

## **2015/2016 Housing Services – Service Delivery Plan**

### **Overview of Housing Services**

The Housing Options team comprises 1 Housing Options Manager, 3 full time Options Officers, 1 Income Recovery Officer, 1 Private Landlord Liaison Officer and 1 Tenancy Support Officer. 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 2013 – 2016 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 £446,485 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.

### **Forward Planning for Councillors**

<b>Proposed date of decision</b>	<b>Item</b>	<b>Service Area</b>	<b>Service Delivery Champion</b>	<b>Committee</b>
September 2015	Agree amendments to Homelessness Strategy	Housing	Cllr Rouse	Regulatory and Support Services Committee
October 2015	Future provision for Gypsy & Travellers	Housing	Cllr Rouse	Regulatory and Support Services Committee

## End of year reports – Housing Options

### 2014/2015

#### Measuring Performance

TA Reduction Performance Measure	Target	Actual
100% Homeless decisions made within 33 working days.	100%	100%
No families in B&B unless in an emergency and then for no longer than 6 weeks.	100%	100%
Hostel Void Charge reduction via subletting to neighbouring LA's.	100%	100%
Recharging policy for B&B, Storage, removals and deposits.	100%	100%

Ensuring people feel safe in their community Performance Measure	Target	Actual
Deliver target hardening packages to households at high risk of domestic abuse.	5 working days	*none undertaken
Achieve 90% attendance rate at MARAC, MAPPA and Anti Social Behaviour steering group meetings.	95%	100% variance +5%
<b>*No target hardening packages undertaken as victims at high risk have been able to stay safely in their homes.</b>		

Educate, Support & Secure Housing for Young People – Tomorrow's Future		
16/17 Yr Old Protocol – Joint assessment with CYPSC within 10 working days	10 working days	Achieved
Homelessness awareness education programme disseminated in 4 secondary schools across East Cambs.	100%	*-75%
<b>* Variance- The education programme has delivered 1 session in partnership with the police, youth support and Children and Young People's Services. This partnership approach has led to the sessions taking longer than normal due to diary clashes but further dates are being finalised.</b>		

Preventing Homelessness Performance Measure	Target	Actual
Preventing at least 264 households from becoming homeless per year.	264	364 *+38%
Landlord Forum delivered 6 monthly.	2 p.a.	**1 delivered
Rough sleeper count.	Yearly	Achieved
Single person Home-Finder Scheme for prevention of homelessness.	75%	82% +7%
Using floating support to prevent homelessness.	15 per quarter	22 per quarter ***+47%
<b>*variance-The Service is consistently working on prevention which will further increase one the Private Landlord Liaison Officer and Tenancy Support Officer are in place.</b>		
<b>**Variance- One forum delivered but due to limited capacity we were unable to undertake two forums however now the Private Landlord Liaison officer is now in post this outcome will be undertaken in this performance year.</b>		
<b>***Variance-15 hrs per work floating support has also proved invaluable to helping prevent homelessness. Our own Tenancy Support Officer is starting in post on 22<sup>nd</sup> June.</b>		

Staff Performance Measure	Target	Actual
Ensure all Officers attend all mandatory council training courses in policy and procedures for child safeguarding, equality and diversity & health and safety etc.	100%	100%
Appraisals completed on time.	100%	100%
Service awareness briefings for Service Delivery Champion.	100%	100%

Continually Adapting the Service to Meet the Needs of the Customer	Target	Actual
Conduct Customer satisfaction surveys completed and acted upon.	50%	50%
Undertake demands analysis to determine future drop in surgeries.	April 2015	Completed- output shows that the service is fully meeting needs of customers
Carry out home visits to customers who need them.	100%	100%
Review Homelessness Strategy annually ensuring customers receive the best service possible.	April 2015	On going

## Housing Options performance report 2015-2016

### Strategy map



<b>Performance measure- Maximise income via the re charging policy and reduce the use of temporary accomodation</b>	<b>Baseline</b>	<b>Target</b>
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 made within 33 working days.	100%	100%
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.	100%	100%

<b>Performance measure- Ensure that people feel safe in their homes and neighbourhood-management of gypsy and traveller sites</b>	<b>Baseline</b>	<b>Target</b>
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 2014.	£84,396	5% above 2014 baseline
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%

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

<b>Performance measure- Provide an holistic Housing Options Service with the emphasis on preventing homelessness</b>	<b>Baseline</b>	<b>Target</b>
To ensure that the Discretionary Housing Payment take up by 100%.	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.	364	350
To undertake a rough sleeper estimate.	Yearly	yearly

