

Housing Housing Strategy Action Plan Update May 2010



Hart District Council Housing Strategy 2008-2011

May 2010

Strategic Objective 1: Increase the Supply of Affordable Homes

	Action	Outcome	Update	Priority	Target Date	Lead Role	Partners	Resource Implications
I.1	Deliver 240 units of affordable housing over the 3 year strategy period	240 households accommodated in new build affordable homes – increased supply assists move-on from temporary and supported accommodation	Although no affordable homes were completed in 2009/10, 131 new build affordable homes started on site in the district. We anticipate the delivery of 88 affordable homes in 2010/11. In addition, 32 affordable homes have been delivered in Hart through alternative schemes such as My Choice Homebuy, 'Own Home' and mortgage rescue, provided by housing association partners with HCA funding, in the first two years of the strategy period.	High (3) – Long Term; LSP priority; Corporate priority	Nov 2011	Housing Strategy & Development Manager / Development Control Officers	RSLs / Developers	HCA funding, Housing Capital Fund, RSL funding, private finance, Land availability
I.2	Review the thresholds for affordable housing provision on new developments	Reviewed threshold enabling increased supply of affordable homes in the District through the Local Development Framework process	The Strategic Housing Market Assessment (SHMA) for NE Hampshire and NW Surrey was completed in 2008 and the outcomes will be taken into account in developing the emerging housing policies, including a review of the thresholds for affordable housing and percentages required. Secondary data from 2008/09 and 2009/10 has been used to update the SHMA.	High (1) – Short Term	Jan 2009	Planning Policy Manager / Housing Strategy & Development Manager	3 Dragons consultants / RSLs / Developers	Cost of viability study, Staff time within existing budget

I.3	Review the percentage of affordable housing required on new developments	Percentage reviewed and appropriate changes implemented – balancing requirement for affordable housing with the need to ensure mixed, balanced and sustainable communities	The Core Strategy document has been delayed due to the abolition of the South East Plan and a draft for consultation will not be available until December 2010. We are working closely with planners to inform the LDF process and meet every month to focus on increasing the delivery of affordable housing in Hart.	High (1) – Short Term	Jan 2009	Planning Policy Manager / Housing Strategy & Development Manager	3 Dragons consultants / RSLs / Developers	Cost of viability study, Staff time within existing budget
I.4	Promote affordable rented housing as a priority	Affordable rented homes are given priority within Hart's Housing Strategy development programme and form the majority of RSL development programme for Hart	In working with the developing housing associations in the district, we prioritise affordable rented housing. The draft Affordable Housing SPD was completed in November 2009 and confirmed our requirement for a 65:35 tenure split in favour of affordable rent. We are seeking 100% affordable homes for rent on land owned by HDC.	High (1) – Short Term	Dec 2008	Planning Policy Manager / Housing Strategy & Development Manager	RSLs / Developers	Staff time / within existing budget
I.5	Provide additional affordable housing other than through SI06 developments	Deliver minimum of 5 additional affordable homes each year	Schemes in development in 2010/11 include the development of a rural exception scheme in Eversley, the redevelopment of Sentinel HA's sheltered housing stock, purchase of empty properties owned by HCC and formerly let to key workers, the sale of HDC land and existing open market homebuy and mortgage rescue schemes are expected to deliver a total of 45 affordable homes in the strategy period.	High (1) – Short term	July 2009	Housing Strategy & Development Manager	RSLs / Developers / Parish Councils	Staff time / Housing Corporation

I.6	Work with RSL's to identify 'value for money' properties to purchase for affordable housing on the open market	Partner RSL's to purchase additional properties for their portfolio for affordable rented housing over the next 3 years	Sentinel HA is purchasing empty properties owned by HCC at a discount. The option of purchasing open market property to provide affordable homes was considered by the RSL partners and Housing LSP Group not to offer best value for money, so this action has not been pursued.	High (I) – Short Term	Dec 2009	Housing Strategy and Development Manager	RSLs	Staff time / existing resources
I.7	Commit to fund the Rural Housing Enabler (RHE) on an on-going annual basis	Up to date rural housing need will be identified and appropriate rural exception sites identified in conjunction with the Parish councils	The Rural Housing Enabler continues to provide a good quality service in supporting HARAH to deliver rural housing schemes. We monitor the performance of RHEs through annual action plans, monthly one-to-one meetings and two-monthly Hampshire-wide meetings with officers and Members.	High (I) - Short Term	April 2008	Housing Strategy and Development manager	Community Action Hampshire / HARAH	Revenue funding

