

Tower Hamlets Development & Renewal (Housing)

Tower Hamlets *Housing Service Plan 2004/5*

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Housing Service Plan 2004/5

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1 Our Vision

The Council's vision is to improve the quality of life for everyone living and working in Tower Hamlets. This involves helping to create a thriving, achieving community in which people feel at ease with one another, have good learning and employment opportunities, experience an increasing standard of living and good health and enjoy a safe and an attractive environment, as well as a wide range of cultural and leisure opportunities.

This Service Plan sets out the key projects through which the Housing Division of the Development and Renewal Directorate will help the Council to achieve its vision, taking as its framework for development the priorities identified in the borough's Community Plan and Housing Strategy.

2 Our Priorities

Tower Hamlets is one of the most deprived areas in the country and accordingly faces more challenges than most - challenges which must be addressed if we are to make Tower Hamlets a better place to live and work.

Our broad priorities have been identified through widespread consultation over our Community Plan, which together with corporate Strategic Plans and our Housing Strategy are important vehicles for providing local vision whilst supporting regional and national priorities, such as the Mayor's strategic plan and the development of the Thames Gateway Partnership. The framework for our priorities, then, is set by the themes of our Community Plan, which seeks to make Tower Hamlets:

A Better Place for Living Safely - reducing crime, making people feel safer and creating a more secure and cleaner environment;

A Better Place for Living Well - improving housing, health and social care and promoting healthy living;

A Better Place for Creating and Sharing Prosperity - bringing investment into the borough and ensuring that all our residents and businesses are in a position to benefit from growing economic prosperity;

A Better Place for Learning, Achievement and Leisure - raising educational aspirations, expectations and achievement, providing the widest range of arts and leisure opportunities for all and celebrating the rich diversity of our communities;

A Better Place for Excellent Public Services - improving public services for local people to make sure they represent good value for money and are provided in ways that meet local needs.

The Housing Division of the Development and Renewal Directorate has a skilled and dedicated workforce with the abilities to meet the challenges facing Tower Hamlets and help create a future of opportunity for everyone. Each of us can make a difference, can contribute and can help to shape the future.

This Service Plan sets out the Housing Division of the Development and Renewal Directorate's key targets, their relationship to our Community Plan objectives and the steps we need to take over the coming year to achieve them.

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3 Our Planning Framework

Planning is important in enabling the Council to develop strategic goals which meet the diverse needs of the diverse communities we serve. Our annual planning cycle involves: setting objectives and priorities which help deliver those goals; turning policy decisions into actions; deciding how best to allocate resources; identifying the risks associated with not progressing our key activities or achieving our targets; and reviewing the impact of what we do so that learning feeds back into the decision-making process. An effective planning framework also reflects the role of each organisation and its services - and also of each individual within those services - in achieving those goals, as well as setting out how our performance will be judged.

This Service Plan sits within the broad and increasingly complex planning framework facing local authorities. It is one of a series of plans, interconnected at different levels, each of which informs the other and each of which has identified mechanisms for monitoring and evaluating progress - see *Section 8*.

Type of Plan

Community Plan A strategic document prepared in partnership with local agencies and local residents.

The Council's Strategic Plan The Council's corporate aims, objectives and key activities to achieve them.

Best Value Performance Plan Corporate performance and targets.

Equalities Action Plan Corporate document that sets out the Council's progress in translating equalities policies (following the broad areas set out in the National Equalities Standard) into operational practice. To mainstream equalities objectives in Housing's planning framework, we have fully integrated the actions set out in the Equalities Action Plan into Housing's Service Plan (the relevant key activities set out in *Section 6* have been highlighted).

Service and Resource Plans These link operational aims and objectives for services to resource use. Each of the services provided by the Council has its own Service Plan, through which it seeks to implement the overarching objectives of the Strategic Plan. Our Service Plan shows how the things we do contribute to the achievement of the Council's strategic objectives. It includes targets against which the performance of our service can be judged and information that will feed into the Housing Strategy, Best Value Performance Plan and the Strategic Plan.

Team Plans Set out operational objectives for each team working within the housing service. Our services are generally organised into different teams or sections focusing on specific areas of service delivery. Each team has its own set of Team Plans, which describe routine activities, as well as service improvement projects.

Team Plans show the strategic goal the activity is linked to, as well as whether it is an equality activity that helps deliver community cohesion. Team Plans are on the intranet to make sure that everyone can access them and that they remain living documents guiding the work of the team. Routine activities are measured by performance indicators and team performance can be judged against the degree to which objectives are met and best value provided.

1:1s Every member of staff should have a 1:1 with their manager or supervisor at least 4 times a year. These set out key performance targets and activities drawn from the team plans, equality and diversity objectives, service standards, as well as things that are specific to that service. 1:1s identify specific training or professional development required to support the staff member in further improving their skills and knowledge to do their job more effectively. This focus on training is particularly important at the beginning of the year when new team plans are signed off and the training strategy for the year is being planned.

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4 Use of Resources

Introduction and Background

During the financial year 2004/5, Housing will spend some £383 million providing a wide range of vital local services. Of this, £174 million is Housing Revenue Account (HRA) spending, and £209 million General Fund.

Financial Context

Tower Hamlets HRA Business Plan, assessed as Fit for Purpose by the Government Office for London, sets out the financial context for Housing. This shows a huge need for investment to bring our stock up to a decent level and an increasing HRA deficit unless significant levels of new finance are found. The Housing Directorate faces a number of major strategic and service issues during the lifetime of this Service Plan. Together, these set a massively challenging agenda for staff working in Housing. Some of the key issues are set out below.

Housing Choice 36 of our Estate Steering Groups have selected partner RSLs to develop investment and service priorities for their estate. If tenants vote to transfer to a new social landlord it will enable significant levels of investment to be brought into those estates. The first ballot, in Mile End, saw residents vote by a significant margin in favour of transferring to EastEndHomes and an estimated £40 million will be able to be invested in improving homes and the estate. If tenants continue to support Housing Choice, the reduction in the number of dwellings directly managed by the Council will have a significant impact on the Council as a whole. The need to adjust our support services and infrastructure to reflect lower levels of activity is being addressed Corporately.

Future of Housing Although the number of homes the Council directly manages will reduce it will remain a significant landlord in the medium term. Helping to separate strategic and operational functions, as required by the Government, there is now a distinct Housing Management division within Development and Renewal and over the lifetime of this Plan, the work of local housing offices, rents, caretaking and estate

strategy, repairs, major works and leasehold services will become a inclusive "landlord" function. Opportunities to integrate service areas within Development and Renewal, particularly options for the delivery of support services, will be identified to maximise service efficiency and ensure future service provision.

