

# Housing Services

Service Plan 2005/06



DRAFT

*'Working with and on behalf of local people'*

**Kettering**  
Borough Council



## 1. SERVICE SUMMARY & OBJECTIVES

### Service Summary

The Housing Service aims to ensure that every household in the Borough of Kettering has a decent home that meets its needs.

Our services include:

- Developing and implementing the Council’s Housing Strategy;
- Providing housing, advice and assistance for homeless households and others in housing need;
- Managing and maintaining the Council’s housing stock of 3,950 homes, including nine sheltered housing schemes;
- Forming partnerships with housing associations and the private sector to develop affordable housing in sustainable communities;
- Working with owner occupiers, landlords and their tenants to improve housing conditions in the private sector

### Key Service Aims:

Our long-term strategic aims are set out in the Housing Strategy. These are:

- Increasing the supply of affordable housing
- Preventing homelessness
- Improving the physical condition of the housing stock
- Promoting independence for people with special needs
- Sustaining neighbourhoods
- Influencing the service
- Best value in housing

Key Commitment	Improving the quality of life	Protecting & improving the environment	Economic regeneration	Local involvement in decision	Equality of opportunity	Integrity and best use of resources
Service aim						
Increasing the supply of affordable housing	✓	✓				✓
Preventing homelessness	✓				✓	✓
Improving the physical condition of the housing stock	✓	✓	✓			✓
Promoting independence for people with special needs	✓				✓	✓
Sustaining neighbourhoods	✓	✓	✓		✓	✓
Influencing the service				✓		
Best value in housing	✓					✓

## Key Service Objectives

### Short-term objectives (1 – 18 months)

- To implement the *Next Steps for Housing* service improvement programme including the transition programme.
- To achieve the Decent Homes standard.
- To introduce a Housing Options service.
- To implement the Tenant Empowerment Strategy.

### Medium-term objectives (18 – 36 months)

- To achieve a 10% reduction in the level of under-occupation in the Council's housing stock.
- To develop and promote home ownership opportunities for tenants and households in housing need.

### Long-term objectives (36 months onwards)

- To review, revise and implement the private sector housing renewal strategy.
- To review and update housing services for elderly people.

## Links to cross cutting themes:

### Community Plan:

The Community Plan for 2005 to 2008 is being consulted on with a view to strengthen the partnership working of organisations within the Borough, and to clarify the Local Strategic Partnership's overall strategic aims. The Council's commitments to the Community Plan are delivered via the Corporate Improvement Plan.

### Corporate Improvement Plan:

The Corporate Improvement Plan will be updated in the spring 2005. This plan will act as a driver for prioritised improvement across the organisation over the next three years.

### Next Steps Programme and organisational improvement:

The Council's next steps and organisational improvement programme activity will be intensified during 2005/06 including: the delivery of efficiency savings, the development of procurement, the establishment of systems that improve the delivery of services and supporting the implementation of major change initiatives. In addition, the Next Steps for Housing service improvement programme is supporting developments in other areas of the Council. These include:

1. The establishment of the new Customer Response Centre to handle telephone enquiries.
2. The plan to establish a local service centre at Rothwell in conjunction with other agencies such as the County Council and the Police.
3. The introduction of the new housing ICT system, which will support efficiency and effectiveness gains in Environmental Care as well as Housing.
4. More partnership working with the Police and other agencies working on our housing estates.

### Asset Management Plan and Capital Strategy:

The Council attained 'good' ratings for both The Asset Management Plan, and The Capital Strategy last time they were subject to external validation. The Capital Strategy will be reviewed / refreshed during 2005 with the overarching aim of continuing to identify opportunities for making best use of the Council's resources. Due to the strategic importance of the Council's asset portfolio and its links with the delivery of key priorities, such as economic development, all decisions that impact on the future use of the Council's land and buildings will be given strategic consideration, including discussion at SMT.

#### **E-government:**

E-government cuts across all service areas and aims to ensure that efficiency savings are made as a result of investment in technology, maximising access channels and choice and transferability of front-line staff.

#### **Social Inclusion:**

The work of the unit aims to address issues of equality and social inclusion and comply with corporate policies and procedures regarding equality of opportunity and all legislative requirements.

The **Housing Strategy**, which assesses housing need within Kettering Borough and sets out a framework for meeting this need over the next three to five years across all tenures.

The **HRA Business Plan**, which evaluates the investment needs of the local authority stock and sets out the Council's spending plans over a thirty-year period.

The **Crime, Disorder and Drug Strategy** is a three stage strategy (2005 – 2008) to tackle crime and disorder and the misuse of drugs in Kettering. It has been developed jointly by the Council, county council, police, police authority, fire authority, and primary care trust in co-operation with the probation service and others.

