

COPELAND BOROUGH COUNCIL
STRATEGIC HOUSING IMPROVEMENT ACTION PLAN
2010/11

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THE ACTION PLAN COMBINES THE FOLLOWING IMPROVEMENT PRIORITIES:

- A. Re – Inspection Audit Recommendations 2009/2010
- B. Outstanding Activity From the 2008 Audit Recommendation
- C. 2010/11 Service Plan Priorities

SH1.1 Improve telephone access to Strategic Housing Services

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Ensure all staff are up to date with telephone procedures.	Check the position through team meetings. Provide one to one's for any staff needing updating.	HRM	July 2010	Consistent delivery of telephone procedures across the service team and complementary service teams.
Work with Copeland Direct to improve communication and information requirements they have to ensure customer access by telephone.	Agree service arrangements between Copeland Direct and Housing	HSM / HRM	July 2010	Improve our NI14 unavoidable contact performance.
Use the Customer Satisfaction survey and complaints to highlight any issues with regard to telephone access to the service.	Customer satisfaction survey Monitor customer complaints	HSM / HRM	September 2010 Ongoing	Positive customer feedback on telephone access.
Review as part of annual service plan development.	Annual service plan sets out customer feedback.	HSM / HRM	Cyclical September Ongoing	

SH Action 1.2 Maintain a customer focused website and develop e- enabled service access initiatives

Actions	Milestones	Who will do this	By when	How will you measure success?
Establish what e-enabled services are needed	<ul style="list-style-type: none"> - Research other Council's to look for best practice on online services used. - Look at existing Housing Services and see what services can be used online - Work with Web Manager, IT dept and Customer services to establish what IT can do - Agree online services to be established in 2010. 	<p>HPO</p> <p>HSM, HRM, HPO</p> <p>HRM/HSM/SHP</p>	<p>July 2010</p> <p>July 2010</p> <p>Aug 2010</p> <p>Dec 2010</p>	<ul style="list-style-type: none"> - Information on best practice by other Council's for using online forms - Have an agreed set of information/ online forms that Service ideally want to be used online - Evidence/feedback on use of online services
Implement necessary online forms	<ul style="list-style-type: none"> - Design online forms for website - Test internally and test with partners for consultation - Test with customer focus group for consultation - Make any adjustments from consultation - Publicise new forms- Copeland Matters, website 	<p>Web Manager/ HSM</p> <p>Web Manager/HSM</p> <p>Web Manager/ HSM</p> <p>Web Manager/ HSM</p> <p>HSM/HPO</p>	<p>Sept 2010</p> <p>Oct 2010</p> <p>Oct 2010</p> <p>Nov 2010</p> <p>Nov 2010</p>	<ul style="list-style-type: none"> - Finalised online form changed from consultation undertaken - Articles published in Copeland Matters and Website
Ensure website is customer focussed	<ul style="list-style-type: none"> - Look at best practices from other Council's website - Look at current stats for usage - Seek customer feedback - Look at potential gaps within the pages which are present in leaflets but not online - Update the website accordingly with info that was previously missing or judged to be needed on the website - Report to SHP on how and why the website has improved 	<p>HPO</p> <p>Web Manager</p> <p>HSM, HRM, HPO</p> <p>HPO. HSM, HRM</p> <p>HPO, Housing Admin</p> <p>HSM</p>	<p>July 2010</p> <p>July 2010</p> <p>July 2010</p> <p>Aug 2010</p> <p>Dec 2010</p> <p>January 2011</p>	<ul style="list-style-type: none"> - Have info on best practices and info on what you will be using from it. - Stats for 09/10 online usage and satisfaction for the website - Have details on what is missing currently from the website based on best practice, customer feedback that needs to be altered. - Report to SHP on the website, with stats usage, demonstrating how improved <p>THIS COULD HAPPEN ON ANNUAL BASIS</p>

Ensure that website is regularly updated	<ul style="list-style-type: none"> - Every quarter checked for inaccuracies or out of date info - If out of date admin updates the Housing services pages - Manager proof reads and authorises changes to website 	HSM/ HRM Housing Admin HRM/HSM		<ul style="list-style-type: none"> - List of data that needs changed or needs to be added to the pages - Up to date pages for Housing Services
Monitor uptake of e- enabled services and forms	<ul style="list-style-type: none"> - Gather quarterly statistics on web hits for forms during first year of operation - Produce quarterly stats on engagement by customers through e-enabled route 	Web Manager HRM	Dec 2010 to Sept 2011	Enable an understanding of access to services electronically and on line and how this should influence future service and delivery plans.

