

REPORT TO: HOUSING COMMITTEE – 19 JANUARY 2004

REPORT ON: HOUSING DEPARTMENT SERVICE PLAN 2003-2007

REPORT BY: DIRECTOR OF HOUSING

REPORT NO.: 47-2004

1. PURPOSE OF REPORT

- 1.1. To seek approval of the Housing Department Service Plan 2003-07.

2. RECOMMENDATION

- 2.1. It is recommended that the Housing Committee approves the Housing Department Service Plan (Appendix 1).

3. FINANCIAL IMPLICATIONS

- 3.1. Actions proposed in the service plan in approved revenue and capital budgets.

4. LOCAL AGENDA 21 IMPLICATIONS

- 4.1. The Housing Service Plan will ensure that resources are used efficiently and waste minimised, that local needs are met locally and that all sections of the community are empowered to participate in decision-making.

5. EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1. The actions identified in the service plan will contribute positively to equal opportunities through specific measures of service delivery.
- 5.2. The plan will also ensure that the Anti-Poverty Strategy is progressed by targeting resources and delivering services where there is greatest need (for example, by implementing the Homelessness Strategy and the Fuel Poverty Strategy).

6. BACKGROUND

- 6.1. The Housing Department Service Plan has been written in the context of Council Plan 2003-07 and reflects the vision of the Community Plan, the City Vision for Dundee and the Modernising Government Agenda.
- 6.2. The priorities for service delivery and project development detailed within the Service Plan are consistent with the Housing Department's vision and objectives.

These objectives are translated into clear, measurable actions which we will report progress upon, thus demonstrating continuous improvement and the provision of

“best value” services.

- 6.3. This Service Plan will build on previous performance and successes of the Housing Department, which include:
- Letting over 96% of Council houses in 2002/03.
 - Attracting £487,400 of grant funding from the Scottish Executive to help deliver the Homelessness Strategy and tackle Rough Sleeping.
 - Developing a new Secure Tenancy Agreement, together with tenants’ representatives.
 - Providing central heating for 1,753 tenants in 2002/03.
 - Making adaptations to 301 Council houses for people with a disability in 2002/03.
 - Providing double glazing in 211 Council houses in 2002/03.
- 6.4. New projects and priorities which we will deliver over the course of this Service Plan include:
- Review of the housing repairs service to ensure best value in the delivery of this service.
 - Expansion of the remit of the Anti-Social Behaviour Team.
 - Continued partnership working and support of NCH’s Families Project, and the Community Mediation Service.
 - Implementing the Homelessness Strategy.
 - Supporting the Dundee Community Energy Partnership and developing a Fuel Poverty Strategy for Dundee.
 - Facilitating the Financial Viability Study and option appraisal for community ownership in Council housing.
 - Developing a Common Housing Register for social rented housing in Dundee.
 - Providing central heating in 1,517 Council houses.
- 6.5. It is recommended that the Housing Committee approve the Housing Department Service Plan at Appendix 1.

7. **CONSULTATION**

- 7.1. The Chief Executive and all Chief Officers of the Council have been consulted on this report.

8. **BACKGROUND PAPERS**

8.1. None.

ELAINE ZWIRLEIN
DIRECTOR OF HOUSING

DECEMBER 2003

HOUSING DEPARTMENT SERVICE PLAN 2003-2007

STRATEGIC STATEMENT BY THE DIRECTOR OF HOUSING

It is the Housing Department's vision **to secure the best quality housing for Dundee's citizens.** This is a time of great change and challenge for the Department. At this time we are busy implementing a range of initiatives instigated by the Housing (Scotland) 2001 Act, there are new duties in the Homeless (Scotland) 2003 Act to see through. Detailed work plans are set out in our Homelessness Strategy and our imminent Local Housing Strategy, Fuel Poverty Strategy, Supporting People Strategy and Tenant Participation Strategy. It will be our priority to implement the actions contained within these strategies.