## 2. KEY ACHIEVEMENTS

Our key achievements during the last year have included:

**The completion of a Housing Stock Options Appraisal** At the conclusion of a major exercise involving the Tenants Forum, the Council decided to continue as a landlord and to manage its own housing stock.

**A continuing reduction in the level of rent arrears** The Council continued to drive down the level of rent arrears during 2004/2005. At 6<sup>th</sup> February, rent arrears were £323,044 that compared to £402,820 for the same week in 2003/2004 – a reduction of 20%.

**Gas safety checks carried out to all homes with gas-fired central heating** During 2004/2005, a well-planned access programme ensured that gas safety checks were carried out to every single Council property with gas-fired central heating. The programme included a publicity campaign and the use of court action to gain entry.

**The introduction of a new Housing ICT system** During early 2005, the first modules of the new Anite Housing System, dealing with rent accounting and repairs ordering, went on line. During 2005/2006, further modules for repairs appointments and choice-based lettings will be added to the system.

**Improving the Council's response to anti-social behaviour** A specialist officer has been allocated to work with Local Housing Managers, the police and other agencies on serious cases of anti-social behaviour. Since April 2004, six Notices of Seeking Possession, six Anti-Social Behaviour Orders and two injunctions have been served on grounds of anti-social behaviour.

**A successful Supporting People review of sheltered housing** All nine sheltered housing schemes were inspected by Supporting People during Autumn 2004 and found to be providing a satisfactory service to tenants.

**Continuing to work with the Housing Corporation and Registered Social Landlords to increase the supply of affordable housing** More than 90 new homes will be completed in 2004/2005 for households in housing need. This compares to less than 30 properties in 2001/2002 and 60 properties in 2003/2004.

### 3. STANDARDS OF SERVICE

Our standards of service help us to measure how well we are doing in achieving our aims and objectives, as well as meeting the Council's corporate priorities.

#### Corporate Customer Service Standards

- All our staff will be polite and helpful
- We will answer telephone calls within 15 seconds or 5 rings and answer calls professionally and courteously
- All our correspondence will be acknowledged within 3 working days and full responses provided within 12 working days. We will use plain English so that they are easy to understand
- We will return telephone messages within 1 working day
- We will acknowledge e-mails the same day providing a full response within 2 working days
- All staff will carry identification with a photograph and wear a name badge

In addition, for our customers, we will endeavour to:

Service Standard	Actual Performance April 2004 – February 2005
Answer over 95% of telephone calls without recourse to voicemail	
Give a professional and personal response to customers	
Arrange home visits within five working days of the request	
Carry out Category A* emergency repairs within one day	75.53%
Carry out Category B* urgent repairs within three working days	63.00%
Carry out Category C* repairs within seven working days	48.07%
Carry out Category D* repairs within 28 working days`	50.99%
Monitor complaints, compliments and comments to ensure we meet customer needs more accurately	19 compliments 84 complaints/feedback of which 19 were justified
Feedback the results of surveys and questionnaires and let customers know what action we have taken	

( \* Repair categories are explained in the Tenants Handbook. )

For our staff, we will endeavour to:

4. Provide an annual personal review for each member of staff
5. Provide training and development opportunities
6. Arrange a *Housing Briefing* meeting for all staff every two months
7. Hold team meetings every week

## 4. WHAT CUSTOMERS SAY

### A – MATTERS OF FACT SURVEY

As part of our Housing Stock Options Appraisal, a postal questionnaire survey of all Council tenants and leaseholders has been carried out by Matters of Fact, an independent market research company. Tenants and leaseholders were asked for their views on how well the Council was managing their homes and neighbourhoods. They were also asked about their aspirations for the future direction of the housing service. A response rate of 34% was achieved. This compares favourably with the usual response rate of 15-20% for this type of survey. Among the most significant points to emerge from the survey are:

- 81% of tenants strongly agreed or agreed that it was important that the Council owned their homes.
- 80% of tenants were very or fairly satisfied with the repairs and maintenance service.
- 70% of tenants were satisfied or fairly satisfied with the way that the Council managed their estates or neighbourhood.
- When asked about what was important in making a home a great place to live, the top three responses were feeling safe, a quiet neighbourhood and having the Council as landlord.
- Home investment priorities for tenants were secure front doors, smoke detectors, central heating and double-glazed windows.
- When asked about what neighbourhood improvements tenants wished to see, the top responses were garden fencing, more parking areas and the prompt removal of rubbish and graffiti.

Several important points emerge from the survey. It is clear that tenants, and particularly older tenants, have a strong affinity with the Council. Customer satisfaction levels are high although tenants do wish to see improvements in the way that the Council responds to anti-social behaviour and deals with neighbourhood management issues. In terms of improvements to their homes, tenants aspirations are realistic and mainly relate to issues such as warmth, security and safety.

