



# **HOUSING ESTATE MANAGEMENT**

# **COMMUNITY AND HOUSING Service Plan 2008-09**

# Introduction

This Service Plan sets out the priorities, objectives and targets for the Estate Management Service for 2008/09.

The Service Plan is informed by the Council's corporate priorities and foundations for improvement. Other Service issues have been identified via either a risk assessment or another external source, e.g. Inspection or Audit recommendations.

The Plan gives direction to the service in terms of the corporate priorities which will impact upon the services, determining our compliance and contribution to assisting the Council in delivering the Corporate Plan. It also sets out the Directorate priorities and drivers for change; for example the Housing Strategy and Housing Business Plan will reflect the Welsh Assembly Government plan for Better Homes for People in Wales.

Monitoring and delivery of this plan will be robust in accordance with the Council's corporate performance arrangements and our own Directorate arrangements which will both inform and involve staff.

This Service Plan provides an opportunity to comment on the issues contained within and to debate within the service areas ideas for change and further improvements.

Comments for Improvement of this plan are welcomed and should be sent to the Service Manager

Signed	Signed
Head of Customer and Housing	Service Manager
.....	.....

# 1. What we do: Purpose of the service

Housing Estate Management forms part of the County Council's Community and Housing Directorate. The key aim of the service is as follows:

- The Housing Estate Management service exists to manage diverse tenancy related issues (by supporting tenants and enforcing tenancy conditions) for good quality, affordable rented accommodation which aims to offer a better quality of life to residents who rent Council owned homes.

The principal functions of the service are as follows:-

1. Rent Collection and Accounting – to balance and maintain the weekly rental of homes and garages owned by the Council.
2. Current Tenant Rent Arrears Recovery – to maximise the collection of rent income due throughout the year, by providing a variety of payment methods promoting the take-up of welfare benefits and actively pursuing and supporting tenants who are in arrears of rent.
3. Former Tenant Rent Arrears Recovery – to pursue the recovery of rent arrears debt owed to the Council by former tenants.
4. Tenant Participation – to inform, encourage and support tenants to participate in issues and policies which affect their home and environment, promoting interest in Tenant Participation Compacts.
5. Anti-Social Behaviour , Neighbourhood Wardens and Estate Caretakers – to respond to complaints of anti-social behaviour, and work effectively with all other agencies involved in the Flintshire Community Safety Partnership to reduce crime and anti-social behaviour and increase reassurance and improve safety amongst our residents and on our estates.
6. Tenancy Management – to manage all other aspects relating to the tenancies of the homes and garages owned by the Council, and the surrounding environment.

The service has a key role in delivering the following corporate priorities and Directorate objectives:

- Corporate priorities
  1. Customer Focus – Putting People First
  2. Safe and Clean Neighbourhoods
  3. Healthy and Caring Communities
  4. Investing for Tomorrows Generation

## 5. Protecting our Future Way of Life

### Directorate objectives

1. Improve Housing Management Service Delivery
2. Comply with all local policy and statutory obligations  
e.g. B.M.E. Strategy  
Housing Strategy  
Performance Management  
Customer Care  
Staff Appraisal  
BSi Q.A. Registration  
Health & Safety in the workplace
3. Communication/Consultation with stakeholders
4. Set performance measures which are clearly understood to allow challenge and improvement

### National priorities

Directives from WAG

### Statutory requirements

Housing Act 1985  
Housing Act 1996  
Human Rights Act 1998  
Crime and Disorder Act 1998  
Local Government Act 2000  
Anti-Social Behaviour Act 2003  
Housing Act 2004  
Civil Partnership Act 2004

Over the coming year the focus of the service will be on:-

1. *Improving* the operational effectiveness of the computer software used within the service.
2. *Striving* to reduce the levels of rent arrears.
3. *Working* in partnership with other agencies to reduce incidents of anti-social behaviour.
4. *Encouraging* more residents to be involved in the decisions which determine the level and quality of services provided.

## 2. Where we are now: Baseline statement

This section of the service plan provides a summary of where we currently stand as a service, in relation to:

- Our strengths and limitations
- Our performance
- Our recent achievements and successes

The 'baseline statement' draws on a number of sources, including:

- The annual risk assessment carried out for the service as part of the Wales Programme for Improvement
- The findings of a SWOT exercise, (Strengths , Weaknesses , Opportunities and Threats) undertaken among managers and staff
- Outcomes from :-

Audit Commission in Wales Inspection on Housing Services  
Internal Audit Report - Rents  
BSi Quality Assurance – Rent Arrears Recovery

We also list some of the key challenges faced by the service over the coming year. These are linked to national policy priorities, corporate priorities, and statutory or legislative requirements. They are reflected in the key priorities set for the service over the coming year, and detailed in Section 3.

