

Housing Strategy and Development Service Delivery Plan 2014 – 2015

Overview of Housing Strategy and Development Services

The Housing Strategy and Development team comprises 1 Principal Officer, 1 Development and Enabling Officer (P/T 27 hours), 1 CLT Advisor (P/T 25 hours – 2 year secondment).

The strategic functions include the statutory requirement for a housing strategy (or statement update) and tenancy strategy. National Planning Policy Framework makes the requirement for a strategic housing market assessment of the local area to be produced. Our team supports the work of the Forward Planning team by contributing to the development of the Local Plan and relevant SPDs.

Much of the development work of our team is interrelated with the work of the Housing Services team (housing advice and homeless prevention service). One of the main differences in the functions of the two housing teams is that the Strategic and Development Housing team seeks long term solutions to the demands made on the housing service. The Strategic and Development team also seeks to address the broad needs of the district's housing market, including accommodation needed to support economic development.

A 20 year supply of affordable housing (rented and homeownership products) is sought via the local plan on allocated and exception sites. Access to the private rented housing market is pursued for households on modest incomes via private landlord engagement. Investment into the East Cambridgeshire housing market is actively pursued with national and local Registered Providers (mainly housing associations), the Homes and Community Agency and private developers.

Our work is also interrelated with objectives of Environmental Health services. We work to facilitate the best use of existing housing market stock through the reduction of numbers of empty homes (empty homes project) and improvement of existing homes (affordable homes retrofit project). Health and wellbeing objectives are pursued through projects that provide specialist accommodation including older people's extracare and engagement with social and health providers to promote facilities and services for East Cambridgeshire.

The team is responsible for delivering the corporate priority: Use Community Land Trusts (CLTs) as a preferred mechanism to enable people to live and work locally.

We also contribute to a number of other corporate priorities including:

- Facilitate economic growth within the District,
- Ensure appropriate development throughout the District by planning well for infrastructure, employment and high quality design,
- Embrace Localism throughout the District.

The cost to run the service totals:

- Housing Strategy and Development (Core Functions) £117,400
- Sub Regional Housing Market Assessment and Sub Regional Housing/Planning services £ 17,850
- Home Link (choice based lettings system) £ 28,560
- Community Led Development Service for CLT development £ 67,500

Total £231,310

Forward Planning for Councillors

Proposed date of decision	Item/Event/ Project Stage	Service Area	Member Champion	Committee
Sept 2014	Recommend budget provision to extend current Community Land Trust (CLT) Programme and instruct extension of CLT advisor secondment	Housing Strategy & Development	Cllr Mike Rouse	Corporate Governance and Finance Committee
Nov 2014	Agree delegated authority to procure a new contract the sub regional Home Link Scheme and recommend budget provision.	Housing Strategy & Development	Cllr Mike Rouse	Corporate Governance and Finance Committee
Mar 2015	Update Local Investment Plan	Housing Strategy & Development	Cllr Mike Rouse	Corporate Governance and Finance Committee
Mar 2015	Housing Statement & Tenancy Strategy	Housing Strategy & Development	Cllr Mike Rouse	Corporate Governance and Finance Committee
Various	Agree Grant and Loan requests from Community Groups	Housing Strategy & Development	Cllr Mike Rouse	Corporate Governance and Finance Committee

Strategy map



Measuring Performance

Support services for development delivery measures	Target	Actual
100% Financial reviews of development appraisals requested by planning applicants undertaken in accordance with procedures.	100%	
Secure inward investment measures	Target	Actual
Update Local Investment Plan	March 2015	

Enable better health and wellbeing through housing, affordable housing and housing-related support measures	Target	Actual
Develop extra care scheme on North Ely scheme on first development phase of Endurance Estates scheme – 100% year1 milestones	100%	
Contribute to development of countywide Older People's Strategy and integration with the new health provider for older persons.	Nov 2014 & 100%	

