

2016/2017 Housing Services – Service Delivery Plan

Overview of Housing Services

The Housing Options team comprises 1 Housing Options Manager, 3 full time Options Officers (1 post currently vacant), 1 Income Recovery Officer, 1 Private Landlord Liaison Officer and 1 Tenancy Support Officer. We also host a National Practitioner and the Lead Practitioner for DCLG Gold Standard Challenge. The remit of the team is to deliver the Council's housing advice and homelessness service with the emphasis on preventing homelessness.

The service is also responsible for fulfilling the Council's legal obligation to assist homeless persons, investigate the individual reasons for homelessness and advise the client accordingly and provide temporary accommodation where applicable.

In addition to the above the team is responsible for ensuring illegal evictions and harassment within the district are eradicated, providing a Landlord Resolution Service and Landlord Forum, liaising with partner housing providers, referring clients to the homeless hostels. They are also the conduit for the Rent Deposit Scheme, Young Persons Project, Young Parents Project, Crash Bed Provision for 16/17 yr old (or care leavers), Private Sector Leasing Scheme, Choice Based Lettings Scheme, Housing Register and Allocations of social housing.

We are regulated by Government and have to have regard of numerous Housing Acts as well as the Council's Homelessness Strategy 2015 – 2018 and the Council's corporate aims of:

- maintaining sound finances by investing wisely, maximising income and providing effective and efficient services, and,
- when delivering our services our customers are at the heart of everything we do.

The cost to run the service totals £458,261 per annum. This amount includes staffing costs, homelessness prevention initiatives, deposits for private sector accommodation and staff training. It also funds temporary accommodation for homelessness emergencies alongside hostel charges and voids and removal and storage costs.

Since January 2014 we have increased our income stream by passing the full cost for bed and breakfast and removal and storage onto the client, as well as renting out our hostel rooms to other Local Authorities.

How does the Service link in with the Council's Corporate Plan?

The Service links in with the following priorities;

- The Service is customer driven with "a can-do attitude and pro business approach and commercially focussed to ensure financial self-sufficiency for the taxpayer".
- Providing clear opportunities to ensure that the Council is "Making East Cambridgeshire an even better place to live".

The team continues to actively support local people who are at risk of becoming homeless (often preventing them from becoming homeless) and who are presenting themselves as homeless.

Their intervention work has provided essential support, including in some cases financial support, to people in vulnerable situations at a time that they need it the most.

Forward Planning for Councillors

Proposed date of decision	Item	Service Area	Service Delivery Champion	Committee
ongoing	Future provision for Gypsy & Travellers	Housing	Cllr Rouse	Regulatory and Support Services Committee

Housing Options Services- End of year report- 2015-2016

Maximise income via the recharging policy and reduce the use of temporary accommodation	Baseline	Target	Outcome
To avoid the use of B&B accommodation where possible unless in an absolute emergency and there is no other accommodation available to the client.	100%	100%	100% avoidance The Service worked with 409 homeless or threatened with homelessness families this year, not including advice only cases.
To ensure that Homeless decisions made within 33 working days.	100%	100%	91% *79 decisions were made. (see variance *)
To prioritise emergency homeless presentations and where possible deal with the situation on the day of presentation to the Council.	100%	100%	100%
To ensure that every effort is made by the Income Recovery Officer (IRO) to recoup monies loaned to clients for deposits, storage & removals and full recharge for any time spent in B&B.	100%	100%	100%- £33,589.48 collected
* -9%, intentional decisions can take longer as a thorough investigations are made on all cases.			

Ensure that people feel safe in their homes and neighbourhood-management of gypsy and traveller sites	Baseline	Target	Outcomes
To allow certain domestic abuse applicants to remain in their current property and to be safe in the knowledge that their property is secure.	N/A	5 working days	1 completed
To ensure 5% more rents collected than in 2014.	£84,396	5% above 2014 baseline	(£85,387)** 1% above 2014 baseline (see variance **)
To attend meetings and conferences for MARAC, MAPPA and ASB, make sure housing team are aware of any impending homelessness relating to domestic violence/abuse, crime and disorder or ASB.	100%	100%	100%
** 1% above 2014 as one site now temporarily closed, although collection rate has increased on remaining two sites.			

