

Medway Housing Services Housing Improvement Plan 2008/09 Revised 3rd December 2008											Strategic					
Action no	AC Ref	AC Pg No	KLOE No	PI	Action plan req?	Area	Actions	Outputs/Outcomes	Target Imp date	Revised Dates	Progress/comments	Status	Lead Officer	Evidence for 'sign off'	Risk - delivering actions	Risk - ability to deliver outcomes of actions
<b>Strategic Leadership, Management and Performance</b>																
1	R7	Pg 12	K1	N/A	N	Submit the Audit Commission Report to the Councils Cabinet	Submit the report to the next meeting of the Council's Cabinet	Members provide Political leadership and ownership of housing and the actions and resources required to meet at least the 'Fair' 1* rating in housing services .	Jun-08		Completed		Deborah Upton		Completed	Completed
2	R6	Pg 44 : Par 138	K2	N/A	N	Improve the understanding of the Strategic housing role by Elected Members	Develop training and organise specific events, seek peer group support from other high performing LA's.	Members understand and are clear about their strategic role, responsibilities and accountabilities. Training and events have been delivered and peer group support considered.	Dec-08		DU speaking to the IDA (Improvement & Development Agency). Training of members starts 27/10/08. Cabinet members have had training. Additional member training in December.		Deborah Upton		LOW	MEDIUM re delivery of improvement plan
3	R6	Pg 44 : Par 138	K1	N/A	N	Develop regular policy and good practice briefings for Elected Members and Staff	Develop a policy and good practise briefing paper which is regularly sent out to Members and Staff.	Members and Staff are well informed of any proposed national policy changes and guidance on good practise through regular briefing papers.	Oct-08	Jan-09	The newsletter that goes out to Members will be widened to include other areas of housing.		Deborah Upton		LOW	LOW
4	R6	Pg 24 : Par 59	K2	N/A	N	Housing Features in the Councils Strategic Plans		Housing is seen as key priority for the council which is clearly demonstrated in its key strategies and plans.	Dec-08		A draft inventory of strategies is being developed and will be used to ensure that housing features in the councils strategic plans. Documents will be picked up at renewal for review.		Stephanie Goad		LOW	LOW
5	R6	Pg 41 : Par 128 28: Par 69	K1	N/A	N	Strategic Monitoring of the Housing Improvement Plans	Develop and agree process with Lead Member for Housing.	Robust arrangements are in place which will make improvements and deliver outcomes . Demonstrated sustained improvements in many areas over a period of time has led to achieving targets and timescales in accordance with those set out in the improvement plans.	Aug-08		Monitoring process agreed. Dates for monitoring groups set and process chart shows monitoring pattern.		Deborah Upton		Completed	Completed
							Set up the systems and lines of reporting .	Members and managers, are involved in managing performance, are active and clearly understand their roles. Corrective action is taken in response to variations in performance, and this is consistent with driving improvement.	Jun-08				Deborah Upton		Completed	
							Agree TOR with the improvement groups.	TOR agreed and published	Jun-08				Deborah Upton		Completed	
6	R4	Pg 40 : Par 125	K2	N/A	Y	Agree and publish the strategic approach to housing in consultation with key stakeholders, and including service users	Develop through the Strategic Housing Partnership Board (SHPB) and include in the housing strategy.	The Strategic Approach to housing has been developed and agreed with Partners and Stakeholders and has been published.	Dec-08		Housing Strategy adopted in Aug 2008.		Deborah Upton		Completed	Completed
							Action plan with key milestones to be completed		Dec-08				Deborah Upton		N/A	N/A
7	R4	Pg 24 : Par 61	K2	N/A	N	Ensure that all housing related strategies have SMART action plans that are regularly monitored by senior managers and councillors	Develop monitoring arrangement through the SHPB and the Homeless forum as part of this process. Set up monitoring systems and ensure this takes place on a regular basis.	Housing Strategy actions and targets are met in accordance with those set out in the Strategies. Monitoring takes place on a regular basis by Members and Senior Managers to ensure tasks are completed and outcomes achieved.	Dec-08	Ongoing	The Strategic Housing Board agreed 31/10 to monitor strategy. Sub-groups to take forward the individual actions plans.		Matt Gough		LOW	LOW
							The Homelessness Strategy should be regularly monitored by the Homelessness forum.	Homeless strategy actions and targets are met in accordance with those set out in the Strategy.	Dec-08	Ongoing	Homelessness Forum have agreed to take this forward & included in their workplan. Target date moved from Sept 08. Homeless Forum will meet 3/12/08 to agree monitoring.		Deborah Upton		Completed	Completed
							Develop a work plan for the Homelessness Forum and review the TOR.	The Homelessness Forum is the lead group for work around homelessness issues. The forum has a well developed and focused work plan which will deliver improvement for service users.	Dec-08		TOR & work plan is out for consultation. Target date moved from Sept 08		Deborah Upton		Completed	Completed

8	R6	Pg 44 : Par 136/141	K1	N/A	N	Develop the Strategic Housing Board	Draft a 12 month work plan focused on the key housing priorities emerging from the housing strategies .	The Board has a vision of what it wants to achieve - It has translated its vision into a set of aims and objectives and targets which aspire to improve the service for users.	Sep-08	Oct-08	Meeting on 31/10 agreed to take forward	Deborah Upton	LOW In terms of TOR agreement	LOW
							Review membership including representation for rural housing.	Group membership reflects all areas of housing need including those who represent minority groups.	Oct-08	Feb-09	To be discussed at SHPB on 31 Oct	Deborah Upton	LOW	LOW
							Develop a training and briefing programme for members of the board following consultation . Include succession training if appropriate.	Members receive training and briefings which enables them to full participate and contribute to the work of the Board.	Oct-08	Feb-09	To be discussed at SHPB on 31 Oct	Deborah Upton	LOW	LOW
9	R6	Pg 42 : Par 133	K1	All	N	Set up a robust Performance Information Team	Appoint to vacant posts.	The team has the skills and capability needed to deliver service priorities and maintain the performance management systems.	Jul-08			Deborah Upton	Completed	Completed
