



Falkirk Council
Housing Services

Improvement Plan

END OF YEAR 2 PROGRESS REPORT
(April 2010)


Approved by Falkirk Council Housing & Social Services Committee: 14.04.08
Approved by Scottish Housing Regulator: 29.05.08

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**FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
 ALL SERVICES**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will ensure our service plans meet corporate guidance and contribute directly to achieving corporate and community planning priorities.	AS 1.1	<p>We will do this by ensuring our services' plans identify key service priorities that are underpinned by SMART objectives and key performance information. In order to achieve this we will:</p> <ul style="list-style-type: none"> ○ Undertake an analysis of current service provision; ○ An analysis of need and customer expectations; ○ Complete an option appraisal of service priorities; ○ Thereafter, ensure robust monitoring and review of the agreed SMART objectives. Ensuring a risk analysis is undertaken to minimise failure of implementation. 	3.77	May 08	David Dunbar	BVAF		<p>Service Plan for the Housing Service approved by BVAF on 16.05.08. The 2009/10 Service Plan was developed and approved on a Corporate & Neighbourhood Service wide basis. It identifies achievements against priorities in 2008/09 and identifies key challenges for 2009/10. The Plan is structured to reflect the Council's goals and values and be consistent with the Corporate Plan.</p> <p>The 2010/11 Service Plan will be developed following the agreement of the Community Plan objectives with the Council's strategic planning partners.</p>

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	AS 1.2	We will do this by developing and implementing formal monitoring and reporting mechanisms for our service priorities as contained within our Service Plan to DMT, CMT, Members and the public.	3.77	June 08	David Dunbar	BVAF		Key Performance Indicators reviewed, agreed and targets set as part of the Service Planning process. Top quartile performance targeted by end of Plan period (March 2011). Indicators are approved as part of the Service Planning process. Performance Management is a standing item on C&NS DMT and Housing SMT agendas. Performance is publicly reported through the website, plasma screens in local offices, and "In The Neighbourhood" Tenants Newsletter.

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	AS 1.3	<p>We will do this by ensuring our divisional and team plans flow from our Service Plan, and incorporate service users' feedback. In order to achieve this we will:</p> <ul style="list-style-type: none"> o Undertake an analysis of current service provision incorporating customer feedback and expectations; o Complete an option appraisal of service priorities; o Ensure robust monitoring and review of the agreed SMART objectives. 	3.79	June 08	All	SMT		<p>Review of achievements and setting of challenges took place as part of Service Plan process.</p> <p>Divisional Plan in place June 2008. Respective Team Plans also complete. Further work on incorporating service user feedback will be a Year 2 priority. Discussions on 2010/11 Service Planning process underway.</p> <p>The 2010/11 Service Plan will be developed following the agreement of the Community Plan objectives with the Council's strategic planning partners.</p>

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We will develop and implement a robust performance management framework that ensures our stakeholders know what services to expect and how we are performing against standards and expectations.	AS 2.1	<p>We will do this by developing and implementing performance indicators and targets based on information our Managers, Members and customers' needs and want, as well as highlighting areas of improvement:</p> <ul style="list-style-type: none"> ○ Determine what performance information our stakeholders require; ○ Ensure systems are in place to routinely collect, analyse and report on key performance information to stakeholders; ○ Identifying tiers of reporting information for stakeholders, ie Public Reporting, Best Value Audit Forum, Management Information; ○ Ensure our information is compliant with data collection standards; ○ Develop robust information collection and reporting systems that highlight areas for service improvement; ○ Ensure performance information informs our service planning and the priorities contained therein. 	3.82	<p>August 07</p> <p>December 07</p> <p>December 07</p> <p>February 08</p> <p>February 08</p> <p>May 08</p>	Robert Laley	BVAF SMT		<p>A monthly KPI report for the Senior Management Team is now in place and reflects the key objectives in the Service Plan. Targets are based on external benchmarks (top quartile national performance). Our KPIs are also reported to the Best Value Forum (Elected Members) and the Departmental Management Team to ensure close scrutiny of performance.</p> <p>Public Performance Reporting is now carried out via plasma screens in the 7 Neighbourhood Offices, Accommodation Resource Centre and The Forum. The performance information is also available on the Council's website and the Underground (intranet).</p> <p>Stakeholders are consulted on what performance information they require and how this should be presented.</p>

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	AS 2.2	<p>We will do this by developing and implementing data collation standards and processes to ensure that relevant information is reported accurately and consistently to stakeholders. We will achieve this by:</p> <ul style="list-style-type: none"> ○ Ensuring implementation of Covalent including staff training; ○ Developing forward plan for further use of Covalent as a way to monitor Service Plan, service improvements and also local performance information; ○ Reviewing effectiveness of Covalent system. 	3.82	<p>June 08</p> <p>July 08</p> <p>Sept 08</p>	Robert Laley	SMT		<p>Covalent now being used to report performance to SMT. SMT meet regularly to review Performance Indicators, which includes review of effectiveness of Covalent.</p> <p>Service Plan targets linked with KPIs and Covalent used to produce reports. Corporate Best Value Working Group has overview of implementation and review.</p>

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We will review and thereafter implement policies and procedures for all aspects of our housing service to ensure we meet our stakeholder and customers' expectations and needs.	AS 3.1	<p>We will do this by reviewing all our policies and procedures to ensure they meet best practice, customer and stakeholder requirements and meet all legislative imperatives. We will achieve this by:</p> <ul style="list-style-type: none"> ○ Developing a priority list of all policies and procedures; ○ Establishing a framework for Reviews, ensuring that a system is in place to take account of legislative changes, etc; ○ Agreeing terms of reference including risk assessment, reporting timescales for all reviews; ○ Establishing a monitoring group for all reviews and ensuring the members have appropriate skills to carry out the reviews; ○ Establishing a training programme for all staff; ○ Establishing a consultation programme for tenants through the Tenant Involvement Group; ○ Where appropriate, appointing critical friends to scrutinise the review process and also the developing outcomes; ○ Monitoring the progress of all reviews to ensure they are meeting timescales and the agreed terms of reference; ○ Reporting regularly to SMT and thereafter Members on the outcomes of the Review, with clear recommendations for action; ○ Review the implementation and outcomes/impacts of review on service delivery and customer experience, and again report these to SMT and thereafter Members. 	3.85	June 08	Jim Green	SMT H&SS Cttee		<p>Audit of all P&Ps is now complete.</p> <ul style="list-style-type: none"> ○ Priority list Framework for P&Ps review, Terms of Reference and monitoring process are established. ○ Training being carried out as each revised P&P released. Individual training needs being identified through APDS process. ○ P&Ps were re-issued to all teams and are now accessible to staff via the Intranet. Further P&Ps issued as a rolling programme. ○ Procedure Review Group now formed and meeting. A programme of procedure reviews is now underway. ○ Maintaining a P&P register, reviewing and updating procedures is an ongoing task.

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We will implement quality assurance processes.	AS 4.1	We will do this by developing and implementing monitoring procedures to quality assure all aspects of the housing service, including those highlighted in the report;		Sept 08	David Dunbar	BVAF SMT		Covalent has helped standardise approach.
		<ul style="list-style-type: none"> o Property Maintenance functions – <ul style="list-style-type: none"> ◇ Contract Management 4.68 ◇ Variations 4.16 ◇ Pre & Post Inspections 4.17 			Kenny Gillespie	Performance Management is standing item on SMT agendas.		Central Allocations Team have reviewed working practices to incorporate mechanisms to monitor quality assurance. Procedures developed for Performance
		<ul style="list-style-type: none"> o Allocations functions - <ul style="list-style-type: none"> ◇ Offers 3.14 ◇ Verification of details 3.7 			Liz MacEwen	Quarterly reports to BVAF.		Development Officers to routinely audit a sample of offers and application details. PDOs have undergone training so that quality assurance procedures can be fully implemented.
		<ul style="list-style-type: none"> o Homelessness functions - <ul style="list-style-type: none"> ◇ Assessments 5.20 <p>We will ensure that there is a standardisation of processes across the whole service. We will carry out audit-checks to ensure consistency and develop an ongoing training programme to keep staff updated on procedural changes as they occur.</p>			Liz MacEwen			Audits of homeless assessments are now carried out by Performance Development Officers.

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	AS 4.2	<p>We will do this by carrying out feasibility study of an appropriately accredited quality management system and implement across specific parts of the service:</p> <ul style="list-style-type: none"> o Set up Service Improvement Team; o Review current quality models in operation across the service; o Develop Action Plan; o Develop documented quality procedures; o Implement documented quality management system; o Identify and select accreditation body; o Undertake initial quality management system review; o Review quality system based on initial system review; o Achieve accredited status; o Maintain and develop standards to enable re-application. 	3.78	<p>March 09</p> <p>April 08</p> <p>May 08</p> <p>May 08</p> <p>Sept 08</p> <p>Sept 08</p> <p>Oct 08</p> <p>Dec 08</p> <p>Feb 09</p> <p>March 09</p>	Elizabeth Hood	SMT H&SS Cttee		<p>IIP accreditation was gained on 18 December 2009 for the Housing Division of Neighbourhood Services.</p> <p>As part of the ongoing continuous improvement work, an Action Plan has been developed and will be implemented during 2010.</p>

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We will implement an Integrated Housing Management System and improve other IT systems to support service delivery.	AS 5.1	We will do this by developing and implementing IHMS IT system: <ul style="list-style-type: none"> ○ Issue OJEU (restricted procedure) ○ Application Close (49 clear days) ○ Selection process ○ Tenders issued ○ Tender returns (40 clear days) ○ Evaluation period & Site visits ○ Seek Approval from P&R Committee to select approved supplier ○ Issue Unsuccessful letters ○ Alcatel Period (minimum 10 days) ○ Issue Award Letters ○ Contract Start Date ○ On-site Start ○ Project Plan to be developed to enable system to be fully operational by March 2010. 	3.80	March 2010 March 08 May 08 June 08 June 08 July 08 Sept 08 Oct 08 Oct 08 Oct 08 Nov 08 Jan 09	Jennifer Litts	SMT H&SS Cttee		Tender awarded July 2009. Project plan agreed to cover period 2009-2011. Module 1 implemented in January 2010 and remaining Modules programmed.