### B - BVPI TENANTS SURVEY 2003/04

The BVPI Tenants survey was carried out between October 2003 and February 2004. Of the survey sample of 1250 residents surveyed, 818 people returned a completed questionnaire, equal to an overall response rate of **65%**. The following table shows the satisfaction results for 2003/4 and 2000 (in brackets).

BVPI	Service	Indicator	% Very/fairly Satisfied	% Neither satisfied or dissatisfied	% Very/fairly dissatisfied	Sample Size
BVPI-74a (Q11)	Housing	Satisfaction with overall service from landlord ( <b>all respondents</b> )	<b>82.7%</b> ↑ (82.6%)	<b>9.0%</b> (9.2%)	<b>8.3%</b> (8.2%)	793
BVPI-74b (Q11)	Housing	Satisfaction with overall service from landlord ( <b>BME groups</b> )	<b>75.0%</b> ↓ (81.8%)	<b>25.0%</b>	<b>0.0%</b>	8
BVPI-74c (Q11)	Housing	Satisfaction with overall service from landlord ( <b>Non-BME groups</b> )	<b>82.7%</b> ↓ (84.8%)	<b>8.9%</b>	<b>8.4%</b>	775
BVPI-75a	Housing	Satisfaction with		<b>27.8%</b>	<b>10.6%</b>	609



(Q31)		opportunities for participation in management decision making ( <b>all respondents</b> )	<b>61.5%</b> ↓ (63%) ↓	(29.6%)	(7.4%)	
BVPI-75b (Q31)	Housing	Satisfaction with opportunities for participation in management decision making ( <b>BME groups</b> )	<b>75.0%</b>	<b>12.5%</b>	<b>12.5%</b>	8
BVPI-75c(Q31)	Housing	Satisfaction with opportunities for participation in management decision making ( <b>Non-BME groups</b> )	<b>61.7%</b>	<b>27.7%</b>	<b>10.6%</b>	588

## 5. HOW WE PERFORM

The performance of the Housing service, as measured by Best Value Performance indicators and Local Performance Indicators is set out in the table below:

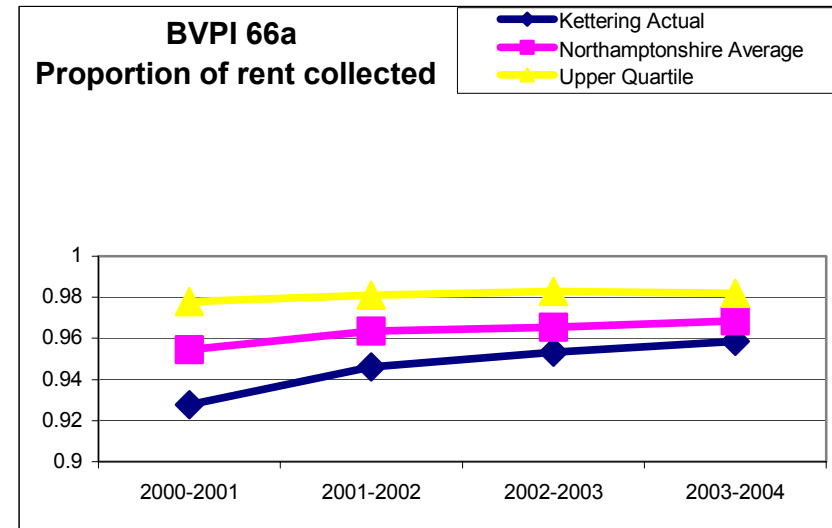
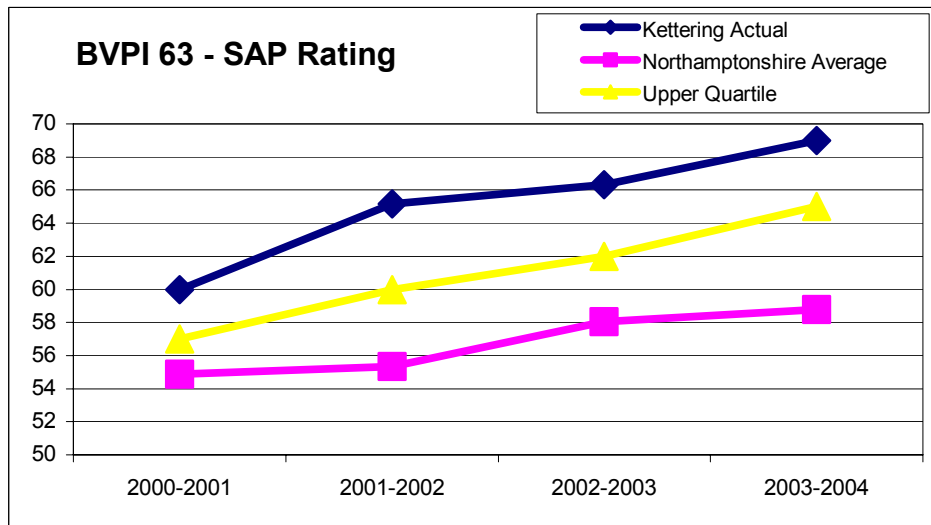
Ref No.	Description	Year end 2003/04	2004/05 Target	2004/05 to date	Year end estimate	Upper Quartile 03/04	2005/06 Target	2006/07 Target	2007/08 Target
BV 62	Private unfit dwellings made fit/demolished	3.30%	3.50%	3.12%	3.12%	4.32%	4.00%	4.25%	4.5%
BV 63 (Amended)	Average SAP rating of local authority owned dwellings	69.00	69.00	71.46	71.46	65.00	73.00	75.00	76.00
BV 64	Priv. dwellings - returned to occupation	0	6.00	6.00	6.00	46.25	7.00	8.00	9.00
BV 66a (Amended)	**Rent collection	95.86%	96.70%	96.51%	96.7%	98.19%	97.60%	98.10%	98.4%
BV 74a (Amended)	Satisfaction with overall service provided by landlord	82.72%	N/a	N/a	N/a	83.00%	N/a	N/a	N/a
BV 74b (Amended)	Satisfaction with overall service provided by landlord - for BME groups	75.00%	N/a	N/a	N/a	80.00%	N/a	N/a	N/a
BV 74c (Amended)	Satisfaction with overall service provided by landlord - for Non-BME groups	82.71%	N/a	N/a	N/a	84.00%	N/a	N/a	N/a
BV 75a (Amended)	Satisfaction with opportunities for participation (Amended in line with BV-74)	61.58%	N/a	N/a	N/a	69.00%	N/a	N/a	N/a
BV 75b (Amended)	Satisfaction with opportunities for participation - for BME groups	75.00%	N/a	N/a	N/a	73.00%	N/a	N/a	N/a
BV 75c (Amended)	Satisfaction with opportunities for participation - for non-BME groups	61.73%	N/a	N/a	N/a	69.50%	N/a	N/a	N/a
BV 156	Buildings with facilities for people with disabilities	30.00%	40.00%	37.00%	40.00%	65.00%	60.00%	80.00%	90.00%
BV 164	CRE code of practice & Good Practice Standards - harassment	No	Yes	N/a	Yes	N/a	Yes	Yes	Yes
BV 176	Domestic violence refuge places	2.19	2.29	N/a	2.29	0.77	2.29	2.29	2.29
BV 183i	Length of stay in bed & breakfast	8.74	3.00	5.00	5.00	1.23	0.00	0.00	0.00
BV 183ii	Length of stay in hostels	13.19	9.00	13.00	14.00	0.00	9.00	8.00	7.00
BV 184a	LA homes which were non-decent	13%	8.00%	N/a	10.00%	21.00%	7.00%	0.00%	0.00%

Ref No.	Description	Year end 2003/04	2004/05 Target	2004/05 to date	Year end estimate	Upper Quartile 03/04	2005/06 Target	2006/07 Target	2007/08 Target
BV 184b	Change in proportion of non-decent homes	22.60%	20.00%	N/a	20.00%	23.80%	100.00%	0.00%	0.00%
BV 185 (To delete)	Responsive repairs (non-emergency), appointments made & kept	0.00%	20.00%	0.00%	0.00%	85.58%	20.00%	50.00%	70.00%
BV 202	Number of people sleeping rough on a single night within the area of the authority	N/a	N/a	N/a	0 -10	N/a	0 -10	0 -10	0 -10
BV 203	The % change in the average number of families which include dependent children or a pregnant woman.	N/a	N/a	N/a	N/a	N/a	N/a	None Set	None Set
BV 211 (NEW)	Housing repairs and maintenance	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a
BV 212 (NEW)	Average time taken to re-let council dwellings	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a
BV 213 (NEW)	Number of homelessness cases prevented	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a
BV 214 (NEW)	Repeat homelessness	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a
LPI 2	Number of anti-social behaviour orders issued	N/a	N/a	6	6	-	6	6	6
LPI 3	Number of acceptable behaviour contracts entered into	N/a	N/a	0	0	-	Delete	-	-
LPI 4	Number of closure orders issued on the grounds of serious drug-related anti-social behaviour	N/a	N/a	0	0	-	Delete	-	-
LPI 5	Number of substantiated anti-social behaviour complaints	N/a	N/a	17	20	-	20	20	20
LPI 6	Number of notices seeking possession served on the grounds of anti-social behaviour	N/a	N/a	6	6	-	6	6	6
LPI 7	Number of possession orders gained on the grounds of anti-social behaviour	N/a	N/a	0	0	-	Delete	-	-
LPI 8	Number of injunctions granted on the grounds of anti-social behaviour	N/a	N/a	2	2	-	Delete	-	-

