



Service Plan: 2008/09

Community Services

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Who we are and what we do

Cllr Zita Wiltshire - Portfolio Holder - Housing

Cllr Jo Gideon - Portfolio Holder - Communities, Health & Safer Neighbourhoods

Cllr Shirely Tomlinson - Portfolio Holder - Keeping Thanet Beautiful

Brendan Ryan - Head of Service

Mark Richardson - Community Safety Manager

Carla Wenham - Housing Renewal Manager & SSCF Manager

Amber Christou - Strategic Housing Manager

Paul Martin - Environmental Health Manager

Madeline Homer - Landlord Services Manager (Tenant Services)

The Community Services Portfolio includes the council's housing, community safety and environmental health and car parking responsibilities.

Our aim is to help create an area in which people feel safe and secure, where they respect their neighbours and local environment. To ensure that people have decent living conditions to provide a platform from which they can develop their potential.

The Community Services Department is responsible for:

Providing an effective customer focused housing management and maintenance service to the Council's 3,000 tenants

Providing help, advice and assistance to people having difficulty with their housing including those who are homeless or potentially homeless

Improving housing conditions across all tenures ensuring that people's homes are fit for purpose and suitable to the occupants needs

Reducing the number of empty properties in the district

Ensuring that there is an adequate supply of housing to meet the needs of the area

Providing the corporate strategic and partnership lead for improving the health and well being of Thanet residents.

Protecting residents in respect of food safety, health and safety, housing conditions and pollution and contamination.

Working with the police and other agencies to reduce crime and anti social behaviour in the district

Controlling parking to ensure that traffic flows safely and freely throughout the District

Stimulating the regeneration of run down and deprived neighbourhoods like Cliftonville and Margate Central

Providing the strategic link with other agencies to develop a stronger communities and neighbourhoods

Providing Corporate Health and Safety Management Systems and Major Emergency Plan for the Council

As well as striving for the best possible service in the areas described above, the Department seeks to make a full and positive contribution to the overall performance of the council and to achieving the key aims and priorities set out in the Corporate Plan. The Corporate Plan sets out the Council's priorities grouped around six themes:

Thanet's Economy
Safe Neighbourhoods
Beautiful Thanet
Quality Housing
Healthy Communities
Modern Council

What we have achieved during 2007/08 through the Corporate Plan and our Service Plan

Introduced a new framework for involving tenants in our housing service
Reduced staff absences through sickness in the department
Seen a reduction in crime and anti social behaviour in the district
Re-invigorated our CDRP to respond to the new challenges set out by the introduction of the national standards
Environmental Health waste enforcement activity is in the top quartile in the Country.
Brought over 80 new empty properties back into use
Agreed and signed contracts to provide 56 new units of supported housing for vulnerable people in the district
Introduced dog control orders on beaches to ensure that Blue Flag accreditation is retained
Substantially increased enforcement activity against people dropping litter and allowing their dogs to foul public areas
Best Value Performance for Environmental Health in the top quartile nationally
Extended CCTV coverage to Newington
Successfully concluded an inspection of our strategic housing service by the Audit Commission
Introduced new guidelines for developer contributions to affordable housing
Assisted 100 households who may be in fuel poverty to access heating and insulation measures
Introduced a Strategy for tackling poor quality housing in the private rented sector
Industrial pollution compliance through Environmental Health now 100% and in top quartile nationally
New Pest Control Shared Service reduces costs with greater resilience.

Key Projects

Environmental Health

Ref	Description	Target dates		Resource requirements	Stakeholders
		Start	Finish	Lead (+key members of project team)	
COM 20	Complete self assessment and action plan following the review of KLOEs	April 2008	Sept 08	Paul Martin	EH staff
COM21	Review dog control orders across Thanet. Paper to Cabinet by November	April 2008	Dec 08	Penny Button	Residents and members
COM22	Develop cost effective solutions to the management of stray dogs	April 2008	Jul 08	Penny Button	Residents and members
COM23	Deliver top quartile performance for the flytipping performance indicator.	April 2008	Mar 09	Penny Button	Residents and members
COM24	Deliver the Food and Health and Safety Business Plans as agreed with the HSE and FSA.	April 2008	Mar 09	Mike Hannan	Local Businesses
COM25	Develop a Health and well being strategy for Thanet in conjunction with PCT and other partners	April 2008	Mar 09	Paul Martin	Residents, members & PCT
COM26	Draft an Air Quality Strategy for Thanet	April 2008	Mar 09	Amanda Berry	Members, KCC, PCT and residents
COM27	Develop greater understanding of the services' costs and VFM	April 2008	Nov 09	Paul Martin	Members
COM 28	Establish risk assessment processes to comply with the Better Regulation Code of Practice	April 2008	Mar 09	Paul Martin	Staff and members
COM28	Review Noise Services, including out of hours services provided to Thanet residents.	April 2008	Dec 08	Paul Martin	Residents and service users
COM30	Develop Emergency planning processes with the East Kent cluster	April 2008	Mar 09	Paul Martin	Residents and members