The Department's strategies are intrinsically linked to Council Plan objectives and the vision of the Community Plan. Some of the key projects which we hope to complete in the coming 3 years are:

- **Completion of the review of the repairs service** – this will meet the Council plan objectives by allowing full involvement of tenants' representatives, deliver a Repairs Contact Centre and online, web-enabled Housing Repairs System. This will allow us to provide the best value and most efficient service to Council tenants. We will continue to monitor tenants' satisfaction with this service to ensure that it meets tenants' needs.
- **The Anti-Social Behaviour Team** – will build upon its success in the Council housing sector by expanding its remit to the private and housing association sectors. The work of the Anti-Social Behaviour Team will be bolstered by the work of the Housing Support Team and other support providers such as NCH's Families Project.
- **Financial Viability Study and Option Appraisal for the future of the Council's housing** – deliberations are continuing within the all party Working Group to agree a way forward. In the near future we will develop a financial plan and regeneration strategy which we hope will allow us to deliver housing which will meet the Dundee standard and the (*draft*) Scottish Social Housing Standards while monitoring financial budgets to ensure that the Council's commitment to a maximum rent rise of inflation +1% can be achieved.
- **Housing for people with particular needs** – we will continue to work in partnership with Health Services, Social Work, Communities Scotland and Housing Associations to deliver housing for people with particular needs. Similarly, we will work in partnership to deliver attractive good quality housing in all sectors to ensure sustainable physical and social renewal of the city.
- **The Fuel Poverty Strategy** – will develop the Home Energy Conservation Act Action Plan and work through the Dundee Community Energy Partnership to tackle exclusion, poverty, and deliver sustainable living conditions in the City.

In addition to these key projects, we will continue to give a high priority to customer care through our Customer Care Standards, delivering and developing our Tenant Participation Strategy.

The range and quality of housing within Council housing estates which exhibit signs of deterioration and decline will be enhanced through regeneration strategies which focus on removal of surplus housing, replacement with quality sustainable new build units, upgrading of core stock to the Dundee Standard, sustainable environmental / infrastructure improvement programmes, supporting building stronger communities through community capacity and tailoring service delivery to reflect communities' needs.

Thanks to the commitment of tenant representatives, employees, managers and councillors, the Housing Department has an enviable track record of delivering what is needed. Our commitment to meeting the needs of tenants and other service users in the future will be demonstrated through this Service Plan.

HOUSING DEPARTMENT OBJECTIVES

To help us work towards the Department's vision, we have set 9 objectives, these are:

1. Secure warm dry homes, to the Dundee Standard, which meet individual needs at a reasonable cost.
2. To have informed and involved customers and staff.
3. To meet customer aspirations.
4. To provide the best value services.
5. To spend money wisely.
6. To maximise income.
7. To regenerate unpopular areas.
8. To assist people with a housing need.
9. To enable a well maintained and managed environment.

Each of these objectives will be measured by the monitoring framework set out in this service plan and the Council's Local Housing Strategy.

SERVICE PLAN CONTENTS

| Service Name | Manager | Page No |
|--|---|----------------|
| Housing Management Division | David Simpson City Housing Manager | |
| Housing Strategy Division | Peter McKenna Housing Strategy Manager | |
| Performance Management and Reporting Framework | Housing Department Management Team | |

HOUSING MANAGEMENT

Strategic Statement

It is the Housing Management Division's goal to ensure that the needs of Council tenants and prospective tenants are met. We aim to provide quality services in the most effective and efficient manner possible.

We want to make sure that tenants are consulted and involved in the decisions that affect their housing. We will deliver the Council Plan priorities for which we have responsibility, these include:

- Review of the Repairs Service which will ensure that tenants have their houses repaired more quickly and more effectively and that tenants get the best value for money.
- Further work with tenants upon their concerns about anti-social behaviour. This will be pursued by the expansion of the remit of the Anti-Social Behaviour Team into the private rented and owner occupied sectors.
- Our actions to help support vulnerable people will be bolstered by partnerships with agencies such as the NCH Children's Project and the Community Mediation Service.
- One of our top priorities continues to be our duty to provide accommodation to homeless people and achieve the objectives on the Homelessness Strategy.

In addition to these Council Plan priorities, the Housing Management Division will meet the needs of tenants and people in housing need by listening to what they want and agreeing together how to deliver.

We will build on the successes we have achieved in the past, for example:

- Letting 96.9% of houses in 2002/03.
- Developing a new tenancy agreement together with tenant representatives in September 2003.
- Provision of a new Housing Support Service in March 2003.
- Making adaptations to 301 Council houses for people with a disability in 2002/03.

Our own surveys show consistently high levels of satisfaction with housing management services. We will continue to deliver these high standards in the future.

Objectives

The Housing Management Division is responsible for the following services:

- Council house letting.
- Letting sheltered, very sheltered and special needs houses.
- Estate management.
- Collecting rents and other charges.
- Homeless service.
- Anti-Social Behaviour Team.
- Repairs and Maintenance.