<b>Strengths</b>	<b>Limitations</b>
<ol style="list-style-type: none"> <li>1. Experienced, trained and committed staff.</li> <li>2. Good accessibility to the service for customers.</li> <li>3. Good team work.</li> <li>4. Good communication within the team.</li> <li>5. Good staff/customer relationship</li> <li>6. The Anti-Social Behaviour Unit focuses on partnership working through multi-agency panels.</li> <li>7. Tenant Participation encourages and promotes the involvement of tenants in the methods/standards of providing the service.</li> <li>8. Comprehensive records e.g. ASBU maintains an up to date database on incidents of anti-social behaviour reported, and details of rent accounting and rent arrears work are kept electronically.</li> </ol>	<ol style="list-style-type: none"> <li>1. A challenging budget.</li> <li>2. Increased profiles given by both national and local government to Anti-Social Behaviour and Tenant Participation services has created higher expectations from the public, but the resources have not increased accordingly.</li> <li>3. Stock/staff ratio is too high. The majority of the Housing Officer time is spent on enforcement, leaving very little time to support tenants, and consider ideas and innovations to improve the service.</li> <li>4. Decisions made by Outside agencies (e.g. County Courts) limit our ability to maximise income and tackle anti-social behaviour.</li> </ol> <p>To address the above limitations and weaknesses, the services need to be revisited to ensure that the demands of each service are adequately resourced,</p>

<p>9. The main services within Housing Estate Management have their separate budgets.</p>	<p>and supported by a reliable I.T. system.</p>
<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Revisit the stock/staff ratio to enable Officers to provide a more supporting role in addition to their enforcing role.</li> <li>2. The ASB Co-ordinator (Young Persons) Officer, is able to inform and educate young people before (and after) they become involved in acts of anti-social behaviour.</li> <li>3. The Neighbourhood Warden scheme will continue to deter members of the public from anti-social activities whilst providing a reassuring presence within our communities.</li> <li>4. Consider partnership working with departments with similar goals (e.g. consultation and surveys).</li> <li>5. An increased budget, to accommodate extra specialist staff, is required to provide a more effective service, (ie in ASB casework)</li> </ol>	<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. Budget constraints may limit the opportunity of providing better quality services.</li> <li>2. Stock transfer is considered a threat by some individuals and groups.</li> <li>3. Outside agencies (e.g. debt collectors) could be considered a threat to the Rent Arrears Recovery service.</li> <li>4. National political decisions on the future of local government.</li> </ol> <p>The best way to counter any threats to our service provision is to improve the quality of our service, but this requires adequate resourcing.</p> <p>The alternative is to realign the services provided to match the budget available, and review the structure.</p>

## Our performance

The increase in the levels of rent arrears, caused by a multitude of problems associated with the change in I.T. software, has been addressed and there are now encouraging signs that the levels are reducing. A working group is meeting regularly to further improve rent arrears procedures.

The Anti-Social Behaviour Unit is now well established and is a major player in the Flintshire Community Safety Partnership. A team of Neighbourhood Wardens and Estate Caretakers operate within the County to discourage incidents of anti-social behaviour and to improve the environment.

Tenants' interest in participation and engagement is growing with an increase in the number of Tenant Groups and Tenant Participation Compacts. The Tenant Participation Officer has recently received an award for "the Most Improved Tenant Participation Service In Wales".

A comprehensive Housing Estate Management Procedural Handbook has been compiled to further improve service delivery and the next stage in the process is to make the Handbook available electronically and to then consider incorporating it into the BSI QA procedures.

## Our achievements

The procedure for the recovery of rent arrears has been re-written to comply with the BSI quality assured accreditation, and the level of rent arrears collection is improving, with more tenants than ever before paying by direct debit.

A data base, recording incidents of anti-social behaviour, is maintained on a daily basis, and is used to identify 'hot spots' to guide agencies, such as the Police, on where to allocate their limited resources.

'Final Warnings' was an initiative introduced by Flintshire to tackle anti-social behaviour, which has since been rolled out across Wales by the Welsh Assembly Government as an example of best practice. The initiative has been so successful in tackling anti-social behaviour that it is now being used in the rent arrears recovery process.

The Anti-Social Behaviour Unit, in partnership with other agencies, has prepared a strategic action plan for dealing with anti-social behaviour in council housing.

The ASB Co-ordinator has dealt with over 1000 cases of nuisance behaviour since the post was established in September 2004.

There has also been a significant increase in tenant involvement within the current and future provision of our services at both local and Directorate level, particularly through the work undertaken by the Stock Options Appraisal Panel.

## Key risks

Risk Ref.	Risk Description
CAH-07-HEM1	Lack of resources to tackle serious cases of tenancy behavioural breaches.
CAH-07-HEM2	Lack of resources to deliver the Neighbourhood Warden Service.
CAH-07-HEM3	Lack of resource to monitor rental income and arrears performance, QA compliance, general performance management across the three Area Housing Offices, and provision of cover for absent Area Managers.
CAH-07-HEM4	Lack of capacity to deliver effective tenant participation and engagement services.