2. Key Projects

COM31	Complete Equalities Impact Assessment for EH service	April 2008	Mar 09	Paul Martin	Equalities Group
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Landlord Services

Ref	Description	Target dates		Resource	Stakeholders
		Start	Finish	Lead (+key members of project team)	
COM 32	Re-write the HRA BusinessPlan and financial plan	Apr-08	Mar 09	Madeline Homer	Tenants
COM 33	Develop further the involvement of residents in project appraisals and impact assessments	Apr-08	Mar 09	Michelle Thomas	Tenants and tenants groups
COM34	Develop the role of tenants & leaseholders in monitoring estate conditions	Apr-08	Dec 08	Craig George	Tenants, lessees, tenants groups and housing officers
COM 35	Write Self assessment from KLOE review and implement action plan	May-08	Sept 08	Sarah Warner	Tenants
COM36	Develop better understanding of service costs and VFM	Jul-08	Mar 09	Madeline Homer	Tenants
COM37	Achieve efficiencies and service improvements through joint working with other stock retaining councils	Apr-08	Mar 09	Madeline Homer	Tenants, lessees, tenants groups and housing staff and members
COM38	Improve performance in letting empty properties	Apr-08	Sept 08	Madeline Homer	Residents on housing register, Mears
COM39	Improve performance in collecting rents and reducing arrears	Apr-08	Mar 09	Madeline Homer	Tenants, Financial services staff

2. Key Projects

COM 40	Further improve approach to managing ASB including signing up to the Respect Agenda	Apr-08	June 08	Craig George	Tenants, Community Safety unit, Police and members
COM41	Complete Equalities Impact assessment for landlord service	Apr-08	May 08	Madeline Homer/ Sarah Warner	Tenants Forum

Strategic Housing

Ref	Description	Target dates		Resource	Stakeholders
		Start	Mar 09	Lead (+key members of project team)	
COM 42	Developing the service user focus - establish system to monitor and analyse customer/service user feedback	April 2008	Dec 2008	Amber Christou	Residents/Service users
SHI 1	Review quality and clarity of published information esp information on lettings policy and rent deposit scheme (as per inspection report)	April 2008	Oct 2008	Vicky Harley	Residents/Service users
SHI 2	Develop use of service standards- by consulting service users on draft standards, - publish standards to service users and setting up systems to monitor standard (as per AC inspection report)	April 2008	Oct 2008	Vicky Harley	Residents/Service users
COM 43	Establish and implement a framework to involve stakeholders in re-drafting of the revised housing strategy and the subsequent on going development and revision	April 2008	Dec 2008	Amber Christou	Residents/Service users/RSLs Voluntary and statutory agencies/ members

2. Key Projects

SHI 3	Redraft the Housing Strategy after completion of the Housing Market Assessment	April 2008	March 2009	Amber Christou	Residents/Service users/RSLs Voluntary and statutory agencies/ members
SHI 5	Develop the housing options service to reflect the needs of the BME community, difficult to reach groups and vulnerable people	April 2008	Mar 09	Amber Christou	Residents/Service users
COM44	Complete Housing Market Assessment	April 2008	Mar 09	Amber Christou	Developers/ Planning/Strategic Planning/members
MM1	Develop system to make RSLs more accountable for performance in Thanet as per housing inspection	June 2008	Oct 2008	Amber Christou	RSLs
COM 45	Strengthen approach to Value for money - by implementing recommendation three of the AC inspection reports	April 2008	April 2009	Amber Christou	Members/Financial services
COM46	Develop VFM toolkit to guide enabling and investment decisions e.g. use of s 106 money	April 2008	Dec 2008	Amber Christou	Planners/ developers/RSLs
COM47	Implement CBL	April 2008	Sept 2008	Amber Christou	Residents/Service users/RSLs
COM48	Develop lettings plan for the district linking the anticipated lets available to the assessed need and strategic objectives of the council	April 2008	Dec 2008	Amber Christou	Residents/Service users/RSLs
COM49	Complete sub regional homelessness strategy	April 2008	Mar 09	Amber Christou	Residents/Service users/RSLs Voluntary and statutory agencies/ members

