



REPORT TO EXECUTIVE

PORTFOLIO AREA: ENVIRONMENT, HOUSING, INFRASTRUCTURE AND TRANSPORT

Date of Meeting: 13th June 2005

Public

Key Decision: Yes

Recorded in Forward Plan:

Yes

Inside/Outside Policy Framework

Title: HOUSING STRATEGY ACTION PLAN

Report of: Policy & Performance Manager

Report reference: SP03/05

Summary:

The Housing Strategy for Carlisle, 2005-2010, and subsequent action plan, has been awarded "fit for purpose" status by The Government Office for the North West. The purpose of this report is to provide a review of the action plan and the priorities contained within, in light of the flood and in accordance with the wishes of the Executive and Government Office. The updated Action Plan and Risk Assessment identify ways in which we may support the flood recovery process through re-directing allocated resources in the short and medium term. We have also used the opportunity to report general progress in the first three months of the Housing Strategy, as agreed as part of the governance arrangements. The report should be considered in conjunction with the Housing Strategy Capital Programme report (EPS 16/05).

Recommendations:

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

1. The updated action plan (appendix 1) and risk assessment (appendix 2) are accepted as a means of supporting the flood recovery process and progressing the Housing Strategy for Carlisle, year 1.
2. For future monitoring and review of progress during 2005-2006, year 1 targets are drawn out and reported on specifically.

Contact Officer: Carolyn Curr

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Note:


1. BACKGROUND INFORMATION AND OPTIONS

- 1.1 The Housing Strategy for Carlisle, 2005-2010 and subsequent action plan have been accepted by Council and by Government Office North West as fit for purpose. The action plan was judged as “comprehensive.... that will serve as a time table for future work and as a monitoring tool for assessing the progress of the work”.
- 1.2 Under normal circumstances, to maintain our fit for purpose status and to ensure the continued relevance of our housing strategy and action plan, we would be required to regularly review and update our strategy and action plan to take account of changing, local circumstances.
- 1.3 However, as the strategy and action plan were produced prior to the flood, this requirement is even more important. Council approved our Housing Strategy, subject to review following the flood, and asked that priorities for action be challenged to ensure they are still relevant in order to support the flood recovery process.

2. OPPORTUNITIES

- 2.1 Three overarching priorities are contained within the housing strategy action plan:-
 - Supporting vulnerable people
 - Decent homes, including empty properties
 - Affordability and balancing the housing market
- 2.2 The action plan identifies actions, targets and resources under our 3 priorities. The Council's Housing Strategy Group has updated the action plan with progress to date (appendix 1).
- 2.3 We have identified opportunities to focus on a number of actions in the short term to support the Housing Recovery Action Plan. These will achieve the greatest impact and improvement in the flood affected areas whilst at the same time ensuring that we hit our Housing Strategy targets. These include private sector housing renewal and bringing back into use empty properties in the flood affected areas.
- 2.4 We are currently gathering evidence about what is required for the flood area. It is anticipated that following the stock condition survey currently being commissioned, a programme of works will be identified within the flood area and also, longer term, across other parts of the district.

Note:

- 2.3 Outside the flood affected areas, opportunities include bringing back into use CHA homes to provide supported housing (£100,000 housing strategy capital funding allocated to affordable housing provision) 

3. MONITORING & EVALUATION

- 3.1 Current arrangements include 3 monthly progress reviews to Executive Committee and Community Overview & Scrutiny Committee. The accompanying flow chart demonstrates how the Council and the wider Carlisle Housing Partnership will monitor performance. To make reporting easier, we would like to draw out Year 1 targets and report on these specifically.

The target of “annual review of the housing strategy, priorities and resources” to remain unchanged.

4. Consultation

- 4.1 Extensive internal and external consultation was undertaken when developing the housing strategy and action plan. The updated action plan will be subject to scrutiny by the Council's Housing Strategy Group, Executive Committee and Community Overview and Scrutiny Committee, the Carlisle Housing Strategy Partnership and Government Office for the North West.

5. Recommendations

- 5.1 The updated action plan and risk assessment are accepted as a means of progressing the Housing Strategy for Carlisle, year 1 and supporting the flood recovery process.
- 5.2 For future monitoring and review of progress during 2005-2006, year 1 targets are drawn out and reported on specifically.