Proactively work with partners to provide a coordinated approach to tackling and preventing homelessness	Baseline	Target	Outcomes
To produce new SLA's protocols to coincide with developments within the housing service and to include new services and contacts.	100%	100%	100%

Provide an holistic Housing Options Service with the emphasis on preventing homelessness	Baseline	Target	Outcomes
To ensure that the Discretionary Housing Payment take up by 100%.	N/A	100%	70%*** (see variance ***)
To effectively engage with landlords by undertaking 2 landlord forums per year.	1	2	1 **** (see variance ****)
To prevent at least 350 households from becoming homeless per year.	364	350	330 ***** (see variance *****)
To undertake a rough sleeper estimate.	Yearly	yearly	achieved
***The team spent 70% of the DHP fund. Unfortunately some requests were turned down, after discussions with ARP since no applications from the housing team will be turned down. This fund has been increased for 16/17 due to Universal Credit introduced February 2016 and the Benefit Cap which is being introduced in November 2016.			
****1 undertaken due to issues in housing team, Private Landlord Liaison Officer stepped up and took housing options case load on, however over 60% of our preventions have gone into private rented accommodation. This clearly proves how our relationships with private landlords have improved over the last 12 months.			
*****-20, compared to 14/15 we have taken less advice calls and had fewer approaches via drop in. We hope more people are now sustaining tenancies thanks to our free landlord resolution service and our Tenancy Support Officer.			

Trained staff and comprehensive understanding of service by Service Delivery Champion	Baseline	Target	Outcomes
Ensure all officers attend all mandatory council training courses in policy and procedures for child safeguarding, quality & diversity, health & safety etc.	100%	100%	100%
100% appraisals completed on time.	100%	100%	100%
Service awareness briefings for Service Delivery Champion.	100%	100%	100%
All officers to be up to date with changes to benefits/Universal Credit.	N/A	100%	100%

Adapting the service to meet the needs of the customer	Baseline	Target	Outcomes
Update websites and ensure plethora of leaflets distributed across the district. Reviewed annually.	100%	100%	100%
Conduct Customer Satisfaction surveys.	50%	50%	50%
Carry out home visits to those who need them.	100%	100%	100%
Undertake ongoing demands analysis to show service is fully meeting needs of customers..	100%	100%	100%

Strategy map



Performance measure- Maximise income via the re charging policy and reduce the use of temporary accomodation	Baseline from 2015/2016	Target
To avoid the use of B&B accommodation where possible unless in an absolute emergency and there is no other accommodation available to the client.	100%	100%
To ensure that Homeless decisions are made within the statutory target of 33 working days.	100%	100%
Internal target of 10 working days.	90%	90%
To prioritise emergency homeless presentations and where possible deal with the situation on the day of presentation to the Council.	100%	100%
To ensure that every effort is made by the Income Recovery Officer (IRO) to recoup monies loaned to clients for deposits, storage & removals and full recharge for any time spent in B&B with a collection rate of 75%	89%	75%

Performance measure- Ensure that people feel safe in their homes - neighbourhood-management of gypsy and traveller sites	Baseline from 2015/2016	Target
To allow certain domestic abuse applicants to remain in their current property and to be safe in the knowledge that their property is secure.	N/A	5 working days
To ensure 5% more rents collected than in 2015/16.	£85,387	5% above 2015/16 baseline Equating to £89,656.00
To attend meetings and conferences for MARAC, MAPPA and ASB, make sure housing team are aware of any impending homelessness relating to domestic violence/abuse, crime and disorder or ASB.	100%	100%

Performance measure- Proactively work with partners to provide a co-ordinated approach to tackling and preventing homelessness	Baseline from 2015/2016	Target
To produce new SLA's protocols to coincide with developments within the housing service and to include new services and contacts.	100%	100%

Performance measure- Provide an holistic Housing Options Service with the emphasis on preventing homelessness	Baseline from 2015/2016	Target
To ensure that we use 100% of the Discretionary Housing Fund.	N/A	100%
To effectively engage with landlords by undertaking 2 landlord forums per year.	1	2
To prevent at least 350 households from becoming homeless per year.	330	350
To undertake a rough sleeper estimate.	Yearly	yearly

