



Housing, Customer and Building Services Service Improvement Plan

2023/26

Message from the Interim Head of Housing, Customer and Building Services



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(Interim) Head of
Service

Housing, Customer and Building Services will continue to provide quality, sustainable housing and housing management functions as well as continuing to provide efficient and effective customer and community services. This Service Improvement Plan fulfils a number of planning and improvement requirements and importantly, it sets out how the service will use its resources to deliver positive outcomes for West Lothian.

The service is currently going through significant organisational change and modernisation to maximise efficiency and effectiveness across our services. We are looking forward to these changes and challenges in the knowledge that the Service will continue to deliver good quality, valuable services for our tenants and customers.

This improvement plan sets out how the service will use its resources to deliver positive outcomes for West Lothian. It is the result of a detailed planning process to make sure that council services continue to be well planned and managed.

I hope that it will help our employees, customers and partners to understand how we will transform our services and continue to deliver for West Lothian.

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I. Our Service

What we do

Housing, Customer and Building Services provide an extensive range of services which contribute to positive outcomes in the 5 corporate priorities (contained in the [Corporate Plan - West Lothian Council](#)) through provision of housing management; strategy and development, repairs and maintenance, homelessness and housing need; customer contact and frontline services in the community.

The service will continue to provide quality, sustainable housing and housing management functions and efficient and effective customer and community services. We have an exceptional track record in customer and tenant engagement and will deliver another programme of consultation and engagement with our customers, tenants, partners and with other council services to inform continuous improvement and transformation of our services.

Our Customers

Our customers are principally future and existing council tenants, members of the public and other council services with whom we undertake partnership activities.

We recognise that our customers face an extremely challenging period as they seek to navigate through the cost of living crisis.

We will develop strategies and services that will enhance communities in West Lothian. Through the provision of high quality, affordable homes and accessible and customer-focused community services, Housing, Customer and Building Services will contribute to improving the quality of life for people living in the area. In the coming years, the service will continue to support the delivery of the council's priorities with value adding activities and will also assist in the delivery of the council's transformation programme.

Our Purpose

Housing, Customer and Building Services provide quality, sustainable housing and housing management functions as well as efficient and effective customer and community services.

We will work collaboratively utilising our staff knowledge and creativity and combine this with our customer's experience to support the delivery of housing and customer services that meet the needs of our customers.

2. Housing, Customer and Building Services Overview

Our Services:

Building Services

Budget: £ 12.909 million
Staff resource: 462.03 FTE

Building Services is the council's in-house building contractor, carrying out responsive repairs, maintenance and refurbishment of council properties. There are two teams; the Contracts Team who undertake project works associated with the Housing and General Services capital programmes, and the Repairs Team who carry out responsive repairs and maintenance to both housing and non-housing properties.

Housing Operations

Budget: £3.590 million
Staff resource: 71.7 FTE

Housing Operations manages the council's housing stock and tenancies to ensure that this resource, which is in high demand, is used efficiently and effectively. The aim is to improve the quality of life for tenants, assist individual households and promote sustainable communities.

The Safer Neighbourhood Team is part of the Community Safety Unit (CSU) and is dedicated to preventing antisocial behaviour and ensuring a safer community where people can live their lives without fear for their own or other people's safety.

Housing Strategy and Development

Budget: £1.177 million
Staff resource: 19.77 FTE

The Housing Strategy and Development team undertakes strategic planning and development for housing in West Lothian. The team promote the development of new affordable housing and improvement of the condition of existing housing.

Performance and Change

Budget: £1.056 million
Staff resource: 19.6 FTE

The specialist Performance and Change Service ensure that the outcomes and targets outlined in the Service Improvement Plan and the council's strategic priorities are achieved. Support is provided for the service across a range of improvement activities including quality development, tenant participation, customer experience, research and analysis, complaints management, systems administration and information governance and compliance (e.g. FOIs, subject access requests).

Housing Need

Budget: £2.59 million

Staff resource: 55.56 FTE

The Housing Need Service is responsible for delivering the statutory function of homelessness, support and allocation of council properties. The service takes a proactive, housing options approach to preventing homelessness occurring in the first place.

The Allocations Team works in partnership with the Common Housing Register, Social Landlords and private sector landlords to let settled accommodation that meets the housing needs of all applicant groups.

Customer and Community Services

Budget: £4.297 million

Staff resource: 117.64 FTE

Customer and Community Services comprises five functions which, together, provide the frontline delivery of council services to all communities in West Lothian. This includes Partnership centres, community centres and village halls; library and museum services, Customer Information Services and Registration services.