Deliver new homes which support economic success and reduce homelessness measures	Target	Actual
100% Milestones Community Led Development Service supporting Community Land Trust Corporate Priority	100%	
Provide an enabling service to maximise affordable housing outputs for allocated and exception sites in accordance with Local Plan and SPDs Service (Supporting Community Land Trust Corporate Priority)	100% allocated 16 exception	

Extend housing choice and meet housing need measures	Target	Actual
Management of Homelink Choice Based Lettings Service in accordance with Service Level Agreement and East Cambridgeshire Allocations Policy	6 Meetings	
Review East Cambridgeshire Tenancy Strategy	March 2015	

Create mixed and cohesive communities measures	Target	Actual
Update Housing Strategy with Housing Statement	March 2015	
Strategic Housing Market Assessment Review of Chapters	March 2015	
Village & Towns Local Housing Data Project	50% March 2015	

Improve standards in existing homes and encourage best use of all homes measures.	Target	Actual
100% Milestones empty homes project in partnership with ARP	100% of actions	
Sanctuary Liaison best use of existing stock(including New Barns retrofit programme) quarterly meetings	4	
Organise Landlord Events	2	

Empowered confident staff to enable innovative development and supportive member champion measures	Target	Actual
100% Appraisals completed on time	100%	
Service awareness briefings for service Delivery Champion including End of year statistical report (partial)	4	

Delivering the service

Name	Financial reviews of development appraisals service
Owner	Oliver Cook Development and Enabling Officer
Co owners	Karen Freya Principal Officer
Purpose	To provide an efficient development review service to land owners and developers. Balancing the need to seek affordable housing through planning gain without compromising commercial development for the district.
Links	National planning Policy Framework /Growth and Infrastructure Act/Local Plan
Formula	Maximise the delivery of affordable housing without compromising the viability of residential housing schemes.
Source of Data	Tracking spreadsheet and database, Local Investment Plan
Frequency	Every review
Target	100% of applications processed in accordance with procedures, 100% of affordable housing planning consents receive development funding
Rewards/Penalties	Penalties: Missed planning deadlines/Failure to meet requirements of Growth & Infrastructure Act, Rewards : Developers attracted to East Cambs/ Maximum affordable housing delivery
Who measures?	Oliver Cook Development and Enabling Officer
Who acts on the data?	Oliver Cook Development and Enabling Officer
What will be done	Challenges to affordable housing delivery policies will be assessed through contracts with DV and other consultants
Feedback	Annual report of performance of , AH % renegotiated for Annual Stats Annual report of AH delivery
Notes	

Name	Update Local Investment Plan
Owner	Oliver Cook Development and Enabling Officer
Co owners	Karen Freya Principal Officer
Purpose	To secure investment in new affordable housing/infrastructure loans
Links	Homes & Communities Agency Affordable Homes programme/Registered Provider's investment plans/ Community Land Trust Business plans /Local Plan
Formula	'Sell' East Cambridgeshire as a place to invest. Enabling to partners/enabling partners plans / meetings partners
Source of Data	Tracking spreadsheet and database, Local Investment Plan
Frequency	Every review
Target	100% of affordable housing planning consents receive development funding/investment
Rewards/Penalties	Rewards: Maximum affordable housing delivery
Who measures?	Oliver Cook Development and Enabling Officer
Who acts on the data?	Oliver Cook Development and Enabling Officer
What will be done	New affordable housing will be included in the National Affordable Homes Programme
Feedback	Annual update
Notes	

