



# HOUSING

Service Plan

2002 - 2005



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# Foreword

*Welcome to the Department's Service Plan for 2002 - 2005.*



During 2001 - 2002 we continued to deliver our basic front line services and details on how we performed are given in section 4.

We also committed substantial amounts of staff time to the strategic aspects of our work and laid the foundations for the implementation of the Housing (Scotland) Act 2001. There is a phased implementation of different sections of the Act and this has certainly been of assistance to service planning and delivery.

It is gratifying that the Scottish Executive has recognised that additional funding is required to assist in the implementation and the various resources allocated so far have allowed us to begin to introduce a number of service improvements and realign our staffing establishment to meet our new statutory responsibilities as well as meeting additional administrative, printing and other costs associated with the Act.

The coming months will be challenging both for staff and customers as we introduce:

- a new allocation policy
- community based lettings plans
- the Angus Scottish Secure Tenancy
- the Angus Scottish Short Secure Tenancy
- the modernised Right to Buy
- a decentralised homelessness service
- a tenancy support service
- a Single Shared Assessment and preparation for Supporting People

We are in the process of undertaking a wide ranging review of policies and procedures to ensure that we will be able to exceed the performance standards laid down by the Single Housing Regulator. In time, we will be subject to a rigorous inspection by the Regulator and the report prepared by the Regulator will be published. Inspection is designed to give reassurance to tenants and other customers that they can expect to receive a high quality service, designed to meet their needs.

We have to develop a number of strategies, to meet requirements laid down in the Act including:

- Local Housing Strategy
- Homelessness Strategy
- Tenant Participation Strategy
- Supporting People Strategy

These strategies will shape the ways in which a range of housing services will be delivered over the short to medium term and to ensure successful

implementation and delivery of the strategies the Department will need to work in partnership with a wide range of stakeholders.

It is clear that the Scottish Executive is committed to yet more change as a whole range of recommendations have been made in the final report of the Homelessness Task Force and legislation will be put in place to implement a number of the recommendations. Consequently, there will be a further need to amend and adjust our services to meet changing requirements.

Furthermore, the Scottish Executive recently published the first report of the Housing Improvement Task Force and whilst welcoming the report there will be wide ranging implications for the Department and the Council in striving to ensure that the quality of housing within the private sector is greatly improved.

I hope you will take time to read this Service Plan so that you gain a better understanding of how important the work of the Department is to the overall well being of the Angus Community. Your comments on the content of this Service Plan would be welcomed, so that future service developments can be planned on the basis of what customers would wish to see provided.

Ron Ashton, Director of Housing



County Buildings  
Market Street  
Forfar  
Angus  
DD8 3WH  
Email: [housing@angus.gov.uk](mailto:housing@angus.gov.uk)





## Service Profile

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Our Service points are located at:-

- Housing Headquarters, Forfar
- Arbroath
- Brechin
- Carnoustie
- Forfar
- Kirriemuir
- Monifieth
- Montrose

We also provide outreach services to smaller rural communities through housing staff visiting such communities on a programmed basis.

**Direct customer care services provided by our network of Local ACCESS/Housing Offices currently include:-**

- Rent and Council Tax collection
- Rent Accounting
- Arrears recovery, advice and assistance
- Repairs reception
- Repairs supervision, implementation and contractor liaison
- Housing list administration
- Allocations
- Estate management
- General public enquiries
- Granting approval for tenants alterations and improvements
- Processing information relating to council house sales
- Advice and assistance to homeless applicants
- Tenancy Support

- Temporary Accommodation
- Housing Information and Advice
- Advice on Housing Options
- Support to Tenants Groups

(Please note that not all of these services are available at Monifieth)

**Housing Headquarters services include:-**

- Budget preparation, rent setting, and other financial services
- Guidance, advice and assistance to local office personnel
- Preparation of policy and procedures documents
- Preparation of reports for Housing Committee and other Council meetings
- Operation of National Mobility Scheme
- Devising and monitoring improvement programmes
- Administration of Council house sales procedures, in conjunction with other Departments
- Partnership arrangements with Communities Scotland, housing associations and other organisations in furtherance of the Department's enabling role
- Implementation of Care in the Community policies
- Computerised needs
- Tenant Participation and Involvement Strategy development and support
- Receipt and processing of applications for Anti-Social Behaviour Orders
- Home Energy Conservation Act Strategy
- Best Value and activity area reviews and associated work
- Personnel and Administrative support
- Development and co-ordination of the Department's training policy and programme
- Environmental Strategy development
- Management and development of sheltered housing warden service
- Assessment of housing need for people with varying or special needs
- Quality Assurance and Compliance
- Research
- Preparation and co-ordination of the Local Housing Strategy
- Preparation and implementation of Homelessness and other related Strategies and Plans
- Implementing the Joint Futures Agenda
- Supporting People preparatory work





## Our Aims

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Our aims are to:-

- Ensure that all residents of Angus have the opportunity to access good quality, affordable housing;
- Retain a strong Housing Department, that is both a direct provider of affordable rented housing and an enabler of a range of housing tenures;
- Provide a high quality housing service that is responsive to the needs of the housing customer;
- Maintain and improve our housing stock via a responsive repairs service and a comprehensive stock improvement programme;
- Ensure safe and sustainable housing schemes and communities through the implementation of sound management practices that incorporate tenants' and residents views;
- Provide appropriate levels of tenancy support to vulnerable tenants to help sustain tenancies;
- Provide a Housing Information and Advice Service;
- Co-ordinate a multi-agency approach to assessing and meeting housing and associated support needs;
- Encourage best practice amongst all housing providers in Angus;
- Develop the concept of Best Value;
- Provide a range of other services on a decentralised basis.

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## Contribution to The Council's Corporate Vision and Themes

We will contribute to the Council's Vision and Themes as follows:-

### 1. To lead the Community Planning process in Angus:-

- Developing and fostering partnerships with other agencies in the public, private, community and voluntary sectors.
- Enhancing our influence through capitalising on the complementary nature of partnerships in meeting agreed targets.
- Implement the Strategic Agreement with Communities Scotland.
- Participate in the implementation of the Council's anti-poverty and social inclusion strategies.
- Devise and implement Homelessness Strategy and continue our commitment to tackling issues relating to homelessness, poverty and disadvantage wherever they occur through a partnership approach with appropriate agencies.
- Contribute to the implementation of the Tayside Health and Homelessness Plan and ensure implementation of the Angus Action Plan.
- Contribute to Single Shared Assessment and Supporting People Strategy.
- Maximising Housing Benefit and Council Tax Benefit uptake and receipt of all other welfare benefits.
- Minimising rent arrears, giving due consideration to the individual's circumstances.
- Working with a range of agencies to provide real opportunities for disaffected young homeless people to access employment and/or training initiatives.
- Work with partners to develop good quality advice and assistance to homeless or other vulnerable people.
- Promoting community development through the development and implementation of our Tenant Participation Strategy that will facilitate greater joint working by way of a Tenants Jury, Tenants Associations, Action Groups, and individual consultation.



- Participating in the development and implementation of the Council's Environmental Strategy.
- Progressing the Council's Home Energy Conservation Act Strategy in relation to energy conservation, efficient management and the required resultant reduction in the release of "greenhouse gases".
- Striving to ensure that energy conservation measures, as stated in the Council's Home Energy Conservation Act Reports, are applied to all houses to make them affordable to heat and reduce energy wastage, through partnership arrangements with energy providers and other agencies.
- We will participate in the Government's "Warm Deal" Scheme.
- We will encourage a sustainable approach to all ground maintenance and encourage biodiversity.

## 2. To be a Best Value local authority service provider:-

- Develop our Housing Service Planning process and enhance our Customer Care strategy.
- Continue with our rolling programme of Service and activity area reviews.
- Continue our efforts to improve statutory performance indicator out-turns.
- We will encourage service users to contribute to setting and monitoring local performance standards.
- Continue to develop our performance management and reporting framework through the use of a balanced scorecard and participating in the work of the Scottish Housing Quality Network Group.
- We shall consult with our tenants to ensure maximum benefit and long term improvements from investments.
- Providing a comprehensive and integrated housing service to the people of Angus.
- Providing quality, economic and cost effective services.
- Offering appropriate standards of customer care to all users of the service, in line with the Council's Customer Care Strategy.
- Implementing measures, including the enhanced use of Information Technology, to improve the range of housing services and information available to staff and customers.
- Aiming to make the services we provide accessible to all members of the public through the maintenance of decentralised service delivery via a network of ACCESS/Housing Offices and outreach facilities and the use of electronic methods of service delivery.
- Attendance at, and participation in, CoSLA, professional Housing conferences and seminars and other representative forums; publishing appropriate documents; contributing articles to relevant publications.
- Implementing National Standards for Housing Information and Advice.
- Highlighting the achievements of the Council's Housing Service by appropriate means.
- Taking up opportunities as appropriate, to investigate and implement best practice and innovation in housing services.
- Striving to be a leader in best practice for the provision of Housing Information and Advice.