Customer Service Centre

Budget: £2 million

Staff resource: 49.51 FTE

The council's centre for telephone, email and web contacts manages customer enquiries from the first point of contact. The service also includes Careline – the telephone support service for electronic care alarms used by older and vulnerable people in our community.

FTE = full time equivalent

3. Operating Context

Housing, Customer and Building Services work within a large ecosystem and there are a number of factors that the service must consider when planning for the future, ensuring that maximise opportunities and manage any risks or threats to our services. Key factors that will shape our services in the next three years are set out in detail below.

Corporate Priorities

The council has identified five priorities for the period 2023/24 to 2027/28. These reflect the areas that are the most important for the community and improving the quality of life for all living, working and visiting West Lothian.

The priorities have been set through consultation with our community, staff and partner agencies and identify and address the most pronounced, collective needs of the local area. They will also provide a focus for decision making and resource prioritisation in the next five years, ensuring that we target our efforts towards the issues that matter most to the community.

In the next five years, the council will focus on achieving outcomes in each priority.



Housing, Customer and Building Services will focus on helping to create strong communities and tackle homelessness. We will support achievement in each of the corporate priorities through delivery of our seven services. Our [Key Objectives](#) explains in greater detail how we will support the council to achieve success in each priority area.

Customer Needs

As a frontline service, it is critical to the success of the council that Housing, Customer and Building Services ensure that we have a detailed understanding of customers' current and future needs and preferences. Council services will go through a period of transformation that will change their provision and ways of working in the next three years. It is critical therefore, that Housing, Customer and Building Services respond appropriately and create and tailor services that will advance transformation and support the continued high performance of our services.

The delivery of advice and support is a key objective and the council's business models will have to continue to adapt to more efficient ways of working in order to continue to meet customers' expectations within the allocated resources. In the next three years, we will continue to adapt our processes, procedures and strategies in line with customer needs.

Housing, Customer and Building Services have a dedicated Customer Experience Team (CX) who directly engage with our customers and service users to gather lived experience of our services. This helps us ensure that we take a customer focussed approach to service design. Customer Services will continue working as ambassadors for the customers of West Lothian Council, providing information, advice and access to council services at the first point of contact.

Economic and Market factors

In addition to inflationary pressures and increasing costs, Housing, Customer and Building Services are likely to be impacted by a challenging labour market for professional staff and continue to be impacted by supply chain interruptions. Furthermore, the service is likely to continue to experience significant demand on our resources for homelessness services. We will have to adapt our recruitment and retention strategies in order to continue competing for the best people and look at ways in which we can adapt to maximise use of available resources.

Housing, Customer and Building Services will modernise and transform our organisational structure to address the needs of our customers and by taking transformative action through attempting to modernise the manner in which we recruit, train and deploy our staff. We will develop our people to maximise performance and efficiency and to create opportunities for succession whilst continuing to deliver best value. As a service, we will continue to monitor and seek to find efficiencies in the costs of temporary accommodation and homelessness prevention and we will increase the works undertaken by our in-house Building Services teams to return our void property as timeously as possible.

Technology

The importance of technology to the function of the council has never been greater. It is imperative that the council maximises the use of technology, creating choice for customers in the way that they access and receive services and also using it to increase productivity.

Housing, Customer and Building Services will have a role in supporting the wider digital ambitions of the council through process review functions and shifting towards more online and automated services as well.

The service as a whole, will maximise opportunities to adopt digital approaches to service delivery where this meets customer needs. Access to digital options is transforming how customers participate in services and we will ensure we strive to meet our customer needs and expectations. Housing, Customer and Building Services recognise that, through our

Tenant and Customer participation there is the potential to reach out to new, as well as existing audiences, including those who may have been previously disengaged or uninterested. The collection, analysis and improved sharing of customer data is a key opportunity, allowing us to develop a more informed and responsive relationship with existing audiences and to engage new and under-represented customers.

The service will ensure any digital transformation that we make is suitable for further development as our processes and procedures develop over time. We will engage with our colleagues and customers to ensure we clearly communicate our approach and to create a culture where agile transformation is at our core.

Legislation and Regulation

As public service providers, the council must ensure that we plan and deliver our services appropriately to meet statutory duties and comply with the relevant regulatory frameworks. Housing, Customer and Building Services has a key role in ensuring that customers receive appropriate advice and guidance in relation to these matters.