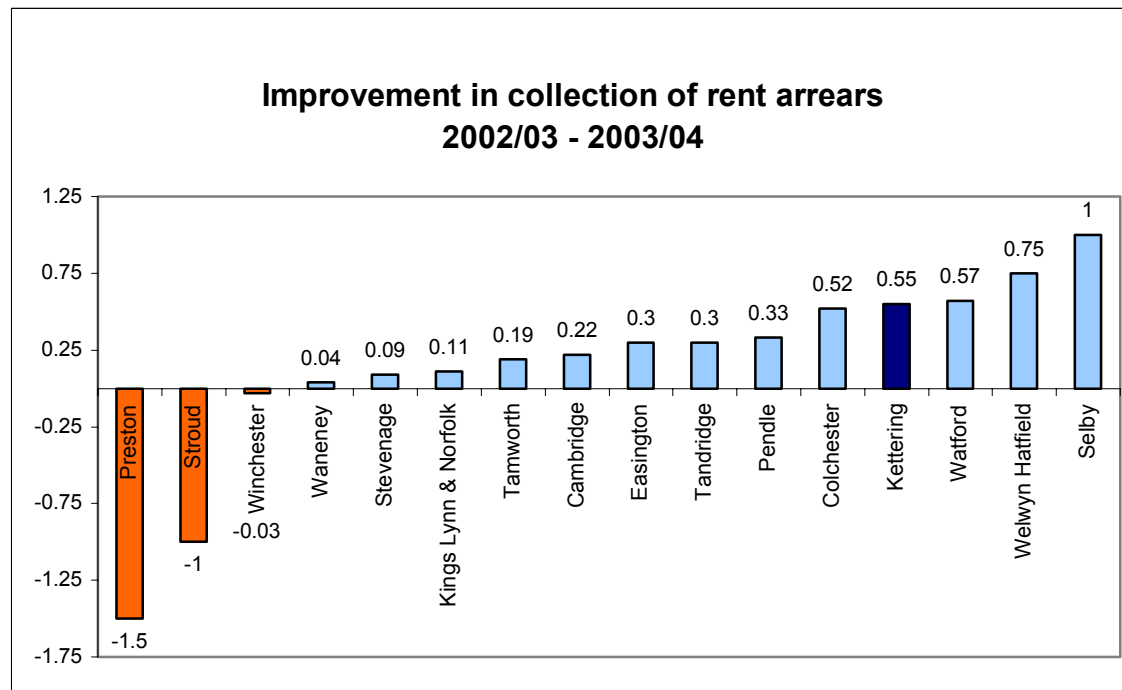
Ref No.	Description	Year end 2003/04	2004/05 Target	2004/05 to date	Year end estimate	Upper Quartile 03/04	2005/06 Target	2006/07 Target	2007/08 Target
LPI 16	Customer satisfaction with the affordable warmth improvement programme	N/a	83.00%	N/a	83.00%	-	Delete	-	-
LPI 30	The percentage of HMO inspections carried out	100.00%	98.00%	28.60%	100.00%	-	100.00%	100.00%	100.00%
LPI 45	Average relet times for dwellings let in the financial year	31.26	23.00	40.80	40.00	-	Delete	-	-
LPI 46	The percentage of urgent repairs completed within KBC time limits	98.00%	98.00%	78.98%	80.00%	-	98.00%	98.00%	98.00%
LPI 48	Local authority rent collection and arrears: rent arrears of current tenants as a proportion of the authority's rent roll.	3.13%	3.50%	3.05%	3.00%	-	2.70%	2.60%	2.50%
LPI 53a	(a) number of care and repair cases dealt with per year	300	275	N/a	180	-	Delete	-	-
LPI 53b	(b) total value of the work undertaken in the year.	£93,059	£175,000	N/a	£60,000	-	Delete	-	-
LPI 57	The average determination time to decide if someone is homeless.	10.82 days	11.25 days	11.25 days	11.75 days	-	10 days	10 days	10 days

### 6. HOW OUR PERFORMANCE COMPARES

In a number of areas, the Council's performance compares well with other authorities in the County. For example, the energy efficiency of the housing stock is within top quartile and significantly higher than other authorities in Northamptonshire. Similarly, with rent arrears collection, Kettering's performance has improved significantly since 2000/2001 in comparison with other Northamptonshire authorities



Our rate of improvement also compares favourably with other district councils who are members of the Rent Income Excellence Network, as shown below:



## 7. OUR PLAN FOR PROGRESSING PERFORMANCE IMPROVEMENT (WITH RISK ASSESSMENT)

The reference refers to the team with primary responsibility for implementing each action point

H - Housing

NS - Neighbourhood Services

RB - Rent and Business Support

HN - Housing Needs

SH - Supported Housing

HM - Housing Maintenance and Investment

HS - Housing Strategy

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
H 1	Housing Service Review	Ensuring best value in the delivery of all housing services	<b>To complete the implementation of the “Next Steps for Housing” service improvement programme.</b>			Aug 2005	Head of Housing	1C, 6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Consistent service standards and higher customer satisfaction		Medium	High	High	A transition programme will be key to a successful restructuring		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
H 2	Housing Service Review	Ensuring best value in the delivery of all housing services	<b>To implement a transition programme as part of “Next Steps for Housing”</b>			Aug 2005	Head of Housing	1C, 6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Low	Consistent service standards and higher customer satisfaction		Medium	High	High	Human Resources and Performance Improvement Units to provide support		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
H3	Housing Service Review	Ensuring best value in the delivery of all housing services	<b>To close the outer area housing management office. The impact of this action upon the existing cash office will firstly be evaluated in accordance with current council policy</b>			Mar 2006	Head of Housing and Head of Customer Care	6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Consistent service standards and resources will be freed for investment in services		Medium	Medium	Medium	To implement as part of the "Next Steps for Housing" transition programme.		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
NS1	Housing Service Review	Ensuring best value in the delivery of all housing services	<b>To review and update housing management procedures in support of the new Neighbourhood Manager role</b>			Jan 2006	Service Development Manager	6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Consistent service standards and higher customer satisfaction		Low	Medium	Medium	To agree and monitor project plan		



REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
NS2	Housing Service Review	Building vibrant and balanced communities in partnership with our residents	To implement a programme of neighbourhood walkabouts and prepare annual neighbourhood plans in conjunction with residents.			Sep 2005	Neighbourhood Services Manager	1B, 4A
<b>CUSTOMER FOCUS</b>			<b>RISK ASSESSMENT</b>					
<i>Impact</i>	<i>Measurable customer outcomes</i>		<i>Risk of failure</i>	<i>Consequence of failure</i>	<i>Risk Priority</i>	<i>Recommended action</i>		
High	Higher customer satisfaction		Medium	Medium	Medium	To implement as part of the "Next Steps for Housing" transition programme.		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
NS3	Initiative to combat anti-social behaviour	Building vibrant and balanced communities in partnership with our residents.	To review and update policy and procedures on anti-social behaviour			Dec 2005	Housing Manager (ASB)	1B
<b>CUSTOMER FOCUS</b>			<b>RISK ASSESSMENT</b>					
<i>Impact</i>	<i>Measurable customer outcomes</i>		<i>Risk of failure</i>	<i>Consequence of failure</i>	<i>Risk Priority</i>	<i>Recommended action</i>		
High	Reduced incidence of anti-social behaviour		Medium	Medium	Medium	To agree and monitor project plan		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
NS4	Initiative to combat anti-social behaviour	Building vibrant and balanced communities in partnership with our residents.	<b>To arrange a workshop on responses to anti-social behaviour for housing staff and other agencies</b>			June 2006	Housing Manager (ASB)	1B, 1C
CUSTOMER FOCUS			RISK ASSESSMENT					
<i>Impact</i>	<i>Measurable customer outcomes</i>		<i>Risk of failure</i>	<i>Consequence of failure</i>	<i>Risk Priority</i>	<i>Recommended action</i>		
High	Reduced incidence of anti-social behaviour		Low	Medium	Medium	To agree and monitor project plan		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
NS5	Initiative to combat anti-social behaviour	Building vibrant and balanced communities in partnership with our residents.	<b>To implement an Introductory Tenancy scheme in consultation with tenants</b>			Mar 06	Service Development Manager	1B, 4A
CUSTOMER FOCUS			RISK ASSESSMENT					
<i>Impact</i>	<i>Measurable customer outcomes</i>		<i>Risk of failure</i>	<i>Consequence of failure</i>	<i>Risk Priority</i>	<i>Recommended action</i>		
High	Reduced incidence of anti-social behaviour		Medium	Medium	Medium	To agree and monitor project plan		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
NS6	Initiative to combat anti-social behaviour	Building vibrant and balanced communities in partnership with our residents.	<b>To implement a Demoted Tenancy scheme in consultation with tenants</b>			Dec 2005	Service Development Manager	4A, 1B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Reduced incidence of anti-social behaviour		Medium	Medium	Medium	To agree and monitor project plan		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
NS7	Housing Service Review	Ensuring best value in the delivery of all housing services	<b>To devise and implement a strategy for reducing under occupation in the local authority housing stock</b>			Dec 2005	Tenancy Services Manager	1C
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Better utilisation of the local authority housing stock		Medium	Medium	Medium	To agree and monitor project plan		