Other core housing services, i.e. benefits advice and payments, lettings and homeless services, housing advice and grants to improve homes in the private sector will continue to be needed by anyone living in the borough. Improving the services we provide to all of our partner landlords will be a priority, as will working with 3rd sector agencies and health and social care staff to make sure they know how to get the best from us for their clients.

With Housing Choice contributing to the growth of the RSL sector in Tower Hamlets, one of our main strategic goals is to ensure the spread of best practice and consistent standards across the whole social housing sector and to help develop a strong voice for everyone living in the borough.

Service Improvements Providing professional, customer focused services that people need is our overriding aim and our Service Improvement Programme is informed by the following principles:

- ◆ resident involvement in designing the service's they receive;
- ◆ staff involvement in designing the service's they deliver;
- ◆ consistent, well disseminated project planning;
- ◆ assessing the impact of the improvement on all of our communities;
- ◆ testing improvements before and after implementation.

Achieving value for money in the services we deliver remains a key priority. Continued use of Housemark, the performance improvement service for Local Authorities and Housing Associations, will assist us to achieve better cost effectiveness through comparison of cost and quality with our peers and the ability to model the relationship between cost, resources and performance will help inform decisions about future service delivery.

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In addition to the focus on improving service delivery, resources will also be targeted at our Estate Improvement Programme. The Programme will be managed through Local Housing Office Estate Improvement Plans, drawn up in consultation with local residents. These bring together all the works planned for the area - from better refuse and recycling arrangements, improved facilities for young people, better safety and security measures and improved access for older and disabled people through to a range of initiatives to improve the visual environment.

5 Key Performance Indicators

This section details the key indicators through which we measure the performance of each of our service areas. These indicators represent a mixture of national and local indicators, most of which are also identified in the Council's Best Value Performance Plan and Local Public Service Agreement (PSA), which are shown to the left of the relevant indicators.

A selection of Housing's performance indicators, along with those of other Directorates, makes up the Tower Hamlets Index, which enables us to judge Tower Hamlets overall performance and improvement compared with other local authorities against a single indicator. Indicators, which go to make up the Index, are shown to the left of relevant indicators, the Index also incorporates all PSA targets. The monitoring and evaluation processes used to measure progress against our performance indicators are set out in *Section 8*.

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5.1 A Better Place for Living Safely

BVPI	Indicator	Actual 2000/01	Actual 2001/02	Actual 2002/03	Target 2003/04	Actual 2003/04	Target 2004/05	Target 2005/06	Target 2006/07
BV 164	Meeting CRE code of practice & Good Practice Standards on harassment.		Yes						

5.2 A Better Place for Living Well

BVPI	Indicator	Actual 2000/01	Actual 2001/02	Actual 2002/03	Target 2003/04	Actual 2003/04	Target 2004/05	Target 2005/06	Target 2006/07
PSA11	Overcrowding in Council stock		135	139	133	130	133		
BV 64	Number of private sector vacant dwellings returned into occupation or demolished as a result of action by the LA	13.64%	1.33%	71	75	520	100	125	135
BV 62	% of unfit private sector dwellings made fit or demolished	2.69%	1.96%	2.17%	4.94%	5.54%	5.60%	5.92%	5.95%
BV 184a	LA homes which were non-decent			80.01%	77.4%	74.55%	79.30%	76.10%	72.30%
BV 184b	Change in proportion on non-decent homes			6.82%	-3.80%	-3.96%	-2.49%	4.08%	4.99%
BV 63	Energy Efficiency – average SAP rating of LA dwellings.	46.97	47.56	47.61	47.97	48.46	49.32	50.20	51.10
THI 10	Average re-let times for dwellings (days)		23.53	34.33	28	36.37	33	30	28
THI 9	Percentage of urgent repairs completed in government time	78.51%	83.93%	94.5%	95.0%	93.90%	94.0%	95.0%	95.5%
BV 185	% of responsive repairs, which the LA both made and kept appointment		87.00%	86.22%	88%	85.71%	89.00%	91.00%	92.00%
THI 9 Local 72	Percentage of urgent repairs completed in government time	78.51%	83.93%	94.5%	95.0%	93.90%	94.0%	95.0%	95.5%
BV 183a	Average stay in bed and breakfast accommodation (weeks)		11	11.75	11.00	12.59	11.00	10.50	10.00
BV 183b	Average length of stay in hostel accommodation (weeks)			0.00	0.00	0.00	0.00	0.00	0.00
BV 202	Number of people sleeping rough on a single night						New		
BV 203	Percentage change in the number of families placed in temporary accommodation under homelessness legislation compared with the average the previous year						New		

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5.3 A Better Place for Creating & Sharing Prosperity

BVPI	Indicator					Target met	Target not met		
		Actual 2000/01	Actual 2001/02	Actual 2002/03	Target 2003/04	Actual 2003/04	Target 2004/05	Target 2005/06	Target 2006/07
PSA20									
BV 76a	Number of claimants visited/1000 caseload				12.5	3.11	14.00	166.90	200.00
BV 76b	Number of fraud investigators/1000 caseload				0.13	0.17	0.17	0.17	0.17
BV 76c	Number of fraud investigations/1000 caseload				6.84	13.79	15.00	20.00	25.00
BV 76d	Number of prosecutions and sanctions/1000 caseload				0.66	0.51	1.00	1.30	1.50
BV 78a	Average time for processing new claims (days)	37.12	40.72	47.03	45	40.16	39.00	36.00	35.00
BV 78b	Average time for processing notifications of changes of circumstances (days)	6.59	6.49	6.71	6.5	8.04	6.50	6.00	5.50
BV 78c	Percentage of renewal claims processed on time	67.70%	69.87%	69	70	69.22%	Deleted	Deleted	Deleted
BV 79a	Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the determination for a sample of cases checked post-determination	95.60%	97.33%	98.41	98.5	99.24%	99.25%	99.26%	99.27%
BV 79b	The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year.	44.45%	47.81%	45.50%	48	31.37%	48.00%	50.00%	52.00%
	Amount of additional benefit and tax credit take-up			£1.245m	£700		£500	£500	£500
BV 80	User satisfaction survey								
BV 80a	Overall I am satisfied with the facilities to get in touch with the benefits office: strongly agree/agree – all	75.49%			77.49%	72.92%	78.49%	78.49%	78.49%
BV 80b	Overall I am satisfied with the service in the actual office: strongly agree/agree – all	71.53%			73.53%	68.48%	74.60%	74.60%	74.60%
BV 80c	Overall I am satisfied with the telephone service: strongly agree/agree – all	56.03%			58.03%	51.91%	59.03%	59.03%	59.03%
BV 80d	Overall I am satisfied with the staff in the benefits office: strongly agree/agree – all	71.82%			73.82%	66.91%	74.82%	74.82%	74.82%
BV 80e	Overall I am satisfied with the clarity and understandability of the forms, leaflets and letters: strongly agree/agree – all	68.75%			70.75%	68.84%	76.10%	76.10%	76.10%
BV 80f	Overall I am satisfied with the amount of time it took them to tell me whether my claim was successful: strongly agree/agree – all	64.11%			66.11%	66.20%	70.20%	70.20%	70.20%
BV 80g	Service overall: strongly agree/agree – all	Na			70.1%	75.47%	80.00%	80.00%	80.00%

