

**Strategic Housing Improvement Action Plan 2010/11**

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**LEAD OFFICER:** Julie Betteridge, Head of Development Strategy  
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**SUMMARY:** The 2010/11 Strategic Housing Improvement Action Plan combines the recommendations from the re-inspection, outstanding actions from the first inspection and priorities for improvement within the current service plan for strategic housing.

**1.0 Recommendation**

1.1 The Strategic Housing Panel are requested to:

- a) consider and approve the 2010/11 Improvement Action Plan;
- b) Sign off those actions completed;
- c) agree to the bi monthly reporting on completed actions and by exception on any under performance against the plan.

# COPELAND BOROUGH COUNCIL

## STRATEGIC HOUSING

### IMPROVEMENT ACTION PLAN

#### 2010/11

#### CONTENTS

- Strategic Housing (SH) 1: Maintaining Customer Focus
- Strategic Housing (SH) 2: Delivering a strategic approach
- Strategic Housing (SH) 3: Meeting our Equality and Diversity Commitments
- Strategic Housing (SH) 4: Improving Partnership Working
- Strategic Housing (SH) 5: Managing Performance Effectively

#### 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

What is it we are aiming to achieve and why? To provide consistent quality of service delivery in line with our commitments

| <b>ACTIONS</b>  | <b>MILESTONES</b>   | <b>WHO</b> | <b>WHEN</b>           | <b>MEASURE OF SUCCESS</b>  |
|---|---|------------|-----------------------|--|
| Ensure all staff are up to date with telephone procedures.  | Check the position through team meetings.<br><br>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<br><br>Monitor customer complaints                                       | HSM / HRM  | September 2010        | Positive customer feedback on telephone access.  |
| Review as part of annual service plan development.  | Annual service plan sets out customer feedback.   | HSM / HRM  | Cyclical<br>September |  |

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

**What is it you are aiming to achieve and why?** Ensure customers can access services electronically.

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

|   |  |  |                       |   |
|---|--|--|-----------------------|---|
|   | - Report to SHP on how and why the website has improved  | HSM  | Nov 2010              | - Report to SHP on the website, with stats usage, demonstrating how improved<br><b>THIS COULD HAPPEN ON ANNUAL BASIS</b>                        |
| Ensure that website is regularly updated        | - Every quarter checked for inaccuracies or out of date info<br>- If out of date admin updates the Housing services pages<br>- Manager proof reads and authorises changes to website | HSM/ HRM<br><br>Housing Admin<br><br>HRM/HSM |                       | - List of data that needs changed or needs to be added to the pages<br><br>- Up to date pages for Housing Services                              |
| Monitor uptake of e- enabled services and forms | - Gather quarterly statistics on web hits for forms during first year of operation<br>- Produce quarterly stats on engagement by customers through e-enabled route                   | Web Manager<br><br>HRM                       | Oct 2010 to Sept 2011 | Enable service to understand the 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

What is it we are aiming to achieve and why? To keep members informed of performance, customer and service issues

| <b>ACTIONS</b>   | <b>MILESTONES</b>            | <b>WHO</b>                    | <b>WHEN</b>      | <b>MEASURE OF SUCCESS</b>  |
|--|------------------------------|-------------------------------|------------------|--|
| Discuss with SHP what the detailed reporting should include.               | SHP discussion               | Head of DS / HSM              | June 2010        | Identified topics, reporting by exception:<br>a) Finance and grants<br>b) Delivery targets<br>c) Action Plan Performance<br>d) Complaints<br>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<br>Agreed actions to address identified issues and under performance<br>Reference of issues to other council governance structures as appropriate |

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

What is it we are aiming to achieve and why? To facilitate consistent high quality services

| <b>ACTIONS</b>  | <b>MILESTONES</b>                          | <b>WHO</b> | <b>WHEN</b> | <b>MEASURE OF SUCCESS</b>  |
|---|--|------------|-------------|--|
| 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.<br>See SH1.5 for monitoring action |

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



What is it we are aiming to achieve and why? To provide consistent quality of service delivery in line with our commitments

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

What is it we are aiming to achieve and why? To provide a robust evidence base from which to develop our strategies, LDF and understand Copeland residents housing priorities

| <b>ACTIONS</b>  | <b>MILESTONES</b>                           | <b>WHO</b>           | <b>WHEN</b>            | <b>MEASURE OF SUCCESS</b>                                       |
|---|---|----------------------|------------------------|---|
| 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    | September 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.

| <b>ACTIONS</b>   | <b>MILESTONES</b>  | <b>WHO</b>  | <b>WHEN</b>   | <b>MEASURE OF SUCCESS</b>   |
|--|--|-------------|---------------|---|
| 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).<br>Interrogate SHMNA to determine needs of groups | KS          | April 2010    | The bid was submitted before deadline                             |
|  |  | LP/KS/DC    | November 2010 | 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 |
| 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.