Strategic Objective 2: Maximise the Use of Existing Housing Stock

	Action	Outcome	Update	Priority	Target Date	Lead Role	Partners	Resource Implications
2.1	Monitor Nominations Agreements	Ensure Council nominations to RSL vacancies are in accordance with Nominations Agreements	Nomination Agreements for each housing association were revised in 2006 to reflect the arrangements for letting through choice-based lettings system. We monitor the percentage of re-lets required by the agreement through CORE and Hart Homes data and housing association performance through annual data collected for the Overview and Scrutiny Committee.	Medium (3)– Long Term	Ongoing	Housing Strategy & Development Manager / Housing Needs Manager	RSLs	Staff time / within existing budget
2.2	Ensure uptake of nominations to cross-boundary schemes agreed with Blackwater Valley partners	Council is maximising opportunities for additional social rented housing and providing people with choice and flexibility in the areas they can move to	We actively encourage applicants in Hart to bid for properties in neighbouring authorities through Homeselecta. The scheme extends the housing offer available and enables social mobility. 23 applicants have successfully moved through this scheme.	Medium (2) – Long Term	Ongoing	Housing Strategy & Development Manager / Housing Needs Manager	RSLs, Blackwater Valley authorities	Staff time / within existing budgets
2.3	Set up a working group to initiate and co-ordinate a review of under occupation schemes with RSL's operating in the District	Working group to look specifically at practical ways to increase the number of family size homes becoming available to meet demand	Housing Associations in Hart have carried out a tenant profiling exercise to identify the extent of under-occupation in their stock. A working group has been set up with Sentinel to pilot a targeted approach to attract under-occupiers living in family-sized homes to move to Curtis Court, a new build scheme for older people, close to Fleet town centre.	Short Term (1)	March 2009	Housing Strategy & Development Manager	RSLs	Staff time / within existing budgets

2.4	Review and develop Nominations Agreement for partner RSLs	Maximise nomination rights to RSL vacancies and have a consistent approach to Nominations Agreements across all partner RSLs	Nomination agreements for affordable rented homes were updated to reflect choice-based letting and will be revised when a new allocation scheme is in place. A Nomination Agreement for Newbuild Homebuy will be available in June 2010.	High (3)– Long term	Ongoing	Housing Strategy & Development Manager / Housing Needs Manager	RSLs	Staff time within existing budget
2.5	Investigate change of use for low demand older persons accommodation	Scheme and partners identified – forward plan agreed	Sentinel HA has reviewed their sheltered housing stock and considered their future use. Redevelopment of a number of schemes will provide a range of new housing provision from extra care housing to general needs affordable homes for rent.	High (3) – Long term	July 2011	Housing Strategy & Development Manager / Housing Needs Manager	Sentinel Housing Association	Potential use of existing ring fenced capital resources
2.6	Investigate opportunities to use vacant MOD accommodation	Increased supply of temporary accommodation for families	Confirmation from Defence Estates that of the 67 unoccupied properties in Hart, 24 have been allocated to service families and 42 are undergoing refurbishment before re-letting. This position will be reviewed in September 2010.	High (1) – Medium term	July 2009	Housing Strategy & Development Manager / Housing Needs Manager	Defence Housing Executive / RSLs	Staff time
2.7	Develop & implement Surrey Hampshire (SHIP) Empty Dwellings scheme	Surrey Hampshire Empty Dwellings scheme up and running	The 'Every Home Counts' website has been set up by eight local authorities in Surrey and Hampshire to bring empty properties back into use. The website received 363 hits in 2009/10. The Empty Property Group provides an opportunity to share good practice, has arranged joint training and is working towards the use of EDMOs (Empty Dwelling Management Orders) to bring empty properties back into use.	Medium (2) – Medium term	July 2010	Residential EH Manager	SHIP local authority partners	Regional Housing Board funding, Staff time