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We will ensure compliance with legislation on equalities.	AS 6.1	We will do this by undertaking equality impact assessments for all our key strategies/ policies and procedures, incorporating new policies as they are developing, including in the first instance:	3.84	Ongoing		SMT LHS HM Strategy		Equalities Impact Assessments (Initial Screening) completed for draft Homelessness Strategy and draft Private Sector Housing Strategy. Also for draft Allocations Policy. Full Equalities Impact Assessment carried out for revised Allocations Policy. <u>Home Energy & Fuel Poverty Strategy</u> - Initial Screening completed for Home Energy Strategy in March 2009, covering Fuel Poverty Strategy as well. Full impact assessment not considered necessary. <u>Allocations Policy</u> - As part of the implementation of the revised allocations policy and Choice Based Lettings in January 2010, a suite of regular reports is being developed which will include equalities monitoring. These reports will be used to identify any detrimental impact of the policy on particular groups. <u>Tenancy/</u>
		o Homelessness Strategy;		March 08	S Loudon			
		o Home Energy Strategy;		March 08	D Dunbar			
		o Fuel Poverty Strategy;		March 08	D Dunbar			
		o Allocations Policy;		June 08	L MacEwen			
		o Tenancy & Estate Management Policies;		Sept 08	GY/ EH			
		o Anti Social Behaviour Strategy;		Dec 08	E Hood			
		o Tenant Participation Strategy;		Dec 08	E Hood			
o Local Housing Strategy.	June 09	S Loudon						

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	AS 6.1 Cont							<p><u>Tenancy & Estate Management Policies</u> - Procedures have been amended. Policy document not reported to Committee – initial screening exercise to be undertaken.</p> <p><u>Anti Social Behaviour Strategy</u> – Review not undertaken during 2009 as awaiting new national ASB Framework. In line with this guidance, the Community Safety Partnership (incorporating the ASB Partnership) has carried out a Strategic Assessment. The findings are in the final draft stage. The ASB Partnership will thereafter take forward the key actions. The ASB Strategy has therefore been replaced by the Strategic Assessment. EIA will be undertaken as part of this process and will be lead by the Partnership Project Team.</p> <p><u>Tenant Participation Strategy</u> - Impact Assessment undertaken January 2009 (initial screening). Full EIA not required.</p>

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	AS 6.1 Cont							Local Housing Strategy - EIA for LHS cannot be undertaken until it is clear what the next LHS sets out in terms of new policies and priorities. Next LHS will not be published until late 2011. Focus between now and then will be on undertaking wide-ranging consultation with a range of groups, including those representing the various "equalities strands". Consultation Plan for 2010-11 prepared by end May 2010 for SMT approval.
	AS 6.2	We will do this by developing and implementing a monitoring and evaluation process to ensure equality impact assessments are compliant with policy and legislation.	3.84	June 08	Susan Loudon	SMT		Corporate Equalities Impact Assessment Toolkit is being implemented. Monitoring and evaluation arrangements in place.

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	AS 6.3	<p>We will do this by developing and implementing systems to ensure that full information on ethnicity is collated for all our services and analysed to inform the needs of BME communities:</p> <ul style="list-style-type: none"> o Undertaking an analysis of current information, identifying gaps in information; o Liaise with BME Community Groups; o Develop and produce an annual statement; o Develop robust monitoring and reporting procedures. <p>NB: This process is outlined for BME communities as per the Inspection Report. The Council has also adopted this process to prevent, eliminate or regulate discrimination between people because of the sex or marital status, disability, age, sexual orientation, language or social origin, or because of other personal attributes.</p>	3.84	June 08	Susan Loudon	LHS 2009-14		<p>The available ethnicity data is included in the Housing Services Equalities Statements for 2008 and 2009, which form part of the Housing Needs Assessment for the next Local Housing Strategy. This work is based on the recently issued guidance from the Scottish Government on Housing Needs and Demand Assessments.</p> <p>Annual Equalities Statement prepared in September 2009 considered by SMT on 6 January 2010 and action points noted. Training for Service Managers being arranged for April 2010.</p> <p>Main gap is still equalities data re. tenants who have not been through the housing allocations process. Proposal to carry out survey of tenants along with rent increase letter 2010 not feasible as there is currently nowhere to store the data. Agreed this exercise will be undertaken in 2011 when new Capita IHMS will be able to store the information collected.</p>

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	AS 6.4	<p>We will do this by developing and implementing an action plan to address the findings of the 2007 Joint Housing Needs Report (ODS Report):</p> <ul style="list-style-type: none"> o Undertake an analysis of current service provision; o An analysis of need and customer expectations through the Housing Needs Assessment work currently underway as part of the LHS; o Complete an option appraisal of service priorities; o Ensure robust monitoring and review of the agreed SMART objectives. Ensuring a risk analysis is undertaken to maximise failure of implementation. 	3.84	June 08	Susan Loudon	LHS 2009-14		<p>Work Plan for the 2009-14 LHS Interim Statement going to Committee on 26.05.09.</p> <p>This will include new work to ensure that the housing needs of BME groups in the Falkirk area are considered and that there is consultation with appropriate groups. The 2007 ODS report is now out of date.</p> <p>Planned to hold consultation event with full range of local equalities groups in Summer/ Autumn 2010 on preliminary results of Housing Need and Demand Assessment for 2011-16 LHS. This will lead on to options appraisal and risk assessment. Monitoring and review processes will be integral part of M&E framework for LHS.</p>

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We will improve our responsiveness to service users' complaints	AS 7.1	We will do this by raising customer and staff awareness of the Council's Corporate Complaints procedures and standards and ensuring that the Customer First Programme is rolled out and implemented consistently and appropriately throughout the Housing Service:	3.58		Elizabeth Hood	SMT		Processes have been put in place for dealing with customer complaints.
		<ul style="list-style-type: none"> Ensure process for dealing with complaints/enquiries is clear and that all parts of the service are adhering to this; 		April 08				CRM has been rolled out across all service areas and is being used consistently.
		<ul style="list-style-type: none"> Review service responses against standard; 		April 08				Complaints letters are issued with standard paragraphs detailing the complaints process.
		<ul style="list-style-type: none"> All complaints letters to contain standard paragraphs for each stage of the complaint process; 		April 08				Training has been carried out with all staff.
		<ul style="list-style-type: none"> Training will be given to staff, with guidance prepared to assist staff to respond consistently to verbal enquiries; 		April 08				Performance monitoring – initially focus on measuring timescales. IT issues that prevented trend reports being easily drawn off have now been resolved. Reports are now being issued.
		<ul style="list-style-type: none"> Ensure induction and refresher training for all front line staff on the corporate complaints system and Customer First Service; 		April 08				Further work ongoing with complaints trends to ensure that this feedback is influencing service improvements.
		<ul style="list-style-type: none"> Ensure trends in complaints are monitored through the CRM performance reports and used to improve the quality of services through the analysis of feedback at SMT meetings and the Service Improvement Team. 		May 08				Review of process due to be carried out as part of Reflect Self Assessment Improvement Plan.
		<ul style="list-style-type: none"> Report on complaints, highlight trends and areas for improvement to SMT on a monthly basis and BVAF on a quarterly basis as part of the Service's Performance report; 		June 08				
		<ul style="list-style-type: none"> Ensure that this information is published at local offices, tenants' newsletters, etc., and is compliant with corporate standards and complements corporate information. 		June 08				

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We will improve the information we make available to the public on the service we deliver and how they can access them as well as reporting on performance.	AS 8.1	<p>We will implement the recently agreed corporate customer service standards and review our service specific customer standards thereafter to ensure consistency.</p> <p>We will publicly report at a local level through the plasma screens our performance against these standards.</p> <p>We will publicise our performance annually in our Tenants Newsletter.</p>	3.82 3.51 5.8	April 08	Elizabeth Hood	H&SS Cttee Tenants Forum		<p>Service leaflets were reviewed and revised to ensure compliance with corporate service standards. Further review is currently being carried out.</p> <p>Local performance information displayed on plasma screens.</p> <p>Performance continues to be regularly reported in "In the Neighbourhood" and on the internet.</p>
	AS 8.2	<p>We will do this by ensuring all information is clear and appropriate for its audience. It will be made available in relevant formats and media, including minority languages, Braille, audio and large print on request.</p> <p>Ensuring information is compliant with corporate guidelines with regards to design, format, style and corporate ID.</p>	5.5	June 08	Susan Loudon	SMT		<p>Initial work was completed during the summer of 2007. Monitoring and evaluation processes have been put in place through the Equalities Statement Action Plan and this work will now continue and be reviewed.</p> <p>Audit of all information provided was carried out in March 2010 and report presented to SMT to determine what action is required.</p>

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	AS 8.3	<p>We will do this by further developing Housing Services' content on the Council's website information, including:</p> <ul style="list-style-type: none"> o Performance information within the performance zone of the Council's website; o Scottish Standard Service List and Frequently Asked Questions; o Guidance Notes; o On-line application forms, where appropriate; and o Housing News. 	3.57	June 08	Elizabeth Hood	SMT Tenants Forum		<p>The initial key actions have been addressed.</p> <ul style="list-style-type: none"> o Plasma screen information published in performance zone. o An initial review of the Housing website content is complete. Reviews and monitoring ongoing. o SSL and FAQ to be taken forward as pilot service with E-Gvt team. o On-line application forms are being developed for statutory tenancy issues.
	AS 8.4	<p>We will do this by publishing the 2007 Tenant Survey Findings through leaflets, on the website, Falkirk Council News, Tenants Newsletter.</p> <p>Ensuring all language that is used is clear and appropriate for its audience.</p>	3.89	Feb 08	Elizabeth Hood	H&SS Cttee		<p>Report approved by H&SS Cttee 5 February 2008.</p> <p>Survey available on website, one stop shops. Leaflets available. Survey findings reported in Tenants newsletter and Falkirk News.</p> <p>Review of process currently underway to look at annual survey.</p>

