

Area for Improvement: Data Protection

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
1.1	Ensuring adequate levels of security and privacy in the handling of personal data	Zero breaches of data protection legislation	We are legally obliged to protect any personal information we hold as part of our day to day activities. Ongoing compliance will ensure that our customers have confidence in the way we handle personal information			
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 5					

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Conduct a risk assessment of service procedures to ensure compliance with Data Protection legislation	Service Managers	<u>Sep-13</u>		
2	Staff receive regular Data Protection Act training.	Lee Wright	Sep-13		
3	Establish a schedule of any information sharing agreements within the service	D Humphreys	<u>Aug-13</u>		

Area for Improvement: Health & Safety

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
1.2	We recognise and accept our duties and responsibilities as an employer with regard to the health and safety to our employees and all others who may be affected by the Authority's activities.	No incidents that a reportable to the HSE under RIDDOR ie no fatalities, major injuries, over 7 day injuries, dangerous occurrences, reportable diseases or gas incidents.	Ensuring the safety of customers and the public in general is essential and of particular importance when working in and in the vicinity of people's homes	Clare Budden		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 5			All service managers; Health and Safety Officer		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Complete all health and safety action plans across the service and ensure identified actions are addressed in the timescales set	All service managers (delegated officers to be added as appropriate); Health	<u>September 2013 & April 2014</u>		
2	Ensure all risk assessments are reviewed and new assessments added to the portfolio as required	Service Managers and Team Leaders	On going		
3	Ensure ongoing half-yearly review of health and safety learning and development for all employees	Health & Safety Officer; Training Officer	<u>September 2013 & April 2014</u>		

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Area for Improvement: Equalities

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
1.3	The aim of the diversity and equality policy is to promote equality for every one. Promoting equality will help to increase customer satisfaction and employee satisfaction.	People with protected characteristics and vulnerable groups experience equitable access and services which are responsive to the needs of a diverse population and that Welsh speakers are able to access services	Promoting equality will contribute towards increased customer satisfaction	D Humphreys		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 5 7 8					

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Establish profile of customers by Protected Characteristics (linked to Directorate Equalities Group priority to improve customer data collection)	All Service Managers	Jul-13		
2	Ensure compliance with the Council's Welsh Language Scheme, including incorporation in business planning and performance reporting	D Humphreys	Jun-13		
3	Prepare for compliance with proposed Welsh Language Measure standards scheduled for implementation in 2014 or 2015 (Implementation timetable to be confirmed)	D Humphreys; Directorate Equalities Group	Dec-13		
4	Monitor and update compliance with the Strategic Equalities Action Plan	D Humphreys	Sep-13		
5	Support use of Equality Impact Assessments in all policy reviews, new policies and plans etc.	D Humphreys; Directorate Equalities Group	On going		

Area for Improvement: Operational and Void Management

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
1.4	Develop and maintain a management system to assist in the monitoring of service productivity; enhance senior officer accountability for performance; contribute towards housing asset management quality and efficiency; to achieve targets on all categories of void properties	Improve turn around on void properties to achieve target of 35 days; improve void management to achieve top quartile performance	Sustain improvements in service quality, effectiveness and efficiency	Nik Evans & Hannah Fargher		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4			Housing Asset Mgr; Neighbourhood Housing Mgrs; Housing Accountant; Perf Support		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Develop robust void management procedures to achieve sustainable reductions to: Waiting days, Repair days and Letting days (target 35 days)	I Peters	Sep-13		
2	Transfer the management of bulk waste/cleaning and utilities management to Housing Management	H Fargher	May-13		
3	Develop a business case for the establishment of a social enterprise to deliver an a dedicated clean team and a 'man and van' to clear void properties	H Fargher	Sep-13		
4	Introduce a new system with British Gas to clear debt on meters	H Fargher	Jun-13		
5	Deliver training sessions to Team Leaders in effective planning skills	Lee Wright	Sep-13		

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Area for Improvement: Appraisals and Absence Management

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
1.5	Develop and maintain management systems to enhance senior officer accountability for appraisals; provide support to staff in minimising absence from work; and contribute towards achieving targets on staff attendance and productivity	100% of staff have annual and mid-year appraisals and absence from work are reduced to: INSERT COUNCIL TARGETS	Employee absence can have a huge impact on our organisation affecting staff morale, the quality of work outputs and disruption. Minimising these will have a positive impact upon services delivered to our customers	Head of Housing Service		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4			All service managers; HR; Occupational Health; and Training		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Improve management and supervision in all areas of the service - Measured by effective appraisals, reduced sickness absence, improved productivity and regular 1:1's as measured in quarterly performance reports	Senior Management Team	Mar-14		
2					
3					
4					

