



The States of Jersey

Housing

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SECTION 1

1.1 INTRODUCTION

On 8th December 2005, Ministerial Government became a reality. At the same time the Housing Department embarked on an unprecedented level of change, as corporate initiatives started to gather pace. Whether in the sphere of Income Support, Cleaning Services, Property, the Customer Services Centre, Finance Transformation or Migration, the Housing Department has been at the forefront of the corporate Change Programme. The final stage in the current programme of change will involve the transfer of caretaking staff to Transport and Technical Services in 2007. The Housing Department will then have reduced in size to 44 staff in total from a 2005 headcount of 86.

Approval by the States Assembly of P.25/2005, "Migration – Monitoring and Regulation", demonstrated political commitment to managing population levels and migration. It has led to the establishment of a Population Office under the Chief Minister's Department, bringing together the former Housing Control Section and the Regulation of Undertakings Department (although political responsibility for the Housing Law and Regulations remains with the Minister for Housing).

The latest in a series of annual reports, "Planning for Homes 2006" has been produced as a collaborative effort with the Planning & Environment Department. It makes for encouraging reading, indicating that outstanding commitments for the supply of Category A homes will comfortably match overall potential requirements for the period up to the end of 2009. Large family homes and sheltered accommodation continue to be in short supply, but "Planning for Homes" suggests that improving the supply of the latter may release more of the former onto the market, as some elderly people choose to downsize.

The average price of a house in Jersey continues to rise, with a standard three bedroom home now costing in the region of £398,000. An imaginative approach must be taken, if Island residents are to be helped to take that first step on the property ladder. This is discussed in detail in "Planning for Homes". From the Housing Department's own perspective, a ten-year property plan has been lodged for debate, showing how this approach can be assisted by creative use of parts of the social rented housing stock. The Property Plan will be followed, during the 2nd half of 2007, by a fundamental review of social housing provision in Jersey.

The property plan discusses how the States-owned social rental stock can be made fit for purpose so as to play its part in the long term provision of homes in the Island. Moreover, the plan suggests ways in which the needed refurbishment of States-rental stock can be achieved at minimum cost to the Public. Finally the plan discusses various means of increasing the level of home ownership in Jersey, an aim set out in the States Strategic Plan 2007 – 2011, and makes recommendations for setting up a Shared Equity Scheme.

The past 12 months have seen movement in the mortgage market with lenders seemingly much keener to lend larger proportions of a property's value and over significantly longer periods. This can be expected to encourage an expansion of home ownership.

With regard to social housing, it is encouraging to see the continued expansion of Housing Trusts. It is important that tenants in need of social housing view themselves as consumers with choices. The establishment of Trusts gives them that degree of choice and rightly so. It is hoped that even closer ties will develop between the Housing Department and other social landlords in the Island.

With the review of Social Housing to be undertaken during 2007, the relationship between the Department, the Housing Trusts and others involved in the provision of social housing in Jersey will be reassessed. Recommendations will come out of that review, which will be targeted at ensuring a more holistic approach to the provision of housing for those in need.

The Department has continued to work hard at community engagement in the form of tenant participation: This initiative is gaining prominence and will continue. It is only right that tenants should have a powerful voice in decisions relating to the types and range of housing services provided to them. A Tenants' Forum is close to being established and will provide a means of bringing tenants more actively into the decision-making process. A policy which provides incentives for tenants to value their tenancy and increases their self-esteem by altering their own and the general view of the tenure has considerable attractions.

The future will therefore be demanding. This Business Plan is very much a living document which gives clear direction at departmental level to ensure delivery of the high-level aims listed in the States Strategic Plan. The Housing Department is fortunate to have such dedicated staff who are determined to deliver on the commitments made by the States.