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	AS 8.5	<p>We will do this by ensuring feedback is published on the actions taken on the Tenant Survey and other customer feedback on an annual basis. We will continue to do this at agreed intervals through:</p> <ul style="list-style-type: none"> ○ Displaying local performance indicators on Housing Office plasma screens; ○ Reporting performance and feedback on the website's performance zone; ○ Reporting performance and feedback in the Tenants Newsletter. 	3.54	May 08 + annually thereafter	Elizabeth Hood	H&SS Cttee BVAF SMT Local Offices Newsletter		<p>Targets have been reviewed and performance is being monitored and reported on a monthly basis.</p> <p>Procedures in place to ensure that performance is reported publicly on a monthly basis on the plasma screens, website and tenants newsletter.</p>
	AS 8.6	<p>We will do this by publishing Tenants Newsletter twice yearly:</p> <ul style="list-style-type: none"> ○ Publish the second newsletter in March 2008; ○ Thereafter, develop a framework for future editions and programme for publication for May and November of each year. 	3.56	April 08	Elizabeth Hood	SMT		<p>Newsletters continue to be published twice yearly. Next newsletter due Summer 2010.</p>
	AS 8.7	<p>We will consult with tenants and service users on the accessibility of the One Stop Shops.</p>	3.1	Sept 08	Elizabeth Hood	H&SS Cttee Customer First Liaison Group		<p>All OSSs are DDA compliant.</p> <p>On-line reporting to make service more accessible has been developed.</p> <p>Consultation ongoing with tenants with regard to accessibility.</p> <p>Accessibility is also tested by Mystery Shoppers.</p>

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FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
ALL SERVICES

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will provide support and opportunities to encourage tenant engagement	AS 9.1	<p>We will do this by re-establishing Tenant Participation Working Group:</p> <ul style="list-style-type: none"> ○ Seek nominations from our stakeholders; ○ Agree terms of reference for the group; ○ Develop framework for increasing support and acting upon group's views flowing from service development consultations; ○ Develop an Action Plan to review the Tenant Participation Strategy and other service improvements flowing from the improvement plan and tenants survey results; ○ Thereafter, review the group's outcomes. 	3.48	<p>April 08</p> <p>April 08</p> <p>June 08</p> <p>July 08</p> <p>Sept 08</p>	Elizabeth Hood	H&SS Cttee SMT Tenants Forum		<p>Tenant Participation Working Group was reviewed and re-configured to Tenant Involvement Group (TIG).</p> <p>Tenant Participation Strategy was reviewed by TIG and this document approved by H&SS Committee 03.02.09.</p> <p>TIG to monitor progress with Tenant Participation Action Plan.</p>
	AS 9.2	<p>We will do this by improving rent consultation framework – in partnership with Finance Services:</p> <ul style="list-style-type: none"> ○ Develop action plan; ○ Consult with Tenants Forum; ○ Agree action plan with Tenants Forum; ○ Develop an annual Consultation Timetable and make available on the website; ○ Review annually. 	3.52	<p>March 08</p> <p>March 08</p> <p>May 08</p> <p>Aug 08</p>	Elizabeth Hood	H&SS Cttee TP Strategy Working Group		<p>Rent Consultation Framework was developed and discussed with Tenants Forum.</p> <p>A joint working group has been set up and plans are being drawn up to further develop and improve the process for future years.</p>

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**FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
 ALL SERVICES**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	AS 9.3	We will do this by identifying training needs of Tenants Groups and deliver training programme: <ul style="list-style-type: none"> o Complete TNA for each Tenants Group; o Agree programme with Tenants Forum; o Thereafter, review annually. 	3.49	March 08 May 08	Elizabeth Hood	Tenants Forum Service Plan TP Strategy Working Group		Training Programme was developed in May 2008 and this was implemented during 2008/09. Discussions ongoing with Tenants Group for this year's training programme.
	AS 9.4	We will do this by developing and implementing formal partnership agreements for Tenants Forum and Registered Tenants Organisations: <ul style="list-style-type: none"> o Consult with Tenants Forum; o Agree action plan with Tenants Forum; o Review annually. 	3.50	March 08 April 08 May 08	Elizabeth Hood	Tenants Forum Service Plan TP Strategy Working Group		Partnership Agreements were drawn up and agreed with Tenants Forum. These are now being used for all newly established groups. Existing groups have been invited to sign up.

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FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
HOUSING MANAGEMENT

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will ensure that we routinely allocate our houses to people in housing needs.	HM 1.1	We will carry out a full review of our Allocations Policy to ensure that it meets best practice, customer and stakeholder needs and legislative imperatives. In order to achieve this we will: <ul style="list-style-type: none"> Review our Allocations Policy through a number of Key Actions. 	3.14	June 08	Liz MacEwen	H&SS Falkirk Council		The revised allocations policy and Choice Based Lettings arrangements, approved by Falkirk Council in December 2008, were implemented with effect from 5 January 2010.
	HM 1.2	We will introduce interim changes to our Allocations Policy to address areas where the current policy fails to comply with legislative requirements. In order to achieve this we will: <ul style="list-style-type: none"> Undertake a detailed analysis of our existing policy and systems; Make recommendations for interim changes; Notify all applicants of changes introduced. 		Jan 08 Oct 07 Dec 07 Jan 08	Liz MacEwen	H&SS Falkirk Council		All milestones complete. Reported to H&SS Committee and full Council in December 2007 and implemented with effect from 1 January 2008. Interim changes to the allocations policy were operating from 1 January 2008 until 31 December 2009. These interim changes have now been superseded by the implementation of the revised allocations policy on 5 January 2010.
	HM 1.3	We will identify areas where our Allocations Policy requires to be reviewed with regard to best practice. In order to achieve this we will: <ul style="list-style-type: none"> Undertake a review of guidance and best practice in relation to Allocations. 		April 08	Liz MacEwen	H&SS Cttee		Complete.

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FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
HOUSING MANAGEMENT

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	HM 1.4	<p>We will ensure that we have consulted service users and other stakeholders with regard to our Allocations Policy. In order to achieve this we will:</p> <ul style="list-style-type: none"> ○ Consult with all housing applications on allocation priorities and methods of letting houses; ○ Consult other stakeholders on allocation priorities and methods of letting houses; ○ Consult Housing & other relevant staff on allocation priorities and methods of letting houses; ○ Consult Members on allocation priorities and methods of letting houses. 		<p>Jan 08</p> <p>Feb 08</p> <p>April 08</p> <p>April 08</p>	Liz MacEwen	H&SS Cttee		<p>A comprehensive consultation exercise with service users and other stakeholders was carried out as part of the development and implementation of the revised allocations policy.</p> <p>Feedback on the outcome of the consultation has been distributed and reported to Elected Members.</p>
	HM 1.5	<p>We will ensure that we have taken account of local housing needs and affordability issues in developing a revised Allocations Policy to ensure that reasonable preference is given to applicants in the statutory priority groups. In order to achieve this we will:</p> <ul style="list-style-type: none"> ○ Incorporate the findings of research into local housing needs and the housing needs of BME communities locally. 		May 08	Liz MacEwen	H&SS Cttee		<p>Recommendations from Newhaven Research into local housing needs, affordability issues and Communities Scotland research into the housing needs of BME groups in Falkirk, were considered during the review of the Allocations Policy and Allocations Policy Equality Impact Assessment workshops.</p>

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FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
HOUSING MANAGEMENT

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	HM 1.6	<p>We will develop an Action Plan for the implementation of a revised Allocations Policy in conjunction with the introduction of the IHMS. This will include:</p> <ul style="list-style-type: none"> ○ Publishing and maximised the revised Policy; ○ Notifying housing applicants of changes to the Policy; ○ Revising information leaflets and other relevant allocations documents; ○ Revising quality assurance and allocations monitoring reports and information for Council Members and Public Performance Reports with regard to Allocations. 		March 09	Liz MacEwen	H&SS Cttee		<p>A report advising Members of arrangements for implementation of the new allocations policy and Choice Based Lettings was considered at Falkirk Council on 1 December 2009.</p> <p>The revised allocations policy was implemented with effect from 5 January 2010.</p> <p>The revised policy has been published and is available from Neighbourhood Offices and on the Council Website. New information leaflets and application forms are also available.</p> <p>A further re-registration was carried out in November 2009 and all housing applicants were notified of the changes to housing allocations. A suite of reports providing information on allocations outcomes, equalities monitoring and service performance, including quality assurance checks to support the new allocations arrangements, is being developed.</p>

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**FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
 HOUSING MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	HM 1.7	We will develop and implement a Common Housing Register in partnership with RSLs. We will do this in conjunction with the review of the Allocations Policy.		March 09	Liz MacEwen	H&SS Cttee		Following implementation of the Council's new allocations policy and Choice Based Lettings system, development of a Common Housing Register for Falkirk remains an outstanding priority and consultation with RSL partners is ongoing.
We will provide open, fair and equal access to housing	HM 2.1	We will ensure that our housing list is accurate and up to date. In order to achieve this we will: <ul style="list-style-type: none"> o Undertake a re-registration of all applicants on the waiting list; o Monitor the time taken to process housing applications. 	3.5	April 08 Jan 08	Liz MacEwen	H&SS Cttee (May 08) SMT		A further re-registration exercise was undertaken in November 2009. Transfer of application details to the first module of the IHMS system (Allocations and Choice Based Lettings) was completed in December 2009. From January 2010, new applications are being recorded directly within the IHMS system and the time taken to record applications can be routinely monitored.




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**FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
HOUSING MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	HM 2.2	We will ensure that we regularly review applicants suspended from our waiting list. In order to achieve this we will: <ul style="list-style-type: none"> Establish a centralised team to process allocations; Review of procedures and processes for suspended applicants will be a priority for this team. 	3.17	May 08 June 08	Liz MacEwen	SMT		Team now recruited and operational from August 2008. Allocations Team based in Seabegs Road, Bonnybridge. As part of the revised allocations procedures, suspended applicants are routinely monitored every 3 months.
	HM 2.3	We will ensure that housing applicants' details and priority on the waiting list are accurately reflected. In order to achieve this we will: <ul style="list-style-type: none"> Introduce a quality assurance process to verify data recording and applicants' details. 		May 08	Liz MacEwen	SMT		Quality assurance processes are being developed as part of the suite of revised procedures being established to support the new allocations arrangements.
We will incorporate robust monitoring and reporting of allocations into the Performance Management Framework (Key Task AS 2.1)	HM 3.1	We will implement measures to improve performance in processing application forms, suspending applications, and keeping the waiting list updated. We will: <ul style="list-style-type: none"> Establish a centralised team to process applications; Review current monitoring and reporting procedures; Review performance targets and monitor performance regularly. 	3.6	May 08	Liz MacEwen	Best Value & Audit Forum		Performance and quality assurance targets are set and used to monitor the performance of the team on a regular basis. Following implementation of the revised allocations arrangements in January 2010, a suite of reports to monitor performance is being developed. These reports will be submitted to SMT monthly.

