

## Service Improvement Plan (*abridged*) – Housing 2006/07- 2008/09

<b>Theme:</b> Liveability	
<b>Objective:</b> 1 - Determine the current and future housing needs of the Borough	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>Undertake a Local Housing Assessment in conjunction with partner Tees Valley Local Authorities.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Monthly progress meetings with Local Authority partners and appointed consultant.</li> <li>Initial findings to be fed back by Summer 2006.</li> <li>Undertake detailed findings by Autumn 2006</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Partnership working with planning colleagues and private sector developers to inform housing need/demand at all levels in the Borough.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>Study completed within project timetable (Autumn 2006) and to budget.</li> </ul> </li> </ul>

<b>Theme:</b> Liveability	
<b>Objective:</b> 2 - Improve the quality and condition of housing in the private sector	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>2.1 Offer new financial packages for property owners i.e. loans and matched incentive schemes.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>New policies and packages of assistance operational by April 2006</li> <li>Annually review the impact of new packages</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Improve housing conditions for private sector residents.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>150 properties made decent through take up of packages by Mar 2008.</li> <li>£375,000 levered in through match funding by Mar 2008.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>2.2 Implement the Empty Homes Challenge Fund across the Tees Valley sub-region.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Secure additional funding through SHIP bidding round 2006 and 2008</li> <li>Procure partner by April 2006</li> <li>Undertake project evaluation March 2007.</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>A reduction in the number of empty and/or nuisance properties in the borough.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>25 properties brought back into use as a direct result of the Challenge Fund by Mar 2008.</li> <li>25 properties improved to the decent homes standard by Mar 2008</li> <li>£1m private sector investment levered in through the scheme by Mar 2008</li> </ul> </li> </ul>

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<ul style="list-style-type: none"> <li>• 2.3 Continuation of facelift scheme</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>• 2 year programme identified (150 properties) by March 2008</li> <li>• Programme of consultation to commence with residents by June 2006</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measures:</u> <ul style="list-style-type: none"> <li>○ Contribute to the sustainability of the local community</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ 150 properties improved by Mar 2008</li> <li>○ 90% residents satisfied with local neighbourhood after facelift works – survey to be undertaken after the completion of each phase.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• 2.4 Introduce mandatory licensing for Houses in Multiple Occupation (HMO)</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>• Commence licensing by June 2006</li> <li>• All licensed HMOs inspected within a 5 year period of application.</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measures:</u> <ul style="list-style-type: none"> <li>○ Improve the property condition and management of private rented sector properties</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ 90 HMOs licensed by December 2008</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• 2.5 Appraise the introduction of selective licensing in low demand private sector areas</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>○ Assess legislative guidelines by December 2006</li> <li>○ Agreement of proposals, which meet legislative requirements by May 2007.</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measures:</u> <ul style="list-style-type: none"> <li>○ Improve the property condition and management of private rented sector properties</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ Introduction of selective licensing scheme within low demand areas by November 2007.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• 2.6 Implement a Home Improvement Agency</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>○ Secure bid for funding by June 2006</li> <li>○ Procure partner by August 2006</li> <li>○ Launch Home Improvement Agency by December 2006</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measures:</u> <ul style="list-style-type: none"> <li>○ Increase the quality of housing for vulnerable households in the private sector</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ 150 households benefiting from Home Improvement Agency by March 2007</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• 2.7 Reduce fuel poverty in the borough</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>○ Introduction of loan packages by April 2006</li> <li>○ Introduction of Home Improvement Agency by December 2006</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measures:</u> <ul style="list-style-type: none"> <li>○ Reduce the number of residents living in non-decent homes classed as fuel poor.</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ 50 residents assisted out of fuel poverty March 2008</li> </ul> </li> </ul>

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<b>Theme:</b> Liveability	
<b>Objective:</b> 3 - Improve the quality and condition of housing in the public sector	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>3.1 Complete a small-scale voluntary transfer of the Council's sheltered housing stock to a Registered Social Landlord (RSL).</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>-Carry out tenant ballot by Nov 2006</li> <li>-Transfer stock to an RSL by March 2007</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>'Fit for purpose' sheltered accommodation meeting the housing need and aspiration of older residents.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>Secure positive ballot result anticipated Nov 2006</li> <li>Sheltered housing stock successfully transferred to RSL – anticipated Mar 2007</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>3.2 Undertake an option appraisal of the Council's general needs housing stock to ensure future housing need and aspirations are met.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>-Multidisciplinary project team established by May 2006</li> <li>-Undertake a detailed programme of consultation with tenants and leaseholders during 2006 and 2007.</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>'Fit for purpose' general needs housing stock that meets housing need and aspirations.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>Complete the evaluation of options by March 2007</li> </ul> </li> </ul>