SH1.3 Ensure there is regular reporting to the Strategic Housing Panel

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Discuss with SHP what the detailed reporting should include.	SHP discussion	Head of DS / HSM	June 2010	Identified topics, reporting by exception: <ul style="list-style-type: none"> a) Finance and grants b) Delivery targets c) Action Plan Performance d) Complaints e) Customer issues
Set up a cyclical annual programme of reporting to Strategic Housing Panel	Annual reporting cycle draft	Head of DS / HSM	August 2010	Delivery of agreed reporting cycle
Implement reporting cycle	SHP programme	Head of DS / HSM / HRM + team	Bi monthly cycle	Performance monitoring Agreed actions to address identified issues and under performance Reference of issues to other council governance structures as appropriate

SH1.4 Extend range of service standards to all aspects of strategic housing

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
To consider where existing corporate and strategic housing service standards need to be enhanced.	Review as part of service planning 2010/11	HSM	Feb 2010	Use of corporate service standards and strategic housing service standards for the service.
Plan for any extension identified to be implemented.	Service Plan Action 2010/11 if needed	HSM	COMPLETED	Service standards adequate to cover all aspects of the service. See SH1.5 for monitoring action

SH1.5 Monitor and promote the Strategic Housing Service Standards and address under performance

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Consult with focus group on current service standards	Change or amend standards if necessary	HSM/HRM	Nov/December 2010	Document agreed by focus group and SHP
Monitor service standards	Carry out 'spot checks' Investigate complaints Identify underperformance	HRM	Sept 2010 and ongoing	Increased satisfaction shown in customer satisfaction surveys
Address underperformance	Monthly staff supervision for individual action. Change service delivery and improve working with partners	HRM	Sept 2010 Thereafter monthly and quarterly	Performance improvement Less complaints
Get the standards information out to our customers	Carry out customer profile Audit what gaps exist to reach all customers Revise the distribution procedure and staff script as necessary	HRM	January 2011	Revised clear systems for staff to inform users on standards.
Monitor awareness and knowledge of the purpose of the standards	Monitor through spot checks a) the staff role in highlighting the standards with customers, and, b) the understanding of the standards by our customers and partners	HRM	Sept 2010 and on	All service users have awareness and understanding of what they can expect from the service.

SH2.1 Commission and complete a Borough-wide strategic housing market and needs assessment.

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Write client specification & procure a contract with a consultancy.	The contract is let.	LP/KS/CH	June 2010	The assessment begins in July 2010. Complete.
Obtain primary data from household survey	Primary data is collected	LP/KS/Consultants	Mid July 2010	Response rate is sufficient to provide a high level of accuracy
Obtain interim analysis of the survey from consultants	Interim analysis is obtained	LP/KS	August 2010	The analysis is comprehensive and accurate
Obtain draft final report from consultants, including secondary data analysis	Draft report is received	LP/KS/Consultants	October 2010	The report meets the requirements of the client specification
Work with consultants to produce final report	Officers obtain final report	LP/KS/DC/JH	October 2010	Officers agree final report with consultants
Present final report to Councillors	Presentation to SHP/Executive/ Full Council	LP/KS/JH/Consultants	October/ November 2010	Councillors accept final report, which then feeds into LDF

SH2.2 Adopt & implement an overarching housing strategy for Copeland which is reviewed annually and sets a clear direction for the service. This to incorporate plans with clear milestones to address the needs of specific diverse groups including Gypsies & Travellers, migrant workers, older persons and young people.