This includes compliance to Housing and Homelessness Legislation, gas and electrical safety legislation, antisocial behaviour legislation, compliance with the Scottish Housing Regulator, Scottish Government strategies, maintaining properties to ensure stock meets the Scottish Housing Quality Standards and ensuring compliance with the Energy Efficiency Standard for Scotland (EESH).

Housing, Customer and Building Services will modernise our service to meet the challenges of legislative change and customer demand. We will take a long-term approach to asset management and housing investment/ development to meet the requirements of the Energy Efficiency Standard for Social Housing (EESH2). Our Housing Need Service will align our teams and processes to the customer journey to meet the requirements of legislative changes including the changes to the Unsuitable Accommodation Order, Local Connection and intentionality and the proposed “Ask and Act” Prevention Duty.

Climate Change and Sustainability

The council is committed to supporting the transition to net zero emissions in Scotland and the decarbonisation of the public sector – for the benefit of the environment, people and our economy. There is also a need for the council to adapt and build resilience to manage the impact of climate change alongside any actions to reduce emissions.

Housing, Customer and Building Services will create safe and sustainable tenancies and continue to monitor opportunities in relation to Climate Change and continue to adapt strategy, the services and products we deliver through future capital planning and the procurement of goods and services.

4. Key Objectives

Housing, Customer and Building Services will demonstrate a whole service approach in meeting their outcomes and obligations through the provision of high-quality, customer centric services which focus on achieving the best outcome to meet the customer needs at the earliest opportunity.

Services will be subject to robust scrutiny and ongoing performance monitoring to ensure effectiveness and good governance, with improvements and transformation informed by sound management data and customer insight. Improvements to processes, staff development and performance are designed to optimise good outcomes, value for money, and staff capabilities.

The service can be organised around key areas of service delivery, or objectives, that we will work to advance in the next three years.

Housing, Customer and Building Services will monitor our success in each objective with appropriate performance monitoring, in keeping with service plans.

Objective 1

To manage the delivery of key services to our tenants, ensuring their homes are well built, maintained and that they are supported to live independently in their home.

Housing, Customer and Building Services will:

- ▶ Increase the supply of council tenancies where individuals are supported to live sustainably, supporting improved outcomes
- ▶ Ensure compliance with the Energy Efficiency Standard for Social Housing to improve council homes and tackle fuel poverty
- ▶ Maintain housing stock to ensure it meets the Scottish Housing Quality Standards (SHQS)
- ▶ Provide high quality repairs and maintenance services that meet the needs of our tenants.
- ▶ Reduce the time taken to turnover empty properties to help meet the needs for social housing.
- ▶ Maximise housing rental income including arrears management, taking account of Universal Credit and through rent maximisation.
- ▶ Continue to communicate, consult and take on board the views and opinions of tenants. These will be used to influence decisions and shape services to meet the needs of tenants.

Performance will be monitored in this objective through:

Key Output	Key Indicator	Target
We will support to sustain their tenancies through advice and support.	Percentage of new tenancies sustained for more than a year – homeless	90%
We aim to make high-quality repairs to our properties.	Percentage of tenants who have had repairs carried out in the last 12 months that were satisfied with the repairs service	98%
Rental income is essential to provide services to tenants; we will offer support and assistance to encourage our tenants to pay their rent.	Rent collected as percentage of total rent due in the reporting year	99%
We are committed to improving the energy efficiency of the housing in West Lothian in order to provide tenants and owners with reduced energy bills whilst reducing the carbon footprint of their homes.	Percentage of council houses meeting the Scottish Housing Quality Standard (SHQS)	99.6%
We aim to invest significant resources in the development of new build houses and the purchasing of houses through the Open Market Acquisition Scheme (OMAS).	Cumulative Number of New Affordable Homes Delivered	740
We will investigate incidents of antisocial behaviour and offer advice, assistance and mediation services where appropriate.	Percentage of antisocial behaviour cases which were resolved within the year	81%

** Targets provided are for the year 2023/24 and will be reviewed annually, with the exception of the cumulative number of affordable homes delivered which is a 5-year target.*

Objective 2

To meet our statutory obligations to those who are homeless and to prevent homelessness occurring in the first instance.