- We shall maximise the use of internal and external training courses. Budgets will be allocated based on needs identified in Personal Development Plans and where there is insufficient funds to satisfy all training requirements alternative methods will be sought for lower priority training.



- We will encourage staff to take personal responsibility for their training and development.

- We will encourage innovation in training and development to allow the best use of a limited training budget, e.g. work shadowing, secondments, mentoring and shared practice.

- Improving communications throughout the Department by the continuing development of an Intranet site.

- Identifying training requirements for staff through the Performance Appraisal and Development process.

- Developing our Health and Safety Policy.

- Achieving “Investors in People” accreditation.

- Commitment to equal opportunities both in employment and in service delivery.

### 3. To improve economic prosperity and promote lifelong learning in Angus:-

- We will work closely with Communities Scotland, housing associations, Angus Community Care Charitable Trust and the private housing sector working in Angus to maximise investment to ensure the provision of a range of housing to meet identified housing needs.

- Using our departmental resources to prepare and submit bids for additional resources e.g. Scottish Executive Initiative funding, HECAAction funding etc.

- Supporting the creation and retention of employment opportunities by the use of the local labour force to carry out capital, planned and unplanned maintenance work to the housing stock.

- Broadening and strengthening the industrial and commercial base in the area through the preferred use of locally produced or supplied materials or items.

- Ensuring as large a percentage as possible of revenue income is expended on the improvement of the housing stock.

- Through prudent budgetary control, keeping management costs at a reasonable level, thereby ensuring that rent levels remain affordable, allowing tenants to exercise choices for their remaining disposable income, which in turn will boost local economic activity.

- Participating in research and other initiatives, including development, to investigate and promote the relationship between housing and economic sustainability, particularly in rural areas.

- Maintaining a locally based and directly employed workforce through a network of local ACCESS/Housing Offices.

- In regard to Lifelong Learning, we will participate in the implementation of local community learning plans and the Angus Community Learning Strategy and Action Plan.

- We will work with our partners to agree and implement a Training and Employment Action Plan for people who are, or who are at risk of becoming, homeless.

#### 4. To promote healthy, caring and safe communities:-

- Retain democratically accountable housing as a tenure choice available to the residents of Angus.
- We shall consider all options to maximise investment in Angus via Communities Scotland, housing associations and the private sector to ensure that there is the greatest range of affordable housing available both for rent and low cost home ownership, particularly in pressured market areas or to increase tenure diversity.
- We will liaise with all providers of rented housing regarding locality, size, type and quality of housing provision.
- Enabling small-scale housing developments to allow people to remain in familiar rural surroundings.
- We will promote choice in the landward area by way of planned upgrading works and reflecting additional transport costs by way of lower target rents.
- We shall ensure, by our own actions, expenditure on rented housing improvements in the public sector to provide a warm and welcoming environment.
- We will encourage owners of former Council houses and flats to participate in communal and mutual repairs to ensure that multi-tenure properties are maintained to the highest possible standards.
- We intend to concentrate, wherever possible, resources towards addressing problems in the more difficult to let areas using radical and innovative measures in appropriate cases.
- Influence expenditure by way of repair and improvement grants to ensure, as far as possible, they are directed to bring sub-standard privately rented sector housing back into active use and continue to support Angus Care and Repair by way of revenue funding, matched by Communities Scotland.
- Investigate the establishment of a Private Sector Landlords Forum to share and encourage good practice.
- Through the development and implementation of the Local Housing Strategy, we shall work with other agencies to identify and meet housing need.
- We will continue to develop our homelessness reception and temporary accommodation facilities ensuring adequate numbers of furnished temporary units are available, and other concepts of support are provided in partnership with other agencies.
- We shall work with our partners to ensure that appropriate accommodation and support is available to families and children fleeing domestic abuse.
- Explore all options for housing for young single people including the conversion of surplus large houses into smaller sized properties and the granting of joint tenancies.
- We shall provide tenancy support to vulnerable tenants.
- We shall support and develop projects in relation to aids, adaptations and various special needs groups (e.g. elderly, community care cases, etc.)
- We shall work in close partnership with other departments and agencies (e.g. Social Work Department, Tayside Health Board, Angus Community Care Charitable Trust, SAMH etc.) to develop an integrated approach to jointly assessing and meeting housing, health and social care needs.
- Promoting community safety through a range of actions including security measures in housing schemes, supporting the "Safe as Houses" Initiative, implementing a strategy to tackle anti-social behaviour in partnership with a range of other agencies and developing our links with Tayside Police through the Police Liaison Strategy.



- Participating in the Youth Justice Strategy Partnership
- Supporting the work of Positive Action in Housing.
- Monitoring for disability and race to ensure equality of opportunity.

## 5. To improve the environment and quality of life in Angus:-

- The specification of materials used for construction and maintenance of our housing stock will be reviewed against sustainability criteria and the Council's Environmental Strategy to minimise environmental damage.
- We will support and encourage innovation in design, both of housing and heating systems, to ensure best value for tenants and residents, and to minimise the impact on the environment.
- Providing a range of accommodation to meet housing need, including the needs of "Community Care" client groups.
- Participation in the development programme of the Angus Community Care Charitable Trust.
- Enabling, where technically feasible and subject to value for money being achieved, people to remain in their present accommodation through the provision of aids and adaptations.
- Supporting the work of the Angus Care and Repair Scheme and Small Repairs Service.
- Promoting the concept of "sheltered housing plus" so that we can provide homes for life with appropriate levels of care and support.
- Monitoring and evaluating the provision of sheltered housing and warden services to ensure we continue to provide value for money and promote independent living.
- Ensuring that future new build schemes meet the aspirations of housing applicants.
- Implementing an appropriate action plan in response to the findings of the Angus Council House Stock Condition Survey.
- We will contribute to the general well being and health of children by securing a range of measures to ensure that families are able to live in warm, secure homes, including the development of a Fuel Poverty Strategy.
- Encouraging energy efficiency improvements to assist in meeting the CO2 reduction target contained in the Council's Home Energy Conservation Strategy.





# 4

## 2001 - 2004 Service Plan - Progress

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During 2001 - 2002 many of the objectives set out in the last Service Plan were met, as is reported in the following pages. The following achievements are particularly worthy of noting:-

- Completion of the of the Housing Revenue Account Stock Conditions Survey, which has allowed us, for the first time, to properly quantify the investment requirements for the stock under our management.
- Carrying out a range of improvements to the stock, thus enhancing the quality of life for a substantial number of our tenants and their families.
- Continuing with our programme of environmental improvements to make local areas more attractive places to live in.
- Participation in the Clifftown Area Regeneration Initiative.
- Very satisfactory outcome from the PMP audit.
- Completion and publication of the Audit of Tenant Participation Initiatives in Angus.
- Demolition of 90 low demand properties.
- Shortlisted for the National Housing Award category "Outstanding Achievement in Social Housing (Scotland)".
- Completion of the first Employment and Training Initiative in Angus via a partnership arrangement with Communities Scotland, Gowrie Housing Association and other agencies.
- Entering into a further Strategic Agreement with Communities Scotland.
- Publication of second progress report in regard to the HECA Strategy.
- Development of new computerised housing allocations system and associated policy.
- Development of Community Based Lettings Plans.
- Implementation of a choice based lettings initiative in Arbroath.
- Restructuring the Special Needs section to cater for new homelessness duties and responsibilities.
- Preparatory work undertaken in regard to the implementation of the Housing (Scotland) Act 2001.
- Obtaining our first Anti-Social Behaviour Order.
- Awarded Scotland Health at Work Gold award.
- Quarterly newsletters sent out to every council tenant and the development of a special interest newsletter aimed specifically at sheltered housing tenants.

