



Leicester
City Council

Housing Scrutiny Committee
Cabinet

6th December 2001
14th January 2002

**Best Value – Year Two
Services to Homeless People
Improvement Plan**

Report of the Director of Housing

1. BACKGROUND AND PURPOSE OF REPORT

1.1 Purpose of Report

To inform and seek approval to the proposed Improvement Plan resulting from the Services to Homeless People Best Value Review.

1.2 Background

In June/July of this year Directors and Members approved the fundamental challenge and routing of the Services to Homeless People Best Value Review. It was agreed that the Service should go down the Performance Management route, having demonstrated that performance management frameworks are in place and that it has addressed issues in relation to the 4 C's. On 14th November Members Best Value Working Party agreed that;

1. The report should go to Housing Scrutiny Committee before consideration by Cabinet.
2. That the proposed Improvement Plan meets the requirements of Best Value.
3. That efficiency savings should be re-invested in the service.

2. RECOMMENDATIONS

Housing Scrutiny is asked to note the Improvement Plan.

Cabinet is recommended:

- i To agree the Overall Improvement Plan for Services to Homeless People as shown at Appendix 1

- ii To agree that efficiency savings arising from the Review should be re-invested in the service.

3. REPORT

3.1 Services to Homeless People

- 3.1.1 The Services to Homeless People Best Value Review covered a range of related services, namely :

Housing Options & Rehousing Services

Housing Advice, Options Advocacy and Representation;
Private landlord / tenant issues;
Statutory assessment of homelessness;
Housing Register;
Adapted House Matching Service;
Nominations to Registered Social Landlords;
Public reception in New Walk Centre and the Housing Advice Centre in Bishop Street and
Grant aided funding to SHARP for advice and advocacy functions.

Hostels and Community Care

Direct provision of hostel accommodation;
Grant aided provision of hostel accommodation and other services to homeless people;
Advice and assistance to Community Care clients with housing need;
Direct provision of Supported Housing and Tenancy Support and
Rough Sleepers Initiative co-ordination.

- 3.1.2 These services were packaged under the same Best Value review of 'Services To Homeless People' since the services have linkages and overlaps in providing a seamless approach for the client. For example, client contact may initially be with the Reception at New Walk Centre or the Housing Advice Centre, by direct access to a hostel or via referral to the Community Care Team.

3.2 The 4 C's Summary

- 3.2.1 The 4C's were comprehensively covered in the reports already approved, however to recap the following summary is provided:

Challenge Summary

- 3.2.2 All the services outlined in paragraph 3.1.1 have used a variety of tools to enable a self assessment following the Council's framework. This has included, amongst other methods, self assessments using the EFQM model. This helps to form the basis of the 'Challenge' to services in that it fundamentally questions the existence of the services and the methods of service provision. The assessments have identified key strengths and areas for improvement and have led to measures being introduced to provide a more focused and

seamless service to customers and the production of a three year Improvement Plan.

3.2.3 Both Directors and Members agreed that the service, as scoped, met their requirements for fundamentally challenging their continued operation, with it being evident that reductions or cessation of the service would result in an increase in:

- Rooflessness
- Rough sleepers
- Vacant properties
- Crime
- Repossessions
- Rent Arrears
- Evictions

3.2.4 Additionally there would be an increased workload for other agencies such as:

- Health Services
- Social Services
- Other Housing Providers
- Police
- Temporary Accommodation Providers
- Other Advice Agencies
- Courts / Solicitors

Consult Summary

3.2.5 Consultation with customers and stakeholders is a key part of the service and historically has been an on-going activity, rather than a new process undertaken as a Best Value requirement. However, additional consultation has been undertaken as part of the services' EFQM assessments, which required a comprehensive consultation exercise with key stakeholders eg Health authority, Social Services, voluntary sector, with customers eg service users including current and ex-hostel residents, visitors to the Housing Advice Centre and homelessness unit and with staff. All staff were involved either through focus groups, one to one interviews or questionnaires. Findings from these consultations have led to service improvements that have been introduced or are included in the Improvement Plan

3.2.6 In order to progress implementation of the improvement plan and to facilitate the Council's performance management framework a Best value Implementation Group , involving key staff has been established. Progress is fed back through team meetings, briefing sessions and a recently established newsletter.

Compare Summary

3.2.7 The Housing Department undertakes frequent comparison of all its services through a number of mechanisms. It is a member of the Major Cities Best Value Group and are also members of 'HouseMark', a computerised database of information and good practice operated by the Chartered Institute of Housing and Arthur Anderson Associates. HouseMark is subscribed to by over 200 authorities and RSLs.

3.2.8 A benchmarking exercise conducted by the Major Cities Group on the cost of undertaking a homelessness assessment indicated that there is a vast range,

from Stoke at £45.55 to Cardiff at £200.86, the average being £117.45. Leicester was 2nd highest at £159.45.

3.2.9 As with all statistical / cost benchmarking these results only form the initial stage and Leicester has undertaken more in-depth process benchmarking with Derby, Portsmouth and Southampton (three of the best performers from the initial exercise excluding Stoke that has a minimal homelessness problem dealt with at local Management Offices) to gain ideas of good practice.