<b>Theme:</b> Liveability	
<b>Objective:</b> 4 - Address housing market failure in the borough	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>4.1 Implement the masterplan for the Parkfield Housing Market Renewal area.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Facilitate the development of new fit for purpose accommodation in phase 1 area</li> <li>Appoint private developer and sign development agreement for phase 2 by December 2006</li> <li>Complete Area Development Framework for phase 3 by March 2007</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Improve the quality and mix of housing in the Parkfield area.</li> <li>Contribute to the sub-regional Housing Market Renewal Strategy</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>New build homes to be available for sale by March 2007</li> <li>Development Agreement for phase 2 signed by December 2006.</li> </ul> </li> </ul>

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<ul style="list-style-type: none"> <li>• 4.2 Support the long-term work of Tees Valley Living Housing Market Renewal</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>○ Lobby for future funding for housing market renewal</li> <li>○ Achieve formal recognition for programme</li> <li>○ Support the long-term planning through active involvement in Board, Executive and Research meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measures:</u> <ul style="list-style-type: none"> <li>○ Improve the quality and mix of housing across the Tees Valley</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ Secure additional resources in Comprehensive Spending Review in 2007</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• 4.3 Deliver large scale housing regeneration in Mandale</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>• Re provision of new homes for sale and rent in phase 1 and 1a by 2009</li> <li>○ Consultation with residents in phase 2 by Summer 2006</li> <li>○ Completion of the linear park</li> <li>○ Continuation of young persons construction skills work programme</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measures:</u> <ul style="list-style-type: none"> <li>○ Improve the quality and mix of housing in the Mandale area.</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ 6 young people benefiting from the skills work programme annually.</li> <li>○ 15 homeowners successfully relocated by March 2007</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• 4.4 Deliver large scale housing regeneration in Hardwick</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>○ Sign Development Agreement with scheme partners by April 2006</li> <li>○ Complete Extra Care scheme by March 2007</li> <li>○ Successful completion of Hardwick Primary School by September 2007</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measures:</u> <ul style="list-style-type: none"> <li>○ Improve the quality and mix of housing in the Hardwick area.</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ 40 properties available for rent by September 2006.</li> <li>○ 63 demolitions by Mar 2007</li> <li>○ 58 demolitions by Mar 2008</li> <li>○ 45 demolitions by Mar 2009</li> <li>○ 47 homeowners successfully relocated by March 2009</li> </ul> </li> </ul>

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Theme: Liveability	
Objective: 5 - Meet the housing needs of those that are vulnerable or have special needs	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>5.1 Deliver the Tees Valley wide stair lift contract.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Quarterly performance review of contract compliance (cost and quality).</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Improved quality (financial and service) of stairlift adaptations.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>Improve warranty on stair lifts from current 1-year period (quality improvement) with effect from April 2006 to March 2011.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>5.2 Roll out the Quality Assessment Framework [QAF] (supplementary objectives) to raise standards with support providers.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Evaluate providers and set goals</li> <li>All providers to achieve at least level "C" in all QAF objectives by March 2008</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Improved quality of service provision</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>All Providers to achieve at least level "C" in all QAF objectives by March 2008</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>5.3 Prepare for the Audit Commission Inspection of the Supporting People programme</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Evaluate the role of the Commissioning Team and Supporting People arrangements to ensure they are fit for purpose.</li> <li>Implement Action Plan</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Supporting People programme achieves minimum 2* rating, good with promising prospects.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>Governance arrangements reviewed in advance of the SP inspection.</li> <li>New arrangements in place for management of SP/User consultation and provider input September 2006</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>5.4 Implement the Continuous Improvement Plan for Supporting People following Audit Commission Inspection.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>SIP drafted and agreed within 8 weeks of receipt of final inspection report.</li> <li>Implement all actions within 6 months unless alternative timescales agreed</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Identified actions from the inspection managed effectively</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>100% actions implemented within timescales</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>5.5 Introduce a single access point for supporting people related services.</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Improve the way vulnerable residents can access</li> </ul> </li> </ul>