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5.4 A Better Place for Learning, Achievement & Leisure

Not applicable

5.5 A Better Place for Excellent Council Services

BVPI	Indicator	Actual 2000/01	Actual 2001/02	Actual 2002/03	Target 2003/04	Target met	Target not met		Target 2006/07
						Actual 2003/04	Target 2004/05	Target 2005/06	
BV 66a	Proportion of rent collected	96.01%	96.04%	96.34	96.50%	96.07%	96.50%	96.60%	96.70%
BV 74a	Satisfaction of tenants with the overall service: all tenants Confidence interval (646)	53.40%	53.40%	53.40%	64.00%	52.01%	64.00%	70.00%	76.00%
			3.07%	3.07%		+/-3.80			
BV 74b	Satisfaction of tenants with the overall service: black and minority ethnic tenants Confidence interval (196)			47.61%	64.00%	49.49%	64.00%	70.00%	76.00%
			5.03%	5.03%		+/-7.00			
BV 74c	Satisfaction of tenants with the overall service: non-black and minority ethnic tenants Confidence interval (442)			57.43%	64.00%	53.17%	64.00%	70.00%	76.00%
			3.97%	3.97%		+/-4.60			
BV 74x	Year of survey			2000/01		2003/04			
BV 75a	Satisfaction of tenants with opportunities for participation: all tenants Confidence interval (551)				50%	49.18%	60.00%	66.00%	72.00%
						+/-4.10			
BV 75b	Satisfaction of tenants with opportunities for participation: black and minority ethnic tenants Confidence interval (168)				50%	50.60%	60.00%	66.00%	72.00%
						+/-7.50			
BV 75c	Satisfaction of tenants with opportunities for participation: non-black and minority ethnic tenants Confidence interval (374)				50%	48.66%	60.00%	66.00%	72.00%
						+/-5.00			
	Year of survey					2003/04			
BV2	Equality Standard for local Government			Level 3	Level 4	Level 4	Level 5	Level 5	
BV11a	A workforce to reflect the community: % of top 5% earners that are women			37.27	40	41.2	42.5	45	-
BV11b	A workforce to reflect the community: % of top 5% earners that are from minority ethnic communities			16.15	17	14.62	16	17	-
BV12	Proportion of working days lost due to sickness absence			10.81	10	11.74	9.23	9	-
BV17A	A workforce to reflect the community: % of employees from minority ethnic communities compared with % of the economically active minority ethnic community population			33.92	36	36.60	37	38	-
BV157	Types of (housing) interaction delivered electronically (% of possible)			49.1	70	81	100	100	-

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6 Housing's Service Plan: April 2003 - March 2004

This section sets out the Housing's key activities to be pursued in the current year in order to achieve the council's strategic goals. The key activities to be carried out to achieve those objectives are summarised and the key steps provided so that progress can be effectively monitored and evaluated. A glossary of abbreviations used appears on page 23.

6.1 A Better Place for Living Safely: Priorities for 2004-05

Objective	Ref	Key activity	Key Steps	Date	Team
Reduce Anti-Social Behaviour	01	<ul style="list-style-type: none"> Improve response to and reduce ASB incidents. 	<ul style="list-style-type: none"> Develop partnership arrangements with 6 RSLs for the delivery of ASB services. Develop LHO role in tackling ASB. (SIP) Improve co-ordination of work between LHOs, ASB Control Unit and Crime Reduction Team to monitor ASB trends and identify perpetrators of ASB. (SIP) Review Rapid Response Team Service; consult ASB unit. Tackling noise nuisance with Environmental Health 	Mar 05	Corporate
		<ul style="list-style-type: none"> Facilitate third party reporting of hate crimes motivated by disability <i>Equalities Action Plan</i> 	<ul style="list-style-type: none"> Make arrangements with Police and ASB Team. Revise publicity and train 3rd sector reporting agencies. 	Mar 05 Mar 05	Area Housing Area Housing/ ASB Control Unit /Police Estates Serv.
Improve community safety by improving security on streets & estates	03	<ul style="list-style-type: none"> Improve security on estates and in private sector homes 	<ul style="list-style-type: none"> Provide at least 50 properties with Door Entry Schemes. Provide at least 35 additional properties with CCTV schemes. Provide Home Repair Grants for security works to 100 homes. Spend £200k on improving safety and security (EIP) Support the Council's Cleaner, Safer Places Best Value Review. (EIP) 	Mar 05 Mar 05 Mar 05 Mar 05 Mar 05	Tech. Serv. Tech. Serv. Private sector Area Housing Area Housing
		<ul style="list-style-type: none"> Involve residents in review of concierge contract <i>Equalities Action Plan</i> 	<ul style="list-style-type: none"> Carry out resident satisfaction surveys of all blocks with concierge to assess satisfaction with new arrangements. 	Aug 04	Estate Strat.