Name	Develop extra care scheme on North Ely scheme on first development phase of Endurance Estates scheme
Owner	Karen Freya Principal Officer
Purpose	To enable the provision of an extracare scheme for older people consisting of 75 apartments and communal facilities that will operate as a community hub for the wider community.
Links	Cambridgeshire Extracare Housing Strategy Group Action Plan/Housing Strategy/North Ely SPD
Formula	'Sell' the project to investment partners and coordinate development of the delivery of the project.
Source of Data	Homelink, waiting lists for existing extracare schemes, Housing Market Assessment projection data
Frequency	Milestones related to timelines of external agencies
Target	100% milestones necessary to achieve project
Rewards/Penalties	Additional provision to a network of specialist older person provision in the District. Savings for adult services and health care services
Who measures?	Karen Freya Principal Officer
Who acts on the data?	Karen Freya Principal Officer
What will be done	<ul style="list-style-type: none"> • Collate needs data/analysis to support the business plans of partner organisations • Enable: land provision in s106 agreement, investment partners, care provision budgets with County Council. • Develop allocation policy • Integrate with current provision • Develop Community hub
Feedback	Annual report to Council
Notes	

Name	Contribute to development of countywide Older People's Strategy and integration with the new health provider.
Owner	Karen Freya Principal Officer
Co owner	Liz Knox Environmental Services Manager
Purpose	<ul style="list-style-type: none"> • Seek sources of funding for disabled facilities funding. • To ensure that the housing services are understood and integrated in adult service and health care pathways. • To fulfil the statutory duties relating to the Care Act 2014.
Links	Care Act 2014/ Statutory duty to provide facilities for disabled people in dwellings
Formula	Promote the integration of social housing providers resources, promote the importance of ECDC prevention services for a wholistic and integrated system for older people's health care to County Council Adult Care and Health Providers including local GPs
Source of Data	ECDC statistical information and data
Frequency	As required
Target	<ul style="list-style-type: none"> • Complete Older People's Strategy (Vision Statement) in collaboration with partners Oct 14 • Attend Cambs Executive Partnership Board x2
Rewards/Penalties	<p>Rewards: Securing disabled facilities funding to fulfil the Council's statutory duty and:-</p> <ul style="list-style-type: none"> • Effective use of resources (particularly in providing prevention services that make significant savings for health and social care) <p>Broader benefits include:-</p> <ul style="list-style-type: none"> • Supporting older people to maintain health and independence and remain at home • Facilitate speedy discharge from hospital and reduce risk of readmission • Protecting vulnerable people • Supporting carers • Enabling end of life care at home.
	Karen Freya Principal Officer & Liz Knox
Who acts on the data?	Karen Freya Principal Officer & Liz Knox
What will be done	<p>-Contribute to writing of Older People's strategy (Vision Statement) attend circa 6 coordinating meetings.</p> <p>-Attend Cambs Executive Partnership Board x 4 a year</p> <p>-Attend Community Services Steering Group</p> <p>-Assist with the CCG Integrated Older People's Pathway & Adult Services Procurement:-</p> <ul style="list-style-type: none"> • Collation & provision of data relating to older people's housing services in East Cambridgeshire • Appraisal CCG procurement bids from providers • Moderation Meetings x 3 • Updates for Health & Wellbeing Partnership meetings (Liz Knox Environmental Services Manager) <p>-Develop enhanced housing options to meet the requirements of the Care Act</p>
Feedback	Updates to Health & Wellbeing Partnership

Name	Provide an enabling service to maximise affordable housing outputs for allocated and exception sites in accordance with Local Plan and SPDs
Owner	Oliver Cook Development and Enabling Officer
Co Owner	Karen Freya Principal Officer, Debbie Wildridge CLT Advisor
Purpose	Core Service to deliver affordable housing in the district which is accessible to residents on modest incomes. Supports the CLT Corporate Priority
Links	Housing Strategy/ Local Plan & SPDs/ Local Investment Plan/CLT East/Cambs Rural Housing Partnership/Investing RP's/ Help to Buy Agent
Formula	Pursue and enable new development opportunities to maximise affordable housing delivery in accordance with policy (NB Cross cuts with Community Land Trust Corporate Priority)
Source of Data	Land Owners/Planning Applications/Parish Councils/Community Groups
Frequency	As opportunities are created or arise.
Target	Achieve policy requirement on allocated sites – 30% in north & 40% in south of district unless viability case is proven /16 homes on Community Group or Parish Council led exception sites.
Rewards/Penalties	Maximum successful AH delivery addresses housing need, prevents homelessness and supports economic growth. Failure means too few people can afford to live and work in our communities
Who measures?	Development and Enabling Officer /Principal Housing Officer, Principal Forward Planning Officer.
Who acts on the data?	Development and Enabling Officer /Principal Housing Officer, Principal Forward Planning Officer.
What will be done	-Negotiation/ Enabling with landowners, Registered Provider's, Community Land Trust's, HCA, Land & Estate Agents regarding sites, -Advice and guidance for affordable housing requirements, housing standards, -Provide s106 agreements service for affordable housing and community development
Feedback	Annual AH monitoring
Notes	