## What this means for us

The data suggests:-

1. Rent Accounting and Rent Arrears Recovery

Continue to pursue an improvement in the use of the computer software, to enable Officers to become more confident with the data and allow them to provide an effective service. This in turn requires adequate performance management and monitoring across the three Area Housing Offices, especially if QA compliance is part of the management process.

2. Anti-Social Behaviour, Neighbourhood Wardens and Estate Caretakers

The Anti-Social Behaviour Unit works effectively with other agencies to reduce incidents of anti-social behaviour, but demands placed on the service both by recent legislation and expectations of partners and service users means that staff resources are increasingly under pressure to cope with demand.

A major factor in this is the time taken processing cases through the legal system and the need to ensure that there is an adequate link between front line staff dealing with the cases on a daily basis and formal case progression by specialised case workers.

3. Tenant Participation

The rapid success in encouraging more interest in tenant participation has created greater expectations and the need for more resources which are dedicated towards specific engagement activities.

## Key priorities

The key priorities for the service reflect those areas which we need to concentrate on, particularly over the coming year, to ensure that we:

- Contribute to corporate and directorate priorities and targets
- Address identified risks at corporate, directorate and service level
- Meet existing and emerging statutory requirements
- Meet the challenges we have identified and set out in our baseline statement

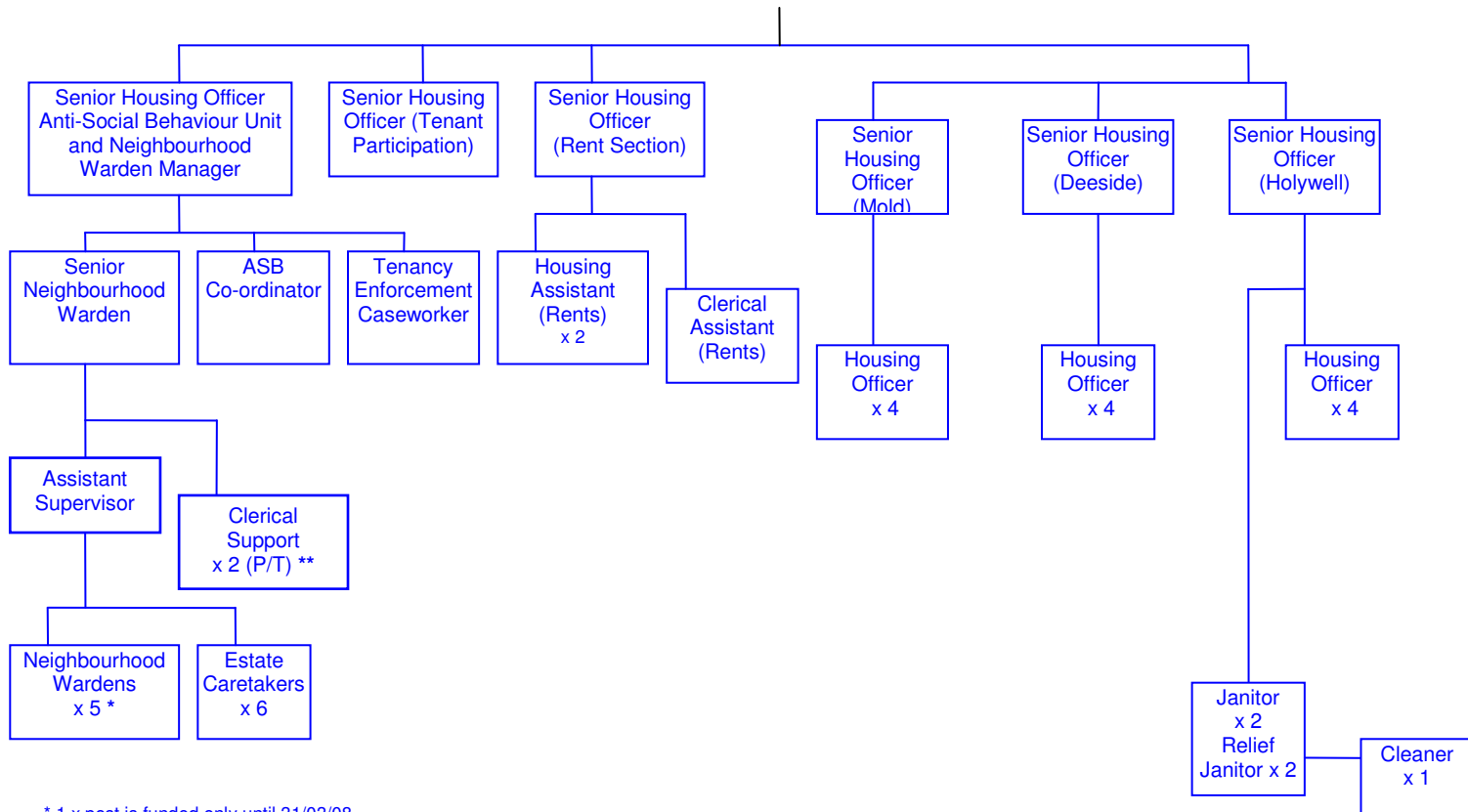
Of course the service has a wider set of objectives, and these are detailed in section 5 of the service plan.

