

**Strategic Housing Service Review, 2010/11**

**EXECUTIVE MEMBER:** Cllr George Clements

**Report Author:** Laurie Priebe, Strategic Housing Services Manager

**SUMMARY:** The report, which is presented at the request of members, shows work done on the strategic housing service review up to the end of July 2010. Members are requested to note the report and their comments are invited.

**1.0 Information**

1.1 At the meeting of the Strategic Housing Panel on 11 August 2010 members asked for a progress report on the housing service review. This is a corporate process in which every service undertakes a thorough review of structure and function for 2010/11.

1.2 Appendix A shows work completed for stage 2 of the process. This stage provides:

1.2.1 service objectives and links to the Corporate Improvement Plan (pages 1-2)

1.2.2 list of main service functions (pages 3-6)

1.2.3 summary of revenue budget cost centres (pages 6-8)

1.2.4 irreducible costs (page 8)

1.2.5 minimum statutory duties (pages 9-11)

1.2.6 benchmarking data (pages 11-13)

**2.00 Issues**

2.1 In order to define an objective standard for the minimum service the Audit Commission's standards for a "fair" service have been described under the heading, "Statutory Duties."

2.2 Members attention is drawn to page 11 of Appendix A to the paragraph under the heading of "Cost/staff requirements of delivering statutory duties".

### **3.0 Financial & resources implications**

- 3.1 There are none arising directly from this report that cannot be managed within existing budgets and resources but the corporate service review process will, when complete, contain financial and resource implications across the range of Council services.

### **4.0 Impact on Corporate Plan**

- 6.1 The service review process is consistent with, and supports, the Corporate Implementation Plan

**List of Appendices – Appendix A:** Strategic Housing Service Review

PERFORMANCE IMPROVEMENT SERVICE REVIEW

STAGE 2 (By end of July 2010)

**Section 2 – Description of Service**

<u>Service objectives for 2010/11 and links to the Corporate Implementation Plan</u>	
<b>Objective (taken from Service Plan)</b>	<b>Link to Corporate Implementation Plan</b>
Adopt and implement an overarching Copeland Housing Strategy to include plans with milestones to address general needs and the needs of specific diverse groups, including older and younger people.	Promoting prosperity 3.3: a housing market that meets everyone's needs.
Commission and complete a Borough-wide strategic housing market and needs assessment with which to inform the housing strategy and the forthcoming Copeland Local Development Framework.	Promoting Prosperity 3.3: a housing market that meets everyone's needs.
Maximise external resources through active participation in the Homes & Communities' Agency Local Investment Plan for Cumbria.	Housing to meet the needs of the future: support the completion of 41 new affordable homes by housing associations.
Implement a comprehensive strategy for private sector housing.	Provide financial assistance to economically vulnerable households and enable them to remedy health and safety hazards from their homes and achieve the decent homes standard.
Setting out a comprehensive programme of rural housing needs surveys and potential affordable housing development sites for local people in partnership with Parish Councils and the Lake District National Park Authority	None explicitly. The CIP makes no specific reference to encouraging the development of sustainable rural communities. But there is a link with the objective of getting Closer to the Community in the CIP.
Produce an empty homes/park homes strategy. To bring empty homes back into use and address the standards of park homes and their site facilities and management.	Promoting Prosperity 3.3: a housing market that meets everyone's needs
Carry out more robust Equality Impact Assessments & ensure they are thoroughly responded to and that service users have equality of access to services. Training staff to understand & respond to the needs of diverse communities.	Improving Quality of Life: work with Cumbria District Councils to attain Equality & Diversity "achieving" level.
Determine whether to introduce a Landlords Accreditation Scheme; continue to hold twice yearly landlords forums	Promoting prosperity 3.3: a housing market that meets everyone's needs.
Improve partnership working: improve liaison with Supporting People Team, Primary Care Trusts, RSLs & voluntary sector	Promoting Prosperity 3.3: as above
Work more effectively with housing associations to improve outcomes for their residents, particularly with regard to re-let times, under-occupation and responsive repairs.	Promoting Prosperity 3:3 as above

