

Detailed Action Plan: March 09

Key Task	Target Date	Milestone	Lead	Output	Outcome	Performance measure	Resource	Comments
1. Improve customer focussed access for all housing services	Nov. 09	1.1 Develop, publicise and monitor comprehensive service standards by July 09	HEHCP AHHR HDBC	Standards developed through consultation with users	Customers for all services having a clear understanding of what they can expect from the Council	Monitor performance against the developed standards	Within JD of existing staff and scope of existing & proposed IT	HDBC – Complete (evidence to be provided)
		1.2 Investigate potential Improvements to the provision of face to face access by April 09	HEHCP AHHR HDBC	Revised range of surgery times and better publicity for home visits	Customers to have opportunity to talk through issues with relevant case officer	No. of home visits undertaken; Footfall during publicised surgery times	Within existing JD and office provision. Possible marginal increase in travel costs	HDBC – Complete (evidence to be provided)
		1.3 Review delivery of advice & options service to clients outside Yeovil by June 09	AHHR ASHOO	Review completed	Judgement reached on cost vs benefit of operating regular surgeries or alternative means of delivery	Improved availability of service outside Yeovil	Within JD of establishment staff to review, but additional resources may be required to respond.	
		1.4 Analyse feedback from on-going Housing Options user satisfaction survey by January 09	ASHOO	Survey information available	We will be in a better position to reduce the inherent stress of the process by analysing the results.	Task to be completed by date given	Within JD of establishment staff and within budget	Conduct a further survey during the first month of each quarter (April/July/October/January) –
		1.5 Introduce diversity monitoring across all housing related services by April 09	HEHCP AHHR HDBC (amber)	More comprehensive and meaningful data gathered	A clearer understanding of whether certain processes have an adverse effect on any particular section of the community	Data available with more comprehensive breakdown	Within existing staff JD and scope of existing & acquired IT	HDBC awaiting further information from Andrew Gillespie.

Strategic Housing Inspection: IMPROVEMENT PLAN 2008

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2. Introduce a structured process for quality control	Nov. 09	2.1 Develop a comprehensive understanding of value for money by comparing costs with others by June 09	HEHCP AHHR HDBC	Key processes costed	An understanding of cost which can be contrasted with performance	Published cost data	Time required to be found from within existing staffing resources	<i>Not being monitored for comparison purposes by HDBC due to cost involved</i>
		2.2 Fully embed new electronic procedure manual by November 09	AHHR	Electronic manual in place	Consistent approach followed by all relevant staff	Manual accessible	Within current budget	(a) manuals still to be completed (b) needs longer timeframe to become fully embedded (c) reprioritised as a result of the recession and the increased demand for housing options advice and benefits advice.
		2.3 Introduce monitoring of RSL re-let times by September 09	AHHR	Comparison of RSL relet times available	Ability to act on poor performing RSLs, thus reducing waiting times for applicants	Average RSL re-let times by property type	To be identified as a task within JD of existing staff	Now to be undertaken on a countywide basis through the CBL Monitoring Board.
		2.4 Reduce length of time taken for homeless assessments by July 09	AHHR	Assessment times reduced	Reduced waiting times for applicants for outcomes of approach made	Length of time taken to assess homeless case	Within management system of newly acquired IT	Target date delayed to allow new processes to bed-in.