10	R6	Pg 42 : Par 133	K1	All	N	Introduce a performance monitoring framework for housing	Develop and implement a robust performance framework for housing.	Performance is regularly monitored through Housing DMT and reported upwards through the reporting framework of the council. The service shows that it has delivered significant improvements in outcomes and key performance indicators.	Sep-08	Dec-08	Links to 14. Service plans in place for all areas. Personal targets set and staff to be monitored monthly against targets. All staff now have targets in their PDRs with monthly 1-2-1's. Framework to be agreed on 8/12/08 at DMT. Document being prepared.	Deborah Upton	HIGH	HIGH
11	R4	Pg 42 : Par 133	K1	All	N	Embed performance monitoring across the service, to ensure comprehensive coverage of key strategic housing issues.	Ensure accountability for performance areas by Service Managers. Regular reporting by Performance and Service Managers to AD and DMT	National and local indicators have resulted in improved performance that compares well with other service providers. Indicators show that performance is improving and user satisfaction is increasing and there are measurable changes on the ground in areas that matter to users.	Dec-08	Ongoing	Improvement in PI's will need to be monitored on a monthly/quarterly basis to ensure sustained improvement. This links with the above action & No.12. PI's to be reviewed. Performance Digest is now in place & monitored monthly	Deborah Upton	HIGH	HIGH
12	R6	Pg 42 : Par 133	K1	All	Y	Evaluate existing data collection and reporting arrangements and consider its effectiveness	Evaluate existing IT systems and the data collection routes	ICT is used effectively to deliver service objectives and improvements. It is used to achieve efficiencies in operations as well as to provide management information. Staff are trained on the systems and understand the need to use the system. Data collections through other software outside the main systems cease to exist.	Sep-08	Dec-08	Review of Homeless data collection complete. ICT system being upgraded in Dec 08	Performance manager	HIGH	HIGH
							Ensure effective IT support for the private sector team. Consider IT options and comparisons with the systems other LA's use.	The Private Sector Housing Team have effective ICT systems which contribute to the efficiency of the team and provide the management information required.	Sep-08	Jan-09	ICT evaluated & 2 superusers to be trained in Jan	Pete Tonge	MEDIUM	MEDIUM
							Action plan with key milestones to be completed		Jul-08			Performance Manager		
13	R6	Pg 27 : 72 42 : Par 133	K1	N/A	Y	The Housing Service have up to date policies and procedures	All service Managers to 'map' policies and procedures. And put in place a revolving review process. Ensure staff training is in place and is evidenced.	Policies and Procedures have been mapped and reviewed and reflect the priorities identified in the housing strategy. They comply with the law and guidance from central government and have been developed through stakeholder and service user consultation.	Dec-08		Homeless policies have been mapped and others currently being reviewed	All Housing Service and Team Managers & Performance Manager	LOW	HIGH EMBEDDING IT IS HIGH RISK
							Action plan with key milestones to be completed		Jun-08	Oct-08		Performance Manager		
14	R6	Pg 42 : Par 132	K1	N/A	N	Ensure all service areas have completed their service plans and set personal targets for staff	Service plans are completed and need to take account of this improvement plan and incorporate all the various housing strategies actions. All Managers to set personal targets with staff through individual work plans.	All Service plans are completed and reflect housing strategy and improvement plans actions and targets. All staff have individual work plans and these are reviewed in one 'to ones'.	Sep-08	Nov-08	Service Plans now completed. Target setting to be completed in Oct 08	All Housing Service and Team Managers & Performance Manager	Completed	Completed
15	R6	Pg 43 : Par 136	K1	N/A	N	Develop risk management arrangements for the service	Ensure all key risks are mapped. Consider risk map update as part of the DMT agenda	Risks are mapped and considered by Managers on a regular basis. Management approach to managing the risks is well embedded and effective.	Aug-08	Ongoing	All managers have taken part in risk workshop facilitated by Joy Kirby. Risk log produced for Strategic Housing & Private Sector. Now monitored by DMT on a monthly basis.	Deborah Upton	Completed	Completed
							Ensure risk management log is regularly evaluated and updated		Aug-08	Ongoing	Each Housing Service and Team Manager is responsible for their area.	All Housing Service and Team Managers	LOW	LOW

16	R6	Pg 43 : Par 137	K1	N/A	N	Develop a continuous learning cycle from high performing organisations	Areas of weakness need to be identified, and then high performing organisations approached to see if lessons can be learnt from their processes & procedures to help drive improvement in the service.	The service has developed a greater understanding of what constitutes a good quality housing service through learning from other high performing organisations. The learning log reflects the investment of training and support to staff and the outcomes achieved from this investment which provides benefits for the service and its users.	July 08	Ongoing	IdeA are helping to provide ongoing training on a monthly basis, including other organisations providing support	All Housing Service Managers & Team Leaders		LOW	LOW
17	R6	Pg 44 : Par 138 : Par 144	K1	N/A	Y	Develop a framework of skills shortages and actions to address these	Work with Ann-Louise Clarke as part of the work on core competencies	The housing Service has staff which have the necessary skills to enable an effective and quality service to be delivered which is also able to meet targets and deadlines set out in the housing strategy and improvement plans.	Aug-08		Training programme produced from gap analysis of skills shortages. Attendance compulsory & feedback evaluated. Monthly 1-1s & PDs will identify whether training has resulted in improved service.	All Housing Service and Team Managers and Anne-Louise Clark		Completed	Completed
							Action plan with key milestones to be completed		completed		Anne Louise to provide the programme for evidence	Anne-Louise Clark			