REF :	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
NS8	Housing Stock Options Appraisal	Maximising the influence that our customers have over the level and quality of services.	<b>To implement the Tenant Empowerment Strategy in conjunction with tenants and their representatives</b>			Oct 2005	Tenant Participation & Information Officer	4A
<b>CUSTOMER FOCUS</b>			<b>RISK ASSESSMENT</b>					
<i>Impact</i>	<i>Measurable customer outcomes</i>		<i>Risk of failure</i>	<i>Consequence of failure</i>	<i>Risk Priority</i>	<i>Recommended action</i>		
High	Higher customer satisfaction		Medium	High	High	Project Plan to be agreed with Tenants Forum		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
NS9	Housing Stock Options Appraisal	Maximising the influence which our customers have over the level and quality of services.	<b>To undertake attitude surveys of younger tenants to ascertain their views and aspirations for the housing service</b>			Dec 2005	Tenant Participat'n and Information Officer	4A
<b>CUSTOMER FOCUS</b>			<b>RISK ASSESSMENT</b>					
<i>Impact</i>	<i>Measurable customer outcomes</i>		<i>Risk of failure</i>	<i>Consequence of failure</i>	<i>Risk Priority</i>	<i>Recommended action</i>		
Medium	Higher customer satisfaction		Low	Medium	Medium	Agree and monitor project plan		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
HN1	Good practice guidance from the ODPM Homelessness Directorate	Preventing homelessness by providing high quality advice and assistance	<b>To develop and introduce a housing options service and achieve a greater emphasis on preventative work</b>			Aug 2005	Housing Needs Manager	4A, 6B
<b>CUSTOMER FOCUS</b>			<b>RISK ASSESSMENT</b>					
<i>Impact</i>	<i>Measurable customer outcomes</i>		<i>Risk of failure</i>	<i>Consequence of failure</i>	<i>Risk Priority</i>	<i>Recommended action</i>		
High	Reduced incidence of homelessness		Medium	Medium	Medium	To implement as part of "Next Steps for Housing"		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
HN2	Good practice guidance from the ODPM Homelessness Directorate	Preventing homelessness by providing high quality advice and assistance	<b>To introduce choice based lettings</b>			Mar 2006	Housing Needs Manager	4A, 6B
<b>CUSTOMER FOCUS</b>			<b>RISK ASSESSMENT</b>					
<i>Impact</i>	<i>Measurable customer outcomes</i>		<i>Risk of failure</i>	<i>Consequence of failure</i>	<i>Risk Priority</i>	<i>Recommended action</i>		
High	Reduced incidence of homelessness		Medium	Medium	Medium	To implement as part of "Next Steps for Housing"		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
RB1	Executive Committee – January 2005	Ensuring best value in the delivery of all housing services	<b>To promote home ownership opportunities and to support tenants who aspire to own their own homes</b>			Dec 2005	Home Ownership Officer	2B, 4A, 5A
<b>CUSTOMER FOCUS</b>			<b>RISK ASSESSMENT</b>					
<i>Impact</i>	<i>Measurable customer outcomes</i>		<i>Risk of failure</i>	<i>Consequence of failure</i>	<i>Risk Priority</i>	<i>Recommended action</i>		
High	Increase in the level of successful RTB applications.		Medium	Medium	Medium	To agree and monitor project plan		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
SH1	Housing Service Review	Ensuring best value in the delivery of all housing services	<b>To carry out a comprehensive review of the sheltered housing and mobile warden service</b>			Dec 2005	Supported Housing Manager	5A, 6B
<b>CUSTOMER FOCUS</b>			<b>RISK ASSESSMENT</b>					
<i>Impact</i>	<i>Measurable customer outcomes</i>		<i>Risk of failure</i>	<i>Consequence of failure</i>	<i>Risk Priority</i>	<i>Recommended action</i>		
High	Higher customer satisfaction		Medium	High	High	To agree and monitor project plan		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
HS1	Executive Committee – January 2005	Ensuring best value in the delivery of all housing services	<b>To review the Council's housing stock in order to identify properties, garage sites and land holdings whose value and development potential can be maximised</b>			Jan 2006	Housing Strategy Manager (Enabling)	6A, 6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Low	Additional resources which can be used to invest in services		Medium	Medium	Medium	To agree and monitor project plan		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
HS2	Executive Committee – January 2005	Ensuring best value in the delivery of all housing services	<b>To review and update the Housing Renewal Policy and Strategy</b>			Feb 2006	Housing Strategy Manager	4A, 5A, 6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	More effective use of house renovation grants		Medium	Medium	Medium	To agree and monitor project plan		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
HM1	Best practice	Improving the physical condition of the housing stock in all tenures.	<b>To review repairs processes and introduce a more customer focused and cost effective service.</b>			Dec 2005	Housing Maintenance and Investment Manager	2B, 5A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Consistent service standards and higher customer satisfaction		Medium	Medium	Medium	To agree and monitor project plan		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
HM2	Need to upgrade OpenHouse ICT system	Ensuring best value in the delivery of all housing services	<b>To introduce the contractor module for the Anite Housing ICT.</b>			Dec 2005	Service Development Manager	6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Higher customer satisfaction		High	High	High	To agree and monitor project plan		