## FINANCIAL SERVICES

*Context: Services provided include rent and Council Tax collection, rent accounting, arrears recovery, advice and assistance, budget preparation, rent setting, financial monitoring.*

| Priority Objectives 2001/2002  | Lead Responsibility  | Target Date for Completion             | How did we perform?   |
|--|--|--|---|
| Provide a collection service in respect of rents, Council Tax and other associated accounts via ACCESS/Housing Offices   | Head of Operations/<br>Local Office financial staff                  | Continuous                             | Achieved  |
| Update, via the local Office - based rent receipting terminals, each tenant's rent account to ensure it accurately reflects all payments made                    | Local Office financial staff   | Continuous                             | Achieved  |
| Prepare budgets and monitor income and expenditure (in conjunction with the Finance department)  | Senior Financial Officer (HQ)  | In accordance with corporate timetable | Achieved  |
| Set rents  | Head of Operations/<br>Senior Financial Officer (HQ)                 | January 2002                           | Rents set at the Special Housing Committee meeting held on 12.2.02  |
| Cash collection and balancing, banking and accounting  | Local Office financial staff   | Continuous                             | Achieved  |
| Have in place adequate reconciliation, recovery, control and monitoring arrangements   | Senior Financial Officer (HQ)/<br>Head of Operations                 | Continuous                             | Achieved  |
| Ensure rent records, arrears and void control procedures are adequate and fully complied with  | Head of Operations   | Throughout Year                        | Achieved  |
| Satisfy audit requirements   | Head of Operations/<br>Senior Financial Officer (HQ)                 | Throughout Year                        | Achieved  |
| Minimise rent arrears giving due consideration to the personal circumstances of the tenant and actively pursue arrears recovery procedures within Council Policy | Local Office financial staff and Senior Financial Officer (HQ)       | Continuous                             | New methods employed, including a radio advertising campaign and targeted use of Sheriff Officers, to encourage tenants to maintain satisfactory rent accounts, in response to a decline in performance regarding the overall level of rent arrears |
| Finalise and Implement Integra Interface   | Implementation Team  | September 2001                         | Not achieved due to delays in having the necessary interface program written and tested   |
| Ensure full advice and assistance on rent payments is available to tenants   | Local Office financial staff   | Continuous                             | Achieved  |
| Prepare procedural manuals for rents and estates modules   | Appropriate Local Office and HQ staff                                | March 2002                             | Draft manual prepared for rents module  |
| Develop financial measures to be included in the Department's Balanced Scorecard   | Head of Operations/<br>Senior Financial Officer (HQ)/R and D Officer | Autumn 2001                            | Achieved and data collected, allowing first scorecard to be published   |

## FINANCIAL SERVICES *continued*

| Priority Objectives 2001/2002   | Lead Responsibility | Target Date for Completion | How did we perform?  |
|---|---------------------|----------------------------|--|
| Undertake and publish Service Review on Rent Collection, Rent Accounting and Arrears Recovery | Service Review Team | March 2002                 | Not achieved. Review deferred due to the development of the arrears module, developments in regard to use of an electronic rent card and corporate guidance on Service Reviews |
| Undertake and publish Service Review on Finance and Budgeting                                 | Service Review Team | April 2002                 | Not achieved. Review not to proceed in light of corporate guidance   |

## HOUSING MANAGEMENT SERVICES

*Context: Services provided include waiting and transfer list administration, allocations, nominations to housing associations, estate management, Council House sales, operation of National Mobility Scheme.*

| Priority Objectives 2001/2002  | Lead Responsibility  | Target Date for Completion | How did we perform?   |
|--|--|----------------------------|---|
| Applications from waiting and transfer list applicants to be dealt with in accordance with Council policy                              | Area (Housing) Managers and their staff; P.O. (Development) and P.O. (Special Needs) | Continuous                 | Achieved. Considerable work undertaken in regard to the development of the new allocations system to ensure this could be implemented from 1 April 2002   |
| Applicants to be given an adequate amount of information to enable them to make informed decisions regarding housing choices available | Area (Housing) Managers and their staff  | Continuous                 | Achieved  |
| Pilot a choice based lettings scheme in Arbroath   | Head of Operations   | Autumn 2001                | Achieved but outwith original timescale. Considerable success generated from first newsletter, resulting in a substantial number of houses being let  |
| Publish Service Review on Housing list administration  | Service Review Team  | August 2001                | Not achieved, but considerable progress made with review, including surveys being undertaken on staff and customer involvement in the application process   |
| Make the best use of nomination arrangements with housing associations   | Area (Housing) Managers  | Continuous                 | Achieved, with nomination arrangements refreshed with a number of associations  |
| Explain to new tenants their tenancy responsibilities and obligations explain the Council's responsibilities and obligations           | Relevant Local Office staff  | Continuous                 | Achieved  |
| Prepare procedures manual for property purchase module   | A.P.O. (Operations)  | March 2002                 | Not achieved due to need to implement system changes to accommodate modernised Right to Buy policy and procedures   |
| To inform tenants of their statutory Right to Buy  | P.O. (Operations)  | Annually                   | Achieved  |
| Prepare deed plans by the direct employment of staff within the Department   | Deed Plans Assistant   | September 2001             | Achieved and with plans being produced with greater accuracy  |
| Strive for a high level of customer satisfaction by involving stakeholders in the development of service standards                     | All staff  | Ongoing                    | Undertaken via the issue of a "dissatisfaction" letter every time a tenant reports a repair. Extended to all areas in Angus during February 2002 following pilot in Kirriemuir area. Following stock improvement works tenants are requested to fill in a brief questionnaire so that we can improve the management and delivery of contracts |
| Provide Housing Information and Advice Service to local areas  | Area (Housing) Managers & P.O. (Development)   | Continuous                 | Achieved  |
| Implement Tenant Participation Audit findings  | Development Officer, A.P.O. (Operations) and Local Office staff                      | Continuous                 | Implementation commenced. Cycle of "Housing News" (newsletter issued to tenants) changed from annual to quarterly basis   |

## HOUSING MANAGEMENT SERVICES *continued*

| Priority Objectives 2001/2002   | Lead Responsibility                   | Target Date for Completion | How did we perform?  |
|---|---------------------------------------|----------------------------|--|
| Undertake and publish Service Review on Estate Management etc. services                   | Service Review Team                   | May 2002                   | Not achieved, as Review put on hold pending outcome of corporate review of future shape and form of Best Value Service Reviews |
| Fully implement First Software Module for Allocations and Lists                           | Implementation Team                   | March 2002                 | Achieved   |
| Prepare procedures manual for Allocations and Lists module                                | Appropriate Local Office and HQ staff | March 2002                 | Achieved   |
| Develop housing management measures to be included in the Department's Balanced Scorecard | P.O. (Operations)/ R and D Officer    | Autumn 2001                | Achieved and data collected, allowing first scorecard to be published  |

## SPECIAL NEEDS SERVICES

Context: Services provided include operation of the Homeless Persons Legislation, management of sheltered housing warden service, development and implementation of Community Care.

| Priority Objectives 2001/2002  | Lead Responsibility   | Target Date for Completion | How did we perform?   |
|--|---|----------------------------|---|
| To produce multi-agency action plans in regard to the Homelessness Strategy                          | P.O. (Special Needs), P.O. (Development) and Development Officer    | December 2001              | Achieved for Accommodation, Support and Monitoring and Evaluation Groups Action Plans for Information and Advice and Training and Employment to be agreed with partner agencies by May 02                   |
| Review Special Needs Section staff structure   | P.O. (Special Needs)  | September 2001             | Achieved, but not within original timescale. New Homelessness funding influenced the shape of the final structure which was agreed in December 2001   |
| Undertake and publish Service Review on Homelessness   | Service Review Team   | Summer 2002                | Implementation of Part 1 of the Housing (Scotland) Act 2001 resulted in a fundamental review being commenced in regard to the homelessness service, as part of the development of the Homelessness Strategy |
| Upgrade Guthrie Hill (Arbroath) accommodation complex  | P.O. (Special Needs), P.O. (Technical) and Homeless Persons Officer | March 2002                 | Achieved in part. Assessment facility to be completed in May 2002, with phase 2 (upgrade of communal facilities) commencing later in the year   |
| Undertake feasibility study regarding the provision of a direct access hostel                        | P.O. (Special Needs)  | March 2002                 | Achieved - report received from Gowrie Housing Association in March 2002  |
| Secure funding for, and develop, a refuge in Montrose for women and children fleeing domestic abuse  | P.O. (Special Needs)  | March 2002                 | Achieved, in partnership with Angus Housing Association, Women's Aid and Communities Scotland. Refuge to open May/June 2002   |
| Monitor and evaluate Joint Assessment Pilot and bring forward recommendations for a unified protocol | Special Needs Officer and R and D Officer                           | September 2001             | Not achieved due to staffing difficulties and other workload priorities<br>Work commenced in February 2002, due for completion September 2002   |
| Assess and meet the needs of all vulnerable applicants   | Special Needs Officers and Homeless Persons Officer                 | Continuous                 | Achieved  |
| Introduce locality based planning for housing for older people                                       | P.O. (Special Needs), P.O. (Development)                            | March 2002                 | Not achieved. Dependent on the completion of the Older Persons Strategy   |
| Develop special needs measures to be included in the Department's Balanced Scorecard                 | P.O. (Special Needs), R and D Officer                               | Autumn 2001                | Achieved and data collected, allowing first scorecard to be published   |
| Implement Activity Based Costing for the Special Needs Section                                       | P.O. (Special Needs) and Senior Financial Officer (HQ)              | December 2001              | Achieved, allowing first Supporting People rent pooling return to be submitted in November 2001   |
| Introduce a range of measures to check the quality of the homelessness service                       | Homeless Persons Officer  | March 2002                 | Not achieved due to staff shortages   |