## Service Improvement Plan (*abridged*) – Housing 2006/07- 2008/09

<p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>○ Undertake consultation with service users and providers by March 2007</li> <li>○ Pilot project for older people by March 2008</li> </ul>	<p>supporting people related services.</p> <ul style="list-style-type: none"> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ Develop a system for measuring service user satisfaction by September 2006</li> <li>○ 100% of providers signed up to ensuring consistency of approach by September 2006</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• 5.6 Increase the portfolio of temporary accommodation for drug users.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>○ 4 additional units for DIP clients online by April 2006</li> <li>○ First review of scheme in October 2006</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measure:</u> <ul style="list-style-type: none"> <li>○ Extensive range of temporary accommodation matching client needs</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ 4 additional units provided for Drug Intervention programme clients by April 2006</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• 5.7 Increase post-tenancy floating support for vulnerable households.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>○ Secure SP funding by March 2007</li> <li>○ Service operational by September 2007</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measures:</u> <ul style="list-style-type: none"> <li>○ Reduce tenancy failure</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ 100% of vulnerable homeless households to receive support for a minimum of first 3 months in their new tenancy.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• 5.8 Work with Tees Valley authorities to introduce a sub-regional Choice Based Lettings (CBL) scheme.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>○ Commission research and feasibility study by April 2006</li> <li>○ Evaluate research findings by December 2006</li> <li>○ Scheme implementation by March 2008</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measures:</u> <ul style="list-style-type: none"> <li>○ Improve choice and transparency in the allocation of properties.</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ Implementation on a CBL system that meets the borough's requirements e.g. housing need and demand by March 2008</li> </ul> </li> </ul>

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<b>Theme:</b> Liveability	
<b>Objective:</b> 6 - Prevent and tackle homelessness	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>6.1 Review the housing options staffing structures to ensure a fit for purpose team.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Review service needs by April 2006</li> <li>Undertake consultation with staff and unions by June 2006</li> <li>Implement new structure by October 2006</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>A pro-active, preventative homelessness service.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>Reduce repeat homelessness by 10% by March 2008 (40 cases)</li> <li>100 homeless cases resolved through preventative work annually.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>6.2 Provide independent housing advice through Stockton District Advice and Information Service.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Service level agreement in place by April 2006</li> <li>Annual review of SLA</li> <li>Agree NRF exit strategy by December 2007</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measure:</u> <ul style="list-style-type: none"> <li>Reduce the trauma and incidence of homelessness through provision of independent advice</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>108 homeless cases resolved through preventative work annually</li> </ul> </li> </ul>

## Service Improvement Plan (*abridged*) – Housing 2006/07- 2008/09

<b>Theme:</b> Liveability, Healthier Communities and Adults	
<b>Objective:</b> 7 - Help minimise poverty and disadvantage through the provision of an efficient effective and pro-active benefit service.	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>• 7.1 Improve performance in overpayment recovery</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>○ Introduce new protocol for working with DWP Debt Management by April 2006.</li> <li>○ Introduce software for tracing debtors by May 2006.</li> <li>○ Implement BFI recommended rates of recovery from continuing benefit for new cases by June 2006.</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measures:</u> <ul style="list-style-type: none"> <li>○ Wider range of options for recovery can be utilised to meet needs in individual cases.</li> <li>○ Achievement of DWP recommended standards for rate of recovery from benefit.</li> <li>○ Increased income.</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ Increase in the % overpayments recovered during the year (BV 79bi)</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• 7.2 Improve the accuracy of benefit claims processing by improved monitoring and training.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>○ Monitor level and frequency of errors made by April 2006.</li> <li>○ Develop training profiles for each role with the Benefit Service by July 2006.</li> <li>○ Develop training programme to tackle the top 5 errors by September 2006.</li> <li>○ Undertake cost benefit analysis of training software available</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measures:</u> <ul style="list-style-type: none"> <li>○ Better-trained staff who are more confident in making the correct decisions.</li> <li>○ Improved accuracy of benefit payments.</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ % increase in cases in a random sample for which the Authority's calculation of Housing and Council Tax benefit is found to be correct (BV 79a)</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• 7.3 Continue to improve claims processing</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>○ Roll out BACS payments by December 2006</li> <li>○ Implement new technology arising from DWP 'Information Flows' project by March 2007</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measures:</u> <ul style="list-style-type: none"> <li>○ Improved security and speed of payments.</li> <li>○ Quicker access for clients to funds.</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ BACS payments to 100% of landlords and at least 50% of claimants by December 2006.</li> <li>○ New technology implemented by March 2007.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• 7.4 Review fraud and intervention work to take account of new technology and changes to National performance standards and targets</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>○ Process map all fraud and intervention operations by July 2006.</li> <li>○ Implement mobile working technology by July 2006.</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Success Measures:</u> <ul style="list-style-type: none"> <li>○ Improved operational efficiency in working methods in fraud and intervention teams.</li> <li>○ Improved work/life balance for staff.</li> </ul> </li> <li>• <u>Targets:</u> <ul style="list-style-type: none"> <li>○ Implementation of system by July 2006</li> </ul> </li> </ul>