3.2.10 In-depth work with these authorities has shown that the original figures, were in places, not collated on a 'like for like' basis. For example, the Group agreed when compiling the cost of undertaking an assessment to include the cost of not only Assessment Officers but also the associated Administrative support staff. Further investigation has shown that some other authorities only included the cost of their Assessment Officers and various other costs were missing.

3.2.11 As a result, for example, if the costs for Derby, Leicester, Portsmouth and Southampton were treated on a 'like for like' basis the cost per assessment would be:

Derby: £91.13
Portsmouth: £108.93
Southampton: £120.89
Leicester: £116.84

The original figures were:

Derby: £76.37
Portsmouth: £82.00
Southampton: £89.18
Leicester: £159.45

3.2.12 The main reasons for the difference in cost between the two authorities are that Derby has far fewer complex cases due to Eligibility and Allocations Policy differences and the greater cultural diversity in Leicester. There are relatively few adverse decisions at Derby which means most cases are accepted without the in depth investigations that are undertaken at Leicester.. Again unlike Leicester, Derby does not undertake any formal investigation of Domestic Violence cases but just allocates points. Consequently far less staff time is spent on interviewing and carrying out investigations than in Leicester.

3.2.13 The Major Cities Group also undertook a benchmarking exercise in 2000 on Housing Advice Services. The main findings from this exercise were that overall Leicester's advice interviews were cost effective compared with the limited number of authorities that took part in the survey.

3.2.14 Little information has been found on hostel and community care costs. Leicester appears to be far more advanced in this aspect than other authorities who have not undertaken cost appraisals. However, a benchmarking group has been established with Leeds City Council.

3.2.15 Again, self-assessment has necessitated the comparison of a 'raft' of local performance indicators. It is planned to repeat the assessment processes in

2002/03 and at that stage it will be possible to measure the degree of improvement that the Service has made in meeting its objectives.

3.2.16 There is one National Performance and one Local Indicator that relate to the services scoped within the Review. These are –

BVPI 67 Proportion of Homelessness applications on which the authority makes a decision and issues written notification to the applicant within 33 working days. We are currently in the bottom quartile. However, this year's performance is already moving towards the top quartile. This is being achieved by implementing the new management structure and new supervision and training process.

Local P.I. To reduce the number of rough sleepers on the street to 7 by April 2002. We are likely to achieve this. This has been achieved by implementing a range of measures set out in the Rough Sleepers Strategy. This indicator is now being considered as a PSA target.

3.2.17 It is recognised that there is a continuing need to develop comparator information, therefore this aspect forms part of the Improvement Plan and work has started with the Major Cities Group and National Homeless Alliance.

Compete Summary

3.2.18 The 1996 Housing Act places a duty on the local housing authority to secure accommodation for a minimum of two years for any person who is in priority need and unintentionally homeless and secure that advice and information about homelessness and the prevention of homelessness is available free of charge to any person in their district. Benchmarking, self assessment and external analysis has identified that the best fit solutions are currently offered through the mixed economy approach adopted.

3.3 Improvements to service delivery

3.3.1 The Service has already implemented a number of improvements, to the benefit of customers. These include :

- The introduction of generic Options Housing Officer posts to provide a seamless service to customers. Recruitment to fill establishment is still underway.
- From the 24th September 2001, the introduction of a system of 'appointments only' in the morning and an 'emergency service' in the afternoons, resulting in an increase in the number of appointments offered from 6 to 15 per day, four mornings a week. This meant an increase of 36 appointments per week, which is an improvement of 150%.

- Opening times extended to 9.00 a.m. to 4.00 p.m. to accommodate for the new appointment system, and offer greater flexibility for customers accessing the Service.
- The 'emergency service' in the afternoons, is operated by a Housing Options Officer, who initially screens customers to ensure those most 'in need' are seen on the day, and those that do not need to be seen are given a choice of an appointment within a short time scale, or given low level advice / signposting to other relevant agencies.
- One of the aims of these improvements is to reduce waiting times in reception. For 'emergency interviews' the maximum waiting time was averaging 144 minutes. The new target is 40 minutes to be seen by an Options Officer. The target time to be seen for the initial screening and sign-posting is 15 minutes, the Corporate Customer Care standard.
- The waiting time for an appointment was upto 19 working days. The new target is to offer 'non-emergency' interviews within 10 working days by March 2002.
- The establishment of a Family Support Team and Children's Support Workers at Border House whose overall purpose is to ensure parents and children have access to high quality services that promote their health, social, personal and educational development.
- The upgrading of accommodation at Border House to include sole occupancy rather than shared occupancy.
- Two flats within the Border House unit are designated for women fleeing domestic violence and are fitted with intercoms and other security features.
- Extension of opening times at Nightshelter
- Introduction of outreach services for rough sleepers