6. Implications

- Staffing / resources – detailed in report & action plan
- Financial – detailed in report & action plan
- Legal – supports statutory best value performance measures for homelessness, empty homes & decent homes
- Corporate- will support delivery of the Council's corporate priorities

Note:

- Risk Management –risk assessment attached to report and forms part of monitoring & evaluation of progress
- Equality issues – the Council and its partners are striving towards ensuring equal access for all to housing and related services
- Environmental- the housing strategy and action plan will have a positive impact on the built environment and green, open space, with an emphasis on the flood affected areas in year 1
- Crime and Disorder- will help to address anti-social behaviour through proposed actions on empty properties. This and other environmental improvements should help people feel safer in their communities. Home security improvements will reduce opportunities for crime and help feel more secure in their own homes. Flood recovery will identify opportunities where security measures will add value.
- Impact on Customers- The strategy and associated investment will improve the delivery of housing and related services for our customers, including the most vulnerable and those unable to afford current market prices to fulfil their housing needs.

Note:

1. Supporting Vulnerable People

Priorities for Action	Targets	Milestones	Update	Financial Update	Action Owner & Support	Resources
1.1 With partners, review services for homelessness, including number & type of accommodation to ensure it is suitable for changing needs	To complete review, including action plan. Scope and timetable to be agreed first meeting, Dec 2004	Review complete including SMART action plan; timescale to be agreed	Review underway; 2 workshops with partners. Draft action plan under production; will be reported on separately		Simon Taylor Tel 01228 817327 e-mail simont@carlisle.gov.uk. Support from Registered Social Landlords (RSLs)	For review- existing staffing resource: Carlisle City Council, staff & Members RSLs, Social Services, SPP Hostels- operation of current 60 units is self funded through housing benefit & SPP:
1.2 Continue to provide advice and assistance to homeless people to enable them to access appropriate, temporary accommodation that best suits their needs	To deal with all applications within the statutory timescale of 33 working days	Target achieved each month	Currently achieving 75% due to impact of flood recovery work; hope to address, refer 1.3 below		Supporting People Programme (SPP) Social Services & others to be defined	£485,000 cost 2004-05 £487,000 refunded plus £112,000 salaries & £10,000 additional operations
1.3 Continue to develop links with other agencies and private sector landlords to ensure a partnership approach to preventing homelessness, i.e. enabling people to remain in their own homes	To reduce number of applications by 20 each year, beginning 2005-2006 Target to be reviewed year 2, depending on resources	To reduce applications by 10, September 2005 and by 20 March 2006	All applications not yet entered onto system due to capacity issues exacerbated by flood. Capacity issues addressed through additional homelessness & admin support; 6-9 months from May 2005	Additional capacity funded by salary under spend c/fwds, Housing Strategy revenue & Belwin		£116,000 yrs 2-5 for salaries £50,000 yrs 2-5 for development work CHA: 39 units per week through Accommodation Support Initiative; £145,000 per annum Housing Visitor service; Croftlands in partnership with CASS (around 17 units); £50,000 per annum to help maintain tenancies of people with mental health problems
1.4 To develop life skills of young people to help to maintain tenancies						

Priorities for Action	Targets	Milestones	Update	Financial Update	Action Owner & Support	Resources
1.5 Develop a partnership approach to aids & adaptations service so we may provide disabled facilities grants to all those that require them	100% of valid applications dealt with in statutory timescale of 6 months	Waiting list for grants reduced to zero, 2003	No waiting list; currently circa 90 [CHA] applications outstanding	£300,000 allocation per annum for 4 years to be targeted towards CHA homes	Simon Taylor & Carlisle Housing Association (CHA) Support from Occupational Therapists, Home improvement agency	£295,000 operational grant funding per annum <i>£300,000 capital bid for yrs 1-5</i> <i>£145,000 CHA</i>
1.6 Provide support to young people to enable them to maintain their housing benefit claim	To reduce number of homeless young people by 10%, April 2006; to be reviewed year 2	To reduce number of homeless young people by 10%, April 2006	A longer term target Further actions are identified in the Homelessness & Hostels action plan			Support for young people through the Council's Advice Centre & Supporting People Programme
1.7 Continue to support the Home Improvement Agency, Anchor Staying Put, to enable people to remain, and be cared for, in their own homes, especially elderly, disabled and those on low incomes	Targets for discretionary grants to be set when budget allocation confirmed & depending on applications for disabled facilities grants		Pending approval of carry forward request to determine amount payable to the Agency; aim is to increase capacity in the Agency to free up council staff time to deal with flood recovery	£s matched by Supporting People funding	Simon Taylor	£40,000 operational grant per annum
1.8 Continue to ensure that the needs of the vulnerable people, including minority groups are addressed through the Supporting People Programme	Targets for this programme to be finalised early 2005 when contract agreed	Needs assessment for the 5 year Cumbria wide SPP strategy (2005-2010) produced by end 2004	Supporting People Strategy in place. Standards of service set within contract documentation	Contract price still to be determined; dependent on value for money review [by Supporting People]	Simon Taylor	<i>£0.75-1million, to be confirmed early 2005</i>
1.9 To research the reasons for abandonment of tenancies	Impact Housing to agree		Impact Housing contacted May 2005; to follow up		Keith Dobson, Impact Housing	Registered social landlords