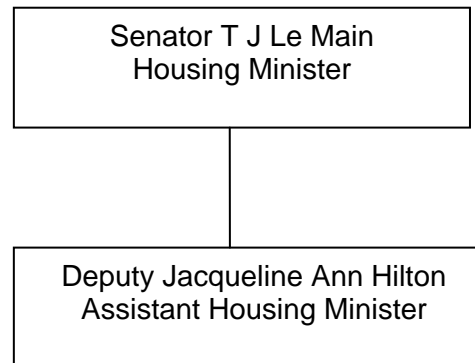
Senator T J Le Main
Housing Minister



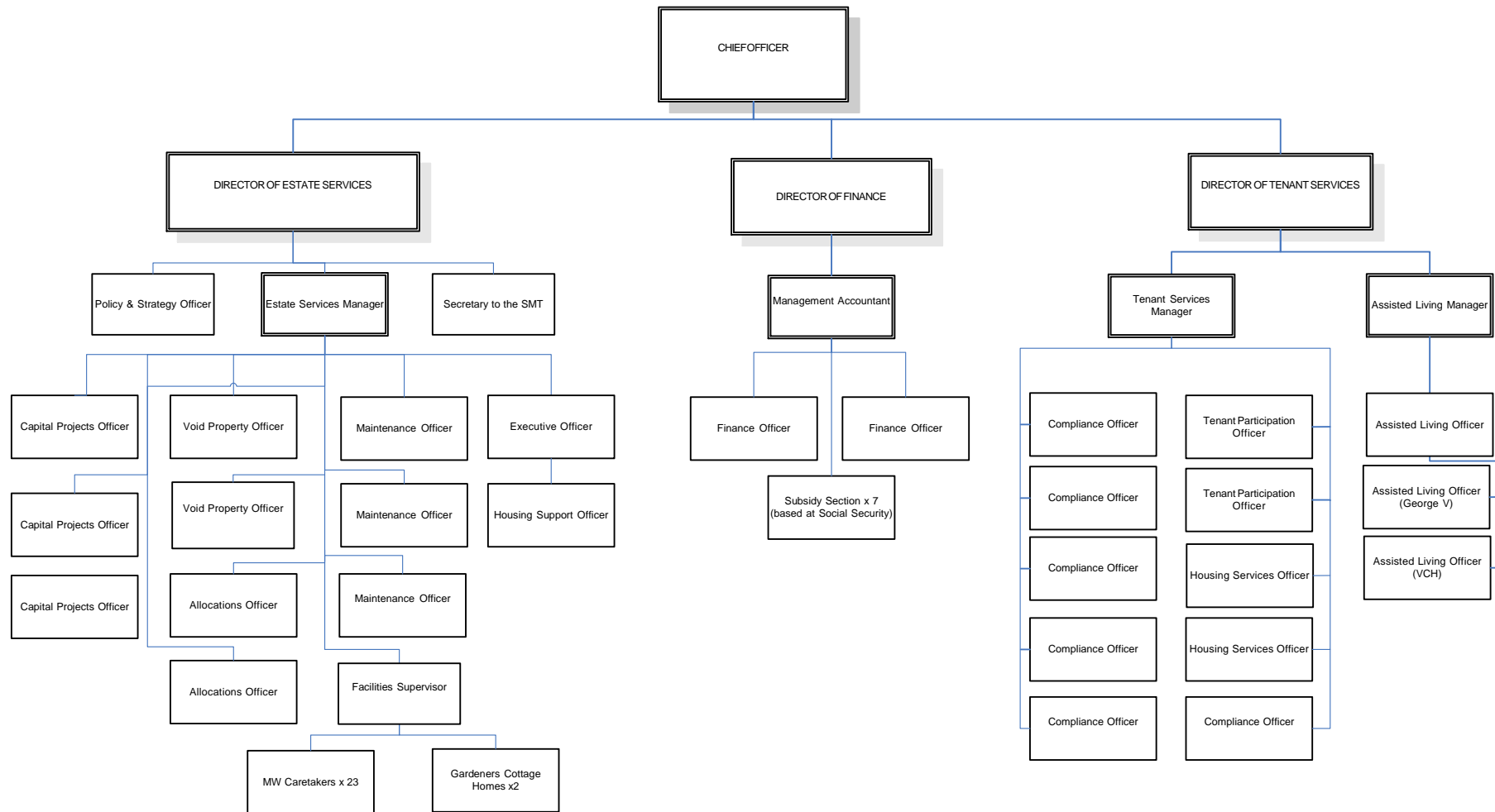
Ian K Gallichan
Chief Officer, Housing Department