## SPECIAL NEEDS SERVICES *continued*

| Priority Objectives 2001/2002   | Lead Responsibility  | Target Date for Completion                      | How did we perform?   |
|---|--|---|---|
| To develop a comprehensive programme for upgrading sheltered housing  | P.O. Special Needs), P.O. (Technical) and Special Needs Officers | March 2002                                      | Limited progress made   |
| Agree a brief for meeting housing and support needs for residents of the proposed sheltered housing plus scheme in Montrose | P.O. (Special Needs) and P.O. (Development)                      | Autumn 2001                                     | Achieved, but outwith timescale. Still seeking agreement of Social Work and Health on structure for care and support              |
| To introduce a new procedures manual for sheltered housing wardens  | Special Needs Officer  | Autumn 2001                                     | Achieved  |
| Pilot a new role for sheltered housing wardens to be involved in housing assessment and management issues                   | P.O. (Special Needs) and Special Needs Officer                   | March 2002                                      | Not achieved, due to difficulties in obtaining approval to restructure the Special Needs Section. Pilot may commence in June 2002 |
| Pilot a sheltered housing tenants newsletter  | Special Needs Officer, Development Officer and tenants           | March 2002                                      | Project delayed due to other priorities. First issue to be ready late Spring 2002   |
| All sheltered housing schemes to hold regular tenant meetings   | Special Needs Officer  | September 2001                                  | Achieved  |
| Involve service users in shaping future Challenge Funded projects   | P.O. (Special Needs)   | December 2001                                   | Achieved  |
| Develop new systems for the implementation of Supporting People   | P.O. (Special Needs)   | In accordance with Scottish Executive timetable | Not achieved  |
| Identify housing support service costs and the amount of pooled rent income financing housing support                       | Head of Operations and Senior Financial Officer (HQ)             | September 2001                                  | Achieved  |

## TECHNICAL SERVICES

*Context: Services provided include organising and supervising day-to-day repairs (including emergencies and out of hours arrangements), granting approval for tenants alterations and improvements, devising and monitoring the stock improvement programme, providing technical input and briefs for major improvement works/new build schemes, liaison with owner occupiers on mutual and common repairs, developing the H.E.C.A strategy.*

| Priority Objectives 2001/2002  | Lead Responsibility                | Target Date for Completion | How did we perform?   |
|--|------------------------------------|----------------------------|---|
| Modernise 121 houses   | P.O. (Technical)                   | 31.3.2002                  | 107   |
| Install new windows in 860 houses  | P.O. (Technical)                   | 31.3.2002                  | 1028  |
| Install/replace heating systems in 420 houses  | P.O. (Technical)                   | 31.3.2002                  | 334   |
| Measure the quality of the unplanned maintenance repairs service   | Relevant HQ and Local Office staff | Continuous                 | Repairs dissatisfaction letter introduced. Low percentage of tenants expressing dissatisfaction with service                                  |
| Improve liaison/information arrangements with tenants on routine repair work and planned maintenance/improvement work              | Relevant HQ and Local Office staff | March 2002                 | Achieved<br>Regular liaison with unplanned maintenance contractors in regard to performance to target dates set and percentage of jobs varied |
| Survey/Monitor Customer Satisfaction regarding stock improvements  | P.O. (Operations)                  | Continuous                 | Achieved and results used to address weaknesses in contract arrangements  |
| Implementation of energy efficiency strategy and stock improvements  | Technical Officer                  | Throughout year            | Achieved  |
| Review and amend the unplanned maintenance Schedule of Rates   | S.T.O (Operations) and team        | Summer 2001                | Achieved but not within timescale   |
| Prepare procedures manual for unplanned maintenance module   | Appropriate Local Office/HQ staff  | March 2002                 | Not achieved  |
| Prepare procedures manual for planned maintenance module   | Technical Officer                  | March 2002                 | Achieved  |
| Develop technical measures to be included in the Department's Balanced Scorecard   | P.O. (Technical) /R and D Officer  | Autumn 2001                | Achieved and data collected, allowing first scorecard to be published   |
| Publish results of stock condition survey - Phase 1 and obtain views from a sample of tenants on their priorities for improvements | P.O. (Technical)                   | Summer 2001                | Results published April 2001 and views of tenants sought via "Housing News" letter  |
| Undertake stock condition survey - Phase 2   | P.O. (Technical)                   | December 2001              | Achieved apart from some 800 non-access cases   |
| Develop the public's awareness of the need to be more energy efficient   | Technical Officer                  | Summer 2001                | Achieved  |
| Produce action plan to improve energy efficiency in the private sector housing stock   | Home Energy Management Officer     | March 2002                 | Not achieved due to recruitment difficulties  |

## POLICY AND DEVELOPMENT SERVICES

*Context: Services provided include strategic planning of the Housing Service, preparation and monitoring of the Housing Plan, preparation and monitoring of Strategic Agreement with Scottish Homes, liaison with housing associations and private developers. co-ordination of funding bids under Government initiatives, development of tenant participation, co-ordination of Department's participation in Best Value, co-ordination of Performance Indicator information, commissioning research projects, collation of statistical information, co-ordination of Housing Committee reports.*

| Priority Objectives 2001/2002   | Lead Responsibility                                       | Target Date for Completion | How did we perform?   |
|---|---|----------------------------|---|
| Publish new Strategic Agreement with Scottish Homes   | P.O. (Development)  | September 2001             | Achieved but outwith timescale. New Agreement approved by Housing Committee in November 2001 and signed in January 2002   |
| Respond to Scottish Executive consultation papers   | Head of Policy, Development and Support and staff         | By response date           | Achieved  |
| Take forward work in regard to the new Housing Bill   | Relevant HQ staff   | March 2002                 | Achieved  |
| Improve data collection so that demand and need may be reflected in other policies and in fulfilment of the Council's enabling role | P.O. (Development) and staff                              | Throughout year            | Not achieved due to staffing difficulties and ongoing development of SX3 system   |
| Develop policy and development measures to be included in the Department's Balanced Scorecard                                       | Head of Policy, Development and Support /R and D Officer  | Autumn 2001                | Achieved and data collected, allowing first scorecard to be published   |
| Publish results of audit of Tenant Participation in Angus   | Development Officer                                       | September 2001             | Achieved  |
| Undertake Tenant Participation Service Review   | Service Review Team                                       | December 2001              | Achieved  |
| Make the best use of the current stock and not create residualised and disadvantaged estates through the use of Letting Plans       | Area (Housing) Managers; P.O.s Development and Operations | Continuous                 | Achieved  |
| Develop partnership working with the Private Rented sector  | P.O. (Development)  | March 2002                 | Not achieved due to staffing difficulties   |
| Undertake Housing Needs Assessment  | P.O. (Development)  | Winter 2001                | Work commenced through the use of consultants, and in partnership with Communities Scotland and Perth and Kinross Council   |
| Commence work on the draft Local Housing Strategy   | P.O. (Development) and team                               | Continuous                 | Contract awarded to develop a framework for the Local Housing Strategy. Housing Needs Assessment commenced. Fuel poverty strategy written. Structure put in place for a Local Information Partnership |
| Agree research programme for 2002 - 2004  | P.O. (Development)  | Summer 2001                | Achieved  |

## POLICY AND DEVELOPMENT SERVICES *continued*

| Priority Objectives 2001/2002  | Lead Responsibility                      | Target Date for Completion | How did we perform?                             |
|--|--|----------------------------|---|
| Maintain and update the Guide to Housing Options in Angus                      | Research and Development Officer         | July 2001                  | Achieved  |
| Pilot National Standards for Housing Information and Advice                    | P.O. (Development) and Operational staff | Summer 2002                | Achieved  |
| Develop Personal Housing Plans for specific groups                             | Development Officer                      | Throughout year            | Limited work undertaken due to other priorities |
| Participate in operation of licensing scheme for houses in multiple occupation | P.O. (Development)                       | Continuous                 | Achieved  |