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6.2 A Better Place for Living Well: Priorities for 2004-05

Objective	Ref	Key activity	Key Steps	Date	Team
Ensure options to maximise investment in Council housing are fully explored in order to meet the Decent Homes standard	05	<ul style="list-style-type: none"> Continue Stage 2 of the Housing Choice Programme, consulting with each estate on detailed options to provide service improvements and increased investment. 	<ul style="list-style-type: none"> Provide estate profiles and stock condition for estate steering groups. Help establish remaining steering groups. Arrange and facilitate training, information, publicity, presentations and selection process. Agree works proposals with selected RSLs for valuations. Submit transfer applications to ODPM. 	According to sep. timetable	NPI/Strategy NPI/CPT NPI/CPT
	06	<ul style="list-style-type: none"> Develop consultation proposals with Council residents for stage 3 of the Housing Choice Programme. 	<ul style="list-style-type: none"> Support EastEndHomes to Housing Corporation registration. Agree consultation programme with each estate steering group and their RSL partner to ballot stage and work with RSL to prepare formal offer document and supporting business plans. Agree timetables for transfers after any positive ballots. 	Sep 04 According to timetable	NPI NPI/CPT NPI
	07	<ul style="list-style-type: none"> Implement proposals and further develop contingency planning for the future of the housing service. 	<ul style="list-style-type: none"> Develop communications strategy for Members, staff and residents. Complete TUPE mapping according to Stage 3 results. Continue financial modelling impact study. Continue to develop initial options for future housing service strategic/operational split. Continue to finalise options for delivery of housing service as Stage 3 develops. Continue corporate impact assessment. 	Sep 04 Sep 04 Sep 04 Sep 04	BPR Corporate HR BPR BPR
	08	<ul style="list-style-type: none"> Monitor progress of RSLs in meeting Decent Home Standard. 	<ul style="list-style-type: none"> Distribute RSL Performance monitoring questionnaire. Analyse RSL's questionnaire responses. 	Sep 04	BPR
	09	<ul style="list-style-type: none"> Continue to support TMO development 	<ul style="list-style-type: none"> Carry out feasibility study of TMO development for Digby/Greenways Estate within Housing Choice context. Draw up development programmes if successful. 	Sep 04 May 04 Sep 04	Corp/BPR/HR Social Hsg Social Hsg
				Mar 05	CPT

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6.2 A Better Place for Living Well: Priorities for 2004-05 *contd*

Objective	Ref	Key activity	Key Steps	Date	Team
Improve access to affordable homes	10	<ul style="list-style-type: none"> Build new homes in partnership with RSLs 	<ul style="list-style-type: none"> Build 400 new homes through Social Housing Grant. 	Mar 05	Soc.Hsg NPI / Regen.
			<ul style="list-style-type: none"> Regeneration of Teviot and Aberfeldy (SRB4): <ul style="list-style-type: none"> demolish David 119 homes under construction 	Mar 05	
			<ul style="list-style-type: none"> Regeneration of Tarling (SRB5): <ul style="list-style-type: none"> 120 homes under construction 	Mar 05	
			<ul style="list-style-type: none"> Regeneration of Crossways (SRB6): <ul style="list-style-type: none"> Development of stock transfer regeneration proposal with RSL partner and residents groups. 	Mar 05	
	11	<ul style="list-style-type: none"> Provide priority housing to teachers, nurses, police officers, fire fighters and paramedics 	<ul style="list-style-type: none"> Develop and consult on Key Worker Strategy. 	Sep 04	Social Hsg Let/Soc.Hsg Lettings
			<ul style="list-style-type: none"> Amend lettings and affordable housing policy as necessary. 	Mar 05	
			<ul style="list-style-type: none"> Minimum of 50 eligible applicants given additional housing priority during year. 	Mar 05	
	12	<ul style="list-style-type: none"> Promote new Empty Homes Strategy and bring back into use empty private sector homes for rent 	<ul style="list-style-type: none"> Publish the Private Sector Empty Property Strategy. 	Jul 04	Priv. Sector Priv. Sector Priv. Sector
			<ul style="list-style-type: none"> Bring at least 100 private sector homes back into use or demolish. 	Mar 05	
			<ul style="list-style-type: none"> Approve 10 Empty Property Grants. 	Mar 05	
	13	<ul style="list-style-type: none"> Help residents to buy a home of their own in the private sector. 	<ul style="list-style-type: none"> Maximise spend of allocated funds for homeownership grants for Council & RSL tenants. 	Mar 05	Lettings
			<ul style="list-style-type: none"> Review affordable housing targets in light of the London Plan. 	Mar 05	
			<ul style="list-style-type: none"> Facilitate HomeBuy grants & 40 challenge fund HomeBuy units 	Mar 05	
			<ul style="list-style-type: none"> Develop 50 shared ownership units. 	Mar 05	
<ul style="list-style-type: none"> Make 100 referrals from shared ownership publicity. 			Nov 04		
<ul style="list-style-type: none"> Develop Home Ownership Handbook for residents. 			May 04		
14	<ul style="list-style-type: none"> Review affordable housing targets in light of the London Plan 	<ul style="list-style-type: none"> Draft affordable housing policy being developed and consulted on. 	Nov 04	Social Hsg/ Planning	

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6.2 A Better Place for Living Well: Priorities for 2004-05 *contd*

Objective	Ref	Key activity	Key Steps	Date	Team	
Improve the quality of the housing stock	15	<ul style="list-style-type: none"> Undertake a programme of major repair and improvement on Council estates 	<ul style="list-style-type: none"> Invest £30m by Mar 05 Formulate 2004/5 - 2007/08 Housing Investment Programme and agree with Members and residents. Inform and consult 100% of residents affected by major works schemes for 2005/06. Remedy any works defects as quickly as possible and 100% within the liability period. 	Mar 05 Jul 04 Nov 04 Mar 05	Tech.Serv. Strategy/ Tech.Serv. Tech.Serv. Tech.Serv.	
	16	<ul style="list-style-type: none"> Carry out responsive repairs in accordance with Government targets 	<ul style="list-style-type: none"> Complete 95.5% of repairs within target 90% pass rate for all works inspected. 89% of all repairs appointments made to be kept. Increase resident satisfaction with service to 85% 	Mar 05 Mar 05 Mar 05 Mar 05	Tech.Serv. Tech.Serv. Tech.Serv. Tech.Serv.	
	17	<ul style="list-style-type: none"> Develop £5.1m Estate Improvement Programme (EIP). 	<ul style="list-style-type: none"> Identify priority areas for estate improvements using LAP, crime, ASB & estate inspection data. Draw together schemes into an Estate Improvement Plan for each LHO. Project management training for staff involved in EIP. Develop Turning Around Turin model for tenant involvement in estate improvements. Ensure £5.1m spend achieved. 	May 04 Jun 04 Jul 04 Jul 04 Mar 05	Estate Strat/ Area Hsing/ Strategy Area Hsing HRD Area Hsing Asst. Director	
	18	<ul style="list-style-type: none"> Help reduce the number of unfit homes in the private sector 	<ul style="list-style-type: none"> Review and promote the Private Sector Renewal Strategy. Number of Private Sector unfit homes reduced by 110. 	Apr 04 Mar 05	Priv.Sector Priv.Sector	
	19	<ul style="list-style-type: none"> Use all available mechanisms to reduce overcrowding 	<ul style="list-style-type: none"> Develop individual re-housing plans for 15 severely overcrowded households (lacking 3 or more bedrooms). Rehouse 180 under-occupying social tenants. Rehouse 250 overcrowded social tenants. Reduce the number of overcrowded social tenants by 130 over the previous year by March 2005 Carry out a minimum of 12 knockthroughs to create larger homes 	Mar 05	Lettings	
		Equalities Action Plan		Mar 05 Mar 05	Lettings Lettings	
					Mar 05 Mar 05	Lettings Tech.Serv.