18	N/A	N/A	K1	N/A	N	Carry out a self assessment against KLOE 1 (prospects for improvement)	Assess/bench mark against the KLOE and develop an action and implementation plan	Achieve Promising Prospects for Improvement on the AC Judgement 2 on the re-inspection of the housing service	Jan-09			Deborah Upton and Deborah Manager			
<b>Access, Customer Care and User Focus</b>															
19	N/A	Pg 17 -20	K30	N/A	Y	Develop a Customer Engagement and Consultation Strategy	Develop a cohesive strategy which includes Service User feedback and inclusion. Develop a consultation events timetable to ensure a joined up approach across the council.	A Customer Engagement and Consultation Strategy is published and customers are actively engaged in the process.	Jan-09		The strategy should address all weaknesses through a co-ordinated approach and with robust monitoring arrangements put in place. SG advises Abi has produced a 1st draft. Draft has been prepared & is being assessed to ensure it joins in with Corporate Plans. Action Plan is prepared. Delivery Plan to be created. Alex Sharman advised it is being prepared for distribution in early 12/08. 1st draft prepared and going to Housing DMT. There are six outcomes all staff ought to achieve.	Stephanie Goad		LOW	MEDIUM
							Action plan with key milestones to be completed		Sep-08			Stephanie Goad			
20	R6	Pg 17: Par 31	K30	N/A	Y	Ensure clear signposting to housing services at reception and other points of contact	Undertake a Review and consult with Service Users to obtain feedback (possibly through a snapshot survey)	Service Users are able to understand and be guided through the reception and other points of contact easily.	Sep-08	Dec-08	Additional signage to be installed in Dec & staff uniforms ordered.	Sara Denton/Martin Garlick		LOW	MEDIUM
							Action plan with key milestones to be completed		Jun-08		Not needed	Sara Denton			
21	R6	Pg 17 : Par 32	K30	N/A	N	Ensure roll out of appointment system at Riverside 1	All people should be seen by appointment unless they are actually 'roofless'	Service Users no longer have to wait for long periods in the reception area. They are given an appointment which suits their needs and circumstances.	Jul-08		Appointments system in place. Waiting times substantially reduced and those needing an options appointment are dealt with in less than 24 hours.	Sara Denton	Systems Link or display to the appointment system	Completed	Completed
22	R1	Pg 17 : Par 32	K30	N/A	Y	Work with Partners to strengthen face-to-face access arrangements for specialist housing services including local surgeries	Develop more effective referral and access arrangements with partners through the Homelessness and other forums. These should include specific requirements of minority groups and those with special needs.	Access arrangements are more effective and waiting time for referrals has improved. The number of access points has increased.	Jan-09		Analysis of need has been undertaken & surgeries are being shared with housing benefits.	Deborah Upton		LOW	LOW
							Action plan with key milestones to be completed		Jul-08			Deborah Upton		Completed	Completed
23	R6	Pg 17: Par 32	K30	N/A	Y	Develop and implement a policy and system for home visits	Prepare policy and ensure this include issues of Health and Safety such as lone working. Consider alerts on the IT system for high risk situations.	Home visits form part of the service provided to service users and these are undertaken through the support of clear policy and procedures.	Aug-08	Dec-08	Home visits for those in TA now occur. Home visits for others still to be set up	Sara Denton		MEDIUM	MEDIUM
							Action plan with key milestones to be completed		Jun-08	Nov-08		Sara Denton			

24	R6	Pg 17: Par 34	K30	N/A	Y	Develop an ongoing programme of customer care training for all staff (including temporary staff) and monitor and review outcomes	Set up and maintain a customer care training programme. This should be included in the induction of all staff (including temporary staff). This must include follow up report after training to evidence improvement.	Staff understand customer care and the standards that they are expected to maintain and this can be evidenced through increased customer care satisfaction surveys.	Sep-08	Dec-08	Training in this area has been completed. Staff to be monitored and outcomes reviewed	All Service managers	LOW	MEDIUM
							Action plan with key milestones to be completed		Jul-08	Not needed				
25	R6	Pg 18: Par 35	K30	LCHT	Y	Develop a system to monitor and report housing calls in the service and report these to the housing services management team	Ensure existing IT is able to deliver breakdown and that systems are clear about how calls should be logged and designated	The system is able to provide management information which enables Managers to identify any areas requiring improvement or enhancing.	Sep-08	Mar-09	Housing Solutions calls will move to Customer First with effect from 11/03/09.	Martin Garlick	MEDIUM/HIGH	MEDIUM
							Action plan with key milestones to be completed		Jun-08					
26	R1	Pg 18: Par 37	K30	N/A	Y	Improve the content and quality of published information about strategic housing services and taking steps to increase the range of publicity in corporate publications.	Include portfolio of information list and rolling review. Appoint lead Officer (Admin) to lead and take responsibility across the service	A full range of good quality information is available and this covers the full range of housing services. Corporate publications include housing services information that is available.	Jan-09		Comms Gp/Performance Manager are collating list of published information held by each team. Work Plan for Communications Team needed.	Performance Manager	LOW	MEDIUM
							Action plan with key milestones to be completed		Jul-08	J		Performance Manager	Completed	
27	R1	Pg 18: Par 38	K30	N/A	Y	Publicise and monitor specific strategic housing service standards that have been agreed with service users	Review service standards against good practise (including other LA's). Consult with service users groups as part of this process. Consider whether changes to standards have a budget implication	Standards are clear and easy to understand by service users. This is demonstrated through consultation and feedback from service users.	Jan-09		Service standards have now been agreed with services and these need to be agreed with Customers to ensure that they fit with the corporate standards.	Performance Manager	LOW	MEDIUM