**The key priorities for the service over the coming year are as follows:**

- Work with the Community and all agencies involved in the Flintshire Community Safety Partnership to reduce crime and the number of incidents of anti-social behaviour in the County.
- Continue to encourage and support tenants to participate in creating/amending issues and policies that affect their home and environment.
- Progress the performance management framework agenda for the service to further enhance and improve housing estate management working practices and procedures and the standardisation of service delivery to assist in the reduction of rent arrears.

# 4. Resources

The service comprises seven teams. The structure of the service is as follows:



\* 1 x post is funded only until 31/03/08  
 \*\* 1 x post is funded only until 31/03/08

The table below sets out the resources available to the service over the coming year to deliver the identified priorities and objectives.

## Resources 2008-09

	2008/09 £000	Staffing FTE	*Potential budgetary issues for 2008/09	2008/09 IT Implications	2008/09 Asset Implications	2008/09 Legal Implications
Employees		47.54				
Premises						
Transport						
Supplies & Services						
Third Party Payments						
Support Costs						
Capital Financing						
<b>Total Expenditure</b>						
Income: Grants from Council - Employees						
<b>Grants from Council - Other</b>						
External Grants - Employees						
<b>External Grants - Other</b>						
<b>Additional Revenue</b>						
<b>Total Income</b>						
Net Cost						

## 5. What we want to achieve and how – corporate priorities and foundations for improvement

Corporate priorities		Foundations for improvement	
<b>PA 1</b>	<b>PRIORITY AREA 1: Customer Focus - Putting People First</b> <b>AIM:</b> To ensure all our customers consistently receive an excellent standard of service. (NB: This priority focuses upon the Council's customers and employees)	FFI 1	Communications
<b>PA 2</b>	<b>PRIORITY AREA 2: Safe and Clean Neighbourhoods</b> <b>AIM:</b> To make Flintshire a safe and attractive place to live, visit and work in	FFI 2	Management development
<b>PA 3</b>	<b>PRIORITY AREA 3: Healthy and Caring Communities</b> <b>AIM:</b> To encourage good health, promote independence and offer better life chances for all people in Flintshire	FFI 3	Asset management
<b>PA 4</b>	<b>PRIORITY AREA 4: Investing for Tomorrow's Generation</b> <b>AIM:</b> To ensure all our children and future generations enjoy better prospects in life	FFI 4	Cross directorate working
<b>PA 5</b>	<b>PRIORITY AREA 5: Protecting our Future Way of Life</b> <b>AIM:</b> To meet the needs of the present without compromising the future	FFI 5	Reputation management
		FFI 6	Information and records management (FOI)
		FFI 7	Sustainability
		FFI 8	Performance management
		FFI 9	Procurement
		FFI 10	HR Strategy
		FFI 11	Access to Services / E gov
		FFI 12	Risk management
		FFI 13	Strategic decision making
		FFI 14	Partnership working / Community Strategy
		FFI 15	Project management
		FFI 16	Customer focus
			Equalities
		FFI 17	Management of subsidiary companies and affiliated entities
		FFI 18	Member development
		FFI 19	Standards and Conduct
		FFI 20	Financial management strategy

## 5. What we want to achieve and how (service)

### Aim of Rent Accounting and Rent Arrears Recovery:

Service aim – to maximise rent income from both current and former tenants

Objective	Link with: (1) service risk (2a) corporate priority key outcome (2b) foundation for improvement (3) directorate risk (4) national priority	Key action/s (include reference to detailed action plans)	Milestones	Measure and performance and 07/08 target (include PI ref)	Target 08/09	Responsibility and Budget implications (draft plan stage only)	Performance Management Report	
							On Target	Comments
Offer a variety of payment methods to tenants	(2a) PA 1 Customer Focus (2b) FFI 1 Communications (2b) 16 Equalities	Explain to prospective tenants the various methods of paying rent at the accompanied viewing stage, and invite tenant to choose one which suits their circumstances best.		No national or local indicators exist.	To be completed at all accompanied viewings.	Housing Officer No budget implications apart from Officers time.		
	(2a) PA 6 Responsive and Accessible Services  (2b) FFI 11 Access to Services/E gov (2b) FFI 16 Equalities	Promote the different methods of rent payment available within the Housing Newsletter.  -ditto- -ditto-		Relevant information is provided in each Newsletter.  -ditto- -ditto-	Relevant information to be included in each Newsletter produced.  -ditto- -ditto-	Senior Housing Officer (Rents) and Tenant Participation Officer. No direct budget implications because Newsletter will be produced with or without the article.		
	(1) Service Risk (2a) PA 1 Customer Focus  (2a) PA 6 Responsive and Accessible Services (2b) FFI 16 Equalities	Explore the possibility of introducing 2 x direct payment days each month for tenants to pay their rent. This will be operational for the 2008/09 financial year.		Not Applicable	To introduce the 2 x payment days as from April 2008	Senior Housing Officer (Rents). Budget implications revolve around staff time.		

