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27 June 2013

YOUR PLYMOUTH

Monday 8 July 2013
4 pm
Council House (next to the Civic Centre), Plymouth

Members:

Councillor Tuffin, Chair.

Councillor Bowyer, Vice-Chair.

Councillors Casey, Damarell, Philippa Davey, Jarvis, Jordan, Martin Leaves, Michael Leaves, Rennie, Ricketts and Tuohy.

Co-opted Representative:

Steve Meakin, Money Advice Co-ordinator Devon and Cornwall (to be confirmed).

Members are invited to attend the above meeting to consider the items of business overleaf.

Tracey Lee
Chief Executive

YOUR PLYMOUTH

AGENDA

PART I – PUBLIC MEETING

1. TO NOTE THE CHAIR AND VICE CHAIR

The panel will note the appointment of the Chair and Vice Chair for the municipal year 2013-2014.

2. APOLOGIES AND SUBSTITUTIONS

To receive apologies for non-attendance by members and to note the attendance of substitutes in accordance with the Constitution.

3. DECLARATIONS OF INTEREST

Members will be asked to make any declarations of interest in respect of items on this agenda.

4. APPOINTMENT OF CO-OPTED REPRESENTATIVES

The panel will consider the appointment of co-opted representatives and/or confirm existing co-opted representatives.

5. CHAIR'S URGENT BUSINESS

To receive reports on business which, in the opinion of the Chair, should be brought forward for urgent consideration.

6. TERMS OF REFERENCE

(Pages 1 - 2)

The panel will note its terms of reference.

7. CABINET MEMBER FOR CO-OPERATIVES AND COMMUNITY DEVELOPMENT

The panel will hear from the Cabinet Member for Co-operatives and Community Development on his portfolio responsibilities with a view to identifying items for inclusion in its work programme.

8. HOUSING OPTIONS - HOMELESSNESS

(Pages 3 - 8)

The panel will receive information on Housing Options and the plans which are in place to deal with homelessness.

9. CUSTOMER SERVICES TRANSFORMATION (Pages 9 - 14)

The Panel will receive a presentation from the Assistant Director for Customer Services on progress with the Customer Services Transformation programme.

10. WORK PROGRAMME (Pages 15 - 16)

To consider the draft work programme for 2013-2014.

11. FUTURE DATES AND TIMES OF MEETINGS

The panel is asked to note the dates of future meetings for the 2013-2014 municipal year. All meetings will commence at 4 pm –

Monday 30 September 2013

Monday 4 November 2013

Monday 10 March 2014

12. EXEMPT BUSINESS

To consider passing a resolution under Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item(s) of business on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in paragraph(s) of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

PART II - PRIVATE MEETING

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

that, under the law, the Panel is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

NIL.

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YOUR PLYMOUTH

Terms of Reference



OUR MISSION STATEMENT

To scrutinise matters relating to our specified responsibilities with a view to improving services, reducing inequalities and improving outcomes for the people of Plymouth.

OUR CORPORATE PLAN PRIORITIES

- Raise Aspirations
- Deliver Growth
- Reduce inequality
- Provide Value for Communities

OUR CORPORATE COMMITMENT THEMES

- Safer Plymouth
- Greener Plymouth
- Vibrant Plymouth
- Living Plymouth

LINKED TO THE CABINET MEMBER AND DEPARTMENT WITH RESPONSIBILITY FOR

- Parks including playgrounds and greenspaces
- Waste management, recycling and street cleaning
- Climate change and sustainability
- Public protection service
- Miscellaneous licensing
- Anti-social behaviour
- Community safety
- Community cohesion and equalities
- Localities working
- Community and neighbourhood development
- Homelessness
- Private sector housing, grants and improvements
- Housing enabling with respect to registered social landlords
- Customer Services