Participate in the development of the emerging Cumbria Choice Based Lettings Scheme with Cumbria LAs & RSLs.	As above plus: Improving Quality Of Life; 2.4 equality of opportunity and Transformational Leadership: strong working partnerships
Investigate the potential for shared service delivery with neighbouring authorities	
Establish a comprehensive suite of PIs & targets for strategic housing services, ensuring appropriate monitoring and performance management	Transformational Leadership 1.5: efficient use of resources and effective management
Review current working arrangements with the Home Improvement Agency in particular and, in general, review existing partnership arrangements to improve value for money.	Transformational Leadership 1.4: strong working partnerships
Benchmark service costs and quality with other LAs, report findings and use them to improve value for money.	Transformational Leadership 1.5: efficient use of resources & effective performance management.
Identify and use opportunities to improve procurement of services	Transformational Leadership 1.5 & 1.4 as above
Improve telephone access to strategic housing services: maintain a customer focused website and develop e-enabled service access initiatives.	Improving Quality of Life 2.4 & 2.5: equality of opportunity & customer focus
Extend the range of service standards to all aspects of strategic housing: monitor and promote service standards and maintain them to a high level.	Promoting Prosperity 3.3.
Make an external funding bid for the development of a site for Gypsies & Travellers	Improving Quality of life 2.4: equality of opportunity. Promoting prosperity 3.3
Provide training in the understanding of the needs of diverse communities	Improving Quality of Life 2.4: equality of opportunity.
Approve 90 Disabled Facilities Grants (DFGs) and complete 85 DFGs by 31/3/2011 (many of the 85 completions will have been approved in 2009/10), subject to funding.	Improving Quality of Life
Support the return of the derelict former YMCA building to social housing use	Promoting Prosperity 3.3: a housing market that meets everyone's needs
Support the completion of 41 new affordable homes by 31 March 2011	
Prevent homelessness whenever possible and ensure that accommodation is available for people whose homelessness cannot not be prevented: ensure that support is provided to prevent repeat homelessness. This is in accordance with inescapable statutory duty.	

Complete appropriate number in 2010/11 of the 43 actions in the statutory Copeland Homelessness Strategy, 2008/13. Ensure that draft Anti-Fuel Poverty Strategy is included in Climate Change Strategy and that plans are made to begin remedying fuel poverty by 31/3/2011.

**Brief list of the main functions undertaken by the service**

The strategic housing service only undertakes functions for which it has statutory duties and powers. In the case of powers, they are included if also listed in the Key Lines of Enquiry for the strategic approach to housing published by the Audit Commission and used in their inspection regime. The list shows what the housing service does and what it should be doing under legislation & government guidance.

The functions are shown in the following table. This also lists guidance issued by central government departments (usually CLG) under delegated legislation. The table is sourced from CLG.

<b>Functions</b>	<b>Legislative Powers &amp; Duties</b>	<b>Guidance</b>
1) Assess & plan for needs across all tenures	See below	See below
1a) assess current and likely future need for affordable housing and demand for market housing	Housing Act 1985 s8: Housing Act 2004 s225	Planning Policy Statement 3 (revised 2006 & 2010)
1b) Continuously tracking and analysing trends in housing markets (with CBC Planning Policy Team)	Planning & Compulsory Purchase Act, 2004,s35. Town & Country Planning Regs, 2004, Part 8.	Strategic Housing Market Assessment practice guidance (CLG 2007).Local Development Framework Monitoring Good Practice Guide (CLG)
1c) Identifying housing priorities and views of local people & stakeholders	Housing Act, 1985, s8	
1d) ensuring consistency of housing, planning & economic development policies	Regulatory Reform (Housing Assistance) (England & Wales) Order, 2002, s3 Local Government Act, 2000, Part 1 s4 (promoting well-being)	Sustainable Communities Strategy Planning Policy Statement 12 – creating strong, safe & prosperous communities)
1e) Reflecting housing outcomes in Sustainable Communities Strategy and LAAs	Local Government Act, 2000 s4 Local Government & Public Involvement in Health Act, 2007 s106 (local area agreement)	Housing & Planning: the crucial role of the new local performance framework (CLG, 2008) Creating Strong, Safe and Prosperous Communities Statutory Guidance (CLG, 2008)
1f) Promoting prevention & reduction in homelessness	Housing Act, 1996, (as amended by the Homelessness Act, 2002), Part 7. Homelessness Act, 2002, s2 and s3	Homelessness Code of Guidance (CLG, 2006) Sustainable Communities: Settled Homes; Changing Lives (ODPM – now CLG – 2005)

