

Temporary Accommodation Service Improvement Plan (Progress @ September 2023)

Task	Lead	Deadline	Completed	Rec Ref	%	Commentary
Identify financial resources and staff capacity needed to deliver on the Service Improvement work to respond to Temporary Accommodation Audit Findings	Service Manager	March 2022	Jan 2022	--	100%	<ul style="list-style-type: none"> • Funding identified for Service Improvement /Project Manager • Funding for Restructure in HSG Delivery Plan • Priority Tasks delegated to Team Leader for Action • 2 days per week additional officer support for Service Improvement (HJ) • FURTHER UPDATE • Ongoing pressures relating to overall implementation of the action plan due to significant service pressures
Review procedures for Out of Hours placements within Temporary and Emergency Accommodation	Service Manager	March 2022	Feb 2022	--	100%	<ul style="list-style-type: none"> • OOH Staff Group engaged to identify challenges relating to OOH service delivery • New procedures adopted and clearly documented for all staff and to be reviewed routinely through OOH Staff Group • FURTHER UPDATE • Procedures revised to enable Pilot of OOH service delivery with The Wallich from June 2023 • Service Level Agreement to be signed off with The Wallich subject to successful review of the Pilot in Quarter 3 23-24
Develop procedures for repairs and maintenance of Temporary Accommodation and ensure processes in place for: <ul style="list-style-type: none"> • property inspections • repairs for service 	Service Manager	March 2024	IN PROGRESS	2	80%	<ul style="list-style-type: none"> • Core repairs responsibilities identified • Temporary Accommodation guidance and procedural notes in place for all aspects of repairs and maintenance • Repairs liabilities for Service and Landlords clearly stipulated in Lease Agreement (if unfulfilled by landlord process in place to be actioned by HRA and recharged)

<ul style="list-style-type: none"> repairs for landlords health & safety compliance 						<ul style="list-style-type: none"> Contractor for Fire Safety Compliance appointed through HRA contract to deliver services for all Temporary Accommodation Routine Inspection regime developed and to be implemented across all homeless accommodation once staff capacity allows (HMO settings already prioritized) Service Level Agreement for Responsive Repairs awaiting sign off Workflow process and prompting for H&S compliance (Gas and Elec Certs) to be actioned within Back Office and Open Housing
<p>Develop procedures relating to Void Management for Temporary Accommodation including Service Level Agreement as required with:</p> <ul style="list-style-type: none"> FCC Housing Assets Service Cleaning contracts 	Service Manager	March 2024	IN PROGRESS	2	80%	<ul style="list-style-type: none"> Voids standard developed in line with the Renting Homes Wales Act 2016 requirements (Homes Fit For Habitation – HHSRS) Temporary Accommodation guidance and procedural notes in place for all aspects of void property maintenance HRA Repairs team continue to deliver and where possible fast track Temporary Accommodation Void Works Actively test market at “point of purchase” for property furnishings (beds, sofas, blinds, whitegoods) as required through range of suppliers for vfm and availability as required Service Level Agreement for Voids Maintenance awaiting sign off
<p>Develop procedures relating to Responsive Repairs for Temporary Accommodation including Service Level Agreement as required with:</p>	Service Manager	March 2024	IN PROGRESS	2	80%	<ul style="list-style-type: none"> Core repairs responsibilities identified Contractor for Fire Safety identified and included on HRA contracts and where needed (HMO settings) Contractor for CCTV identified and linked into HRA processes and monitored where possible through FCC CCTV suite (Swan Inn)

