

<u>RECOMMENDATION</u>	<u>ACTION</u>	<u>TARGET & RESOURCES</u>	<u>STATUS</u>
R.1 IMPROVE THE STRATEGIC APPROACH TO HOUSING (6 MONTHS)			
1. Develop borough-specific plans to implement sub-regional strategies and meet local need	a. Review Housing Strategy and produce updated Action plan.	HM Complete by 31-10-08	
	b. Carry out new Homeless Review and Strategy	HSM/Jenkins Duvall. Complete by 31-07-08	Complete subject to final approvals
	c. Develop new Private Sector Housing Strategy	HRM/Tom Bruce (Consultant) Complete by August 2008	Tom Bruce commissioned On target
	d. Develop Older Persons Housing Strategy	HSM to lead with HRM and local RSL's. Target 31-10-08	Awaiting recruitment of HSM
	e. Review Allocations Scheme & Housing Register	HSM/Andy Gale (Consultant) Target 31-10-08	Andy Gale commissioned. On target
2. Improve relationships with partner organisations to help achieve strategic housing objectives, including new provision.	a. Establish Copeland Housing Association Task Group to; Negotiate formal nomination arrangements. Explore Affordable Housing Opportunities Develop Choice Based Lettings (CBL) Develop Joint Action Plan	HM/HSM/HRM Target for Task Group 30-06-08. Target for Noms. Arrangements 31-07-08. CBL dependent on County situation. New Planning Officer post to support new provision objectives	Andy Gale commissioned to assist. Task Group agreed by all partners. First meeting scheduled. Noms. work needs separate meeting. CBL work in development at County level. Oct. 08 bid for Govt. resources Planning post advertised.
	b. Participate fully in West Cumbria and Cumbria wide housing forums	HM/HSM/HRM Target 01-06-08	Resolved. Regular attendance now underway.
	c. Develop Landlord's Forum	HRM Target 31-10-08	
	d. Improve liaison with Supporting People Team and Primary Care Trust	HM/HSM Target 01-06-08	Resolved. Regular liaison with SP team including PCT representation.
3. Implement systems and structures to ensure the Council is carrying out its statutory duties in the private sector under the 2004 Housing Act.	a. Develop new Private Sector Strategy	Commissioned as above. Complete by August 2008	On target

	b. Establish new staffing structure and train staff in HHSRS. Take consistent enforcement action on properties in poor condition.	New staffing structure approved by Members 08-04-2008. Recruitment/Training to follow. Target for completion 31-07-08.	Recruitment of staff achieved but do not start immediately. Training to follow
	c. Develop effective HMO licensing scheme	HRM Target 30-09-08	Work to start later in summer.
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4. Update grant policies and procedures to strategically target the use of housing grants to meet housing and wider regeneration objectives.	a. Assess and update as part of Private Sector Strategy review	HRM Policies under review as part of Strategy Review Target August 2008	Policy review in progress
5. Take a client role in the delivery of housing advice provision in the Borough	a. Review provision as part of Homeless Strategy Review.	Strategy commissioned. Complete by 31-07-08 To include Directory of Advice Services	Completed and Directory of Services produced.
	b. Negotiate Service Level Agreements with funded bodies	SLA's in place with CAB and Carlisle Law Centre	Completed. Need to monitor effectiveness of provision.
	c. Review ability of other CBC services to contribute to improved advice co-ordination	HM/HSM/Homeless Team/CWG Target 31-07-08	Work underway with Copeland Direct and Housing Benefits
	d. Improve advice leaflets, website and other information sources	HM/HSM/Homeless Team/CWG/A.Gale Target 31-10-08	Work underway
6. Develop systems and structures to move towards a proactive homelessness prevention approach and to minimize the use of temporary accommodation.	a. Review approach in the light of Strategy Review recommendations	Commence full review August 2008 in light of Strategy Review. Include Community Safety Officer input.	Strategy complete. Further staff training on `toolkit` of prevention measures in July.
	b. Introduce Homeless prevention and options toolkit adapted to local circumstances. To include Homeless Prevention Fund	HM/HSM/Homeless Team/A.Gale Target 31-07-08	Training of staff on `toolkit` completed in July. Homeless Prevention Fund work underway.