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2) Best use of existing stock to meet need, through using local discretion in access and lettings of social housing stock to make it more balanced in type, size, affordability & tenure	See Below	See Below	
2a) Assessing the quality, condition and management of the housing stock in the social and private sectors	Regulatory Reform (Housing Assistance) (England & Wales) Order, 2002 Housing Act, 2004, Part 1 Housing Act, 2005 (general provisions)	Housing Health & Safety Rating Scheme Guidance (ODPM – now CLG - 2006)	
2b) Publishing an Allocations Scheme	Housing Act, 1996, (as amended by Homelessness Act, 2002) Part 6	Code of Practice on Allocation of Accommodation (ODPM & CLG): various dates from 2002.	
2c) Develop policy to offer choice in the allocation of housing	Legislation as in 2b above	Guidance on Choice Based Lettings Schemes (CLG, 2007 & 2008)	
2d) Powers to address poor housing conditions Developing strategies and measures to bring empty homes back into use, including enforcement options	Housing Act, 2004, Parts 1& 4, Chapter 2 (empty dwelling management orders)		
2e) promote improvements in condition of property and standards of management in the private rented sector	Housing Act, 2004 Part 1, Part 2, Part 3, Part 4	CLG/IDeA/CIH Ways & Means – toolkit on use of Housing Act, 2004 powers	
2f) Measures to improve private homes, including assistance to owner occupiers on low incomes to maintain their homes free from Housing Health & Safety Ratings System Hazards	Housing Act, 1985, Part 16 Housing Act, 2004, Part 1 Housing Grants, Construction and Regeneration Act, 1996	A Decent Home: Definition & Guidance for Implementation (CLG, 2006)	
3) Plan for and facilitate new housing supply	See Below	See Below	
3a) Policies in Local Development Frameworks which identify housing needs, have regard to market conditions & set targets for new homes.	Planning & Compulsory Purchase Act, 2004 The Town & Country Planning (Local Development) (England) Regulations 2004 Part 3 (6), (7), (13) and (14).	Planning Policy Statement 3 (CLG 2006 & 2010) Delivering Affordable Housing (CLG, 2006)	
3b) Identify land for housing	Housing Act 1985, s17 & s19. Land Compensation Acts Compulsory Purchase Act, 1965. Acquisition of Land Act 1981	Strategic Housing Land Availability Assessment Guide (CLG, 2007) Planning Policy Statement 3 (CLG, 2006) Planning Policy Statement 12	

3c) Ensuring a mix of housing supported by infrastructure	Housing Act, 1985, s11, 12, & 13	As in 3b above
3d) Liaising with agencies (such as Homes & Communities Agency) about funding options	Housing & Regeneration Act, 2008, Part 1	
3e) Ensuring adequate support services are provided	Housing Act, 1985, s11A & s12	
3f) Addressing the housing and related support needs of vulnerable people and minority groups	Chronically Sick & Disabled Persons Act, 1970, s3 Housing Act, 2004, s225	
3g) Planning the necessary support services in the Supporting People Strategy	Cumbria Supporting People Strategy (Copeland is represented on the commissioning body by an officer and an elected member)	
3h) Promoting equality of access to housing: promoting awareness of discrimination and respect for human rights	Race relations Act, 1976, as amended by Race Relations (Amendment) Act, 2000. Equality Act, 2006. Disability Discrimination Acts, 1995 & 2005 Human Rights Act, 1998.	Statutory Code of Practice on Racial Equality in Housing.
4a) <b>Ensure effective housing &amp; neighbourhood management</b> by providing a vision for housing that identifies clear roles for partners	Housing Act, 1996, s34	Sustainable Communities: Homes for All (ODPM – now CLG – 2005)
4b) supporting improvement in services through tenant involvement		Tenant involvement in housing management: guidance (CLG)
4c) Working with the Tenant Services Authority to place tenants' needs at the heart of regulation	Housing & Regeneration Act, 2008, s114	New government will review Tenant Services Authority in 2010
4d) bring partners together to help deliver place shaping vision. Making best use of joint resources through Local Strategic Partnership	Local Government Act, 2000, s4	Creating Strong, Safe & Prosperous Communities (CLG 2008)
4e) Promoting best practice in design, provision & management of housing: identifying the design and housing management needs of client groups (eg disabled people):	Housing Act, 2004, s3	Code for Sustainable Homes (CLG, 2008)
4f) working with private landlords to improve standards through accreditation schemes		Landlords Accreditation Guidance (ODPM – now CLG – 2002)
4g) Enforcing mandatory &	Housing Act, 2004, Part 2	