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Determine evidence base	Complete strategic housing market and needs assessment (SHMNA)	LP/KS	October 2010	Final report accepted by officers
Develop strategic plans to address the needs of groups including Gypsies & travellers, migrant workers, older persons & young people	Bid for external funding to address the needs of Gypsies & Travellers (assessment of their needs completed in 2008). Interrogate SHMNA to determine needs of groups	KS LP/KS/DC	April 2010 November 2010	The bid was submitted before deadline Needs revealed in SHMNA are determined
Engage with Cumbria County Council on needs of younger & older people	Agree scope with Adult Social Care & Children's Services	LP/KS/DC	December 2010	Joint plans are made with Adult Social Care & Children's Services (a protocol for homeless 16/17 year olds has been agreed and joint staff training began in October 2010).
Produce draft strategy & enter public consultation, including partners	Consultation on draft begins	LP/KS/DC	January 2011	Partners response influences draft final strategy
Produce final draft strategy & present to Councillors	Through the Strategic Housing Panel to Executive and Full Council	LP/KS/DC/JB	March 2011	Strategy is published in March 2011 with review dates

SH2.3 Examine the scope for making an external capital funding bid for the development of a site for Gypsies & Travellers.

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Consider making a bid in partnership with Cumbria local authorities	Cumbria Gypsies & Travellers Accommodation Strategy Group created	KS	This was formed in October 2009	The Group's action plan and terms of reference were determined
Identify funding source and decide whether to bid	Innovation Funding scheme within the Homes & Communities Agency's Site Grant Programme was identified	KS & Cumbria Gypsies & Travellers Accommodation Strategy group	October to December 2009	Decided to bid
Bid for capital funding by deadline date	Deadline for bids in 2010/11 was 30 April 2010	KS & Cumbria G & T Accommodation Strategy Group	By 30 April 2010.	The bid was submitted before deadline date
Inform Councillors	Report to Strategic Housing Panel	KS	May 2010	SHP received and noted the report on 27 May 2010.

SH2.4 Maximise external resources through active participation through the Homes and Community Agency
Local Investment Plan for Cumbria

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Active participation in Cumbria strategic housing plans.	Regular meeting attendance	HSM / Cllr GC	Ongoing	Shared document – Local Investment Priorities
Copeland priorities identified through joint working with local RSLs and HMR partners	Understanding pipeline Discussing and supporting future plans	HSM / SHP	By March 2010 August 2010	Shared Local Investment Plan 2010/11 Presentation of RSL plans, HMR plan and support agreed from SHP
Join with Cumbria District Councils and other partners	The Cumbria Housing Executive identified as the authentic voice of Cumbria Housing Authorities.	HSM & members of Cumbria Housing Executive	Before end 2009	The Cumbria Housing Executive engages with the HCA in the Local Investment Plan process
Ensure representation in the Local Investment Plan process	Cumbria Housing Executive is represented on the “Single Conversation” Co-ordinating Group for Cumbria	HSM & Cumbria Housing Executive	By March 2010	The housing element of the Local Investment Plan for Cumbria recognises Cumbria’s need for investment
Write statement of Copeland’s housing priorities for inclusion in the Local Investment Plan	Text written and submitted to the “Single Conversation” Co-ordinating Group for Cumbria	HSM	By March 2010. Completed.	Draft housing element of the Local Investment Plan includes the text
Ensure the housing element of	The Local Investment	HSM	May 2010.	Final housing element of the

the Local Investment Plan recognises the need in Copeland	Plan includes a statement of Copeland's communities' needs		Completed	Local Investment Plan includes statement of Copeland's housing investment priorities for 2010/11
Connect and integrate with LDF to enable appropriate sites for housing development supported by HCA investment.	SHLAA completed	HSM / SPM /Head of DS	Sept 2010 and ongoing	SHLAA agreed
Link and liaise strategic housing within and complementary to regeneration schemes to enable sustainable community delivery in both rural and urban areas of Copeland.	Regeneration Plans and Locality Plans highlight housing outcomes	Head of DS / HSM / ED Manager	Ongoing	Delivery outcomes
Monitor funding and outcomes from HCA resources in the borough against Copeland strategic housing priorities	HCA investment agreed	HSM / SHP Head of DS	December 2010	Local Investment Plan Outcomes (via Cumbria Monitoring arrangements)

SH2.5 Adopt and Implement a comprehensive strategy for private sector housing.