Area for Improvement: Training

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
1.6	Develop a streamlined training schedule which results in a measurable improvement into the larger service provision.	All members of staff within housing services have access to comprehensive quality training and development. Which results in a noticeable operational improvement which supports all the aims of additional improvement objectives. The achieved standard will	Customers will have an improved customer experience through improved skill sets; knowledgeable staff. Leading to an efficient, productive service.	Head of Housing Service		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 5 7 8			All service managers; HR; Occupational Health; and Training		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Improve the skills and knowledge of all the members of staff within housing services.	L.Wright	Ongoing		
2	Undergo continued communication with senior and middle management teams to develop a comprehensive training model.	SMT and L.Wright	Ongoing		
3	Monitor and develop a reporting method of the operational improvements gained through training, development and qualifications. (Identified via code of corporate governance self-	L.Wright	Ongoing		
4	Develop a flexible approach towards training allowing for timely reactions to training needs/ improve commitment to training. (Identified via code of corporate guidance self-assessment)	L.Wright	Ongoing		
6	Deliver training sessions to Team Leaders in effective planning skills (Link to Service Plan item 1.4 Operational and Void Management)	Lee Wright	1st June 2013		
7	Expand housing induction course to include Supporting People	Lee Wright	Sep-13		

8	Briefings to be provided to all staff on how to raise concerns in the workplace	Lee Wright	Jun-13		
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Area for Improvement: Complaints Handling

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
1.7	Establish robust systems to ensure positive learning outcomes from customer complaints	Reduction in number of complaints; reduction/elimination of repeat complaints; complaints benchmarking	Customers will have an improved customer experience through improvements to complaint handling procedures in addition to ensuring that complaints about service failure will lead to positive action to ensure the occurrences are not repeated.	Head of Housing Service		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4			All service managers; Training; Business Systems		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Establish processes to promote dissemination of positive learning outcomes from complaints (code of corporate governance self-assessment)	D Humphreys	Sep-13		
2	Link housing service complaints handling to lean review of complaints process to establish single pathway for complaints	Hannah Fargher	Oct-13		
3	Consider options for customer involvement module within IBS housing management system	Hannah Fargher	Sep-13		
4	Examine current complaints handling procedures to identify cases where failure in service delivery has occurred to identify if actions are effective in remedying service deficiencies	D Humphreys	Mar-13		

Area for Improvement: Welfare Reform (Best Use of FCC Housing Stock)

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
1.8	Ensure advice and support are proactively targeted at vulnerable households at most risk of homelessness as a consequence of Welfare Reform to help them find homes best suited to meet their housing need	Reduced number of tenants forced into arrears due to under-occupancy rules impacting on their housing benefit leading to lessening the likelihood of residents experiencing homelessness and/or poverty. 25 tenants assisted into work	Flintshire CC tenants faced with reductions in housing benefit due to the impact of under-occupancy rules will be helped to find accommodation suited to their needs and resources	Hannah Fargher		TBC
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 5 7 FCC Welfare Reform Strategy.			Housing and Neighbourhood Management		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Appointment of two officers to promote use of a range of resources to affected tenants including: promoting the use of Homeswap; assisting tenants in the use of IT to help navigate housing options including promotion of IT access at libraries etc.	Hannah Fargher	Jul-13		TBC
2	Establish a scheme to help tenants who have already self identified to the Council as wanting to look for work to meet benefit reform shortfall into work	Hannah Fargher	Sep-13		TBC
3					TBC

Area for Improvement: ASB and Neighbourhood Management

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
2.1	To deliver services across our neighbourhoods to ensure safe and sustainable communities.	To deliver a high performing neighbourhood and housing management service that tenants are happy with to improve how safe they feel in their homes and neighbourhoods.	Improved quality of life by improving the environment and reducing the impact of antisocial behaviour	Helen Grant		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 5			Neighbourhood management teams in partnership with Streetscene, Police and other internal and external partners		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Improve ASB service delivery by implementing new ASB Policy & Procedures.	Helen Grant	Sep-13		
2	Introduce a new ASB Case management system and train staff to use it	Helen Grant	Aug-13		
3	Develop a suite of performance reports to be able to inform customers how we are performing	Helen Grant	Sep-13		
4	Benchmark our ASB Service using Housemark to compare our service	Helen Grant	Mar-14		
5	Increase the Number of ASB Officers to 3	Helen Grant	Aug-13		
6	Introduce new policy and procedures in relation to hate crime	Helen Grant	Jun-13		
7	Establish first Community Reporting Centre for hate crime within Flintshire Connects centre Holywell and establish rolling programme for centres at other Connects locations	Helen Grant	Oct-13		
8	Develop housing management approach to domestic abuse by implementing new policy	Helen Grant	Jun-13		
9	Review the cleaning of communal areas, consider alternatives and make recommendations for change	Helen Grant	Mar-14		
10	Consult on variations to the FCC Tenancy Agreement	Helen Grant	Sep-13		

11	New tenancy agreement to come into effect	Helen Grant	Apr-14		
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Area for Improvement: Customer Involvement