Objective	Link with: (1) service risk (2a) corporate priority key outcome (2b) foundation for improvement (3) directorate risk (4) national priority	Key action/s (include reference to detailed action plans)	Milestones	Measure and performance and 07/08 target (include PI ref)	Target 08/09	Responsibility and Budget implications (draft plan stage only)	Performance Management Report April 2008	
							On Target	Comments
	(2a) PA 1 Customer Focus	Consider an alternative to the rent card as a means of notifying tenants of the rent attached to the property.		Not Applicable	Complete exercise to introduce any alternative by April 2008.	Senior Housing Officer (Rents). Budget implications to be determined.		
	(2a) PA 1 Customer Focus (2a) PA 6 Responsive and Accessible Services (2b) FFI 11 Access to Services/E gov (2b) FFI 4 Cross directorate working (2b) FFI 16 Equalities	Strive to adopt all methods of payment introduced by the Director of Finance.  Include a 'Choice of Rent Payment' form within the sign up pack.		Not Applicable	To offer to tenants all methods of payment made available by the Director of Finance.	Senior Housing Officer (Rents). No major budget implications anticipated at this time.  Allocation Officer		
Balance the rental debit on a weekly basis.	(1) Service Risk  (2a) PA 1 Customer Focus	Process tenancy changes, resolving any problems.  Process financial adjustments to debit, resolving any problems.		Work completed on a weekly basis.	Work completed on a weekly basis.	Senior Housing Officer (Rents). No budget implications except staff time.		

Objective	Link with: (1) service risk (2a) corporate priority key outcome (2b) foundation for improvement (3) directorate risk (4) national priority	Key action/s (include reference to detailed action plans)	Milestones	Measure and performance and 07/08 target (include PI ref)	Target 08/09	Responsibility and Budget implications (draft plan stage only)	Performance Management Report April 2008	
							On Target	Comments
				-ditto-	-ditto-	-ditto-		
	(2a) PA 1 Customer Focus (2a) PA 6 Responsive and Accessible Services	Audit individual rent accounts		Not Applicable	No specific target	Senior Housing Officer (Rents) No budget implications except for staff time.		
Pursue the recovery of rent arrears of current tenants as per the Q.A. accredited procedure.	(1) Service Risk (2a) PA 1 Customer Focus  (2a) PA 6 Responsive and Accessible Services  (2b) FFI 16 Equalities	Collect as much rent and arrears of rent as possible				Housing Estates Manager No Budget implications.		
	(1) Service Risk (2a) PA 6 Responsive and Accessible Service Aim 2 (2b) FFI 16 Equalities	Manage the level of current rent arrears		NAWPI 4.5a now HLS/001a Rent arrears of current tenants as % rent roll  (03/04 = 4.63%) (04/05 = 3.71%) (05/06 = 3.21%) (06/07= 3.03%)	5% reduction on the level at the end of 2007/08.	Housing Estates Manager No Budget implications.		

Objective	Link with: (1) service risk (2a) corporate priority key outcome (2b) foundation for improvement (3) directorate risk (4) national priority	Key action/s (include reference to detailed action plans)	Milestones	Measure and performance and 07/08 target (include PI ref)	Target 08/09	Responsibility and Budget implications (draft plan stage only)	Performance Management Report April 2008	
							On Target	Comments
	(1) Service Risk (2a) PA 6 Responsive and Accessible Service (2b) FFI 16 Equalities	Pursue payment taking legal action when necessary		No Indicator	No Indicator	Housing Officers and Senior Housing Officers  Budget implications revolve around the need for an extra Housing Officer in Holywell Now HLS/001 b		
Pursue the recovery of rent arrears of former tenants.	(1) Service Risk (2a) Customer Focus PA 1 (2a) Responsible and PA 6 Accessible Services (2b) Equalities	Audit each individual case to ensure the figures are accurate.		This exercise is completed on a weekly basis for each new record.  NAWPI 4.5b now HLS/001b Rent arrears of former tenants as a proportion of the authorities rent roll  (03/04 = 0.77%) (04/05 = 1.51%) (05/06 = 1.06%) (06/07= 0.93%)	Each new record is to be audited.	Senior Housing Officer (Rents) Staff time is the only budget implication.  Housing Estates Manager		