1.2 WHO WE ARE

The Housing Minister, Assistant Minister and advisory bodies:



The Housing Department employs a total of 69.6 full time equivalent (FTE) staff organised to deliver services as follows:



1.3 WHAT WE DO

The Housing Department responsibilities have narrowed. Its principal functions include:-

- Responsibility for determining housing policy, with particular emphasis on ensuring that an adequate number of entry level dwellings are provided;
- Responsibility for housing services (See Appendix A);
- Administering the rent abatement and rent rebate schemes under which financial assistance is given to those in housing need; *(this function will cease with the introduction of Low Income Support in 2007)*
- Managing a capital development programme to create new accommodation and upgrade existing accommodation to meet the decent homes standard;
- Encouraging home ownership;
- Managing the States rental waiting and transfer lists to ensure equitable treatment for all. Responsibility for tenant nomination to local housing associations;

Significant Changes in the Organisation in 2006

Responsibility for the administration of the Housing Law and associated Regulations together with the legislation regulating Lodging Houses, Building Loans and Rent Control transferred to the Population Office, ready for the implementation of the migration policy. Administration of rent subsidies moved to the Social Security Department together with 7 staff, in anticipation of the development of the low income support group. The Housing Department remains responsible for funding Rent Abatement and Rent Rebate until low income support is introduced.

1.4 OUR VALUES



As part of the change process, the Housing Department has adopted the States of Jersey core values:

We put the customer at the heart of everything we do

- We listen to what our customers tell us and value feedback. We aim to resolve their queries at the point of first contact

We take pride in delivering an effective public service for Jersey

- We take pride in working for the States of Jersey and celebrate success. We will recognise those who make a real difference to what we do and how we deliver services.

We relentlessly drive out waste and inefficiency

- We constantly look for ways to improve value for money and challenge practices that are duplicated or inefficient

We will always be fair and honest and act with integrity

- We trust each other and support each other to achieve our potential. We aim to communicate openly and tell our staff what's going on before we tell the media.
- We confront and deal with poor performance and don't use bureaucracy as an excuse for not taking action

We constantly look for ways to improve what we do and are flexible and open to change

- We encourage our people to devise and take forward ideas for improvement and we expect people to learn from their mistakes, not be blamed
- We delegate decisions to the right level and openly share knowledge and good practice

We will achieve success in all we do by working together

- We work to common and consistent standards wherever possible and aim to link everything we do to the States of Jersey Strategic Plan
- We share resources and put them where they are most needed and actively look for opportunities where we can operate on a cross-departmental basis

SECTION 2a

HOUSING DEPARTMENT AIM: To ensure that long term, sustainable and affordable housing is provided to meet the needs of all residents.

Summary of Key Objectives, Priorities and Performance Criteria for 2007

Objective 1: Improve the management and long-term sustainability of the States rental housing stock.