							Action plan with key milestones to be completed		Jul-08			Performance Manager		
28	R6	Pg 18: Par 39	K30	N/A	Y	Develop reporting and monitoring systems for complaints within the service	Review the present arrangements and improve and streamline the business processes. Ensure that Housing DMT receive regular reports on actions and outcomes.	Complaints are managed effectively and consistently and these are considered at housing DMT on a regular basis.	Oct-08		Complaints now up to date & system in place. Performance Manager to analyse on monthly basis. Linda Jones is managing complaints and controls farming out and monitoring responses. An Action Plan is in place.	Deborah Upton	Completed	Completed
							Action plan with key milestones to be completed		Jul-08			Deborah Upton		
29	R1	Pg 19: Par 39	K30	LX2, 3, 4b, 4b & 8	Y	Introduce a clear compensation policy to provide redress to customers when complaints are upheld	Develop the policy for housing taking account of the councils policy and existing procedures. Check what other LA's are doing as a point of good practise. Produce information leaflets for customers.	A compensation policy is in place and customers are able to receive compensation when complaints are upheld.	Jan-09		Draft document now out for consultation having been to Housing DMT.	Martin Garlick	MEDIUM	MEDIUM
							Action plan with key milestones to be completed		Jul-08			Martin Garlick		
30	R1	Pg 19: Par 41	K30	N/A	Y	Establish systems to capture service user feedback across all strategic housing services provided by the Council and its partners	Set up the systems and lines of reporting including mapping of existing systems and groups. This should include the 'feedback' cycle to service users and customers who contribute.	Stakeholders and Service User feedback is captured and used to improve the service and this can be clearly demonstrated and evidenced.	Jan-09		Chatham Contact Point does carry out customer surveys. Information to be passed from RH to DU.	Martin Garlick	MEDIUM	MEDIUM
							Action plan with key milestones to be completed		Jul-08			Martin Garlick		
31	R6	Pg 19: Par 41	K30	N/A	Y	Review the customer experience at Riverside 1 to ensure experience is improved from that at Gillingham	Carry out a six month review possibly through a specific customer survey during one 'snapshot' week. Review to be carried out in October with results and plans for any improvements by Dec 08.	Customer survey demonstrates an improvement. In satisfaction from that experienced at the Gillingham Office.	Dec-08		Customer survey has been carried out & to be done monthly. New procedures developed to be in place by 1 Jan 09	Performance Manager	MEDIUM	MEDIUM
							Action plan with key milestones to be completed		Jul-08			Martin Garlick		
32	R6	Pg 19: Par 41	K30	N/A	Y	Introduce a procedure for the ongoing monitoring of customer satisfaction across the service and ensure that improvements can be demonstrated.	Consider a variety of ways in which to seek customer satisfaction and develop an plan and procedure to deliver this.	Customer satisfaction is increased from the present baseline.	Aug-08	Dec-08	Process now developed to enable customer information to be captured.	Performance Manager	MEDIUM	MEDIUM
							Action plan with key milestones to be completed		Jun-08			Martin Garlick		

33	R1	Pg 29: Par75	K30	N/A	Y	Improve access to specialist housing and debt advice in consultation with key partners	Explore if corporate debt advice services can be rolled out to include housing. The Homelessness Forum can undertake some research to understand where the gaps exist.	Access to specialist housing and debt advice is increased from the present baseline.	Jan-09		Shelter now providing Debt Advice at Chatham Contact Point.		Deborah Upton/Mick Hayward		HIGH	HIGH	Market factors & Council budget
						Action plan with key milestones to be completed			Jul-08				Deborah Upton/Mick Hayward				
34	N/A	N/A	K30	N/A		Carry out a self assessment benchmarking against KLOE 30 (Access and Customer Care)	Assess/bench mark against the KLOE and develop an action and implementation plan	Housing achieves and maintains at least a fair 1* standard against the Audit Commission KLOE standards	Jan-09				Martin Garlick and Performance Manager				
						Diversity											
35	R2	Pg 20 : Par 43	K31	BVPI: 2a	Y	Ensure equality and diversity strategies cover the six strands of diversity identified in the Local Government Equality Standard (ethnicity;gender;disability; sexuality; religion and age)	Ensure that these are clear and explicit within the strategies and set out how/what action is needed and by when	Diversity and Equality Strategy includes the six standards of Diversity.	Jan-09		Overall plan has been delayed. Update at 02/12: A directory of equalities plans is being produced and issues are currently being discussed at DMTs. The six strands of diversity are covered in the Council's impact assessment forms and where information on a particular strand is not robust officers are encouraged to look at national good practice. Housing teams are currently devising monitoring forms which cover the six strands.		Stephanie Goad		MEDIUM	MEDIUM	
						Action plan with key milestones to be completed			Jul-08				Stephanie Goad				
36	R6	Pg 20 : Par 44	K31	N/A	N	Set clear targets for the disability equality action plan 2006 (Corporate) and ensure these are met.	Target to be set	Targets are set and monitored	Jan-09		Revised targets out for consultation. Abi Cooper to produce copy of report by 31/12/08		Stephanie Goad		LOW	HIGH	
37	R2	Pg 21 : Par 46	K31	N/A	Y	Carry out equality impact assessments across all strategic housing services and address any issues that are identified	Scope list, reconsider template in the light of AC comments around the robustness of approach. Look at good practise from other LA's considered to be leaders in this area of work	All EIA's completed. Service Users needs and the barriers to achieving these have been considered which enables them to have equal access to services	Jan-09		All Housing and Team Services Managers to be responsible for their areas. Corporate Lead to be identified.		All Housing Service and Team Managers with Corporate Lead		Completed	Completed	
						Action plan with key milestones to be completed			Jul-08				Corporate lead?				