What is it we are aiming to achieve and why? To ensure Copeland investigates and agrees appropriate sites

| <b>ACTIONS</b>  | <b>MILESTONES</b>   | <b>WHO</b>   | <b>WHEN</b>                     | <b>MEASURE OF SUCCESS</b>                                      |
|---|---|--|---------------------------------|--|
| 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

What is it we are aiming to achieve and why? To ensure Copeland housing priorities are able to access HCA funding

| <b>ACTIONS</b>  | <b>MILESTONES</b>   | <b>WHO</b>                                 | <b>WHEN</b>                      | <b>MEASURE OF SUCCESS</b>   |
|---|---|--|----------------------------------|---|
| Active participation in the Cumbria strategic housing partnership.                    | 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<br>Discussing and supporting future plans                                | HSM / SHP                                  | By March 2010<br><br>August 2010 | Shared Local Investment Plan 2010/11<br><br>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   | HSM & Cumbria Housing Executive            | By March 2010                    | The housing element of the Local Investment Plan for Cumbria recognises Cumbria's need for investment       |

|  |   |                               |                           |   |
|--|---|-------------------------------|---------------------------|---|
|  | Cumbria   |                               |                           |   |
| 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 Plan recognises the need in Copeland  | The Local Investment Plan includes a statement of Copeland's communities' needs         | HSM                           | May 2010. Completed       | The final housing element of the Local Investment Plan includes textual 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                 | 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.

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

SH2.5 Setting out a comprehensive programme of rural housing needs surveys & potential development sites in partnership with Parish Councils and Lake District National Park Authority

| <b>ACTIONS</b>  | <b>MILESTONES</b>   | <b>WHO</b> | <b>WHEN</b>   | <b>MEASURE OF SUCCESS</b>  |
|---|---|------------|---|--|
| 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 2.6

Produce an Empty Homes/Park Homes Strategy.

| <b>ACTIONS</b>   | <b>MILESTONES</b>   | <b>WHO</b>                        | <b>WHEN</b> | <b>MEASURE OF SUCCESS</b>                                     |
|--|---|-----------------------------------|-------------|---|
| 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        | August 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 | Sept 2010   |   |
| Draft strategy sent out for consultation                       | Sent to stakeholders/residents, advertised on web-site                          | HRM                               | Sept 2010   | Consultation responses received                               |
| Alter draft to take account of comments following consultation | Notice taken of consultation and document altered accordingly                   | HRM                               | Nov 2010    | Evidenced and consulted Strategy                              |
| Take final draft to the Strategic Housing Panel                | SHP recommend strategy is approved by Executive                                 | SHP                               | Dec 2010    | 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

| <b>ACTIONS</b>  | <b>MILESTONES</b>  | <b>WHO</b>     | <b>WHEN</b>           | <b>MEASURE OF SUCCESS</b>                        |
|---|--|----------------|-----------------------|--|
| Corporate Team to receive monthly update on equalities work | Monthly Corporate Team Pipeline topic planned<br>Action Plan monitoring        | EO / Corp Team | June 2010             | Keep action plan progressing<br>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<br>CBC and partners to participate in 2 day assessment | CBC / partners | Sept 2010<br>Nov 2010 | Review Report                                    |

H 3.2

Carry out more robust Equality Impact Assessments

| <b>ACTIONS</b>  | <b>MILESTONES</b>                                      | <b>WHO</b>         | <b>WHEN</b> | <b>MEASURE OF SUCCESS</b>                     |
|---|--|--------------------|-------------|---|
| Arrange meeting with Equality Officer to review current EIA | Meeting held and gaps in current assessment identified | HSM/HRM/EO         | July 2010   | EIA revised                                   |
| EIA reviewed and rewritten                                  | Discuss with equalities officer                        | DC/AW              | August 2010 |   |
| EIA sent out for consultation to stakeholders               | Comments received from stakeholders                    | HRM                | August 2010 | Engagement of stakeholders to improve service |
| EIA adapted in light of comments received                   | Notice taken of comments made by stakeholders          | HRM/HSM/Head of DS | Sept 2010   | Challenged EIA                                |
| Final draft EIA taken to SHP for discussion                 | SHP comments taken into account                        | HRM                | Oct 2010    | Completed and robust EIA                      |
| EIA sent to legal for approval                              | Approved by EIA project board                          | HRM                | Oct 2010    | Approved and signed off 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