In the coming 3 years we intend to test ourselves against the "*Self Assessment Checklist*" provided by Communities Scotland for us to prepare for the Single Regulatory Framework. We will also take up active membership of the Scottish Housing Best Value Network to ensure continuous improvement of services through benchmarking and peer review.

We will measure our performance through our rolling programme of customer satisfaction surveys and continuous monitoring and review of our performance against the key performance measures and targets described in this Service Plan.

KEY PERFORMANCE MEASURES AND TARGETS

| Response Repairs | Baseline | Target |
|--|-----------------|---------------|
| Out of Hours Emergency | 98.77% | 99% |
| Day-time Emergency | 91.51% | 97% |
| 3 Day Urgent | 73.12% | 90% |
| 10 Day Priority | 68.29% | 90% |
| 15 Day Normal | 70.50% | 90% |
| Within 24 Hours | 94.35% | 99% |
| 10 Day Empty Property | 75.25% | 90% |
| Inspections | 86.22% | 90% |
| Tenant Satisfaction with the Repairs Service | 89.9% | 90% |

Note: Categories and targets may change over the course of 2004 depending upon guidance from the Accounts Commission.

| Scottish Secure Tenancy Signing | Baseline | Target |
|--|-------------------|------------------|
| To have all eligible tenants on SSTs | 49.3% at 30.09.03 | 100% by 31.09.04 |

| Letting Council Houses | Baseline | Target |
|---|-----------------|---------------|
| Percentage of Houses Let | 96.91% | 97% |
| Timescales for Letting: | | |
| Under 2 weeks | 34.3% | 30% |
| 2-4 weeks | 19.3% | 30% |
| Over 4 weeks | 46.4% | 40% |
| Tenant satisfaction with operation of the housing waiting list. | 80.8% | 82% |
| Tenant satisfaction with the re-housing service. | 79.9% | 80% |

| Tenant Arrears | Baseline | Target |
|---|-----------------|---------------|
| Current Tenant Arrears | 9.2% 2002/03 | 8.5% |
| Tenant satisfaction with advice on rent payment difficulties. | 73.9% | 80% |

| Homeless Service | Baseline | Target |
|---------------------------------|-----------------|---------------|
| Use of Temporary Accommodation: | | |
| • Hostel | 32 days | 30 days |
| • Furnished Dwellings | 130 days | 95 days |
| • Bed and Breakfast | 38 days | 30 days |

| Housing for Particular Needs | Baseline | Target |
|---|-----------------|---------------|
| No of properties adapted (<i>minor adaptations</i>) | 222 | 200 |
| No of whole house adaptations | 8 | 2 |

| Equal Opportunities | Baseline | Target |
|--|----------------------|---------------|
| Ethnic minority representation on housing waiting list | 4.23% (Sept 2003) | 3.33% |
| Proportion of lets to ethnic minorities | N/A | 3.33% |

| Providing Support for Victims of Harassment and Tackling Anti-Social Behaviour | Baseline | Target |
|---|-----------------|---------------|
| Satisfaction with tackling neighbour problems (<i>cases resolved</i>) | 69.4% | 70% |
| Satisfaction with tackling neighbour problems (<i>all cases</i>) | 62.7% | 65% |

| Customer Care Standards | Baseline | Target |
|--|-----------------|---------------|
| Satisfaction that Housing staff treat customers in a professional manner | 90% | 92% |
| Satisfaction that enquiries are handled efficiently | 86% | 90% |
| Satisfaction that Housing staff are friendly? | 92% | 94% |

KEY PROJECTS

| Project Objective | Resource Allocation | Target End Date |
|---|---|---|
| <p>Repairs Service Review – working with tenants representatives to improve property maintenance and service delivery.</p> <p>Develop a customer contact centre and joined up housing repairs service.</p> <p>Develop an on-line web enabled housing repairs service on the basis of the outcome of the Repairs Service Review Group.</p> | | <p>Phase 1 April 2004</p> <p>Phase 2 April 2005</p> |
| Review of Allocations Policy | | Targets and timescales to be agreed March 04 |
| <p>Priority services for electronic service delivery.</p> <ul style="list-style-type: none"> • Repairs • Allocations • Insurance | | April 2005 |
| Expand Anti-Social Behaviour Team to the private sector and progress Out of Hours Service. | | September 2003 |
| Develop a 'Communication Intelligence Unit' in partnership with Tayside Police. | £75,000 over two years (Scottish Executive Grant) | April 2004 |

HOUSING STRATEGY

Strategic Statement

It is the Housing Strategy Division's goal to develop deliverable strategies which will contribute to the regeneration of the city, meet individual needs for quality housing and support services. Much of our effort is spent on forging partnerships to ensure that the objectives contained within our and our partners strategies are realised.