3.3.2 Other Hostels improvements have or are being developed in conjunction with other agencies :

- the introduction of weekly visits by Community Psychiatric Nurses
- training for staff in Mental Health and Challenging Behaviour
- on-going liaison with the Probation Service has led to an exchange of information on individual clients.
- Attracted funding for supported new schemes within the voluntary sector to enhance services within the Single Homeless Strategy & Homeless Children & Families Strategy
- Additional tenancy support staff
- 'Wet' Hostel
- Supported housing for young offenders
- Additional supported housing for people with mental ill health as referred by General or Rehabilitation psychiatry

3.4 Improvement Plan

- 3.4.1 Best Value is all about continuous improvement, it is therefore vital that improvements are on-going. Therefore an improvement plan, including, the findings of the self assessment, impact of legislative requirements and the recent recommendations following the Best Value Review of Advice Services, etc has been produced.
- 3.4.2 To facilitate a robust monitoring and reporting mechanism to ensure the continuous improvement of the service a hierarchy of improvement plans, varying in detail, have or are being developed. These are :

Operational Improvement Plan

A detailed working document covering all internally and externally focused improvements of a minor and major nature for use by operational managers (copy available)

Members Improvement Plan

A summarised document based upon fourteen SMART customer-focused 'overall' service improvements which allows Members to monitor progress against the improvements in the plan.

Customer/Stakeholder/Staff Improvement Plan

A simple document explaining what customers, stakeholders and staff can expect as a result of the improvements.

- 3.4.3 The relationship between these three levels of plan are shown diagrammatically at Appendix 2.
- 3.4.3 The Members Improvement Plan shown at Appendix 1 identifies fourteen overall improvements, each containing a number of measurable outcomes. Applied to each is a realistic agreed timescale and a named responsible officer. Each overall improvement consists of a number of more detailed improvements, again each with an individual timescale, named officer, and relevant performance indicators. An example of the performance indicators relevant to each overall improvement is also identified within Appendix 1.
- 3.4.4 On-going monitoring will enable assessment of performance and improvements against targets. For example, in reducing rough sleeping the target is 7. It is measured by regular street counts in accordance with the Rough Sleepers Unit (RSU) criteria and guidance. External monitoring and audit is undertaken by the RSU.

4. FINANCIAL IMPLICATIONS

- 4.1 It was highlighted to Members, in the Fundamental Challenge report, that a 2% saving could only be met by reductions in service or staffing. This would impact upon some of the most vulnerable, disadvantaged, isolated and excluded people in our society. However, it is important to note that the costs of implementing the improvement plan have been found within existing Capital and Revenue budgets. This in effect ensures efficiency savings are redirected

to client centred service improvements and will assist the Best Value Inspectors to be confident that the improvement plan for services to homeless people will be met.

4.2 There are two options for achieving the 2 % savings.

4.2.1 Cut back on the service developments that were introduced in 2001/2002 budget i.e.

- a) Housing Options Officer post (24k) and
- b) Community Care Officer post (24k)

4.2.2 One of the above plus a 4% reduction in grant aid to the Voluntary Sector.

4.3 The implications of the above would be;

a) **Housing Options Officer:**
 A reduction in Options Officers would impact on the targets for seeing customers set out in 3.3.1. and on the improvement in BVPI 67 (proportion of Homeless decisions made in 33 days). The additional staff were specifically funded to meet demand for more in depth support for vulnerable client groups including Probation referrals, young persons leaving care, refugees, vulnerable families

b) **Community Care Officer:**
 A reduction in Community Care Officers would increase the wait for a home or hospital visit by 25%. The additional staff were funded to meet growing demand for assessment and commissioning of housing support services for community care cases including the elderly, people with mental health problems or learning disabilities. They contribute to reducing bed blocking in hospitals, the National Service Framework for Elderly People, National Service Framework for Mental Health and joint working with Social Services, Health and Probation.

c) The full list of voluntary sector projects was listed in the Fundamental Challenge report to Cabinet on 30th July. It includes 10 special needs hostels and 5 advice and support projects. A detailed examination of the projects would be needed to identify how reductions could be made. All projects support some of the most vulnerable people in Leicester.

4.4 The Members Best Value Working Group has agreed that any efficiencies identified should be reinvested back into growth requirements identified in the review needed to improve services.

| Improvement | Cost |
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| <ul style="list-style-type: none"> • Improve service delivery by regular assessment and review of policies and procedures | Potential additional IT costs of a minor nature which can be met within existing budgets |
| <ul style="list-style-type: none"> • Improve service delivery by better | Potential additional costs for new |

