

APPENDIX II

FINAL IMPROVEMENT PLAN – HOMELESSNESS

SHR comment – SHR recognises that the temporary accommodation strategy action plan forwarded by the Council is the Council's detailed response to part of the inspection report. It is regarded as the Council's specific improvement plan for temporary accommodation. The temporary accommodation plan has been annexed to this document and progress reports will be required on the temporary accommodation strategy as part of the Council's improvement plan

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	Comment
HOMELESSNESS						
H1	SHR Recommendation: <i>Put in place homeless referral protocols and monitor them</i>					
(a)	Develop protocols and establish monitoring arrangements in relation to <ul style="list-style-type: none"> ➤ Discharge from prison ➤ Discharge from hospital ➤ Discharge from Armed Services 	Draft protocols Consultation/ agreement with partners Committee agreement	August 2009 December 2009 April 2010 April 2010	HNM	Homelessness Strategy Group/ Communities Committee	Discharge Protocol to be agreed November 2009. Staff training – mid November 2009. In progress Projected completion by December 2009.
(b)	Implement monitoring arrangements (detail/frequency identified in protocols)	Format of monitoring reporting agreed	April 2010	HNM	Homelessness Strategy Group/ Communities Committee	Developed within each Protocol.
H2	SHR Recommendation: <i>Ensure that homeless posters and leaflets remain displayed in places that homeless people will see them</i>					
(a)	Compile directory of existing poster/leaflet display/content of information, identifying responsible officer for each location.	Detailed list	April 2009	HNM	Homelessness Strategy Group/ Communities Committee	Directory completed August 2009

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Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	Comment
(b)	Establish review arrangements/ checks, with arrangements for quality checks.	Timetable agreed. Audits in place	April 2009 April 2009	HNM	Homelessness Strategy Group/ Communities Committee	To be completed in December 2009.
H3	SHR Recommendation: <i>Provide homeless applicants with temporary accommodation when this is required</i>					
(a)	Increase supply of temporary accommodation available to the Council through ➤ Use of Council stock ➤ Use of Private Rented Sector ➤ Use of RSL/other stock	Agree Temporary Accommodation Strategy Monitor progress achieved in 2008/09 Set targets for 2009/10 (in Temporary Accommodation Strategy) Procedure agreed Incidences reported	March 2009 March 2009 March 2009 March 2009	HNM	Homelessness Strategy Group/ Communities Committee	Agreed March 2009. Action completed March 2009 Target for 2009/10 = 49
(b)	Ensure that instances of non accommodation are identified to senior officers and reported to Communities Committee	Improved data recording	March 2009 In place - November 2008 April 2009	HNM	Homelessness Strategy Group/ Communities Committee Housing Needs Management Team	In place. Procedure to be finalised by end November 2009 Reporting ongoing. Some improvements effected July 2009. New database to be completed by March 2010.
(c)	Ensure appropriate recording and analysis of offers and refusals	Improved data recording	April 2009	HNM	Housing Needs Management Team	Some improvements effected July 2009. New database to be completed by March 2010.
H4	SHR Recommendation: <i>Reduce the Council's reliance on bed and breakfast accommodation</i>					
(a)	Increase supply of temporary	Temporary	March 2009	HNM	Homelessness	Targets for 2009/10 –

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	Comment
	accommodation available to the Council through <ul style="list-style-type: none"> ➤ Use of Council stock ➤ Use of Private Rented Sector ➤ Use of RSL/other stock 	Accommodation Strategy Monitor progress Further targets for 2010/11	2009/10 March 2010		Strategy Group/ Communities Committee	Council stock – 20 PRS – 10 RSL/Other – 19 Progress to end October 2009 – Council stock – 20 PRS – 6 RSL/Other – 15
(b)	Set targets for a reduction in number of breaches of Unsuitable accommodation Order	Temporary Accommodation Strategy Monitor progress achieved. Further targets for 2010/11	March 2009 March 2010 March 2010	HNM	Homelessness Strategy Group/ Communities Committee	Target of 0 breaches for 2009/10 agreed March 2009. Number of new breaches – April - 9 May - 13 June - 4 July - 3 August - 2 September - 4 October - 5
H5	SHR Recommendation: <i>Improve the management of temporary accommodation</i>					
(a)	Improve standard of provision in temporary accommodation	Draft Standard (in Temporary Accommodation Strategy) Implement actions in Temporary Accommodation Strategy	March 2009 March 2010 and beyond	HNM	Homelessness Strategy Group/ Communities Committee	Completed March 2009 Audit of provision commenced June 2009.
(b)	Improve data recording and use data to effect improvements in the management of temporary	Implement changes Implement actions in	October 2009 March 2010	HNM	Homelessness Strategy Group/	Some improvements implemented July 2009. New database to be