Many of the Key Projects which the division is leading on are directly reflecting Community Plan Themes, Council Plan Objectives and will become the basis of the Local Housing Strategy. These projects include:

- Active support as a member of the Dundee Community Energy Partnership.
- Development of a Fuel Poverty Strategy.
- Implementation and Review of the Homelessness Strategy.
- Developing a strategy to tackle management and disrepair in the private sector.
- Developing a regeneration strategy for the city.
- Facilitating the Financial Viability Study and Option Appraisal for investment in Council housing.
- Ensuring that Capital Projects and Planned Maintenance programmes include target hardening (*eg replacement doors, controlled entry systems and windows to a high security standard*).
- In partnership with Abertay Housing Association, Communities Scotland and Dundee Womens Aid Collective, provide a domestic abuse refuge to accommodate 7 families.

We will build upon our past successes and abilities to respond quickly and effectively to new challenges. Our successes include:

- Attracting £789,100 of grant funding from the Scottish Executive to deliver the Homelessness Strategy and other Homelessness related projects.
- Together with our partners, attracting grant from the Scottish Executive's Domestic Abuse Service Development Fund of £487,400 to provide a refuge and training for staff.
- Demolishing 338 unpopular Council houses in 2002/03.
- Providing central heating for 1,753 Council houses.
- Providing double glazing for 211 Council houses.

Much of our efforts in the immediate future will be focused on the development of our regeneration strategy for the city in the context of the outcome of the Financial Viability Study. This work along with our many other priorities will ensure that the Housing Strategy Division is at the heart of delivering the Community Plan and Council Plan.

Objectives

The Housing Strategy Division is responsible for:

- Housing Renewal.
- Capital Improvements and Planned Maintenance.
- Council House Sales.
- Private Sector Services (*Houses in Multiple Occupation, Care and Repair Service, Private Sector Grants*).
- Housing Strategies, Plans and Policy.
- Supporting People (*Jointly with Social Work Department*).
- Housing Finance and Administration.
- Tenant Participation.

Much of the activity of the Division, in the immediate future, will be focused on providing a Local Housing Strategy which will encapsulate all of the strategically important plans of the Department. This process in itself will require a detailed action plan and evaluation framework which will be monitored by Communities Scotland.

KEY PERFORMANCE MEASURES AND TARGETS

| Tackling Fuel Poverty and Achieving Home Energy Conservation Act Targets | Baseline | Target |
|---|-----------------|---------------|
| Number of people living in Fuel Poverty | | |

Note: Target and baseline to be defined after results of Scottish House Condition Survey become available.

| Council House Sales | Baseline | Target |
|---|-----------------|---------------|
| Sales to be completed in under 26 weeks | 73.6% | 80% |

| Private Sector Grants | Baseline | Target |
|--|-----------------|---------------|
| Expenditure of grant budget | 100% | 100% |
| Customer satisfaction with private sector grant service (see note) | 96.9% | 90% |

Note: target held at 90%, awaiting impact of new grant system to be appraised.

| Capital Expenditure | Baseline | Target |
|---|-----------------|---------------|
| Expenditure of total capital budget | 100% | 100% |
| Expenditure of HRA Budget | 99.5% | 100% |
| Tenant satisfaction with handling capital contracts | 81.8% | 84% |

| Care and Repair Service | Baseline | Target |
|---|-----------------|---------------|
| Satisfaction with the Care and Repair Service | 97.6% | 98% |

| Tenant Participation | Baseline | Target |
|--|-----------------|---------------|
| Satisfaction with the Tenant Participation Service | 83% | 85% |