additional HMO licensing schemes)		
4h) Implement Tenancy Deposit Protection Scheme	Housing Act, 2004, Part 6 Ch4	
4i) Tackling anti-social behaviour on housing estates	Housing Act, 1996, Part 5 Anti-social Behaviour Act, 2003	Respect Standard for Housing Management (CLG 2006)
4j) Administering and enforcing selective licensing where necessary for housing management	Housing Act, 2004, Part 3	
4k) Promoting energy efficient homes. Administering and awarding grants for home renovation & repair: administering grants for aids & adaptations including grants	Home Energy Conservation Act, 1995 Home Energy Efficiency Scheme regulations, 2005 Housing Act, 1996, Part 1, Ch 3 (grants & other financial matters).	

2010/11 Service budget broken down by budget headings – these only refer to revenue budgets. Strategic Housing Services have substantial capital programmes and budgets.

£

Homelessness employees	89,596
Homelessness premises related	114,150
Homelessness transport	1000
Homelessness supplies & services	12,470
Homelessness Transfer payments	59,222
Homelessness support services	30
Total for homelessness expenditure	276,468
Total for homelessness income	(79,349)
Homelessness net budget	197,119

Housing Strategy	
Employee expenses	121,807
Premises related (actually consultants fees)	40,000
Transport related	1,200
Supplies & services	20,230
Totals for Housing Strategy expenditure	183,237

Private sector housing renewal	
Employee expenses	131,482
Transport related	5000
Supplies & services	36,660
Total for expenditure	173,142
Income	(20,018)
Net total for private sector housing renewal	153,124



Web Maintenance:

I have no knowledge of a budget for web maintenance for Housing Services.	

Staff time and cost spent on functions

Housing Services have 11.3 Full Time Equivalent posts

Function (staff salaries have not been included)	Budget spent on function	Staff time pa
<b>State Function</b> Providing, managing & and maintaining emergency, interim and temporary homelessness accommodation (remember this generates an income from rents and financial contribution towards expenditure on B/B but income is not shown opposite)	£117,700	
<b>State Function</b> Preventing homelessness (a statutory duty) and providing a comprehensive housing options service for customers seeking solutions in the public & private sectors	£67,500	
<b>State Function</b> Researching, preparing and producing housing strategies including but not limited to: Overarching Housing Strategy, Statutory Homelessness Strategy, Private Sector Housing Strategy, Empty Homes Strategy, strategies for older people, younger people and specific disadvantaged groups like Gypsies & Travellers. Commissioning and procuring specialised research and surveys, for example Strategic Housing Market & Needs Assessments.	£60,000	
<b>State Function</b> Providing Disabled Facilities Grants and support services to customers : actions to remove Housing Health & Safety Rating Scheme Category 1 Hazards: interventions and enforcement in the private rented sector, actions to return empty homes to occupation (not including salary costs or fee incomes)	£38,500	

<p><b>State Function</b> Working with RSLs &amp; other partners to improve outcomes for service users. This has no specific budget provision but is a recommendation of the 2010 Audit Commission housing inspection</p>		
<p><b>State Function</b> Working with Town &amp; Parish Councils to find housing solutions for their communities. This has no specific budget provision but is a recommendation of the 2010 Audit Commission housing inspection</p>	£x	
<p><b>State Function</b> Working with the Home Improvement Agency to provide more support for service users. This is a recommendation of the 2010 Audit Commission housing inspection (there has never been a contract between the Council and the Home Improvement Agency but there is a contract between the agency and Cumbria County Council's Supporting People service).</p>	£26,600	1 full time equivalent

Description of any income – see budget tables

**Irreducible costs (revenue expenditure only – remember Housing has a capital programme)**

Costs of preventing homelessness, providing accommodation for people whose homelessness could not be prevented and providing support to prevent repeat homelessness. Providing mandatory Disabled Facilities Grants and remedying the most serious Housing Health & Safety Rating Scheme hazards are at present irreducible, as are the costs of housing strategy . Total = £444,000 approx (including staff costs but excluding income).