2. Key Projects

COM50	Review the demand for supported housing in the district and the level of services provided/funded by Supporting People	April 2008	Oct 2008	Ashley Stacey	Residents/Service users/KCC Supporting People
SHI 4	Review Equalities Impact assessment for Housing options and strategic housing	April 2008	Mar 09	Amber Christou	Residents/Service users

Housing Renewal and Improvement

Ref	Description	Target dates		Resource	Stakeholders
		Start	Finish	Lead (+key members of project team)	
COM51	Revise Empty Property strategy	April 2008	Sept 08	Tanya Wenham & Mike Thompson	TDC/KCC/Private Sector Landlords / Management agents/ Community/ Margate Renewal Partnership / Housing Renewal / Registered Social Landlords
COM52	Complete stock condition survey	April 2008	Dec 2008	Steve O'Shea	East Kent partner LAs / Tunbridge Wells LA / Maidstone LA
COM53	Implement GIS mapping to plot distribution of empty properties, Cat 1 Hazards, HMOs and grants/loans	April 2008	Dec 2008	Steve O'Shea/Mike Thompson/Dave Farmer	Housing Renewal / Housing Improvement / GIS service
COM54	Develop long term strategy for DFGs identifying options to manage demand and reduce cost of provision. Discussion/options paper to cabinet before July 2008	April 2008	Aug 2008	Tanya Wenham	User group / OTs / HIA
COM55	Evaluate VFM of HIA and other delivery vehicles	April 2008	Dec 2008	Carla Wenham/Steve O'Shea	Finance / HIAs / Other delivery vehicles

2. Key Projects

SHI 6	EIA to be completed for Housing Improvement and Housing Renewal	April 2008	Dec 2008	Carla Wenham	Housing Renewal / Housing Improvement / SSCF
COM56	Establish Landlords' Board	April 2008	Dec 2008	Steve O'Shea	National Landlords' Association/ PS Landlords / Housing Benefit / Housing Options
COM57	Establish Landlord Accrediation Scheme	April 2008	Dec 2008	Steve O'Shea	East Kent partner LAs / PSLandlords/ Management and Letting agencies
COM58	Make application to Secretary of State for voluntary licencing scheme for HMOs	April 2008	Apr 2009	Steve O'Shea	Residents /Landlords et al
COM59	Establish ResidentsForum in the renewal area	April 2008	Dec 2008	Dave Farmer	Housing Renewal / SSCF / Community / TDC Communications
SHI 7	Develop use of service standards- by consulting service users on draft standards, - publish standards to service users and setting up systems to monitor standard (as per AC inspection report)	April 2008	Dec 2008	Carla Wenham	Service users
SHI 8	Understand the cost of the Housing Improvement service and evaluate VFM of service provision	April 2008	Sept 08	Carla Wenham	Housing Improvement / Finance
COM60	Revise Financial Assistance Policy to reflect current strategic approach to private sector financial assistance provided District-wide.	April 2008	Mar 2009	Tanya Wenham	Partner service providers / TDC Finance / Other TDC services
COM61	Increasing the VCS Infrastructure support in SSCF area	April 2008	Dec 2008	Kate Wilson	SSCF/ CASEKent / VCS organisations

2. Key Projects

COM52	Develop pilot youth projects in the SSCF area linked to Youth Strategy Positive Contribution targets (1) Youth Mayor and (2) Engagement of youths.	April 2008	Dec 2008	Kate Wilson	SSCF/ Youth Engage Network/ Thanet Youth Council / VCS organisations
COM63	Develop a site register with intervention plan for all key sites in the Renewal Area, which is co-ordinated and developed with Margate Renewal partners.	April 2008	Jul 2008	Carla Wenham/Dave Farmer	Housing Renewal/ Margate Renewal Partnership / Strategic Housing /PS Landlords
SHI 6	Complete Equalities Impact assessment for housing renewal and improvement services	April 2008	Dec 2008	Carla Weham	Corporate Equalities group/Residents

