | |
| Manage council housing to ensure it best meets the needs of individual households and tenants and the community as a whole | <p>Reduce under occupation freeing up homes for larger households</p> <p>Overcrowding is reduced in council homes</p> <p>Actions to tackle and minimise Tenancy Fraud are up to date and effective</p> | <p>Review under-occupation policies and incentive schemes by December 2012.</p> <p>Review over-crowding and allocations/transfer policies by October 2012.</p> <p>Review the implications of new Government guidance or legislation on the policies and work of Tenancy Fraud Team within 4 months of release. Publicise.</p> | Desk-top review of scheme undertaken and some minor operational changes agreed (a slight simplification of the compensation matrix). New literature being printed for use from Oct 2012 and promotion is to be undertaken in October Tenants Newsletter. | <p>Over-crowding and allocations/transfer policies will be included as part of the Allocations Reviews (detailed previously) Government guidance is awaited.</p> <p>No guidance or legislation issued in the six months to Sep 2012.</p> | | |

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| Review, update and improve housing communications provided by the council. | <p>Housing Communications Plan</p> <p>High quality and relevant housing information is available</p> <p>New style tenants newsletters produced annually</p> <p>New Tenants Handbooks produced</p> <p>Information and on line reporting of repairs is reviewed</p> | <p>A housing communications plan is developed by July 2012 with publications, publicity and website reviewed on rolling programme.</p> <p>New tenants and leaseholders newsletter trailed and reviewed with tenants by June 2012.</p> <p>Tenants Handbooks reviewed with tenants and new version/s published by April 2013.</p> <p>Review use and production of Repairs Handbook, information on website and on line reporting of repairs following fundamental review.</p> | <p>An audit of housing communications has been undertaken.</p> <p>New style tenants newsletters produced in April, July and October.</p> | <p>Audit to be developed into full communications plan – suggested revised date Jun 2013.</p> <p>This will be developed after the communications plan has been fully assessed. Tenants consultations to take place in Q3 2012/13.</p> <p>As above and following fundamental review of repairs</p> | | Jun 2013 |
| Develop detailed Landlord Operational Plan to support HRA Business Plan | A detailed Operational Action Plan exists for Council housing | An Operational Action Plan is prepared by Sept 2012 and adopted by Dec 2012. | Fundamental review of Business Plan assumptions undertaken. Revised Plan will be considered by Members as part of 13/14 budget setting process | This will be developed further in consultation with tenants. It will therefore be achieved in parallel with the roll out of the new TP structure, with both processes supporting each other, as the | | |

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| | | | | development of new service standards hopefully encourages greater tenant involvement. | | |
| Improve performance in tenancy services | <p>Improve rent and income collection performance</p> <p>Reduce rent arrears</p> <p>Achieve greater VFM for repairs (cost and quality)</p> | <p>Review income collection by November 2012.</p> <p>Undertake fundamental review of repairs service by Dec 2012</p> | <p>The rent performance has been analysed and reported to housing board in September. Further work is required to review organisational improvements that may be required, these are ongoing. ICT improvements are also to be reviewed. The impact of welfare reform (and the direct demonstration pilot) have been and will be a big factor, these are being reviewed to shape our strategy to manage them for 'go live' in 2013. The FSR of repairs is being managed by the trading and business development board chaired by Tim Sadler</p> | | | |
| Deliver the Demonstration Project for direct | Direct payment of housing benefit to council tenants | Scoping of project with DWP and partners by May 2012. | The project has been developed and was implemented on target | The project will run until June 2013. | | |

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| payment of benefits to council tenants | project successfully completed and lessons learnt | <p>Tenants contacted and supported with information and assistance Spring 2012 and beyond.</p> <p>ICT issues resolved and system live by June 2012.</p> <p>Completion of project by Oct 2013.</p> <p>Roll out to all tenants April 2014.</p> | <p>at the end of June 2012.</p> <p>To date over 1200 tenants are in direct payment.</p> <p>Monitoring of performance and collection is ongoing with lessons learned captured for the benefit of the council and the national DWP project.</p> | | | |
| Review policies and services to reduce administration to secure VFM efficiency savings in housing services | <p>Better access to and lower cost of temporary accommodation</p> <p>Lower administration costs for low priority housing applications</p> | <p>Implement new temporary accommodation by June 2012</p> <p>Online housing applications by April 2013</p> <p>Reduced validation processes for applicants in low housing need by April 2013</p> | | <p>See previous note re TA.</p> <p>On-line applications likely not to be delivered by April 2013. New product required from our ICT supplier (as preferred option) which was due for release in June 2012 – now expected October 2012.</p> | | End Sept 2013 (tbc) |

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