Performance measure- Ensure that there is trained staff and there is a comprehensive understanding of the Service.	Baseline from 2015/2016	Target
Ensure all officers attend all mandatory council training courses in policy and procedures for child safeguarding, quality & diversity, health & safety etc.	100%	100%
100% appraisals completed on time.	100%	100%
Service awareness briefings for Service Delivery Champion.	100%	100%
All officers to be up to date with changes to benefits/Universal Credit and Benefit Caps being introduced in November 2016.	N/A	100%
To Achieve Gold Standard by 31 st March 2017	N/A	By March 2017

Performance measure- Adapting the service to meet the needs of the customer	Baseline from 2015/2016	Target
Update websites and ensure plethora of leaflets distributed across the district. Reviewed annually.	100%	100%
To ensure that the service meets the requirements of our customers through Customer Satisfaction surveys.	50%	50%
Be flexible and adaptable to the requirements of our customers by carrying out home visits when required.	100%	100%
Undertake ongoing demands analysis to show service is fully meeting needs of customers..	100%	100%

Performance measure- Maximise income via the recharging policy and reduce the use of temporary accommodation	
Owner	Housing Options team.
Co owners	Housing Options Officers.
Output/Outcome(s)	To avoid the use of B&B accommodation where possible unless in an absolute emergency and there is no other accommodation available to the client.
Links	Housing Act 1996 (as amended 2002), Homelessness Strategy 2015-2018 and Corporate Strategic Finance Outcome.
Source of Data	Locata.
Frequency of reporting	Daily.
Who measures?	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Operations
Please list processes briefly	<ul style="list-style-type: none"> • Make timely appointments for clients who are threatened with homelessness. • Deal with emergency situations on the day of approach. • Negotiations with landlords/ agencies / family members to prevent evictions. • Make proper use of hostel accommodation. • Make timely homelessness decisions (within 33 working days). • Monitor and actively encourage bidding to ensure best outcome.
Reporting Timescale	Quarterly.
What resources are needed to ensure success?	Fully trained and experienced Housing Options Officers, relevant up to date case law.
Are there opportunities for cross-service working?	No.

Performance measure- Maximise income via the recharging policy and reduce the use of temporary accommodation	
Owner	Housing Options team.
Co owners	Housing Options Officers.
Output/Outcome(s)	To ensure that Homeless decisions made within 33 working days (Statutory). 100% Homeless decisions made within 10 working days (Service Standard set by ourselves against the statutory standard of 33 days).90%
Links	Housing Act 1996 (as amended 2002), Homelessness Strategy 2015-2018 and Corporate Strategic Finance Outcome.
Source of Data	Locata.
Frequency of reporting	Daily.
Who measures?	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Operations.
Please list processes briefly	<ul style="list-style-type: none"> • Receive contact from customer. • Taking a proactive approach to turn around homeless. Decision made within 33 working days.
Reporting Timescale	Quarterly.
What resources are needed to ensure success?	Fully trained and experienced Housing Options Officers, relevant up to date case law.
Are there opportunities for cross-service working?	No.

Performance measure-Emergency Homeless Households Seen On The Day They Present.	
Owner	Housing Options Team.
Co owners	Housing Options Officers.
Output/Outcome(s)	To prioritise emergency homeless presentations and where possible deal with the situation on the day of presentation to the Council.
Links	Housing Act 1996 (as amended 2002), Homelessness Strategy 2015-2018 and Corporate Strategic Finance Outcome.
Source of Data	CRM.
Frequency of reporting	Daily / as required.
Who measures?	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Operations.
Please list processes briefly	<ul style="list-style-type: none"> • See applicant in reception to conduct housing options / homelessness interview. • Speak to current landlord/family member to try to rectify situation where possible, offering to rectify benefit problems, provide tenancy support or negotiating payment plans for arrears etc. • If needed that day arrange hostel placement or book in advance for when due to be homeless. • Take homeless application if appropriate. • Look at alternative solutions to homelessness, i.e private rented sector, utilising DHP, RDS and CCCLAS. <p>N.B. If emergency presentations are not dealt with on the day of approach there is a possibility that the numbers of street homeless would increase. Housing options officers would be fire fighting at crisis point, the emphasis on prevention would shift as officer's time would be taken up dealing with crisis issues rather than preventing and avoiding homelessness. Could lead to judicial review.</p>
Reporting timescale	Quarterly.
What resources are needed to ensure success?	Fully trained and available housing options officers, tenancy support officer and private landlord liaison officer.
Are there opportunities for cross-service working?	No.