STATUTORY ROLE with regard to scrutiny of the community safety partnership

PARTNERSHIP LINKS

- Community Safety Partnership
- Devon and Cornwall Police and Crime Panel

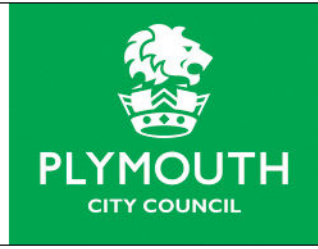
MEMBERSHIP - The Chair and Vice Chair of the panel shall serve on the Co-operative Scrutiny Board. All members of the panel will adhere to the general rules of Overview and Scrutiny. There are 12 members of the panel including the Chair and Vice Chair. The Vice Chair is from the opposite political group to the Chair.

****the corporate plan priorities will be updated upon the adoption of the new corporate plan***

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HOUSING OPTIONS

Your Plymouth Scrutiny Panel – 8 July 2013



Report to Your Plymouth Scrutiny

Context

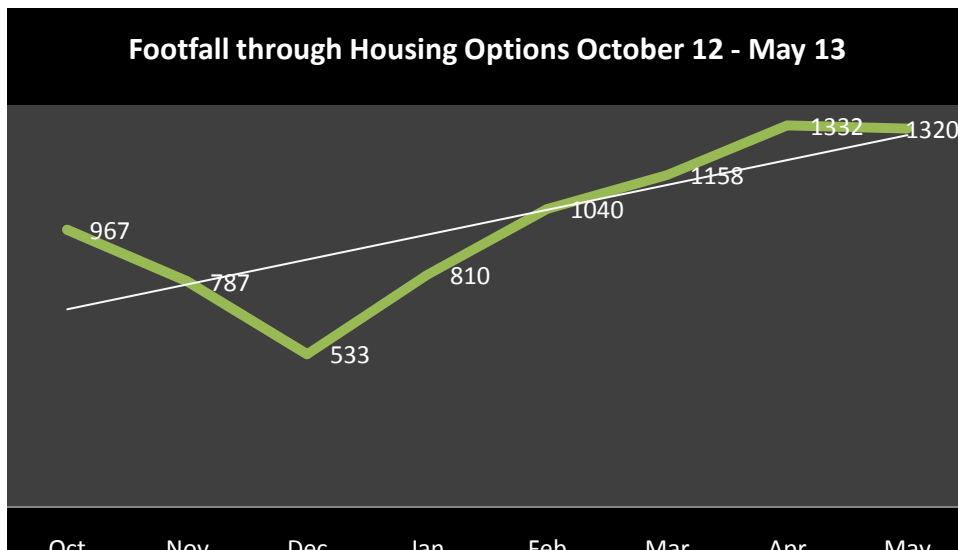
- 1.1. The Housing Options Service is responsible for managing advice to people about housing issues, preventing homelessness, statutory homelessness, temporary accommodation and the housing register. Over the last few years the service has managed to reduce the use of temporary accommodation and increased the amount of households that are prevented from becoming homeless
- 1.2. The Government's program of Welfare Reform has meant that more people are finding that their income has been reduced meaning they are likely to have more difficulty in paying housing costs.
- 1.3. There is a risk that demand will grow beyond the capacity of current provision as a result of welfare reforms and the recession.
- 1.4. The increasing complexity of homeless people that also need support as well as housing presents a challenge to keeping applicants safe and well, and to prevent re-offending.
- 1.5. Demand for social housing vastly exceeds available supply, with consequent risks to child poverty and health for families that are overcrowded and are unable to move to larger accommodation as well as the impact on households of waiting longer in temporary or unsuitable housing whilst bidding for homes.
- 1.6. Welfare reforms are particularly impacting on large families who will experience the biggest losses and face the choice of moving to alternative (cheaper and perhaps smaller) accommodation or spending a larger proportion of their household income on rent.
- 1.7. The Under occupation surcharge was implemented in April 2013 and has led to households having their rent reduced for bedrooms that are seen to be surplus to their requirements. This means more people are looking to move to smaller accommodation with a larger number needing 1 bedroom accommodation, well in excess of current supply.