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	accommodation	Temporary Accommodation Strategy			Communities Committee	developed in March 2010.
(c)	Improve contact with applicants in temporary accommodation	Improvements and monitoring in place	March 2010	HNM	Homelessness Strategy Group/Communities Committee	Unable to progress this significantly at current time due to flood related workload.
H6	Additional issues: <i>Improve Access to the service</i>					
(a)	Improve information and advice to applicants	Develop leaflet to provide advice on completion of homelessness applications Review of role of Area Housing Teams in delivering advice and information	July 2009 September 2009	HNM HNM/SAHM	Homelessness Strategy Group/Communities Committee	Draft leaflet to be completed by December 2009 To be progressed in December 2009
(b)	Ensure that appropriate support is available to homeless households	Improve access arrangements Monitoring arrangements in place	August 2009 March 2010	HNM		Revised support assessment procedures completed June 2009 To be developed early 2010.
(c)	Establish monitoring of out of hours referrals	Staff training Monitoring arrangements in place	March 2009 June 2009	HNM	Homelessness Strategy Group/Communities Committee	In place since September 2009 but procedures need to be developed to support new arrangements. Due to be completed in

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H7	<p>Additional issues: <i>Assessment of homelessness applications</i></p> <p>(a) Improve performance on decisions within 28 days</p> <p>(b) Ensure that applicants are kept informed of progress in reaching a decision on their homelessness application</p> <p>(c) Ensure that reviews and appeals are completed within appropriate timescales</p>	<p>Monitor effectiveness of earlier actions to achieve improvements</p> <p>Quarterly performance reports</p> <p>Improvements in place</p> <p>Contact recorded</p>	<p>April/May 2009</p> <p>Ongoing</p> <p>May 2009</p> <p>September 2009</p>	<p>HNM</p> <p>HNM</p> <p>HNM</p>	<p>Communities Committee</p>	<p>Performance improvements noted to September 2009.</p> <p>Ongoing.</p> <p>Improvements in place since June 2009 but capacity issues at present due to flood related workload.</p> <p>Draft paper reviewing current policy/practice – October 2009.</p>
H8	<p>Additional issues: <i>Improve performance management in homelessness</i></p> <p>(a) Ensure that key areas of performance are routinely monitored against targets</p>	<p>Clarification of current policy/practice re reviews/appeals</p> <p>New process in place</p>	<p>September 2009</p> <p>March 2010</p>	<p>HNM</p>	<p>Homelessness Strategy Group/Communities Committee</p>	<p>In progress.</p>
H9	<p>Additional issues: <i>Increase service user involvement in homelessness strategy and policy development and service provision</i></p> <p>(a) Develop Service User Involvement</p>	<p>Review performance data maintained</p> <p>Revised performance reports in place</p>	<p>December 2009</p> <p>April 2010</p>	<p>HNM</p> <p>HNM</p>	<p>Communities Committee</p> <p>Homelessness</p>	<p>Options identified. Draft</p>

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Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	Comment
	framework	Consultation on draft framework Agree final Framework	December 2009 April 2010		Strategy Group/ Communities Committee	framework in progress, with completion projected for April 2010
(b)	Monitor service user involvement	Annually	April 2011	HNM	Homelessness Strategy Group/ Communities Committee	Progress will be linked to above action.

Temporary Accommodation Strategy Action Plan

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	SHR Comment
1.	Ensure provision of a range of temporary options in Moray to meet the needs of homeless households					
1.1	<p>Increase number of temporary accommodation units available to the Council, using research from the Homelessness Modelling work.</p> <p>Agree annually the number of Council properties to be used for temporary accommodation.</p> <p>Work in partnership with other housing providers to increase the number of RSL/PSL etc. properties used as temporary accommodation.</p> <p>Carry out annual review of temporary accommodation resources available. Consider rotation of temporary accommodation as part of the review.</p>	<p>Target for 2009/10 – 20 units</p> <p>Review annually</p> <p>Targets agreed with RSLs</p> <p>Review</p>	<p>March 2009</p> <p>May 2010</p> <p>June 2009</p> <p>March 2010</p>	<p>Housing Manager</p>	<p>Homelessness Strategy Group/ Communities Committee</p>	<p>Target agreed in March 2009 for 2009/10 = 20</p> <p>Report to Committee projected for April 2010.</p> <p>Targets for RSL/PSL agreed April 2009 = 19/</p> <p>Report to Committee in April 2010.</p>