Community Safety

Ref	Description	Target dates		Resource	Stakeholders
		Start	Finish	Lead (+key members of project team)	
COM 64	Assess options for expanding and developing the CCTV service	April 2008	Dec 2008	Mark Richardson/Phil Snook	Residents/ Business Community/ Police
COM65	Improve data collection and sources to inform the district strategic assessment	April 2008	Oct 2008	Mark Richardson	Police/ PCT/ Fire Service
COM66	Revire and relaunch information sharing protocol	April 2008	Dec 2008	Mark Richardson	Police/Social Servies/PCT
COM67	Consult with residents on community safety priorities	April 2008	Jan 2009	Mark Richardson	Residents /TDC Comms
COM68	Establish a community safety team	April 2008	Oct 2008	Mark Richardson	Police/ residents/Members
COM69	implement a tactical approach within the partnership to tackling ASB and crime	April 2008	April 2008	Mark Richardson	Police/CDRP exec

2. Key Projects

COM70	Review ASB hotline	April 2008	Dec 2008	Mark Richardson	Residents/ members
COM71	Develop SLA with Mediation service	April 2008	Feb 2009	Mark Richardson	Mediation service/ Housing Service/
COM72	Raise awareness of section 17 responsibilities within all departments of the council	April 2008	March 2009	Mark Richardson	TDC officers/ Members
COM73	Implement system to assess customer satisfaction	April 2008	March 2009	Mark Richardson	Residents
COM74	Complete Equalities Impact assessment for Community Safety	April 2008	Dec 2008	Mark Richardson	Corporate Equalities group/Residents

CROSS CUTTING

COM 75	Ensure Officer participation in the Child Protection & Safeguarding Children Committee - and ensure actions from Committee meetings and CP/SGC action plan for service are implemented	01-Jan-08	01-Jan-09	Robert Rose, Carol Cook, Sarah Carroll, Tim Conroy, Hayley Eversfield, Vicky Harley	Cllr J Gideon
CP5(7C)	Achieve Level 3 of Equalities Standard - All service actions as specified in the revised Corporate Equality Plan to be implemented and action plans developed	Apr-08	Mar-09	Robert Rose, Ian Driver, Cherry Butcher	Cllr J Gideon

Key Performance Indicators

Ref	Description	LAA or Local PI	Frequency Report	07/08 Target	2007/08 Actual	2008/09 Target
Head of Service						
NI110	Proportion of young people who say they have participated in positive activities	01. National Indicator (Kent LAA)	Annual	New Indicator	New Indicator	New indicator - targets for 2009/10 will be set following results of first survey
Environmental Health						
EH001	Number of enforcement notices to abate waste and rubbish on private land	03. Local Indicator (Corporate Level)	Quarterly	Not set	226	220
EH003	Percentage of requests responded to within target (normally 2 working days)	04. Local Indicator (Service Level)	Monthly	70%	71%	90%
EH004	Percentage of service requests completed within target	04. Local Indicator (Service Level)	Annual	80%	87%	90%
EH005	Percentage of industrial sites compliant with environmental legislation	04. Local Indicator (Service Level)	Annual	91%	100%	100%
EH006	Percentage of contaminated land site remediated or information provided	04. Local Indicator (Service Level)	Monthly	3%	4.58%	6%
NI055	Obesity among primary school age children in Reception Year	01. National Indicator (Kent LAA)	Annual	New Indicator	New Indicator	Targets will be set once baseline data has been received by the PCT
NI119	Average score per person [minimum 5, maximum 35; higher is better] for resident's responses to questions regarding their general health and well-being	02. National Indicator (Other)	Biennial	New Indicator	New Indicator	New indicator - targets will be set following results of first Place Survey
NI120	All-age all cause mortality rate	01. National Indicator (Kent LAA)	Annual	New Indicator	New Indicator	Targets will be set once baseline data has been received by the PCT