<b>Performance measure- Trained staff and comprehensive understanding of service by Service Delivery Champion</b>	<b>Baseline</b>	<b>Target</b>
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.	N/A	100%

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

<b>Performance measure- Maximise income via the recharging policy and reduce the use of temporary accommodation</b>	
<b>Owner</b>	Housing Options team.
<b>Co owners</b>	Housing Options Officers.
<b>Output/Outcome(s)</b>	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.
<b>Links</b>	Housing Act 1996 (as amended 2002), Homelessness Strategy 2013-2016 and Corporate Strategic Finance Outcome.
<b>Source of Data</b>	Locata.
<b>Frequency of reporting</b>	Daily.
<b>Who measures?</b>	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Regulatory Services.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Make timely appointments for clients who are threatened with homelessness.</li> <li>• Deal with emergency situations on the day of approach.</li> <li>• Negotiations with landlords/ agencies / family members to prevent evictions.</li> <li>• Make proper use of hostel accommodation.</li> <li>• Make timely homelessness decisions (within 33 working days).</li> <li>• Monitor and actively encourage bidding to ensure best outcome.</li> </ul>
<b>Reporting Timescale</b>	Quarterly.
<b>What resources are needed to ensure success?</b>	Fully trained and experienced Housing Options Officers, relevant up to date case law.
<b>Are there opportunities for cross-service working?</b>	No.

<b>Performance measure- Maximise income via the recharging policy and reduce the use of temporary accomodation</b>	
<b>Owner</b>	Housing Options team.
<b>Co owners</b>	Housing Options Officers.
<b>Output/Outcome(s)</b>	To ensure that Homeless decisions made within 33 working days (Statutory). Homeless decisions made within 10 working days (Service Standard set by ourselves against the statutory standard of 33 days).
<b>Links</b>	Housing Act 1996 (as amended 2002), Homelessness Strategy 2013-2016 and Corporate Strategic Finance Outcome.
<b>Source of Data</b>	Locata.
<b>Frequency of reporting</b>	Daily.
<b>Who measures?</b>	Angela Parmenter - Housing Options Manager. Angela Parmenter - Director of Regulatory Services.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Receive contact from customer.</li> <li>• Taking a proactive approach to turn around homeless. Decision made within 33 working days.</li> </ul>
<b>Reporting Timescale</b>	Quarterly.
<b>What resources are needed to ensure success?</b>	Fully trained and experienced Housing Options Officers, relevant up to date case law.
<b>Are there opportunities for cross-service working?</b>	No.



<b>Performance measure-Emergency Homeless Households Seen On The Day They Present.</b>	
<b>Owner</b>	Housing Options Team.
<b>Co owners</b>	Housing Options Officers.
<b>Output/Outcome(s)</b>	To prioritise emergency homeless presentations and where possible deal with the situation on the day of presentation to the Council.
<b>Links</b>	Housing Act 1996 (as amended 2002), Homelessness Strategy 2013-2016 and Corporate Strategic Finance Outcome.
<b>Source of Data</b>	CRM.
<b>Frequency of reporting</b>	Daily / as required.
<b>Who measures?</b>	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Regulatory Services.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• See applicant in reception to conduct housing options / homelessness interview.</li> <li>• Speak to current landlord/family member to try to rectify situation where possible, offering to rectify benefit problems, provide floating support or negotiating payment plans for arrears etc.</li> <li>• If needed that day arrange hostel placement or book in advance for when due to be homeless.</li> <li>• Take homeless application if appropriate.</li> <li>• Look at alternative solutions to homelessness, i.e private rented sector, utilising DHP, RDS and CCCLAS.</li> </ul> <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>
<b>Reporting timescale</b>	Quarterly.
<b>What resources are needed to ensure success?</b>	Fully trained and available housing options officers, tenancy support officer and private landlord liaison officer.
<b>Are there opportunities for cross-service working?</b>	No.