Strategic Housing Inspection: IMPROVEMENT PLAN 2008

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		2.5 Set challenging targets against all plans, service standards and relevant PIs by July 09	HEHCP AHHR HDBC	Targets set	Clear understanding by all relevant staff of expected quality of performance	Relevant measures to be set for each target	Within existing staff JD	HDBC – Complete – fed through to Service Plan (evidence to be supplied)
		2.6 Develop a system of quality monitoring by March 09	AHHR	System in place	Clear understanding of the quality of outcomes which can be contrasted with known costs	Published quality measures	Within JD of existing staff	Complete
		2.7 Publish Homeless year end report by May 09	AHHR	Report published	Information available in a digestible form for distribution	Task to be completed by date given	Within JD of establishment staff.	
		2.8 Revise targets for Homeless acceptances (operational decisions) by January 09	AHHR	Targets set	Targets available against which to compare actual performance	Task to be completed by date given	Within JD of establishment staff.	Complete
		2.9 Complete HSSA by June 09	AHHR	Completed and submitted	Auditable information provided to central Government	Completed	Within JD of establishment staff.	HSSA for 07/08 submitted; HSSA for 08/09 due June 09.
3. Meet the current need for gypsy and traveller accommodation	May 10	3.1 Identify location for transit site by March 09	CLO	Site identified	Places service in position to bid for internal or external funding to develop site	Task to be completed by date given	Within JD of establishment staff	Sites identified through project undertaken by Clive Miller & Associates
		3.2 Provide an emergency stopping point by May 10	CHSM	Point provided	Better ability to respond to sudden influx of travellers/unlawful encampments	Task to be completed by date given	Within JD of establishment staff but subject to available capital funding	

Strategic Housing Inspection: IMPROVEMENT PLAN 2008

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		3.3 Contribute to a county-wide gypsy and traveller accommodation strategy by May 10	CHSM	Strategy developed	Future provision better aligned in a county-wide or wider network	Strategy to be developed by date given	With JD of existing staff but subject to cooperation of neighbouring authorities	
4. Ensure adequate strategic documents in place	May 09	4.1 Develop a county-wide housing strategy by May 09	CHSM	Strategy developed	Future provision of services better aligned	Strategy to be developed by date given	With JD of existing staff but subject to cooperation of neighbouring authorities	Delivery delayed in order to hold Visioning Day
		4.2 Develop a county-wide homelessness strategy by February 09	CHSM	Strategy developed	Future provision of services better aligned	Strategy to be developed by date given	With JD of existing staff but subject to cooperation of neighbouring authorities	Evidence to be provided
		4.3 Revise the county-wide supporting people strategy by May 09	CHSM	Strategy revised	Future provision of services better aligned	Strategy to be developed by date given	With JD of existing staff but subject to cooperation of neighbouring authorities	
		4.4 Develop and expand strategy to facilitate access of young people to private sector housing by September 09	AHHR DHEHC P	Revised strategy adopted	Better use of private sector options to reduce likelihood of homelessness within the identified age group	Task to be completed by date given	Within JD of establishment staff.	Greater access achieved to private sector properties thanks to a change in general economic circumstances.
		4.5 Revise the county-wide private sector housing strategy by May 2010	DHEHC P	Strategy developed	Future provision of services better aligned More consistent delivery of services across the County	Strategy to be developed by date given	Within workplan of existing staff but subject to cooperation of neighbouring authorities	

Strategic Housing Inspection: IMPROVEMENT PLAN 2008

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		4.6 Hold county-wide housing Strategy day by September 08	CHSM	Day held	Wider world engaged in strategic progress and collaboration between Local Housing Authorities cemented	Task to be completed by date given	Within JD of establishment staff, subject to capacity of partner Local Housing Authorities	Complete
		4.7 Agree a strategy with Somerset Districts to ensure appropriate gypsy and traveller provision across Somerset by November 09	CHSM	Strategy agreed	Better coordination of provision across a wider area and better Ability to collective respond to incidents of unlawful encampments	Task to be completed by date given	Within JD of establishment staff, subject to capacity of partner Local Housing Authorities	
5. Make better use of empty and under-occupied homes	Sept. 09	5.1 Provide extra staff resources by June 2009 to deal with empty properties	DHEHC P	More under utilised property brought back into use	Ability to provide more low cost housing from existing stock	25 empty properties per year brought back into use by action of local authority	Existing staff resources re-allocated to meet task	
6. Examine potential for adopting area-based approach to addressing the worst housing conditions among the most	May 09	6.1 BRE survey data analysed to identify areas of worst housing by February 2009	DHEHC P	Decision made as to undertaking of area based approach by May 2009	Merits of area based approach fully considered and informed decision made	Plans drawn up to take area based approach forward if decided to be worthwhile. Alternative options may be adopted	Resources to be identified as part of this exercise	