	c. Develop `early warning` systems with RSL`s and key partners	HM/HSM/Homeless Team/A.Gale Target 31-07-08	Part of `toolkit`.
	d. Provide better information and advice on rehousing prospects	HM/HSM/Homeless Team/A.Gale Target 30-08-08	Work underway
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R2. REVIEW HOW THE HOUSING SERVICE OPERATES IN THE CONTEXT OF CORPORATE SYSTEMS AND PRIORITIES. (3 MONTHS)			
1. Ensure corporate systems for dealing with key management issues, such as budget setting and financial management, service planning and appraisals are adhered to in each service area and that robust monitoring and management takes place at the corporate centre to prevent non-compliance.	a. New staffing structure will provide better resources and clearer lines of management responsibility.	New staffing structure approved May 2008. Recruitment to follow. Target for completion 31-07-08.	Recruitment complete. New staff will come on stream subject to start dates.
	b. Service plan will be implemented for Housing Services including SMART action plans	HM Initial Target for completion 30-04-08. To be updated by 30-08-08	Initial Service Plan completed. Action plans form part of new strategy work.
	c. Improved budget monitoring to be introduced with clear devolution of responsibility to service managers.	HM/HSM/HRM Target for completion 30-09-08 once new structure in place	To be resolved once new senior staff in place.

2. Review the housing team's structure and resources and develop a permanent establishment capable of meeting the Council's statutory requirements, developing and implementing housing strategies to meet local requirements and delivering services to an acceptable standard.	a. New staffing structure awaiting approval including new Housing Services Manager post, Strategy and Private Sector Team Leaders and increased technical and homelessness/housing advice staffing.	As above re staffing structure	Recruitment complete. New staff will come on stream subject to start dates.
	b. New structure to be reviewed after implementation to ensure operational effectiveness	Review end 2008 after full new structure should have been in place for 6 months	Due end 2008
	c. Strategy development as per R1	As R1	Strategies underway
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3. Improve relationships between departments to exploit opportunities for joined up working and make best use of expertise outside the housing team to deliver housing objectives.	a. Establish corporate working group to support the implementation of this plan.	HM/CWG Target for establishment 30-04-08	Established and meeting
	b. Publicise review findings and action plan requirements internally.	C.Exec. to advise staff of report & prioritise need to improve. Target 30-04-08	Completed. Staff briefing issued 24-04-08
	c. Include housing priorities in service plans of relevant services	HM Target 30-04-08	Complete. Will need further revision in due course.
	d. Develop service level protocols with relevant services; Housing Benefits (including fast-tracking of homeless cases) Environmental Health Legal Services	HM/HSM/HRM Target 30-06-08	Work virtually complete with Env. Health as a pilot. Other services then to follow.

4. Report regularly to the Executive and corporate team on performance against the service/improvement plan and against a full set of performance and cost indicators in housing until the service is reinspected.	a. Progress against this plan will be reported to both the Executive and the Corporate management team on a monthly basis. It will also include spend against budgets and key performance indicators.	HM report 27-05-08 and then regularly afterwards.	Initial	Plan progress to Strategic Housing Panel. Work on performance indicators and spend still in preparation.
R3. ENSURE THE NEW CORPORATE ACCESS STRATEGY IS ROBUST ENOUGH TO MANAGE ACCESS TO HOUSING SERVICES AND TO DEVELOP A STRATEGIC, CORPORATE APPROACH TO CUSTOMER CARE BY ADDRESSING KEY ISSUES. (6 MONTHS)				
1. Develop a fully interactive corporate website	a. Housing sections on the website will be reviewed and will include all new information leaflets, all new strategies and access details for housing services. Interactive forms will be developed later.	HM + CWG. Corporate platform for CBC website to be reviewed by 31-05-08		Review of platform completed. Options for way forward under consideration.
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2. Develop a clear, corporate approach to translation which meets local needs	a. CBC approach to translation to be reviewed alongside current action to tackle diversity issues	HM + CWG Target 30-09-08		
	b. Use of telephone interpretation offered in all leaflets & housing decision letters	HM/ A.Gale Target 30-06-08		Work in progress
3. Develop a consistent corporate approach to the management of complaints, including reporting to Councillors about learning from them.	a. CBC approach to complaints to be reviewed. Better recording systems for both formal complaints and informal views of dissatisfaction with services to be introduced.	HM/CWG/ A.Gale 31-10-08	Target	Consideration started.
	b. Housing staff to be trained on using complaints as a learning opportunity.	HM +CWG Corporate need to be considered		Requested as a Corporate training need.