Priorities for Action	Targets	Milestones	Update	Financial Update	Action Owner & Support	Resources
1.10 In partnership, deliver the Health and Affordable Warmth Strategy to improve energy efficiency and reduce the amount vulnerable households spend on keeping warm, assisting the Decent Homes standard	To improve 1500 homes by March 2006, 1090 measures installed April – Nov 2004	2052 home energy checks carried out April – Nov 2004	Cavity wall insulation to be removed from flood affected properties.	Cost of stock condition survey approx £150,000; £50k from Housing Strategy, £100,000 from Government grant of £1.5m	Simon Taylor / Suzanne Burgess, Energy Efficiency Advice Centre (EEAC) Tel: 01228 672448 e-mail: alland@carlisle.gov.uk Suzanneb@carlisle.gov.uk Supported by ICE ¹	ICE scheme- £3million over 2 years, 2004-2006 Cumbria wide Advice Centre - £2-3 million over last 3 years for Carlisle
		To improve 3000 homes by March 2007	Shorter term milestones to be identified as part of flood recovery work; stock condition survey to inform ways in which works can add value (refer Housing Recovery action plan, priority 8)			
		2003, reduction in the emission of carbon dioxide into the atmosphere of around 5600 tonnes achieved				
1.11 Provide benefit checks for customers of the energy efficiency service to maximise take-up of entitlement	Increase benefit take-up by £s by March 2006 – a new scheme so benchmark required	To identify benchmark, March 2005	Caseload benchmark March 2005 (housing & council tax benefit only) 8313 Target to increase by 10% March 2006	ACE ² learning from good practice day on housing benefit administration has resulted in a joint bid (5 Cumbrian councils) to DWP for £200,000 for benefit take-up campaign; £142,300 granted	Myrna Hill, Strategic Advice Co-ordinator, Carlisle City Council Tel 01228 817 475	

¹ Improving Cumbria's Energy

² Achieving Cumbrian Excellence programme

2. Decent Homes, including empty properties

Actions	Targets	Milestones	Update	Financial Update	Action Owner & Support	Resources
2.1 In partnership with Eden District Council, produce and deliver an Empty Homes Strategy to provide a framework to identify and encourage owners to bring back these properties into use.	To reduce the number of long term privately owned empty properties by 20, by April 2005 Target to be reviewed year 2, depending on resources	Empty homes reduced by 13 2003 & by 20 2004 Empty homes reduced by total of 30 in the private sector & 120 in social rented sector, April 2006	Focus to be on supporting Housing Recovery action plan during year 1 of strategy; to be informed by stock condition survey	Resources for year 1 of strategy (£100,000) directed towards flood affected areas ³ Potential for additional allocation from Government grant; refer Housing Recovery action plan	Allan Dickson, Carlisle City Council Tel 01228 817339, email alland@carlisle.gov.uk Support from parish councils	<i>£100,000 capital bid for yrs 1-4</i>
2.2 To provide 25% grant assistance to bring targeted empty homes to Decent Homes standard (home owners to invest balance)	To reduce the number of empty properties by 10 through enforcement action, April 2006		New officer in post (March 05) to develop enforcement action protocols; target to be reviewed			
2.3 To develop a more proactive service that identifies where the empty properties are and prioritises / targets those of particular shortage, e.g. family homes and homes in rural areas; -include empty homes in the survey programme of unfit & non-decent homes -use enforcement action within the new Housing Bill to force owners to bring empty properties back into use			Database of all empty properties in district completed; to use corporate GIS resource to map & to identify hotspots			
	To reduce the number of vacant social sector homes by 120, April 2006; target to be reviewed every 6 months		Longer term target, however, 30 CHA homes brought back into use to house flood victims Pilot scheme to bring empty CHA properties back into use to provide supported housing, 2005	£25,000 investment by Carlisle City Council; funding from Community Foundation for furniture £100,000 allocated from Housing Strategy, affordable homes, to lever in other resources	Carlisle Housing Association, Impact Housing & Two Castles Housing Association	Carlisle Housing Association, £46million stock investment programme following LSVT; £9.6million 2004 £13million 2005 £9million 2006 for repairs & modernisation