**Sickness 2009/10**

A Corporate analysis of sickness absence is produced. This is expressed as the average number of days absent per employee per year and it is split into departments. Unfortunately the departmental split is for the Regeneration Department, which no longer exists. An average of 14.97 days was recorded for Regeneration, which includes the 11.3 FTE staff in Housing Services but also includes 12 other staff who don't work in Housing Services.

## **Statutory Duties**

Statutory duties fall into 3 main categories for a Council that has transferred its housing stock. They are the **Strategic Approach to Housing: Homelessness & Housing Advice: Private Sector Housing**. The parent statutes are shown above in the list of functions undertaken. The minimum service is described below as the Audit Commission's requirements for a **Fair** service (because the immediately lower standard is **Poor**) as written into their Key Lines of Enquiry for inspection. In addition, the minimum standard is that which achieves the recommendations made in the Audit Commission's housing inspection report of 2010. The housing service must therefore acquire and retain the capacity to fulfil the following requirements.

### **Strategic Approach to Housing: the minimum service.**

The Council works with partners and the community to develop a long-term vision for housing, reflecting the wider economic, social & environmental challenges. It shows a broad understanding of the nature and scale of challenges faced in the area in balancing the housing market. The Council's strategic priorities are broadly aligned to national, regional and sub-regional objectives and they include health, crime, education, economic growth, worklessness, social inclusion, diversity and environmental sustainability. The Council has, and regularly updates, an overarching **Housing Strategy**.

The Council acquires and retains an understanding of the dynamics of local housing markets and the land available to support new housing development.

It has gained its understanding from regular, periodic **Strategic Housing Market and Needs Assessments**, including of housing related support for vulnerable and social excluded people and diverse communities. It uses a broad and inclusive definition of diversity with which to acquire knowledge and plan to meet needs. The Council also acquires and retains an understanding of the condition and suitability of existing social and private sector homes in its local markets including compliance with the **Decent Homes Standard, particularly Category 1 & 2 Hazards in the Housing Health & Safety Rating Scheme**.

The Council knows the houses in multiple occupation in its district and provides a robust statutory licensing scheme. The Council has an **empty homes strategy** that achieves a significant return of empty homes to occupation. The Council undertakes regular periodic **private sector stock condition surveys**.

The Council has and updates a **Strategic Housing Land Availability Assessment** with a 15 year supply and at least 5 years' worth of sites available for development. There must be some positive examples of the Council taking action to build support for particular housing priorities and initiatives, including Gypsy & Traveller site provision.

The Council must consult regularly with local, regional and national partners including agencies like health, probation, business interests, Housing Associations, supported housing providers, private sector landlords, developers, landowners and neighbouring authorities. It can show how local communities, service users, the local strategic partnership and others helped to shape the housing vision. Community engagement includes the voluntary sector, forums, town and parish councils. The Council participates in regional and sub-regional partnerships and has links with the Homes & Communities Agency to secure investment.

The Council explicitly links its Housing Strategy with the wider strategic policy framework including sustainable community strategy, community safety, health & social care, medium term financial strategy, town, parish and neighbourhood action plans. The Council's spatial planning policies support the delivery of its strategic housing priorities in all their detail. The overarching housing strategy, like all others, is subject to an agreed equality impact assessment to ensure a consistent approach to equality and diversity.

The housing service must have the staffing capacity to achieve and maintain effective internal communication and joint working practices with planning, legal, finance, benefits and environmental health. Performance monitoring is regular and robust, with prompt action to identify the causes of, and remedies for under-performance. There is an understanding of housing service costs, effective cost control and an approach to value for money including commissioning and procurement in all activities, including **Homelessness and Private Sector**.

In its strategic housing activities, particularly including **Homelessness & Housing Advice and Private Sector Housing** the Council's staff demonstrate a high level of customer focus and treat people with dignity and respect. They demonstrate comprehensive knowledge of their work and how it links with the work of other internal and external agencies. Customers are therefore made aware of and understand the full range of options available too them. The service is fully accessible to all users. It has embedded challenging service standards to which customers and other stakeholders have contributed. These are communicated widely, monitored and managed.

The service understands the diversity of its service users and has effective plans to treat them equally in accordance with their needs, including publications in minority languages and other appropriate formats and services like Language Line translations. It completes robust equality impact assessments.