NI121	Mortality rate from all circulatory diseases at ages under 75	02. National Indicator (Other)	Annual	New Indicator	New Indicator	Targets will be set once baseline data has been received by the PCT
NI122	Mortality from all cancers at ages under 75	02. National Indicator (Other)	Annual	New Indicator	New Indicator	Targets will be set once baseline data has been received by the PCT
NI137	Healthy life expectancy at age 65	02. National Indicator (Other)	Biennial	New Indicator	New Indicator	New indicator - targets will be set following results of first Place Survey
NI182	Percentage of business customers of regulatory services who respond that they have been treated fairly and/or the contact has been helpful.	02. National Indicator (Other)	Annual	New Indicator	New Indicator	New indicator - targets will be set for 2009/10 once definition and baseline are established
NI184	Percentage of food establishments in the area which are broadly compliant with food hygiene law	02. National Indicator (Other)	Annual	New Indicator	New Indicator	80%
NI196	Score (1-4) for flytipping prevention and enforcement	02. National Indicator (Other)	Annual	1	Will be available from DEFRA Sept 2008	1
Landlord Services						
BV212	Average number of days taken to re-let local authority housing	04. Local Indicator (Service Level)	Monthly	28	29.38	27
DO001	Percentage of repairs failed at post inspection	04. Local Indicator (Service Level)	Monthly	New Indicator	New Indicator	5.00%
DO002	Percentage of repairs not achieving right first time	04. Local Indicator (Service Level)	Monthly	New Indicator	New Indicator	5.00%
LL006	Percentage of homes to have had gas appliances serviced in last 14 months	04. Local Indicator (Service Level)	Monthly	New Indicator	New Indicator	100%
NI158	% of council homes which are non-decent	02. National Indicator (Other)	Annual	Not set	1%	1%
NI160	Percentage of tenants who are satisfied with the service provided by the Council as landlord	02. National Indicator (Other)	Biennial	No survey carried out	No survey carried out	83%

RT003	Average time taken to complete non-urgent repairs (days)	04. Local Indicator (Service Level)	Monthly	Not set	6	7
Strategic Housing						
BV213	Number of homeless households whose situation was resolved through the work of the housing advice service per thousand households	04. Local Indicator (Service Level)	Quarterly	3	2.23	2.34
NI155	Number of affordable homes delivered (gross)	01. National Indicator (Kent LAA)	Annual	Not set	20	70
NI156	Number of households living in Temporary Accommodation	02. National Indicator (Other)	Quarterly	65	50	50
Housing Renewal and Improvement						
BV064	The number of private sector vacant dwellings returned into occupation or demolished as a direct result of local authority action	04. Local Indicator (Service Level)	Quarterly	85	90	88
NI187a	Percentage of people receiving income based benefits living in homes with a low energy efficiency rating	01. National Indicator (Kent LAA)	Annual	New indicator	New indicator	New indicator - no baseline. Target will be set for 2009/10 once baseline is established
NI187b	Percentage of people receiving income based benefits living in homes with a high energy efficiency rating	01. National Indicator (Kent LAA)	Annual	New indicator	New indicator	New indicator - no baseline. Target will be set for 2009/10 once baseline is established
RL001	Number of disrepair cases resolved by the Housing Improvement Team	04. Local Indicator (Service Level)	Quarterly	Not set	331	350
RL002	Number of housing renewal grants given	04. Local Indicator (Service Level)	Quarterly	Not set	65	150
RL003	Number of HMOs licensed	04. Local Indicator (Service Level)	Quarterly	Not set	39	20

RL004	Average time taken to approve Disabled Facilities Grants	04. Local Indicator (Service Level)	Quarterly	Not set	10	21
RL005	Percentage of Regional Housing Board money spent	04. Local Indicator (Service Level)	Quarterly	New indicator	New indicator	5%
Community Safety						
CS001	Number of FPN issued for Littering and dog fouling	03. Local Indicator (Corporate Level)	Monthly	Not set	320	300
NI015	Number of most serious violent crimes per 1,000 population	01. National Indicator (Kent LAA)	Monthly	New Indicator	New Indicator	New indicator - target will be set for 2009/10 once Kent Police establish baseline for 2008/09.
NI016	Number of serious acquisitive crimes per 1,000 population	02. National Indicator (Other)	Monthly	New Indicator	New Indicator	New indicator - target will be set for 2009/10 once Kent Police establish baseline for 2008/09.
NI017	Percentage of respondents who perceive there to be a high level of anti-social behaviour	02. National Indicator (Other)	Biennial	New Indicator	New Indicator	New indicator - targets will be set following results of first Place Survey
NI021	Percentage of residents who believe that the local concerns about anti-social behaviour and crime are dealt with by the local council and police	01. National Indicator (Kent LAA)	Biennial	New Indicator	New Indicator	New indicator - targets will be set following results of first Place Survey
NI023	Percentage of residents who believe that people in the area treat one another with respect and dignity	02. National Indicator (Other)	Biennial	New Indicator	New Indicator	New indicator - targets will be set following results of first Place Survey
NI024	Satisfaction with the way the police and local council dealt with anti-social behaviour	02. National Indicator (Other)	Annual	New Indicator	New Indicator	New indicator - targets will be set following results of first survey
NI032	Percentage reduction in repeat victimisation for those domestic violence cases being managed by a MARAC	01. National Indicator (Kent LAA)	Quarterly	New Indicator	New Indicator	New indicator - target will be set for 2009/10 once Kent Police establish baseline for 2008/09.

