

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

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

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

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

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

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

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

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

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

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

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

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

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

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