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FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
HOUSING MANAGEMENT

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	HM 3.2	We will implement quality control measures for all aspects of the allocation process including verification of applicant details and points calculation. (Key Task AS 4.1)	3.7	Sept 08	Liz McEwen	Best Value & Audit Forum		Quality assurance processes are being developed as part of the suite of revised procedures being established to support the new allocations arrangements.
	HM 3.3	We will set up procedure and quality control process to ensure that voids are correctly categorised and subsequent "rent loss due to voids" accurately reported within Audit Scotland guidelines.	3.72	Sept 08	Liz MacEwen	Best Value & Audit Forum		<p>Central Allocations Team reviewed working practices to incorporate mechanisms to monitor quality assurance.</p> <p>During the transition from existing IT systems to the IHMS, a temporary database has been created to track void properties from the date tenancies are terminated to the date new tenancies commence.</p> <p>A quality assurance procedure is required to ensure that properties are being correctly recorded throughout this process.</p>

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FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
HOUSING MANAGEMENT

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will improve the re-let times for our empty houses	HM 4.1	<p>We will carry out a comprehensive review of void management procedures including reviewing the impact repair times have on overall re-let timescales. In order to achieve this we will:</p> <ul style="list-style-type: none"> ○ Determine what performance information our stakeholders require; ○ Undertake a review of current procedures and processes to identify strengths, weaknesses and key improvement actions; ○ Develop an Action Plan; ○ Set appropriate targets and report and monitor performance; ○ Implement review recommendations and carry out staff training; ○ Review processes on a regular basis. 	3.74	<p>April 08</p> <p>April 08</p> <p>April 08</p> <p>June 08</p>	Jim Green	<p>SMT</p> <p>H&SS Cttee (Aug 08)</p>		<ul style="list-style-type: none"> ○ Information has been provided to stakeholders at one-stop shops. ○ Review has been undertaken. Outcome has been the development of a centralised void team which is now in operation. ○ Performance targets have been set. Reported weekly and monitored at management team meetings. ○ Procedure notes and training have been developed for staff. ○ Monthly monitoring and evaluation framework has been built into the process.

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FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
HOUSING MANAGEMENT

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will improve and further develop our joint working arrangements with other services to identify and provide support to vulnerable tenants to prevent homelessness through non-payment of rent and maximize security of tenure.	HM 5.1	We will review procedures for the use and management of all SSSTs (as part of the Key Action AS 3.1). In order to achieve this we will: <ul style="list-style-type: none"> ○ Develop a specific Action Plan for this task as part of the wider programme for AS 3.1 to include all circumstances for use of SSSTs. ○ Review procedures to ensure that notices are properly served, details and reviews are recorded. ○ Report to the Policy & Procedures Monitoring Group. 	3.21	Aug 07 Aug 08	Jim Green	SMT		<ul style="list-style-type: none"> ○ Procedure note prepared in agreed format and circulated to Managers who will implement SSST's, ie Conflict Resolution Team and Neighbourhood Teams. ○ Paper work inspected and Neighbourhoods have a written procedure to update their register, to Conflict Resolution, on a monthly basis. ○ Central SSST register maintained by Conflict Resolution and update no less than monthly.
	HM 5.2	We will review arrears management procedures to re-focus on customer care issues, including carrying out financial assessments, carrying out settling-in visits within 4 weeks of tenancy start date and making early contact with tenants in arrears.	3.65	July 08	Jim Littlejohn	Joint Housing & Finance Liaison Meetings		Staff Groups consisting of representatives from Finance, Housing and Social Work set-up in June 08 to review joined-up working arrangements, standard letters and financial assessments.
	HM 5.3	We will review procedures in the management and monitoring of Pre-Court Interviews.	3.66 3.67	May 08	Jim Littlejohn	Joint Housing & Finance Liaison Meetings		Procedures have been reviewed including further development of joint working practices between Finance and Housing Services.

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**FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
 HOUSING MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	HM 5.4	We will review procedures for managing occupancy on non-recovered properties.	3.27 3.28	July 08	Jim Littlejohn	Joint Housing & Finance Liaison Meetings		Procedures for monitoring / managing arrears relating to cases where decree has not been actioned have been reviewed as part of wider review of monitoring/management arrangements.
	HM 5.5	We will ensure all tenants are signed up to the SST agreement. In order to achieve this we will: <ul style="list-style-type: none"> o Identify tenants who have not yet signed the SST; o Develop processes to link the tenancy sign-up with the current bi-annual visit programme; o Develop and introduce procedure for dealing with tenants who persistently fail requests to complete the SST. 	3.20	May 08 May 08 June 08	Jim Green	SMT		Complete.

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FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
HOUSING MANAGEMENT

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will ensure neighbourhoods are attractive, well maintained and safe places to live	HM 6.1	We will develop robust procedures to respond to the range of environmental issues within our estates. We will regularly monitor garden and common areas. We will undertake Estate Walkabouts. In order to achieve this we will:	3.32		Jim Green	SMT	Ref PM7.2	A revised and updated consultation programme was undertaken based on the previous Estate Walkabout programme.
		<ul style="list-style-type: none"> ○ Carry out a tenant consultation exercise to enable mutually agreed environmental estate management standards to be set; 		May 08				
		<ul style="list-style-type: none"> ○ Develop and introduce an inspection regime for common areas and gardens; 		June 08				
		<ul style="list-style-type: none"> ○ Introduce administrative procedures to enable performance monitoring and develop mechanisms to feedback to service users; 		June 08				
		<ul style="list-style-type: none"> ○ Identify opportunities for joint working with other services. 		June 08				Following revision and evaluation of this progress, it was agreed to combine this Key Action with PM7.2 in relation to the development of Neighbourhood Improvement Plans. A staff working group was formed to take this forward and plans were completed Nov. 2008.

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FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT PROPERTY MAINTENANCE & ASSET MANAGEMENT								
Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will maximise access arrangements for tenants to report repairs	PM 1.1	<p>We will develop and implement a publicity campaign to raise service users' awareness of access to the repairs service – including 24/7 access to Contact Centre, Repairs by Appointment, etc. In order to achieve this we will:</p> <ul style="list-style-type: none"> ○ Advertise in local press and other publications; ○ Produce a leaflet for distribution to households; ○ Publicise on repair receipts; ○ Advertise in One Stop Shops. 	4.53 4.54	June 08	Elizabeth Hood	SMT Best Value Review Group		<p>Completed. A review of the actions taken last year has been programmed.</p> <p>A further publicity campaign has been developed for Year 2.</p>

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**FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	PM 1.2	<p>We will review effectiveness of access to the Out with Hours Service, including standby arrangements for technical and housing support. In order to achieve this we will:</p> <ul style="list-style-type: none"> ○ Monitor and analyse the existing service, including the numbers of calls made and customer feedback; the time of response; the number of no access responses to the calls; number of complaints about non-attendance; jobs completed first time; ○ Implement service improvements; ○ Monitor & Review. 		<p>June 08</p> <p>July 08</p> <p>Annually</p>	Kenny Gillespie	<p>Performance Reports</p> <p>Best Value Review Group (14.08.08)</p>		<p>Information is being collated and analysed on a weekly basis.</p> <p>Weekly log sheets are being produced by the Contact Centre, logging all Outwith Hour calls.</p> <p>The time of response is monitored through customer feedback and a saffron report.</p> <p>Corporate & Neighbourhood Services' Performance Reports detail information monthly and this is reported back to SMT.</p>
	PM 1.3	<p>We will develop and implement on-line reporting of repairs through the Council's website. In order to achieve this we will:</p> <ul style="list-style-type: none"> ○ Set up a working group to cover all the issues by including Tenant Groups, IT specialists and Housing staff to enable an easily used system to be developed; ○ Set up a web address on the Falkirk internet site; ○ Create a link to our Integrated Housing Management System when installed. 		<p>Aug 08</p> <p>Aug 08</p> <p>April 09</p>	Elizabeth Hood	<p>SMT</p> <p>Best Value Review Group</p>		<p>Repairs-Finder – an on-line reporting toolkit – was launched in January 2009. Ahead of schedule.</p> <p>Regular monitoring and review of system now in place to ensure full implementation.</p> <p>Promotion of the service is included in the publicity campaign as detailed in PM 1.1</p>

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**FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will improve the repairs services to tenants	PM 2.1	<p>We will improve accuracy of work instructed through use of a diagnostic toolkit and training. In order to achieve this we will:</p> <ul style="list-style-type: none"> ○ Procure a diagnostic ICT solution; ○ Implement system; ○ Identify and carry out staff training programme; ○ Re-develop the repairs handbook to reflect the issues; ○ Monitor the success of the project. 		<p>Dec 08</p> <p>May 08</p>	Kenny Gillespie	<p>SMT</p> <p>Best Value Review Group (14.08.08)</p>		<p>Procurement of a new diagnostic tool kit is now complete. The diagnostic tool kit (Repairfinder) has been in use by staff since September 2008. Used in all One Stop Shops and Contact Centre.</p> <p>A web version of the self diagnostic tool (Interfinder) has been available to customers on Falkirk Council's website since January 2009.</p> <p>All staff have been trained on its use and new staff are inducted to the system.</p> <p>Tenant Handbooks for repairs have been produced and delivery to customers commenced from January 2009.</p> <p>Customer surveys and feedback is being fed back from various sources, including Repairs Receipt, telephone surveys, post inspections and an on-line questionnaire.</p> <p>Follow-up action is monitored.</p>