³ Part of £850,000 capital programme, 2005 – 2006

Actions	Targets	Milestones	Update	Financial Update	Action Owner & Support	Resources
2.4 Introduce an Empty Property leasing scheme ⁴ when owners will not take action to bring their property back into use	Introduce a Leasing Scheme by March 2006 & identify no. of priority properties to be brought back into use	Leasing scheme in place March 2006	This will be delayed due to new priorities following flood. New timescales to be agreed	Financial impact of flooding on this action to be considered	Allan Dickson	<i>To be confirmed</i>
	Increase Council Tax to 100% on properties brought back into use		An automatic consequence of homes back in use		Allan Dickson	
2.5 Continue to target properties that are in poorest condition & are occupied by the most vulnerable through grant assistance for disabled facilities, repairs, & energy efficiency	40 homes made fit by March 2006 to achieve upper quartile performance for BVPI no. 62 (number of homes made fit)	To meet Govt targets: 771 non-decent homes made decent by 2006;	31 homes made fit by March 2005. Long term vacant posts recently filled will improve this performance further	Stock condition survey to identify how repairs can add value, including insulation, security & flood resilience measures; links to 2.1	Allan Dickson	<i>Cost of meeting Decent Homes standard is:</i> <i>£2.65million to 2006</i> <i>£825,000 2007-2010</i> <i>£825,000 2011-2020</i> <i>£750,000 capital bid submitted for Decent Homes, yrs 1-4</i>
2.6 Use indices of deprivation, ward profiles, housing benefit recipient information & local house condition survey results to target unfit properties in these areas	Achieve 4% of unfit properties made fit each year	A further 240 by 2010; 241 by 2020	House condition survey currently being commissioned will concentrate on flood affected areas but will extend to sample survey covering the whole of the district, including rural areas. To inform spending priorities of £1.5m	Bid to Government for £3.9m for decent homes, refer Housing Recovery action plan		
2.7 To bring properties to Decent Homes standards in target renewal areas	Scheme completed by March 2008	1 scheme underway by March 2006 in Carlisle South ⁵	Focus to be on supporting Housing Recovery action plan. New scheme delayed; likely timescale Sept 2006		Simon Taylor	

⁴ Private sector property brought back into use & leased to housing association to provide affordable homes

⁵ To maximise match funding

Actions	Targets	Milestones	Update	Financial Update	Action Owner & Support	Resources
2.8 CHA to develop individual Neighbourhood Investment strategies to bring all social, rented homes to Decent Homes standard by 2010 ⁶ , prioritised according to neighbourhood profiles	<p>Contained within Investment strategies</p> <p>Strategies to include targets to address social /economic factors including enterprise & community safety</p> <p>Investment strategies prioritised by December 2004</p>	<p>Within Investment strategies but ultimately 100% to reach Decent Homes Standard by 2010</p>	CHA to report progress as part of regular monitoring process	N/a	Carlisle Housing Association Tel 01228 882709	Carlisle Housing Association; £46million stock investment programme following LSVT
<p>2.9 Continue to support local education providers & private sector landlords in providing good quality, safe accommodation for students, by increasing the number of properties approved under the City's Accreditation Scheme.</p> <p>200 currently approved</p>	<p>Increase the number of accredited properties by 20; March 2006</p> <p>Target to be reviewed for subsequent years depending on resources</p>	<p>900 units (bed spaces) approved since scheme began, mid 1990s</p> <p>20 additional properties approved; March 2006</p>	Still on target, not affected by flood; supports Learning City priority		Allan Dickson	Existing staffing resource