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Read guidance on producing strategy	Research other Council's strategies and look for best practice	HRM	March 2010 COMPLETED	Approved by Executive March 2010
Develop draft strategy taking into account guidance and current policy.	First draft written and discussed with team.	HRM	Completed	
Send draft out for consultation	Sent for consultation, placed on web-site, copy to all Councillors.	HRM	Completed	
Alter draft if necessary after consultation	Notice taken of comments and strategy altered accordingly.	HRM	Completed	
Report to Strategic Housing Panel	Discussed at SHP and rec to Exec for approval	HRM	Completed	

SH2.6 Setting out a comprehensive programme of rural housing needs surveys & potential development sites in partnership with Parish Councils and Lake District National Park Authority

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Examine rural housing needs surveys commissioned by LDNPA and completed by Cumbria Rural Housing Trust (CRHT)	Surveys examined	LP/KS	Initial examination completed by March 2009 and ongoing as new surveys were completed	Needs are measured and understood
Identify potential development sites with Parish Councils & LDNPA	Meet with Parish Councils and LDNPA Planning Policy & Development Control	LP	Ongoing process but 4 sites identified by April 2010.	Sites identified and RSLs introduced to landowners
Prepare programme of rural housing needs surveys	Rural housing needs surveys included in the specification of the strategic housing market and needs assessments	LP/KS	April 2010	The final specification includes rural housing needs surveys
Let contract for strategic housing market and needs assessment	Invite tenders	LP/KS/CH	April 2010	Contract let in June 2010 with final report due in October 2010 to include <u>all</u> rural parishes in Copeland
Agree ongoing programme of rural housing needs surveys with LDNPA	Engage with LDNPA Planning Policy team	LP	Completed in April 2010	Agreement has been reached for a programme of surveys in the LDNPA area of Copeland

SH 2.7

Produce an Empty Homes/Park Homes Strategy.

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Read guidance on producing empty homes strategy	Chapter headings outlined	HRM	August 2010	Strategy completed and endorsed by SHP/Exec and Full Council.
Contact the Empty Homes Agency for advice	Information gathered on best practice	HRM	August 2010	Advice received and used
Identify the number of properties empty for over 6 months	Work with council tax to identify properties	HRM/COUNCIL TAX	August 2010	Evidence validated
Identify the number of park homes in the Borough	Identify properties with help from council tax and environmental health	HRM/COUNCIL TAX/ENV HEALTH	October 2010	Comprehensive list of Park Homes
Produce draft strategy	Draft written and discussed with team/Head of service / internal depts. and SHP	HRM/HSM/Head of DS/Head of DO/SHP	December 2010	
Draft strategy sent out for consultation	Sent to stakeholders/residents, advertised on web-site	HRM	January 2011	Consultation responses received
Alter draft to take account of comments following consultation	Notice taken of consultation and document altered accordingly	HRM	February/March 2011	Evidenced and consulted Strategy
Take final draft to the Strategic Housing Panel	SHP recommend strategy is approved by Executive	SHP	March 2011	Strategy actions developed and implemented

SH3.1 Improving Corporate leadership on equality and diversity issues

What is it we are aiming to achieve and why? To provide consistent quality on equality support and resources to deliver an effective service

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Corporate Team to receive monthly update on equalities work	Monthly Corporate Team Pipeline topic planned Action Plan monitoring	EO / Corp Team	June 2010	Keep action plan progressing R A G monitoring
To gain "Achieving" equalities status	Action Plan in place	EO/Corp Team		Achieving status obtained
Participate in Cumbria IDeA review of Equalities	Prepare self assessment CBC and partners to participate in 2 day assessment	CBC / partners	Sept 2010 Nov 2010	Review Report

H 3.2

Carry out more robust Equality Impact Assessments

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Arrange meeting with Equality Officer to review current EIA	Meeting held and gaps in current assessment identified	HSM/HRM/EO	July 2010 (achieved in September 2010)	EIA revised. Completed September 2010
EIA reviewed and rewritten	Discuss with equalities officer	DC/AW	August 2010 (achieved in September 2010)	Complete
EIA sent out for consultation to stakeholders	Comments received from stakeholders	HRM	August 2010	Engagement of stakeholders to improve service. Completed but consultation was limited
EIA adapted in light of comments received	Notice taken of comments made by stakeholders	HRM/HSM/Head of DS	Sept 2010	EIA amended in light of comments from Copeland Disability Forum
Final draft EIA taken to SHP for discussion	SHP comments taken into account	HRM	December 2010	Completed and robust EIA