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
2.2	Ensure that customer involvement is considered in all areas of service improvement and development	We will be able to demonstrate across the range of our services that we have involved a diverse range of customers	The impact on the customer is that services will be developed that meet the needs of all of our customers.	Helen Grant		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4			All housing services staff and staff across Flintshire County Council, Customer Involvement Working Group, Performance Support Manager, Tenants Federation, Partner Agencies and ICT		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Recruit a Customer Involvement Assistant	Helen Grant / Debbie Davies	Aug-13		
3	Increase customer involvement in designing services comprising: development and implementation of Customer Involvement Strategy, focusing on engaging with younger and harder to reach customers and establishment of procedures to learn from complaints, compliments & comments	Helen Grant / Debbie Davies	Dec-13		

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Area for Improvement: Income Maximisation

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
2.3	<p>Maximise rates of rent collected as proportion of total rent debit. Reduce levels of current and former rent arrears as proportion of rent debit. Increase other areas of potential income</p>	Increase percentage of rent collection reduce both current and former tenant arrears	Protect delivery of services to customers and ongoing investment in their homes.	Helen Grant		
	<p>Identified as requiring improvement in:</p>			<p>Resources to be deployed</p>		
	Priority 4			Neighbourhood Housing and Income Team		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Investigate the benefits of usage of the Debt Management module for the IBS System and recommend if the module should be procured and	Helen Grant & Sheila Martin	Apr-14	Note: This activity must be scheduled with other IT projects included within the Service Plan priorities	
2	Appoint Debt Collection Agency to recover Former Tenant Arrears on a 12 month pilot basis and review results	Helen Grant & Sheila Martin	Apr-14		
3	Implement recommendations from FTA Lean Review	Helen Grant & Sheila Martin	May-13		
4	Review Money Intervention Workshop Pilot, evaluate its effectiveness and establish forward work programme based on intervention outcomes	Helen Grant & Sheila	Jun-13		
5	Meter readings - implement procedures to ensure readings are carried out in order to ensure income from recharges is maximised (44 North, 39 South, 45 East). Target for annual readings required.	Hannah	Sep-13		

Area for Improvement: Customer Focused Service

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
2.4	Improve knowledge of the customer base to design services to meet needs and aspirations. We will be seeking to commission surveys to assess our customer satisfaction and expectations and to better understand who our customer group are and to encourage service improvement through participation of customers and other stakeholders in the community.	All service areas will plan to widen activities to involve customers in the development and delivery of their services. We will seek to develop a more robust picture of customer needs and expectations and develop and/or improve services to meet these.	The impact on the customer is that services will be developed that meet the needs of all of our customers.	Hannah Fargher; Helen Grant; Debbie Davies		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4			All housing services staff and staff across Flintshire County Council, Customer Involvement Working Group, Performance Support Manager, Tenants Federation, Partner Agencies and ICT		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Complete a STAR satisfaction survey in order to measure the overall satisfaction of our customers	Helen Grant; Debbie Davies	Mar-14		
2	Transfer the East Area Housing Team to Flintshire Connects, Connah's Quay	Hannah Fargher	Mar-14		
3	Implement the recommendations from the Estate Caretaker Review	Hannah Fargher	Sep-13		

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Area for Improvement: Quality of Life in Neighbourhoods

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
2.5	To deliver services across our neighbourhoods to ensure safe and sustainable communities	To ensure that tenants feel both safe and proud of the neighbourhoods and communities in which they live	The impact on the customer is that services will be developed that meet the needs of all of our customers including fuel poverty measures and environmental improvements	Hannah Fargher		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 5 7			Neighbourhood management teams in participation with Streetscene, Police and other internal and external partners		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Deliver a new assisted gardening service incorporating additional welfare provision for tenants	Hannah Fargher	Apr-14		
2	Develop a proposal for a sustainable solution to oil and fuel poverty based on the model used on The Ffrith for potential expansion across all FCC stock and others qualifying residents	Hannah Fargher	Dec-13		
3	Deliver an annual plan of Environmental Visual Audits for Flintshire (estimated 25 audits)	Hannah Fargher	Ongoing		
4	To develop and manage a new electronic system for communal area management incorporating fire safety and maintenance	Hannah Fargher	Oct-13		

Area for Improvement: Best Use of Housing Stock

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
2.6	Ensure that the use of housing stock meets current demands in line with the allocations and further demands from areas such as Flint Regeneration	Ensure allocations policy is continually reviewed to ensure it is meeting current demands of stock. Ensure that the allocations process is both efficient and delivers excellent customer experience	The implementation of the Welfare Reform Act will place a significant number of the Council's tenants at risk due to changes in housing benefit eligibility based upon the size of accommodation. By ensuring that the allocation policy is geared to ensuring the sustainability of tenancies the impact upon tenants will be mitigated	Hannah Fargher		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 8			Neighbourhood Managers, Head of Housing, Senior Management Team		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Implement the lean allocations review	Hannah Fargher		Defer pending outcome of SARTH consultation	
2	Pilot a new central inputting team for the management of housing applications and register	Hannah Fargher	Jun-13	In place - review of pilot November 2013	
3	Develop a plan for re-designation of stock in order to meet changing demands	Hannah Fargher	Dec-13		

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Area for Improvement: Improving the Service