⁶ Government target for social housing landlords

Actions	Targets	Milestones	Update	Financial Update	Action Owner & Support	Resources
2.10 Establish regular liaison between HE & FE institutions, Carlisle City Council & other relevant agencies	To establish working group to progress development of student centre and accommodation in Carlisle	Group established, October 2004	<p>Student Centre: decision on Centre deferred pending submission of University Education Cumbria Business Plan to HEFCE⁷, October 2005</p> <p>Student Accommodation: Initial meeting convened by Impact Housing 9 Jan 2005; established need for HEIs to articulate future needs. Next meeting 25 May 2005</p>		<p>Alan Brown, Carlisle City Council Tel 01228 817552, email alanb@carlisle.gov.uk</p>	Existing staffing resource – Council & University Education in Cumbria project
2.11 Liase with HE & FE institutions, private developers and internally with the City Council's Property, Planning, Economic Development and Housing services to identify potential sites for purpose built student accommodation	Quantity & type of accommodation needed to be identified by 2005; achieving this target is dependent on information emerging on projected number of students	Potential site(s) identified in Local Plan, March 2005	Potential site identified at Willowholme, however, still dependent on need being clarified		<p>Chris Hardman, Carlisle City Council Tel 01228 817190, email christopherh@carlisle.gov.uk</p> <p>Supported by University of Central Lancashire & other HE providers</p>	Land required for development

⁷ Higher Education Funding Council for England

3. Affordability & Balancing the Housing Market

Actions	Targets	Milestones	Update	Financial Update	Action Owner & Support	Resources
3.1 Strengthen section 106 policy in Local Plan in collaboration with planning to secure affordable / shared ownership units and / or commuted sums on new developments	<p>25-30% of developments to be affordable/social units and/or 'commuted sum' payments; based on need and site development cost</p> <p>To identify more innovative ways in which to secure affordable housing, e.g. shared equity schemes / agreements with housing associations</p>		S106 agreements strengthened in current plan out to consultation	£100,000 allocated to pilot programme, working in partnership with CHA to bring back empty properties into use (refer 2.3)	Simon Taylor, Carlisle City Council	<p>£100,000 per annum potential commuted sums</p> <p>£4million from Regional Housing Board for the sub-region for affordable housing 2005 depending on scheme(s) put forward</p> <p><i>Potential £4million 2006</i></p> <p><i>£100,000 capital bid for grants to RSLs, yrs 1-4</i></p>
3.2 CHA to produce a development plan which seeks to redress balance of social housing options [due to RTB particularly of family homes]	Within development plan for CHA	Plan produced by December 2004	CHA to report progress as part of regular monitoring process; details still to be agreed		Carlisle Housing Association	<p>Plan commissioned by CHA</p> <p><i>Bid to Housing Corporation</i></p> <p><i>Land for development</i></p>

Actions	Targets	Milestones	Update	Financial Update	Action Owner & Support	Resources
3.3 Lobby at sub regional level so the needs of Cumbria, including Carlisle, are reflected in Regional Housing Strategy, currently being reviewed. To put particular emphasis on total cost indicator thresholds	Draft regional statement submitted October 2004	Draft Regional Housing Strategy published November 2004	Cumbria Housing Statement submitted; reviewed by Regional Housing Board [along with all other submissions]. Draft Regional Housing Strategy published ⁸		Simon Taylor, Carlisle City Council	Existing staffing resource but with additional support from Audit Commission & GONW ⁹ through Cumbria Housing Improvement programme & ACE
3.4 Sign-up to development of Housing Strategy for Cumbria	Formal commitment from Carlisle City Council, January 2005 (achieved November 2004)	Within project plan for Strategy, 2005 onwards	Terms of reference agreed & project plan to be produced, May 2005 Carlisle City Council currently project managing production of Strategy		Carolyn Curr, Carlisle City Council; support from other Cumbrian Districts, Cumbria County Council, RSLs through Affordable Homes, Decent Homes, Regeneration & Data Collection sub groups	
3.5 Continue to progress housing developments in rural areas; Longtown-permission granted; Burgh by Sands & Cumrew – may come within “exceptions” scheme	4 affordable units developed Longtown, 2004-2005 8 units developed Burgh by Sands, 2005-2006 Carry out housing needs survey, Cumrew, June 2005	Submission to Housing Corporation to support Longtown, December 2004 Burgh by Sands bid, June 2005	Longtown under review Burgh by Sands underway; brought forward through £4m Affordability Project, 2005/06; 4 shared equity units, 4 to rent Housing needs survey Cumrew done	£340,000 secured through Cumbria wide Affordability Project Further £4m allocated to Cumbria 2006/07; Cumrew survey to inform 2006-2007 bid	Simon Taylor, Carlisle City Council; Support from Impact (Longtown) & Two Castles (Burgh by Sands)	<i>Housing Corporation £s - support to be determined</i>