SH3.3

Ensure Equality Impact Assessments are thoroughly responded to

What is it we are aiming to achieve and why? To enable equality of access and service to deliver to our diverse customers

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Work with SHP and staff to challenge action plans from the equality impact assessments.	Confirm existing actions Identify additional actions and cost/resources needed as part of service review	Head of DS	January 2011	Engagement of relevant partners
To include actions within existing and future work programs	Work programs revised	HSM / HRM	October 2010 and ongoing	Improve equality of access for service users Improve service delivery in response to known customer needs
Monitor and review EIAs and actions	Quarterly Covalent Monitoring – by exception Annual review as part of service planning	HSM /HRM / Head of DS/SHP	December 2010	EIAs kept current Actions in service work plan
Arrange training session for staff with equalities officer	Team members meet with equalities officer and discuss needs	HRM/EO	October 2010	All team members are issued with a certificate to say they have completed the 'Same Difference' training.
Ensure all staff can log in and work on the 'Same Difference' training package online	Team members are aware of log in details and can access the training	HRM/EO	July 2010	Full access to training
Give team members the support they need to complete the training during working hours	Team members work through the training	HRM	July 2010	
Staff all complete the training	Certificates issued	HRM	October 2010	Improved staff delivery
Review training need during staff performance reviews	Appraisal identifies need.	HRM	Nov 2010	Staff updated on equalities knowledge and service requirements.

SH3.4

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

What is it we are aiming to achieve and why? To ensure are confident in assisting all residents and service users

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
All staff to receive CBC mandatory training modules	Ensure all staff complete their mandatory "Same Difference" on line training modules	All	October 2010	All staff complete modules
Ensure all staff can log in and work on the 'Same Difference' training package online	Team members are aware of log in details and can access the training	HRM/EO	July 2010	
Give team members the support they need to complete the training during working hours	Team members work through the training	HRM	July 2010	Staff all complete the training Certificates issued
Identify specific training as part of EIAs, housing needs survey and CBC housing strategies	Set out training options and costings Prioritise as part of service reviews and staff appraisals	HSM / HRM	November 2010	Focused training programme resourced
Deliver resourced training	Training takes place	Tbc Internal vs. external	March 2011	Training completed Change in staff approach and delivery
Review equality training requirements annually	Staff appraisals Service review / revised EIA	HSM / HRM HSM / Head of DS	January 2011 February 2011	Annual Equality Training Plan in place and delivered

SH4.1

Landlord Accreditation scheme

What is it we are aiming to achieve and why? To enable private residents to be assured of a consistent quality of service from private landlords

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Carry out research into accreditation schemes both nationally and locally	Read good practice materials and discuss local schemes with Barrow and Carlisle	HRM	COMPLETED MARCH 2010	Landlords discuss accreditation and agree a course of action
Discuss with landlords at the landlord forum	Landlords have lengthy discussion at forum	HRM	COMPLETED	
Determine whether landlords would like an accreditation scheme	Landlords are finding the forum very useful but are not keen on an accreditation scheme just yet	HRM	COMPLETED	We will reintroduce a discussion of an accreditation scheme in 2011/12
Review with landlords in Sept 2011	Review meeting	HRM	September 2011	See above

SH4.2: Improve Partnership Working; improve liaison with Supporting People Team, Primary Care Trusts, RSLs and VCS.

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Improve liaison with Supporting People Team and Primary Care Trusts	Ensure continuous representation of Copeland at the Cumbria Supporting People Commissioning Body, which is attended by SP management and PCTs	LP and Portfolio holding Councillor	Ongoing	LP and Councillor have achieved 100% attendance at the meetings of the Supporting People Commissioning Body since 2008
Work more effectively with RSLs to improve outcomes, particularly in void re-letting and under-occupation	Establish RSL Forum	AD/LP/DC	In 2009	AD set up RSL Forum in 2009. DC to represent CBC on Home Group Voids & Relating task group Agreement reached between LP and Home Group to reduce under-occupation in social housing
Support Impact Housing Association to return derelict former YMCA building to occupation	Impact HA purchases the building. CBC supports Impact funding bid for conversion to use.	LP/Impact HA	Impact completed purchase in 2009. LP is a member of planning group chaired by Impact. Funding bid not yet ready.	Future funding bid to HCA is successful and the building is returned to occupation as social housing.
Adopt Copeland Housing Partnership	Partnership to include all RSLs with stock in the Borough plus other agencies, for example Cumbria Rural Housing Trust and Cumbria Supporting people team	LP	First scoping meeting with partners to be convened in November 2010	The partnership is established with a focus on the needs of Copeland's communities