2.8	Review and develop strategy for dealing with Empty Homes	Determine if current activity is effective and develop further methods of bringing empty dwellings into use	We have produced an Empty Property Leaflet to give advice and information to owners about how to bring their empty properties back into use and direct them to the 'Every Home Counts' site for more information. 2 empty properties were brought back into use in 2009/10 after the involvement of the local authority. An Empty Property Strategy will be prepared during 2010.	Medium (2) – Medium term	Dec 2009	Residential EH Manager	To be identified	Staff time
2.9	Introduce 'prospects advice' as standard for households registered on the Housing Register	All customers understand the likelihood of successfully obtaining accommodation through the Housing Register and possible timescales for re-housing	The Housing Options Team manage the expectations of housing applicants by being clear about how long they are likely to wait before being successful in securing social rented housing through the Housing Register, because of limited supply and high demand. The standard letter to Housing Register applicants has been revised to give a clearer message and this is also given to customers in regular newsletters and review letters.	High (1) – Short term	Dec 2008	Housing Needs Manager / Housing Options Senior Officer	Nominations Officer	Staff time within existing budget
2.10	Introduce 'Housing Options' approach to Housing Register	All customers receive realistic housing advice about available housing options	A housing options approach to the provision of housing advice is used in all instances. This includes an explanation of housing options across all tenures, early intervention to prevent homelessness, financial advice and signposting to appropriate support services as required. We are standardising our housing option approach and this will be implemented by September 2010.	Medium (2) – Short term	July 2009	Housing Needs Manager / Nominations Officer / Housing Strategy & Development Officer	Private landlords and letting agents, CAB	Staff time within existing budget

2.11	Reduce length of time spent in temporary accommodation	All households placed in Heathlands Court move on within one year	The length of time spent in temporary accommodation by households owed a duty under homelessness legislation and others, has reduced during the first two years of the strategy period. In 2010, we will be reviewing our temporary accommodation provision, alongside the review of the allocation scheme.	High (1) – Medium Term	July 2010	Housing Needs Manager	Sentinel Housing Association	Staff time within existing budget
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Strategic Objective 3: Improve Conditions within the private sector

	Action	Outcome	Update	Priority	Target Date	Lead Role	Partners	Resource Implications
3.1	Develop and implement measures to improve energy efficiency in the private sector	Reduce CO ₂ emissions from domestic properties by at least 24% compared to the 1996 levels by 31 st December 2008	We have promoted home energy efficiency measures in partnership with Solent Energy Advice Centre (SOLEAC), who gave advice to 317 households in the first two years of the strategy period. We have promoted the Heatseekers scheme and the scheme has assessed 333 properties and provided specific energy efficiency advice.	High Priority (statutory return) (4)	Annually	Senior Environmental Health & Housing Officer	SOLEAC	Staff time / within existing budget,
3.2	Undertake a House Condition Survey	Understanding of the conditions within the district	In April 2010, work started on the House Condition Survey for Hart. The purpose of the survey is to get an up-to-date picture of the quality of the district's housing stock, and help us target action to tackle fuel poverty and improve homes that are in a poor state of repair or lack modern standards. The results are expected later in the year.	Medium (3)	Sept 2010	Senior EH & Housing officer		Medium Term Financial Strategy (MTFS)
3.3	Inspect at least 20 Houses in Multiple Occupation (HMO's) for compliance with legislation annually		We have 29 HMOs in Hart, of which only 2 are licensable (being 3-storey and occupied by 5 people or more). In 2009, we inspected 12 HMOs with the Fire Service. We also revisited each of the existing HMOs. We continue to respond to complaints from neighbours about potential HMOs and take action as required.	Medium	Ongoing	Residential EH Manager	Hampshire Fire & Rescue, Private landlords	Staff time within existing budget

3.4	To develop a low cost loan scheme to assist with repairs for owner occupiers and tenants with repairing responsibilities	Improved housing conditions	In partnership with five other authorities in Surrey and Hampshire, we set up an equity loan scheme to enable homeowners to fund essential repairs on their homes. The scheme, called Home Trust Loans, has been promoted to residents through Hartlife and the Hart Housing Bulletin. 1 equity loan was completed in 2009.	High (1)	Dec 2008	Residential EH Manager	South Coast Money Line, Regional Housing Board, Partner LAs	Circa £ 5 K revenue for membership over 3 years
3.5	To achieve the Decent Homes target of 70% of vulnerable households being made decent by 2010	Improved housing stock and conditions	The condition of housing in the private sector is assessed using the Housing Health and Safety Rating (HHSRS). Vulnerable households living in accommodation that does not meet the Decent Homes Standard (DHS) can access help from the home improvement agency or grants to improve their homes. The outcome of the House Condition Survey will enable this action to be delivered.	Medium (3)	2010	Residential EH Manager & Senior EH & Housing Officer		Staff time
3.6	Develop a landlord's accreditation scheme	Improve conditions in private rented sector properties and relationships with landlords	An option appraisal was carried out to identify the merits of different accreditation scheme, before deciding to develop a scheme in partnership with the National Landlords Association (NLA). This scheme is based on professional development, self-regulation and an independent complaints procedure. The first foundation course will take place in Hart on 25 June 2010.	Medium (1)	January 2009	Residential EH Manager	National Landlords Assn (NLA), Local Authorities	£750 set up costs & staff time