Name	Community Led Development Service supporting Community Land Trust Corporate Priority
Owner	Debbie Wildridge CLT Advisor
Co Owners	Oliver Cook Development and Enabling Officer Karen Freya Principal Officer
Purpose	Community Development
Links	Corporate Priority: Use Community Land Trusts as a preferred mechanism to enable people to live and work locally/ Community Led Development SPD
Formula	To facilitate the delivery of affordable housing and other community assets
Source of Data	Service level agreement with Foundation East
Frequency	Annual
Target	100% milestones and targets as set out in Foundation East Service Level Agreement and capture of opportunities as they arise.
Rewards/Penalties	Additional affordable housing Community-led development
Who measures?	Karen Freya Principal Officer, Debbie Wildridge CLT Advisor
Who acts on the data?	Karen Freya Principal Officer, Debbie Wildridge CLT Advisor Oliver Cook Development and Enabling Officer
What will be done	<p>The service will provide:-</p> <p>Senior level consultancy support to local communities, bespoke 'Community led' toolkit, technical and development advice and grant and loan appraisal.</p> <p>Support to emerging CLT's, a programme of local awareness events including a regional conference, marketing and management of grant and loan fund.</p> <p>Specific Actions to March 15 include:-</p> <ul style="list-style-type: none"> • Peer to Peer visit for Thrift to Hythe Forward, Colchester • Project plan timetable for the formation of 3 additional CLTs • Draw down funding for one of the new CLTs • Develop CLT Allocation Policy template • Promotion at Soham Library • Develop CLT clauses for s106 agreements • Promote CLT development partnerships with 2 'sensitive' Housing Associations • Inclusion in Local Investment Plan • Cohousing enabling with emerging group • Develop joint action plan with the Cambridgeshire Acre Rural Affordable Housing service
Feedback	Via corporate priority reporting
Notes	

Name	Management of Homelink Choice Based Lettings Service
Owner	Karen Freya Principal Officer
Co owners	Sub Regional Partners of the Homelink Board
Purpose	<p>- Fulfil Statutory duty (To secure advice and information free of charge to persons in the district about the right to make an application for an allocation of accommodation/ have an allocation scheme, publish a summary and allocate accommodation in accordance with the Scheme).</p> <p>-To ensure that social housing in the district is let fairly and fulfils the Council's legal obligations; assist people in need; and contribute to sustainability of the district.</p> <p>- To provide Housing Register</p> <p>-To provide a data base for the analysis of affordable housing need for the Sub Regional Housing Market Assessment analysis and underpins Local Plan.</p> <p>-Available as an administrative vehicle for Community Land Trust allocations via partnership agreements.</p>
Links	Allocations Policy/Sub Regional Service Level Agreement/ Sub Regional Housing Market Assessment /Housing Strategy/Tenancy Strategy/Local Plan
Formula	<p>-Monitoring of service level agreement and requirements of the allocations policy at bimonthly meetings.</p> <p>-Procurement of new Homelink provider</p>
Source of Data	Reporting functions of the Homelink system
Frequency	Monthly, quarterly and annual
Target	100% adherence to East Cambridgeshire Allocation Policy and Service Level Agreement
Rewards/Penalties	<p>Rewards: fair, fast, efficient allocation of social housing/Reliable statistics to support Sub Regional Housing Market Assessment and Local Plan/Trust in the social housing system/Savings to the Council related to homeless housing responsibilities.</p> <p>Penalties: Additional costs to the Council in homeless housing responsibilities/failure to provide statistics to support Local Plan.</p>
Who measures?	Principal Housing Officers, DCLG
Who acts on the data?	Principal Housing Officers
What will be done	<p>-Attendance of x6 Homelink Board meetings a year</p> <p>-Contribute to procurement project to secure a new provider contract:</p> <ul style="list-style-type: none"> • Identify requirements • Select procurement service • Host supplier day • Test systems • Undertake selection • Finalise contract <p>-Collate reports</p>
Feedback	Annual report to Council