Performance measure-Provide an holistic Housing Options Service with the emphasis on preventing homelessness	
Owner	Housing Options Team.
Co owners	Louise Duffield - Income Recovery Officer.
Output/Outcome(s)	To ensure that every effort is made by the Income Recovery Officer (IRO) to recoup monies loaned to clients for deposits, storage & removals and full recharge for any time spent in B&B. To ensure a collection rate of 75% annually.
Links	Housing Act 1996 (as amended 2002), Homelessness Strategy 2015-2018 and Corporate Strategic Finance Outcome.
Source of Data	Agresso.
Frequency of reporting	Daily or as required.
Who measures?	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Operations.
Please list processes briefly	<ul style="list-style-type: none"> • Affordability calculation completed between HOO/IRO and client to determine weekly repayment. • Repayment agreement signed by client. • Copy of agreement and repayment plan sent to finance. • IRO monitors payments received. • Client contacted if payments stop or not paid in full. • IRO Home visit to non paying clients with HOO. • Non paying clients to be passed to debt recovery agency for payment. • IRO sends request to legal to commence court action of client fails to pay.
Reporting timescale	Quarterly.
What resources are needed to ensure success	Fully experienced IRO and links to finance team, partnership working with Rossendales Debt Recovery.
Are there opportunities for cross service working?	Working with finance department.

Performance measure- Ensure that people feel safe in their homes and neighbourhood-management of gypsy and traveller sites	
Owner	Housing Options Team.
Co owners	Housing Options Officers.
Output/outcome(s)	To allow certain domestic abuse applicants to remain in their current property and to be safe in the knowledge that their property is secure (target within 5 working days).
Links	Housing Act 1996 (as amended 2002), Homelessness Strategy 2015-2018 and Corporate Strategic Finance Outcome.
Source of Data	CAADA, MARAC.
Frequency of reporting	As and when required.
Who measures?	Angela Parmenter - Housing Options Manager Jo Brooks - Director of Operations.
Please list processes briefly	<ul style="list-style-type: none"> • Risk identified. • Property suitable for target hardening? Or landlord in agreement for works to be done? • Referral to Bobby Scheme, who will make necessary assessment and refer back to the HOT as to what works can be carried out. • All parties agree works. • Works go ahead.
Reporting timescale	Quarterly.
What resources are needed to ensure success	Partnership working with The Bobby Scheme.
Are there opportunities for cross service working	Community Safety – Nick Ball.

Performance measure- Ensure that people feel safe in their homes and neighbourhood-management of gypsy and traveller sites	
Owner	Angela Parmenter – Housing Options Manager
Co owners	Angela Parmenter – Housing Options Manager.
Output/outcome(s)	To ensure rents collected match the rents due of £91,884.
Links	Cambridgeshire County Council, Parks and Open Spaces.
Source of Data	Angela Parmenter – Housing Options Manager.
Frequency of reporting	As required.
Who measures?	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Operations.
Please list processes briefly	<ul style="list-style-type: none"> • Site visits to be conducted weekly. • Rents to be collected and banked every Friday. • Future provision to be explored. • Attend sub regional Traveller Liaison Groups.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	Future provision for Gypsy and Travellers.
Are there opportunities for cross-service working?	Parks and open spaces.

Performance measure- Ensure that people feel safe in their homes and neighbourhood-management of gypsy and traveller sites	
Owner	Housing Options Team.
Co owners	All Officers.
Output/outcome(s)	To attend meetings and conferences for MARAC, MAPPA and ASB, making sure the Housing Options Service are aware of any impending homelessness relating to domestic violence/abuse, crime and disorder or ASB.
Links	Housing Act 1996 (as amended 2002), Homelessness Strategy 2015-2018 and Corporate Strategic Finance Outcome.
Source of Data	
Frequency of reporting	As required.
Who measures?	Angela Parmenter- Housing Options Manager. Jo Brooks - Director of Operations.
Please list processes briefly	Attend meetings and feed back to the team. Update policies and procedures to incorporate new legislation and case law. Analyse information to determine future need.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	All officers to time manage to attend meetings.
Are there opportunities for cross-service working?	No.