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| communication to staff, customers and stakeholders | leaflets and improved customer information. This will be met from existing budgets. |
| <ul style="list-style-type: none"> • Improve current partnership working arrangements | Staff time and training |
| <ul style="list-style-type: none"> • Improve service delivery by implementing performance indicators into everyday working | Potential additional IT costs of a minor nature which can be met from existing budgets |
| <ul style="list-style-type: none"> • Improve accommodation & environmental standards for clients and staff | Capital expenditure as a result of DDA legislation, and self assessment findings. £125,000 in 2001/02 Capital Programme for identified Hostels improvements currently being actioned. |
| <ul style="list-style-type: none"> • Enable and improve the equality of opportunity for people in housing need to ensure effective service delivery | Potential Capital & Revenue expenditure as a result of findings. £125,000 in 2001/02 Capital Programme for Hostels improvements. For other improvements funding has already been obtained (see Appendix 1) |
| <ul style="list-style-type: none"> • Ensure IT provision meets the needs of service delivery | Potential IT expenditure. Resources will be identified in the Housing Capital Programme and considered in competition with other pressures |
| <ul style="list-style-type: none"> • Improve service delivery by ensuring that the emergency accommodation provision within the City is suited to customer needs and best practice | Ongoing process. Costs met through transitional Housing Benefit Scheme |
| <ul style="list-style-type: none"> • Improve service delivery by ensuring staff are efficient and effective in undertaking their duties and responsibilities | Nil, although depending on findings additional monies may be required |
| <ul style="list-style-type: none"> • Improve service delivery by establishing a formal approach to the development of new policies, initiatives and improvements | Staff time and admin costs to be met within existing budgets |
| <ul style="list-style-type: none"> • Improve service delivery by ensuring VFM & best practice | Staff time. Potential savings and/or service improvements |
| <ul style="list-style-type: none"> • Improve service delivery by developing and establishing appropriate policies and strategies | Staff time and administrative costs to be met within existing budgets |

- Improve service delivery by reducing energy consumption and other consumables Staff time and efficiency savings
- Improve service delivery by providing a seamless service to customers Staff time and training costs to be met within existing budgets

4.3 As improvements are looked at in more detail and implemented, detailed costings will become available, which will be fed back to Directors and Members.

5. EQUALITIES

Equal opportunities is fundamental to the services provided under the Services to Homeless People Review and as such the needs and expectations and aspirations of disadvantaged groups have formed a foundation upon which the Improvement Plan is based.

6. SUSTAINABLE AND ENVIRONMENTAL IMPLICATIONS

The services within the scope of the review contribute to enabling sustainable communities by ensuring that a decent home is within the reach of every citizen of Leicester.

The performance management framework adopted by the service includes environmental performance indicators to ensure that the most economic and efficient use of available resources is achieved.

7. BACKGROUND PAPERS

Members have previously considered the following reports relating to Services to Homeless People

Best Value Review : Services to Homeless People – Summary of Fundamental Challenge Report

'Best Value Review – Year Two – Services to Homeless People – Fundamental Challenge, Final Scope and Routing for the Review'

Scoping Proposals for the Homelessness Best Value Review

8. REPORT AUTHORS

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SERVICES TO HOMELESS PEOPLE MEMBERS IMPROVEMENT PLAN

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| Overall Improvement | |
| Improve service delivery by regular assessment, review and modification of policies and procedures | |
| Outcomes | Related Housing Objectives |
| <ul style="list-style-type: none"> i. To ensure policies are in line with customer needs and expectations ii. To ensure that procedures are efficient in order to deliver on service priorities e.g. assessment of customers iii. To deliver service priorities in line with customer needs and expectations | <ul style="list-style-type: none"> a) To encourage the provision of new housing to meet the needs of Leicester's citizens b) To enable all citizens of Leicester to find and retain a home which meets their needs c) To offer citizens housing choices and full mobility between tenures, locations and types of home d) In accordance with the Allocations Policy, to enable citizens of Leicester to stay in their homes as long as their homes continue to meet their needs |
| Overall Timescale : 1 st December 2003 | Overall Lead Officer : |
| Milestones : 1 st March 2002, 1 st September 2002 | Lisa Barker / Vijay Desor |
| Method of measuring improvement | |
| Service re-assessment, staff , customer and stakeholder feedback, on-going monitoring of relevant performance indicators eg % satisfaction with joint working/protocols | |
| Overall Cost / Savings | |
| Potential additional IT costs of a minor nature | |
| Progress | |
| <ul style="list-style-type: none"> • Improved consultation mechanism for the regular policy forums eg Allocations Policy Group | |

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| Overall Improvement |
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Improve service delivery by better communication to staff, customers and stakeholders

Outcomes

- i. To ensure that all citizens of Leicester have access to service information
- ii. To ensure targets and performance indicators are communicated
- lii. To provide a method of customer consultation
- iv. To ensure appropriate access to relevant information
- v. To use information in support of decision making

Related Housing Objectives

- a) To encourage the provision of new housing to meet the needs of Leicester's citizens
- b) To enable all citizens of Leicester to find and retain a home which needs their needs
- c) To offer citizens housing choices and full mobility between tenures, locations and types of home
- d) In accordance with the Allocations Policy, to enable citizens of Leicester to stay in their homes as long as their homes continue to meet their needs

Overall Timescale : 1st January 2003

Overall Lead Officer :

Milestones: 1st January 2002, 1st March 2002
1st June 2002, 1st September 2002

Lisa Barker / Vijay Desor

Method of measuring improvement

Service re-assessment, staff , customer and stakeholder feedback, on-going monitoring of relevant performance indicators eg % of customers satisfied with information provided about services, % of staff who are satisfied with communication within the organisation