NI034	Number of domestic homicides per 1,000 population	02. National Indicator (Other)	Annual	New Indicator	New Indicator	New indicator - target will be set for 2009/10 once Kent Police establish baseline for 2008/09.
NI041	Perceptions of drunk or rowdy behaviour as a problem	02. National Indicator (Other)	Biennial	New Indicator	New Indicator	New indicator - targets will be set following results of first Place Survey
	NB Baseline data for most of the new crime Pis have not been established and LAA targets have not been agreed at a county level. Therefore it has not been possible to set targets to reduce crime levels					
Other non priority Indicators						
NI020	Number of "assaults with less serious injury" offences per 1,000 population	02. National Indicator (Other)	Monthly	New Indicator	New Indicator	New indicator - target will be set for 2009/10 once Kent Police establish baseline for 2008/09.
NI025	Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour	02. National Indicator (Other)	Annual	New Indicator	New Indicator	New indicator - targets will be set following results of first survey
NI027	Understanding of local concerns about anti-social behaviour and crime by the local council and police	02. National Indicator (Other)	Biennial	New Indicator	New Indicator	New indicator - targets will be set following results of first Place Survey
NI029	Number of gun crimes per 1000 population	02. National Indicator (Other)	Annual	New Indicator	New Indicator	New indicator - target will be set for 2009/10 once Kent Police establish baseline for 2008/09.

NI030	Re-offending rate of prolific and priority offenders	02. National Indicator (Other)	Annual	New Indicator	New Indicator	New indicator - target will be set for 2009/10 once Kent Police establish baseline for 2008/09.
NI042	Perceptions of drug use or drug dealing as a problem	02. National Indicator (Other)	Biennial	New Indicator	New Indicator	New indicator - targets will be set following results of first Place Survey

Strategic Governance Programme 2008/2009

Corporate Calendar 08/09

Key Corporate Milestones

Key Milestones	Service Lead Officer	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	
Managers Assurance Statements Process	Service managers																
Annual Governance Statement Process	Service managers																
Review Continuity of Business Manual	Service managers																
Medium Term Financial Plan Submissions	Service managers																
Close Down Process	Service managers																
Budget Process	Service managers																
Annual Efficiency Statements	Service managers																
TDC Annual Report Completed	Service managers																
Appraisals Final Review & Objective setting for new year	Service managers																
Appraisals - Interim Review	Service managers																
Draft Service Plan written	Service managers																
Final Version of Service Plan agreed																	
6 month review of Service Plan	Service managers																
Year end review of Service Plan	Service managers																
Annual Health & Safety Work Place Risk Assessments completed	Service managers																
Corporate Quarterly Performance Pack	Service managers																
Corporate Plan Refresh	Head of Service																
HAAS return	Strategic Hsg Mgr																
P1E Homelessness return	Strategic Hsg Mgr																

Related Strategies and Plans

Strategy / Plan name	Date published	Responsible officer	Where it can be accessed	Date for review
Community Strategy	2005	Sophie Chadwick	Internet	2008
Parking Strategy	2006	Stuart Smith	Internet	2011
Housing Strategy	2006	Amber Christou	Internet	2011
Youth strategy	2008	Suzanne Dowse	Internet	2011
Contaminated Land Strategy	2002	Morgan Sproates	Internet	2008
Community Safety Plan	2008	Mark Richardson	Internet	2009
Homelessness Strategy	2003	Amber Christou	Internet	2008
Regional Housing Strategy	2005	Regional Housing Board	GOSE website	N/k
Private Sector Housing Strategy	2007	Tanya Wenham	Internet	2008
Enforcement Strategy (Private sector housing)	2007	Steve O'Shea	Internet	2010
Housing Renewal Delivery Plan	2007	Dave Farmer	Internal	2008
Empty Property Strategy	2003	Mike Thompson	Internet	2008

Procedures, Guidance and Policies name	Date published	Responsible officer	Where it can be accessed	Date for review
Financial Assistance Policy		Tanya Wenham		2008
Guidance on developer contributions to affordable housing	2008	Steve Moore	Internet	2010
Enforcement Policy (Environmental)	2006	Paul martin	Internet	Jul-05