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6.2 A Better Place for Living Well: Priorities for 2004-05 *contd*

Objective	Ref	Key activity	Key Steps	Date	Team
Support vulnerable adults & children in need	20	<ul style="list-style-type: none"> Complete 5-year Supporting People Strategy to help match support needs to service availability <i>Equalities Action Plan</i>	<ul style="list-style-type: none"> Undertake analysis of: <ul style="list-style-type: none"> supply need Finalise 5-year Supporting People Strategy. Complete 30% of (approx 164) service reviews. Develop Commissioning Strategy. 	Jun 04	Soc Hsg
					Sep 04
	21	<ul style="list-style-type: none"> Develop working practices to deliver supporting people objectives <i>Equalities Action Plan</i>	<ul style="list-style-type: none"> Implement piloted sign up procedure to ensure vulnerable tenants have schedule of visits. Help 250 vulnerable tenants sustain their tenancy: <ul style="list-style-type: none"> Better Care Higher Standards training for staff Participate in the roll out of SAP referrals Ensure homeless applicants are linked into appropriate support services and key information follows to sign-up. Evaluate Vulnerability Panel. 	Feb 05	Soc Hsg
				Mar 05	Soc Hsg
				Apr 04	Strat/Area Hsg
				Mar 05	Tenancy Support Team
	22	<ul style="list-style-type: none"> Help older and disabled people remain independent in their own homes <i>Equalities Action Plan</i>	<ul style="list-style-type: none"> Survey wheelchair users & single person households over 70 Develop individual rehousing plans for 30 vulnerable households Decorate 400 homes of disabled and older residents Process 100 DIY payments for decorating disabled and older residents homes Significantly adapt 200 council properties Target and approve 100 disabled facilities grants to private sector residents 	Sep 04	Homeless/ Area Hsg
				Mar 05	Rents
				Mar 05	Lettings
				Mar 05	Lettings
23	<ul style="list-style-type: none"> Ensure appropriate supported housing provision. 	<ul style="list-style-type: none"> Agree programme of bids with partners. Agree development timetable. 	Mar 05	Strategy	
			Mar 05	Strategy	
			Mar 05	Tech.Ser/OT	
			Mar 05	Priv.Sect/OT	
			Oct 04	Soc Hsing	
			Jan 05	Soc Hsing	

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6.2 A Better Place for Living Well: Priorities for 2004-05 *contd*

Objective	Ref	Key activity	Key Steps	Date	Team
Help prevent and deal with homelessness	24	<ul style="list-style-type: none"> Develop and implement Housing's Domestic Violence Action Plan. 	<ul style="list-style-type: none"> Carry out self-assessment of frontline services against the GLA minimum standards. 	Jun 04	Area Hsing/OSS /Homeless/Lettings Strategy
			<ul style="list-style-type: none"> Incorporate any actions necessary to achieve the standards and monitor progress against targets. 	Mar 05	
			<ul style="list-style-type: none"> Map pathways to domestic violence services. 	Sep 04	
			<ul style="list-style-type: none"> Distribute publicity and best practice about local domestic violence services to all Housing Service points and RSLs. 	Oct 04	
	25	<ul style="list-style-type: none"> Deliver key stages of the Homeless Strategy Action Plan. 	<ul style="list-style-type: none"> Work with RSLs to raise awareness of GLA minimum standards on domestic violence. 	Mar 05	Strategy/ Soc Hsing
			<ul style="list-style-type: none"> Evaluate implementation of the cross-sector Homelessness Partnership Board. 	Mar 05	Homeless
			<ul style="list-style-type: none"> Implement plans with intervention initiatives addressing: <ul style="list-style-type: none"> research findings on causes of homelessness & rehomelessness Needs and Services Assessments. Trend towards homelessness disproportionately affecting young people and BME communities. 	Mar 05	Homeless
				Mar 05	Homeless
26	<ul style="list-style-type: none"> Eliminate the use of B&B for households with children 	<ul style="list-style-type: none"> No families with children or pregnant women to exceed six weeks occupancy in B&B hotels. 	Mar 05	Homeless	
27	<ul style="list-style-type: none"> Improve service delivery to homeless households. 	<ul style="list-style-type: none"> Introduce a Customer Liaison function. Service Users Forum established. Periodic Exit Poll (min. of four a year) carried out for all applicants. 	Mar 05 Oct 04 Mar 05	Homeless Homeless Homeless	
28	<ul style="list-style-type: none"> Speed up the assessment for households presenting as homeless 	80% of all homeless applications to be assessed within 33 working days.	Mar 05	Homeless	

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6.3 A Better Place for Creating and Sharing Prosperity: Priorities for 2004-05

Objective	Ref	Key activity	Key Steps	Date	Team	
Help reduce poverty	29	<ul style="list-style-type: none"> Increase the take-up of benefit entitlement through the Claim the Max campaign with a focus on minority ethnic communities, low-income households & older people 	<ul style="list-style-type: none"> Continued promotion of Claim the Max campaign with a focus on minority ethnic communities, low-income households and older people. Involve RSLs in promotion of Claim the Max campaign. Invite everyone over 60 for a free benefit check. Produce booklet on benefits for families. Three sheltered accommodation blocks for the elderly targeted for entitlement promotion. Value of benefits take-up increased by £500K Welfare awareness courses delivered for frontline workers of Benefits, Rents, LHOs, OSSs. 	Mar 05	Benefits/Corporate	
		<i>Equalities Action Plan</i>		Mar 05	Corporate	
				Mar 05	Benefits/LHOs	
	30	<ul style="list-style-type: none"> Tackle fuel poverty 		<ul style="list-style-type: none"> Work with health professionals, RSLs and other agencies to target advice and assistance with energy use, using the warm up toolkit achieving 20% increase in referrals. Increase the uptake of Energy Efficiency Home Repair Grants to homes not meeting the thermal comfort standard of decent homes. <ul style="list-style-type: none"> from 25 grants in 03/04 to 40 in 04/05 	Jun 04	Corporate
		<i>Equalities Action Plan</i>			Mar 05	Corporate
					Mar 05	Benefits
	31	<ul style="list-style-type: none"> Provide training and employment opportunities 		<ul style="list-style-type: none"> Provide 20% BME training and employment opportunities through Local Labour in Construction. Undertake Construction Challenge with 16 pupils. Achieve 20% local labour in construction projects. 	Mar 05	Corporate
		<i>Equalities Action Plan</i>			Mar 05	Energy Efficiency
					Mar 05	Priv. Sector
			Mar 05	Regeneration		
			Mar 05	Regeneration		
			Mar 05	Regeneration		

6.4 A Better Place for Learning, Achievement and Leisure: Priorities for 2004-05

Objective	Ref	Key activity	Key Steps	Date	Team
None applicable to Housing.					

