

FINAL IMPROVEMENT PLAN – HOMELESSNESS

The Scottish Housing Regulator 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	Protocols now in place. Completed November 2009 Completed Feb 2010 Completed Jan 2010
	(b) Implement monitoring arrangements (detail/frequency identified in protocols)	Format of monitoring reporting agreed	April 2010	HNM	Homelessness Strategy Group/ Communities Committee	Monitoring arrangements detailed in protocols. Quarterly reports considered by Housing Needs Management Team. Annual reports to be incorporated into Homelessness Strategy annual reviews.

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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
	(b) Establish review arrangements/ checks, with arrangements for quality checks.	Timetable agreed.	April 2009	HNM	Homelessness Strategy Group/ Communities Committee	Timetable in place – December 2009
		Audits in place	April 2009			Audit arrangements also in place
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 <ul style="list-style-type: none"> ➤ Use of Council stock ➤ Use of Private Rented Sector ➤ Use of RSL/other stock 	Agree Temporary Accommodation Strategy	March 2009	HNM	Homelessness Strategy Group/ Communities Committee	Agreed March 2009.
		Monitor progress achieved in 2009/10	March 2010			Progress report agreed – April 2010
		Set targets for 2010/11	April 2010			Target of 18 agreed - April 2010
	(b) Ensure that instances of non accommodation are identified to senior officers and reported to Communities Committee	Procedure agreed	March 2009	HNM	Homelessness Strategy Group/ Communities Committee	Procedure completed December 2009
		Incidences reported	ongoing			HNM notified on day when person/s not accommodated Quarterly Performance Reports to Committee record those who are not accommodated.
	(c) Ensure appropriate recording and analysis of offers and refusals	Improved data recording	Ongoing	HNM	Housing Needs Management Team	New database operational from March 2010

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H4	SHR Recommendation: <i>Reduce the Council's reliance on bed and breakfast accommodation</i>					
	(a) Increase supply of temporary 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 	Temporary Accommodation Strategy Monitor progress Further targets for 2010/11	March 2009 2009/10 April 2010	HNM	Homelessness Strategy Group/ Communities Committee	Targets achieved in 2009/10 – Council stock – 13 PRS – 6 RSL/Other – 32 Targets set for 2010/11 Council stock – 10 PRS – 4 RSL/Other – 4
	(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 in March 2009. New breaches for 2009/10 = 44 Target of 0 breaches set for 2010/11
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	March 2009 March 2010 and beyond	HNM	Homelessness Strategy Group/ Communities Committee	Standard finalised March 2009 Audit of main provision completed – January 2010 Improvement Actions ongoing

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	Comment
		Strategy				
	(b) Improve data recording and use data to effect improvements in the management of temporary accommodation	Implement changes Implement actions in Temporary Accommodation Strategy	October 2009 March 2010	HNM	Homelessness Strategy Group/ Communities Committee	New database in place – March 2010 Improved data now being used to identify and respond to those not accommodated, reduction of breaches, etc.
	(c) Improve contact with applicants in temporary accommodation	Improvements and monitoring in place	March 2010	HNM	Homelessness Strategy Group/ Communities Committee	Weekly contact now in place for those in Bed & Breakfast from January 2010 Contact Log being kept for visits to dispersed accommodation – January 2010
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 August 2010	HNM HNM/SAHM	Homelessness Strategy Group/ Communities Committee	Completed December 2009. Role of Area Housing Officers to be determined following outcome of DBS “to be” process mapping and Housing Support Review – July 2010
	(b) Ensure that appropriate support is available to homeless households	Improve access arrangements	August 2009	HNM		Revised support assessment procedures

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	Comment
		Monitoring arrangements in place	March 2010			completed June 2009 Duty rota in place from January 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	Monitoring of referrals from January 2010
H7	Additional issues: <i>Assessment of homelessness applications</i>					
	(a) Improve performance on decisions within 28 days	Monitor effectiveness of earlier actions to achieve improvements Quarterly performance reports	April/May 2009 Ongoing	HNM	Communities Committee	Performance Outcome for 2009/10 = 65% decisions made within 28 days. Performance monitoring in place for 2010/11.
	(b) Ensure that applicants are kept informed of progress in reaching a decision on their homelessness application	Improvements in place Contact recorded	May 2009 September 2009	HNM		Arrangements now in place that informs all applicants where it is known that a decision will be delayed.
	(c) Ensure that reviews and appeals are completed within appropriate timescales	Clarification of current policy/practice re reviews/appeals New process in place	September 2009 March 2010	HNM	Homelessness Strategy Group/ Communities Committee	Report on reviews & appeals agreed by Communities Committee - February 2010 New procedure in place from Feb 2010.