Performance measure- Proactively work with partners to provide a co-ordinated approach to tackling and preventing homelessness	
Owner	Housing Options Team.
Co owners	All Officers.
Links	16/17 year old / Young Parents Project / YPP / Homelessness Managers Group/ home-link / Sanctuary Scheme / Social Care / Sanctuary Housing / Police – ASB Steering Group / Lighthouse / Experian / KSHS PSL's, Prisons and Hospitals.
Output/outcome(s)	To produce new Service Level Agreement protocols to coincide with developments within the housing service and to include new services and contacts.
Source of Data	
Frequency of reporting	As required.
Who measures?	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Operations.
Please list processes briefly	<ul style="list-style-type: none"> • Housing Options Manager to discuss protocol with agency in question. • Mutually agree protocol and liaise with each other over content of SLA. • Draft SLA / protocol. • Meet to discuss amendments and agree alternatives. • Both parties agree on final draft and sign. • Both agencies work within the guidelines of the SLA.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	Partnership working with social care, police, sanctuary, local churches, prison, hospitals etc.
Are there any opportunities for cross-service working?	Working with Legal when needed to check documents.

Performance measure- Provide an holistic Housing Options Service with the emphasis on preventing homelessness	
Owner	Housing Options Team.
Co owners	All Officers.
Output/Outcome(s)	To ensure that we use 100% of the Discretionary Housing Fund.
Links	Housing Act 1996 (as amended 2002), Homelessness Strategy 2015-2018 and Corporate Strategic Finance Outcome.
Source of Data	Anglia Revenues Partnership.
Frequency of reporting	As required.
Who measures?	Angela Parmenter - Housing Options Manager. Anglia Revenues Partnership. Jo Brooks - Director of Operations.
Please list processes briefly	<ul style="list-style-type: none"> • During housing options interview establish if the reason for homelessness could be diverted with financial assistance, i.e. by paying HB shortfall or rent arrears. • If client has to leave their existing accommodation but cannot afford to pay rent in advance and fees to secure private rented accommodation. • HOO to liaise with ARP to ascertain the likelihood of being accepted for a payment through DHP. • If yes then HOO to liaise with landlord of new property to get confirmation that the property will be viable for the applicant. • Housing benefit calculations to be completed to ascertain affordability. • If viable then HOO to complete HB form for new property, DHP application form and safeguarding form. • ARP to liaise with landlord to make one off payment. • HOO to arrange deposit via in house rent deposit scheme if applicable, if not applicable to client, explore possibility of DHP paying this also.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	Continuation of DHP pot and partnership working with ARP.
Are there opportunities for cross –service working?	ARP.

Performance measure- Provide an holistic Housing Options Service with the emphasis on preventing homelessness	
Owner	Housing Options Team.
Co owners	Joanne Davis - Private Landlord Liaison Officer. Housing Options Officers.
Output/Outcome(s)	To effectively engage with landlords by undertaking 2 landlord forums per year.
Links	Housing Act 1996 (as amended 2002), Homelessness Strategy 2015-2018 and Corporate Strategic Finance Outcome.
Source of Data	Attendance data taken at forum.
Frequency of reporting	6 monthly.
Who measures?	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Operations.
Please list processes briefly	<ul style="list-style-type: none"> • Agree date for forum. • Agree theme for forum i.e. landlord resolution service or grants and loans. • Invite known landlords and agencies. • Arrange speakers. • Produce handouts (landlord information packs). • Advertise forum to wider community to attract landlords unknown to the authority. • On day of forum, monitor attendance and take details of each landlord so that new landlords are invited to further forums. • Ask for feedback for improvement in the future. <p>N.B Without building new relationships with local landlords the possibilities open to the housing options department would be limited and homeless prevention statistics would suffer as a result. By enhancing the service available to landlords more properties become available for use in preventing homelessness and where possible for discharging homelessness duty.</p>
Reporting timescales	Quarterly.
What resources are needed to ensure success?	Good working relationships with landlords and agents.
Are there any opportunities for cross-service working?	Environmental Health, Planning, Building Control, Care and Repair.