Strategic Housing Inspection: IMPROVEMENT PLAN 2008

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vulnerable in the community								
7. Set out a rural housing action plan	May 09	7.1 Publish the rural housing action plan by May 2009	CHSM	Written plan produced	Clear route forward for prioritising various strands of work relating to rural housing	Document produced.	Within JD of establishment staff	
		7.2 Facilitate up to 6 Rural Parish Housing Needs Surveys by December 08	HDO	Understanding of the very local needs for each chosen Parish	Information to target resources for successful local needs schemes (planning and bidding)	Number of surveys completed within each calendar year	Use of county-wide Rural Enablers based at Community Council	Evidence to be provided
		7.3 Develop a programme for targeting remaining parishes	HDO	Method for targeting agreed	Ability to better use resources where most likely to impact	Level of unmet need uncovered by Parish housing needs surveys	Use of county-wide Rural Enablers based at Community Council	
		7.4 Bring forward more rural exceptions sites	HDO	Further viable sites identified	Ability to deliver more rural housing	No of identified sites	Use of county-wide Rural Enablers based at Community Council and information forthcoming from site identification project	
8. Review financial resources devoted to private sector housing	Nov. 09	8.1 Review of capital expenditure on private sector housing	DHEHC P	Recommendations put forward to members	Members consider the need to provide extra resources for Private Sector housing/regeneration as part of the capital bidding process.	Review undertaken within timescale	Review to be carried out within existing resources	

Strategic Housing Inspection: IMPROVEMENT PLAN 2008

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9. Set and achieve challenging targets to meet best practice in relation to temporary accommodation	May 09	9.1 Introduce inspection regime by April 09	AHHR	Regular inspection of temporary accommodation used	Standards in temporary accommodation maintained	Standards of temporary accommodation	Within JD of establishment staff	
		9.2 Review uses of RSL buildings as temporary accommodation by May 09	APHSO	Uses reviewed	Better use of existing buildings currently available to us	Task to be completed by date given	Within JD of establishment staff, subject to capacity of partner RSLs	Revised date put in place due to capacity issues arising from effects of economic changes.
		9.3 Revise plan for future B&B usage with short, medium and long term targets by May 09	ASHOO AHHR	Plan in place	Trajectory available against which to compare actual performance	Accuracy of prediction (cf actual)	Within JD of establishment staff and within budget	Revised date put in place due to capacity issues arising from effects of economic changes.
		9.4 Review and update strategy for provision of Temporary Accommodation by May 09	HDO APHSO ASHOO	Strategy updated	Improved portfolio of temporary accommodation options, more flexibility.	Task to be completed by date given	Within JD of establishment staff.	Revised date put in place due to capacity issues arising from effects of economic changes.
10. Set and meet appropriate targets for the 'end to end' waiting time for an adaptation	July 09	10.1 Existing procedures reviewed to identify all relevant steps.	PHSO	Targets set for waiting time for whole DFG process.	High levels of satisfaction with DFG experience maintained.	DFGs completed within target timescale.	Within-existing resources. Staff input from Social Services also required	

Strategic Housing Inspection: IMPROVEMENT PLAN 2008

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which are in line with Government guidance								
11. Improve working with landlords	May 09	11.1 Run regular landlords forums every year and have regular meetings with landlords	PHSO AHRH	Better understanding by landlords of their roles and responsibilities	Better working relationship with private sector landlords. More tenants housed in private sector	Active landlords forum in place Regular meetings with landlords	New staff resources provided to deal with this issue	
		11.2 Improve working with RSLs where their tenants face eviction by May 09	ASHOO	Better liaison with relevant RSL landlords	Reduced incidents of eviction from RSL property	Number of evictions from within RSL stock	Within JD of existing staff but subject to capacity of RSL partners	
12. Review efficiency of the administration of the Home Aid service	Jan. 09	Review efficiency of the administration of the Home Aid service	DHECP	Improved efficiency; reduced 'double-handling'	Greater proportion of available resource used on works undertaken rather than administration	Outputs pro rata	Within existing resources	Evidence to be provided.
13. Review enforcement activity	Nov. 09	13.1 Ensure appropriate HMO and other enforcement activity	PHSO	Enforcement action considered at outset of case	Appropriate balance between formal and informal enforcement achieved leading to high level of confidence that work will be completed in reasonable timescale.	Enforcement where adequate standards are not met	Extra resources allocated	
14. Ensure	March 09	14.1 Complete data	PHSO	All known	30 licenses issued	Identify and	Existing housing	