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6.5 A Better Place for Excellent Public Services: Priorities for 2004-05

Objective	Ref	Key activity	Key Steps	Date	Team
More effective staff	32	<ul style="list-style-type: none"> Develop a high performance culture by investing in staff. 	<ul style="list-style-type: none"> Develop programme of staff and team rewards to recognise exceptional performance and suggestions for service improvements. Provide and support at least one half day for service development Ensure exit interviews are conducted by a manager from another team and use results to inform staff retention proposals. 	Mar 05	Comms
	33	<ul style="list-style-type: none"> Co-ordinate and support Service Managers on skills programme trainee placements <p><i>Equalities Action Plan</i></p>	<ul style="list-style-type: none"> Report to DMT on trainee placements and numbers for 2003/04 and Corporate information on trainee programmes for 2004/05. Develop with Service Managers and finalise for use of trainee placements: <ul style="list-style-type: none"> Induction process guide Learning modules for all trainee schemes to meet core competencies Service-related learning modules Mentoring tips. Develop a clear process for ensuring a list of placements is maintained and used to invite applications for suitable posts. 	Jun 04	HRD
			Nov 04	HRD	
Improve value for money in providing services	34	<ul style="list-style-type: none"> Improve budgetary control and transparency 	<ul style="list-style-type: none"> Identify budgetary control training for 10% of 4th tier and above based on previous years performance. Review re-chargeable repairs process. Implement process for public access and inspection of accounts. 	Aug 04	Finance/HRD
			Oct 04	Tech Services	
	35	<ul style="list-style-type: none"> Ensure costs are recovered wherever possible. 	<ul style="list-style-type: none"> Carry out feasibility study into recovering the Council's cost when disposing of land. Review administration charges to ensure costs are recovered. 	Mar 05	Home Ownership
			Jul 04	Soc Hsing	
36	<ul style="list-style-type: none"> Tackle benefit fraud. 	<ul style="list-style-type: none"> Min of 9 prosecution files to Legal services. Min of 28 sanctions obtained. 	Mar 05	Finance	
				Mar 05	Benefits

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6.5 A Better Place for Excellent Public Services: Priorities for 2004-05 *contd.*

Objective	Ref	Key activity	Key Steps	Date	Team
Improve the quality of strategic planning and evaluation	37	<ul style="list-style-type: none"> Establish a strategic framework for housing within the Corporate vision. 	<ul style="list-style-type: none"> Start preparation work for Producing a Housing Strategy Statement 2005/06 - 2006/07. 	Dec 04	Strat/Soc Hsing
			<ul style="list-style-type: none"> Agree Benefits Service Strategy Statement with Members, and incorporate into the Housing Strategy Statement. 	Mar 05	Benefits
			<ul style="list-style-type: none"> Contribute to development of East London Affordable Housing Investment Framework. 	Sep 04	Strat/Soc Hsing
			<ul style="list-style-type: none"> Contribute to development Thames Gateway Housing Framework. 	Mar 05	Strat/Soc Hsing
	38	<ul style="list-style-type: none"> Ensure robust analysis underpins our planning. <i>Equalities Action Plan</i>	<ul style="list-style-type: none"> Review targets for 2005-06 Strategy, Service Plan and budget round. 	Nov 04	Strategy
			<ul style="list-style-type: none"> Revise business plan assumptions. 	Jul 04	Strategy
			<ul style="list-style-type: none"> Carry out Equality Impact Assessments into new policies and practises. 	Mar 05	ALL
			<ul style="list-style-type: none"> Carry out Annual Diversity Audit (see Ref 45). 	Nov 04	Strategy
			<ul style="list-style-type: none"> Carry out Annual Health Check Process (See Ref 54) 	Sep 04	Strategy
	39	<ul style="list-style-type: none"> Review systems to ensure all aspects of performance are captured and meaningful <i>Equalities Action Plan</i>	<ul style="list-style-type: none"> Develop BME Housing Strategy. 	Mar 05	Soc Hsing
			<ul style="list-style-type: none"> DMT to consider Work Force to Reflect Community progress on a quarterly basis to review progress against Corporate and BV targets. 	Mar 05	HRD
			<ul style="list-style-type: none"> Revise performance management framework to ensure corporate and directorate planning cycles are aligned, and to facilitate staff and resident involvement in target setting. 	Jun 04	Perf Review
40	<ul style="list-style-type: none"> Embed performance in team planning <i>Equalities Action Plan</i>	<ul style="list-style-type: none"> Devise customer orientated Performance Indicators in consultation with residents (as well as Local Performance Indicators) 	Sep 04	Perf Review	
		<ul style="list-style-type: none"> Develop monitoring systems to assess TMO performance. 	Mar 05	BPR	
40	<ul style="list-style-type: none"> Embed performance in team planning <i>Equalities Action Plan</i>	<ul style="list-style-type: none"> Ensure 1:1s incorporate performance targets from team plans, service standards and Equalities Action Plan objectives. 	May 04	Strategy/ALL	
		<ul style="list-style-type: none"> Use half-year evaluation of 04/05 Service Plan to start team planning process (& annual business planning cycle) for 2005/06. 	Oct 04	Strategy/ALL	

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6.5 A Better Place for Excellent Public Services: Priorities for 2004-05 *contd.*