38	R2	Pg 21 : Par 47	K31	N/A	Y	Introduce diversity monitoring across all strategic housing services, address any issues that are identified	Scope list of areas to monitor. Produce action plan for Service Manager to implement. Include outcomes and build these into a review of service delivery	Diversity monitoring is fully implemented and issues identified and actions taken.	Jan-09		All Housing Services Managers to be responsible for their areas. Performance Team to provide strategic lead. Abi will make this a key part of the Action Plan.		Stephanie Goad		LOW	LOW	
						Action plan with key milestones to be completed			Jul-08				Stephanie Goad				
39	R2	Pg 21 : Par 48	K31	N/A	Y	Ensure developing housing strategies explicitly address diversity issues identified in the Council's data collection and research	Include this action on the Housing Strategy action plan	Data collection and research within the service is used to effectively identify gaps and the service development needs in the housing strategies.	Jan-09		Complete		Matt Gough	Housing Strategies and Action Plans adopted 05/08/08	Completed	Completed	
40	R6	Pg 21 : Par 49	K31	N/A	N	the diversity needs of the community into fully tailored services (for example people with long-term limiting illness targeted for supported housing services - housing stock condition survey, to priorities action areas.)	This information should be included in the housing strategy and form part of the action plan.	Diversity needs and the actions required to develop tailored services of the community have been identified in the housing strategy and the action plan.	Jan-09		Complete - Housing strategy includes this. Monitoring & further work needed. 'Supporting People' - Housing Strategy is based on community needs.		All Housing Service and Team Managers		Completed	Completed	
41	R6	Pg 22 : Par 54	K31	N/A	Y	Ensure all information for customers includes the option for the information to be available in different languages	Review all publications and the website - set a system of information review and master copies to be managed by one person	All published information for service users includes the option for the information to be available in different languages	Jan-09		Website review completed & work ongoing to put in place improvements. Publications currently under review.		Performance Manager		LOW	LOW	
						Action plan with key milestones to be completed			Jul-08	Not needed			Performance Manager		N/A	N/A	
42	R6	Pg 21 : Par 47	K31	BVPI 164	Y	Comply with the CRE code of practise in housing	Implement all the recommendations from the CRE review report (carried out by HQN)	All recommendations implemented and are operational	Oct-08	Jan-09	Actions need to be lifted and added to Service Plans. Report from CRE is very resource intensive to review. Bid to Regional Improvement & Efficiency partnership (RIEP) for a tool kit on CRE issues.		All Housing Service and Team Managers & Performance Manager		HIGH	HIGH	too many elements
						Action plan with key milestones to be completed							Performance Manager				

43	N/A	N/A	K31	N/A	N	Carry out a self assessment benchmarking against KLOE 31 (Diversity)	Assess/bench mark against the KLOE and develop an action and implementation plan	Housing achieves and maintains at least a fair 1* standard against the Audit Commission KLOE standards	Jan-09			Performance Manager			
<b>Private Sector Housing</b>															
44	R3	Pg 10	K1	N/A	N	Address capacity issues in the private sector housing team so that it can take forward all of its key areas of work	Appoint to vacant posts and consider any interim arrangements necessary to deliver the improvement plan.	A fully staffed Private Sector Housing Team is in place which can deliver the service requirements.	Jan-09			Pete Tonge	COMPLETED	COMPLETED	
45	R6	Pg 25 : Par 63	K9	N/A	Y	Use the detailed information on the house condition survey to develop plans to meet known levels of disrepair or to target resources.	Ensure category one hazards action plan is developed as part of this process. Develop policy on how the joint North and West Kent authority bid for the renovation programme will be implemented.	A plan is in place to target resources to the known levels of disrepair	Jan-09			Pete Tonge	COMPLETED	COMPLETED	
Action plan with key milestones to be completed															
46	R3	Pg 31 : Par 83	K9	N/A	Y	Agree a policy on housing and renewal and publish and distribute a summary in line with legal requirements	Develop a policy and publish and distribute a summary.	The Housing Service meets legal requirements for housing and renewal	Jan-09			Pete Tonge	COMPLETED	COMPLETED	
Action plan with key milestones to be completed															
47	R3	Pg 31 : Par 83	K9	BVPI: 62 & 184a	Y	Make better use of the full range of powers available to tackle poor housing conditions in the private sector; with a more proactive approach to poor housing conditions	Improve enforcement action and ensure this is risk based. Take action on category 1 hazards. Ensure complaints by council tenants to Environmental Health are tracked and responded to.	Poor housing conditions are improved through the use of statutory powers.	Jan-09			Pete Tonge	COMPLETED	COMPLETED	
Action plan with key milestones to be completed															
48	R3	Pg 31 : Par 84	K9	N/A	Y	Set and meet challenging targets to complete the statutory licensing of homes in multiple occupation	Develop and implement a programme of inspection. Put in place a comprehensive / up to date list of all HMO's and ensure these have been licensed in accordance with the adopted policy / standards.	All HMO's are licensed. Private landlords / partner agencies understand the licensing procedure and have access to information / advice that helps them understand the standards that need to be achieved	Jan-09			Pete Tonge	MEDIUM	MEDIUM	
Action plan with key milestones to be completed															
49	R6	Pg 31 : Par 85	K9	N/A	Y	Adopt a standard and protocol for fire safety in HMO's in consultation with Kent Fire and Rescue Service.	Develop a standard and a protocol with Partners	HMO fire safety standard and protocol is adopted and operational. This is published and freely available.	Jan-09			Pete Tonge	Completed	Completed	
Action plan with key milestones to be completed															
50	R6	Pg 31 : Par 85	K9	N/A	Y	Review the HMO Policy and ensure this meets the legal requirements	HMO policy on the website is incomplete and in some places wrong with four missing appendices dealing with amenity and fire standards and calculation of fees.	HMO Policy is complete and meets legal requirements and has been approved by Members.	Dec-08			Pete Tonge	Completed	Completed	