Performance measure- Provide an holistic Housing Options Service with the emphasis on preventing homelessness	
Owner	Housing Options Team.
Co owners	Private Landlord Liaison Officer. Tenancy Support Officer. Housing Options Officers.
Output/outcome(s)	To prevent at least 350 households from becoming homeless per year.
Links	Housing Act 1996 (as amended 2002), Homelessness Strategy 2015-2018 and Corporate Strategic Finance Outcome.
Source of Data	Private Landlord Liaison Officer. Tenancy Support Officer. Housing Options Officers.
Frequency of reporting	As required.
Who measures?	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Operations.
Please list processes briefly	<ul style="list-style-type: none"> • Clients who are identified as in need of support will be discussed with the TSO and referred for an assessment of their needs. The TSO will then meet with the client to discuss options and plan a course of action. The TSO will then maintain contact with the client until agreed outcomes have been achieved. • Having a Tenancy Support Officer maximises the client's chances of sustaining an existing tenancy therefore preventing homelessness. Or supporting homeless clients to access benefits, bid on properties and/or locate a property in the private rented sector. • Assistance in setting up in that property will be provided to make sure that the client budgets and sustains their tenancy therefore avoiding homelessness in the future.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	All officers to work together, risk assessments and structured support.
Are there any opportunities for cross-service working?	No.

Performance measure- Provide an holistic Housing Options Service with the emphasis on preventing homelessness	
Owner	Housing Options Team.
Co owners	Housing Options Officers.
Output/Outcome(s)	To undertake a rough sleeper estimate.
Links	Housing Act 1996 (as amended 2002), Homelessness Strategy 2015-2018 and Corporate Strategic Finance Outcome.
Source of Data	Data collected from external agencies; ECDC staff, Housing associations, Churches, Support workers, Doctors surgeries, Hostel managers etc.
Frequency of reporting	Yearly.
Who measures?	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Operations.
Please list processes briefly	<ul style="list-style-type: none"> • Agree with neighbouring authorities a date and time for the estimated count. • Invite all external agencies to record all known rough sleepers at this time and date. • Liaise with these organisations leading up to the count. • The day after the estimation send out a request for the information gathered. • Analyse data collected making sure that there are no duplicate accounts of rough sleeping. • Liaise with neighbouring authorities to ensure no overlaps and repeat reports of the same person(s). • Final count. • Send final figure to DCLG.
Reporting timescale	Annually.
What resources are needed to ensure success?	Involvement from a multitude of agencies across the sub region.
Are there opportunities for cross-service working?	All teams within the authority are asked to check if they are out in the district on the set date.

Performance measure- Ensure that there is trained staff and there is a comprehensive understanding of the Service.	
Owner	Housing Options Team.
Co owners	All Officers.
Output/Outcome(s)	Ensure all officers attend all mandatory council training courses in policy and procedures for child safeguarding, quality & diversity, health & safety etc.
Links	
Source of Data	
Frequency of reporting	Yearly.
Who measures?	Angela Parmenter - Housing Options Manager.
Please list processes briefly	<ul style="list-style-type: none"> • During 1-2-1's, annual appraisals and accountability setting, work in partnership with each team member to assess training needs. • As and when new/emerging legislation comes forward relevant team member to be reviewed for appropriate training needs.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	Performance management.
Are there opportunities for cross –service working?	HR.

Performance measure- Ensure that there is trained staff and there is a comprehensive understanding of the Service.	
Owner	Housing Options Team.
Co owners	All Officers.
Output/Outcome(s)	100% appraisals completed on time.
Links	
Source of Data	
Frequency of reporting	Yearly.
Who measures?	Angela Parmenter - Housing Options Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Work within the performance management framework to support the continued professional development of the housing option service. • Diary in appointments to ensure that appraisals are undertaken within required timeframes.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	Performance management.
Are there opportunities for cross –service working?	HR.

Performance measure- Ensure that there is trained staff and there is a comprehensive understanding of the Service.	
Owner	Housing Options Team.
Co owners	All Officers.
Output/Outcome(s)	Service awareness briefings for member champions.
Links	
Source of Data	On going.
Frequency of reporting	As required.
Who measures?	Angela Parmenter - Housing Options Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Within agreed timescales and in close liaison with the Service Delivery Champion diary in regular on-going meetings to discuss points in relation to the Housing Options Service.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	Effective Performance management.
Are there opportunities for cross –service working?	HR.