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 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	PM 2.2	<p>We will expand the Repairs by Appointment Service to cover the whole of the Falkirk area. In order to achieve this we will evaluate the existing service, including:</p> <ul style="list-style-type: none"> ○ Reviewing the effectiveness of the pilot scheme and identify service improvements; the failure rate on appointments that have been arranged; the success rate of appointments arranged; the appointments cancelled by tenants; the appointments changed by our service providers; ○ Modifying the system to rectify any shortfalls and improve the system; ○ Monitoring improvements and assess effectiveness by ensuring jobs are completed on first visit; ○ Developing a customer feedback system for all aspects of the service. 	4.53	<p>June 08</p> <p>June 08</p> <p>June 08</p> <p>June 08</p>	Kenny Gillespie	<p>SMT</p> <p>Best Value Review Group (14.08.08)</p>		<p>Information from this service is collated and assessed.</p> <p>320 General Maintenance repairs appointments are now available per week.</p> <p>99% of all appointments are being kept by Building Maintenance staff.</p> <p>Mystery Calls – Now being conducted by internal staff to Contact Centre and Housing Offices to monitor the system and to identify areas for improvement.</p> <p>Comments and feedback from telephone surveys and tenant feedback forms are now being investigated and reported.</p> <p>Performance continues to exceed targets set.</p>

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**FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	PM 2.3	<p>We will review the effectiveness of the On the Spot Repairs Service and implement service improvements In order to achieve this we will:</p> <ul style="list-style-type: none"> o Publicise the service to make tenants aware; o Advise tenants on the repairs receipt; o Monitor costs of the service and increases due to additional work; o Develop a customer feedback system for all aspects of the service. 	4.54	<p>April 08</p> <p>April 08</p> <p>Oct 08</p> <p>Oct 08</p>	Kenny Gillespie	<p>SMT</p> <p>Best Value Review Group (14.08.08)</p>		<p>Publicity campaign for this service has been completed through: Poster Campaign, Tenants Newsletter and Repair Receipt.</p> <p>Performance data is now being collated through customer feedback and is reported monthly.</p> <p>Repairs receipts have now been reviewed and amended to incorporate information relating to on-the-spot repairs.</p>

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**FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	PM 2.4	<p>We will review & develop the pre-inspection and post inspection process of responsive repairs and implement procedure to inform service improvements. In order to achieve this we will:</p> <ul style="list-style-type: none"> ○ Identify the work type that requires to be pre- inspected and post inspected, eg due to its technical nature or because of Health & Safety issues; ○ Clarify roles and responsibilities for undertaking the appropriate inspections; ○ Set SMART targets on the numbers to be achieved; ○ Implement central monitoring of all specialist contractors to ensure competency and performance; ○ Provide a central support point of technical staff to provide advice and standardise guidance of repairs; ○ Develop Framework Contracts to allow set response times; ○ Develop a control method to monitor each stage of the process to maximise and prioritise responses; ○ Develop and implement a monitoring and reporting framework. 	4.16	<p>June 08</p> <p>June 08</p> <p>June 08</p> <p>June 08</p> <p>June 08</p> <p>August 08</p> <p>August 08</p> <p>Sept 08</p>	Kenny Gillespie	<p>SMT</p> <p>Liaison Group Monthly</p>		<p>A work instruction has been developed to cover all aspects of pre and post inspection of repair works.</p> <p>There is now a central point for all technical inspections and service advice. Appointments for Technical Inspections are now being implemented. Neighbourhood Officers are now undertaking 5% post-inspections.</p> <p>Performance to be monitored at joint management meetings and reported to SMT.</p> <p>Specialist contractors are being monitored and their performance is being reported and reviewed within the monthly performance pack.</p>

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**FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	PM 2.5	We will ensure compliance with statutory duties for Right to Repair – <ul style="list-style-type: none"> o Review policy & procedures; o Develop staff guidance and deliver training; o Review publicity material; o Raise public awareness. 	4.20	June 08	Elizabeth Hood	SMT		Complete. As per PM 1.1. This was tested as part of the Repairs Mystery Shopping. This has highlighted that further training is required and this will be carried out with Neighbourhood staff.
We will keep tenants informed about their repair	PM 3.1	We will improve communication with tenants to ensure that they are aware of service standards; including: <ul style="list-style-type: none"> o Advising of target date for repair completion; o Advising of any changes to target date timescales; o Providing feedback on customer satisfaction; o Issuing of receipts for all jobs; o Ensure information informs need for service improvement and prioritisation of service development. 	4.14	April 08	Elizabeth Hood	SMT Best Value Audit Forum		Complete. New procedures put in place. Monitoring reports issued monthly. Receipts issued for all jobs.

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 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will accurately report the performance of the responsive repairs service to measure improvements to the speed and quality of the service	PM 4.1	We will review Repair Target timescales and implement service improvements: <ul style="list-style-type: none"> o Include as part of Best Value Service Review Process; o Develop process to ensure need for improvement is highlighted and actioned; o Ensure repair targets are published consistently. 	4.7	April 09	Kenny Gillespie	Best Value Review Group SMT Performance Management standing item on SMT agendas		Developed as part of Best Value Service Review process. Approved by BVAF 02.09.08. Performance management arrangements use key indicators to identify areas needing improvement. Performance Management information updated monthly and discussed by managers and thereafter at SMT meetings.
	PM 4.2	We will ensure Repair Targets are recorded and reported from initial contact to job completion: <ul style="list-style-type: none"> o Ensure Processes are clear & understood; o Review & develop performance monitoring arrangements. 	4.8	April 08	Kenny Gillespie	Best Value Audit Forum Best Value Review Group SMT		Repair targets are now recorded and reported from initial contact to job completion. Reported to BVAF April 2008. Audit arrangements to be implemented to ensure arrangements continue to be followed. Discussions underway re. auditing arrangements. Performance Management reports reflect the position and is reviewed and monitored.

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 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will ensure that the costs of services are managed effectively and that procurement takes account of quality and cost	PM 5.1	We will complete the Best Value Review of Repairs and Maintenance including the following steps:	4.65	Sept 08	Jennifer Litts	Best Value Review Group Best Value Audit Forum		<ul style="list-style-type: none"> o Completed: Approved at H&SSC on 02.09.08. o Referral from P&R Committee to Best Value & Audit Forum. o Report considered by BVAF at meeting of the Forum in October.
		o Evaluation of market-testing and procurement options;	4.67					
		o Comprehensive review of SORs;	4.68					
		o Review of Variations;	4.70					
		o Review of No Access monitoring and evaluation processes;	4.72					
		o Review of Emergency Repairs;	4.69					
		o Review of Planned Maintenance (Cyclical) work;						
		o Review of Void Repair work.						

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 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	PM 5.2	<p>We will ensure that the impact of stock loss through Right to Buy and demolition or disposal is fully analysed and considered when setting maintenance budgets:</p> <ul style="list-style-type: none"> o Analyse RTB numbers / trends; o Consider housing market conditions / house prices; o Review the context of Council's rental policy. 	4.62	Feb 09	David Dunbar	<p>Finance Liaison Meetings</p> <p>Special Council Meeting (Feb 10)</p>		<p>2010/11 budget set and agreed at Budget Setting Council Meeting 10.02.10.</p> <p>Financial Management Group discussions on impact on maintenance budgets of low level of house sales/ poor market conditions and legislative changes. Maintenance budgets and current priorities set to take account of changes.</p> <p>Sample stock condition survey results helped influence budget setting process.</p> <p>HRA budgets/ codes re-profiled and budget holders responsible clarified to improve management and monitoring during 2010/11.</p> <p>Repairs categories changes from April 2010 to improve cost effectiveness.</p> <p>Further efficiency savings will be identified.</p>

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 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	PM 5.3	<p>We will review Recharging Procedures with Finance & Legal Services and evaluate the effectiveness of the flexible pricing and charging policy for owners. We will develop monitoring and reporting mechanisms and identify service improvements. In order to achieve this we will:</p> <ul style="list-style-type: none"> o Set up a working group to identify the most effective methods of financial management control and reporting procedures; o Assess the current system to identify benefits and disadvantages; o Develop a guidance policy to support and standardise decisions made; o Monitor the effectiveness. 	4.73 4.74	Oct 09	David Dunbar	SHQS Investment Group Finance Liaison Meetings H&SS Cttee (Aug 09)		<p>Revised procedures have been developed.</p> <p>Housing & Social Care Committee (September 09) approved revised and improved monitoring of financial arrangements, customer satisfaction arrangements and revised pricing structure along with the removal of Planned Maintenance discounts. Implementation from April 2010.</p> <p>Issues overlap with the introduction of Scheme of Assistance. SoA principles approved by Committee February 2010. Statement published and on website April 2010.</p>

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 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	PM 5.4	<p>We will review and implement monitoring procedures for all contracts to ensure consistency of approach, quality and value for money. In order to achieve this we will:</p> <ul style="list-style-type: none"> o Develop programme of regular meetings with contractors to discuss: <ul style="list-style-type: none"> - budget control - performance management - operational issues - quality assurance - customer satisfaction; o Identify key performance indicators required to allow management control and incorporate these indicators as performance requirements in formal contracts; o Develop and implement procurement and framework agreements; o Ensure that all activities are covered by contract arrangements. 		<p>March 08</p> <p>June 08</p> <p>August 08</p> <p>August 08</p>	Kenny Gillespie	<p>SMT</p> <p>Liaison Group Monthly</p>		<p>Current service providers have now been listed and meetings are held on a programmed basis.</p> <p>KPI's are now being discussed and monitored during contractor meetings.</p> <p>KPI's now being included within procurement contracts.</p> <p>Procurement and Framework agreements are constantly ongoing. To date we have set up framework contracts for garden aid, periodic electrical inspections, gas maintenance, housing stock survey, empty property cleaning, energy performance certificates and scaffolding, etc.</p>
We will ensure the Service has robust information on the condition of our properties	PM 6.1	<p>We will complete initial 10% stock condition survey:</p> <ul style="list-style-type: none"> o Invitation to Tender; o Evaluation; o P&R Committee Approval; o Award Contract; o Monitor progress against agreed timetable – contract conditions. 	<p>4.27</p> <p>4.32</p>	<p>Jan 08</p> <p>April 08</p> <p>Oct 08</p> <p>Nov 08</p>	Kenny Gillespie	<p>H&SS Cttee (Jan 09)</p> <p>SHQS Investment Group</p>		<p>10% stock condition survey now carried out and information available which will be used to form part of future Capital Works.</p>

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 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	PM 6.2	We will complete full stock condition survey, including: <ul style="list-style-type: none"> o Identify Future Phases; o Identify options for collection methods; o Identify Sample Sizes; o Develop funding & procurement processes; o Implement Surveys; o Ensure information is regularly updated. 	4.27 4.32	2011 Jan 09 Mar 09	Kenny Gillespie	SHQS Investment Group H&SS Cttee (2009, 2010, 2011)		The remaining stock condition survey will be carried out over the next 6 months, with results being made available by September 2010. Updates will continue to be provided to SHQS Investment Group. Arrangements for future phases to be reported to H&SC Committee.