Overall Cost / Savings

Potential additional costs depending upon results of findings

Progress

- Increased use of intranet to aid staff e.g. Allocations policy
- Follow up letters sent to customers following Options interviews, providing a summary if advice given
- Advertisement of subscription based allocations policy updates to stakeholders
- Work in progress to improve access to Options function by telephone (dedicated advice line-mornings)
- Installation of courtesy phone in Options Centre reception area
- Customer satisfaction forms redesigned

Overall Improvement

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| Improve current partnership working arrangements | |
| Outcomes <ul style="list-style-type: none"> i. To establish a Stakeholders Panel ii. To ensure effective joint working iii. To ensure effective joint commissioning of services iv. To ensure consistency of approach | Related Housing Objectives <ul style="list-style-type: none"> a) To encourage the provision of new housing to meet the needs of Leicester's citizens b) To enable all citizens of Leicester to find and retain a home which meets their needs c) To offer citizens housing choices and full mobility between tenures, locations and types of home d) In accordance with the Allocations Policy, to enable citizens of Leicester to stay in their homes as long as their homes continue to meet their needs |
| Overall Timescale : 1 st July 2002 | Overall Lead Officer : Lisa Barker / Vijay Desor |
| Method of measuring improvement Service re-assessment, staff and stakeholder feedback, on-going monitoring of relevant performance indicators eg % of clients for whom a multi-agency solution is sought, % of partnership objectives achieved | |
| Overall Cost / Savings Nil | |
| Progress <ul style="list-style-type: none"> • Introduction of weekly visits by Community Psychiatric Nurses • On-going liaison with the Probation Service has led to an exchange of information on high risk clients. • Introduction of care leavers protocol with Social Services • Attendance at regular Project Advisory Group meetings with Partners (Kirton Lodge) • Work commenced with Social Services to provide an holistic approach to meet the needs of excluded families • Attendance at corporate Parenting forum, Gypsies & Travellers Working Group • Work commenced with SSD to provide fast track route for vulnerable adults with complex needs | |

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| Overall Improvement |
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Improve service delivery by implementing performance indicators into everyday working.

Outcomes

- i. To have systems in place to collect and analyse performance data
- ii. To use information from benchmarking to assist service development
- iii. To review performance indicators to aid continuous improvement of the service

Related Housing Objectives

- a) To encourage the provision of new housing to meet the needs of Leicester's citizens
- b) To enable all citizens of Leicester to find and retain a home which meets their needs
- c) To offer citizens housing choices and full mobility between tenures, locations and types of home
- d) In accordance with the Allocations Policy, to enable citizens of Leicester to stay in their homes as long as their homes continue to meet their needs

Overall Timescale : 1st November 2002

Overall Lead Officers :

Milestones: 31st December 2001, 1st March 2002, 1st April 2002, 1st June 2002

Lisa Barker / Vijay Desor

Method of measuring improvement

Service re-assessment, staff and stakeholder feedback, , collection of relevant data to measure performance indicators

Overall Cost / Savings

Potential additional IT costs of a minor nature

Progress

- Major Cities Group currently reviewing homelessness benchmarking work
- Work underway to ensure systems in place to collect data on an on-going basis
- On-going measurement of National & Local performance indicators
- Monitoring systems in place to collect management information on workloads, service take-up etc
- Work in progress to undertake further Customer satisfaction surveys and the introduction of Mystery Customers
- Work with similar city to undertake detailed benchmarking (e.g. Leeds)

Overall Improvement

Improve accommodation & environmental standards for clients and staff

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| <p>Outcomes</p> <ul style="list-style-type: none"> i. Improve accommodation standards for customers ii. To improve service areas for customers iii. Establish a formal maintenance programme for hostels and supported housing iv. To improve staff safety | <p>Related Housing Objectives</p> <ul style="list-style-type: none"> a) To encourage the provision of new housing to meet the needs of Leicester's citizens b) To enable all citizens of Leicester to find and retain a home which needs their needs c) To offer citizens housing choices and full mobility between tenures, locations and types of home d) In accordance with the Allocations Policy, to enable citizens of Leicester to stay in their homes as long as their homes continue to meet their needs |
| <p>Overall Timescale : 1st October 2002</p> <p>Milestones: 1st January 2002, 1st June 2002</p> | <p>Overall Lead Officer :</p> <p>Lisa Barker / Vijay Desor</p> |
| <p>Method of measuring improvement</p> <p>Service re-assessment, staff, customer and stakeholder feedback, on-going monitoring of relevant performance indicators eg % of staff who feel satisfied with the working arrangements for their personal safety (verbal & physical), % of clients/customers satisfied with the service provided</p> | |
| <p>Overall Cost / Savings</p> <p>Potential Capital expenditure as a result of DDA legislation, and findings of associated areas, £125,000 in 2001/02 Capital Programme for Hostel improvements</p> | |
| <p>Progress</p> <ul style="list-style-type: none"> • Introduction of safety screens in Options Centre interview rooms to improve staff safety • Redecoration of customer areas • Work being carried out to progress re-siting of Options teams to one location. Alternatives being identified • Stress assessments being piloted at one unit | |