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
3.1	To improve the reputation and performance of the service	Implementation of various workstreams and projects to improve and sustain performance improvement within the service	Improved repairs service	Nik Evans		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4			Head of Housing; Hsg Asset Mgr; Hsg Asset Mgt Team; HR		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Implement staff restructure	HAMT	Jun-13		
2	Remove vehicles from relevant staff in line with staff restructure	N Evans	Jun-13		
3	Extend hours of repairs service by 2 hours per day	I Peters	Jun-13		

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Area for Improvement: Operational Management

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
3.2	Develop and maintain a management systems to assist in the monitoring of service productivity; enhance senior officer accountability for performance; contribute towards housing asset management quality and efficiency; to achieve targets on all categories of repairs	Improvement in all areas of Housing Asset Management performance targets to achieve top quartile performance as measured through HouseMark benchmarking	Sustain improvements in service quality, effectiveness and efficiency	Nik Evans (Ian Peters and Kevin Eccles)		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4			Ops Mgr; Business Perf Team Mgr; Housing Accountant; Perf		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Full implementation of mobile working including the introduction of job scheduling software	K Eccles/D Price	Mar-14		
2	Implement a new schedule of rates to create administration efficiencies	I Peters	Jun-13		
3	Implement recommendations of lean review on customer interface in repairs	D Price	Mar-13		

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Area for Improvement: Delivering Capital Programmes and maximising WHQS Investment

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
3.3	Establish a comprehensive plan/strategy to deliver promised improvements in the housing stock	Further develop information about our housing stock to inform the long-term investment plan and strategy; Create a robust improvement plan including appropriate performance/progress measures	Achievement of the promises to tenants set out in the 'Choices Document'	Nik Evans (Tony Jones)		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 8			Head of Housing; Housing Asset Manager; Capital Works Manager		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Carry out further stock condition surveys to include asbestos testing and the update of asset identification	T Jones	<u>Dec-13</u>		
2	Review stock condition data and develop a range of work packages in line with available funding	T Jones	<u>Apr-14</u>		
3	Develop a strategy to align the planned investment programme with available funding from CESP, ARBED and other energy efficiency initiatives	T Jones/G Griffith	Sep-13		
4	Develop and implement an asbestos management strategy	T Jones	<u>Jun-13</u>		
5	Pursue options to secure additional funding to maximise investment capacity in the housing stock	C Budden	<u>Apr-14</u>		
6	Investigate and deliver collaborative procurement options with neighbouring Local Authorities	T Jones	<u>Apr-14</u>		

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Area for Improvement: Customer Involvement and Business Performance

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
3.4	Ensure that customer involvement is considered in all areas of service improvement within Housing Asset Management	Develop a customer involvement action plan and develop the support services to enhance customer experience and assist the services' operational performance improvements	The impact on the customer is that services will be developed that meet the needs of all of our customers.	Nik Evans (Denise Price)		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4			Housing Asset Mgt. Team; All HAM staff		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Develop a customer involvement plan for Housing Asset Management to embed a customer focussed service culture including recruitment of capital works liaison officer and implementation of repairs by appointment.	D Price	<u>Jul-13</u>		
2	Implement benchmarking of repairs service using HouseMark	D Price	Apr-13		
3	Improve Housing Asset Management Fleet and Service - Measured by improved productivity due to less downtime, first time fixes and improved image and reputation	N Evans	<u>Dec-13</u>	Note: Dependant upon corporate fleet review?	

Area for Improvement: Casework Management

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
4.1	Review the casework management processes and referral system of the specialist advisor teams (Housing, Benefits, Money)	Ensure service provision is:- i) accessible & customer focused, ii) effectively and efficiently using service resources, iii) based upon best practice & aligned to future policy, iv) supporting the aim of the FCC Welfare Reform Strategy - lessening the likelihood of residents experiencing homelessness and/or poverty.	Service improvement aims to increase access to caseworker service & enable early intervention and targeting of advice and support to vulnerable residents.	Paul Neave	Aim to have management and referral system in place by March 2014	TBC
	Identified as requiring improvement in: FCC Welfare Reform Strategy. FCC Counties Priorities & Improvement Plan. Priority 4 5 7			Resources to be deployed Within current budget to review and amend process. Potential requirement for IT		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Examine current casework operational processes and performance recording systems, etc.	Pam Davies, Karen Linford	Jul-13		TBC
2	Review casework data to objectively assess current demand upon service & review welfare reform data to project future demand on service.	Pam Davies, Karen Linford, Paul Neave	Aug-13		TBC
3	Develop proposals, as necessary, on how the casework processes and referral systems could be improved to ensure effective use of current resources and ensure service delivery is aligned to meeting the demands created by the welfare reforms and the implementation of future policy.	Pam Davies, Karen Linford	Sep-13		TBC
4	Develop improvement plans detailing the work process and resource requirements to implement changes.	Pam Davies, Karen Linford	Oct-13		TBC
5	Improvement plans implemented and outcomes monitored to assess impact.	Pam Davies, Karen Linford, Paul Neave	Mar-14		TBC