3.7	Develop an incentive scheme for private landlords to offer 24-month tenancies	Security of tenure and low turnover of tenancies	An incentive scheme was launched at the 2008 Private Landlords Forum, but has had limited success. Improving the profile of the private rented sector to provide a tenure of choice and the development of a landlord accreditation scheme is likely to have more of an impact on achieving longer tenancies.	High (2)	June 2009	Residential EH Manager / Housing Needs Manager	RSLs / Private landlords	CLG Homelessness Grant
3.8	To develop and publicise private sector grants and enforcement service standards	Increased awareness of service provision	A set of leaflets have been prepared to inform the public about private sector grants and enforcement service standard for customers, and will also be available on the web.	Medium (4)	Annually ongoing	Residential EH Manager		Staff time / within existing budget,
3.9	Support the role of the Housing OT in the development of new and adaptation of existing RSL properties	Purpose-built properties to meet client needs with limited use of grant funding for adaptations after completion. Adaptation of RSL properties	The Housing OT is part-funded by HDC to provide a fast and effective specialist service to people in the district, including visits to assess the need for adaptations across the housing stock and provide specialist advice on the development of new housing for people with disabilities.	Medium (4)	Annually Ongoing	Residential EH Manager & Senior EH & Housing Officer	RSL's, HCC OT Dept	Staff time / within existing budget

Strategic Objective 4: Address Homelessness and meet the needs of People with a Support Need

	Action	Outcome	Update	Priority	Target Date	Lead Role	Partners	Resource Implications
4.1	Joint working protocol with Community Mental Health Team (CMHT)	Acute psychiatric admissions have their housing needs assessed prior to discharge from hospital	A joint working protocol with the Community Mental Health Team has been completed and is now being used successfully.	High – Short term (1)	December 2008	Housing Needs Manager	Conifers CMHT / Rushmoor Borough Council	Staff time within existing budget
4.2	Joint assessment protocol with Children's Services	16 / 17 year olds undergo holistic assessment of needs	We have signed up to an interim Hampshire-wide protocol with HCC Children's Services. This is being monitored and reviewed by Southwark sub-group of HOG (Housing Officers Group) on a quarterly basis. We are looking at a disputes procedure across the county.	High – Medium term	July 2010	Housing Needs Manager	HCC Children's Services	Staff time within existing budget
4.3	Develop Housing Options package specifically for young people	Approach to young people reviewed, actions identified and housing options package developed	Ideas have been collected from the Housing team about what should be included in the housing options pack and the format to create it in to make it easily accessible to young people. A draft will be prepared for circulation to partners for their input.	High – Long term (3)	July 2011	Housing Strategy & Development Manager / Housing Needs Manager	-	Staff time / CLG Homelessness Grant / Printing costs
4.4	Develop RSL Homelessness Prevention Protocol	Partner RSLs adopt consistent approach to homelessness prevention for their tenants	Each housing association has provided a copy of the rent arrears policy. Include pre- eviction process where the Housing Options team are informed and can be involved in pre- eviction interviews. RSLs have been offered the use of a room at the council offices to hold these interviews.	High – Medium term	July 2010	Housing Strategy and Development Manager / Housing Needs Manager	RSLs	Staff time within existing budgets

4.5	Investigate mortgage rescue schemes	Identify a scheme for Hart that will deliver mortgage rescue whilst affording maximum security of tenure and stair casing options	The option of mortgage rescue is considered where owner occupiers at risk losing their home. 11 households have benefitted from the mortgage rescue scheme with Swathling Housing Society, where they have been able to remain in their homes as renters. Following the change in government, the mortgage rescue scheme is under review.	High – Medium term (2)	July 2010	Housing Needs Manager	Swathling HS	Staff time within existing budget
4.7	Introduce Rent Deposit / Bond Scheme for non-priority homeless	Levels of rough sleeping sustained at 0	An extension of the Rent Deposit/Bond Scheme has been introduced to help non-priority homeless households. Preference is given to issuing rent bonds to enable the budget to support a greater number of tenancies.	High – Short term (1)	December 2008	Housing Needs Manager	Private landlords and letting agents	Increase existing budget £3-5k