KEY PROJECTS

| Project Objective | Resource Allocation | Target End Date |
|---|--|---|
| Develop a Common Housing Register | £100,000 Scottish Executive Grant (<i>Maximum</i>) | March 2006 |
| Replacement of Central Heating in 1,517 properties | £8,145,000 | March 2005 |
| Controlled Entry Systems | £260,000 | March 2005 |
| Priorities for Electronic Service Delivery: <ul style="list-style-type: none"> • Council House Sales • Capital Contracts • Private Sector Grants • Housing in Multiple Occupation Licensing | | April 2005 |
| Extend Partnering on Capital Projects | N/A | September 2004 |
| Commence second Preferred Energy Supplier Contract | £70,000 (<i>income</i>) | April 2004 |
| Review Energy Efficiency Commitment Agreement with Scottish Power | £100,000 (<i>income</i>) | August 2004 |
| Install Solar Panels in 300 Council houses | Dependent on grant funding | March 2005 |
| Complete Dundee Community Energy Project | £32,000 | November 2004 |
| Implement Homelessness Strategy Action Plan <ul style="list-style-type: none"> • Provision of 82 units of temporary accommodation • Coordinate 100 referrals for health need assessment exercise • Investigate resources for outreach service one-step shop • Achieve Homepoint standards in Homelessness | | March 2005 June 2003 March 2006 March 2004 |
| Submit Local Housing Strategy | N/A | April 2004 |
| Submit Fuel Poverty Strategy | N/A | April 2004 |
| Review Supporting People Strategy | N/A | March 2005 |

| | | |
|---|---|------------|
| Regenerate unpopular areas by removal of unsustainable housing | £2,000,000 | March 2005 |
| Progress Financial Viability Study | | March 2005 |
| Facilitate the provision of a refuge for women fleeing domestic abuse | £465,000 (<i>Scottish Executive Grant</i>) | March 2005 |

HOUSING REVENUE ACCOUNT EXPENDITURE AND INCOME

(at outturn price base) £000's

| | 2004/05 | 2005/06 | 2006/07 |
|---------------------------------------|---------------|---------------|---------------|
| Staff Costs | 10,254 | 10,478 | 10,766 |
| Property Costs | 14,738 | 14,521 | 14,316 |
| Supplies and Services | 1,630 | 1,642 | 1,658 |
| Transport Costs | 101 | 107 | 110 |
| Third Party Payments | 124 | 150 | 152 |
| Support Services | 1,637 | 1,678 | 1,720 |
| Capital Charges | 11,586 | 11,643 | 11,988 |
| Capital Financed from Current Revenue | 4,534 | 4,005 | 3,596 |
| Gross Revenue Expenditure | 44,604 | 44,224 | 44,306 |
| Other Income | 43,490 | 42,051 | 41,099 |
| Net Revenue Expenditure | 1,114 | 2,173 | 3,207 |

OTHER HOUSING REVENUE BUDGET EXPENDITURE AND INCOME

(at outturn price base) £000's

| | 2004/05 | 2005/06 | 2006/07 |
|---------------------------------------|--------------|--------------|--------------|
| Staff Costs | | | |
| Property Costs | 82 | 76 | 76 |
| Supplies and Services | 1,590 | 1,633 | 1,653 |
| Transport Costs | | | |
| Third Party Payments | 549 | 560 | 571 |
| Support Services | | | |
| Capital Charges | | | |
| Capital Financed from Current Revenue | | | |
| Gross Revenue Expenditure | 2,221 | 2,269 | 2,300 |
| Income | 1,038 | 1,082 | 1,110 |
| Net Expenditure | 1,183 | 1,187 | 1,190 |

HOUSING REVENUE ACCOUNT EXPENDITURE AND INCOME*(at outturn price base) £000s*

| | 2004/05 | 2005/06 | 2006/07 |
|---------------------------------------|----------------|----------------|----------------|
| Staff Costs | 10,254 | 10,478 | 10,766 |
| Property Costs | 14,738 | 14,521 | 14,316 |
| Supplies and Services | 1,630 | 1,642 | 1,658 |
| Transport Costs | 101 | 107 | 110 |
| Third Party Payments | 124 | 150 | 152 |
| Support Services | 1,637 | 1,678 | 1,720 |
| Capital Charges | 11,586 | 11,643 | 11,988 |
| Capital Financed from Current Revenue | 4,534 | 4,005 | 3,596 |
| Gross Revenue Expenditure | 44,604 | 44,224 | 44,306 |
| Other Income | 43,490 | 42,051 | 41,099 |
| Net Revenue Expenditure | 1,114 | 2,173 | 3,207 |

OTHER HOUSING REVENUE BUDGET EXPENDITURE AND INCOME*(at outturn price base) £000s*

| | 2004/05 | 2005/06 | 2006/07 |
|---------------------------------------|----------------|----------------|----------------|
| Staff Costs | | | |
| Property Costs | 82 | 76 | 76 |
| Supplies and Services | 1,590 | 1,633 | 1,653 |
| Transport Costs | | | |
| Third Party Payments | 549 | 560 | 571 |
| Support Services | | | |
| Capital Charges | | | |
| Capital Financed from Current Revenue | | | |
| Gross Revenue Expenditure | 2,221 | 2,269 | 2,300 |
| Income | 1,038 | 1,082 | 1,110 |
| Net Revenue Expenditure | 1,183 | 1,187 | 1,190 |