Area for Improvement: Welfare Reform

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
4.2	Ensure advice and support services are proactively targeted at vulnerable households at most risk of homelessness as a consequence of Welfare Reform	Support the successful implementation of the FCC Welfare Reform Strategy - lessening the likelihood of residents experiencing homelessness and/or poverty.	Increased access to: i) advice and support services; ii) affordable credit & financial services; iii) private sector rental properties	Paul Neave		TBC
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 5 7 FCC Welfare Reform Strategy.			Additional staffing resources and requirement for IT casework management		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Introduce measures to improve financial capability & access to affordable credit within households impacted by welfare reforms.	Paul Neave	Mar-14		TBC
2	Develop and implement a welfare reform training/coaching programme to raise awareness amongst internal and external service providers.	Paul Neave	Mar-14		TBC
3	Implement and manage a communication strategy ensuring information on the welfare reforms is disseminated to all stakeholders	Paul Neave	Mar-14		TBC

Area for Improvement: Homeless Legislation & Welfare Reform

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
4.3	Implement key improvements to mitigate against additional pressures from Welfare Reform and changes to Homeless Legislation	Prevent homelessness whenever possible. Keep the use of B&B at a minimum and develop a range of affordable and suitable housing options for households at risk of homelessness.	Homelessness will be prevented. There will be improved customer journey for those who do become homeless the private rented sector is an affordable housing option	KD/PD/PN		TBC
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 5 7 FCC Housing & Homeless Prevention Strategies			Additional staff resources required in development stages		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Make better use of the private rented sector to include alternatives to B&B and to expand and develop shared housing options to assist in discharging of homeless duty into the private rented sector	KD/PN/PD	Apr-14	This is linked to the PRS improvement plan (target set for 2013 2014)	TBC
2	Realign financial and staffing resources to focus on youth homeless prevention. Deliver a more joined up approach between Children's, Housing and Voluntary Sector providers.	KD/PN/PD	Mar-14		TBC
3	Review the success of the 'Targeting Floating Support' pilot and propose relevant 'Targeting Support' projects including B&B and temporary accommodation.	SP	Sep-13		
4					

Area for Improvement: Expand CBAS in to General Needs Accommodation

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
4.4	Expand the Community Based Accommodation Support Service in to general needs accommodation.	Making best use of available resources by targeting those most in need. Prevent the need for older people to need more costly care and or health interventions.	Customers will get a flexible service responsive to their individual needs. Customers will receive a service based on their need and not the property they live in. More individuals will have access to services which help build the confidence to remain living independently.	Dawn Kent		TBC
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 7 FCC Welfare Reform Strategy. FCC Counties Priorities & Improvement Plan.			Within current budget for staffing. The expansion will require appropriate IT systems to manage outcomes reporting		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Market and promote the service to include clear information on the eligibility requirements and what the service can offer. Build up a system to receive referrals for the service from other departments.	Dawn Kent and Team Leaders	Jul-13		TBC
2	Identify and implement appropriate IT systems to facilitate performance and outcomes reporting.	Dawn Kent	Sep-13		TBC
3	Monitor the outcomes achieved and demand for the services in order to develop proposals for any future expansion in partnership with Supporting People	Dawn Kent/Suzanne Powell	Mar-14		TBC

Area for Improvement: Deliver Telecare Improvement Project

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
4.5	Plan and Deliver Telecare Improvement Project	A high quality, fair and consistent service across Flintshire available for those who need it. Maximise income for the Local Authority through charging.	Improved accessibility for services for those who need or want it.	KD/DK		TBC
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 5 7			Within existing resources		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Develop and implement a specification that delivers a consistent and fair approach to telecare across Housing and Social Services to include referral/access, charging, equipment and installation.	Dawn Kent	Mar-14		TBC
2	Recommend service developments to meet current and increasing demand for Telecare and Telehealth services.	Dawn Kent	Mar-14		TBC
3	Agree proposals to maximise the benefits of collaboration on a regional basis for installation, charging, procurement and response service in partnership with Social Services and Supporting People.	Dawn Kent/Suzanne Powell	Mar-14		TBC

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Area for Improvement: Improve Service User Involvement

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
4.6	Improve Service User Involvement across the service area	Service users are able to participate in the delivery, planning and commissioning of services including all service changes.	Customers will be fully consulted and offered the opportunity to participate and make a difference to service delivery.	KD/SP		TBC
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 Supporting People Strategy , LHS and prevention strategy			Funding ringfenced within the SP grant		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Provide support and assist the development of any existing service user initiatives carried out by service providers such as Keyring/ Extra Care	SP	Mar-14		TBC
2	Commission and review outcomes against the service user contract to include peer mentoring/reviewing, facilitating consultation, participation in developing plans and services.	SP	Mar-14		
3	Develop and implement proposals for regional collaboration through the Supporting People Information Network and the Regional Collaborative Committee.	SP	Mar-14		