Action plan with key milestones to be completed															
51	R6	Pg 32: Par 87	K9	N/A	Y	Use Financial Flexibilities under the Regulatory Reform Order (RRO) 2002 to tackle poor housing conditions	Ensure full budget is allocated and spent to improve the living conditions of vulnerable people.	Poor housing conditions are improved through the use of statutory powers and the numbers of people benefiting has increased from the present baseline.	Jan-09			Mick Hayward/Pete Tonge	COMPLETED	COMPLETED	
Action plan with key milestones to be completed															
52	R3	Pg 32: Par 88	K9	BVPI:86	Y	Strengthen the home adaptation service to provide choice for clients, and ensure compliance with government guidance	Scope the end to end process and develop and action plan to meet the target.	Service Users have a greater choice which meets their needs. Adaptations waiting times meets the government guidance of 15 days	Jan-09			Amanda Rogers	HIGH	HIGH	Regional Housing Board & Social Services
Action plan with key milestones to be completed															
53	R6	Pg 32: Par 89	K9	N/A	Y	Seek alternative ways of doing adaptations (e.g. home repair assistance)	Consider the options and produce a paper for consideration by Senior Managers/Commissioning Body	An increase in the number of people helped through a variety of ways.	Jan-09			Amanda Rogers	HIGH	HIGH	
Action plan with key milestones to be completed															

54	R3	Pg 32: Par 91	K9	N/A	Y	Introduce robust arrangements to monitor standards of caravan and park homes	Develop and implement a programme of inspection	Standards are set and monitored and Owners/landlords have been given information and guidance to assist them to understand the standards and what is expected.	Jan-09		New post created and is now filled. Inspection programme to be completed.	Pete Tonge	MEDIUM Recruitment dependent	MEDIUM
							Action plan with key milestones to be completed		Jul-08			Pete Tonge		
55	R3	Pg 33: Par 92	K9	N/A	Y	Introduce an accreditation scheme, with incentives for private sector landlords	Develop through the Private Sector Landlords Forum. Consider good practise in other LA's, and partnership arrangements .	All Private Sector Landlords used by the council are accredited.	Jan-09	May-09	Consulted Private Sector Landlords at the PSL forum on 22/11 and actions underway.	Pete Tonge	HIGH Move towards a Kent Wide Group	MEDIUM
							Action plan with key milestones to be completed		Jul-08			Pete Tonge		
56	R6	Pg 33: Par 93	K9	N/A	Y	Develop clear targets for Kent Energy Centre (KEC) and provide assistance from the council's resources	Develop targets	Increase the number of people supported	Nov-08		Agreed action plan with KEC - resources pooled from Housing & Research & Review.	Matt Gough	LOW	MEDIUM
							Action plan with key milestones to be completed		Dec-08			All		
57	R3	Pg 33: Par 94	K9	BVP:64	N	Adopt a strategic approach to reduce the number of empty homes	Develop an Empty Property Strategy and a data base. Review the target set from the present base line of 15 per annum.	Increased number of empty homes brought back into use from the present baseline and a more challenging target has been set.	Aug-08		Completed - Strategy is ready and has been to Cabinet. Difficulties will exist here due to credit crunch.	Pete Tonge/Matt Gough	Completed	Completed
58	N/A	N/A	K9	N/A	N	Carry out a self assessment against KLOE 9 (Private Sector Housing)	Assess/bench mark against the KLOE and develop an action and implementation plan	Housing achieves and maintains at least a fair 1* standard against the Audit Commission KLOE standards	Jan-09			Pete Tonge and Performance Manager		
<b>Housing Strategy and Development (Including Planning)</b>														
59	R6	Pg 26: Par 69	K2	N/A	N	Ensure all strategies draw on the experience of Partners, Stakeholders and Service users.	Develop a route map to demonstrate how and when and with whom all strategy consultation happens .	Evidence can be demonstrated that Partners, Stakeholders and Service Users have been involved and consulted on the development of the Strategies.	Sep-08	Ongoing	Housing strategy was adopted in August & variety of partners & stakeholder consultation was undertaken. Homeless forum being consulted on homeless strategy.	Matt Gough	LOW	LOW
60	R6	Pg 23: Par 58 & Pg 21: Par 48	K2	N/A	N	Ensure all needs that have been identified are included in the development of the strategies	Evidence that surveys undertaken have been used to develop plans or target resources, for example Rural needs, BME residents, Gypsies and Travellers	The production of evidenced based strategies	Sep-08	Mar-09	BME undertaken. Rural needs is only o/s issue. Being dealt with on parish by parish basis.	Matt Gough	LOW	LOW
61	R6	Pg 25: Par 65	K2	N/A	Y	Review and publish the Homelessness Strategy	Develop strategy through a review of homelessness and in consultation with Service Users and Stakeholders.	A Homelessness Strategy is published	Dec-08		To go to Cabinet on 6 January. Homeless forum to be consulted first.	Consultant - Mel Cant	MEDIUM	HIGH
							Action plan with key milestones to be completed		Jun-08			Consultant - Mel Cant	Completed	Completed
62	R6		K13	BVP: 109a	Y	Improve the speed of handling planning applications (this is currently below average)	Performance needs to be improved in line with government targets.	The speed of planning applications has improve to the average of 60% of major planning applications within 13 weeks	Dec-08		Stats package in place. Targets now being regularly met. Improving but performance is under pressure. Adhering now to national minimum standards	Stephen Gaimster	Completed	Completed
							Action plan with key milestones to be completed		Jun-08	N/A		Stephen Gaimster		
63	R4	Pg 25: Par 66 Pg 33: Par 95-103	K2	N/A	N	Review current policies on affordable housing in development of the core strategy to ensure they adequately address affordable and rural housing needs	Introduce Supplementary planning guidance to support the councils policy on affordable housing. Ensure the policy is ambitious and is in line with other Kent Authorities. Ensure that the policy recognises and meets the rural needs of the borough develop affordable housing without grant through developer contribution .		Dec-08		Will be dealt with through the Local Development Framework.	Stephen Gaimster	HIGH	HIGH LDF