FINANCIAL PLAN

CAPITAL PLAN 2003-2007

| <u>Project</u> | Actual Prior to 04.01.03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 | Later Years | Total |
|----------------------------------|-----------------------------|---------------|---------------|---------------|---------------|----------------|---------------|
| Capital | | | | | | | |
| Windows | | 15 | 200 | 200 | 140 | | 555 |
| Heating | | 10,005 | 8,145 | 7,800 | 4,500 | | 30,450 |
| Community Care | | 383 | 601 | 601 | 600 | | 2,185 |
| Estate Strategies | | 365 | 1,650 | 1,100 | 1,000 | | 4,115 |
| Rewiring | | 50 | 350 | 340 | 350 | | 1,090 |
| Roof Repair/Renewal | | 457 | 2,400 | 2,800 | 2,900 | 1,280 | 9,837 |
| Roughcast | | 800 | 880 | 1,385 | 1,381 | | 4,446 |
| Integrations | | 1 | 150 | 100 | 100 | | 351 |
| Security | | 125 | 360 | 360 | 360 | | 1,205 |
| Contingencies/Fees | | 25 | 50 | 50 | 50 | | 175 |
| TOTAL | | 12,226 | 14,786 | 14,736 | 11,381 | 1,280 | 54,409 |
| CFCR/Planned Maintenance | | | | | | | |
| Multi Storey Fabric | | 605 | 840 | 765 | 550 | | 2,760 |
| Concrete/PRC | | 212 | 410 | 555 | 370 | | 1,547 |
| Miscellaneous | | 3,998 | 1,430 | 1,253 | 1,270 | | 7,951 |
| Demolitions | | 752 | 1,893 | 1,470 | 1,454 | | 5,569 |
| TOTAL | | 5,567 | 4,573 | 4,043 | 3,644 | | 17,827 |
| Repairs and Renewals Fund | | 1,122 | 600 | 0 | 0 | | 1,722 |
| OVERALL TOTAL | | 18,915 | 19,959 | 18,779 | 15,025 | 1,280 | 73,958 |

PERFORMANCE MANAGEMENT AND REPORTING FRAMEWORK

COMMUNICATION OF THE PLAN

The actions contained within the Housing Department's Service Plan will be developed in partnership with the Dundee Federation of Tenants Associations.

Communication and review of the plan will also be reflected through the Local Housing Strategy which is to be submitted to the Scottish Executive after wide consultation by 31 March 2004.

Component parts of the Local Housing Strategy such as the Homeless Strategy, Tenant Participation Strategy and Fuel Poverty Strategy will be progressed, monitored and reviewed by their respective consultative forums.

PUBLIC REPORTING OF THE SERVICE PLAN

A report will be submitted to the Housing Committee within 3 months of the year end reporting progress against targets and projects detailed in the Service Plan.

An Annual Report will be delivered to all Council tenants setting out in an easily understood format the targets which have set ourselves and our performance against them.

Consultation will commence with the tenants and their representatives on all major decisions which affect them to be consistent with the Tenant Participation Strategy and the Housing (Scotland) Act 2001.

EMPLOYEE APPRAISAL AND DEVELOPMENT REVIEW PROCESS

Internal management review processes will ensure that the Service Plan is consistent with the Department's "Key Results".

Employee Development and Review Scheme will be linked to the targets in the Housing Department's Service Plan.

INVESTORS IN PEOPLE

The Department will begin to work toward Investors in People (IIP) Accreditation.

SELF ASSESSMENT FOR IMPROVEMENT USING THE EFQM MODEL

The Department will conduct a full EFQM review in 2005/06.

LINKAGES TO EXTERNAL NETWORKS

The Department will be an active member of the Scottish Housing Best Value network and engage in peer review exercises and benchmarking activities with other housing authorities.

The Department will prepare for the Single Regulatory Framework by completing self assessment using Communities Self Assessment Templates and prioritising actions to ensure best value and best practice are seen in the Department.

COMMITMENT TO BEST VALUE REVIEWS AND AUDITS

The Department will prepare for the Single Regulatory Framework for Social Landlords by completing self assessment using Communities Self Assessment Templates and prioritising actions to ensure best value and best practice are seen in the Department.

The Department will contribute actively to the Corporate Best Value review during 2004/05.