## PERSONNEL AND ADMINISTRATIVE SERVICES

*Context: Services provided include general administrative support, personnel matters, Health and Safety, training and staff development.*

| Priority Objectives 2001/2002   | Lead Responsibility                                   | Target Date for Completion | How did we perform?   |
|---|---|----------------------------|---|
| Participation in Investors in People Programme  | liP Team  | Throughout Year            | Achieved, with pre-assessment review being carried out in February 2002   |
| Review Departmental Training Plan   | Review Working Group                                  | July 2001                  | Achieved and results used to inform the 2001/02 Training Plan   |
| Develop Departmental Health and Safety policies and procedures                                    | P.O. (Operations)                                     | Throughout Year            | Achieved  |
| All staff to have had first Performance Appraisal and Development interview                       | Line Managers   | August 2001                | All relevant staff appraised  |
| Devise an appropriate staff development programme for wardens                                     | Special Needs Officer                                 | December 2001              | Achieved  |
| Departmental Intranet site developed as primary source of information on policies and procedures  | Systems Administrator and other staff                 | March 2002                 | Due to other priorities it was not possible to develop the Intranet site  |
| Develop administrative and support measures to be included in the Department's Balanced Scorecard | R and D Officer & Administrative Assistant            | Autumn 2001                | Achieved and data collected, allowing first scorecard to be published   |
| Undertake and Publish Service Review on Administration and I.T. Systems                           | Service Review Team                                   | March 2002                 | Work commenced but in light of corporate guidance this will be taken forward as an activity area review rather than a Best Value Service Review |
| Include in Induction Pack information on the Department's approach to Best Value                  | Head of Policy, Development & Support/R and D Officer | August 2001                | Achieved  |



## 2002 - 2005 Priority Service Areas

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For 2002 -2005 the following Priority Service Areas have been identified:-

- Financial Services
- Housing Management Services
- Special Needs Services
- Technical Services
- Policy and Development Services
- Personnel and Administrative Services

In the following pages details are given on:-

- The services provided under each Priority Service Area;
- The priority objectives set for each Priority Service Area;
- The Lead Officer or Officers responsible for each objective;
- Target dates for completion;
- How success will be measured;
- Future plans for objectives (where relevant);
- The human and financial resources available;
- The linkage to the Council's Corporate Plan.

## FINANCIAL SERVICES

*Context: Services provided include rent and Council Tax collection, rent accounting, arrears recovery, advice and assistance, budget preparation, rent setting, financial monitoring.*

| Priority Objectives 2002/2003<br>Development (D)<br>Maintenance (M)  | Lead Responsibility  | Target Date for Completion             | Success Criteria  | Future Plans (2003/2005)   |
|--|--|--|---|--|
| Provide a collection service in respect of rents, Council Tax and other associated accounts via ACCESS/Housing Offices or other recognised outlets (M)               | Head of Operations/<br>Local Office financial staff            | Continuous                             | Number of transactions processed  | Maximise Direct Debit uptake   |
| Update, via the local Office - based rent receiving terminals, each tenant's rent account to ensure it accurately reflects all payments made (M)                     | Local Office financial staff                                   | Continuous                             | Rent Accounts updated with all payments made  | Introduce "smart" rent cards   |
| Prepare budgets and monitor income and expenditure (in conjunction with the Finance Dept) (M)  | Senior Financial Officer (HQ)                                  | In accordance with corporate timetable | Budget prepared<br>Committee approval given<br>Council approval given<br>Monitoring reports produced on a regular basis and analysed by relevant budget holders |  |
| Set rents (M)  | Head of Operations/<br>Senior Financial Officer (HQ)           | February 2003                          | Committee approval given  | Tenants to be formally consulted in regard to future rent increase proposals                                     |
| Cash collection and balancing, banking and accounting (M)  | Local Office financial staff                                   | Continuous                             | Correct reconciliation of funds received  |  |
| Have in place adequate reconciliation, recovery, control and monitoring arrangements (M)   | Senior Financial Officer (HQ)/<br>Head of Operations           | Continuous                             | Satisfactory Audit reports received   |  |
| Ensure rent records, arrears and void control procedures are adequate and fully complied with (M)  | Head of Operations   | Throughout Year                        | Satisfactory Audit reports/Satisfactory Statutory Performance Indicator results   | Full year implementation of rent arrears module  |
| Satisfy audit requirements (M)   | Head of Operations/<br>Senior Financial Officer (HQ)           | Throughout Year                        | Internal and External reports indicating satisfaction with control systems etc.   |  |
| Minimise rent arrears giving due consideration to the personal circumstances of the tenant and actively pursue arrears recovery procedures within Council Policy (M) | Local Office financial staff and Senior Financial Officer (HQ) | Continuous                             | Use of relevant Performance Indicators  | Consider further use of local radio for general, and Sheriff Officer use for selective, arrears control purposes |
| Finalise and Implement Integra Interface (D)   | Implementation Team  | April 2002                             | Interface meets specification<br>Relevant data transferred at all times   |  |

## FINANCIAL SERVICES *continued*

| Priority Objectives 2002/2003<br>Development (D)<br>Maintenance (M)                                    | Lead<br>Responsibility   | Target<br>Date for<br>Completion | Success Criteria   | Future Plans<br>(2003/2005)   |
|--|--|----------------------------------|--|---|
| Ensure full advice and assistance on rent payments is available to tenants (M)                         | Local Office financial staff                                       | Continuous                       | Information leaflets and verbal advice provided to customers                             | Utilise National Standards for Information and Advice to improve service delivery |
| Prepare procedures manual for estates module (D)   | Appropriate Local Office and HQ staff                              | Summer 2002                      | Manual prepared and published both in paper format and on the Department's Intranet site |   |
| Review and amend, if necessary, financial measures included in the Department's Balanced Scorecard (D) | Head of Operations/<br>Senior Financial Officer (HQ)/R & D Officer | Autumn 2002                      | Measures reviewed and amended  |   |

**Outline of Human/Financial Resources Allocated:** Headquarters and Local Office staff; local ACCESS/Housing Offices: relevant budgets

**Linkage to Corporate Plan:** Appropriate Themes

## HOUSING MANAGEMENT SERVICES

*Context: Services provided include waiting and transfer list administration, allocations, nominations to housing associations, estate management, Council House sales, operation of National Mobility Scheme.*

| Priority Objectives 2002/2003<br>Development (D)<br>Maintenance (M)  | Lead Responsibility  | Target Date for Completion | Success Criteria  | Future Plans (2003/2005)                                       |
|--|--|----------------------------|---|--|
| Applications from housing list applicants to be dealt with in accordance with Council policy (M)                                     | Area (Housing) Managers and their staff; P.O. (Operations) | Continuous                 | Formal audit of allocation process confirms compliance with policy<br>Publication of ethnic monitoring data |  |
| Applicants given an adequate amount of information to enable them to make informed decisions regarding housing choices available (M) | Area (Housing) Managers and their staff                    | Continuous                 | Applicants satisfactorily rehoused<br>Monitoring use of Housing Options Guide                               |  |
| Publish service review on Housing list administration (D)  | Service Review Team  | August 2002                | Review published and Improvement Plan approved by Housing Committee   | Action Service Improvement Plan                                |
| Evaluate Arbroath Community Based Lettings Initiative (D)  | Area Housing Manager Arbroath                              | Summer 2002                | Evaluation undertaken   |  |
| Make the best use of nomination arrangements with housing associations (M)   | Area (Housing) Managers                                    | Continuous                 | Percentage of nominations accepted  |  |
| Explain to new tenants their tenancy responsibilities and obligations explain the Council's responsibilities and obligations (M)     | Relevant Local Office staff                                | Continuous                 | Survey reveals that tenancy conditions are understood   |  |
| Implement new Scottish Secure Tenancy in accordance with legislative requirements contained in the Housing (Scotland) Act 2001 (D)   | Implementation Officer                                     | 30.9.2002                  | Scottish Secure Tenancy introduced  | All tenants to have signed new tenancy agreement by March 2004 |
| Implement modernised Right to Buy (D)  | A.P.O. (Operations)  | 30.9.2002                  | New procedures implemented and tenants advised  |  |
| Prepare procedures manual for property purchase module (D)   | A.P.O. (Operations)  | 30.9.2002                  | Manual produced and published   |  |
| Strive for a high level of customer satisfaction by involving stakeholders in the development of service standards (M) (D)           | All staff  | Ongoing                    | Satisfaction levels shown by customers through surveys  |  |
| Establish and train Tenants Jury to help develop standards and targets (D)   | Tenant and Community Participation Officer                 | October 2002               | Jury established and trained<br>Initial range of standards and targets agreed                               | Evaluate the effectiveness of the Tenants Jury                 |