<ul style="list-style-type: none"> FCC Housing Assets Service Cleaning contracts Fire Safety Services Leased Landlords 						<ul style="list-style-type: none"> Procedure for consideration of new Lease Properties and “take on” in place Service Level Agreement for Responsive Repairs awaiting sign off
Develop clear processes for Renewal and Review of Leases for the Temporary Accommodation	Service Manager	March 2022	June 2022	2	100%	<ul style="list-style-type: none"> Ongoing dialogue with Landlords underway for Lease Renewals and cost implications factored into budgets Lease Renewal Decision Record developed with management approval process in place Lease Agreement refreshed to reflect the Renting Homes Wales Act 2016 Expired leases “rolled over” whilst negotiating new lease costs
Review arrangements for “Take On” of FCC and Housing Partners properties for use as Temporary Accommodation through a Memorandum of Understanding or Management Agreement	Service Manager	March 2024	IN PROGRESS	2	80%	<ul style="list-style-type: none"> Additional properties taken on from HRA successfully and processes developed <ul style="list-style-type: none"> The Swan Inn (6 flats purchased and refurbished to HRA standard with WGOV Phase 2 Grant – Handover April 2022) Duke Street (2 flats built to HRA standard with WGOV Phase 2 Grant – Handover June 2023) Park Lane (4 flats built to HRA standard with WGOV Phase 2 Grant – Handover Sept 2023) Memorandum of Understanding for refresh and sign off with HRA for properties
Develop Policy for Income Management relating to the Temporary Accommodation Portfolio to include: <ul style="list-style-type: none"> Rent Collection Service Charge Collection 	Service Manager	March 2024	IN PROGRESS	2	80%	<ul style="list-style-type: none"> Staff procedural guidance notes in place Homeless Accommodation Policy in Draft with sections on Income Management activity to enable 1 Policy for all aspects of Homeless Accommodation Management Awaiting the development of the Accounts Payable and Accounts Receivable feature within the Back Office for Income Collection

<ul style="list-style-type: none"> • Arrears management – current and former • Income Maximisation and Support • Arrears Write Off 						<ul style="list-style-type: none"> • Performance Dashboard for Income Maximization to be implemented through Back Office
<p>Improve and enhance excel spreadsheet to capture all information in relation to temporary accommodation.</p> <p>ADDITIONAL ELEMNT: Move away from Spreadsheets for accommodation casework and adopt Back Office</p>	Service Manager	Additional Element March 2024	March 2022	4	100%	<ul style="list-style-type: none"> • Spreadsheet work complete • Additional tabs on Spreadsheets for collection of data relating to Performance Information for length of stay • HB Monitoring information linked to TA placements spreadsheets • ADDITIONAL ELEMENT • Migration over to the Back Office system for management of all forms of homeless accommodation – commenced May 2023 • Complete training for all Staff working on Back Office functionality for Temp Accom Staff • Performance Management functionality to be developed for reporting via Back Office
Review reasons for refusal of permanent accommodation and develop process to manage “unreasonable refusals”	Service Manager	March 2022	March 2023	5	100%	<ul style="list-style-type: none"> • Refusal reasons identified as in significant part due to lack of guidance on Offer Process and inappropriate offers in regards to “suitability assessment” • Suitability Checklist in place along with Direct Lets Nomination Form • Clear process for Homeless Direct Lets now in place with dedicated officer leading the matching process • Nominations report and suitability assessment require management sign off • Refusals managed through the statutory instrument of Housing (Wales) Act 2014 s.85 Right to Review and “Independent Reviewer” appointed • Processes and Homeless Policy Statement demonstrate the commitment to “end evictions into

						homelessness” – Homeless Services to be leading by example
Develop “Tenancy Start Up” Factsheets and Support for residents so they have a clear expectation of what help they will get when accessing Temporary Accommodation	Service Manager	June 2022	August 2023	--	100%	<ul style="list-style-type: none"> Shelter Cymru Guide on Temporary Accommodation issued to those accessing homeless accommodation Support Workers allocated if required to enable people to have dedicated housing related support and “point of contact” whilst occupying homeless accommodation Housing Support Staff working from hotels and B&Bs at least 1 days a week for drop in and advice services
Develop processes in relation to “Accommodation Placements” a ensure a consistent approach and decision making based on roles and responsibilities	Service Manager	March 2022	March 2022	7	100%	<ul style="list-style-type: none"> Accommodation Placement Decision Record created and successfully piloted with Homeless Team since January 2022 Consultation with staff for fine tuning of the process based on staff and management feedback Approval and placement process now integrated into the Back Office system for request and approval processes relating to accepting “interim housing” duties from April 2023 New risk matrix developed for the Back Office to mitigate risks within homeless accommodation and reduce risk of challenge on grounds of “unsuitability” to go live October 2023
Develop procedures relating to “Lease Take On” and promote this housing product to local landlords to increase supply of temporary accommodation	Service Manager	December 2023	IN PROGRESS	2	90%	<ul style="list-style-type: none"> Template for Lease Take On Decision Record Complete Core Offer for Landlords (90% LHA – minimal repairs liability – hassle free management etc) but not attractive enough for many Landlords so needing to negotiate and factor into budgets to secure accommodation due to costly PRS Discussions with interested landlords ongoing Links with Empty Homes Officer in Public Protection developed and processes in place and budgeted for