Performance measure- Ensure that there is trained staff and there is a comprehensive understanding of the Service.	
Owner	Housing Options Team
Co owners	All Officers.
Output/Outcome(s)	All officers to be up to date with changes to benefits, Universal Credit and the Benefit Cap.
Links	
Source of Data	On going
Frequency of reporting	As required
Who measures?	Angela Parmenter - Housing Options Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Housing Options Manager to assess training requirements as highlighted through the emerging guidance from central government. • Once training requirements are ascertained, relevant staff to be trained in a timely manner to provide a responsive and reflective Housing Options Service.
Reporting timescale	Quarterly
What resources are needed to ensure success?	Performance management.
Are there opportunities for cross –service working?	Customer Services.

PERFORMANCE MEASURE	Ensure that there is trained staff and there is a comprehensive understanding of the Service.
Owner	Housing Options Officers
Co owners	Angela Parmenter - Housing Options Manager
Output/Outcome(s)	To Achieve Gold Standard by 31 st March 2017
Links	National Practitioners Support Service (NPSS)
Source of Data	Housing Options Officers Housing Options Manager The Peer Review Group NPSS
Frequency of reporting	Ongoing in stages after each challenge is achieved.
Who measures	Peer Review Group and NPSS
Please list processes briefly	<ul style="list-style-type: none"> • To Achieve 60% at peer review stage • Complete challenges • Achieve gold standard
Reporting timescale	Periodically after each challenge
What resources are needed to ensure success	Performance management Exceptional Team Working Good communication Good working relationships with external partners Outstanding customer service
Are there any opportunities for cross-service working	Yes – Social Services, Environmental Health, Community Safety, Police, LDP, Prisons, Hospitals, CPFT, Care and Repair and Schools and many others.

Performance measure- Adapting the service to meet the needs of the customer	
Owner	Housing Options Team.
Co owners	All Officers.
Output/Outcome(s)	Update websites and ensure plethora of leaflets distributed across the district.
Links	
Source of Data	On going
Frequency of reporting	Reviewed annually.
Who measures?	Angela Parmenter - Housing Options Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Review existing web pages to ensure that they meet with the requirements of our customers. • Update any pieces of information which is out of date. • Diary in regular times when the service reviews the web pages for Housing Options.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	Website.
Are there opportunities for cross –service working?	HR.

Performance measure- Adapting the service to meet the needs of the customer	
Owner	Housing Options Team.
Co owners	All Officers.
Output/Outcome(s)	To ensure that the service meets the requirements of our customers through Customer Satisfaction surveys.
Links	
Source of Data	On going.
Frequency of reporting	On going.
Who measures?	Angela Parmenter - Housing Options Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Encourage customers to fill in the customer satisfaction surveys when undertaking outreach visits to ensure that the service meets with the requirements of our customers. • Evaluate responses and adapt service as appropriate.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	Customer Satisfaction surveys.
Are there opportunities for cross –service working?	HR.

Performance measure- Adapting the service to meet the needs of the customer	
Owner	Housing Options Team.
Co owners	All Officers.
Output/Outcome(s)	Be flexible and adaptable to the requirements of our customers by carrying out home visits when required.
Links	
Source of Data	On going.
Frequency of reporting	On going.
Who measures?	Angela Parmenter - Housing Options Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Housing Options Service to assess the needs of each customer. • Housing options service to be flexible and responsive to the needs of our customers. • Housing Options to carry out home visits as appropriate.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	
Are there opportunities for cross –service working?	HR.

Performance measure- Adapting the service to meet the needs of the customer	
Owner	Housing Options Team.
Co owners	All Officers.
Output/Outcome(s)	Undertake ongoing demands analysis to show service is fully meeting needs of customers.
Links	
Source of Data	On going.
Frequency of reporting	On going.
Who measures?	Angela Parmenter - Housing Options Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Conduct regular team meetings to update on customer feedback. • Regularly assess the outputs from the service to ensure that it is full meeting the needs of our customers. • Carry out demands analysis of who accesses the service, when and how. • Adapt service to meet the needs of our customers where appropriate.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	
Are there opportunities for cross –service working?	HR.