SH4.3 To work more effectively with housing associations to improve outcomes for residents, particularly with regard to faster re-letting times and under-occupation.

What is it we are aiming to achieve and why? Use our statutory influence to improve services to residents in housing need

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Continue regular liaison meetings between Home Housing and the council.	Regular meetings held Standing agenda item on housing management issues.	Portfolio Holder, C Ex, Head of Service, HSM, HRM	Bi monthly	Improvements discussed and implemented
Home Housing reporting to the Strategic Housing Panel	Strategic Housing Panel Work Programme delivered	SHP Home Housing	Quarterly	SHP monitor improvements and DHS progress Improvements implemented
Participate in a voids working group	Terms of reference agreed Regular meetings held Improvement plan agreed	SHM	July 2010 and ongoing	Improved void management Faster re-letting times
Work with Home Housing re wind up of Copeland Homes Board	Monitor outstanding actions Agree terms of reference for new partnership group with residents and member engagement	SHM/SHP	August 2010	Copeland Homes complete planned actions New steering group put in place with clear terms of reference

SH4.4: Participate in the specification of and decide whether to join the emerging Cumbria Choice Based Lettings Scheme

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Ensure that Copeland contributes to the specification of the Cumbria partnering agreement, as written by the Cumbria Choice Interim Project Board	The partnering document is agreed and LP replaces AD as Copeland's representative on the Interim Project Board	LP	Agreement on the partnering document reached with Strategic Housing Panel in May 2010 and in June Full Council agreed it	The partnering agreement was signed by the Head of Legal Services on behalf of the Council on 28 June 2010.
Ensure that Copeland's financial contribution is made	Payment of the Council's contribution of £11,862 is authorised	LP	Payment authorised after partnering agreement was signed on 28 June 2010	Completed
Ensure that the Cumbria Choice Based Lettings Scheme Allocations Policy is lawful and agreed by Copeland and all other District Councils plus participating RSLs	That Copeland Councillors agree the Allocations Policy	LP	Allocations policy to be presented to Strategic Housing Panel on 11 August 2010 and then to the next meeting of Executive or Full Council, depending on which is most appropriate and timely	The Strategic Housing Panel accepts the Allocations Policy and recommends it to Executive or Full Council, whichever is most appropriate and timely

SH4.5 Investigate the potential for shared service delivery with neighbouring authorities

What is it we are aiming to achieve and why? To look at options for improvements and efficiency savings in service delivery

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Undertake an internal benchmarking and value for money exercise as part of the service review process.	Identify benchmarking authorities Benchmarking statistics and analysis	HSM /HRM / Performance team	July 2010	Benchmarking data comparable
Research neighbouring authorities and wider partners	Gather their benchmark data Identify common delivery areas	HSM / HRM	September 2010	Identify potential areas for shared service
Prioritise a potential area, eg DFG, to begin investigations and discussions	Assessment on opportunities and benefits Paper – initial business case proposal	CBC + other LA(s)	January 2011	Discussion at SHG on potential on whether to pursue a detailed business case. A potential partner in Allerdale DC has advertised for a Housing Manager
Take decision on next steps and progress	Put action in strategic housing action plan 2011/12	SHP	January 2011	Decision taken

SH5.1 Establish a comprehensive suite of PIs and targets for the strategic housing service, ensuring they are appropriately monitored and that underperformance is robustly reported and addressed

What is it we are aiming to achieve and why? To ensure existing systems are adequate to frame and manage the performance and effective delivery of all the strategic housing service