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| <p>Overall Improvement</p> <p>Enable & improve the equality of opportunity for people in housing need to ensure effective service delivery</p> | |
| <p>Outcomes</p> <ul style="list-style-type: none"> i. Improve temporary | <p>Related Housing Objectives</p> <ul style="list-style-type: none"> a) To encourage the provision of new |

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| <p>accommodation for homeless families</p> <p>ii. Improve temporary accommodation for women</p> <p>iii. Improve temporary accommodation for young people</p> <p>iv. Improve temporary accommodation for older homeless people</p> <p>v. Improve temporary accommodation & general services for people with problematic substance misuse</p> <p>(all outcomes include BME & disability)</p> | <p>housing to meet the needs of Leicester's citizens</p> <p>b) To enable all citizens of Leicester to find and retain a home which meets their needs</p> <p>c) To offer citizens housing choices and full mobility between tenures, locations and types of home</p> <p>d) In accordance with the Allocations Policy, to enable citizens of Leicester to stay in their homes as long as their homes continue to meet their needs</p> |
| <p>Overall Timescale : 1st December 2003</p> <p>Milestones: 1st January 2002, 31st March 2002, 1st June 2002, 1st October 2002, 1st December 2002</p> | <p>Overall Lead Officer :</p> <p>Lisa Barker / Vijay Desor</p> |
| <p>Method of measuring improvement</p> <p>Service re-assessment, staff , customer and stakeholder feedback, on-going monitoring of relevant performance indicators eg % of clients/customers satisfied with the service provided, % of customers maintained in their current tenancy</p> | |
| <p>Overall Cost / Savings</p> <p>Potential Capital & Revenue expenditure as a result of findings. £125,000 in 2001/02 Capital Programme for Hostel improvements</p> <p>For other improvements funding has already been obtained</p> | |
| <p>Progress</p> <ul style="list-style-type: none"> • Agreement with Kirton Lodge re-written to improve access to temporary accommodation for homeless families • Continued funding being sought for Wet Day Centre • Drug Action Team – funding for four permanent posts obtained from Leicester Drug Action Team • Improved ethnic minority monitoring of Housing Applicants to inform service delivery • Improved monitoring of access & outcomes of residents in temporary accommodation e.g. Border House • New outreach team formed following Contact and Assessment approach • Resource identified to compile Homeless Strategy • Meeting with partner agencies arranged to agree service improvements within the voluntary sector funded through transitional Housing benefit scheme • Realignment of services to Asian women complete. New provider and reconfigured service • Partnership working with Business in the Community is identifying 2 week work placements for 10 homeless people | |
| <p>Overall Improvement</p> <p>Ensure IT provision meets the needs of service delivery</p> | |

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| <p>Outcomes</p> <p>i. To audit IT provision requirements</p> <p>ii. To develop and implement an IT strategy</p> | <p>Related Housing Objectives</p> <p>a) To encourage the provision of new housing to meet the needs of Leicester's citizens</p> <p>b) To enable all citizens of Leicester to find and retain a home which meets their needs</p> <p>c) To offer citizens housing choices and full mobility between tenures, locations and types of home</p> <p>d) In accordance with the Allocations Policy, to enable citizens of Leicester to stay in their homes as long as their homes continue to meet their needs</p> |
| <p>Overall Timescale : 1st September 2002</p> <p>Milestones: 1st November 2001, 1st January 2002</p> | <p>Overall Lead Officer :</p> <p>Lisa Barker / Vijay Desor</p> |
| <p>Method of measuring improvement</p> <p>Service re-assessment, staff , customer and stakeholder feedback, on-going monitoring of relevant performance indicators eg % of staff satisfied with IT provision</p> | |
| <p>Overall Cost / Savings</p> <p>Potential significant IT expenditure</p> | |
| <p>Progress</p> <ul style="list-style-type: none"> • Work in progress to overhaul service databases within the Options & Rehousing function • Recruitment underway for a temporary post to review and implement improvements to Options & Rehousing databases • Participation in working party to replace Housing IT systems (AS400, HALO) • Work in progress to implement an appointments system for Options & Rehousing on the intranet • Work in progress to allow on-line applications to the adapted housing matching service • Work in progress on a Leicester Homeswap Scheme • Work in progress to produce bespoke databases within Hostels and Community Care | |

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| <p>Overall Improvement</p> <p>Improve service delivery by ensuring that emergency accommodation provision within the City is suited to customer needs and best practice</p> |
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| <p>Outcomes</p> <p>i. To provide a multi-agency healthy living centre</p> <p>ii. To provide an improved service at Border House</p> | <p>Related Housing Objectives</p> <p>a) To encourage the provision of new housing to meet the needs of Leicester's citizens</p> <p>b) To enable all citizens of Leicester to find and retain a home which needs their needs</p> <p>c) To offer citizens housing choices and full mobility between tenures, locations and types of home</p> <p>d) In accordance with the Allocations Policy, to enable citizens of Leicester to stay in their homes as long as their homes continue to meet their needs</p> |
| <p>Overall Timescale : To be determined by stakeholders</p> <p>Milestones: 1st March 2002</p> | <p>Overall Lead Officer :</p> <p>Lisa Barker / Vijay Desor</p> |
| <p>Method of measuring improvement</p> <p>Service re-assessment, staff , customer and stakeholder feedback, on-going monitoring of relevant performance indicators eg % of clients/customers satisfied with the service provided, % of clients who found the building & facilities easy to use</p> | |
| <p>Overall Cost / Savings</p> <p>To be identified</p> | |
| <p>Progress</p> <p>A review of Border House Hostel has included</p> <ul style="list-style-type: none"> • The establishment of a Family Support Team and Children's Support Workers • The upgrading of accommodation to include sole occupancy rather than shared occupancy. • Two flats are designated for women fleeing domestic violence and are fitted with intercoms and other security features. • Building identified for feasibility study and plans completed – Planning Permission being sought | |