Performance/success criteria:

- The Department's Property Plan is approved by the States
- The Property Plan is implemented – all States of Jersey rental properties meet the UK government decent homes standard by 2016 – the Department is able to retain a sufficient amount of its rental income to ensure that it is self-sufficient and able to maintain/refurbish the social housing stock to an acceptable standard.
- The housing property portfolio (property types and number) is balanced to meet the changing needs of the community.
- The percentage of rent arrears is reduced to 3.5% by 2008.
- Communication with tenants is improved.
- Tenants are increasingly involved with, and consulted about, decisions which affect them
- Links with external partners are maintained and developed

States Strategic Aim(s): 3.8.1, 3.8.3, 3.8.4, 3.8.8

Objective 2: Assess and manage the ongoing demand for accommodation

Performance/success criteria:

- In conjunction with the Planning Department, an update of the Planning for Homes document is published by July 2007
- A fundamental review of Island social housing provision is completed during 2007.
- The target level for the States Rental Waiting List is achieved and maintained
- Progress on the 2002 rezoned sites is monitored, with intervention to ensure development where necessary.

States Strategic Aim(s): 3.8.2, 3.8.4

Objective 3: Improve affordability of accommodation

Performance/success criteria:

- Additional schemes are in place to assist first time buyers by 2008.
- Home ownership amongst States tenants is encouraged by the introduction of a shared equity scheme.
- The triennial rent review to compare Housing fair rents with private sector rents is completed by October 2007.
- The current funding level for medical adaptations is sustained, and social housing, as far as possible, meets the minimum standards of access for the disabled.

States Strategic Aim(s): 3.8.4, 3.8.5, 3.8.8

Objective 4: Support the Department of Employment & Social Security in the development and implementation of a generic income support benefit to enable that in need to afford accommodation appropriate to their needs.

Performance/success criteria:

- Income support benefit is implemented successfully as per plans to be agreed

States Strategic Aim(s): 3.6.2

Objective 5: Contribute to work led by other Departments in pursuit of States Strategic objectives.

Performance/success criteria: During 2007, the Housing Department will –

- Contribute to Planning Department Island Plan update work (SSA 4.7) aimed at the regeneration of St Helier and the development of more new homes relative to anticipated need
- Contribute to the development of a new Social Inclusion Strategy aimed at improving access to high-quality affordable housing, and policies to address social inequity
- Contribute to preparations for demographic change, in terms of improving community support for the accommodation needs of older people (input into an integrated strategy for an ageing society) (HSS SSA 2.1.5 and 2.1.6)
- Contribute to the development of an energy strategy that addresses social equity (Planning SSA 4.3.1)
- Support EDD, if required, in the drive to introduce measures to encourage the return of graduates to the Island (SSA 1.5.5, 2.6)
- Comply with SSA 3.1 (to ensure that policies are compliant with equal opportunities and anti-discrimination legislation) and where required assist the

Social Security Department to ensure that resource priorities reflect the needs of people with disabilities (SSA 3.1.4)

- Contribute where required to Home Affairs Department development of effective measures to deal with risks to life, property and the environment from major incidents and emergencies (SSA 3.5)
- Contribute where required to efforts to improve social care to support vulnerable people (SSA 3.7)
- Contribute where required to SSA 4.2 (A vibrant town and waterfront, and an increase in family domestic accommodation in St Helier)
- Contribute to the furtherance of Commitment Five (“We will create a strong recognised identity for Jersey and promote a real sense of belonging”) by supporting efforts to improve equality of access to good quality affordable housing.
- Contribute where required to the development of policies with a youth dimension, and ensure that young people are consulted about policies which affect them.

Objective 6: Draw on the talents of staff in order to increase their sense of Departmental and corporate involvement.

Performance/success criteria:

- An action plan to address the outcomes of the ‘Have Our Say’ staff survey is produced by 31st March 2007, implemented from April 2007, with the survey results presented to staff face-to-face, and targets monitored.
- Corporate Organisational Development Programme initiatives relevant to the Housing Department are agreed and implemented in co-operation with the Chief Minister’s Department.
- An action plan is developed, implemented and monitored, with achievable targets to work towards achieving the Investors in People Standard by the end of 2008.
- The department’s structure is reorganised, with appropriate support for staff and managers through any period of transition.