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	SHR Comment
1.2	<p>Ensure that best use of available accommodation is achieved.</p> <p>a. Develop comprehensive information on all temporary accommodation provision across Moray detailing size, type, location & supports available at each location.</p> <p>b. Improve the placement arrangements for homeless households in temporary accommodation.</p> <p>c. Complete risk assessments for all existing provision to ensure that all risks are appropriately identified and steps taken to remove, reduce or to improve the management of these risks.</p>	<p>Information to be available to key staff</p> <p>Single process for placements across all Providers.</p> <p>Risk assessment tool developed</p> <p>Risk Assessments in place for all provision</p>	<p>September 2009</p> <p>March 2010</p> <p>March 2010</p> <p>April 2010</p>	<p>Supported Accommodation Manager</p>	<p>Homelessness Strategy Group/ Communities Committee</p>	<p>Information in place in April 2009</p> <p>Placement established March 2009</p> <p>Revised Risk Assessment Tool agreed November 2009.</p> <p>Completion projected for April 2010.</p>
1.3	<p>Expand the range of temporary accommodation available – particularly for single people</p> <p>Review homeless approaches for 2008/09.</p> <p>Investigate further options to expand range of temporary accommodation</p>	<p>Homeless Report 2008/09</p> <p>Options identified</p>	<p>August 2009</p> <p>March 2010</p>	<p>Housing Needs Manager</p>	<p>Homelessness Strategy Group/ Communities Committee</p>	<p>Completed August 2009.</p> <p>Not significantly progressed due to flood workload. Progress anticipated for March 2010.</p>

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	SHR Comment
1.4	Ensure that instances of non accommodation are identified to Senior Officers and reported to Communities Committee	Procedures agreed Incidences reported	March 2009 In place November 2008	Housing Needs Manager	Homelessness Strategy Group/ Communities Committee	In place March 2009. In place November 2008.

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	SHR Comment
2.	Ensure that temporary accommodation is of an appropriate quality to meet the needs of homelessness households					
2.1	<p>Ensure that all temporary accommodation in use meets the Council's standards</p> <p>a. Consult with service users on the draft standards and ensure that their views are fully considered and reflected in the finalised standard.</p> <p>b. Finalise temporary accommodation standards</p>	<p>Consultation with service users on draft standards</p> <p>Committee agreement standards</p>	<p>September 2009</p> <p>December 2009</p>	<p>Homeless Strategy Development Manager</p> <p>Homelessness Strategy & Communities Committee</p>	<p>Homelessness Strategy Group/ Communities Committee</p>	<p>Consultation not started. Currently no capacity to undertake consultation due to flood related workload.</p> <p>Agreement on standards likely to be delayed due to slippage on consultation. Revised timescales to be determined.</p>

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	SHR Comment
2.2	<p>Work with temporary accommodation providers to ensure that all accommodation meets the agreed standards</p> <p>Agree & consult on Temporary Accommodation standards</p> <p>Audit current provision</p> <p>Identify areas of improvement with all Providers and agree improvement timescales</p> <p>Set target to reduce the use of units that fail the standard.</p>	<p>Standards Agreed</p> <p>Inspections completed</p> <p>Improvements agreed</p> <p>Set Target</p>	<p>December 2009</p> <p>August 2009</p> <p>January 2010</p> <p>March 2010</p>	Supported Accommodation Manager	Homelessness Strategy Group/ Communities Committee	<p>Agreement on standards will be delayed, as above.</p> <p>Audit of provision commenced June 2009.</p> <p>Work to identify improvements will follow on from agreed standards.</p>

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	SHR Comment
2.3	<p>Achieve significant year on year reductions in the number of breaches of the Unsuitable Accommodation Order working towards 100% compliance of the Order.</p> <p>Identify all breaches 2008/09 and set target for no breaches</p> <p>Monitor and report use of Breaches to Committee quarterly</p>	<p>Target for 2009/0 = no breaches</p> <p>Quarterly Performance Report to Committee</p>	<p>March 2009</p> <p>Ongoing</p>	Housing Needs Manager	Homelessness Strategy Group/ Communities Committee	<p>Total number of new breaches to date in 2009/10 - 40.</p> <p>Target agreed March 2009.</p> <p>Ongoing</p>

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	SHR Comment
2.4	Reduce the Council's reliance on bed and breakfast accommodation Investigate alternative options to B & B linked to 1.1 & 1.3 Monitor and report use of bed and breakfast accommodation to Committee	Review report Monitoring reports	March 2010 Quarterly	Housing Needs Manager	Homelessness Strategy Group/ Communities Committee	Not commenced as yet. Ongoing.