Housing, Customer and Building Services will:

- Provide appropriate housing advice and support to those who come to our service for advice and to those we provide with emergency and temporary accommodation
- Manage the assessment and accommodation of those who present as homeless
- Manage and deliver the council’s allocation functions and policy
- Provide specialist support for those in greatest need or who are vulnerable due to age, addictions, financial hardship or other circumstances contributing to their housing need
- Lead on homeless prevention work, and support other services to embed this in their work where we have identified the need for joint working
- Lead on areas of crosscutting homeless work – for both accommodation provision or support to those at risk of homelessness to mainstream rapid rehousing into service delivery
- Work with all partners to improve the outcomes, customer journeys and processes for accommodation provision, resettlement and housing support
- Support the work of wider refugee schemes in the UK
- Return vacant property to stock as quickly as possible to aim to minimise the turnover of empty properties to help meet the need for social housing.

Performance will be monitored in this objective through:

Output	Indicator	Target
We will continue to offer advice and assistance to prevent our customers from becoming homeless.	Percentage of repeat homeless presentations	3%
We will continue to offer advice and assistance to explore the most appropriate housing options for our individual customers.	The proportion of priority, unintentionally homeless applicants for whom permanent accommodation was secured	78%
We aim to carry out an investigation and provide a homeless decision within 28 days.	The percentage of Homeless Applications Assessed within 28 days	80%
We aim to process all our applications consistently and against set timescales.	Percentage of housing applications processed on time	70%
We will support to sustain their tenancies through advice and support.	Percentage of new tenancies sustained for more than a year - housing list	90%
We aim to minimise the turnover of empty properties to help meet the need for social housing.	Average length of time taken to re-let mainstream properties	48 days

Objective 3

To develop relevant strategies that will improve the standard of services we provide our customers and ensure compliance and performance of our services. We will also improve the accessibility, effectiveness and efficiency of our services.

Housing, Customer and Building Services will:

- Develop workforce management and development including the provision of the service-wide training programme
- Develop and support the delivery of the council's equality and diversity agenda including meeting agreed equality outcomes
- Develop processes and procedures which support continuous improvement in the service, including internal scrutiny processes that will ensure good governance and accountability in relation to performance of key processes
- Develop and implement internal communications support to services
- Manage and monitor service standards and statutory and regulatory compliance
- Continue to develop and utilise information gained through our Customer Experience Team to ensure customer views shape future improvements
- Continue to imbed Customer Experience into our service improvement activity to ensure we have policies, processes and procedures in place which have a sound understanding of what our customers want, need and value.
- Develop and implement internal communication provision to continue to support the Communications Champions to deliver a consistent message across all our services
- Motivate and effectively engage with our staff to promote a culture of cooperation, collaboration and creativity
- Promote a positive and supportive leadership style which encourages a commitment to performance to improve services.

Performance will be monitored in this objective through:

Output	Indicator	Target
We will ensure all our staff have an annual performance review in order to ensure arrange appropriate training and development opportunities.	Percentage of Housing, Customer and Building Services staff receiving an annual development review within the year	100%
We will undertake a program of improvement of improvement activity to ensure we have processes and procedures which meet the needs of our customers.	Percentage of improvement actions completed	95%

Output	Indicator	Target
We will continue to engage with our customers through a range of methods.	Percentage of tenants who feel Housing and Building Services are good at keeping them informed about their services and decisions	84%
We will interact with our customers to obtain feedback on how we can shape and improve our policies and procedures.	Percentage of customers who engaged with customer experience projects	20%

Objective 4

To continue to strive for Customer Service Excellence which ensure customer focussed change across the organisation, maintain a commitment to putting the customer at the heart of service delivery and ensure our leaders actively support this. Advocate for customers as well as utilising customer insight to inform policy and strategy.

Housing, Customer and Building Services will:

- Engage customers, though a range of communication methods about the quality and effectiveness of the services that we provide through regular consultation and open dialogue.
- Provide high quality customer services that are accessible and tailored to meet the needs and preferences of customers within our communities.
- Engage customers, though a range of communication methods about the quality and effectiveness of the services that we provide through regular consultation and open dialogue.
- Services are designed to meet the needs and preferences of customers.
- All staff work within a customer focused culture.
- We will manage our relationships with customers in a proactive way

Performance will be monitored in this objective through:

Output	Indicator	Target
We aim to engage with our customers through regular consultation and dialogue.	Percentage of tenants that are satisfied with the opportunity given to them to participate in Housing and Building Services decision making	68%

Output	Indicator	Target
We aim to ensure we handle customer enquiries at first point of contact without having to pass these across the service or wider council.	Percentage of Customer Service Centre enquiries resolved at first point of contact.	90%
Staff work within a customer focussed culture.	Percentage of new staff completing customer service training	100%
Respond to our customers efficiently and effectively.	Customer and Communities - Percentage of customers who rated service delivered as good or excellent.	98%