Strategic Objective 5: Identify and meet the needs of our diverse community

	Action	Outcome	Update	Priority	Target Date	Lead Role	Partners	Resource Implications
5.1	Identify potential additional permanent pitches for Gypsies and Travellers as required in the South East Plan	Housing needs for these groups can be met	DCA completed the Gypsy and Traveller Accommodation Assessment (GTAA) in 2006. It identified the need for a total of 9 permanent pitches and 1 transit site in North Hampshire. The South East Plan redistributed the need and set a target of 13 permanent pitches to be provided in Hart and 4 transit sites across the county. A site	Medium Term (2)	Dec 2009	Housing Strategy and Development Manager	Hampshire County Council (HCC), Rushmoor BC and Basingstoke BC.	Dependent on the outcome of the HCC review of gypsy and traveller services and the LDF process
5.2	Identify a transit site in partnership with Basingstoke and Deane and Rushmoor Borough Councils as required by the South East Plan	Housing needs for gypsies and travellers passing through the area can be met in a planned way to reduce the number of illegal encampments	has been identified with potential to provide either permanent or transit provision. A twin-track bid was made to the HCA in April 2010 to provide 100% funding for the project. Unfortunately, this funding programme has been cut and future funding will be secured through the North Hampshire and M3 Corridor Local Investment Plan.	Medium (2) – Medium Term	Dec 2009	Housing Strategy and Development Manager	HCC, Rushmoor BC and Basingstoke BC as part of sub-group North.	Staff time, within existing resources
5.3	Work with HCC on existing site provision and future development	Existing sites meet the requirements of the gypsies and travellers	We have met with HCC to discuss the long-term arrangements for the gypsy and traveller sites at Star Hill, Hartley Wintney and Penny Hill Park, Yateley, because HCC are intending to transfer the sites to HDC by January 2013, and consider the implications for Star Hill if the landowner does not extend the current lease beyond 2012.	Medium (2) – Short Term	Sept 2009	Housing Strategy and Development Manager	Hampshire County Council	Staff time

5.4	Review routes into accommodation for Gypsies and Travellers	Understanding the extent of the problem and developing accommodation options for Gypsy and Traveller households	Outstanding	Medium (2) – Long Term	January 2010	Housing Needs Manager / Housing Strategy and Development Manager	RSL's, Hampshire County Council	Staff time, within existing resources
5.5	Commission a Housing Needs Survey Update for Gypsies and Travellers	Improved understanding of current housing needs of Gypsies and Travellers	The current needs survey was completed in 2006 and is due to be updated. The process for doing this will be considered by Hampshire Strategic Housing Officers Group (SHOG) at their meeting in September 2010	Medium (2) – Long term	Dec 2011	Housing Strategy and Development Manager / Planning Policy Manager	Hampshire Local Authorities	Funding required, financial contribution from each Hants LAs as before
5.6	Review how well used the CBL system and Housing Options service is by minority groups	Better awareness of who is and is not using the CBL system and why. This will enable measures to be put into place to enable all groups to make best use of the system	The standardisation of the housing options approach and the review of the allocation scheme that has been implemented following the Housing Service Rapid Improvement Review, will improve the service for all groups and enable effective monitoring.	High (1) – Short Term	April 2009	Housing Strategy and Development Officer / Allocations Officer	RSLs	Staff time, within existing resources

Strategic Objective 6: Ensure that we understand the needs of all our customers

	Action	Outcome	Update	Priority	Target Date	Lead Role	Partners	Resource Implications
6.1	Monitor and improve satisfaction surveys for the services provided by the Housing department	Surveys are more effective at telling us how we can improve the service	Surveys completed as part of IESE Review. To be repeated in 2010.	High (1) - Ongoing	Ongoing	Housing Strategy and Development Officer		Staff time, within existing resources
6.2	Introduce a timetable of consultation for the service to monitor satisfaction on a regular and on-going basis and to consult about future housing needs	Consultation takes a planned and consistent approach across the service. This enables all groups accessing the service to be consulted effectively.	Surveys completed as part of IESE Review. To be repeated in 2010.	High (1) – Short Term (ongoing)	Ongoing	Housing Strategy and Development Officer		Staff time, within existing resources
6.3	Review methods of communication with our customers	Ensure that we are using the most effective methods to consult customers about the service to help inform improvements	The views of customers on the methods of communication used by the Housing Service were collected as part of IESE Review. In addition, complaints and compliments have also been used to inform improvements to communication with customers.	High (1) – Short Term (ongoing)	Ongoing	Head of Housing		Staff time, within existing resources
6.4	Consult BME groups regarding their needs and aspirations of the service	Ensure that the service meets the needs of all our community	Outstanding	Medium (2) – Medium Term	April 2010	Housing Strategy and Development Officer	RSL's	Staff time, within existing resources