64	N/A	N/A	K2	N/A	N	Update the self assessment against KLOE 2 (Strategy and Enabling)	Update assessment/bench marking against the KLOE and update the action and implementation plan	Housing achieves and maintains at least a fair 1* standard against the Audit Commission KLOE standards	Jan-09		Consider partnership arrangements with other good performing LA acting as 'critical friend'	Matt Gough/ Performance Manager		
<b>Homelessness, Housing Advice, Allocations and Lettings</b>														

65	R1	Pg 38 : Par 74	K8	BVPI:183a & 183b, 203, 213 & 214	Y	Measure the length of time households spend in temporary accommodation and set challenging targets to minimise length of stay	Develop a TA reduction strategy in partnership with TA tenants. Develop an action plan from the results of the one to one TA visits. Ensure staff are trained to consider B&B as last resort.	Time spent in TA is reduced from the present baseline and that challenging targets are set which are achievable.	Jan-09	Ongoing	Targets now set and are monitored by DMT.	Sara Denton/Performance Manager	MEDIUM	HIGH	
							Action plan with key milestones to be completed		Jun-08			Consultant Mel Cant			
66	R6	Pg 28 : Par 74	K8	N/A	Y	Ensure all TA is inspected by Environmental Health Officers to check for health and safety.	Develop and implement a programme of inspection	All TA is inspected and meets statutory requirements	Oct-08	Feb-09	An officer has been designed to commence this work, and properties will be inspected on a risk assessed basis.	Pete Tonge	LOW	MEDIUM	
							Action plan with key milestones to be completed		Jun-08			Pete Tonge	Completed	Completed	
67	R6	Pg 29 : Par 74	K8	BVPI: 225, 202 & HC1	Y	Ensure response times to homelessness are improved	Improve joint working with stakeholders, consider resources required to meet standards which should be agreed with stakeholders through the homelessness forum.	A reduction of the present waiting time for appointments for referrals from stakeholders and partners	Oct-08		Clients who present at Chatham contact point now have a full options appointment within 24 hours.	Sara Denton	Completed	Completed	
							Action plan with key milestones to be completed		Jun-08	N/A		Sara Denton			
68	R6	Pg 29 : Par 74	K8	N/A	N	Work with the Private Sector to improve to increase the supply of accommodation	Increase supply through the variety of routes including the Landlords Forum. Increased supply needs to be considered alongside procurement and VFM approach	Increased in the supply of private sector accommodation	Jan-09		Link to TA and Empty Homes Strategy. MG to provide an action plan. Hard to achieve as it depends on a supply of accommodation.	Sara Denton/Pete Tonge/Matt Gough	HIGH Economic climate	HIGH	
69	R6	Pg 27 : par 72	K8	N/A	N	Implement ongoing training for staff	Training plan already complete. This now needs to be rolled out.	Training needs for staff have been identified and begun to be delivered	Oct-08		Keep training log for evidence. Action Completed. (Cross referred to 16 & 17)	Anne-louise Clark	Completed	Completed	
70	R6	Pg 27 : par 72	K8	N/A	Y	Introduce and improve quality control into the service	Ensure clear processes that meet audit requirements. Carry out regular quality checking across teams	Quality control has been introduced and implemented within the service	Jan-09		Audit of 10% of files now carried out on a monthly basis, to include private sector grants files	Jim Teather	Completed	Completed	
							Action plan with key milestones to be completed		Oct-08			Alison Poulson			
71	N/A	N/A	K7	N/A	Y	Develop an action plan for the implementation of the revised Allocation Policy	Develop a detailed action plan for the implementation of the revised policy	The Allocation policy is implemented and fully operational	Oct-08	Dec-08	Policy currently being trialed on computer system. Dependent on Academy system facilities and performance. Under trial from 3/12 to commence from 1/1/09.	Derrick Singleton	HIGH	HIGH	
							Action plan with key milestones to be completed		Jun-08			Derrick Singleton			
72	N/A	N/A	K1	N/A	Y	Review effectiveness of the new structure of the housing operational services (lettings/allocations/homeless/options/advice and homechoice)	Consider the business processes and identify where business re-engineering would reduce duplication and improve efficiency and VFM of the service	A robust 'fit for purpose' structure that meets the needs of the service	Jan-09		Structure has been altered and management reporting lines changed. Staff will all be in post by Jan & full review to be completed then.	Deborah Upton	HIGH	HIGH	
							Action plan with key milestones to be completed		Not needed			Deborah Upton			
73	N/A	N/A	K1	N/A	Y	Evaluate Nomination rights and achievements with Housing Associations	Check nomination rights received match that is set out in nomination agreements. Ensure Homeless people are being accepted.	All nomination rights are being offered by HA and taken up by the council in order to maximise the supply of housing to meet need	Oct-08		Allocations team to agree process with MHS. Needs to be progressed to reach target date.	Matt Gough	HIGH	HIGH	
							Action plan with key milestones to be completed	Action Plan developed as part of HomeChoice Team Plan		Jun-08			Matt Gough		
74	N/A	N/A	K7	N/A	N	Carry out a self assessment benchmarking against KLOE 7 (Allocations and Lettings)	Assess/bench mark against the KLOE and develop an action and implementation plan	Housing achieves and maintains at least a fair 1* standard against the Audit Commission KLOE standards	Jan-09		Consider partnership arrangements with other good performing LA acting as 'critical friend'	Dawn Anslow/ Performance Manager			
75	N/A	N/A	K8	N/A	N	Update Benchmarking against KLOE 8 (Homelessness and Housing Needs)	Update assessment/bench marking against the KLOE and update the action and implementation plan	Housing achieves and maintains at least a fair 1* standard against the Audit Commission KLOE standards	Jan-09		Consider partnership arrangements with other good performing LA acting as 'critical friend' Andy Iarkin to assist here. SG will look at benchmarking available.	Dawn Anslow/ Performance Manager			
							Value for Money								
76	R6	Pg 37 : Par 112	K32	N/A	Y	Develop a VFM strategy	Develop first draft strategy from guidance in the PID and the KLOE 7 (VFM)	Evidence that the Housing Service is moving towards a systematic approach to providing VFM	Sep-08	Feb-09	HQN are assisting to provide this. Benchmarking meeting now taken place and diagnostic toolkit agreed by Medway & other three authorities.	Mick Hayward	HIGH	MEDIUM	