Housing Options Service Demand

2.1. The Housing Options Service is beginning to see an increasing number of customers:-

2.2. Footfall

- 2.2.1 The number of people approaching the Housing Options Service is increasing.
- 2.2.2 Average footfall for Apr 12 to Mar 13 was 792 people this has risen to an average of 1326 for Apr and May 13. This is a rise of about 67%
- 2.2.3 This rise also needs to be seen in the context of rising need. Cases are becoming more complex with more people needing casework support. This level of service demand makes it difficult for the customer service team to continue offering the current level of service.



2.3. Telephony

- 2.3.1. We have 2 people on telephones at most times of the day (excluding early morning and lunchtimes due to staff numbers) We are manually recording calls answered to give some understanding of workload.
- 2.3.2. In a 12 week period we took 2874 calls which worked out to an average of 240 calls per week.
- 2.3.3. In the same 12 week period we dealt with 794 voicemail messages which works out at an average of 66 per week.
- 2.3.4. This doesn't allow us to know how many calls we miss. We have asked for reports from the Lync system to allow us to fully understand our demand and our ability to meet that demand.

2.4. Casework

- 2.4.1. We have seen a rise of 20% in statutory homelessness applications from 439 in 2011/12 to 561 in 2012/13.

Statutory Homelessness Approaches		
2010/11	2011/12	2012/13
476	439	561

- 2.4.2. We continue to prevent homelessness and saw a rise in preventions of about 16% from 484 in 2011/12 to 554 in 2012/13.
- 2.4.3. Both of the above figures show a rising number of people approaching the Housing Options Service needing a casework response. This means that the capacity of the

team is being tested as there are larger numbers of households needing a full service

2.5. Temporary Accommodation

2.5.1. Numbers of households in temporary accommodation have remained fairly stable over the last year.

2.5.2. The number of Children in Temporary Accommodation has risen by 60% from last year to 105 children at any one time, this is due to the size of households in temporary accommodation having grown. This is due in part to the number of larger houses available for social rent in the city.

2.5.3. Children in temporary accommodation

2010/ 11 (ave)	2011/ 12 (ave)	Qtr 1 2012/ 13	Qtr 2 2012/ 13	Qtr 3 2012/ 13	Qtr 4 2012/ 13
77	60	95	90	95	105

2.5.4 Welfare reform and increased people needing casework support continues to mean that there is a risk that the use of temporary accommodation will rise, especially costly emergency accommodation such as Bed and Breakfast.

2.5.5. From average costs and our B+B monitoring we are able to forecast costs per family in Bed and Breakfast.

Devon Home Choice, the housing register

3.1. Context

3.1.1. Devon Home Choice is a choice based letting scheme that covers the whole of Devon.

3.1.2. Devon Home Choice is a partnership between the 10 Devon local authorities and housing associations working in Devon.

3.1.3. All applicants are assessed in the same way, using the rules set out in this policy to ensure fairness and consistency.

3.1.4. Whilst all applicants are assessed in the same way, some partner housing associations may have different criteria to let their homes (for example the number of people that can live in a home of particular size etc). Where this is the case any differences will be made clear on the Devon Home Choice website.

3.2. Current Plymouth register

3.2.1. As of 25 June 2013 there are 10,341 households on the register

- 3.2.2. of these 2,824 are in priority bands A to C
- 3.2.3. 5906 households require 1 bed accommodation, 3066 require 2 beds, 1153 require 3 beds, 188 require 4 beds and 28 require 4+ beds.
- 3.2.4. There are 1,541 people requiring an accessible home (with no more than 3 steps) on the register
- 3.2.5. Over 4,604 people currently registered for social housing through Devon Home Choice state that their health and welfare is compromised by their current accommodation
- 3.2.6. There are high levels of overcrowding in Plymouth. Of the 10,341 people currently registered 1795 (17%) lack a bedroom, and 244 (2%) lack two bedrooms.
- 3.2.7. There are 481 households currently registered who under-occupy by 1 bedroom and 192 households who under-occupy by two or more bedrooms

What is the authority doing about it?