## HOUSING MANAGEMENT SERVICES *continued*

| Priority Objectives 2002/2003<br>Development (D)<br>Maintenance (M)   | Lead Responsibility   | Target Date for Completion        | Success Criteria   | Future Plans (2003/2005)   |
|---|---|-----------------------------------|--|--|
| Review and develop existing Tenant Participation Strategy (D)   | Tenant and Community Participation Officer                            | Per Scottish Executive time scale | Review completed of existing Tenant Participation Strategy<br>Tenants have been involved in developing the strategy<br>Feedback provided to tenants<br>Range of methods established to ensure participation is inclusive<br>Tenant participation training programme for staff linked to appraisal system | Annual review of Tenant Participation Strategy to reflect changes in participation requirements as a result of the Housing (Scotland) Act 2001<br>Develop a code of practice setting out the basics of how participation will be undertaken by the Council<br>Develop good practice in tenant participation and strengthen consideration of equality issues for all groups |
| Develop register of tenants organisations (D)   | Tenant and Community Participation Officer                            | September 2002                    | Register created and organisations registered  |  |
| Review and amend, if necessary, housing management measures included in the Department's Balanced Scorecard (D) | P.O. (Operations)/R and D Officer                                     | Autumn 2002                       | Measures reviewed and amended  |  |
| Implement measures to ensure a consistent standard for properties to be re-let (D)                              | Area (Housing) Managers   | Ongoing                           | Reduction in voids<br>Improved customer care<br>Improved performance in regard to time taken to re-let properties  |  |
| Undertake activity review in regard to the allocation and management of lock-up garages                         | Appropriate HQ and Local Office staff and tenants                     | December 2002                     | Review completed<br>Recommendations implemented  |  |
| Provide Housing Information and Advice Service to local areas (D)   | Area (Housing) Managers and Quality Assurance and Compliance Officers | Continuous                        | Training modules completed by all staff<br>Gain national accreditation   |  |

**Outline of Human/Financial Resources Allocated:** Staff at HQ and Local Offices; relevant budgets

**Linkage to Corporate Plan:** Appropriate Themes

## SPECIAL NEEDS SERVICES

*Context: Services provided include operation of the Homeless Persons legislation, management of sheltered housing warden service, development and implementation of Community Care.*

| Priority Objectives 2002/2003<br>Development (D)<br>Maintenance (M)                                      | Lead Responsibility   | Target Date for Completion                             | Success Criteria   | Future Plans (2003/2005)  |
|--|---|--|--|---|
| To review and update multi-agency action plans in regard to the Homelessness Strategy (D)                | P.O. (Special Needs), Homelessness Strategy Co-ordinator and Development Officer (SN)     | June 2002  | Action plans produced and implementation commenced   | Commission a floating support service<br>Gain accreditation for National Standards for information and Advice<br>Develop a therapeutic training and work experience project |
| Obtain approval for new Homelessness Strategy (D)  | Homelessness Strategy Co-ordinator  | March 2003   | Strategy agreed  |   |
| Obtain agreement for Health and Homelessness Plan (Angus) (D)  | P.O. (Special Needs)  | May 2002   | Plan agreed  |   |
| Undertake homelessness needs assessment (D)  | Homelessness Strategy Co-ordinator and Development Officer (SN)                           | December 2002  | Assessment completed   |   |
| Research and bring forward proposals to address issues relating to arrears and homelessness in Angus (D) | Development Officer (SN)  | December 2002  | Report completed   |   |
| Review and revise Homelessness Policy and Procedures (D)   | Development Officer (SN)  | March 2003   | New Policy and Procedures produced and published   |   |
| Upgrade Guthrie Hill (Arbroath) (D)  | P.O. (Special Needs), P.O. (Technical)  | Phase 1-May 2002<br>Phase 2-by March 2003              | Complex upgraded/Appropriate support provided to assist young people to move onto more independent living situations   |   |
| Develop a co-ordinated approach to planning and delivering services for vulnerable young people (D)      | P.O. (Special Needs), Homelessness Strategy Co-ordinator, Development Worker (Rowan Alba) | May 2002<br>July 2002<br>October 2002<br>December 2002 | Needs of young people identified<br>Young Persons Housing and Support Co-ordinator appointed<br>Assessment criteria agreed<br>Consortium extended<br>Supports agreed |   |
| Develop programme and identify funding for the provision of a direct access hostel (D)                   | P.O. (Special Needs)  | December 2002  | Programme agreed with Gowrie Housing Association   |   |
| Refuge opened in Montrose for women and children fleeing domestic abuse (D)                              | P.O. (Special Needs)  | May/June 2002  | Refuge opened and occupied   |   |

## SPECIAL NEEDS SERVICES *continued*

| Priority Objectives 2002/2003<br>Development (D)<br>Maintenance (M)   | Lead Responsibility   | Target Date for Completion                      | Success Criteria   | Future Plans (2003/2005)                                    |
|---|---|---|--|---|
| Evaluate Joint Assessment Pilot and bring forward recommendations for a unified protocol (D)                              | P.O.(Special Needs), Supported Accommodation Officer and Development Officer (SN)                               | September 2002                                  | Evaluation completed<br>Unified protocol agreed with housing and support providers   |   |
| Assess and meet the needs of all vulnerable applicants (M) (D)  | Special Needs Officers  | Continuous                                      | Monitoring and evaluation confirms that needs are being met  |   |
| Introduce a range of measures to check the quality of the homelessness and other related housing and support services (D) | Quality Assurance and Compliance Officer (Special Needs)  | March 2003                                      | Measures determined<br>Survey of customers reveals that service meets standards set  |   |
| Refine the Identification of housing support service costs (D)  | P.O.(Special Needs) and Senior Financial Officer (HQ)   | Throughout year                                 | Costs identified<br>Information supplied to the Scottish Executive   |   |
| Develop new systems for the implementation of Supporting People (D)   | P.O. (Special Needs), Supported Accommodation Officer, Quality Assurance and Compliance Officer (Special Needs) | In accordance with Scottish Executive timetable | Single Shared Assessment Housing Support Service compliant with the Standards<br>Services identified in Homeless Persons Units and other tenancy support funded through Transitional Housing Benefit<br>Supporting People forms completed for existing and pipeline projects | Implementation of Supporting People                         |
| Review and amend, if necessary, special needs measures included in the Department's Balanced Scorecard (D)                | P.O. (Special Needs)/R and D Officer  | Autumn 2002                                     | Measures reviewed and amended  |   |
| Pilot a new role for sheltered housing wardens to be involved in housing assessment and management issues (D)             | P.O. (SN) and Supported Accommodation Officer   | March 2003                                      | Pilot project implemented<br>Wardens involved in assessment process and management issues  | Monitor and review pilot                                    |
| To develop a comprehensive programme for upgrading sheltered housing (D)  | P.O.(Special Needs), P.O. (Technical) and Supported Accommodation Officer                                       | March 2003                                      | Rolling planned maintenance and improvement programme introduced<br>Security issues dealt with   |   |
| Review and seek Housing Committee approval to restructure the warden service (D)  | Supported Accommodation Officer   | December 2002                                   | Approval given by Committee to new structure<br>New structure implemented  |   |
| Fully develop a sheltered housing tenants newsletter (D)  | Supported Accommodation Officer, nominated Warden & tenants   | Autumn 2002                                     | Newsletter produced  | Extend pilot to cover all Council sheltered housing schemes |

## SPECIAL NEEDS SERVICES *continued*

| Priority Objectives 2002/2003<br>Development (D)<br>Maintenance (M)              | Lead<br>Responsibility  | Target<br>Date for<br>Completion | Success Criteria  | Future Plans<br>(2003/2005) |
|--|---|----------------------------------|---|-----------------------------|
| All sheltered housing schemes to hold regular tenant meetings (D)                | Supported Accommodation Officer                                   | September 2002                   | Regular meetings held   |                             |
| Provide PCs for sheltered housing wardens (D)                                    | Systems Administrator,<br>Supported Accommodation Officer         | June 2002                        | All schemes have PCs installed and operational                                  |                             |
| All sheltered housing schemes to demonstrate effective budget administration (D) | Senior Financial Officer (HQ),<br>Supported Accommodation Officer | Continuous                       | Procedures agreed<br>Monitoring and evaluation confirm effective administration |                             |
| Produce handbook for sheltered housing tenants (D)                               | Supported Accommodation Officer                                   | October 2002                     | Handbook produced and published   |                             |

**Outline of Human/Financial Resources Allocated:** Relevant HQ and Local Office staff; special needs and sheltered housing budgets