| <b>ACTIONS</b>  | <b>MILESTONES</b>   | <b>WHO</b>                | <b>WHEN</b>   | <b>MEASURE OF SUCCESS</b>  |
|---|---|---------------------------|---------------|--|
| Work with SHP and staff to challenge action plans from the equality impact assessments. | Confirm existing actions<br>Identify additional actions and cost/resources needed as part of service review | Head of DS                | August 2010   | Engagement of relevant partners  |
| To include actions within existing and future work programs                             | Work programs revised   | HSM / HRM                 | October 2010  | Improve equality of access for service users<br>Improve service delivery in response to known customer needs |
| Monitor and review EIAs and actions   | Quarterly Covalent Monitoring – by exception<br>Annual review as part of service planning                   | HSM /HRM / Head of DS/SHP | December 2010 | EIAs kept current<br>Actions in service work plan  |
| Arrange training session for staff with equalities officer                              | Team members meet with equalities officer and discuss needs   | HRM/EO                    | July 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     | Training completed   |
| Staff all complete the training   | Certificates issued   | HRM                       | Sept 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 staff are confident in assisting all residents and service users

| <b>ACTIONS</b>  | <b>MILESTONES</b>   | <b>WHO</b>                         | <b>WHEN</b>                   | <b>MEASURE OF SUCCESS</b>   |
|---|---|------------------------------------|-------------------------------|---|
| All staff to receive CBC mandatory training modules   | Ensure all staff complete their mandatory "Same Difference" on line training modules                | All                                | September 2010                | All staff complete modules  |
| Arrange training session for staff with equalities officer                                  | Team members meet with equalities officer and discuss needs   | HRM/EO                             | July 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                     |   |
| 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<br>Certificates issued  |
| Identify specific training as part of EIAs, housing needs survey and CBC housing strategies | Set out training options and costings<br>Prioritise as part of service reviews and staff appraisals | HSM /<br>HRM                       | November 2010                 | Focused training programme resourced  |
| Deliver resourced training  | Training takes place  | Tbc<br>Internal<br>vs.<br>external | March 2011                    | Training completed<br>Change in staff approach and delivery   |
| Review equality training requirements annually  | Staff appraisals<br>Service review / revised EIA  | HSM /<br>HRM<br>HSM /<br>Head of   | January 2011<br>February 2011 | Annual Equality Training Plan in place and delivered  |

|  |  |    |  |  |
|--|--|----|--|--|
|  |  | DS |  |  |
|--|--|----|--|--|

SH4.1

Landlord Accreditation scheme

| <b>ACTIONS</b>  | <b>MILESTONES</b>   | <b>WHO</b> | <b>WHEN</b>             | <b>MEASURE OF SUCCESS</b>                                    |
|---|---|------------|-------------------------|--|
| Carry out research into accreditation schemes both nationally and locally | Read good practice materials and discuss local schemes with Barrow and Carlisle | HRM        | COMPLETED<br>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                   | Landlords are finding the forum very useful but are not                         | HRM        | COMPLETED               |  |

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

|                                    |  |     |                |   |
|------------------------------------|--|-----|----------------|---|
| scheme                             | keen on an accreditation scheme just yet |     |                |   |
| Review with landlords in Sept 2011 | Review meeting                           | HRM | September 2011 | Landlords discuss accreditation Action Agreed |

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

| <b>ACTIONS</b>  | <b>MILESTONES</b>   | <b>WHO</b>                          | <b>WHEN</b> | <b>MEASURE OF SUCCESS</b>  |
|---|---|-------------------------------------|-------------|--|
| 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.<br><br>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 to join planning group chaired by Impact. Funding bid not yet ready to be made | 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 September 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

| <b>ACTIONS</b>  | <b>MILESTONES</b>  | <b>WHO</b>  | <b>WHEN</b> | <b>MEASURE OF SUCCESS</b>  |
|---|--|---|-------------|--|
| 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<br>Regular meetings held<br>Improvement plan agreed  | SHM               | July 2010   | Improved void management<br>Faster re-letting times   |
| Work with Home Housing re wind up of Copeland Homes Board | Monitor outstanding actions<br>Agree terms of reference for new partnership group with residents and member engagement | SHP Liaison group | August 2010 | Copeland Homes complete planned actions<br>New partnership 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

| <b>ACTIONS</b>  | <b>MILESTONES</b>  | <b>WHO</b> | <b>WHEN</b>  | <b>MEASURE OF SUCCESS</b>   |
|---|--|------------|--|---|
| 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  | Payment of the Council's contribution of £11,862 is  | LP         | Payment authorised after partnering  | Completed   |

|  |  |    |  |   |
|--|--|----|--|---|
| made   | authorised   |    | agreement was signed on 28 June 2010   |   |
| 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 |