States Strategic Aim(s): 2.6

SECTION 2b - KEY OBJECTIVES, KEY PERFORMANCE INDICATORS, KEY RISKS

SSP Ref - States Strategic Plan Reference; LR – Lead Responsibility; SP – Strategic Partner; C - Contributor

Key Objective	Key Performance Indicators	Target (what will success look like)	Imp Year	Key Risks	SSP Ref	LR/SP/C	External Partner(s)
Housing							
1. Improve the management and long-term sustainability of the States rental housing stock	<p>10-year Property Plan lodged</p> <p>Property Plan approved by the States</p> <p>States approval on detailed proposals for the funding of the refurbishment programme and long term funding of the Department</p> <p>Property Plan implemented</p>	<p>All States owned social housing stock brought up to Decent Homes Standard by 2016.</p> <p>Sufficient income retained for proper operation of the department, including a full maintenance and refurbishment programme.</p> <p>The housing property portfolio (property types and number) is balanced to meet the changing needs of the community.</p> <p>The percentage of rent arrears is reduced to 3.5 % by 2008.</p>	2007	States approval not given for property plan.	3.8	LR=HSG SP=TRD SP=CMD	

Key Objective	Key Performance Indicators	Target (what will success look like)	Imp Year	Key Risks	SSP Ref	LR/SP/C	External Partner(s)
	<p>Improve communication with tenants</p> <p>Maintain and develop links with external partners</p>	<p>Communication with tenants is improved</p> <p>Tenants are increasingly involved with, and consulted about, decisions which affect them.</p> <p>Regular contact with voluntary and statutory agencies, with positive feedback about the quality of the working relationship</p>					<p>Tenants' Associations & Tenants Forum</p> <p>Guernsey and UK Housing Authorities</p> <p>Housing Trusts</p> <p>Police</p> <p>Voluntary Organisations</p>
2. Assess and manage the ongoing demand for accommodation.	<p>Planning for Homes 2007 published as part of the review of Island Plan to be undertaken by PED.</p> <p>Fundamental review of Island social housing completed</p>	<p>By end 2007</p> <p>Review complete and report published by end 2007</p>	2007	Other staff commitments	3.8	LR=HSG SP=PED	Housing Trusts

Key Objective	Key Performance Indicators	Target (what will success look like)	Imp Year	Key Risks	SSP Ref	LR/SP/C	External Partner(s)
	<p>The target level for the States Rental Waiting List is achieved and maintained</p> <p>Monitor progress of the 2002 rezoned sites and intervene to ensure development where necessary</p>	<p>Waiting List below 200 for Priority 1 and 2 applicants</p> <p>Delivery of first-time buyer and social rented homes on most of the rezoned sites by 2010 – quarterly report to the Housing Minister</p>		Delays in planning process slows up the supply of homes			
3. Improve affordability of accommodation.	<p>Additional schemes are in place to assist first-time buyers by 2008</p> <p>Home ownership amongst States Tenants is encouraged by the introduction of a shared equity scheme.</p> <p>Triennial rent review completed.</p> <p>Maintain the current funding level for medical adaptations, and ensure social housing, as far as possible, meets the minimum standard of access</p>	<p>An increase in home ownership levels</p> <p>Shared Equity Scheme Introduced</p> <p>By October 2007</p> <p>Needs of disabled people are met</p>	2007	<p>States approval not given for 10-year Property Plan.</p> <p>States approval not given for 10-year Property Plan.</p> <p>Funding constraints</p>	3.8	<p>LR=HSG</p> <p>SP=PED</p> <p>SP=TRD</p> <p>SP=CMD</p> <p>SP=ESS</p>	<p>Private Developers and Contractors</p> <p>Architects, Engineers, Quantity Surveyors</p>