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	SHR Comment
3.	To ensure effective management of temporary accommodation, reflecting service users views					
3.1	Develop robust information to assist with the management of temporary accommodation Decide what key information needs to be available, in what format and the best options to gather this. Reflect improved management information in monitoring reports	Key performance data identified ICT options reviewed Improved data gathering process Monitoring reports	June 2009 August 2009 October 2009 Quarterly	Strategy Development Manager/ Supported Accommodation Manager	Homelessness Strategy Group/ Communities Committee	Key data identified June 2009. Completed August 2009. New database to be developed by March 2010. To be reflected in reporting from April 2010.

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Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	SHR Comment
3.2	<p>Review existing policies, procedures and standards ensuring that service users are involved.</p> <p>Detailed project plan for policy/procedural review</p> <p>Revised procedures</p> <p>Develop review/appeals process on temporary accommodation decisions for service users</p>	<p>Plan developed</p> <p>Draft procedures for consultation</p> <p>Final procedures</p> <p>Draft for consultation</p> <p>New Process in place</p>	<p>May 2009</p> <p>March 2010</p> <p>September 2010</p> <p>September 2009</p> <p>March 2010</p>	<p>Strategy Development Manager</p> <p>&</p> <p>Strategy Development Manager/ Supported Accommodation Manager</p>	<p>Homelessness Strategy Group/ Communities Committee</p> <p>Homelessness Strategy Group/ Communities Committee</p>	<p>Draft Plan currently under consideration. Policy/procedural review to be prioritised to enable completion of key areas before September 2010.</p> <p>Draft review October 2009.</p> <p>Options identified. Draft framework in progress with completion projected for April 2010.</p>
3.3	<p>Develop approaches to service user involvement in all homeless service provision</p> <p>Review best practice</p> <p>Develop and implement service user consultation framework</p>	<p>Review consultation service completed</p> <p>& with users</p> <p>Framework implemented</p>	<p>December 2009</p> <p>April 2010</p>	<p>Strategy Development Manager/ Supported Accommodation Manager</p> <p>&</p> <p>Strategy Development Manager/ Supported Accommodation Manager</p>	<p>Homelessness Strategy Group/ Communities Committee</p> <p>Homelessness Strategy Group/ Communities Committee</p>	<p>Options identified. Draft framework in progress with completion projected for April 2010.</p>

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	SHR Comment
4.	To ensure that appropriate contact and support is provided to homeless households in temporary accommodation.					
4.1	<p>Improve contact arrangements with applicants in temporary accommodation.</p> <p>Develop appropriate contact & monitoring arrangements</p>	<p>Methods monitoring arrangements in place</p> <p>& March 2010</p>	<p>March 2010</p>	<p>Strategy Development Manager</p>	<p>Homelessness Strategy Group/ Communities Committee</p>	<p>Unable to significantly progress this due to flood workload.</p>
4.2	<p>Ensure appropriate support is available to homeless households in temporary accommodation</p> <p>Assessment of support is available when need is identified and appropriate partners engaged.</p> <p>Decide key performance data recording relating to support services.</p> <p>Enhance monitoring of support provision to ensure needs are being fully met.</p> <p>Identify gaps in support provision and take appropriate action to address this with: Council's Housing Support Service Partner agencies Specialised – Social Work, NHS, etc.</p>	<p>Improve access arrangements</p> <p>Key performance in place</p> <p>Monitoring arrangements in place</p> <p>Gaps identified & protocols/SLA's in place</p>	<p>June 2009</p> <p>August 2009</p> <p>March 2010</p> <p>March 2010</p>	<p>Housing Support Manager</p>	<p>Homelessness Strategy Group/ Communities Committee</p>	<p>Revised support assessment tool implemented June 2009.</p> <p>Progress adversely affected by staff sickness. To be progressed for completion by March 2010.</p> <p>Housing Support Review in progress. Projected completion – April 2010.</p>

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	SHR Comment
4.3	Ensure that the Temporary Accommodation and Housing Support Services complies with all legislative requirements & code of guidance?			Housing Support Manager/ Supported Accommodation Manager/ Homeless Strategy & Development Manager	Homelessness Strategy Group/ Communities Committee	
	Monitoring of Inspection Reports and where appropriate improvement plans developed	Action Plans Implemented	Ongoing			Action Plans in place for 16-24 Project & RSI Outreach Service.
	Training of staff to ensure compliance.	Qualified staff	Ongoing			Ongoing.
	Develop pro-active approach to identify and respond to legislative changes that may impact on temporary accommodation	Named Officer responsible	March 2009			In place March 2009.