Strategic Housing Inspection: IMPROVEMENT PLAN 2008

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there is a comprehensive programme in place for the inspection and licensing of all relevant HMOS in the district.		base of all known HMOs is in place by March 2009		licensable HMOs are licensed	by December 2008	inspect 50 HMOs per year	standards staff resources to be used.	Evidence to be provided
15. Review mobile home inspection programme	July 09	15.1 Ensure all mobile home sites are inspected as planned	PHSO	All mobile homes risk assessed	Mobile home sites inspected regularly in accordance with priority	Revised Inspection programme in place	Within existing resources	
16. Improve the process of securing additional housing through planning gain.	June 09	16.1 Develop a template of standards 106 clauses by June 2009	LSM	Suite of standard clauses available	Reduced time spent in future negotiations and consistency achieved between agreements	Standard clauses available	Subject to capacity with legal services team	Additional work required in liaising with RSL partners.
17. Review use of mediation services	June 09		AHHR	Use of service reviewed	Awareness of opportunities to make better use of services	Review completed	Within existing resources	

Strategic Housing Inspection: IMPROVEMENT PLAN 2008

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18. Ensure consistency of performance management regarding actions raised in this Improvement Plan	June 09	18.1 Incorporate key actions within action Plan in Housing Strategy Update document by October 2008	CHSM	Actions arising from key recommendations made by Inspectors – including target dates – ‘read across’ from this action plan into the Update document	Consistency of prioritising actions and performance	Review of actions undertaken	Within existing JD of relevant staff	Evidence to be provided
		18.2 Incorporate relevant actions within action plans in Service Plans by January 2009	HEHCP AHHR CHSM HDBC	Actions including target dates – ‘read across’ from this action plan into Service Plans	Consistency of prioritising actions and performance	Review of actions undertaken	Within existing JD of relevant staff	Evidence to be provided (except AHHR)
		18.3 Incorporate relevant actions within action plans in personal plans of relevant staff by February 2009	HEHCP AHHR CHSM HDBC	Actions including target dates – ‘read across’ from this action plan into personal plans	Consistency of prioritising actions and performance	Review of actions undertaken	Within existing JD of relevant staff	Evidence required AHHR - complete

Strategic Housing Inspection: IMPROVEMENT PLAN 2008

Key to lead officer

Initials	Title	Current officer, Dec 2008
AHHR	Acting Head of Housing and Revenues	Ian Potter
APHSO	Acting Principal Housing Strategy Officer	Sally McCarthy
ASHOO	Acting Senior Housing Options Officer	Jon Batty
CHSM	Corporate Housing Strategy Manager	Colin McDonald
CLO	Community Liaison Officer	Paul Goltz
DHEHCP	Deputy Head of Environmental Health and Community Protection	Alasdair Bell

Initials	Title	Current officer, Dec 2008
HDBC	Head of Development and Building Control	Simon Gale
HDO	Housing Development Officer	Kerry Plumb
HEHCP	Head of Environmental Health and Community Protection	Laurence Willis
HPO	Housing Policy Officer	Louise Field
LSM	Legal Services Manager	Ian Clarke
PHSO	Principal Housing Standards Officer	Martin Chapman

WHITE	Long term target
GREEN	Complete and evidenced
AMBER	On target
RED	Not on target

(Updated April 2009)

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