Key Objective	Key Performance Indicators	Target (what will success look like)	Imp Year	Key Risks	SSP Ref	LR/SP/C	External Partner(s)
	for the disabled						
4. Support ESS in the development and implementation of a generic income support benefit to enable those in need to afford accommodation appropriate to their needs	Income Support Scheme implemented	By July 2007	2007	Delay in implementation of the new scheme	3.6.2	LR=ESS C=HSG	
5. Contribute to work led by other Departments in pursuit of States strategic objectives	Progress on numerous corporate initiatives	Progress on a wide range of agreed strategic objectives	2007	Resource constraints	4.7 2.1.5 2.1.6 4.3.1 1.5.5 2.6 2.11 3.8.5 3.1 3.5 3.7	LR=CMD SP=ALL	

Key Objective	Key Performance Indicators	Target (what will success look like)	Imp Year	Key Risks	SSP Ref	LR/SP/C	External Partner(s)
					4.2		
6. Draw on the talents of staff in order to increase their sense of departmental and corporate involvement	<p>'Have Our Say' action plan produced and implemented</p> <p>Organisational Development Programme initiatives implemented</p> <p>Investors in People action plan developed, implemented and monitored</p> <p>Reorganisation of the department's structure and supporting staff and managers through a period of transition</p>	<p>Action Plan Produced</p> <p>Staff consulted</p> <p>Plan Implemented</p> <p>Relevant initiatives agreed with CMD & Implemented</p> <p>Investors in People standard achieved</p> <p>A clear structure, fit for purpose into the future</p>	<p>31st March 2007</p> <p>April 2007</p> <p>From April 2007</p> <p>2007</p> <p>2008</p> <p>2007</p>	Staff confidence in process	2.6	LR=CM SP=ALL	

Abbreviations:

LR = Lead Responsibility

SP = Strategic Partner

NP = Strategic Plan New Priority

CFive = Strategic Plan Commitment Five

C = Contributor

HSG = Housing Department

TRD = Treasury and Resources Department

CMD = Chief Minister's Department

PED = Planning and Environment Department

SSD = Social Security Department

Note:

For the Housing reporting schedule, please see appendix b.

SECTION 3 – RESOURCES FOR 2007

Housing will transfer some of its budget in 2007 to other States Departments as responsibilities for certain services will move, please refer to section 1.3.

- Subjective analysis

Housing

Reconciliation of 2007 Net Revenue Expenditure to 2006 Net Revenue Expenditure

	£	£
2006 Net Revenue Expenditure		1,581,600
Departmental Transfers		
Removal of PECRS Provision	(46,900)	
Transfer of Staff to Customer Contact Centre	(159,600)	
Transfer of the Population Office	(107,400)	
Transfer to Jersey Property Holdings	(113,700)	
Allocation of additional Funding for Comptroller and Auditor General	(500)	(428,100)
2006 to 2008 Resource Allocation Process:		
Additional Funding Approved:		
Housing Benefit Growth	600,000	
Service Reduction Approved:		
Reductions in Housing Maintenance	(190,000)	
		410,000
Strategic Plan Funding		
Allocation of Efficiency Savings:		5,200
		1,568,700
Additional Expenditure:		
Annual Pay Awards		77,200
Non-Staff Inflation		210,600
		1,856,500
2007 Net Revenue Expenditure		1,856,500

Housing

Revenue Cash Limits 2007 to 2009

	2007 £'000	2008 £'000	2009 £'000
Base Budget b/fwd	1,581.6	1,856.5	2,133.3
Departmental transfers	(428.1)	-	-
Resource Allocation Process	410.0	60.0	-
Strategic Plan funding	-	-	-
Efficiency savings	5.2	(77.8)	(8.9)
Pay awards	77.2	61.8	63.3
Non-staff inflation	210.6	232.8	238.3
Other adjustments	-	-	-
Cash Limit	1,856.5	2,133.3	2,426.0
Variation (%)	17.4%	14.9%	13.7%
Manpower Costs (£'000)	2,449	2,510	2,573
Manpower Numbers (FTE)	69.46	69.46	69.46