**Linkage to Corporate Plan:** Appropriate Themes

## TECHNICAL SERVICES

**Context:** *Services provided include organising and supervising day-to-day repairs (including emergencies and out of hours arrangements), granting approval for tenants alterations and improvements, devising and monitoring the stock improvement programme, providing technical input and briefs for major improvement works/new build schemes, liaison with owner occupiers in regard to mutual and common developing the Home Energy Conservation Act strategy.*

| Priority Objectives 2002/2003<br>Development (D)<br>Maintenance (M)  | Lead Responsibility                   | Target Date for Completion | Success Criteria  | Future Plans (2003/2005)  |
|--|---------------------------------------|----------------------------|---|---|
| Modernise 73 houses (D)  | P.O. (Technical)                      | 31.3.2003                  | Output target achieved  |   |
| Install new windows in 987 houses (D)  | P.O. (Technical)                      | 31.3.2003                  | Output target achieved  | All remaining houses to have double glazed windows by 31.3.04                                   |
| Install/replace whole house heating systems in 341 houses (D)  | P.O. (Technical)                      | 31.3.2003                  | Output target achieved  | Bulk procurement arrangement in place to ensure all houses have full central heating by 31.3.07 |
| Replace kitchens in 230 houses (D)   | P.O. (Technical)                      | 31.3.2003                  | Output target achieved  | Additional funding to be allocated to programme from 2004/05                                    |
| Continue Electrical Testing and upgrading and rewiring of properties (D)   | P.O. (Technical)                      | Continuous                 | Data co-ordinated with heating upgrade programme  |   |
| Measure the quality of the unplanned maintenance repairs service (M)   | Relevant HQ and Local Office staff    | Continuous                 | Less than 10% of repairs result in dissatisfaction slips being received                   |   |
| Survey/Monitor Customer Satisfaction regarding stock improvements (M)  | P.O. (Operations)                     | Continuous                 | Outcomes fed into ongoing programme   |   |
| Implementation of energy efficiency strategy and stock improvements (M) (D)  | Technical Officer                     | Throughout year            | Achievement of targets set in Council's HECA report                                       | Submit funding bids under HECAAction programme  |
| Prepare procedures manual for unplanned maintenance module (D)   | Appropriate Local Office and HQ staff | March 2003                 | Manual prepared and published in paper format and on Department's Intranet site           |   |
| Review and amend, if necessary, technical measures included in the Department's Balanced Scorecard (D)                                 | P.O. (Technical)/R and D Officer      | Autumn 2002                | Measures reviewed and amended   |   |
| Publish results of stock condition survey - Phase 2 and obtain views from a sample of tenants on their priorities for improvements (D) | P.O. (Technical)                      | Summer 2002                | Report published/Tenants surveyed/Revised Stock Improvement programme agreed by Committee | Improve targeting of resources  |
| Produce action plan to improve energy efficiency in the private sector housing stock (D)   | Home Energy Management Officer        | March 2003                 | Action plan produced  | Implement action plan   |

**Outline of Human/Financial Resources Allocated:** Technical staff at HQ and Local Offices; HRA Capital Programme approx. £7m; Planned and unplanned maintenance budget approx. £4.4m

**Linkage to Corporate Plan:** Appropriate Themes

## POLICY AND DEVELOPMENT SERVICES

*Context: Services provided include strategic planning of the Housing Service, preparation and monitoring of the Local Housing Strategy, preparation and monitoring of Strategic Agreement with Communities Scotland, liaison with housing associations and private developers, co-ordination of funding bids under Government initiatives, development of tenant participation, co-ordination of Department's participation in Best Value, co-ordination of Performance Indicator information, commissioning research projects, collation of statistical information, co-ordination of Housing Committee reports.*

| Priority Objectives 2002/2003<br>Development (D)<br>Maintenance (M)       | Lead Responsibility   | Target Date for Completion | Success Criteria   | Future Plans (2003/2005)  |
|---|---|----------------------------|--|---|
| Implement new Strategic Agreement with Communities Scotland (D)           | P.O. (Housing Strategy and Partnerships)                                | Continuous                 | Targets in implementation plan achieved  |   |
| Respond to Scottish Executive consultation papers (D)                     | Head of Policy, Development and Support and relevant staff              | By response date           | Responses submitted to the Scottish Executive Reports submitted to Housing Committee as appropriate                |   |
| Take forward implementation of the Housing (Scotland) Act 2001 (D)        | Relevant HQ staff   | March 2003                 | Reports presented to Housing Committee Policies and procedures reviewed and amended to comply with new legislation |   |
| Complete Housing Needs Assessment Research Project (D)                    | Development Officer   | Summer 2002                | Report published   |   |
| Develop Angus Housing Information Partnership (D)                         | P.O. (Housing Strategy and Partnerships) and staff                      | Summer 2002                | Partnership established  |   |
| Produce Local Housing Strategy (D)  | P.O. (Housing Strategy and Partnerships) and staff                      | 1.4.2003                   | Strategy produced and submitted to Communities Scotland  |   |
| Undertake appraisal of the future of low demand Council housing stock (D) | P.O. (Housing Strategy and Partnerships) and staff                      | 1.4.2003                   | Review completed   | Options paper submitted to Housing Committee<br>Long term strategy agreed           |
| Participate in the Cliffron Arbroath Regeneration Initiative              | Relevant HQ and Local Office staff                                      | Throughout year            | Regeneration project targets met   | New housing provided to meet community's requirements<br>Stock transfer ballot held |
| Implement pilot Community Mediation Scheme (D)                            | A.P.O. (Community Safety)   | 31.12.2002                 | Pilot commences  | Evaluation of pilot and decision taken as to whether or not the scheme continues    |
| Provide support to Angus Community Care Charitable Trust (M)              | P.O. (Housing Strategy and Partnerships) and Senior Development Officer | Continuous                 | Support provided in regard to development, governance, finance and housing management                              |   |

## POLICY AND DEVELOPMENT SERVICES *continued*

| Priority Objectives 2002/2003<br>Development (D)<br>Maintenance (M)   | Lead Responsibility                                      | Target Date for Completion | Success Criteria  | Future Plans (2003/2005)  |
|---|--|----------------------------|---|---|
| Develop partnership working with the Private Rented sector (D)  | P.O. (Housing Strategy and Partnerships)                 | March 2003                 | Landlords Forum established   |   |
| Agree research programme for 2002 - 2005 (D)  | P.O. (Housing Strategy and Partnerships)                 | Summer 2002                | All managers have input into priorities for research Programme agreed   |   |
| Maintain and update the Guide to Housing Options in Angus (M) (D)   | Research and Development Officer                         | July 2002                  | Housing Options updated and published in 3 formats - paper, electronic and CD-ROM   | Co-ordinate working group (internal departments and external agencies) to further develop Guide |
| Implement National Standards for Housing Information and Advice (M)   | QA and C Officer and Operational staff                   | By March 2003              | Gain accreditation  | Involve other departments and agencies  |
| Develop Personal Housing Plans for specific groups (D)  | Development Officer                                      | Throughout year            | Personal Housing Plans undertaken with young people at Guthrie Hill<br>Develop plan for Personal Housing Plans in rural areas | Consider use of dedicated staff to provide Personal Housing Plans                               |
| Review and amend, if necessary, policy and development measures included in the Department's Balanced Scorecard (D) | Head of Policy, Development and Support /R and D Officer | Autumn 2002                | Measures reviewed and amended   |   |

**Outline of Human/Financial Resources Allocated:** HQ and Local Office Staff: relevant budgets

**Linkage to Corporate Plan:** Appropriate Themes

## PERSONNEL AND ADMINISTRATIVE SERVICES

*Context: Services provided include general administrative support; personnel matters; Health and Safety; training and staff development.*

| Priority Objectives 2002/2003<br>Development (D)<br>Maintenance (M)   | Lead Responsibility                          | Target Date for Completion | Success Criteria   | Future Plans (2003/2005) |
|---|--|----------------------------|--|--------------------------|
| Achieve Investors in People accreditation (D)   | liP Team                                     | Autumn 2002                | Awarded liP accreditation  |                          |
| Review Departmental Training Plan for 2001/02 (D)   | Review Working Group                         | May 2002                   | Review completed and recommendations made regarding training budget priorities |                          |
| Devise Training Plan for 2002/03 (D)  | liP Team                                     | June 2002                  | Training Plan produced   |                          |
| Appropriate training given to staff in regard to the Housing (Scotland) Act 2001 (D)  | Lead Officers for sections of the Act        | Throughout Year            | Staff have received appropriate training                                       |                          |
| Develop Departmental Health and Safety policies and procedures (D)  | P.O. (Operations)                            | Throughout Year            | Targets in action plan met<br>Annual report submitted to Housing Committee     |                          |
| Departmental Intranet site developed as primary source of information on policies and procedures (D)                        | Systems Administrator and other staff        | March 2003                 | Site developed<br>High number of hits recorded                                 |                          |
| Review & amend, as necessary, administrative and support measures to be included in the Department's Balanced Scorecard (D) | R and D Officer and Administrative Assistant | Autumn 2002                | Measures reviewed and amended  |                          |
| Complete activity review on Administration and I.T. Systems (D)   | Service Review Team                          | Autumn 2002                | Review published and Improvement Plan implemented                              |                          |
| Staff to participate in the European Computer Driving Licence Scheme (D)  | Training Co-ordinator and liP team           | Throughout year            | Staff obtain licences  |                          |