The minimum service will also deliver the recommendations made by the Audit Commission in the housing inspection report of 2010. They were:

Specific improvements in customer focus.

Improving corporate leadership on equality & diversity

Carrying out more robust Equality Impact Assessments

Training staff to understand and respond to the needs of diverse communities

Developing strategic plans to address the needs of specific diverse groups including gypsies & travellers, migrant workers, older people and young people.

Adopting a programme of rural housing needs surveys and potential development sites with parish councils.

Producing an overarching housing strategy for Copeland and reviewing it annually.

Adopting and implementing a comprehensive strategy for private sector housing.

Ensuring the LDF results in detailed standards for the type, size & design of new build housing to meet needs as evidenced by robust surveys.

Working more effectively with Housing Associations to improve outcomes for residents (faster re-let times and reduce underoccupation).

Reviewing current arrangements with the Home Improvement Agency to gain support for more people.

Develop the potential for shared service delivery with neighbouring councils.

Establish a comprehensive suite of PIs and targets: monitor them and ensure that underperformance is robustly reported and addressed.

Adopt a more robust approach to learning.

Benchmarking service costs and quality with other councils, report findings and use resultant data to improve value for money.

Identify opportunities to improve procurement

### **Homelessness & Housing Advice: the minimum service**

The Council focuses on homelessness prevention but has limited success. It has initiatives like rent deposits and mediation schemes but is not innovative and has not matched actions with the most frequently occurring reasons for homelessness. The Council has links with Health, Adult Social Care, Children's Services and the Supporting People Programme but these are not co-ordinated to prevent homelessness. The Council develops relationships with stakeholders like landlords and lettings agents but these are not always effective.

It struggles to develop temporary accommodation as the alternative to b & b and has difficulty preventing homelessness. A housing advice network exists but there are gaps in provision and quality is variable or unknown. They sometimes fail to make pro-active early interventions in time to prevent homelessness. The Council has out of hours emergency services and access to emergency accommodation but these are not effective in minimising rough sleeping. Casework services are provided but the Council struggles to provide lawful decision notices promptly and delays occur in finding long term accommodation for people towards whom a full housing duty exists.

The Council completes a statutory **review of homelessness** prior to publishing a mandatory and periodic five year **Homelessness Strategy** but has too few human resources to update the strategy and action plan regularly. The Council has a plan to achieve and maintain a 50% reduction in the use of temporary accommodation by 2010 but progress is erratic. Temporary accommodation meets statutory minimum standards but its quality varies significantly. Arrangements are made to provide support and resettlement services but they are not offered to all users or not effectively co-ordinated with Health, Social Care, Supporting People and Children's Services.

"Invest to save" initiatives exist but are inconsistently followed. This is associated with too little action on obtaining value for money because the homelessness service is "fire fighting" rather than planning service developments..

The homelessness service has an adequate review process in place for users who are dissatisfied with decisions on their applications and is not routinely having to avoid unnecessary litigation. Key service standards are established but not widely published or distributed. They are inconsistently monitored and not regularly reported. The causes of under-performance are addressed but not consistently. There is a strategy being implemented to minimise the use of b & b and to ensure the Council's compliance with the Suitability of Accommodation Order, 2003, but is not consistently monitored and managed.

The service has limited success in leveraging in funding to prevent or mitigate homelessness by the use of examples such as Discretionary Housing Payments or Drug Action funds where appropriate.

**Private Sector Housing: the minimum service**

The Council uses the Regulatory Reform Order to give advice, grants and loans and takes enforcement action to deal with poor private sector housing conditions. But these are not pro-active or focused on addressing imbalances in the housing market. It does not fully exploit its powers or explore other options to improve housing conditions, like those that will return empty properties to occupation. It takes limited action to encourage people in rented housing to move to homes more suitable to their needs.

The Council has some partnerships in place with external organisations but the service is not seamless, is inconsistent and not comprehensive. It has some service standards for the private sector but these are not widely published and monitoring is not effective. Service users feedback is gathered but the results are not consistently acted on. There is a clear framework for giving Disabled Facilities Grants but liaison with health & social care services do not improve delivery.

In accordance with legislative duty the Council regularly reviews housing conditions in its area. It undertakes private sector stock condition surveys every 5 years and has a private sector housing strategy but does not develop rigorous and comprehensive action plans to tackle the issues identified, particularly in relation to priority areas & neighbourhoods.