Summary of Efficiency Savings Allocations in Cash Limits

	2007	2008	2009	Total
	£'000	£'000	£'000	£'000
Departmental Efficiencies	34.9	19.3	8.9	63.1
Corporate Efficiencies				
- Human Resources	-	-	-	-
- ICT	12.5	-	-	12.5
- Finance	-	-	-	-
- Property	-114.4	-	-	-114.4
- Procurement	48.4	45.1	-	93.5
- Other	13.4	13.4	-	26.8
	- 40.1	58.5	-	18.4
Total Efficiency Savings	-5.2	77.8	8.9	81.5

Notes:

This table shows the commitment to significant savings from Corporate Support Service budgets across the States.

This analysis shows the latest profile of efficiency savings based on the allocations used in preparation of the Annual Business Plan 2007. They include an approximation of the 2005 and 2006 allocations to Committees now shown on a Ministerial Department basis.

- Service analysis

Net Expenditure - Service Analysis

2005 Actual £	2006 Estimate £		2007 Estimate £
276,244	236,900	Administration of Housing Legislation	-
(7,713,589)	(8,039,500)	Social Housing Provision	(7,751,900)
8,788,216	9,384,200	Private Sector Housing Subsidies	9,608,900
<hr/>			
£ 1,350,871	£ 1,581,600	Net Revenue Expenditure	£ 1,857,000
		Allocation of Additional Funding for the Comptroller and Auditor General	(500)
£ 1,350,871	£ 1,581,600		£ 1,856,500

- Statement of support service costs

Support Service	Direct Expenditure	Income from Outside the States	Income from Other Committees	Total Income	Net Expenditure	Total FTE's	Basis Of Allocation
Chief Officer & Secretariat	179,600				179,600	3	% of time spent
Other Administration	166,700		(75,000)	(75,000)	91,700	0	See Note
Finance	192,429	(8,000)		(8,000)	184,429	4	% of time spent
Information Systems	238,629				238,629	2	% of cost both staff and software as advised by IT Director
Property	313,300				313,300	0	% of floor area
TOTAL	1,090,658	(8,000)	(75,000)	(83,000)	1,007,658	9	

Note

Further changes in 2007 will change the way support services are allocated.

- Capital programme 2007 - 2009

Housing

Capital Programme 2007 to 2009

2007	£
Housing Works	6,000,000
Total	6,000,000

2008	£
Housing Works	6,000,000
Total	6,000,000

2009	£
Housing Works	6,000,000
Total	6,000,000

Housing

Service Analysis - Objectives and Performance Measures

Service	Objectives	Performance Measures
<u>Social Housing Provision</u>	Improve the management and long-term sustainability of the States rental housing stock	Progress against Refurbishment Programme and property plan
		Bring all States Rental Homes up to 'Decent Homes Standard' by 2016
		Average number of days for which a standard void (vacant) property is empty
		On average a standard void property is vacant for X days
		% Void properties created as a result of Full Occupancy Policy
		% of response repairs carried out on a fixed price basis
		Average % of available stock which is void (vacant)
		% of tenants engaged in management decisions
		% decrease in level of rent arrears during period
	Assess and manage the ongoing demand for accommodation	Average waiting time for a States Rental Property during the period
		Average length of States Rental Waiting Lists during the period
<u>Provision of Housing Subsidies</u>	Improve affordability of accommodation	% by which payment of rent subsidies exceeds budget y-t-d
	Support ESS in the development and implementation of a generic income support benefit to enable those in need to afford accommodation appropriate to their needs	Low Income Support Introduced in 2007

	Draw on the talents of staff in order to increase their sense of departmental and corporate involvement	'Have Our Say' action plan produced and implemented
		Organisational Development Programme initiatives implemented
		Investors in People action plan developed, implemented and monitored
		Reorganisation of the department's structure and supporting staff and managers through a period of transition