Name	Review East Cambridgeshire Tenancy Strategy
Owner	Oliver Cook Development and Enabling Officer
Co Owner	Karen Freya Principal Officer
Purpose	Statutory requirement to provide guidance to Social Housing Registered Provider's on administration of affordable housing tenancies
Links	Localism Act/ Housing Strategy/Allocations Policy/ RP's tenancy policies
Formula	<ul style="list-style-type: none"> • Update statistical appendices that support strategy. • Consider effectiveness of strategy and recommend any amendments to Council
Source of Data	Strategic Housing Market Assessment, Housing register
Frequency	N/A
Target	Mar 2015
Rewards/Penalties	Updated Strategy will be unlikely to attract challenge
Who measures?	Karen Freya Principal Officer
Who acts on the data?	Karen Freya Principal Officer & Oliver Cook Development and Enabling Officer
What will be done	<ul style="list-style-type: none"> • Gather updated statistics from SHMA and County Council research team • Line by line review of current strategy and amend where justified by changing circumstances • Report to council
Feedback	Corporate Governance & Finance Committee
Notes	

	Update Housing Strategy with Housing Statement
Owner	Karen Freya Principal Officer
Co Owner	Oliver Cook Development and Enabling Officer
Purpose	Update the Housing Strategy with a Housing Statement with review and refresh of housing related objectives including Community Led Development.
Links	Statutory Duty to produce a Housing Strategy /Sustainable Community Strategy/Local Plan/ Sub Regional Housing Statement
Formula	The Statement will review housing-related issues in East Cambridgeshire, establish priorities for action informed by an analysis of need, and provide an action plan focussing on key priorities.
Source of Data	Sub Regional Housing Market Assessment/Local Plan
Frequency	2 yearly
Target	Final Draft Statement by March 2015
Rewards/Penalties	Rewards: Effective decisions and better use of resources and provides the framework in which to operate. Homeless strategy
Who measures?	Karen Freya Principal Officer
Who acts on the data?	Council
What will be done	<ul style="list-style-type: none"> • Update of housing needs assessment data and new challenges • Recap on agreed vision for the area • Set out how the local area looks currently in relation to agreed vision • Set out what steps are needed to travel towards the vision • How partners can contribute to the vision • Action Plan
Feedback	Corporate Governance & Finance Committee/ Full Council
Notes	

Name	Review Strategic Housing Market Assessment (SHMA)
Owner	Oliver Cook Development and Enabling Officer
Co Owner	Karen Freya Principal Officer
Purpose	Essential information for strategic planning, planning application assessment and development viability assessment
Links	NPPF, planning policy guidance, Cambridge Housing Sub Region Housing Strategy, ECDC strategic planning and development management
Formula	Work with sub regional Strategic Housing Market Assessment review group: 6-weekly meetings
Source of Data	Housing market statistics, income and affordability statistics, collated by County Council research group
Frequency	Ongoing – a rolling programme of review and update
Target	Updated work plan by Nov 14, 3 draft chapters by March 15
Rewards/Penalties	Essential work to defend planning policy and application decisions.
Who measures?	Karen Freya Principal Officer, Principal strategic PO,
Who acts on the data?	Karen Freya Principal Officer, Katie Child Principal Strategic Planning Officer, Development Management Team, Oliver Cook Development and Enabling Officer
What will be done	SHMA group to update chapter by chapter in accordance with national planning guidance using most recent statistics,
Feedback	Service Champion
Notes	