⁸ Priorities are: Urban renaissance & dealing with changing demand; Providing affordable homes to maintain balanced communities; Delivering decent homes in thriving neighbourhoods; Meeting the region's needs for specialist and supported housing

⁹ Government Office North West

Actions	Targets	Milestones	Update	Financial Update	Action Owner & Support	Resources
3.6 Work in the sub-region to develop a robust database of evidence of housing need that may be used with other intelligence on demographics, employment, crime and disorder, health, etc to inform future strategy	<p>To be agreed in the sub-region by the project group</p> <p>To review & update the database on an ongoing basis, but at least annually</p>	<p>Enabling Officer in post, September 2004 (temporary)</p> <p>For Carlisle: Phase 1 – Morton area, October 2004</p> <p>Phase 2 – Stanwix, Upperby & up to 3 rural parishes, April 2005</p> <p>Database reviewed & updated April 2006</p>	<p>Phases 1 & 2 done; Dalston in progress, Orton to start, June 05</p> <p>CRHT¹⁰ to complete Brampton, Hayton & Burtholme</p> <p>Opportunity to assess housing need in Carlisle as part of the stock condition survey</p> <p>A Cumbria wide data collection group established to inform development of Cumbria Housing Strategy, refer 3.4</p>	CRHT funded by Carlisle City Council; to supplement Brampton Area Parish Plan	Simon Taylor, Carlisle City Council	Existing housing & planning staff within the 6 Cumbrian districts; Cumbria County Council
3.7 Work with other agencies, especially social services, health, social & private rented sector & lenders to improve intelligence about housing markets and need			Themed groups will include other agencies to inform housing need in support of the Housing Strategy for Carlisle & Cumbria Housing Strategy			
3.8 Link to Cumbria wide Race & Diversity group to improve information on needs of minority groups			Carlisle City a member of this group			

¹⁰ Cumbria Rural Housing Trust

Actions	Targets	Milestones	Update	Financial Update	Action Owner & Support	Resources
3.9 Establish methodology to carry out research with new recipients of Council Tax bills	Survey 50% new recipients by April 2006	Survey 10% new recipients by April 2005	To be encompassed by stock condition survey		Simon Taylor, Carlisle City Council	Existing staffing resource
4. Monitoring & Evaluation						
Actions	Targets	Milestones	Update	Financial Update	Action Owner & Support	Resources
<p>4.1 Review governance arrangements for the delivery and performance management of the strategy and action plan including a review of the roles and functions of individual partners, officers and groups, such as the internal and external Housing Strategy groups</p> <p>4.2 Regularly review progress of action plan; each action owner to provide updates to review group Update as; -targets and milestones achieved -new priorities and opportunities emerge -evidence of changing needs & demographics is gathered</p>	<p>Review governance arrangements by March 2005 including membership and terms of reference for housing strategy group(s)</p> <p>Progress reviews held every 3 months to raise awareness of issues for all stakeholders</p> <p>Annual review of priorities and resources to update action plan</p>	<p>Housing strategy review group(s) in place March 2005</p> <p>1st review July 2005 & every 3 months thereafter</p> <p>First annual review in time for budget process 2005-2006, November 2005</p>	<p>(Internal) Housing Strategy group refreshed to report progress through Executive Committee & Community Overview & Scrutiny Committee. Executive group, 3 theme groups and Carlisle Housing Partnership (formerly the external Housing Strategy group) to support the reporting process - refer to flow chart</p>		<p>Chair of (Internal) Housing Strategy group; Carlisle City Council's Overview & Scrutiny Committee</p>	<p>Housing Strategy group(s) including Carlisle City Council & strategic partners</p>

Housing Strategy Risk Assessment, Update 1, May 2005

Appendix 2

Managing risk is an essential part of a robust approach to managing any project. Actions to manage risks should be clearly identified and owned. The risk management plan attached identifies the major risks involved in producing and then delivering the Housing Strategy for Carlisle and the steps taken to manage them. This will be updated as part of the regular monitoring and review process.