Area for Improvement: Central Referral and Assessment Team

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
4.7	Implement a Central Referral and Assessment Team for Housing Support	A gateway in place to make best use of limited resources. This provision will be used for those that need it most and target will be to keep void places at a minimum.	Provision will be managed and targeted at those in most need. Less delay in access to services and better matching of customer to service.	KD/SP		TBC
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 5 7			Co-ordinator funding already ringfenced within the SP grant funding.		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Recruit Co-ordinator	KD/SP	Jul-13		TBC
2	Develop access 'gateway' for floating support services.	KD/SP	Mar-14		TBC
3	Build on the work of the Housing First Pilot to provide multi agency co-ordination for those with complex needs.	SP	Mar-14		

Area for Improvement: SARTH

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
4.8	To simplify the process for accessing social housing and improve the advice provided on alternative housing options.	An easy to understand policy in place for allocationg social housing properties which is consistent with other social landlords. An efficient process in place for dealing with enquiries and applications.	A simple, transparent and less time consuming application process. Improved information provided on realistische housing options at first point of contact.	Katie Davis		TBC
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 8			Funding for regional project manager, IT system. FCC developments carried out by within existing staff resources.		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Pilot the central inputting team within housing options as recommended in the lean review.	Dawn Kent	Jun-13		
2	Agree a common policy for Flintshire or for the region and a service model that will provide maximum efficiencies and best service for customers.	Katie Davis	Mar-14		
3	Carry out wide consultation and pilot a revised common housing register and policy.	Katie Davis	Mar-14		

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Area for Improvement: Delivery of Disabled Adaptations

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
5.1	To increase the speed of delivery for Disabled Adaptations following receipt of an adaptation recommendation form	To reduce the average time between receipt of an adaptation recommendation form and completion of the disabled adaptation by 10 days from the 2012/13 timescales.	The customer will receive their adaptation in a more timely manner.	Head of Housing Housing Renewal Manager		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 7 8			FCC Private Sector Renewal; Capital Resources; FCC HRA Resources		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	All disabled facilities grant applicants to receive a home visit within 5 working days of receipt of the adaptation recommendation form if they are available.	Housing Renewal Manager	Jun-13		
2	Procedures to be altered so that all subcontractors commit to starting on site within 4 weeks of appointment for all disabled facilities grant works.	Housing Renewal Manager	Jun-13		
3	All disabled adaptations work to be formally certified as complete by the clerk of works within 5 working days of notification on completion by the contractor.	Housing Renewal Manager	Jun-13		

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Area for Improvement: Delivery of Sustainable Finance to Homeowners for Repairs and Improvements

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
5.2	To deliver a wide range of financial products through the Council's Loan Administrator Street UK	The Council is contractually committed to deliver a minimum of 16 loans during year 1 of the contract, which commenced on 2nd January 2013.	The affordable loans will be provided to vulnerable homeowners who are excluded by the mainstream lenders due to their poor credit rating. These loans will allow homeowners to repair and improve their homes, improving health	Head of Housing, Housing Renewal Manager	The Council has entered in to a contract with a loans administrator who specialises in working with local authorities. A panel of independent financial advisors (regulated by the Financial Services Authority) have also been appointed, giving clients the	
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 8			FCC Private Sector Housing Renewal Capital Funding		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	The Service is in receipt of initial enquiries for the scheme and needs to follow these up with building survey visits and then proceed to full applications.	Housing Renewal Manager	<u>30th June 2013</u>		
2	Once schedules of work have been prepared and valid applications completed these need to be forwarded to Street UK and monitored to ensure applications proceed within contractual timescales	Housing Renewal Manager	30th September 2013		
3	The building work on the first 16 properties for which loan applications have been made are to be completed and the loan active.	Housing Renewal Manager	<u>31st March 2014</u>		

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Area for Improvement: Empty Homes

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
5.3	Reducing Long Term Vacant Homes	To reduce the number of long term vacant homes in the County by 6%. The target of 6% is a reduction in the total number of long term vacant homes from 1st April in any one year to the next	Providing more housing and more choice, alongside supporting Community Regeneration	Head of Housing Housing Renewal Manager Performance Support Manager		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 8			FCC Private Sector Housing Renewal Capital Funding. WG Houses into Homes Funding.		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Pursue those owners of empty property who have not yet responded to requests for information as to why their properties are empty.	Housing Renewal Manager	Sep-13		
2	Prioritise applications for funding from Houses into Homes and FCC's Capital Programme	Housing Renewal Manager	Jun-13		
3	Financially support the renovation of priority properties utilising the Council's Capital Funding and the Houses into Homes recyclable loans fund.	Housing Renewal Manager	Mar-14		

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Area for Improvement: Reduce Revenue Costs and Improve the Customer Experience

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
5.4	To reduce the use of paper based systems through the implementation of an Electronic Record Document Management System (ERDM) and e-tendering	To reduce expenditure by at least 50% on paper, ink cartridges and stationary. To eliminate any new expenditure archiving files.	Information will be readily available to Officer's wherever they are located, providing they have access to the internet. This will allow the team to operate the service from a	Head of Housing Housing Renewal Manager		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4			FCC Flintshire Futures Revenue Funding		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	All relevant staff to be trained in the use of the EDRM system and utilised for all grant and loan work.	Information Governance Manager	Sep-13		
2	Empty Homes, Group Repair and Energy Efficiency Activity to be recorded on CIVICA and be subject to EDRM.	Housing Renewal Manager	Jun-13		
3	Proactis e-tendering portal to be implemented, appropriate staff to be trained and the system used for awarding all contracts for disabled facilities grants and home loans.	Housing Renewal Manager	Sep-13		