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	PM 6.3	<p>We will carry out comprehensive review of SDP with involvement from service users for submission to Scottish Government:</p> <ul style="list-style-type: none"> o Establish core steering group of officers; o Review tenant representation on the SHQS Investment Group; o Review / evaluate progress against key actions from 2005 SDP; o Develop new SDP in context of evaluation outcome & 1st phase house condition survey results. 	4.30 4.59	July 09 Jan 09	David Dunbar	SHQS Investment Group H&SS Cttee (Jan 09)		<p>New SDP Guidance still awaited from Scottish Government. Interim LHS to be developed during 2010. In the absence of SC Government guidance, an interim Standard Delivery Plan will be developed. Review of the SDP will be based on Phase 1 survey results. Arrangements for 100% survey in place – approved at P&R Committee March 2010. Work to be carried out from May to September 2010.</p> <p>Discussion needed to determine core group of officers to progress SDP.</p> <p>Sample house condition survey results influenced HRA capital programme priorities for 2010/11 – 12/13 programme and other revenue related property maintenance budgets.</p> <p>SHQS Investment Group will steer process.</p>

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 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will effectively manage our resources to meet local needs.	PM 7.1	We will develop robust management framework to monitor HERF projects to ensure their effectiveness and value for money.	4.33	July 08	Jennifer Litts	SMT		Key task has now been incorporated into wider remit of Housing Investment Group and progress is monitored through this group.
	PM 7.2	We will develop and implement template for Neighbourhood Improvement Plans. We will populate Neighbourhood Improvement Plan for each Area Housing Office.	4.34	April 08 Sept 08	Gary Young/ Elizabeth Hood	SMT		Plans completed for 2009/2010. 2010/ 2011 Neighbourhood Plans currently being prepared and due for publication May 2010.
	PM 7.3	We will develop and implement an ICT solution for capturing stock condition & Asset Management survey information: <ul style="list-style-type: none"> o Develop tender brief for software acquisition; o Ensure consistency with IHMS; o Timing to be consistent with LHCS survey results. 	4.27 4.34	Jan 09 June 08 Jan 09	Kenny Gillespie	SMT H&SS Cttee P&R Committee		IHMS part complete and is being used for allocations. Progress of this issue is linked to full implementation of IHMS. IHMS will be rolled out to estate management and repairs in the near future.

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 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

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We will deliver effective maintenance programmes that take account of housing quality and home safety needs	PM 8.1	<p>We will review procedures to ensure tenants are always informed of changes to maintenance programme schedules. In order to achieve this we will:</p> <ul style="list-style-type: none"> ○ Identify areas and causes where failure occurs in Maintenance; ○ Develop procedures to guide staff in providing information on changes to include written notification or where no time to allow written notice telephone calls or personal visits to explain the delay. 	4.39	<p>April 08</p> <p>April 08</p>	Kenny Gillespie	<p>SMT</p> <p>Liaison Group Monthly</p>		<p>New work instructions have now been produced and are implemented within Neighbourhood Services. This is now helping inform tenants of changes to priorities or arrangements that have been agreed.</p> <p>In addition to new work instruction, standard forms for the recording of communications with tenants and customer feedback (Quality Control) have now been implemented.</p> <p>A customer contact/ feedback document has also been implemented and feedback is now reported within the monthly performance pack.</p>

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	PM 8.2	<p>We will review procedures to ensure tenants are always informed of changes to Housing Investment Programme:</p> <ul style="list-style-type: none"> o Identify areas and causes where failure occurs; o Liaise with Development Services to develop project communication framework; o Develop procedures to guide staff in providing information on changes to include written notification or where no time to allow written notice telephone calls or personal visits to explain the delay. 	4.39	<p>April 08</p> <p>April 08</p> <p>April 08</p>	Kenny Gillespie	SMT SHQS Investment Group		<p>Procedures circulated in April and reported to SHQS Investment Group in May 2008.</p> <p>Customers contacted in writing, verbal or telephone calls to inform them of changes where necessary.</p> <p>Contract audits to take place as part of introduction of quality systems. Views of service users are included.</p>
	PM 8.3	<p>We will review Service Level Agreement with Development Services to incorporate revised working practices:</p> <ul style="list-style-type: none"> o Develop and implement new housing investment procedures; o Ensure performance is monitored through the SDP process; o Single Tender Review; o Review Contract Management Procedures. 		May 08	Kenny Gillespie	SHQS Investment Group H&SS Cttee		<p>Processes compiled for 8.2 form basis of progress.</p> <p>SHQS Investment Group 26.02.09 – Agreed further review of processes to be completed by 22.05.09.</p>

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	PM 8.4	<p>We will develop and implement a programme and install smoke detectors in all Council properties, raise public awareness and advice of the Council's and tenant's responsibilities in relation to smoke alarms. In order to achieve this we will:</p> <ul style="list-style-type: none"> ○ Ensure alarms are included in the void inspection programme and Electrical testing programmes; ○ Identify address without detectors and implement a programme for implementation; ○ Develop an awareness campaign through advertising; ○ Incorporate a standard procedure whereby Neighbourhood Officers check this when doing tenancy visits; ○ Incorporate a safety notice in new tenants' information packs. 	4.42	<p>April 08</p> <p>April 08</p> <p>June 08</p> <p>June 08</p> <p>June 08</p>	Kenny Gillespie	<p>SMT</p> <p>Liaison Group Monthly</p>		<p>Smoke alarm installation programme has been completed and all smoke alarms have now been tested.</p> <p>An awareness campaign and advertising is now in place via Neighbourhood Newsletters, Falkirk Council website, and Local Area Office Plasma Screens.</p> <p>A "Care of your Smoke Alarm" leaflet is now provided within the new tenancy pack.</p> <p>A combination of gas/ solid fuel Service Engineers and Neighbourhood Officers are carrying out annual checks of smoke alarms within properties.</p>

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	PM 8.5	<p>We will develop and implement procedure for installation of door entry systems where the Council is the minority owner:</p> <ul style="list-style-type: none"> o Clarify options with Legal Services & Development Services; o Explore scope for varying door entry system specification; o Ensure performance is monitored through SDP & LHS processes. 	4.43	2010	David Dunbar	H&SS Cttee (2010) SHQS Investment Group		<p>Tenant Management Scheme will be used as basis for progressing installations in mixed tenure property. HRA capital programme for 2010/11 has increased funding set aside to make progress.</p> <p>Issue is being further developed in the context of the review of the capital programme contract management arrangements.</p> <p>Progress being monitored by SHQS Investment Group.</p>
	PM 8.6	<p>We will ensure the removal of all lead feeder pipes to Council properties:</p> <ul style="list-style-type: none"> o Liaise with Scottish Water to agree and develop programme; o Agree & implement programme; o Ensure progress is reflected in SDP processes; o All feeder pipes replaced. 	4.44	<p>Sept 08</p> <p>May 08</p> <p>2010</p>	Kenny Gillespie	SMT SHQS Investment Group		<p>Programme now developed to have all lead feeder pipes replaced within period 2010/ 2011 capital works.</p>

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	PM 8.7	<p>We will review gas safety check procedures to ensure compliance with statutory obligations and implement improvements. In order to achieve this we will:</p> <ul style="list-style-type: none"> o Develop new key performance indicators and report on these to senior management; o Improve the existing data gathering systems to improve information streams; o Modify contracts to ensure realistic targets are set and achievable; o Modify the existing gas liaison meetings to incorporate more performance related matters inclusive of financial control; o Ensure that our procedures and practices are reviewed and continue to meet current legislation. 	4.45	<p>March 08</p> <p>April 08</p> <p>April 08</p> <p>April 08</p> <p>Ongoing</p>	Kenny Gillespie	<p>SMT</p> <p>Environment & Community Safety Committee (29.04.08)</p>		<p>A robust operational performance pack is produced to fully monitor and control all aspects of the Gas contract.</p> <p>New Performance Indicators have now been developed. Those Indicators help monitor our service provider performance.</p> <p>A new integrated database has been developed that collates all gas maintenance information at one central point.</p> <p>The current gas maintenance contract was revised to include realistic and achievable targets.</p> <p>Operational performance discussed at managers' meeting, with additional feedback taken to SMT meetings.</p>

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 PROPERTY MAINTENANCE & ASSET MANAGEMENT**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	PM 8.8	<p>We will develop monitoring, quality control and reporting processes for asbestos management. In order to achieve this we will:</p> <ul style="list-style-type: none"> o Review the existing procedures to ensure they meet users' needs; o Undertake Type 1 surveys during void inspections and use these to populate the database; o Implement documentation to notify tenants of any suspect material in their home and fix notices of sample results in cupboards to ensure service providers are aware of any suspect material; o Set up and procure contracts for sampling and undertake a set amount of samples per year; o Provide access to the database for all who require the information. 	4.48	<p>May 08</p> <p>June 08</p> <p>July 08</p> <p>August 08</p> <p>August 08</p>	Kenny Gillespie	<p>SMT</p> <p>Environment & Community Safety Committee (29.04.08)</p>		<p>All existing procedures have now been reviewed.</p> <p>Within the Voids Section, all properties are now surveyed to a full Type 2 survey and all information is transferred to the database.</p> <p>All information gathered from the Type 2 surveys is now collated and input to the Tenants Information Pack for their property.</p> <p>After further review, work is currently progressing to secure a longer term framework contract agreement for the sampling, testing and associated removal works for asbestos.</p> <p>Where required, access to the asbestos database has been given and training provided.</p> <p>All job orders indicate asbestos survey status and all findings available on internet and intranet.</p>