Objective	Link with: (1) service risk (2a) corporate priority key outcome (2b) foundation for improvement (3) directorate risk (4) national priority	Key action/s (include reference to detailed action plans)	Milestones	Measure and performance and 07/08 target (include PI ref)	Target 08/09	Responsibility and Budget implications (draft plan stage only)	Performance Management Report April 2008	
							On Target	Comments
	(1) Service Risk (2a) PA 6 Responsible and Accessible Services (2b) FFI 16 Equalities	Pursue payment taking legal action when necessary or seek authority for write-off.		NAWPI 4.5c now HLS/001 c Rent arrears written off as non collectable as % of rent roll.  (03/04 = 0.19%) (04/05 = 0.01%) (05/06 = 0.98%) (06/07 = 0.59%)		Housing Estates Manager		
Contribute to the Directorate's attempt to reduce the loss of rent due to properties being void.	(2a) PA 1 Customer Focus (2a) PA 3 Healthy & Caring Communities	Complete accompanied viewings with prospective tenants within 2 working days of arrangement.		LPI 1 % of accompanied viewings completed within 2 working days of arrangement being made.  (03/04 = 92%) (04/05 = 91%) (05/06 = 93%) (06/07 = 92%) )  NAWPI 4.15 now HLS/005 Average rent lost per tenant through dwellings being left vacant during the financial year  (03/04 = £43.79)	90%	Housing Officers Budget implications revolve around staff availability.  Responsibility to be determined when definition is received.		

Objective	Link with: (1) service risk (2a) corporate priority key outcome (2b) foundation for improvement (3) directorate risk (4) national priority	Key action/s (include reference to detailed action plans)	Milestones	Measure and performance and 07/08 target (include PI ref)	Target 08/09	Responsibility and Budget implications (draft plan stage only)	Performance Management Report April 2008	
							On Target	Comments
				(04/05 = £39.95) (05/06 = £ 46.56) (06/07 = Indicator removed 06/07)				
Welsh Language	(2A) PA 1 Customer Focus	1 Ensure that the FCC Welsh language policy is applied in relation to letters, email signatures, phone calls, etc. and all other forms of communication with the customer.		80% compliance across all service areas and contact forums / mediums by April 2008 pending service structure reviews	90% compliance by April 2009	Section supervisors, Senior Housing Officers and team leaders. Budget implications for re-printing existing forms will be incorporated into wider service reviews following implementation of the Housing Management Manual in Jan. 2008.		

## What we want to achieve and how (service)

### Aim of Anti-Social Behaviour:

**Service aim – to respond to complaints of anti-social behaviour, and work effectively with all other agencies involved in the Flintshire Crime and Disorder Reduction Partnership.**

Objective	Link with: (1) service risk (2) corporate priority key outcome or foundation for improvement (3) Directorate risk (4) national priority	Key action/s (and include reference to detailed action plans)	Milestones	Measure and performance and 07/08 target (include PI ref)	Target 08/09	Responsibility and Budget implications (draft plan stage only)	Performance Management Report	
							April 2008	On Comments Target
Record and acknowledge all complaints of anti-social behaviour made to the Housing Service.	(2a) PA 6 Responsive and Accessible Services	On receipt of a complaint it is necessary to complete the carbonated ASB Complaint Record Sheet and distribute copies.		Complainant is to receive acknowledgement of their complaint within 14 days. LPI 2  Complaint with the Councils Customer Care Charter	Acknowledge all complaints within 14 days by sending out the complainant's copy of the ASB Complaint Record.  Complaint with the Councils Customer Care Charter	All Officers Who receive complaints of Anti-Social Behaviour . No major budget implications.		
Ensure all relevant staff become aware of new legislation and adhere to the anti-social behaviour procedure.	(2a) PA 1 Customer Focus (2a) PA 6 Responsive and Accessible Services	Staff of ASBU to attend relevant seminars/ presentations.		As and when required.	As and when required.	Senior Housing Officer (ASBU)		
	(2a) PA 1 Customer Focus (2a) PA 6 Responsive and Accessible Services	Provide training and awareness for staff and partner agencies.		As and when required.	As and when required.	Senior Housing Officer (ASBU)		

Objective	Link with: (1) service risk (2) corporate priority key outcome or foundation for improvement (3) Directorate risk (4) national priority	Key action/s (and include reference to detailed action plans)	Milestones	Measure and performance and 07/08 target (include PI ref)	Target 08/09	Responsibility and Budget implications (draft plan stage only)	Performance Management Report	
							April 2008	On Comments Target
	(2a) Customer Focus (2a) Responsive and Accessible Services	Ensure that Anti-Social Behaviour is a regular item on the Team Brief agenda.				Housing Estates Manager		
Record, collate and analyse a variety of data sets relating to anti-social behaviour activity.	(2a) PA 1 Customer Focus (2a) PA 2 Safe and Clean Neighbourhood (2a) PA 5 Protecting Our Future Way of Life (2a) PA 6 Responsive and Accessible Services (4) Crime and Disorder Reduction Partnership	Monitor and maintain databases to produce statistics to identify 'hot spots' within the County.		Statistics to be shared with other agencies involved in the Flintshire Community Safety Partnership, to enable them to identify areas in which to concentrate their limited resources.	Statistics to be shared with other agencies involved in the Flintshire Community Safety Partnership, to enable them to identify areas in which to concentrate their limited resources.	Senior Housing Officer (ASBU)		
Promote the service provided by the Department for dealing with anti-social behaviour.	(2a) PA 1 Customer Focus (2a) PA 2 Safe and Clean Neighbourhood (2a) PA 4 Investing for Tomorrows Generation (2a) PA 5 Protecting our Future Way of Life (2a) PA 6 Responsive and Accessible Services	Presentation of the service to the Community and partner agencies.		As and when required	As and when required	Senior Housing Officer (ASBU)		