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Area for Improvement: Achieve Customer Service Excellence Accreditation

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
5.5	To deliver excellent customer focused services.	To achieve Customer Service Excellence Accreditation. To achieve the accreditation the service will have to excel in delivery, timeliness, information, professionalism and staff attitude.	Customers will be in a position to better influence the delivery of services to best meet their needs.	Head of Housing Housing Renewal Manager Performance Support Manager		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4			FCC Revenue Funding		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Evidential gaps identified during the pre-assessment to be resolved.	Housing Renewal Manager	Jun-13		
2	An action plan of development areas requires production to ensure that further improvement can be evidenced in 2013/14	Housing Renewal Manager	Sep-13		
3	All development actions to be completed and evidenced within the Customer Service Excellence Database to ensure reaccreditation in 2014/15.	Housing Renewal Manager	Mar-13		

Area for Improvement: Neighbourhood Renewal Area

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
5.6	Customer Satisfaction	Achieve greater than 90% customer satisfaction levels for Group Repair work. Resolve any complaints within the Council's corporate timescales.	Customers will be positive about the scheme and the wider NRA objectives. All works will be carried out with minimum fuss despite their intrusive nature.	Housing Renewal Manager and Renewal Area Project Lead		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 8 2013/14 - Phase 2 Group Repair Scheme			Welsh Government capital grant and FCC Capital. FCC Revenue funding.		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Increase customer insight through a "know your customer", survey and establish who our customer base is and what they expect from the Service	Renewal Area Project Lead	<u>Aug-13</u>		
2	Develop a communication strategy to ensure residents are fully informed in each stage of the process	Renewal Area Project Lead	May-13		
3	Work with appointed Contractor to ensure they have Customer Service as a priority and establish what procedures they have in place to actually deliver this, regularly monitoring customer satisfaction levels.	Renewal Area Project Lead	<u>Mar-14</u>		

Area for Improvement: Delivery of Affordable Warmth

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
5.7	Reduce the heating bills of owner occupied, social rented and private rented housing.	The Council will target a reduction in annual domestic energy bills of £75,000 across public and private housing.	Homeowners and tenants see reductions in their annual energy bills and as a result of the energy saving measures installed.	Head of Housing Housing Renewal Manager		
	Resources to be deployed					
	FCC Private Sector Renewal Capital, HRA, Energy Unit, Energy Company funding, WG funding					
	Identified as requiring improvement in:					
	Priority 5 7					

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Review and evaluate the delivery of domestic energy efficiency retrofit activity in 2012. Prepare an amended delivery plan for future schemes based upon the	Home Energy Conservation Officers	<u>Jun-13</u>		
2	Develop a new Affordable Warmth Strategy 2013 - 2015, through consultation with Members, Officers and related key stakeholders.	Home Energy Conservation Officers	<u>Sep-13</u>		
3	Establish new energy efficiency funding routes in Flintshire, consiering both the work carried out by Marksman consulting in relation to the Green Deal and	Home Energy Conservation Officers	<u>Oct-13</u>		
4	Develop a new Sustainability Strategy for Housing 2013 - 15, through consultation with Members, Officers and related key stakeholders.	Home Energy Conservation Officers	<u>Oct-13</u>		

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Area for Improvement: Implementation of the Local Housing Strategy

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
6.1	Implementation of the Local Housing Strategy	Achievement of the Local Housing Strategy's 1st year target outcomes and implementation of key longer term elements of the strategy's implementation plan	Achieving the strategy's three themes of: More Housing More Choice; Improving Homes and Communities; and Better Services to Improve People's Lives will lead to direct positive impact upon the lives of many of Flintshire's residents	David Humphreys		
	Identified as requiring improvement in:	Resources to be deployed				
	Priority 4 5 7 8					

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Implementation of the LHS and achievement of the first year target outcomes	D Humphreys	<u>Mar-14</u>		
2	Publish six month strategy review and housing strategy bulletin	D Humphreys	Oct-13		
3	Develop a housing market delivery plan for the Deeside Growth Zone	Housing Strategy Team; Planning Policy Team	<u>Sep-13</u>		