Name	Village & Towns Local Housing Data Project
Owner	Karen Freya Principal Officer
Co Owner	Oliver Cook Development and Enabling Officer
Purpose	To provide an annual suite of information for district councillors to provide to parish/town councils. Statistical information for promotion campaigns for CLT development.
Links	Community Land Trust development plan, Cambs Rural Housing Partnership
Formula	Produce a spreadsheet containing data for each parish with the facility to extract data for annual reports, displays, presentations, planning advice etc
Source of Data	Census, SHMA, Homelink – collated by Cambs County Council research group
Frequency	N/A
Target	50% Spreadsheet complete by Mar 15
Rewards/Penalties	Will facilitate local decision making based on knowledge of need and supply. Failure will mean uninformed decision making hindering growth
Who measures?	Karen Freya Principal Officer & Oliver Cook Development and Enabling Officer
Who acts on the data?	Karen Freya Principal Officer, Oliver Cook Development and Enabling Officer & Debbie Wildridge CLT Advisor
What will be done	Work with CCCRG on data requirements for spreadsheet. Use of info in local presentations/promotions
Feedback	Service Champion
Notes	

Name	Empty homes project in partnership with Anglia Revenues Partnership (ARP)
Owner	Karen Freya Principal Officer
Co Owner	Anglian Revenue Partnership (ARP)
Purpose	<ul style="list-style-type: none"> To reduce the number of empty homes in the district to encourage the best use of housing stock <p>Additional benefit:</p> <ul style="list-style-type: none"> To maximise new homes bonus payment to the Council.
Links	Housing Strategy
Formula	To work with ARP, to send out a mail shot to all registered empty properties on the council tax database, to encourage home owners to bring their properties back into use
Source of Data	Council tax database/New Homes Bonus Calculation
Frequency	
Target	Complete Actions 1 to 5 by March 15
Rewards/Penalties	<p>Rewards:</p> <p>More properties available for occupation</p> <p>Higher level of New Homes Bonus for the Council</p>
Who measures?	Karen Freya Principal Officer/ Linda Grinnell Financial Services Manager
Who acts on the data?	Karen Freya Principal Officer/Linda Grinnell Financial Services Manager
What will be done	<p>Action Plan:-</p> <ol style="list-style-type: none"> 1. Create campaign letter, empty homes information & options sheet, empty homes questionnaire 2. Send to all registered properties on the council tax database 3. Respond to enquiries 4. Facilitate incentives including grants, landlord resolution service for those considering letting 5. Follow up on all completed questionnaires 6. Continue campaign with any new empty homes on a quarterly basis
Feedback	Annual New Homes Bonus Calculation report to ECDC for empty properties
Notes	Also increase council tax revenue where records are updated

	Sanctuary Group Partnership Liaison
Owner	Karen Freya Principal Officer
Co Owner	Senior Sanctuary Officers
Purpose	Encourage the best use of existing social housing stock and related housing/community capacity building activities/homeless projects
Links	Housing Strategy/Tenancy Strategy/Local Plan/Homes & Communities Agency/Various Housing Acts/Under Occupation Protocol/ Stock Transfer Agreement/Homelink Partnership Guidance, Agreements and Protocols
Formula	Meet quarterly/as required with senior Sanctuary Officers and Development Officers
Source of Data	Actions arising from liaison/individual meetings
Frequency	Quarterly review of actions/ individual action plans
Target	100% actions agreed
Rewards/Penalties	Sanctuary is the most significant social landlord in the district with circa 2920 general needs housing stock 900 older people's bungalows & flats and 154 homes in older people's extracare schemes.
Who measures?	Karen Freya Principal Officer
Who acts on the data?	Karen Freya Principal Officer /Oliver Cook Development and Enabling Officer
What will be done	<ul style="list-style-type: none"> • Partnership retrofit project • Stock analysis sharing • Stock condition survey shared • Homelink improvements • Disposal of stock feedback • Tenancy administration info sharing • Use of older people's housing/services info sharing
Feedback	Service Champion /Sanctuary Annual Report to Council
Notes	