Date Identified	Risk Description	Actions to Manage Risk	Update	Probability H/M/L	Impact ¹ H/M/L	Action(s) Owner	Date Closed
August 2004	1. Lack of capacity within Carlisle City Council and its partner organisations to produce & deliver the strategy 2. Key personnel leaving the Council and other agencies	<ul style="list-style-type: none"> Review governance arrangements for the delivery and performance management of the strategy and action plan. Include in the review the roles and functions of individual partners, officers and groups, such as the Internal & External Housing Strategy Groups Implement 'task and finish' groups to work through issues raised as part of the action plan Map existing City Council expertise against the action plan and increase resources where appropriate in line with the agreed financial arrangements Map existing partnership expertise against the action plan and work on narrowing any gaps in performance across the partnership Profile and importance of the role of housing on delivering the corporate plan raised among staff and Members, including presentations to managers and Overview and Scrutiny Committee workshop 	<p>1. Strategy produced & judged fit for purpose by GONW; new governance arrangements being implemented to monitor & review progress to continue to mitigate risks around delivery</p> <p>2. This risk remains although capacity increasing within the council by filling vacancies & additional, new posts</p>	M – L	H	Executive Director, Carlisle City Council, Tel 01228 817018	

¹ Impact may be financial or reputational [for the Council and / or its partners] or may be on other stakeholders, i.e. those effected by failure to deliver The Housing Strategy for Carlisle

Date Identified	Risk Description	Actions to Manage Risk	Update	Probability H/M/L	Impact H/M/L	Action Owner	Date Closed
August 2004	3. Ineffective consultation mechanisms mean housing strategy not based on robust evidence, particularly needs of vulnerable groups	<p>Consultation programme in place that includes regular communication with all key agencies and community representatives with a stake in housing in Carlisle including:</p> <ul style="list-style-type: none"> -Housing Strategy Group (internal and external) regularly consulted during development of strategy and action plan -Consultation day with all key stakeholders, Feb 2004 -Overview and Scrutiny Workshop, July 2004 	3. Done, strategy fit for purpose	M	H	Simon Taylor, Carlisle City Council, email simont@carlisle.gov.uk , Tel 01228 817327	May 05
	4. Lack of comprehensive survey results mean housing needs [of especially most vulnerable] remain unknown	<p>Systematic research programme underway in urban and rural Carlisle to update housing needs information to inform and strengthen decision making process;</p> <ul style="list-style-type: none"> • Housing Strategy Group(s) a vehicle to share and exchange housing needs information between agencies • As part of the review of governance arrangements above, ensure that consultation is a requirement, taking particular account of vulnerable groups • Cumbria wide Housing Forum to develop methodology of assessing need on a sub regional basis to inform developments in Carlisle and in the county 	4. Ongoing requirement to retain relevance for local people & fit for purpose status. Data collection group established to support Cumbria Housing Strategy; to establish common methodology for assessing need				

Date Identified	Risk Description	Actions to Manage Risk	Update	Probability H/M/L	Impact H/M/L	Action Owner	Date Closed
August 2004	5. Priorities and ambitions for the council's strategic housing role remain vague and so are not clarified to stakeholders	<ul style="list-style-type: none"> Corporate priorities for the council produced in the Corporate Plan, June 2004² The role of housing in improving the well-being of local people and regenerating and sustaining communities clearly defined in the Housing Strategy for Carlisle, 2005-2010 Clearly articulated priorities for Carlisle identified within the Strategy Success measures and targets identified within the Strategy action plan. Local priorities aligned with national, regional and sub regional focus A strand of the Achieving Cumbrian Excellence programme (ACE)³ "Local delivery of national priorities" includes strengthening the strategic housing role of councils within Cumbria. Initial event held June 2004, in collaboration with the Audit Commission Carlisle City Council committed to producing a housing strategy for Cumbria that will help to set priorities within a clear, wider context 	5. Done within strategy & action plan	M	M	C Curr, Carlisle City Council, email carolync@carlisle.gov.uk , Tel 01228 817017	May 05
	6. Priorities change locally, within the sub region and nationally as targets are achieved and new opportunities / threats emerge		6. Ongoing requirement to retain relevance for local people & fit for purpose status; linked to governance arrangements & monitoring / review of action plan				