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**FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
 HOMELESSNESS**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will put in place a robust assessment process that identifies all homeless people and identifies their support needs.	HLS 1.1	<p>We will review our assessment process to ensure that assessments are appropriately made and audited. The assessment process will also identify applicants' support needs by using a Housing Support Needs Assessment Tool:</p> <ul style="list-style-type: none"> o Review assessment process and monitor the outcomes; o Implement a quality control process to audit the accuracy of assessment decisions; o Regularly monitor the outcome of assessment decisions; o Ensure that staff are appropriately trained in undertaking homeless assessments; o Introduce a Housing Support Needs Assessment Tool to our homeless assessment process for applicants likely to be referred to a recognised support provider; o Ensure that staff are appropriately trained to use the Assessment Tool; o Extend the use of the HSNAT to all service users; o Ensure that applicants are provided with appropriate information at assessment interviews. 	5.17 5.52	<p>Oct 07</p> <p>Oct 07</p> <p>June 08</p>	Liz MacEwen	SMT		<p>The Homelessness Performance Report sets out the outcomes of homelessness assessments.</p> <p>A Quality Assurance process is in place and a sample of Assessment decisions are audited each month. The outcome of Quality Assurance checks are reported in the monthly Homelessness Performance Report.</p> <p>An audit of key homelessness services using the principles of ISO 9001 is in progress.</p> <p>The APDS process identifies ongoing training needs for staff.</p> <p>The Housing Support Needs Assessment Tool is used in all homeless assessments to identify any support needs and those applicants who require to be placed in supported accommodation.</p> <p>A/</p>

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Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	HLS 1.1 Cont.							A revised checklist which can be tailored to individual client's circumstances is used to record advice given.
	HLS 1.2	<p>We will review assessment procedures and guidance for staff and ensure that staff are appropriately trained. We will:</p> <ul style="list-style-type: none"> o Review the information requested from applicants at interview to ensure compliance with good practice; o Review procedures to ensure that homeless people who may have mental health difficulties are always referred to the Housing Support Team. 	<p>5.19 5.21</p> <p>5.21</p> <p>5.48</p>	<p>July 08</p> <p>July 08</p> <p>July 08</p>	Liz MacEwen	SMT		<p>Procedures have been reviewed and staff training completed. A support needs assessment is completed for every homeless applicant.</p> <p>The Support Needs Matrix has been reviewed and the revised matrix is currently being tested by staff.</p> <p>Applicants identified as potential at risk from mental health problems are referred to the Housing Support Team who undertake a more detailed assessment of their circumstances so that appropriate support and accommodation can be identified.</p>

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	HLS 1.3	<p>We will ensure that homeless applicants receive appropriate advice and information and are kept updated on progress with their application. In order to achieve this, we will:</p> <ul style="list-style-type: none"> o Send notification letters on the day as the assessment decision is made; o Ensure that Homeless applicants are kept informed of progress by fortnightly telephone updates or by Accommodation Officer monitoring visits to service users in temporary accommodation; o Ensure that non-priority applicants are provided with advice as prescribed by the Homeless Persons Advice & Assistance (Scotland) Regulations 2002; o Complete a checklist with applicants during interviews and record they have been given appropriate advice; o Introduce a quality assurance system to monitor the provision of advice. 	5.24 5.25	<p>Sept 07</p> <p>July 08</p> <p>May 08</p> <p>April 08</p> <p>Sept 08</p>	Liz MacEwen	SMT		<p>The timescale for notifying applicants of the assessment decision is routinely monitored through the Quality Assurance process. Any delays identified are discussed with relevant staff during supervision sessions.</p> <p>A programmed schedule of visits to applicants in self-contained temporary accommodation is carried out. The provision of Housing Options advice is included within this visiting schedule. The visiting schedule is being reviewed to include all clients placed in B&B accommodation.</p> <p>A programme of Housing Options interviews is in place for other applicants and this programme is currently being reviewed following implementation of the revised allocations policy. Reports to evaluate the effectiveness of interviews are being developed.</p> <p>The/</p>

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	HLS 1.3 Cont.				Liz MacEwen			<p>The advice and assistance checklist for non-priority homeless applicants has been reviewed.</p> <p>The provision of advice is monitored as part of the Quality Assurance framework for homelessness services.</p>
	HLS 1.4	<p>We will ensure Falkirk Housing Options Guide (FHOG) is used by homeless staff:</p> <ul style="list-style-type: none"> ○ Introduce a checklist outlining housing options available for completion during interviews and record that the applicant has received appropriate advice; ○ Conduct housing option review interviews with applicants on a regular basis following the award of homeless priority; ○ Ensure that Accommodation Officers are trained to provide housing options advice to service users in temporary accommodation; ○ Introduce a quality assurance process to monitor that appropriate advice is being given. 	5.20	<p>May 08</p> <p>Sept 08</p> <p>May 08</p> <p>Sept 08</p>	Liz MacEwen	SMT		<p>A checklist based on the (FHOG) is routinely used to record the housing options provided to applicants.</p> <p>A programme of refresher training in Housing Options is being delivered to Accommodation Officers to ensure that appropriate advice is given to applicants in temporary accommodation.</p> <p>The provision of advice is monitored as part of the Quality Assurance framework for homelessness services.</p>

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Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	HLS 1.5	<p>We will introduce measures to improve assessment completion times and notification decision dates, and the information provided to applicants about how we reached our decision:</p> <ul style="list-style-type: none"> ○ Ensure clear information is provided to applicants about how we reached our decision; ○ Regularly monitor the completion of assessments and notification of decisions; ○ Analyse cases where assessments do not meet the target timescales and identify the reasons for this; ○ Take steps to address issues which compromise the effectiveness and performance of the service. 	5.22 5.23	<p>April 08</p> <p>April 08</p> <p>April 08</p>	Liz MacEwen	SMT		<p>Performance in completing assessments is reported monthly to SMT. Reports confirm that performance has significantly improved.</p> <p>The performance of individual officers is monitored weekly and discussion at regular support and supervision meetings between the Manager and each Officer.</p> <p>Service performance and homelessness trends are also monitored monthly by the Homelessness Strategy Implementation Group.</p>
We will provide open, fair and equal access to homelessness services	HLS 2.1	<p>We will ensure all applications for assistance are accurately recorded. In order to achieve this we will:</p> <ul style="list-style-type: none"> ○ Complete HL1 record for all approaches to the Service; ○ Implement a quality process to ensure that HL1 records are accurate; ○ Monitor the source of referrals to the Service to identify potential service improvements. 	5.2 5.14	Oct 07	Liz MacEwen	SMT		<p>All approaches to the service are recorded on HL1 system.</p> <p>Out of hours contacts and duty appointment systems ensure capture of all relevant information.</p> <p>The accuracy of recording is monitored within the Homelessness Quality Assurance framework.</p>

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	HLS 2.2	We will reduce waiting time for appointments. In order to achieve this we will: <ul style="list-style-type: none"> ○ Introduce a duty appointment system. 	5.3	Oct 07	Liz MacEwen	SMT		Duty appointment system is in operation. Performance reports with regard to waiting times for interview are monitored monthly. Opportunities to increase the provision of interview facilities to reduce waiting times are currently being sought.
	HLS 2.3	We will introduce equalities monitoring of all approaches for assistance, decisions and outcomes. (Ref with AS 6.2).	5.6 3.84	June 08	Liz MacEwen	SMT		Complete. (As per AS 6.2). Performance reports with regard to equalities are monitored monthly.
We will provide a crisis response service for homeless applicants	HLS 3.1	We will record all requests for assistance outwith hours and the outcome to be recorded on the HL1: <ul style="list-style-type: none"> ○ Implement a process to record the take-up of offers of accommodation and reasons for refusal with regard to presentations outwith hours; ○ Analyse the data recorded to identify areas for service improvement. 	5.9	Sept 07	Liz MacEwen	SMT		All approaches to the Service are recorded on HL1 system. A database has been developed to record approaches outwith hours. This will facilitate quality assurance checks and analysis to identify areas for service improvements.

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 HOMELESSNESS**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	HLS 3.2	<p>We will ensure that homeless staff are always notified of potential eviction cases. In order to achieve this we will:</p> <ul style="list-style-type: none"> o Integrate the Community Advice Team into ARC staff and management structure; o Review procedures to improve timescales for notification of possible evictions; o Introduce revised procedure; o Evaluate and monitor the effectiveness of new arrangements. 	5.12	<p>April 08</p> <p>April 08</p> <p>May 08</p> <p>Sept 08</p>	Liz MacEwen	SMT		Community Advice staff are integrated into Homeless team at ARC and are routinely notified of evictions. Liaison continues with Revenues section and local RSLs to improve timescales for notification.
We will introduce a comprehensive and well audited appeals process	HLS 4.1	<p>We will review our current procedures and develop an action plan to implement improvements with regard to our appeals procedure. In order to achieve this we will ensure:</p> <ul style="list-style-type: none"> o Applicants are routinely advised of their right to appeal with regard to assessment decisions, temporary accommodation offers and permanent accommodation offers, at all relevant stages of an application; o Monitor the number, nature and outcome of appeals with regard to assessment decision and offers of temporary and permanent accommodation, routinely analyse the outcome of appeals to identify areas for service improvements; o Make homeless people aware of their right to appeal by providing an information leaflet to accompany the decision notification letter; o Implement a quality control process to monitor the procedure. 	5.58	<p>Sept 07</p> <p>Oct 07</p> <p>June 08</p>	Liz MacEwen	SMT		<p>Assessment appeals are reviewed by a panel of senior officers not involved in the original assessment decision.</p> <p>Work is in progress to improve recording and responses to appeals regarding temporary accommodation.</p> <p>The appeals process regarding offers of permanent accommodation is being reviewed following implementation of the revised allocations policy.</p>

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FALKIRK COUNCIL HOUSING SERVICES IMPROVEMENT PLAN – YEAR 2 PROGRESS REPORT
HOMELESSNESS

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will ensure there is an adequate supply of good quality temporary accommodation which meets the needs of homeless people and minimise the use of Bed & Breakfast	HLS 5.1	We will do this through the Temporary Accommodation Plan which is integral to the Homelessness Strategy 2008-2013.		Sept 08	Liz MacEwen	Undertake weekly analysis of all units of temporary accommodation		The stock of self-contained temporary accommodation units has been increased to 312 units. A review of the property management arrangements for this portfolio of properties is currently in progress.
		The Temporary Accommodation Plan aims to:						
		o Minimise the use of B&B accommodation (and monitor the outcomes);	5.30 5.31 5.32 5.33	Aug 07				
		o Ensure the needs of disabled people are met;		Oct 07				
		o Cease the practice of sharing rooms in B&B accommodation;		May 08				
		o Improve and regularly monitor the standard of temporary accommodation, including the requirement for HMO licences and Private Sector Landlord Registration as appropriate;		May 08				
		o Regularly inspect B&B establishments on a quarterly basis;		March 09				
o Where possible, cease the use of temporary accommodation outwith the Falkirk Council area;								
o Regularly monitor and analyse the turnover and requests for temporary accommodation placements and the demand and supply of temporary accommodation to ensure that there is appropriate provision of temporary accommodation at a local and district-wide level.								