#### SH4.8 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

| <b>ACTIONS</b>   | <b>MILESTONES</b>   | <b>WHO</b>                  | <b>WHEN</b>    | <b>MEASURE OF SUCCESS</b>                   |
|--|---|-----------------------------|----------------|---|
| Undertake an internal benchmarking and value for money exercise as part of the service review process. | Identify benchmarking authorities<br>Benchmarking statistics and analysis | HSM /HRM / Performance team | July 2010      | Benchmarking data comparable                |
| Research neighbouring authorities and wider partners   | Gather their benchmark data<br>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) | November 2010 | Discussion at SHG on potential on whether to pursue a detailed business case |
| Take decision on next steps and progress                                     | Put action in strategic housing action plan 2011/12                             | SHP               | December 2010 | 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

| <b>ACTIONS</b>  | <b>MILESTONES</b>  | <b>WHO</b>                           | <b>WHEN</b>   | <b>MEASURE OF SUCCESS</b>  |
|---|--|--------------------------------------|---------------|--|
| Develop targets for 2010/11   | Service Plan targets agreed<br>Corporate Implementation Plan agreed                | SHP /<br>Exec<br>Head of<br>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<br>Clear links with new Copeland Housing Strategy | HSM /<br>Head of<br>DS               | November 2010 | Discussion at SHP<br>Understood connections and linkages with other strategies and targets |

|   |   |                                    |              |   |
|---|---|------------------------------------|--------------|---|
| Agree any revisions to existing PIs and targets   | Service Plan 2011/12<br>Copeland Housing Strategy<br>Performance indicator set<br>Corporate Plan 2011-14<br>housing element | SHP                                | January 2011 | Agreed targets and PIs  |
| Implement delivery against agreed targets and PIs | Staff work programmes<br>Strategic Housing Action Plan (linked to the Copeland Housing Strategy)                            | All staff<br>+ Head of DS<br>+ SHP | March 2011   | Quarterly monitoring reports by exception<br>Action Plan picks up under performance |

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

| <b>ACTIONS</b>  | <b>MILESTONES</b>                      | <b>WHO</b> | <b>WHEN</b> | <b>MEASURE OF SUCCESS</b>                                      |
|---|--|------------|-------------|--|
| 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                 | Specification written                  | HRM        | Jan 2010    | Tender produced and agreed                                     |

|   |   |                        |                |   |
|---|---|------------------------|----------------|---|
| HIA service in Copeland                               |   |                        |                |   |
| Specification sent to legal for approval              | Approval from legal at CBC and County Council | HRM/Head of Legal/HSM  | Jan 2010       | Legal advice received<br>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 | Robust assessment of tenders<br>Successful contract of tender |

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

| <b>ACTIONS</b>   | <b>MILESTONES</b>                              | <b>WHO</b>                                | <b>WHEN</b>    | <b>MEASURE OF SUCCESS</b>  |
|--|--|---|----------------|--|
| Service review benchmarking                                  | Benchmarking data<br>Analysis of information   | HSM/HRM/<br>Perf officer<br>Head of<br>DS | August 2010    | Evidenced quality and vfm<br>assessment of the service               |
| Use benchmarking to assess service and identify improvements | Service review report<br>Improvement proposals | SHP<br>RPWG                               | September 2010 | Efficiency and service delivery<br>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

| <b>ACTIONS</b>   | <b>MILESTONES</b>   | <b>WHO</b>           | <b>WHEN</b>    | <b>MEASURE OF SUCCESS</b>                            |
|--|---|----------------------|----------------|--|
| To work with existing corporate partnership review process | Cipfa guidance used<br>Completed assessment template for all housing partnerships | HSM/HRM/<br>team/SHP | September 2010 | Understand the value of all partnership arrangements |
| Set out actions needed to improve partnership arrangements | Action plan agreed  | SHP<br>HSM           | September 2010 | Rationalise partnership working                      |
| Implement actions  | Delivered actions   | HSM /                | November       | Participate in partnerships offering                 |

|  |   |                 |           |                               |
|--|---|-----------------|-----------|-------------------------------|
|  |   | Head of DS/ SHP | 2010      | value for money only          |
| Monitor partnership working within existing reporting to SHP | Quarterly reporting by exception<br>Annual service review | HSM<br>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

| <b>ACTIONS</b>                             | <b>MILESTONES</b>  | <b>WHO</b>                         | <b>WHEN</b>    | <b>MEASURE OF SUCCESS</b>   |
|--|--|------------------------------------|----------------|---|
| Work with procurement team on improvements | Audit of existing activity<br>Identify areas for improvement | Procurement officer /<br>HSM / HRM | August 2010    | Procurement practices improved<br>Savings identified  |
| Agree and implement improvements           | Improvement actions implemented                              | HSM/HRM                            | September 2010 | Improved contracts<br>Budget impact included within 2011/12 service planning and budget setting |



|                                      |   |               |              |                             |
|--------------------------------------|---|---------------|--------------|-----------------------------|
| Reporting on efficiency improvements | Efficiency savings report<br>Service Planning papers<br>Website information | SHP /<br>RPWG | October 2010 | Recognition of improvements |
|--------------------------------------|---|---------------|--------------|-----------------------------|

**Key:**

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