**Outline of Human/Financial Resources Allocated:** Relevant HQ and Local Office Staff; Training budget - £22,500

**Linkage to Corporate Plan:** Appropriate Themes

# APPENDIX 1

3 Year Budget Information 2002/03 - 2004/05

## Housing Revenue Account

| Departmental Summary       | Agreed Final Budget<br>@ Outturn Prices<br>2002/03 | Provisional Budget<br>@ Outturn Prices<br>2003/04 | Provisional Budget<br>@ Outturn Prices<br>2004/05 |
|----------------------------|--|---|---|
| <b>Expenditure</b>         | <b>£'000</b>                                       | <b>£'000</b>                                      | <b>£'000</b>                                      |
| Financing charges          | 6,959  | 6,453   | 6,439   |
| Supervision and Management | 3,906  | 4,026   | 4,101   |
| Repairs and Maintenance    | 4,399  | 5,296   | 5,328   |
| Special Needs              | 850  | 862   | 870   |
| Sheltered Housing          | 1,038  | 1,077   | 1,102   |
| Loss of rents              | 363  | 171   | 175   |
| Other Expenditure          | 298  | 298   | 298   |
| <b>Total Expenditure</b>   | <b>17,813</b>                                      | <b>18,183</b>                                     | <b>18,313</b>                                     |
| <b>Income</b>              |  |   |   |
| Council House Rents        | 16,544   | 16,996  | 17,058  |
| Other Rents                | 596  | 614   | 632   |
| Interest etc.              | 231  | 260   | 260   |
| Hostel Support Grant       | 24   | 24  | 24  |
| Other income               | 194  | 194   | 194   |
| <b>Total Income</b>        | <b>17,589</b>                                      | <b>18,088</b>                                     | <b>18,168</b>                                     |

**NOTE:** Rent levels take into account estimated Council house sales and also assume an inflationary increase. The projections for 2003/04 and 2004/05 contained in the three-year budgets have been prepared based on best information available at the time. The projections will be subject to future revision and should thus be treated merely as indicative best estimates at present.

# APPENDIX 2

3 Year Budget Information 2002/03 - 2004/05

## Housing Management Account

| Departmental Summary     | Agreed Final Budget<br>@ Outturn Prices<br>2002/03 | Provisional Budget<br>@ Outturn Prices<br>2003/04 | Provisional Budget<br>@ Outturn Prices<br>2004/05 |
|--------------------------|--|---|---|
| <b>Expenditure</b>       | <b>£'000</b>                                       | <b>£'000</b>                                      | <b>£'000</b>                                      |
| Employee Costs           | 2,396  | 2,516   | 2,591   |
| Property Costs           | 51   | 51  | 51  |
| Supplies and Services    | 512  | 512   | 512   |
| Transport Costs          | 92   | 92  | 92  |
| <b>Total Expenditure</b> | <b>3,051</b>                                       | <b>3,171</b>                                      | <b>3,246</b>                                      |
| <b>Total Income</b>      | <b>259</b>   | <b>259</b>  | <b>259</b>  |
| <b>Net Expenditure</b>   | <b>2,792</b>                                       | <b>2,912</b>                                      | <b>2,987</b>                                      |

## APPENDIX 3

3 - Year Budget Information 2002/03 - 2004/05

### Other Housing

| Departmental Summary                  | Agreed Final Budget<br>@ Outturn Prices<br>2002/03 | Provisional Budget<br>@ Outturn Prices<br>2003/04 | Provisional Budget<br>@ Outturn Prices<br>2004/05 |
|---------------------------------------|--|---|---|
|                                       | £'000  | £'000   | £'000   |
| <b>Housing Benefits</b>               |  |   |   |
| Benefits Paid                         | 15,740   | 15,975  | 16,002  |
| Govt Grant in respect of Benefits     | (14,937)   | (15,160)  | (15,186)  |
| Net expenditure                       | 803  | 815   | 816   |
| <b>Housing Benefit Administration</b> |  |   |   |
| Housing Benefit Administration        | 477  | 504   | 508   |
| Housing Benefit Administration Grant  | (158)  | (158)   | (158)   |
| Net expenditure                       | 319  | 346   | 350   |
| <b>Improvement Grants</b>             |  |   |   |
| Administration                        | 58   | 59  | 59  |
| <b>Housing Advances</b>               |  |   |   |
| Net Recoveries                        | (97)   | (97)  | (97)  |
| Capital Financing Costs               | 76   | 81  | 81  |
| Net Financing/(Recoveries)            | (21)   | (16)  | (16)  |
| <b>Homelessness</b>                   | 144  | 144   | 144   |
| <b>Other</b>                          |  |   |   |
| Anti-Social Behaviour Orders          | 16   | 16  | 16  |
| House Condition Survey                | 1  | 1   | 1   |
| Angus Care and Repair                 | 74   | 74  | 74  |
| Home Energy Conservation Act 1995     | 20   | 20  | 20  |
| Rough Sleepers Initiative             | 26   | 26  | 26  |
| Supporting People                     | 106  | 169   | 169   |
| Home Safety Initiative                | 3  | 3   | 3   |
| Tayock                                | 10   | 10  | 10  |
| <b>Net Expenditure</b>                | <b>1,559</b>                                       | <b>1,667</b>                                      | <b>1,672</b>                                      |

**NOTE:** Rent levels take into account estimated Council house sales and also assume an inflationary increase. The projections for 2003/04 and 2004/05 contained in the three-year budgets have been prepared based on best information available at the time. The projections will be subject to future revision and should thus be treated merely as indicative best estimates at present.

## APPENDIX 4

### 3 - Year Budget Information 2002/03 - 2004/05 Housing Capital Programme

| Project Type        | Estimated Budget<br>2002/03 | Estimated Budget<br>2003/04 | Estimated Budget<br>2004/05 |
|---------------------|-----------------------------|-----------------------------|-----------------------------|
|                     | £'000                       | £'000                       | £'000                       |
| New Build           | 144                         | 120                         | 1,140                       |
| Regeneration        | 337                         | 245                         | 25                          |
| Conversion          | 23                          | 0                           | 0                           |
| Modernisation       | 1,241                       | 1,208                       | 661                         |
| Heating             | 1,590                       | 2,021                       | 4,950                       |
| Window Replacement  | 2,790                       | 3,508                       | 225                         |
| Energy Conservation | 217                         | 225                         | 60                          |
| Miscellaneous       | 704                         | 164                         | 10                          |
| <b>Total</b>        | <b>7,046</b>                | <b>7,491</b>                | <b>7,071</b>                |

Information correct as at May 2002. Budgets subject to review depending on resource availability

## APPENDIX 5

### 3 Year Budget Information 2002/03 - 2004/05 Manpower Plan

| Location                  | Established Posts<br>2002/03 | Established Posts<br>2003/04 | Established Posts<br>2004/05 |
|---------------------------|------------------------------|------------------------------|------------------------------|
| Housing Headquarters      | 43                           | 40                           | 30                           |
| Arbroath Housing Office   | 22                           | 22                           | 22                           |
| Brechin Housing Office    | 9                            | 9                            | 9                            |
| Carnoustie ACCESS Office  | 11                           | 11                           | 11                           |
| Forfar Housing Office     | 17                           | 17                           | 17                           |
| Kirriemuir ACCESS Office  | 8                            | 8                            | 8                            |
| Monifieth ACCESS Office   | 5                            | 5                            | 5                            |
| Montrose ACCESS Office    | 19                           | 19                           | 19                           |
| Sheltered Housing Schemes | 68                           | 68                           | 68                           |
| Homeless Persons Units    | 9                            | 9                            | 4                            |
| Estates                   | 2                            | 2                            | 2                            |
| <b>Total</b>              | <b>213</b>                   | <b>210</b>                   | <b>195</b>                   |