Appendix A

Housing Key Responsibilities

- **Directorate Estate Services**
 - Capital
 - All Capital Works
 - All Refurbishment Projects
 - Planned Maintenance
 - Project Management
 - Management of Property
 - Asset Register / Condition Survey
 - Keep all relevant statistics
 - Maintenance
 - Response Repairs
 - Void Property Refurbishment
 - Cyclical Maintenance
 - External Decorations
 - Internal Decorations
 - Condition Survey Updates
 - Pre-Inspections
 - Post Work Inspections
 - Keep all relevant statistics
 - Support Services
 - Customer Service Centre SLA
 - Admin Support for Management Team
 - Insurance Claims
 - Cleaning Services
 - Facilities Management
 - Cleaning
 - Caretakers
 - Fleet Management
 - Landscape Maintenance
 - Road Safety
 - Keep all relevant statistics
 - Business Planning
 - Housing five year business plan
 - States five year business plan
 - Performance management
 - Benchmarks
 - Performance reports
 - Balanced Scorecard
 - Strategic Planning
 - States five year strategic plan
 - Data Protection Officer
 - Public Records Officer

- **Directorate Finance**
 - Financial Management
 - Invoicing
 - Debtors
 - Financial information for performance management
 - Financial Strategy
 - Audit & Risk
 - Housing Subsidies
 - Rent rebate
 - Rent abatement
 - Housing Budget
 - Setting budgets
 - Monitoring and forecasting

- **Directorate Tenant Services**
 - Tenant Services
 - Assessment of Waiting List Applications
 - Assessment of Transfer Applications
 - Medical Officer of Health Referrals
 - Management of Property Sales to States Tenants
 - Garage Allocations & Administration
 - Administer & Market Tenants Insurance Scheme
 - Debt Counselling
 - Keep all relevant statistics
 - Allocations
 - Allocate all void units of States Rental accommodation
 - Housing Trust liaison & nominations to trust
 - Property Marketing
 - Estate Demographics
 - Keep all relevant statistics
 - Tenant Participation
 - Residents Associations
 - Wardens
 - Tenants Forum
 - Community Development
 - Housing Surgeries
 - Mutual Exchange/Home swap Scheme
 - Keep all relevant statistics
 - Compliance
 - Enforcement of Tenancy Agreement
 - Garden Management
 - Pet Permits
 - Management of Rent Arrears/Debt Recovery
 - Evictions
 - Legal Services
 - Keep all relevant statistics
 - Assisted Living
 - Supported Housing Group
 - Assisted Living
 - Cottage Homes
 - Multi Agency Liaison
 - Medical Adaptations
 - Keep all relevant statistics

Appendix B

Business Plan Reporting Schedule

Report	SSP REF	Where Published	One off Report	Report Period					Comments
				M	Q	½	A	O	
Fundamental review of social housing in the Island	3.8.4	States Greffe & Website	Yes						
Number of people on States Rental Waiting List.	3.8.4	Website			Yes				
Community Newsletter.	3.8	Website & Posted to tenant's home						Yes	Three times year
Report on progress to achieve decent homes standard.	3.8.1	Website					Yes		
Report on medical adaptations, and on the number of properties meeting disabled access needs	3.8	Website					Yes		
Housing development programme.	3.8	Website			Yes				
Statistical report on incidents of Anti-	3.8	Website				Yes			

Report	SSP REF	Where Published	One off Report	Report Period					Comments
				M	Q	½	A	O	
Social Behaviour on Housing Estates.									
Annual Performance Report.	NP 11 C Six	Website					Yes		
Annual Financial Accounts	As above	States Greffe					Yes		

Code Comments

Code	Description
SSP REF	Reference number from States Strategic Plan 2005 – 2010.
M	Monthly Report
Q	Quarterly Report
½	Half Year Report
A	Annual Report
O	Other Report Period see comments
NP	States Strategic Plan New Priority
C	States Strategic Plan Commitment

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