Area for Improvement: Performance Support

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
6.2	To ensure that service areas are supported in the development and improvement of services to improve both service delivery and performance	Support provided to service managers to secure sustained performance improvement and gain upper quartile performance in service areas where appropriate and robust comparable performance measures are available.	Sustained and measurable improvements to service quality and performance	D Humphreys		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4			Performance Support Manager		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Implement and further develop the use of benchmarking through HouseMark for landlord services including ASB and complaints	S Abbott	<u>Jun-13</u>		
2	Explore opportunities for benchmarking for Housing Renewal and Community Support Services	S Abbott	Sep-13		
3	Improve/widen the use of management information across all service areas	S Abbott	<u>Mar-14</u>		
4	Work with Workforce Training to develop a programme of workshops and training to improve competences within the service comprising performance, project management and	S Abbott	<u>Jun-13</u>		
5	Develop the use of coaching and mentoring within Housing Services	S Abbott	<u>Sep-13</u>		
6	Widen the use of Lean within Housing Services	S Abbott	<u>Mar-14</u>		
7	Improve the handling and learning from complaints across all service areas	S Abbott	<u>Sep-13</u>		

Area for Improvement: Expanding the Private Rented Sector

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
6.3	Expanding the PRS in Flintshire to meet identified need and establishing the sector as a tenure of choice	Raising the profile and awareness of the PRS in Flintshire; developing a stronger corporate approach to working with the sector; growing the sector; strengthening the relationship and improving communication with the sector	Improved access to private rented accommodation; improved quality within the sector	D Humphreys		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 5 8					

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Develop and implement a PRS improvement strategy and associated action plan	D Humphreys; Housing Renewal; Housing Enforcement	Sep-13		
2	Host first bi-annual PRS development event comprising information sessions for stakeholders	D Humphreys	Sep-13		
3	Establish a corporate private rented sector working group to develop corporate service standards, policies and processes in relation to the sector	D Humphreys	Sep-13		
4	Redefine and relaunch the Flintshire Private Landlord Forum	D Humphreys	Sep-13		
5	Relaunch the flintshirehousing.co.uk web resource	D Humphreys	Aug-13		
6	Review joint and collaborative working in the private rented sector with neighbouring local authorities.	D Humphreys	Dec-13		

Area for Improvement: Affordable Housing

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
6.4	Increase the supply of affordable housing	Achieve rate of 20 additional affordable homes per 10,000 households (approx 120 homes)	Everyone should have the opportunity to live in a good quality, affordable home.	D Humphreys		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 8			P Storr		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Develop best practice approaches to the delivery of affordable homes including promotion of the affordable homes register, incorporated into the affordable housing strategy	P Storr	<u>On going</u>		
2	Implement the affordable housing strategy and action plan including the development and implementation of monitoring and reporting tools on all aspects of affordable housing delivery	P Storr	Sep-13		
3	Work with RSLs to develop additional affordable housing outside current SHG arrangements	P Storr	<u>Mar-14</u>		
4	Develop additional affordable homes utilising new funding mechanisms exploring potential for Cooperative options as part of the Flint Regeneration scheme	P Storr	See Flint regeneration programme		
5	Aim to achieve 1 site released for housing by each of public sector bodies associated with LSB	D Humphreys	Apr-14		
6	Project Management - New build delivery, Flint Town Centre Regeneration	P Storr	On going		

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Area for Improvement: Customer Involvement

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
6.5	Ensure that customer involvement is considered in all areas of service improvement and development within the strategic housing function	Development and implementation of a range of customer involvement activities targeted at the needs of the range of housing customers	Implementation of involvement activities appropriate to the needs of diverse customers and communities	D Humphreys		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4			Housing Strategy Team		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Publication of twice yearly Strategic Housing Bulletin (April and September)	D Humphreys	Jul-13		
2	Continuation of bi-monthly elected member briefing	D Humphreys with relevant service area leads and external stakeholders	On going		
3	Ensure that the Council's purpose, improvement priorities and county vision are promoted and reported through: improving information published on the web, posters, leaflets etc.	D Humphreys plus relevant service area leads	On going		

Area for Improvement: Gypsies & Travellers

Ref no.	Improvement Objective	Target / Standard to be Achieved	Customer impact	Lead responsibility	Progress Summary	Overall RAG Status
6.6	Meet the Council's responsibility to address the accommodation inequality experienced by the Gypsy and Traveller Community	To ensure that Gypsies & Travellers have access to a suitable accommodation and are able to access appropriate services	Reduced exclusion, provision of more stable residential options and improved access to services	D Humphreys		
	Identified as requiring improvement in:			Resources to be deployed		
	Priority 4 5 7 8			Housing Strategy Team, Planning Policy Team, CBAS,		

	Key Activities	By Whom	By When	Details of Progress	RAG Status
1	Develop and implement Gypsy Traveller Strategy	D Humphreys	Sep-13		
2	Riverside Gypsy Traveller caravan site expansion plan	D Humphreys	Sep-13		
3	Implement Mobile Homes Act	D Humphreys	Aug-13		
4	Develop Gypsy Traveller accommodation strategy linked to the emerging LDP process.	D Humphreys; Planning Policy Team	Sep-13		
5	Establish effective regional partnerships, including other Welsh and English local authorities and Police forces	D Humphreys	Mar-14		
6	Appoint Gypsy Traveller Liaison Officer	D Humphreys	Sep-13		
7	Conduct option appraisal for potential Gypsy - Traveller transit site	Housing Strategy Team and Planning Policy Team	Sep-13		