The Council makes limited use of the Housing Act, 2004, for example by:

- Licensing houses in multiple occupation
- Ensuring removal of Housing Health & Safety Rating System hazards
- Extending disabled facilities grants to occupiers of caravans.

But the approach is ad hoc and not targeted effectively. Only limited enforcement is taken in the private rented sector and this is not linked to corporate aims & objectives.

**Cost / staff requirements of delivering statutory duties**

The present staffing numbers are sufficient only to deliver statutory duties but the vacant post of Housing Strategy Manager should be refocused on meeting customers housing needs & options plus management of the Housing Options Advisors. The strategy and policy making functions of the Housing Strategy Manager should be transferred to the Strategic Housing Services Manager at no additional cost. The Housing Strategy Manager post should be reduced to Senior Housing Options Advisor or similar and the salary evaluated on that basis.

**Contracts**

There are no periodic term contracts. Contracts that have been let are specific one-offs.

**Section 4 – Benchmarking**

**From CIPFA – 2009/10 Budgets**

<b>Cumbria Authorities</b>	<b>Homelessness £000's</b>	<b>Costs per head £</b>
Allerdale	320	3.39
Barrow	29	0.40
Carlisle	138	1.33
Eden	215	4.14
South Lakeland	407	3.88
Copeland	257	3.65
<b>Near Neighbour Comparison</b>	<b>Homelessness £000s</b>	<b>Costs per head</b>
Allerdale	320	3.39
Bassetlaw	288	2.58
Bolsover	189	2.55
Boston	66	1.13

## Section 4 – Benchmarking

Near Neighbour Comparison (continued)	Homelessness £000s (continued)	Costs per head (continued)
Carlisle	138	1.33
Chesterfield	319	3.17
Mansfield	0	0.0
North East Derbyshire	81	0.83
<b>Other Potential Comparators</b>	<b>Below</b>	<b>Below</b>
Chorley	224	2.15
Fylde (Lytham St Annes)	149	1.95
Harborough	159	1.93
Selby	60	0.74
SouthHolland	211	2.55
Copeland	257	3.65

### Further Benchmarking Data: 4 tables from 2009/10 (CIPFA Benchmarking Group of 24 authorities)

Number of new affordable homes completed (NI155)		
Rank	Authority	Actual
1	Fenland	103
2	Allerdale	91
3	Newark & Sherwood	89
4	Nuneaton & Bedworth	88
5	Erewash	82
6	Corby	63
7	Mansfield	32
8	Copeland	28
9	Gedling	21
10	Boston	17
11	Broxtowe	0

NI 156: Number of homeless households living in temporary accommodation: outturn 2009/10

Rank	Authority	Actual
1	Bassetlaw	0
2	Newcastle under Lyme	1
3	Nuneaton & Bedworth	1
4	Copeland	6
5	Erewash	8
6	Gedling	8
7	Corby	9
8	Newark & Sherwood	11
9	Fenland	13
10	Boston	14
11	Broxtowe	16
12	Allerdale	25
13	Bolsover	30
14	Chesterfield	34
15	Mansfield	51

NI187(i): fuel poverty: % of people receiving income based benefits living in homes with a low energy efficiency rating

Rank	Authority	Actual %
1	Chesterfield	4.7
2	Corby	6
3	Newark & Sherwood	6.7
4	Broxtowe	7
5	Newcastle under Lyme	7
6	Nuneaton & Bedworth	7.29
7	Gedling	7.8
8	Mansfield	8.4
9	Bassetlaw	9
10	Bolsover	9
11	Erewash	10
12	Copeland	11.10
13	Boston	12.33
14	Fenland	14

NI 187(ii): fuel poverty: % of people receiving income based benefits living in homes with a high energy efficiency rating

Rank	Authority	Actual%
1	Chesterfield	47.5
2	Nuneaton & Bedworth	46.55
3	Newcastle under Lyme	43
4	Corby	42
5	Newark & Sherwood	39.6
6	Bolsover	39
7	Bassetlaw	38
8	Gedling	36.9
9	Mansfield	36
10	Broxtowe	35
11	Copeland	31.7
12	Boston	31.28
13	Erewash	22
14	Fenland	21