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H8	Additional Issues: <i>Improve performance management in homelessness</i>					
(a)	Ensure that key areas of performance are routinely monitored against targets	Review performance data maintained Revised performance reports in place	December 2009 April 2010	HNM	Communities Committee	New Database in place from March 2010. Revised performance reports in place from March 2010.
H9	Additional issues: <i>Increase service user involvement in homelessness strategy and policy development and service provision</i>					
(a)	Develop Service User Involvement framework	Consultation on draft framework Agree final Framework	June 2010 August 2010	HNM	Homelessness Strategy Group/ Communities Committee	Consultation on Draft Framework to Homelessness Strategy Group - June 2010
(b)	Monitor service user involvement	Annually	April 2011	HNM	Homelessness Strategy Group/ Communities Committee	Progress linked to the above

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 completed</p>	<p>March 2010</p> <p>March 2011</p> <p>March 2011</p> <p>March 2010</p>	<p>Housing Needs Manager</p>	<p>Homelessness Strategy Group/ Communities Committee</p>	<p>Target of 20 reviewed down to 13 due to increase in provision from other providers.</p> <p>Target reviewed for 2010/11 due to achievement of 51 properties for 2009/10</p> <p>Target for 2010/11 is 10 Council properties</p> <p>Target for 2010/11 RSL/PSL - 8</p> <p>TOTAL 18</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>August 2010</p>	Supported Accommodation Manager	Homelessness Strategy Group/ Communities Committee	<p>Information in place - April 2009.</p> <p>Information updated in March 2010</p> <p>Placement Group established March 2009</p> <p>Risk Assessment Tool in place - November 2009</p> <p>Completion projected August 2010</p>
1.3	<p>Expand the range of temporary accommodation available – particularly for single people</p> <p>Review homeless approaches for 2009/10.</p> <p>Investigate further options to expand range of temporary accommodation</p>	<p>Homeless Report 2009/10</p> <p>Options identified</p>	<p>August 2010</p> <p>August 2010</p> <p>August 2010</p>	Housing Needs Manager	Homelessness Strategy Group/ Communities Committee	<p>The type of properties (18) to be identified in 2010/11 will be specifically for use by single people.</p> <p>Annual Report to Communities Committee scheduled for August 2010.</p> <p>Feasibility study for Bishopmill House ongoing.</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. Action H3 (b) refers
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	Ensure that all temporary accommodation in use meets the Council's standards a. Consult with service users on the draft standards and ensure that their views are fully considered and reflected in the finalised standard. b. Finalise temporary accommodation standards	Consultation with service users on draft standards Committee agreement to standards	September 2010 December 2010	Homeless Strategy Development & Manager	Homelessness Strategy Group/ Communities Committee	Consultation on temporary accommodation standards commenced – February 2010. Limited response to date.

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>January 2010</p> <p>January 2010</p> <p>January 2010</p> <p>March 2011</p>	Supported Accommodation Manager	Homelessness Strategy Group/ Communities Committee	<p>Completed January 2010</p> <p>Audit of provision completed – January 2010</p> <p>Work to identify improvements ongoing</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 2010/11 = no breaches</p> <p>Quarterly Performance Report to Committee</p>	<p>March 2010</p> <p>Ongoing</p>	Housing Needs Manager	Homelessness Strategy Group/ Communities Committee	<p>44 new breaches in 2009/10 (reduced from 64 in 2008/09)</p> <p>Target for 2010/11 – 0 agreed March 2010.</p> <p>Ongoing</p>

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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	18 single person units agreed for 2010/11. Feasibility for Bishopmill House currently being progressed. 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 information identified and available – March 2010. New Database in place and Monitoring reports available – March 2010 Ongoing

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>December 2009</p> <p>August 2010</p> <p>September 2010</p> <p>September 2009</p> <p>March 2010</p>	<p>Strategy Development & Manager</p>	<p>Homelessness Strategy Group/Communities Committee</p>	<p>Plan in place – December 2009</p> <p>Linked to Service User Framework H9 refers</p> <p>New Procedure for reviews agreed by Committee – Feb 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 with service users completed</p> <p>Framework implemented</p>	<p>December 2009</p> <p>April 2010</p>	<p>Strategy Development & Manager/Supported Accommodation Manager</p>	<p>Homelessness Strategy Group/Communities Committee</p>	<p>Best Practice review completed when?</p> <p>Consultation on draft Service User Framework commenced February 2010. Further consultation at HSG in June 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>	Methods & monitoring arrangements in place	March 2010	Strategy Development Manager &	Homelessness Strategy Group/Communities Committee	<p>Linked to H5 (c) – contact in place – January 2010</p> <p>Contact & monitoring arrangements in place – January 2010</p>

Ref No.	What we will do	Key Milestones	Target Dates	Responsible Person	Monitoring & Reporting	SHR Comment
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:</p> <p>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>	Housing Support Manager	Homelessness Strategy Group/ Communities Committee	<p>Revised support assessment tool implemented June 2009.</p> <p>Key Performance Data in place – March 2010</p> <p>Monitoring arrangements in place - March 2010.</p> <p>Housing Support Review completed March 2010.</p> <p>Further report on preferred support option to Committee June 2010.</p>

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4.3	<p>Ensure that the Temporary Accommodation and Housing Support Services comply with all legislative requirements & code of guidance?</p> <p>Monitoring of Inspection Reports and where appropriate improvement plans developed</p> <p>Training of staff to ensure compliance.</p> <p>Develop pro-active approach to identify and respond to legislative changes that may impact on temporary accommodation</p>	<p>Action Plans Implemented</p> <p>Qualified staff</p> <p>Named Officer responsible</p>	<p>Ongoing</p> <p>Ongoing</p> <p>March 2009</p>	<p>Housing Support Manager/ Supported Accommodation Manager/ Homeless Strategy & Development Manager</p>	<p>Homelessness Strategy Group/ Communities Committee</p>	<p>No issues relating to Action Plans outstanding</p> <p>Ongoing.</p> <p>In place – March 2009</p>