Housing Choices Smarter Solutions Delivery Plan

Sets out the Authority's plans for:

- 4.1. **Preventing homelessness, and mitigating the likely rise in homelessness:** This includes significant resources invested in targeting families who are vulnerable to homelessness following welfare reform changes; mortgage rescue for home owners; and negotiating alternative solutions to repossession/eviction by a specialist court desk.
- 4.2. **Finding housing solutions for rough sleepers:** Implementation of 'No 2nd Night Out' initiative with significant investment in funding rough sleepers outreach work, prioritisation of rough sleepers for access to George House hostel, and developing multi-agency support plans for rough sleepers with multiple and complex needs.
- 4.3. **Ensuring that vulnerable people can access a range of support to sustain accommodation and build skills toward independence:** Adult Social Care commissioning team support Housing to commission supported temporary accommodation, ensure hostel accommodation is accessible to women, and provide support to families in their own homes to sustain tenancies.
- 4.4. **Make the best use of social/affordable housing:** The rising demand for social housing may be mitigated to some extent by the implementation of the Localism Act that enables homelessness duty discharge into private rented homes (currently people can refuse this). In addition there are initiatives to target social housing fraud, and to reduce overcrowding by supporting and incentivising under-occupiers to move to smaller, more appropriate homes. Despite this, the lack of 3+bed social housing is a significant cause of overcrowding in the city.
- 4.5. **Linking with broader causes and effects of homelessness such as unemployment; poor health; and the transition from care, hospitals or prisons:** Resources are invested in improving pre-employment pathways for homeless/vulnerable people; providing support for offenders released from prison to no fixed abode, and providing interventions for young people at risk of homelessness/coming into care. Significant challenges remain with regard to broader partnership buy in to prevent homelessness.

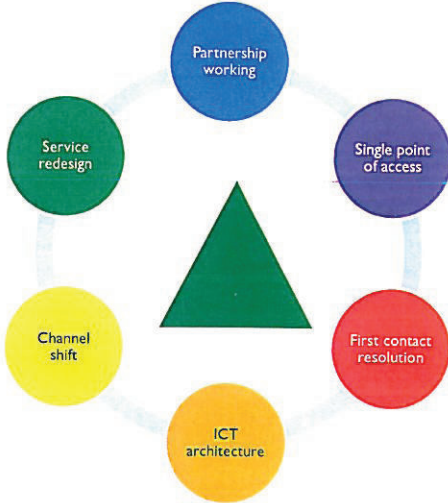
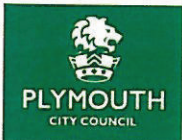
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IMPLEMENTING OUR CUSTOMER PROGRAMME