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<ul style="list-style-type: none"> <li>7.5 Review service to take account of provisions of the Housing Benefit Bill, expected in Spring 2006</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Produce information document outlining provisions of bill and changes required.</li> <li>Consult on areas of discretion and proposed response to provisions</li> <li>Implement new requirements on time.</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Continuing adherence to legislation.</li> <li>Timely implementation of new provisions.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>Response produced to provisions of Bill, identifying changes, resource implications, consultation required etc. – anticipated reply by summer 2006.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>7.6 Work with other agencies to improve benefit advice and take up in Neighbourhood Renewal areas</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Produce baseline information on benefit take up and recipients in Parkfield/ Mill Lane area.</li> <li>Identify providers of benefit advice</li> <li>Increase the take up of second adult rebate throughout the Borough.</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Improved co-ordination of benefit advice in NR areas. Establishment of protocols and initiatives, which can be extended to other areas.</li> <li>Increased income for residents.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>100 new claims for benefit by March 2007. £200,000 additional income for residents.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>7.7 Review the present arrangements for discretionary housing payments in order to assist those in greatest housing need.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Consultation with all appropriate parties by September 2006</li> <li>Produce draft strategy by December 2006</li> <li>New arrangements in place April 2007</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures</u> <ul style="list-style-type: none"> <li>DWP funding directed to those in greatest housing need.</li> <li>Greater transparency and independence of decision making.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>Increase in amount of Discretionary Housing Payments made from £10,000 to £30,000 by March 2007.</li> </ul> </li> </ul>

## Service Improvement Plan (*abridged*) – Housing 2006/07- 2008/09

<b>Theme:</b> Organisational Development	
<b>Objective:</b> 8 - Deliver modern and efficient housing services	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>8.1 Introduce a pilot homeworking project for benefit assessment staff</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Pilot staff working from home by July 2007</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Improvement in work/life balance</li> <li>Reduction in sickness Improved performance.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>5 staff working from home by July 2007</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>8.2 Participate in regional workshops to consider additional ways of improving Supporting People efficiencies.</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Identify key projects by March 2007</li> <li>Agree and implement appropriate projects by March 2008</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Identified solutions that can be implemented within the Borough.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>Develop appropriate project action plans by March 2007.</li> <li>Achieve 2.5% efficiency savings between April 2006 to March 2007.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>8.3 Ensure Care Support is enabled to go 'live' by fully integrating into Care First</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Officer fully involved in project team</li> <li>Implement by September 2006</li> <li>Automated extracts to ODPM by September 2006</li> <li>Automated payments to providers by April 2007</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Reduce the time burden of the collation of information and payments to providers.</li> <li>Improved access to performance data.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>Fully operational live IT system by September 2006.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>8.4 Participate in the corporate Access to Services strategy</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Pilot a Customer Relationship Management system in Benefit service by July 2006</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Improve the quality customer service across the council</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>CRM system to be live in Benefits by July 2006.</li> </ul> </li> </ul>

## Service Improvement Plan (*abridged*) – Housing 2006/07- 2008/09

<ul style="list-style-type: none"> <li>8.5 Continue self-assessment of services as part of Best Value preparation</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>All services to be reviewed annually against KLOEs (by March 2007, 2008 and 2009)</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Ensure quality provision of housing service.</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>Inspected services to attain minimal 2* and promising prospects for improvement</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>8.6 Improve access to all Housing services</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Action objectives in accordance with timescales in the Housing Access to Services project plan</li> <li>Quarterly review</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Fair and equitable access to housing services.</li> <li>Improved service user satisfaction</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>100% of objectives detailed with Project Plan achieved according to timetable</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>8.7 Customer First</li> </ul> <p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>Housing Options and Housing Market Restructuring Teams to comply evidence for Level 1 award by May 2006</li> <li>All service teams to progress annually in achieving Customer First Awards (2006, 2007 and 2008)</li> </ul>	<ul style="list-style-type: none"> <li><u>Success Measures:</u> <ul style="list-style-type: none"> <li>Fair and equitable access to housing services.</li> <li>Improved service user satisfaction</li> </ul> </li> <li><u>Targets:</u> <ul style="list-style-type: none"> <li>All Service Teams to achieve Level 2 Standard by April 2007</li> </ul> </li> </ul>