Objective	Link with: (1) service risk (2) corporate priority key outcome or foundation for improvement (3) Directorate risk (4) national priority	Key action/s (and include reference to detailed action plans)	Milestones	Measure and performance and 07/08 target (include PI ref)	Target 08/09	Responsibility and Budget implications (draft plan stage only)	Performance Management Report	
							April 2008	On Comments Target
	(2a) PA 1 Customer Focus (2a) PA 2 Safe and Clean Neighbourhood (2a) PA 4 Investing for Tomorrows Generation (2a) PA 5 Protecting our Future Way of Life (2a) PA 6 Responsive and Accessible Services	Attendance and presentation at annual Tenants Conference		Annual event	Annual event	Senior Housing Officer (ASBU)		
Welsh Language	(2a) PA 1 Customer Focus	1. Ensure that the FCC Welsh Language policy is applied in relation to letters, email signatures, phone calls, etc. and all other forms of communication with the customer.		80-% compliance across all service areas and contact forums / mediums by April 2008 pending service structure reviews.	90% compliance by April 2009	Section supervisors, Senior Housing Officers and Team Leaders. Budget implications for reprinting existing forms will be incorporated into wider service reviews following implementation of the Housing Management Manual in Jan. 2008.		

## What we want to achieve and how (service)

### Aim of Tenancy Management:

Service aim – to manage tenancies of homes and garages and the surrounding environment

Objective	Link with: (1) service risk (2) corporate priority key outcome or foundation for improvement (3) Directorate risk (4) national priority	Key action/s (and include reference to detailed action plans)	Milestones	Measure and performance and 07/08 target (include PI ref)	Target 08/09	Responsibility and Budget implications (draft plan stage only)	Performance Management Report	
							On Target	Comments
Promote an effective tenant/landlord relationship.	(2a) PA 1 Customer Focus (2a) PA 2 Safe and Clean Neighbourhood (2a) PA 3 Health and Caring Communities (2a) PA 5 Protecting our Future Way of Life (2a) PA 6 Responsive and Accessible Services	Offer general support to tenants, in liaison with other agencies, to enable them to conduct their tenancies satisfactorily – maintaining means of communication for advice and consultation.		Daily	Daily	Housing Officers. Focused support (e.g. on a one to one basis) would need to be supplied by other agencies, due to the generic nature of the Housing Officer post.		
		Review the adequacy of the Janitors service to the high rise flats in Flint.		No indicator	No indicator	Housing Estates Manager and Head of Service		
Maintain an awareness of the quality of the environment with a view to improving that environment	(2a) PA 1 Customer Focus (2a) PA 2 Safe and Clean Neighbourhood (2a) PA 3 Health and Caring Communities (2a) PA 5 Protecting our Future Way of Life	Consult residents on options to improve the environment		As and when required	As and when required	Housing Officers		

	(2a) PA 6 Responsive and Accessible Services						
	(2a) PA 1 Customer Focus (2a) PA 2 Safe and Clean Neighbourhood (2a) PA 3 Health and Caring Communities (2a) PA 5 Protecting our Future Way of Life (2a) PA 6 Responsive and Accessible Services	Report any abuse of the environment (e.g. abandoned vehicles and graffiti) to relevant agency.	As and when required	As and when required	Housing Officers  Estate Caretakers  Neighbourhood Wardens		
	(2a) PA 1 Customer Focus (2a) PA 2 Safe & Clean Neighbourhood (2a) PA 3 Health & Caring Communities (2a) PA 5 Protecting our Future Way of Life (2a) PA 6 R & A Services	Administer the Council's 'Tenant Garden Maintenance Scheme' for as long as it continues.	Provide advice on a daily basis.	Provide advice on a daily basis.	Housing Officers		
Consider the benefits of the IBS module for Housing Management.	(2a) PA 1 Customer Focus (2a) PA 6 Responsive and Accessible Services	Assess the work required and the benefits to be gained	Not applicable to date	As and when required	Housing Officers Budget implication revolves around cost of the IBS module.		
Welsh Language	(2a) PA 1 Customer Focus (2a) PA 6 Responsive and Accessible Services	Provide training for staff	Not applicable to date	As and when required	Housing Estates Manager Training cost implications.		
	(2a) PA 1 Customer Focus	1. Ensure that the FCC Welsh Language policy is applied in relation to letters, email signatures, phone calls, etc. and all other forms of communication with the customer.	80% compliance across all service areas and contact forums / mediums by April 2008 pending service structure reviews.	90% compliance by April 2009	Section Supervisors, Senior Housing Officers and team leaders. Budget implications for		

				re-printing existing forms will be incorporated into wider service reviews following implementation of the Housing Management Manual in Jan. 2008.		
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## What we want to achieve and how (service)