Your Plymouth Scrutiny Panel – 8th July 2013

Customer Services - vision and principles



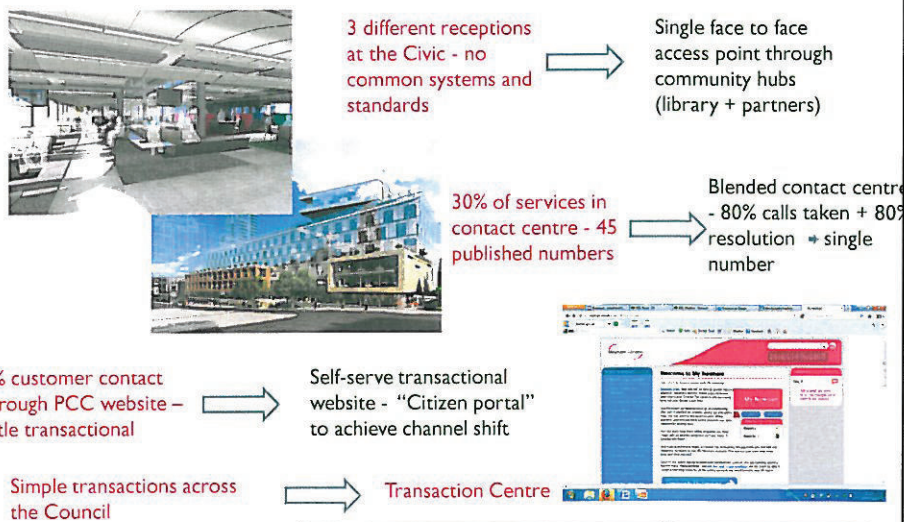
- We aim to provide a **single point of access** to most PCC services
- We will aim to **resolve** most customer enquiries at **first point of contact**,
- We will **engage customers** in the **redesign** of our services to make them more effective and more efficient.
- We will deliver services through **preferred channels** – to make them more accessible and to deliver savings
- We will make efficient and effective use of our investment in corporate **customer-facing ICT**
- We will **work with partners** to make our services more customer focussed, better connected and more efficient.

Customer Programme - work streams and objectives

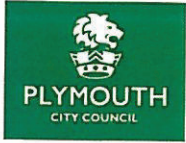


- 1. Establish our **customer operating model** based on single point of contact:
 - Consistent face to face experience – through community hubs with partners
 - Corporate contact centre, moving towards a single number
 - Fully transactional web site with single sign-on citizen portal
 - Transaction Centre
- 2. **Customer review programme** to deliver:
 - Migration to single point of contact : 80% of customer contact + 80% resolution at first contact
 - Channel shift
 - Process improvement
 - Efficiency savings
- 3. **Customer insight** for service planning and improvement
- 4. Corporate **customer care standards** rolled out and monitored
- 5. **Customer-facing ICT infrastructure**

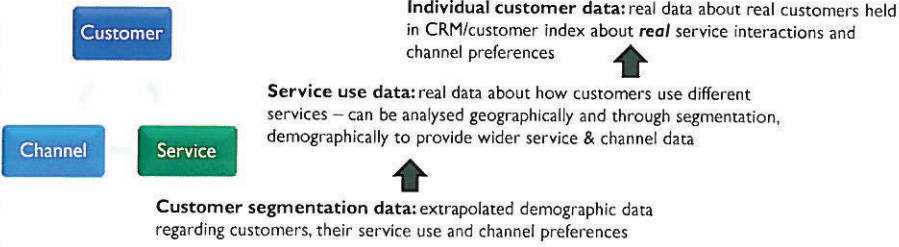
Customer operating model



Customer Insight



- **Customer insight** means understanding who our customers are, what services they use, and how they (wish to) transact with us, and comes from a wide range of sources – from segmentation, service-use data, individual customer data and customer surveys and complaints.
- Need a common approach to provide ever richer insight for planning and managing services:



Customer

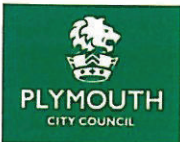
Channel **Service**

Customer segmentation data: extrapolated demographic data regarding customers, their service use and channel preferences


Service use data: real data about how customers use different services – can be analysed geographically and through segmentation, demographically to provide wider service & channel data

Individual customer data: real data about real customers held in CRM/customer index about *real* service interactions and channel preferences

Customer insight in practice

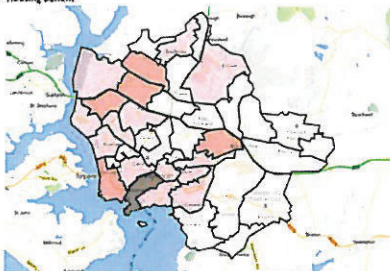


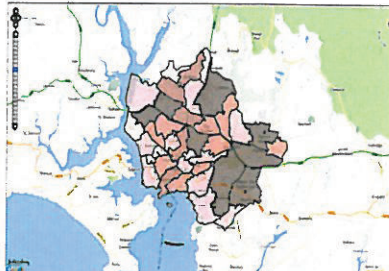
- Where data about service use is available we have begun to use customer insight to define how our face to face services and supported self-service might be delivered in the future through community hubs and libraries.