² Carlisle City Council's Corporate Plan, Creating a Brighter Future, 2004-2007

³ A partnership between the 6 district councils in Cumbria, Cumbria County Council and the Lake District National Park funded by the Government's capacity building programme

Date Identified	Risk Description	Actions to Manage Risk	Update	Probability H/M/L	Impact H/M/L	Action Owner	Date Closed
August 2004	7. Targets not achieved due to lack of resources including people, knowledge, finance	<ul style="list-style-type: none"> Action plan is SMART, i.e. is specific, resourced, etc. Finance to deliver strategy and action plan is currently contained with the council's budget bidding process, to be confirmed February 2005 Resources that partner organisations have committed to delivering strategy have been identified and noted in action plan Innovative options to deliver the housing strategy, including alternative sources of funding, continue to be identified throughout its life Training needs of council staff identified & appropriate training delivered Review governance arrangements for the delivery and performance management of the strategy and action plan including a review of the roles and functions of individual partners, officers and groups, such as the internal and external Housing Strategy groups 	7. Action plan is SMART, i.e. resourced, timebound, etc	M - L	H	Executive Director, Carlisle City Council, Tel 01228 817018	
		<ul style="list-style-type: none"> Regularly review progress of action plan; each action owner to provide updates to review group Risk management plan monitored as part of the performance management arrangements of the new governance process 	Ongoing to secure future delivery; part of monitoring / review process				
November 2004	8. Expenditure exceeds the approved budget	<ul style="list-style-type: none"> Realistic budgets set that enable the outcomes to be achieved within the amounts specified Accountability and responsibility to remain within the budget and clearly attributed to one officer Regular monitoring and reporting of the actual and committed spending against the budget 	8. Ongoing; part of monitoring / review process	M - L	H	Executive Director, Carlisle City Council, Tel 01228 817018	

Date Identified	Risk Description	Actions to Manage Risk	Update	Probability H/M/L	Impact H/M/L	Action Owner	Date Closed
August 2004	9. Lack of corporate commitment to produce & deliver the strategy, including insufficient levels of financial and staffing resource	<ul style="list-style-type: none"> • Profile and importance of the role of housing in delivering the corporate plan and the wider agenda of well being promoted within the council and with partners • Local Authority Social Housing Grant reviewed, Oct 2004 • Private sector stock survey completed, April 2003 - increased allocation for grant funding to improve unfit stock • To review Section 106 agreements to maximise potential funding sources through planning • Executive Director to be Officer Champion • Executive Member to be Member Champion 	9. Strategy produced & is fit for purpose; finance & staff committed to ensure delivery	L	H	Executive Director, Carlisle City Council, Tel 01228 817018 Councillor Ray Bloxham, Tel 01228 817164	May 05
August 2004	10. Lack of commitment from housing providers and other key stakeholders to delivering strategy and action plan	<ul style="list-style-type: none"> • Consultation process ensured concerns and priorities of stakeholders were reflected in priorities for action to encourage ownership and commitment to successful implementation • Dialogue ongoing through Housing Strategy Group(s) • Council has developed performance indicators to assist monitoring of Carlisle Housing Association performance, including improved collaborative working • Review of governance arrangements should ensure that roles and functions of individual partners, officers and groups, such as the internal and external Housing Strategy groups are clearly defined 	10. Ongoing; part of monitoring / review	M	H	Simon Taylor, Carlisle City Council, email simont@carlisle.gov.uk , Tel 01228 817327	

Date Identified	Risk Description	Actions to Manage Risk	Update	Probability H/M/L	Impact H/M/L	Action Owner	Date Closed
May 2005	11. Flood has adverse effect on achieving targets in housing strategy	<ul style="list-style-type: none"> Housing / Communities Recovery action plan produced; additional resources levered to assist flood recovery Opportunities for bringing forward targets / work programmes identified in house condition survey 		M	H	Executive Director, Carlisle City Council, Tel 01228 817018	