						<p>“invest to save” property take on process targeting long term empty properties.</p> <ul style="list-style-type: none"> • Lease Option and other Landlord Incentives promoted at the Regular Landlord Forum • Housing & Prevention Hub webpages to be updated with information about the Lease Scheme for homeless accommodation
Create a specific team for Property Management and Private Rented Sector engagement with responsibility for the sourcing and management of Temporary Accommodation and future Leased Services (PRS Leasing Scheme)	Service Manager	March 2024	IN PROGRESS	1	50%	<ul style="list-style-type: none"> • All Job Descriptions complete for key staff and to be managed through a new “Homefinder Team” <ul style="list-style-type: none"> ○ Homefinder Manager ○ Homefinder Accommodation Officer x2 ○ Private Sector Access Officer x2 ○ Landlord liaison Officer x1 • Posts fully costed and accounted for within the Housing & Prevention Service Restructure (Council Fund and Housing Support Grant) • Recruitment ongoing following changes in internal personnel and restructure of Service (Job Evaluation process on hold)
<p>Review and refresh Performance Management Framework for all of the following and ensure appropriate routine KPIs captured:</p> <ul style="list-style-type: none"> • Portfolio Capacity • Income Management • Repairs • Voids • Routine Inspection • Tenancy Support • Length of Stay 	Service Manager	March 2024	IN PROGRESS	3	50%	<ul style="list-style-type: none"> • Initial measures scoped but require method statements and this requires a fully functioning system via the Back Office which is not ready for full adoption

<ul style="list-style-type: none"> • Tenant Move On • Property Compliance H&S • Lease Arrangements 						
Approve implementation plan for move to Open Housing System with IT Support Services	Service Manager	June 2022	March 2023	4	100%	<ul style="list-style-type: none"> • Agreed with IT that this is a priority within the Services Digital Transformation Workstream • No capacity within IT for commencement of work until June 2022 • Further delays due to IT capacity and other competing pressures within portfolio Dec 2022 • Now not using the Open Housing PSL Module and instead moved to the Back Office system
Develop “Homeless Accommodation – Temporary and Emergency Policy” for the Homeless Service	Service Manager	December 2023	IN PROGRESS	1	80%	<ul style="list-style-type: none"> • In final draft and to be adopted when all elements of Back Office functionality in place and Staff Guidance and Procedural notes updated to reflect system changes • Changes in process to respond to the Renting Homes Wales Act 2016 already adopted June 2023
Full migration to new IT system (Open Housing) with all functionality required to manage the Temporary Accommodation Portfolio	Service Manager	March 2024	IN PROGRESS	4	50%	<ul style="list-style-type: none"> • Move to Open Housing Aborted • Back Office system in place but not fully operational for all aspects of service delivery • Also requires work on Back Office for performance management reporting • System set up to populate WGOV periodic performance returns and will save staff time of report burden
Complete full “end to end temporary accommodation process mapping” to be mapped to assign roles and responsibilities, identify process delays and	Service Manager	June 2024	IN PROGRESS	2	0%	<ul style="list-style-type: none"> • To be completed once all aspects of Back Office functionality are in place • System and process training to be completed with all staff who support delivery of the homeless accommodation placements, management and support:

inefficiencies as well as document controls						<ul style="list-style-type: none"> ○ Homeless Team requesting placement - RARE ○ Homefinder Team managing accommodation and housing management functions - BREIF ○ Housing Support Team delivering bespoke housing related support - UNREPEATED
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LEGEND FOR PROGRESS AND TASK MONIOTIRING	RAG
COMPLETE	8
ON TRACK FOR COMPLETION	10
OFF TRACK FOR COMPLETION	--
NOT STARTED – NO CONCERN	1