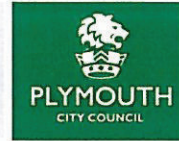
Service	Percentage
Bus Passes	33%
General Planning	13%
Parking	3%
R&B Booths	15%
Civic General	22%
Civic	14%

2. Housing Benefit





Customer care standards

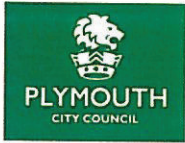


- "Hard" measures - common customer contact performance indicators, e.g.: phone answering and queuing times, customer satisfaction for all telephone and face to face contact , letter, email & voicemail response
- Monitored and reported quarterly
- "Soft" measures for culture change, e.g. : taking responsibility, "think customer", behaviours.
- Corporate accreditation (e.g. Customer Services Excellence)


Customer-facing ICT



- Technologies supporting better customer contact management – customer relationship management (CRM), document management, telephony and web (Citizen Portal)
- Customer programme feeding requirements into the ICT programme



Questions?



Thank you

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YOUR PLYMOUTH

Work Programme 2013 - 2014



PLYMOUTH
CITY COUNCIL

Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance and is subject to approval at the Cooperative Scrutiny Board.

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Katey Johns, Democratic Support Officer, on 01752 307815.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
08.07.2013	Customer Services	To get an overview of where we are in terms of customer service provision to help identify the focus of the task and finish scrutiny review(s)	To help prioritise focus of task and finish reviews	Andrew Stephens
	Housing Plan : Homelessness	To get an overview of where we are in terms of delivering affordable housing	This is a key element within the Corporate plan	Matt Garrett
	Cabinet Member for Cooperatives and Community Development	To inform panel of portfolio responsibilities and to identify possible areas which could benefit from pre/post decision scrutiny	To help develop panel's work programme	Councillor Penberthy
30.09.2013	Emergency Welfare Support (Social Fund)	To look at budget delivery and customer satisfaction	Monitoring outcome of Social Fund Replacement task and finish review	Caroline Camm / Ann Thorpe
	Cabinet Member for Environment	To inform panel of portfolio responsibilities and to identify possible areas which could benefit from pre/post decision scrutiny	To help develop panel's work programme	Councillor Vincent
	Miscellaneous Licensing (Review of Hours)	To consider whether the matter should be scrutinised	Consultation	Andy Netherton
04.11.2013	Plymouth Community Safety Partnership (Crime Stats)	To receive an annual update on crime stats for the City	Statutory Function	Sarah Hopkins
10.03.2014				

Task and Finish Proposals	Consideration Priority	Description
Compact (Relationship with Voluntary Sector)	1	This is a carry-over from the work of the Customers and Communities OSP however the PID is no longer relevant. The panel will hear from the Cabinet Member for Cooperatives and Community Development about proposals for new working arrangements with the community and voluntary sector at its meeting on 8 July 2013
Recycling Rates	4	Panel to hear from the Cabinet Member for Environment at its meeting on 30 September prior to any PID being drafted
Neighbourhood / Locality Working	2	The panel to review Neighbourhood / Locality Working
Customer Services (focus on website and interactive transactions)	3	The panel will hear from the Assistant Director for Customer Services on progress with the transformation programme at its meeting on 8 July, prior to preparing the PID and scoping documents for this review
Access to Buildings / Services (Annual Review)	5	Panel to look at barriers (including physical and language)
Advice / Revenues and Benefits Performance	6	Panel to look at performance and complaints