<b>Performance measure-Provide an holistic Housing Options Service with the emphasis on preventing homelessness</b>	
<b>Owner</b>	Housing Options Team.
<b>Co owners</b>	Louise Duffield - Income Recovery Officer.
<b>Output/Outcome(s)</b>	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.
<b>Links</b>	Housing Act 1996 (as amended 2002), Homelessness Strategy 2013-2016 and Corporate Strategic Finance Outcome.
<b>Source of Data</b>	Agresso.
<b>Frequency of reporting</b>	Daily or as required.
<b>Who measures?</b>	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Regulatory Services.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Affordability calculation completed between HOO/IRO and client to determine weekly repayment.</li> <li>• Repayment agreement signed by client.</li> <li>• Copy of agreement and repayment plan sent to finance.</li> <li>• IRO monitors payments received.</li> <li>• Client contacted if payments stop or not paid in full.</li> <li>• IRO Home visit to non paying clients with HOO.</li> <li>• Non paying clients to be passed to debt recovery agency for payment.</li> <li>• IRO sends request to legal to commence court action of client fails to pay.</li> </ul>
<b>Reporting timescale</b>	Quarterly.
<b>What resources are needed to ensure success</b>	Fully experienced IRO and links to finance team, partnership working with Rossendales Debt Recovery.
<b>Are there opportunities for cross service working?</b>	Working with finance department.

<b>Performance measure- Ensure that people feel safe in their homes and neighbourhood-management of gypsy and traveller sites</b>	
<b>Owner</b>	Housing Options Team.
<b>Co owners</b>	Housing Options Officers.
<b>Output/outcome(s)</b>	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).
<b>Links</b>	Housing Act 1996 (as amended 2002), Homelessness Strategy 2013-2016 and Corporate Strategic Finance Outcome.
<b>Source of Data</b>	CAADA, MARAC.
<b>Frequency of reporting</b>	As and when required.
<b>Who measures?</b>	Angela Parmenter - Housing Options Manager Jo Brooks - Director of Regulatory Services.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Risk identified.</li> <li>• Property suitable for target hardening? Or landlord in agreement for works to be done?</li> <li>• Referral to Bobby Scheme, who will make necessary assessment and refer back to the HOT as to what works can be carried out.</li> <li>• All parties agree works.</li> <li>• Works go ahead.</li> </ul>
<b>Reporting timescale</b>	Quarterly.
<b>What resources are needed to ensure success</b>	Partnership working with The Bobby Scheme.
<b>Are there opportunities for cross service working</b>	Community Safety – Nick Ball.

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

<b>Performance measure- Ensure that people feel safe in their homes and neighbourhood-management of gypsy and traveller sites</b>	
<b>Owner</b>	Housing Options Team.
<b>Co owners</b>	All Officers.
<b>Output/outcome(s)</b>	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.
<b>Links</b>	Housing Act 1996 (as amended 2002), Homelessness Strategy 2013-2016 and Corporate Strategic Finance Outcome.
<b>Source of Data</b>	
<b>Frequency of reporting</b>	As required.
<b>Who measures?</b>	Angela Parmenter- Housing Options Manager. Jo Brooks - Director of Regulatory Services.
<b>Please list processes briefly</b>	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.
<b>Reporting timescale</b>	Quarterly.
<b>What resources are needed to ensure success?</b>	All officers to time manage to attend meetings.
<b>Are there opportunities for cross-service working?</b>	No.

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

<b>Performance measure- Provide an holistic Housing Options Service with the emphasis on preventing homelessness</b>	
<b>Owner</b>	Housing Options Team.
<b>Co owners</b>	All Officers.
<b>Output/Outcome(s)</b>	To ensure that the Discretionary Housing Benefit take up by 100%.
<b>Links</b>	Housing Act 1996 (as amended 2002), Homelessness Strategy 2013-2016 and Corporate Strategic Finance Outcome.
<b>Source of Data</b>	Anglia Revenues Partnership.
<b>Frequency of reporting</b>	As required.
<b>Who measures?</b>	Angela Parmenter - Housing Options Manager. Anglia Revenues Partnership. Jo Brooks - Director of Regulatory Services.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• During housing options interview establish if the reason for homelessness could be diverted with financial assistance, i.e. by paying HB shortfall.</li> <li>• If client has to leave their existing accommodation but cannot afford to pay rent in advance and fees to secure a private rented accommodation.</li> <li>• HOO to liaise with ARP to ascertain the likelihood of being accepted for a payment through DHP.</li> <li>• If yes then HOO to liaise with landlord of new property to get confirmation that the property will be viable for the applicant</li> <li>• Housing benefit calculations to be completed to ascertain affordability.</li> <li>• If viable then HOO to complete HB form for new property, DHP application form and safeguarding form.</li> <li>• ARP to liaise with landlord to make one off payment.</li> <li>• HOO to arrange deposit via in house rent deposit scheme if applicable, if not applicable to client, explore possibility of DHP paying this also.</li> </ul>
<b>Reporting timescale</b>	Quarterly.
<b>What resources are needed to ensure success?</b>	Continuation of DHP pot and partnership working with ARP.
<b>Are there opportunities for cross –service working?</b>	ARP.