5. Delivering Our Services

Housing, Customer and Building Services always aim to provide the highest possible quality of service to our customers. We have used the principles of Connect – Empower – Deliver to develop clear commitments to our customers about the way we will work with them and for them:

Connect



- We will be connected to our customers through a range of communication methods.
- We will tailor our services to provide effective support and advice for our customers.
- We will build productive relationships with our customers through regular two-way engagement and the encouragement of open dialogue.
- We will communicate with clarity, providing concise information to our customers in a way that they will understand.

Empower



- We will empower our customers by offering self-service solutions
- We will encourage teamwork and collaborative working across all of Housing, Customer and Building Services to add value for our customers
- We will encourage, empower and support our staff to have the skills and confidence to help them identify and manage opportunities and risks
- We will seek feedback from our customers and adapt service delivery where appropriate to enable them to directly shape services that they need and use.

Deliver



- We will continue to prioritise the delivery of services that are built with direct input from the customers which they serve.

- We will strive to continuously improve the quality of our services by designing and delivering our services in collaboration with all relevant partners, stakeholders, customers.
- We will focus of service delivery shifts that achieving mutually defined positive outcomes that are measurable and attainable for our customers and service as a whole.




6. Risk Management

The council aims to mitigate risks to its objectives by implementing robust risk management procedures which enable managers to effectively manage their risks.

Significant risks to Housing, Customer and Building Services' objectives are set out in the council's corporate risk register. These risks are regularly monitored by managers and are reviewed on a monthly basis by the service management team to ensure that appropriate and effective control measures are in place.

Housing, Customer and Building Services are currently managing 2 risks considered to be high. The service's risks are detailed below:

Risk Title	Risk Description	Current Risk Score	Traffic Light Icon
HCBS004 Overspend of allocated Housing Need budgets	Increased demand for homeless services. This may also result in an overspend of allocated budgets.	25	
HCBS012 Breach of statutory homeless duty	Lack of adequate accommodation due to increased demand results in Housing, Customer and Building Services (HCBS) breaching our statutory duties to accommodate unintentionally homeless people in suitable accommodation.	20	
HCBS011 Death or injury due to house fire	Injury or death due to failure to comply with legislative standards in relation to fire protection/detection, or due to action / inaction by a tenant.	10	
HCBS002 Increase in rent arrears as a result of external factors	UK Government led Welfare reforms may result in an increase in arrears unless the council can effectively mitigate the impact on those on low incomes. Other external factors such as cost of living price increases and energy poverty can also impact on the ability to pay for our tenants.	9	

Risk Title	Risk Description	Current Risk Score	Traffic Light Icon
<p>HCBS008 Housing Capital Programme - delivery of housing repairs and capital programme</p>	<p>Increase in construction costs and resultant impact on ability to deliver the repairs and investment programme due to national shortage of trained staff/competent contractors, and supply chain. Material pricing is being negatively impacted with increases in some areas between 5% and 50% dependent on material types. Increased risk of increased contractor insolvencies This could lead to additional costs and delays in relation to the Housing Repairs and Capital Investment Programme.</p>	9	
<p>HCBS014 Failure of contractor to deliver on time resulting in time delays/additional costs re new build housing</p>	<p>Ineffective performance of external contractors managed by Housing Strategy and Development in delivery of the new build housing, leading to time delays, additional pressure due to failure to allocate secondary lets, increasing waiting list time and numbers, and reputational damage due to additional costs and allocation delays.</p>	9	
<p>COF001 Loss of Community Centre Management Committee's Charitable status</p>	<p>The risk of community centre management committees losing their charitable status would have an impact on council domestic rates relief.</p>	9	

7. Performance and Transformation – Actions

Housing, Customer and Building Services will undertake a number of actions in support of the Council’s Corporate Plan, Budget Strategy and other Council strategies. We will focus on actions that will improve the customer experience, increase the efficiency and effectiveness of services and advance or use of technologies that will increase choice and/or reduce costs.