6.5	Consult older people about their future housing needs	Ensure that we provide housing to meet the needs of this group now and in the future	A draft older persons housing strategy is being prepared. Consultation on the strategy will include consultation on their future housing need. Feedback the older persons' wellbeing event in February 2010 will be taken into account.	Medium (2) – Short Term	December 2009	Housing Strategy and Development Manager	RSLs, Social Services	Staff time, within existing resources
6.6	Provide a housing options and information pack for older people	Older people and agencies working with them have a one-stop shop for a range of advice and information	A Housing Options and Information Pack for older people is complete and available online and copies are available on request. Feedback from the older persons' wellbeing event was that few have access to internet and would prefer a paper copy although this is harder to update. Lots of the information is available from other agencies. We are reviewing this. We are considering updating the Directory for older people with key information.	Medium (2) – Short term	December 2008	Housing Strategy and Development Officer	Voluntary sector, RSLs, Adult services, health	Staff time, within existing resources
6.6	Establish a visible programme of continuous review and action based on customer feedback	Advertise in reception area and the Council's website comments received and the action taken in response	A visible programme of feedback , includes posters in reception that display 'What you said? What we did?'	Medium (2) – Medium Term	July 2009	Housing Strategy and Development Officer		Staff time, within existing
6.7	Undertake a full Equality Impact Assessment of the Housing Strategy	Document takes account of equality issues	Equality Impact Assessments of the Housing Strategy and other housing services are being updated and will be completed by July 2010.	High (1) – Short Term	November 2008	Head of Housing		Staff time, within existing

Strategic Objective 7: Value for Money

	Action	Outcome	Update	Priority	Target Date	Lead Role	Partners	Resource Implications
7.1	Continuously review our processes to ensure we are working effectively and efficiently	Reduce duplication of effort. Streamlined administrative processes	IESE Review completed in December 2009 and has informed improvements to processes, including standardisation.	High – Long term (3)	Ongoing	Hart DC		Staff time within existing budgets
7.2	Continue to engage in benchmarking costs	No less than 3 rd quartile performance	Housing service performance assessed as 3 rd quartile (which demonstrates below average cost) based on 2009/10 budget forecasts sent to CIPFA as at the 31 st of March 2010	Low – Short term (1)	May 2009 (annual)	Housing Strategy & Development Officer	Davertry Benchmarking Group / Hampshire LAs / Family Group Local Authorities	Staff time
7.3	Continue to engage in benchmarking quality	Maintain 2 nd quartile performance or better	National indicator results show 1 st quartile performance on temporary accommodation (NI 156) and low percentage of benefits claimants in low energy efficient homes (NI 187a). 4 th quartile performance on affordable housing delivery (NI155)	Low – Short term (1)	May 2009 (annual)	Housing Strategy & Development Officer	Davertry Benchmarking Group / Hampshire LAs / Family Group Local Authorities	Staff time
7.4	Monitor and review process against cost	Achieve Best Value	Housing service continues to provide an above average service for below average cost in a number of areas as demonstrated by the above action updates.	Medium – Long term (3)	Ongoing	Housing Needs Manager / Housing Strategy and Development Manager		Staff time

7.5	Continue to monitor customer satisfaction	Improving Customers' experience	Two detailed customer satisfaction surveys have been completed. One telephone survey, to 20 customers and one member-led questionnaire, sent to 200 customers, revealed high levels of customer satisfaction.	High – Long term (3)	Ongoing	Housing Strategy and Development Manager		Staff time within existing budgets
7.6	Publish an annual review of the Strategy	Brief update report published annually	Outcomes of the Housing Service are set out in the annual report published on Hart website at: www.hart.gov.uk/hs_housing_service_report.pdf	Low – Long term (3)	1st report available Sept 2009	Housing Strategy & Development Manager / Housing Needs Manager		Staff time / within existing budgets