Objective	Ref	Key activity	Key Steps	Date	Team
Use new technology to support the delivery of excellent services	41	<ul style="list-style-type: none"> Implement the Tower Hamlets Integrated Housing Management and Benefits system (IHMS) and Maintain existing applications and systems until replaced by the IHMS. 	<ul style="list-style-type: none"> Implement and go live with the Sx3 iWorld integrated Housing Management and Benefits system. Implementation of stage 1 rents and benefits "go live" <ul style="list-style-type: none"> Migrate property, people, rents and benefit data. Staff trained Interface to existing legacy systems (eg Finance, Council Tax) Pilot iWorld customer service module. Design and implementation of management information system. Implementation of benefits DIP and workflow. Implementation of Major Works, Home Ownership and tenancy management "go live" <ul style="list-style-type: none"> Migrate Major Works, Home Ownership and tenancy management data and any remaining applications. Implementation of repairs, lettings, homelessness & voids "go live" <ul style="list-style-type: none"> migrate repairs, lettings, homelessness and voids data. Upgrading of Repair Help Centre 	<p>Sep 04</p> <p>Sep 04</p> <p>Sep 04</p> <p>Sep 04</p> <p>Nov 04</p> <p>Dec 05</p> <p>05/06</p>	<p>ALL</p> <p>Housing IT</p> <p>Housing IT</p> <p>Housing IT</p> <p>Housing IT</p> <p>Housing IT</p>
	42	<ul style="list-style-type: none"> Expand electronic delivery of services to improve communication and efficiency. 	<ul style="list-style-type: none"> Maximise service work that can be delivered electronically (BV157): <ul style="list-style-type: none"> introduce alternative methods of paying rents: replace rent-books with swipe cards; Lettings target of 90% of services delivered electronically; Set up LHO email address for queries. Develop email and web housing repair-reporting options. Introduce online ordering of housing leaflets for landlords and Third Sector Groups. Implement new telephony systems and develop closer integration for Housing Repair Centre Telephone Service with non-housing service Telephone Helpdesks. Pilot email based housing advice line for Health & Social practitioners, professionals and advocates. 	<p>Dec 04</p> <p>Mar 05</p> <p>Mar 05</p> <p>Oct 04</p> <p>Oct 04</p> <p>Oct 04</p> <p>Mar 05</p>	<p>Rents</p> <p>Lettings</p> <p>Area Housing</p> <p>Tech Serv/HRC</p> <p>Strategy/SIP</p> <p>Tech Serv/HRC</p> <p>Strategy</p>

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6.5 A Better Place for Excellent Public Services: Priorities for 2004-05 *contd.*

Objective	Ref	Key activity	Key Steps	Date	Team
Ensure services operate to the highest standard of Health & Safety policy and procedures	43	Carry out a programme of work-based health and safety inspections.	• Commence programme of inspections in accordance with 12-month timetable.	Apr 04	Health & Safety
			• Work with Service Heads to ensure processes are in place to address health and safety issues identified in the workplace: inclusion of H&S activities and targets in Team Plans and relevant staff 1:1s.	Ongoing	Health & Safety
			• Report to DMT on any building/Service not inspected.	Mar 05	Health & Safety
Ensure services operate to the highest standard of equalities	44	• Embed equalities objectives and targets in planning, monitoring and evaluation processes. <i>Equalities Action Plan</i>	• Team Plans to identify the need for Equality Impact Assessments.	Apr 04	Strategy/ALL
			• Carry out Equality Impact Assessments according to schedule.	Mar05	Strategy/ALL
			• Include explicit diversity targets in 1:1s of 4th tier staff and above.	May 04	Strategy/ALL
	45	• Undertake an Annual Diversity Audit of Housing Services. <i>Equalities Action Plan</i>	• Desk top analysis of information from new integrated system	Oct 04	Strategy
			• Report to DMT showing service take-up, customer satisfaction, workforce and trainees.	Nov 04	Strategy
			• Inclusion in team planning guidance for 2005-06.	Dec 04	Strategy
Ensure local people have access to high quality interpretation & translation services to facilitate equal access to services	46	• Implement high quality interpretation & translation services. <i>Equalities Action Plan</i>	• Introduce automated multi-lingual auto-bidding housing phone line.	May 04	Lettings
			• Incorporate translation of key service leaflets on to the intranet and website.	Jun 04	Strategy
			• Review performance on Sylheti phone line to improve performance to match English phone line.	Jul 04	Tech Serv/HRC
			• Pilot dedicated Sylheti phone enquiry line.	Mar 05	Home Own.
			• Improve ratio of bi-lingual staff, particularly support workers and liaison roles.	Mar 05	Heads/HRD
Improve access to Council buildings for people with disabilities	47	• Continue to make Housing Service's buildings DDA compliant.	• Agree programme with CESH.	Apr 04	Facilities Mgt/
			• Report to DMT showing which buildings are publicly accessible, fully accessible and not possible to make accessible.	Aug 04	Accomm.
			• Complete DDA work programme for LHOs: • Redcoat/Spitalfields/South Poplar/Mile End LHOs	Oct 04	
			• Spend £300k on programme.	Mar 05	

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6.5 A Better Place for Excellent Public Services: Priorities for 2004-05 *contd.*

Objective	Ref	Key activity	Key Steps	Date	Team
Improve our customer care & services to residents	48	<ul style="list-style-type: none"> Develop and roll out the projects and pilots in the Service Improvement Programme (SIP). 	<ul style="list-style-type: none"> Review new tenancy services, and tenancy audit process. Review access to services and produce better information for residents (see ref 49) Better estate-parking management. Develop the role of ECO/Rapid Response Team Improve major works consultation. Make better pre-inspection repairs. Pilot LHO easy repairs reporting Review the approach to decoration allowances. Improve void process and re-let times. Review the approach to Homeless payments. 	Jul 04 Nov 04	SIP Group
	49	<ul style="list-style-type: none"> Review access to key housing services & implement new methods for conveying information to residents. 	<ul style="list-style-type: none"> Introduce information notice boards on all estates. Review Service opening hours to make sure they are convenient for residents and standard across services. Produce a minimum of twelve new information leaflets explaining available services. Publish all standards and service information leaflets on the Council website. 	Jun 04 Oct 04 Oct 04 Nov 04	SIP Group
	50	<ul style="list-style-type: none"> Work with partners to develop a consistent & customer-focused service. <p><i>Equalities Action Plan</i></p>	<ul style="list-style-type: none"> Make available/market appropriate training courses to our Contractors, SLA providers, RSL staff, appropriate 3rd sector agencies and residents. Carry out annual survey of Third Sector agencies. Review SLA with: <ul style="list-style-type: none"> Benefits Agency RSLs Rent Officer Service Implement Home Ownership Third Sector Partnership Agreement. Develop and agree with residents a Code of Conduct for contractors carrying out repairs. 	Mar 05 Mar 05 Apr 04 May 04 Jun 04 May 04 May 04	HRD Strategy Benefits Home Own. Tech Services