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Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will ensure homeless applicants are given reasonable preference when allocating permanent accommodation	HLS 6.1	<p>We will review our allocations policy to ensure compliance with legislative imperatives. In order to achieve this, we will:</p> <ul style="list-style-type: none"> ○ Increase the percentage of lets to homeless applicants; ○ Improve rehousing times for homeless applicants to identify trends and ensure that progress against relevant performance targets is achieved; ○ Ensure homeless applicants receive the same number of offers as all other applicants on the waiting list; ○ As part of the allocations policy review process, make recommendations to include mechanisms that ensure reasonable preference is given to homeless applicants who do not have a priority need; ○ Routinely monitor, analyse and report on allocations outcomes to ensure that progress against relevant targets is achieved (targets to be determined as part of the Allocations Policy Review process). 	5.39	Jan 08	Liz MacEwen	SMT H&SS Cttee		<p>The revised allocations policy and Choice Based Lettings system was implemented with effect from 5 January 2010. This policy prioritises “reasonable preference” groups and has a target for the proportion of lets to homeless applicants (50%).</p> <p>The outcomes of allocations to homeless and other reasonable preference groups will be routinely monitored.</p>
	HLS 6.2	<p>We will implement procedures to review homeless applications for those who have been waiting 12 months and over for permanent accommodation. We will:</p> <ul style="list-style-type: none"> ○ Identify all applicants who have been waiting for offers of permanent accommodation for over 12 months; ○ Undertake housing options advice interviews with these applicants. 	5.40	March 08				

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 HOMELESSNESS**

Objective	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
	HLS 6.3	We will review and implement revised section 5 referral protocols with RSLs.	5.42	May 08	Liz MacEwen/ Susan Loudon	H&SS Cttee		Complete. The outcome of Section 5 referrals will be included in allocations monitoring reports.
We will work to prevent people from becoming homeless and reduce the incidence of repeat homelessness	HLS 7.1	We will carry out routine analysis of the sustainability of allocations to homeless applicants to identify the reasons for tenancy failure and areas for service improvement.	5.51	May 08	Liz MacEwen	Best Value Audit Forum		Complete. Performance with regard to the sustainability of tenancies is routinely monitored.

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 HOMELESSNESS**

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We will provide opportunities and support to homeless service users to encourage them to be involved in the design of the service	HLS 8.1	<p>We will actively encourage service users to become involved in the design of the homeless service in a number of ways. We will achieve this by developing a range of mechanisms:</p> <ul style="list-style-type: none"> ○ To enable homeless people to be involved in the design of the Homeless Strategy; these will include focus groups with service users at our supported accommodation projects, focus groups with young service users in respect of mainstream tenancies, inviting service users to complete a telephone questionnaire, seeking the views of service users who have made complaints about the service. ○ To develop new service user questionnaires covering the three main aspects of the homeless process: Information & Advice; Assessment; Temporary Accommodation; ○ To enable service users' feedback to influence front line service delivery improvements. 	5.54	June 08	Susan Loudon	SMT H&SS Cttee		<p>Focus groups held with people in supported accommodation and young people. Views received helped inform new Strategy Action Plan. Plans in place to gain further information from people who make complaints by means of telephone calls/ interviews to gather more detailed information.</p> <p>New questionnaires now in use.</p> <p>Comment and feedback slip introduced at ARC.</p>
We will improve the provision of housing and homelessness information to the public	HLS 9.1	<p>We will promote availability of translation services to assist with completion of the assessment process. We will:</p> <ul style="list-style-type: none"> ○ Publicise availability of Translation Services; ○ Provide poster and information leaflets; ○ Record on case notes that Translation Services have been offered to applicants. 	5.7 5.8	Aug 07 Mar 08	Liz MacEwen	SMT		<p>Complete. Poster displayed in offices and ARC.</p> <p>Audit of information carried out in Feb 2009.</p> <p>Provision of translation services is monitored within the homelessness quality assurance framework.</p>

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	HLS 9.2	We will develop a distribution and placement strategy for homelessness assistance posters. In order to achieve this we will: <ul style="list-style-type: none"> o Ensure posters are appropriately advertised through a quarterly audit of poster locations. 	5.8	June 08	Liz MacEwen	SMT		Complete. Audited in Feb 2009. New posters to publicise homeless assistance are being produced and will be distributed across the Council during 2010.
	HLS 9.3	We will review the homelessness service standards taking into account the views of service users. These views will be gathered through flow-up telephone questionnaires and exit interviews with service users. The revised homelessness service standards will thereafter be published in leaflet format.	5.8 3.82 3.51	June 08	Susan Loudon	SMT		Complete. Service Standard leaflet is available in ARC – follows same format as area office leaflets. All these leaflets have now been re-printed to reflect service changes.

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Objecti0ve	Key Ref	Key Actions	Report Para	Completion Date	Service Unit Manager	Monitoring & Reporting	Progress	Current Position
We will manage the Homelessness Service for Improvement	HLS 10.1	<p>We will do this by ensuring that clear objectives, standards and targets are set for all Key Actions within the Improvement Plan and we will monitor achievement using the following methods:</p> <ul style="list-style-type: none"> ○ Fortnightly progress updates to Housing Management Team; ○ Monthly Progress Reports submitted to Housing Senior Management Team; ○ Committee Reports submitted to every second meeting of the Housing & Social Services Scrutiny Committee; ○ Regularly updating service users and stakeholders and publicly reporting performance. 	5.67	March 2010	Liz MacEwen	SMT HSS Cttee		<p>Progressing – on target.</p> <p>Monthly performance and homelessness trend information is considered by SMT.</p> <p>An Annual Homelessness Statement was considered by Housing & Social Care Committee on 2 February 2010. This will now be available from the Council website.</p> <p>Performance information is regularly provided on display screens within ARC.</p>

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	HLS 10.2	<p>We will do this by ensuring that a comprehensive Annual Improvement Plan Review report is submitted to the SHR. The Council will provide supporting evidence to demonstrate the achievements in progressing the Improvement Plan work. This information will include the following:</p> <ul style="list-style-type: none"> o Casework Audit Quality Control System; o Homelessness Strategy and Temporary Accommodation Plan; o Allocations Policy; o Homeless Service Standards. 		May 2009	Liz MacEwen	SMT HSS Cttee		In response to comments from the SHR on the Annual Improvement Plan Review report submitted in June 2009, further improvement actions have been identified and incorporated into the current Improvement Plan.
	HLS 10.3	<p>We will do this by introducing an IHMS during 2009 (Ref AS 5.1) to record and manage all key aspects of the homelessness service and enable the production of performance management reports to provide a clearer picture of the overall operation of the service.</p> <p>In the interim period, monthly monitoring reports are being produced from the current systems to monitor the key aspects of the homelessness service. These are reported and monitored through the Housing SMT.</p>	5.67	Jan 09 April 08	Liz MacEwen	SMT BVAF		Implementation of the IHMS is in progress, the first modules – housing allocations and Choice Based Lettings – were operational from January 2010. A project plan for implementation of the remaining modules has been prepared. Introduction of the Homelessness module, including Housing Options, is programmed for April 2011.

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	HLS 10.4	<p>We will do this by reviewing all our policies and procedures for the Homelessness Service to ensure they meet best practice, customer and stakeholder requirements and meet all legislative imperatives (following the same principles as Key Action AS 3.1). We will achieve this by:</p> <ul style="list-style-type: none"> ○ Reviewing current policy and procedures; ○ Identifying gaps in the procedure suite; ○ Carrying out consultation exercise involving staff and service users; ○ Carrying out staff training programme and providing comprehensive guidance information; ○ Reviewing implementation of procedures and assess their impact in relation to service delivery and customer expectations. 	5.69	Sept 08	Liz MacEwen	SMT		Homeless procedures are being mapped using ISO 9001 methodology and the Service is seeking ISO Accreditation during 2010. This will ensure that compliance with procedures is effectively monitored.

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FALKIRK COUNCIL IMPROVEMENT PLAN - GLOSSARY

ARC	Accommodation Resource Centre
B&B	Bed & Breakfast
BME	Black & Minority Ethnic Groups
BVAF	Best Value & Audit Forum
CMT	Corporate Management Team
Covalent	Performance Management Software System
DMT	Departmental Management Team
FHOG	Falkirk Housing Options Guide
H&SS Cttee	Housing & Social Services Committee
HERF	Housing Estate Regeneration Fund
HM Strategy	Homelessness Strategy
HMO	Houses in Multiple Occupancy
SMT	Housing Senior Management Team
HSNAT	Housing Support Needs Assessment Tool
IHMS	Integrated Housing Management System
LHCS	Local House Condition Survey
LHS	Local Housing Strategy
OJEU	Official Journal European Union
P&R Cttee	Policy & Resources Committee
Performance Zone	Council's Webpage detailing its performance information
PSG	Problem Solving Group
RSLs	Registered Social Landlords
RTB	Right to Buy
SDP	Standard Delivery Plan
SHQS	Scottish Housing Quality Standard
SORs	Schedule of Rates
TNA	Training Needs Analysis
TP Strategy	Tenant Participation Strategy