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Develop targets for 2010/11	Service Plan targets agreed Corporate Implementation Plan agreed	SHP / Exec Head of DS / HSM	March 2010	Quarterly monitoring of Service Plan
Review targets and PIs as part of service review and planning for 2011/12	Draft set of targets for 2011/12 Clear links with new Copeland Housing Strategy	HSM / Head of DS	December 2010	Discussion at SHP Understood connections and linkages with other strategies and targets
Agree any revisions to existing PIs and targets	Service Plan 2011/12 Copeland Housing Strategy Performance indicator set Corporate Plan 2011-14 housing element	SHP	January 2011	Agreed targets and PIs
Implement delivery against agreed targets and PIs	Staff work programmes Strategic Housing Action Plan (linked to the Copeland Housing Strategy)	All staff + Head of DS + SHP	March 2011	Quarterly monitoring reports by exception Action Plan picks up under performance

SH5.2 Review the Current working arrangements with the home Improvement Agency

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Discuss with Supporting People as they are responsible for the Home Improvement Agency contract	Discussion held on a County wide basis	HRM	Oct 2009	Provider of Home Improvement Agency services awarded contract.
Feedback to local Home Improvement Agency Manager	Meeting held and a agreement reached	HRM	Oct 2009	Action Plan agreed
Work with Supporting People team to write tender specification for provision of HIA service in Copeland	Specification written	HRM	Jan 2010	Tender produced and agreed
Specification sent to legal for approval	Approval from legal at CBC and County Council	HRM/Head of Legal/HSM	Jan 2010	Legal advice received Legal amendments to tender made
Supporting People advertise tender	Tender advertised	Supporting People Team	June 2010	Adequate quality tenders received
Expressions of interest received and contract awarded	Contract awarded	Supporting People Team	September 2010 No bids were received. This is being revisited with other Cumbria LAs	Robust assessment of tenders This would have succeeded if the contract had been awarded. But In the absence of bids the County Council has withdrawn the funding in the belief that the support services can be met by other existing providers.

SH5.3 Benchmarking service costs and quality with other councils, reporting the findings, and using the data to review how value for money can be improved

What is it we are aiming to achieve and why? To understand and evidence the quality and effectiveness of the service and its use of its available resources

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Service review benchmarking	Benchmarking data Analysis of information	HSM/HRM/ Perf officer Head of DS	August 2010	Evidenced quality and vfm assessment of the service
Use benchmarking to assess service and identify improvements	Service review report Improvement proposals	SHP RPWG	September 2010 and ongoing	Efficiency and service delivery priorities agreed and implemented
Service improvements implemented	Service restructuring	Head of DS / HSM/ HRM	December 2010	Improved service team delivery

SH5.4 Review existing partnership arrangements to improve value for money

What is it we are aiming to achieve and why? To ensure partners are enabled to work effectively in delivering joint services

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
To work with existing corporate partnership review process	Cipfa guidance used Completed assessment template for all housing partnerships	HSM/HRM/ team/SHP	September 2010 and ongoing	Understand the value of all partnership arrangements
Set out actions needed to improve partnership arrangements	Action plan agreed	SHP HSM	September 2010 and ongoing	Rationalise partnership working
Implement actions	Delivered actions	HSM / Head of DS/ SHP	November 2010	Participate in partnerships offering value for money only
Monitor partnership working within existing reporting to SHP	Quarterly reporting by exception Annual service review	HSM SHP	Quarterly	Effective partnership working

SH5.5 Identifying opportunities to improve procurement within services

What is it we are aiming to achieve and why? To apply corporate sustainable procurement for effective local delivery

ACTIONS	MILESTONES	WHO	WHEN	MEASURE OF SUCCESS
Work with procurement team on improvements	Audit of existing activity Identify areas for improvement	Procurement officer / HSM / HRM	August 2010	Procurement practices improved Savings identified
Agree and implement improvements	Improvement actions implemented	HSM/HRM	September 2010	Improved contracts Budget impact included within 2011/12 service planning and budget setting
Reporting on efficiency improvements	Efficiency savings report Service Planning papers Website information	SHP / RPWG	October 2010	Recognition of improvements

Key:

- SHP – Strategic Housing Panel**
- HPO - Housing Research & Policy Officer**
- HSM – Strategic Housing Services Manager**
- HRM - Housing Renewal Manager**
- EO - Equality Officer**