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6.5 A Better Place for Excellent Public Services: Priorities for 2004-05 *contd.*

Objective	Ref	Key activity	Key Steps	Date	Team
Improve participation and involvement of local communities	51	<ul style="list-style-type: none"> Involve residents in designing the services they receive. <i>Equalities Action Plan</i>	<ul style="list-style-type: none"> Develop and agree principle-based housing strategies for social housing landlords for: <ul style="list-style-type: none"> gay & lesbian tenants disabled tenants older residents Carry out joint briefing sessions for Housing & Health staff to promote Better Care Higher Standards. 	Sep 04 Nov 04 Jan 05 Jun 04	Strategy HRD/Area Hsing
			<ul style="list-style-type: none"> All Housing Services to carry out customer satisfaction surveys and publish the results. Develop a programme of independent Mystery Shopping exercises, which will monitor performance against the Service Standards set out in Brochure T1 for what customers can expect when contacting the service in person, by phone or in writing. Introduce Customer Comment cards for residents to give feedback on service. Work with the Boroughwide Tenant Compact Group to test readability and comprehension of service information and to test service improvements prior to implementation. Actively promote a menu of resident involvement activities within TPC framework. 	Mar 05 Sept 04 Jun 04 Mar 05 Mar 05	Section Heads SIP SIP/CPT SIP/CPT SIP/CPT
	52	<ul style="list-style-type: none"> Work with residents to encourage wider participation and involvement within the Tenant Participation Compact (TPC) framework. <i>Equalities Action Plan</i>	<ul style="list-style-type: none"> Affiliate service improvement groups to Boroughwide Compact Group (BCG) <ul style="list-style-type: none"> Bengali & Somali community focus group; Housing information community focus group. Ensure resident involvement in design of service improvement pilots. Facilitate elections to Area Resident Panels (ARP). Develop TPC/BCG accreditation for Tenant Resident Associations to offer access to premises, resource centre & training opportunities. 	May 04 Sep 04 Sep 04 Mar 05	Strategy/CPT Area Housing CPT Strategy/CPT

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6.5 A Better Place for Excellent Public Services: Priorities for 2004-05 *contd.*

Objective	Ref	Key activity	Key Steps	Date	Team
	53	<ul style="list-style-type: none"> Work with Boroughwide Compact Group (BCG) to develop the Tenant Participation Compact (TPC) framework to provide a strong voice for all residents. 	<ul style="list-style-type: none"> Review TPC framework and the roles of the BCG and ARP in light of the Housing Choice Programme. Develop links and relationship between BCG and Local Area Partnerships. Consider feasibility and funding options of a resident group for all social tenants. 	Sep 04	CPT
				Oct 04	CPT
				Mar 05	CPT
	54	<ul style="list-style-type: none"> Develop, with residents, our annual health check process to provide for (initially) 6-monthly Performance Bulletins. <p><i>Equalities Action Plan</i></p>	<ul style="list-style-type: none"> Report to Tenant Compact. Consideration of targets (and diversity information) by affiliate Service Improvement Community Focus Group. First bulletin for the Tenant Compact, Members and staff. 	May 04	Perf Review
				Sep 04	Perf Review
				Sep 04	Perf Review

Glossary of terms

ASB	Anti-social behaviour team
BPR	Business Process Re-engineering
CPT	Consultation and participation team
EIP	Estate Improvement Programme
HRD	Human Resources and training
LLiC	Local Labour in Construction
NPI	New Partnerships and Initiatives
OSS	One Stop Shops
SIP	Service Improvement Programme
Soc. Hsg.	Social Housing Group
Tech.Serv.	Technical Services (repairs and major works)

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7 Supporting Organisational Change, Team & Staff Development

The Housing Service is committed to developing and providing relevant training for all our staff to ensure they are equipped to carry out the roles required of them and the emerging challenges we all now face. Resources are targeted to meet our goal of providing excellent public services to our residents. A key focus is providing tailored solutions to support the aims and objectives of individual service areas, identified through the Service and Team planning process. Our Staff Development Strategy is based at three levels, each with three objectives:

Housing Service Level

- ◆ To provide development opportunities that support organisational change and improve service standards.
- ◆ To provide leadership and professional development opportunities to help Managers to thrive in the future Housing Service.
- ◆ To support strategic projects, providing high quality cost-effective services and a workforce to reflect our community.

Team Level

- ◆ To meet the development needs of Teams in achieving high service standards and performance and deal effectively with change.
- ◆ To provide relevant and team based opportunities identified by Service Managers through the Team Planning process.
- ◆ To provide timely, relevant and tailored IT training for more than 800 staff on the i-World integrated computer system.

Individual Level

- ◆ To develop the skills of staff providing demanding Housing front-line services to support improved service standards.
- ◆ To equip staff to manage the transition process, enabling them to maximise the opportunities available through Housing Choice.
- ◆ To increase the professionalism of Housing staff to improve the quality of service and provide career development support.

8 Monitoring & Evaluation

Monitoring and evaluation of the Service Plan takes place at a number of levels:

Team level

Monitoring and evaluation takes place through regular 1:1s and team meetings which monitor individual and team progress in the achievement of Team Plans and identify any impediments, or training requirements necessary, to achieve the key steps.

Service level

Monitoring and evaluation takes place through the Directorate's Management Team, which considers Annual Health Check reports each year from each service area. The Lead Member for Housing also considers these summaries of each service's performance, which also inform reports on our overall performance to Scrutiny Panels.

Directorate level

Monitoring and evaluation takes place through two monitoring reports produced at 6 months and at 12 months. The half-yearly review will include half year performance against agreed targets (April-Sept) and take place prior to the budget round for 2005-06 (Nov). A more evaluative Annual Review will be produced within 2 months of the year-end. Key performance indicators are also reported in the Annual Report.

In addition, some Service Plan targets and activities also appear in other Council Plans such as the Housing Strategy, Strategic Plan, Equalities Action Plan and Crime and Disorder Reduction Strategy and performance information is also reported on these through the appropriate mechanisms. Progress against the Tower Hamlets Index performance indicators is reported to Cabinet at two-monthly intervals.

Housing's Business Risk Register identifies risks associated with failure to adequately progress or complete activities and targets in Housing's Service Plan and the Council's Strategic Plan. The register - which records the actions for mitigating the likelihood of occurrence and impact of those risks - is regularly reviewed by Housing's Risk Champion and ADMT, and reviewed quarterly by DMT and the Corporate Risk Group.



If you have any comments on this document please e-mail us:
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