### Aim of Tenant Participation:

**Service aim – to inform, encourage and support tenants to participate in issues and policies which affect their home environment, promoting interest in Tenant Participation Compacts**

Objective	Link with: (1) service risk (2) corporate priority key outcome or foundation for improvement (3) Directorate risk (4) national priority	Key action/s (and include reference to detailed action plans)	Milestones	Measure and performance and 07/08 target (include PI ref)	Target 08/09	Responsibility and Budget implications (draft plan stage only)	Performance Management Report	
							April 2008	On Comments Target
Consult and support tenants using a variety of means	(2a) PA 1 Customer Focus (2a) PA 6 Responsive and Accessible Services (2b) FFI Communications (2b) FFI 4 Cross directorate working (2b) FFI 7 Sustainability (2b) FFI 11 Access to Services and E gov (see overleaf)  (2b) FFI 13 Strategic decision making (2b) FFI 14 Partnership Working/Community Strategy (2b) FFI 16 Customer Focus (2b) FFI 16 Equalities	Introduce and maintain equitable financial contributions to support Tenant and Resident Associations and Community Houses		No national or local indicators exist	Maintain and sustain equitable financial contributions to support Tenant and Resident Associations and Community Houses.	Tenant Participation Officer		
	(2a) PA 6 Responsive and Accessible Services (2b) FFI 1 Communications	Provide training/information on Council services by organising:-		LPI 3		Tenant Participation Officer		

	(2b) FFI 4 Cross directorate working (2b) FFI 7 Sustainability (2b) FFI 11 Access to Services and E gov (2b) FFI 13 Strategic decision making (2b) FFI 14 Partnership Working/Community Strategy (2b) FFI 16 Customer Focus (2b) FFI 16 Equalities	- Tenants Conference  - Housing Newsletter  - A variety of service presentations	Once a year  Twice a year  Throughout the year	Once a year  Twice a year  Throughout the year			
Promote, develop and sustain Tenant Compacts	(2a) PA 1 Customer Focus (2b) FFI 1 Communications (2b) FFI 4 Cross directorate working (2b) FFI 7 Sustainability (2b) FFI 11 Access to Services and E gov (2b) FFI 13 Strategic decision making (2b) FFI 14 Partnership Working/Community Strategy (2b) FFI 16 Customer Focus (2b) FFI 16 Equalities	Provide advice and support to groups of tenants who are interested in a local Tenant Participation Compact	NAWPI 4.13a Are there landlord wide TPC's?  (03/04 = Yes) (04/05 = Yes) (05/06 = Yes) (06/07 = Yes)  NAWPI 4.13b When was the most recent review of a landlord wide TPC in partnership with tenants?  (03/04 = N/A) (04/05 = 24/2/05) (05/06 = N/A) (06/07 = N/A)  NAWPI 4.13c Percentage of tenants covered by local/group specific TPC  (03/04 = N/A	Establish one extra TPC by March 2008  Not required  Not required	Tenant Participation Officer  Main budget implications will be accommodated in objective above		

			(04/05 = 6.20%) (05/06 = 6.20%) (06/07 = 6.20%)				
Install new I.T. software	(2a) PA 1 Customer Focus (2a) PA 6 Responsive and Accessible Services (2b) FFI 1 Communications (2b) FFI 4 Cross directorate working (2b) FFI 16 Equalities	To create a database of relevant information which will make communication with tenants and tenant groups more effective	No national or local indicators exist	To be completed by March 2008	Tenant Participation Officer Budget implications revolve around staff time		
Develop a written procedure to involve tenants in the decision-making process	(2a) PA 1 Customer Focus (2a) PA 6 Responsive and Accessible Services (2b) FFI 1 Communications (2b) FFI 16 Equalities	Create procedure after consultation with staff and tenants	No national or local indicators exist	To be completed by March 2008	Tenant Participation Officer Budget implications revolve around staff time		
Develop Flintshire Tenant Participation strategy, following WAG guidance on national strategy.	(2a) PA 1 Customer Focus (2a) PA 6 Responsive and Accessible Services (2b) FFI 1 Communications (2b) FFI 16 Equalities	Create strategy after consultation with tenants, staff, councillors and partners	No national or local indicators exist	To be completed by March 2008	Tenant Participation Officer Budget implications revolve around staff time or consultancy fees.		
Welsh Language	(2a) PA 1 Customer Focus	1. Ensure that the FCC Welsh Language policy is applied in relation to letters, email signatures, phone calls, etc. and all other forms of communication with the customer.	80% compliance across all service areas and contact forums / mediums by April 2008 pending service structure reviews.	90% compliance by April 2009.	Section Supervisors, Senior Housing Officers and Team Leaders. Budget implications for re-printing existing forms will be incorporated		

					into wider service reviews following implementation of the Housing Management Manual in Jan. 2008.		
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