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| <p>Overall Improvement</p> <p>Improve service delivery by ensuring staff are efficient and effective in undertaking their duties and responsibilities</p> | |
| <p>Outcomes</p> <p>i. To ensure that skilled staff are</p> | <p>Related Housing Objectives</p> <p>a) To encourage the provision of new</p> |

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| <p>recruited to meet service needs</p> <p>ii. To ensure staff receive adequate & on-going training and development opportunities relevant to the needs of the service</p> <p>iii. To ensure staff resources are managed efficiently to meet customer needs</p> | <p>housing to meet the needs of Leicester's citizens</p> <p>b) To enable all citizens of Leicester to find and retain a home which meets their needs</p> <p>c) To offer citizens housing choices and full mobility between tenures, locations and types of home</p> <p>d) In accordance with the Allocations Policy, to enable citizens of Leicester to stay in their homes as long as their homes continue to meet their needs</p> |
| <p>Overall Timescale : Ongoing</p> <p>Milestones: 1st December 2001, 1st March 2002, 1st July 2002, 1st August 2002, 1st October 2002</p> | <p>Overall Lead Officer :</p> <p>Lisa Barker / Vijay Desor</p> |
| <p>Method of measuring improvement</p> <p>Service re-assessment, staff , customer and stakeholder feedback, on-going monitoring of relevant performance indicators eg % of staff who feel that their training needs have been identified, % of cases complying with procedure standards, % of staff having ERD's in the last 12 months, etc</p> | |
| <p>Overall Cost / Savings</p> <p>Nil, although depending on review findings additional monies may be required</p> | |
| <p>Progress</p> <ul style="list-style-type: none"> • Introduction of Generic Housing Options Officer posts to provide seamless service to customers. • Introduction of a system of 'appointments only' in the mornings and an 'emergency service' in the afternoons at the Housing options Centre. • Opening times have been extended at the Housing Options Centre to 9.00 am to 4.00 pm to accommodate for the new appointment system, and offer greater flexibility for customers accessing the service. • New training plans for options officers- being piloted • Training for staff in Mental Health and Challenging Behaviour • Career grade and competencies established in Hostels • £12000 secured from Health Action Zone to provide a training and education programme to frontline staff working with homeless people. Initiative is multi agency and across disciplines and professions • Review of Hostels and Community Care section to establish independent management structure within Supported Housing to ensure adequate focus and support to staff and clients. Costs have been met through transitional Housing Benefits | |
| <p>Overall Improvement</p> <p>Improve service delivery by establishing a formal approach to the development of new policies, initiatives and improvements.</p> | |
| <p>Outcomes</p> <p>i. To ensure a structured and systematic approach to the development of policies, new initiatives and improvements</p> | <p>Related Housing Objectives</p> <p>a) To encourage the provision of new housing to meet the needs of Leicester's citizens</p> |

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| | <ul style="list-style-type: none"> b) To enable all citizens of Leicester to find and retain a home which needs their needs c) To offer citizens housing choices and full mobility between tenures, locations and types of home d) In accordance with the Allocations Policy, to enable citizens of Leicester to stay in their homes as long as their homes continue to meet their needs |
| Overall Timescale : 1 st September 2002 | Overall Lead Officer : Lisa Barker / Vijay Desor |
| Method of measuring improvement | |
| Service re-assessment, staff and stakeholder feedback, on-going monitoring of relevant performance indicators eg % of occasions where upheld complaints have resulted in procedure and/or policies being amended | |
| Overall Cost / Savings | |
| Nil | |
| Progress | |
| <ul style="list-style-type: none"> • Introduction of front-line staff meetings to develop new ways of working and put forward views on possible improvements | |

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| Overall Improvement | |
| Improve service delivery by ensuring VFM and Best Practice | |
| Outcomes | Related Housing Objectives |
| <ul style="list-style-type: none"> i. To rationalise costs ii. To provide comparable services at comparable costs | <ul style="list-style-type: none"> a) To encourage the provision of new housing to meet the needs of Leicester's citizens b) To enable all citizens of Leicester to find and retain a home which needs their needs |