Key This action should have the following intended impact:



Improve services for customers







Improve performance and/or process efficiency

















Reduce the cost of delivering our services











Increase the use of technology

Action	Description	Planned Outcome	Responsible Officer	Start	End	Links
Increased housing supply and new build social homes for rent	Development and implementation of the Affordable Housing Programme 2023 – 2028.	Increased availability of houses for those who need access to affordable housing solutions and reduction in homelessness.	Housing Strategy and Development Manager	2023	2028	Objectives 1, 2 and 3  
Local Housing Strategy	Delivery of the outcomes and action plans within the West Lothian Local Housing Strategy 2023 – 2028 (annual reviews throughout the period)	Improving overall condition and provision of housing across West Lothian, inclusive of all tenures and support transformation programmes relating to homelessness, specialist care and the ‘home first’ strategic delivery plans	Housing Strategy and Development Manager	2023	2028	Objectives 1, 2 and 3  
Performance improvement against SHR	Coordination and validation of return to Scottish Housing Regulator. Deliver	Improved performance within priority Housing Regulator indicators. Ensuring good	Performance and Change Manager	2023	31 May Annually	Objective 3 and 4

Action	Description	Planned Outcome	Responsible Officer	Start	End	Links
Regulatory standards	improvement, audit and performance activity	governance, value for money and legislative compliance across HCBS.				   For landlords Scottish Housing Regulator
Income Management	Lead on continued review of Housing, Customer and Building Services income management strategy – including a review of the current rent structure and continued development of procedures to maximise rental income.	To continue to develop streamlined income management practices based on delivering sound financial management, efficient and equitable processes and a fair rent system for tenants.	Performance and Change Manager	2023	2026	Objective 1 and 2     Rent - West Lothian Council
Service design delivery and capability building	Lead on a programme of service design led projects to transform the policies and processes across Housing, customer and Building Services.	Co-designed customer journeys which are built to respond to customer needs utilising information gathered from our Customer Experience Team. Undertake informed service developments in all areas of the service which will	Performance and Change Manager	2023	2026	Objective 2, 3 and 4    

Action	Description	Planned Outcome	Responsible Officer	Start	End	Links
		improve outcomes for customers, drive our programmes of investment and resource planning and increase the service capacity for transformation in future.				
Community Safety	Progress with the People, Place and Prevention Actions set out in the Community Safety Plan 2022-2025 working with the community safety partners	Outcome 8 - We have improved the life chances for people at risk Outcome 9 - We live our lives free from crime, disorder and danger Outcome 13 - We take pride in a strong, fair and inclusive society	Housing Operations Manager	2023	2025	Objective I 
Void Management	Progress with the Void Improvement Plan to improve on the time repair and let homes	Overall improved number of days taken to repair and let homes	Building Services Manager	2023	2025	Objective I and 2  

Action	Description	Planned Outcome	Responsible Officer	Start	End	Links
Explore new technologies to respond to future needs	Investigate opportunities to increase digital options and introduce automation, with a focus on meeting the customer need for the future.	Increased satisfaction throughout the customer journey with the introduction of new technologies, such as multimedia, front line access portals and self-help platforms.	Customer & Community Service Manager	2023	2025	
Delivery of the Capital Programme	Address key issues such as building maintenance, energy efficiency, and modernisation of living spaces. Continued investment to increase housing supply, while external upgrading will continue in areas identified with greatest need and an increasing emphasis will be placed on the new requirements of the Energy Efficiency Standard for Social Housing (ESSH2).	Increased housing supply, improve the quality and standard of housing in the community. Address key issues such as building maintenance, energy efficiency, and modernisation of living spaces	Housing Strategy and Development Manager	2023/24	2027/28	Objective 1,2 and 3 
Service Restructure	Redesign of the Housing Operations, Housing Need and Housing Strategy and Development teams to ensure more efficient and effective service delivery.	To deliver efficiencies in processes, remove duplication, ensure resource is available to	Head of Service	2023	2024	Objective 1,2, 3 and 4

Action	Description	Planned Outcome	Responsible Officer	Start	End	Links
		deliver key tasks and also enhance joint working to deliver better outcomes for customers.				   
Address the introduction of new legislation or duties	Ensure there is a planned approach processes and procedures to ensure compliance with the introduction of any new legislation or statutory duties.	Compliance with legislation and/or statutory duties.	All Senior Managers	2023	2026	Objective 1 and 2  
Redesign of key Housing Need workstreams	Deliver a programme of improvement across all areas of Housing Need to deliver an increase in rapid rehousing, mainstream RRTP activities, and to create a reduction in the cost of bed and breakfast provision	Deliver improved outcomes, a redesigned Housing Need service, and efficiencies.	Housing Need Manager	2023	2025	Objective 1 and 2 