4. Develop and display a comprehensive range of housing leaflets.	a. Suite of housing leaflets to be produced to include; Access to social housing Housing Advice directory Homeless prevention and rights Private Sector services & grants	HM/HSM/HRM/ A.Gale Include other partners Target 31-10-08	New grants leaflets already produced
5. Develop clear service standards in housing, which are well publicised and against which performance is monitored.	a. Housing service standards to be developed which will explain the service provided, how to access the service, the standards pertaining and how they will be monitored and complaints dealt with. Performance against these standards to be publicised.	HM/HSM/HRM/A.Gale CWG to handle need for user consultation Target 30-09-08	Work in progress
6. Develop transactional customer satisfaction surveys following key housing processes and report to Councillors about learning from them.	a. Customer satisfaction surveys to be developed for; Homeless prevention Temporary accommodation Private sector grants Disabled Facilities work	HM/HSM/HRM Target 30-09-08	Grants surveys have commenced. Others under consideration.
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R4. FURTHER DEVELOP AND IMPLEMENT EXISTING EQUALITY AND DIVERSITY POLICIES; (6 MONTHS)	Actions for all 3 recommendations.		
1. Develop and maintain a thorough corporate understanding of the profile and needs of local people through liaison with representative community organisations and robust research.	a. Develop Older Persons Housing Strategy and action plan including fuel poverty issues. (See R1)	As R1 Target 30-09-08	
	b. Develop further equality impact assessments and implement findings	HM/HSM/HRM/Cath Ponting Target 31-09-08	Strategy work will assist in this

2. Carry out and act on the findings of equality impact assessments in housing.	c. Review existing research data to profile differing housing needs across borough. Examine needs of specific groups such as gypsies and travellers where Cumbria research is underway.	HSM/Cumbria Housing Group. CBC Customer First Group to consider community perception of service.	Travellers` study completed. Local housing market assessments underway.
	d. Reflect these diversity issues in procurement tenders and contracts	Chris Lloyd to review procurement policy for E&D issues. Target 30-09-08	Review in work programme
3. Incorporate full consideration of equality and diversity issues in all procurement decision making and contract management.	e. Liaise and consult with representative community groups as part of wider partnership dialogue.	Existing links via AWAS to BME & gay communities. Disability and Older persons forums exist.	
		Target 30-09-08 To consult these groups on housing service provision and standards	In work programme
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R5. IMPROVE VALUE FOR MONEY AND PERFORMANCE MANAGEMENT BY;(6 MONTHS)			
1. Tracking, benchmarking and reporting to staff and Councillors on corporate and service costs, alongside a full set of housing PI's and use the data to review service delivery	a. See R3 for performance indicators. Service cost and value for money work will include qualitative as well as quantitative information. To be reported to staff & Members		See R2 & R3
2. Implementing effective procurement of all commissioned services and products, including establishing a robust client role in ongoing contract management.	a. Review external grants to ensure VFM and negotiate Service Level Agreements.	See R1 re SLA's	See R1
	b. Review existing partnership arrangements to improve value for money	See R1 re SLA's	See R1

	c. Develop effective procurement practices for grants services including partnership work	HRM/NCHA/Carlisle City Council re DFG work Target 31-10-08	Work in progress
KEY			
HM	Housing Services Manager		
HSM	Housing Strategy Manager		
HRM	Housing Renewal Manager		
CWG	Housing Services Manager, Cath Ponting,		
	Stephen Fawcett		