Name	Organise Landlord Events
Owner	Karen Freya Principal Officer
Co Owners	Housing Options Team
Purpose	Encourage Private Sector Landlords to: Provide good management / Let to households on low incomes/Undertake improvements to properties. Also to build database of private landlords
Links	Housing Strategy/Various Housing Acts/Government Guidance
Formula	Host Landlord Events to provide useful and topical information from ECDC teams and a variety of partner organisations:- <ul style="list-style-type: none"> • Retrofit opportunities • Fire prevention • HMO requirements • Grants • Landlord resolution service • CAB • Housing Benefit • Housing Allowance – Valuation Service • Landlord associations
Source of Data	Various
Frequency	6 monthly
Target	2 Events
Rewards/Penalties	Rewards: <ul style="list-style-type: none"> • Well managed private rented stock • Open to households on modest incomes • Good quality rented stock • Prevent homelessness
Who measures?	Karen Freya Principal Officer
Who acts on the data?	Karen Freya Principal Officer
What will be done	Organisation and administration of venue, stall holders and presentations to provide information. Landlord database updated, feedback analysed and responded to.
Feedback	Service Champion
Notes	

Name	Appraisals undertaken
Owner	Karen Freya Principal
Purpose	To ensure that all staff appraisals are completed annually and within the time frame set by HR
Links	HR Policy and procedure Corporate priorities EH Service delivery plan
Formula	To undertake staff appraisals within time frame set by HR ensuring all staff complete documentation to enable feedback and sign off. Training opportunities identified and pursued as they arise.
Source of Data	performance against accountabilities, 1-1 carried out throughout the year
Frequency	Annually
Target	100%
Rewards/Penalties	To provide staff with feedback on performance (good and bad), Identify training needs/skills gaps. Acknowledgment from Chief exec if score 5
Who measures?	Principal Housing Officer and Chief Executive
Who acts on the data?	All staff
What will be done	<ol style="list-style-type: none"> 1. Time frame set by HR 2. Line managers to book appraisal with staff 3. Line manager to issue staff with paperwork to complete 4. Paperwork to be completed by appraisee and returned to Line manager 5. Appraisal undertaken and comments from line manager added accountabilities for next year agreed 6. Completed documentation agreed by line manager and appraisee signed off 7. Completed appraisal sent to HR
Feedback	1-1 , mid-term appraisal
Notes	Any discussion at appraisals should not come as a surprise; issues that arise regarding performance should be dealt with in a timely manner.

Name	Service awareness briefings for service Delivery Champion
Owner	Karen Freya Principal
Purpose	To update Service Delivery Champion with progress within Housing Services, how the service is being operated and budgetary updates. Service Delivery Champion to act as critical friend
Links	Service delivery Plans
Formula	To include Service Delivery Champion in the Housing Services Department.
Source of Data	Notes of meetings, decisions made at Corporate Governance and Finance Committee, group meetings. Feedback from Members and CE
Frequency	As required
Target	100%
Rewards/Penalties	Service delivery Champion will be able to develop an in depth understanding of the services delivered by the Housing Team. They will act as a critical friend, they will challenge and promote housing priorities. They will be able report to the Council on activities and respond to questions and enquires.
Who measures?	Principal Housing Officer and Chief Executive
Who acts on the data?	Principal Housing Officer and Housing Team.
What will be done	<ol style="list-style-type: none"> 1. Member Champion to be offered induction in service area, meet with appropriate staff and agree expectations (from both sides) 2. Invite Member to publicity events 3. Provide Member with updates of significant national policy changes 4. Provide annual statistics on housing market signals and village & town profiles for Town & Parish Members
Feedback	Annual statistics
Notes	