<b>Performance measure- Provide an holistic Housing Options Service with the emphasis on preventing homelessness</b>	
<b>Owner</b>	Housing Options Team.
<b>Co owners</b>	Joanne Davis - Private Landlord Liaison Officer. Housing Options Officers.
<b>Output/Outcome(s)</b>	To effectively engage with landlords by undertaking 2 landlord forums per year.
<b>Links</b>	Housing Act 1996 (as amended 2002), Homelessness Strategy 2013-2016 and Corporate Strategic Finance Outcome.
<b>Source of Data</b>	Attendance data taken at forum.
<b>Frequency of reporting</b>	6 monthly.
<b>Who measures?</b>	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Regulatory Services.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Agree date for forum.</li> <li>• Agree theme for forum i.e. landlord resolution service or grants and loans.</li> <li>• Invite known landlords and agencies.</li> <li>• Arrange speakers.</li> <li>• Produce handouts (landlord information packs).</li> <li>• Advertise forum to wider community to attract landlords unknown to the authority.</li> <li>• On day of forum, monitor attendance and take details of each landlord so that new landlords are invited to further forums.</li> <li>• Ask for feedback for improvement in the future.</li> </ul> <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>
<b>Reporting timescales</b>	Quarterly.
<b>What resources are needed to ensure success?</b>	Good working relationships with landlords and agents.
<b>Are there any opportunities for cross-service working?</b>	Environmental Health, Planning, Building Control, Care and Repair.



<b>Performance measure- Provide an holistic Housing Options Service with the emphasis on preventing homelessness</b>	
<b>Owner</b>	Housing Options Team.
<b>Co owners</b>	Tenancy Support Officer. Housing Options Officers.
<b>Output/outcome(s)</b>	To prevent at least 350 households from becoming homeless per year.
<b>Links</b>	Housing Act 1996 (as amended 2002), Homelessness Strategy 2013-2016 and Corporate Strategic Finance Outcome.
<b>Source of Data</b>	Tenancy Support Officer. Housing Options Officers.
<b>Frequency of reporting</b>	As required.
<b>Who measures?</b>	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Regulatory Services
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<b>Reporting timescale</b>	Quarterly.
<b>What resources are needed to ensure success?</b>	All officers to work together, risk assessments and structured support.
<b>Are there any opportunities for cross-service working?</b>	No.

<b>Performance measure- Provide an holistic Housing Options Service with the emphasis on preventing homelessness</b>	
<b>Owner</b>	Housing Options Team.
<b>Co owners</b>	Housing Options Officers.
<b>Output/Outcome(s)</b>	To undertake a rough sleeper estimate.
<b>Links</b>	Housing Act 1996 (as amended 2002), Homelessness Strategy 2013-2016 and Corporate Strategic Finance Outcome.
<b>Source of Data</b>	Data collected from external agencies; ECDC staff, Housing associations, Churches, Support workers, Doctors surgeries, Hostel managers etc.
<b>Frequency of reporting</b>	Yearly.
<b>Who measures?</b>	Angela Parmenter - Housing Options Manager. Jo Brooks - Director of Regulatory Services.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Agree with neighbouring authorities a date and time for the estimated count.</li> <li>• Invite all external agencies to record all known rough sleepers at this time and date.</li> <li>• Liaise with these organisations leading up to the count.</li> <li>• The day after the estimation send out a request for the information gathered.</li> <li>• Analyse data collected making sure that there are no duplicate accounts of rough sleeping.</li> <li>• Liaise with neighbouring authorities to ensure no overlaps and repeat reports of the same person(s).</li> <li>• Final count.</li> <li>• Send final figure to DCLG.</li> </ul>
<b>Reporting timescale</b>	Annually.
<b>What resources are needed to ensure success?</b>	Involvement from a multitude of agencies across the sub region.
<b>Are there opportunities for cross-service working?</b>	All teams within the authority are asked to check if they are out in the district on the set date.

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

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

<b>Performance measure- Trained staff and comprehensive understanding of service by Service Delivery Champion</b>	
<b>Owner</b>	Housing Options Team.
<b>Co owners</b>	All Officers.
<b>Output/Outcome(s)</b>	Service awareness briefings for member champions.
<b>Links</b>	
<b>Source of Data</b>	On going.
<b>Frequency of reporting</b>	As required.
<b>Who measures?</b>	Angela Parmenter - Housing Options Manager.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>Reporting timescale</b>	Quarterly.
<b>What resources are needed to ensure success?</b>	Effective Performance management.
<b>Are there opportunities for cross –service working?</b>	HR.

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

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

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



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

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