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| | <p>c) To offer citizens housing choices and full mobility between tenures, locations and types of home</p> <p>d) In accordance with the Allocations Policy, to enable citizens of Leicester to stay in their homes as long as their homes continue to meet their needs</p> |
| <p>Overall Timescale : On-going</p> <p>Milestone: 1st June 2002</p> | <p>Overall Lead Officer :</p> <p>Lisa Barker / Vijay Desor</p> |
| <p>Method of measuring improvement</p> <p>Service re-assessment, staff , customer and stakeholder feedback, on-going monitoring of relevant performance indicators eg Cost per case, Cost per bed space,, on-going benchmarking</p> | |
| <p>Overall Cost / Savings</p> <p>Potential savings due to reduced costs or increased service provision</p> | |
| <p>Progress</p> <ul style="list-style-type: none"> • Detailed investigation of cost comparators for Homelessness decisions being undertaken, including use of the Major Cities Group and Housemark • Hostels and Supported Housing reviewed in light of supporting people and improvements included • Benchmarking with Leeds City Council • Approaches made to comparator authorities to establish a benchmarking club | |
| <p>Overall Improvement</p> <p>Improve service delivery by developing and establishing appropriate policies and strategies</p> | |
| <p>Outcomes</p> <p>i. To develop and implement appropriate policies and strategies to ensure customer needs are met</p> | <p>Related Housing Objectives</p> <p>a) To encourage the provision of new housing to meet the needs of Leicester's citizens</p> <p>b) To enable all citizens of Leicester to find and retain a home which needs their needs</p> <p>c) To offer citizens housing choices and</p> |

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| | <p>full mobility between tenures, locations and types of home</p> <p>d) In accordance with the Allocations Policy, to enable citizens of Leicester to stay in their homes as long as their homes continue to meet their needs</p> |
| <p>Overall Timescale : 1st August 2003</p> <p>Milestones: 1st March 2002, 1st June 2002</p> | <p>Overall Lead Officer :</p> <p>Lisa Barker / Vijay Desor</p> |
| <p>Method of measuring improvement</p> <p>Service re-assessment, staff , customer and stakeholder feedback, on-going monitoring of relevant performance indicators eg % of partnership objectives achieved, agency satisfaction with service provision</p> | |
| <p>Overall Cost / Savings</p> <p>Nil</p> | |
| <p>Progress</p> <ul style="list-style-type: none"> • Work on Homeless Families Strategy has begun • Work on Refugee Rehousing Strategy has begun • Allocations Policy amended to take into account improvements in service to Refugees, and applicants on grounds of Access, Health & Support Needs • Homeswap Policy being produced • Currently reviewing policies in line with the proposals made by the new Homelessness Bill • Currently reviewing the effectiveness of policies re 16-17 year olds • Rough sleepers strategy being revised | |
| <p>Overall Improvement</p> <p>Improve service delivery by reducing energy consumption and other consumables</p> | |
| <p>Outcomes</p> <p>i. To minimise the usage of energy</p> <p>ii. To minimise the use of consumables</p> | <p>Related Housing Objectives</p> <p>a) To encourage the provision of new housing to meet the needs of Leicester's citizens</p> <p>b) To enable all citizens of Leicester to find and retain a home which needs their needs</p> <p>c) To offer citizens housing choices and full mobility between tenures, locations and types of home</p> |

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| | <p>d) In accordance with the Allocations Policy, to enable citizens of Leicester to stay in their homes as long as their homes continue to meet their needs</p> |
| <p>Overall Timescale : 1st December 2003</p> | <p>Overall Lead Officer :</p> <p>Lisa Barker / Vijay Desor</p> |
| <p>Method of measuring improvement</p> <p>Service re-assessment, staff , customer and stakeholder feedback- on-going monitoring of relevant performance indicators eg % reduction in energy consumption, water usage, etc</p> | |
| <p>Overall Cost / Savings</p> <p>Nil</p> | |
| <p>Progress</p> <ul style="list-style-type: none"> • Allocations Policy available on both the intranet and internet, resulting in a 75% reduction in the number of paper manuals | |
| <p>Overall Improvement</p> <p>To improve service delivery by providing a seamless service to customers</p> | |
| <p>Outcomes</p> <p>i. To provide a single location for customers to access Options Services</p> <p>iii. To minimise the passing on of customers to other locations/services</p> | <p>Related Housing Objectives</p> <p>a) To encourage the provision of new housing to meet the needs of Leicester's citizens</p> <p>e) To enable all citizens of Leicester to find and retain a home which needs their needs</p> <p>f) To offer citizens housing choices and full mobility between tenures, locations and types of home</p> <p>q) In accordance with the Allocations</p> |

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| | Policy, to enable citizens of Leicester to stay in their homes as long as their homes continue to meet their needs |
| Overall Timescale : 1 st December 2002 Milestones: 1 st July 2002 | Overall Lead Officer : Lisa Barker / Vijay Desor |
| Method of measuring improvement Service re-assessment, staff , customer and stakeholder feedback- on-going monitoring of relevant performance indicators eg % of clients who feel the service is available when needed eg opening hours & access to staff, % of clients/customers satisfied with the service provided, No of written complaints received | |
| Overall Cost / Savings To be identified | |
| Progress <ul style="list-style-type: none"> • Feasibility study and report recommending relocation of Options function to on location agreed by Directorate. Work progressing | |

Outline Process showing inter-relationship Between Levels of Improvement Plan