## 8. RESOURCE ASSESSMENT

A financial summary for 2005/06 for the service unit has been provided below.

	Budget 05/06
	£000
<b>EXPENDITURE</b>	
Employees	1,497,700
Premises	262,900
Transport	37,800
Supplies & Services	406,750
Third Party Payments	2,928,800
Transfer Payments	2,121,300
Support Services	938,800
Capital Charges	2,605,600
<b>GROSS EXPENDITURE</b>	<b>10,799,650</b>
<b>INCOME</b>	
Grants, Fees & Charges	10,551,000
Recharges	0
<b>GROSS INCOME</b>	<b>10,551,000</b>
<b>NET EXPENDITURE</b>	<b>248,650</b>

### Delivering economic, efficient and effect services

Kettering Borough Council is committed to increasing the economy, efficiency and effectiveness of the services it provides in order to continually improve value for money in service provision.

It is the Council's aim to exceed the 2.5% efficiency target set by the Government. The Housing Services Unit will continue to identify and deliver efficiency savings during 2005/06 and beyond.

A number of actions set out in this Service Plan aim to deliver more economic, efficient and effective service delivery. It is anticipated that the *Next Steps for Housing* service improvement programme will increase efficiency and effectiveness in the management of the Housing Service.

- Seven existing Local Housing Manager posts will be replaced by five Neighbourhood Managers - achieving a saving of £62,776 per annum in the cost of estate management
- Eleven surveying posts will be replaced by a new team comprising nine posts – achieving an annual saving of £65,548 in the cost of housing maintenance
- Savings of £10,650 per annum will be achieved through the closure of the existing Outer Area housing management office

- Substantial reductions in the use of agency staff will be achieved. The current budget of £75,000 per annum will be reduced to £30,000.

These savings and efficiency gains in core housing management and maintenance services, amounting to £183,974 per annum, will enable more resources to be directed to corporate priorities such as crime and anti-social behaviour, customer service, the quality of the local environment and performance improvement. They will also enable us to respond effectively to Government initiatives such as Supporting People and the growth agenda.

*Next Steps for Housing* will also achieve a saving of 5.5% in the cost of the General Fund housing salaries budget amounting to £15,492.

In order to comply with the requirements of the new national efficiency framework, the Council will set out more specific information relating to the delivery of efficiency savings in its Annual Efficiency Statement. This will be published in April 2005 in line with national timetable.

### Additional resources information

The Housing Service has a substantial level of resources available to it:

- Over 3,900 homes are owned directly by the Council
- Nomination rights to another 900 homes owned by registered Social Landlords
- 60.7 full time equivalent members of staff work in the Housing Service
- The Housing Service is managed from the Municipal Offices in Kettering and the Desborough Housing Management Office. In addition, estate offices at Judith Road and Barnes Close are open on a part-time basis.

**Housing Revenue Account** – for the management and maintenance of the Council's housing stock

Planned annual expenditure 2005/2006: £15.616 million

**General Fund** – for the strategic and enabling housing function

Planned annual expenditure 2005/2006:

Housing Strategy	£73,700
Homelessness	£209,900
Housing Advice	£107,100
Housing Associations	£18,400
The Pastures	£32,100
Housing Advances	£2,000
Private Sector Housing	£538,700

**Capital Programme** – for investing in the provision of additional affordable housing and improving the existing housing stock

Planned annual expenditure 2005/2006:

Improvements & Repairs	£3.319 million
House Renovation Grants	£425,000
Social Housing Grants	£250,000

All the activities, which are set out in the action plan, can be met within the planned capital and revenue resources for 2005/2006.

## 9. CONTACT INFORMATION

John Conway – Head of Housing	01536 534288
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Housing Management (outer area)	01536 760687
Rent and Business Support	01536 534278 or 534390
Housing Maintenance	01536 534325 or 534285
Housing Strategy	01536 534240
Care and Repair	01536 534211
Private Sector Housing	01536 534302
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