							Action plan with key milestones to be completed		Jun-08			Mick Hayward			



77	R6	Pg 37 : Par 112	K32	N/A	Y	Implement the VFM projects already identified	Projects include (those not specified elsewhere): • A review of income collection rates in TA • Review policy and arrangements for storing tenants belongings whilst they are in TA • Review arrangements for housing benefit on TA • Review of the homebond scheme • Review our to the grant funding level of DFGs	Projects are completed and savings to the budget are achieved and/or there is an increase in the quality of services.	Jan-09		Deborah Upton	Completed	Completed
							Action plan with key milestones to be completed		Jun-08		Deborah Upton		
78	R5	Pg 36 : Par 110	K32	N/A	N	Developing a comprehensive understanding of how costs compare through benchmarking and routinely reviewing costs alongside performance	Benchmarking of team services should be included in this work. The VFM PID includes working at sub regional level on this work.	Benchmarking demonstrates where the service 'fits' compared to other similar organisations. Where the service falls short plans are put in place for sustained improvements.	Oct-08	Feb-09	Mick Hayward	HIGH	HIGH
79	R5	Pg 37 : Par 112	K32	N/A	N	Ensure all improvement plans contain value for money targets which are measurable	Review and assess all plans for VFM targets	Cost and quality are measured in all plans for improvements.	Oct-08	Ongoing	Performance Manager	HIGH	HIGH
80	R5	Pg 46 : Par 149	K32	N/A	N	Make greater use of opportunities to share expertise and resources at a sub-regional level	The VFM PID includes working at sub regional level on this work.	Staff resources are reduced enabling focus on other strategic priorities. Any Financial savings are re-invested back into the service.	Oct-08	Feb-09	Deborah Upton	MEDIUM	MEDIUM
81	R5	Pg 38 : Par 121	K32	N/A	N	Examine the scope for further efficiencies and economies of scale, including opportunities to maximise developer contributions to affordable housing	To be considered through the Affordable Housing Working Group	Increased supply of affordable housing from existing budgets	Oct-08		Mick Hayward and Stephen Gaimster	Completed	Completed
							Action plan with key milestones to be completed		Jul-08		Mick Hayward and Stephen Gaimster		
82	R5	Pg 30 : Par 82	K32	N/A	Y	Work with Partners to review the use of financial incentives to address under occupation in the social housing sector	Analyse the outcomes of the two under-occupation incentive schemes and develop proposed to improve the councils scheme	Better use of existing social housing stock enabling more families to be housing.	Dec-08		Derrick Singleton	MEDIUM	HIGH
							Action plan with key milestones to be completed		Jun-08		Derrick Singleton		
83	R5	Pg 43 : Par 135	K1/32	N/A	Y	Improve the quality of financial and budget management with the service	Ensure Budget monitoring systems are robust and the two parts of the housing revenue budget for the strategic housing service are brought together and effective monitoring is in place.	Revenue and capital budgets are regularly considered by Housing DMT. Housing budgets are able to deliver strategic priorities identified in the service plans.	Oct-08		Mick Hayward and Deborah Upton	Completed	Completed
84	R6	Pg 43 : Par 135	K1/32	N/A	Y	Develop outcome based budgets	Develop outcome based budgets. Use PIs and data as part basis for this work	All Housing budgets are moving towards becoming outcome based ensuring a greater understanding of what is achieved for every £ spent.	Mar-09		Mick Hayward	HIGH	HIGH
							Action plan with key milestones to be completed		Oct-08		Mick Hayward		
85	R6	Pg 37 : Par 116/117	K1/32	N/A	Y	Introduce modern procurement methods to the Strategic Housing Service	Subject Temporary Accommodation to a formal procurement process. Secure additional health or environmental benefits and ensure opportunities for joint procurement with partners are actively pursued.	TA is subject to a formal procurement process.	Jan-09		Richard Pellant	LOW	HIGH
							Action plan with key milestones to be completed		Jun-08		Richard Pellant		
							Develop a selection process for preferred partners or introduce minimum standards or best practise for its HA partners.	Preferred Partners selected and standards set.		Jan-09	Matt Gough	LOW	LOW
							Action plan with key milestones to be completed				Matt Gough		
							Develop partnering contracts for adaptations DFG's or renovation and improvement works.	Partnership contracts developed		Jan-09	Amanda Rogers	HIGH Social Services	HIGH
							Action plan with key milestones to be completed		Jun-08		Amanda Rogers		
86	R6	Pg 37 : Par 115	K32	N/A	Y	Collect and evaluate performance information from partners such as the HIA and CAB	Develop performance and evaluation framework and action plan.	Information is collected and evaluated which will inform future decisions on partnerships arrangements.	Dec-08		Evelyn White/Performance Manager	MEDIUM Performance Posts	MEDIUM

							Action plan with key milestones to be completed		Jun-08				Performance Manager			
87	N/A	N/A	K32	N/A	N	Ensure HIA contract in place	Review HIA service and award steady state contract		Apr-09	Contract currently being tendered.			Evelyn White		HIGH	HIGH
88	R6	Pg 36 : Par 111	K32	N/A	Y	Evaluate SLA's and their effectiveness	Develop SLA evaluation framework and action plan. Ensure rolling reviews are included	The council can demonstrate that its investment to Partners are providing VFM in the housing services they manage and operate.	Jan-09	JT to take forward and ensure service level agreements are in place and have been evaluated.			Performance Manager		LOW	MEDIUM
							Action plan with key milestones to be completed		Jan-09				Performance Manager			
89	R6	Pg 38 : Par 121	K32	N/A	N	Bid for resources in line with the Strategic Priorities	Set up regular monitoring of bids available and consider applying for these, including those for the operational services.	Maximised income by securing other forms of inward investment to meet service priorities.	Jan-09	Housing now invited to the bidding group to help maximise opportunities. Alex Sharman to investigate opportunities for funding.			Stephanie Goad		LOW	LOW
90	N/A	N/A	K32	N/A	N	Carry out a self assessment benchmarking against KLOE 32 (Value for Money)	Assess/bench mark against the KLOE and develop an action and implementation plan	Housing achieves and maintains at least a fair 1* standard against the Audit Commission KLOE standards	Feb-09				Performance Manager			