

Annual Service Improvement Plan 2013/2014

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Agreed and signed off by:

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A greener place Man gwyrdach



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Part 1: Introduction

1.1 Introduction

This is the improvement plan for Housing Services division for the period 2013/14. The plan outlines our key strategic priorities for the forthcoming year. These priorities have been chosen by the housing management team to drive continuing improvement in the service.

The division employs some 490 members of staff (FTE) and has an overall budget this year of circa £59m. We will spend this money on providing management and support services to our tenants, carrying out repairs and improvements to council tenants' homes, providing adaptations to homes in public and private sector, and improving the condition of housing in the private sector. Our main streams of funding include the Housing Revenue Account, the General Fund and grants received from Welsh Government.

Following the result of the ballot on housing stock transfer in February 2012, the division was restructured to facilitate the delivery of the commitment to all council tenants of ensuring that their homes meet the Welsh Housing Quality Standard (WHQS) by 2019/20. Effectively the service has now been divided into two distinct but overlapping areas of delivery, each being headed by a chief officer.

A head of programme has been installed to lead on WHQS attainment, something that is viewed by the council as a catalyst to achieving its wider strategic regeneration objectives of transforming homes, lives and communities. The head of programme assumes responsibility for the management, coordination and delivery of the WHQS programme.

The chief housing officer holds responsibility for the operational delivery of the housing service, which includes public sector housing, private sector housing and building maintenance.

1.2 Statement of Purpose

Our aim is to provide high-quality housing and related services to people living in the county borough. The scope of the provision is wide ranging, incorporating housing in both the public and private sectors. Many of these services are interrelated and spread across the different service areas that make-up the division.

Our key areas of provision include:

- The maintenance and improvement of the Council's 10,913 housing stock including WHQS attainment and response repairs;
- Those functions associated with the management of the housing stock including tenant participation, estate management, tenancy enforcement, rent collection, sheltered housing and extra care, customer services, leaseholder services and performance management; and
- Regulation and enforcement within the private sector, grants and adaptations, area renewal areas, empty properties, homelessness and housing advice, housing allocations, strategic planning and affordable housing delivery.

1.3 Vision / Mission Statement

The document titled, '[People, Property, Places: A Housing Strategy for Caerphilly County Borough \(2008-2013\)](#)' sets out the context for the provision of housing services in the county borough. In doing so, it also provides a framework for the production of the key strategic priorities in this plan. The vision of the housing strategy is:

- To meet the housing requirements of **all people** through better access to a range of high quality housing advice and support services (Our **People** theme);
- To provide the opportunity for everyone to live in affordable, sustainable, good quality **housing**, regardless of tenure (Our **Property** theme); and
- To enable everyone to live in safe, sustainable and inclusive **communities** (Our **Places** theme).

1.4 Constraints and opportunities (including equalities and sustainability)

The current issues facing the service, as set out below, present the following constraints and opportunities:

Current Issues	Constraint	Opportunity
People:		
An impact on service provision resulting from a number of unfilled vacant posts within the division.	x	x
Our ability to reduce waiting times for <i>disabled facilities grants</i> and <i>minor works of adaptation</i> to target levels maybe affected by insufficient budgetary provision and conflicting staff priorities.	x	
Conflicting staff priorities (within the division and corporately) and constraints on capital finance may affect our ability to meet the target for bringing long-term, empty homes back into beneficial use.	x	
Additional staff resources need to be recruited to strengthen the WHQS team and manage the large increase in the volume of works that will double from April 2014.	x	x
Resources:		
An impact on service provision maybe experienced through a reduction in rental income received from council tenancies, as a direct result of the changes to the welfare system.	x	
Increased pressure placed on homelessness services as a direct result of the changes to the welfare system and proposals contained in the <i>Housing Bill</i> .	x	
The implementation of a new asset management information system will facilitate the preparation of programmes of work to achieve, as far as possible, WHQS in all properties.		x
Levels of investment and resources will need to be		x

increased as a direct result of the requirement placed on the council to ensure that its housing stock meets the WHQS and other promises made in the offer document.		
A reduction in the level of social housing grant reduces our ability to respond to housing need through the provision of newly developed, affordable housing.	x	
The availability of resources may restrict our ability to implement the recommendations arising from the review of the sheltered housing service.	x	
Secure the provision of more suitable emergency accommodation for people who find themselves homeless.	x	x
Lack of 'buy-in' from key stakeholders on support services being required/needed.	x	
Collaboration with key stakeholders to maximise resources for the delivery of services to our customers.		x
Operations:		
The government has recently changed the grant system for funding energy efficiency. To continue to make improvements to housing in the social and private sectors we will need to be successful in accessing external funding sources.	x	x
The successful implementation of a special purpose vehicle would assist us in our attempts to increase the supply of affordable housing.		x
The implementation of a common housing register and a common allocation policy provides the opportunity to make best use of the social housing stock in the borough.		x
Proposals contained in the <i>Housing Bill</i> to strengthen the homelessness prevention role for local authorities will require a change to the way we currently work.	x	x
Having recently developed a tenant participation strategy, we are now in the process of implementing key actions to improve the services we provide to tenants. These include increasing mobile working opportunities for the workforce and then other roles, and carrying out a review of the local housing management arrangements.	x	x
Customer focus is a key part of the service and following the completion of the <i>local tenant participation strategy</i> , tenant participation needs to be mainstreamed throughout all areas of the service.		x
Finance:		
Financial viability assessments of new social housing developments have resulted in a reduction in the number of affordable homes delivered through the S106 process.	x	
The agreed settlement that will bring about an end to the <i>housing revenue account subsidy system</i> , will involve local authorities buying themselves out of the system through a one off lump sum and a requirement to take on new debt to fund the settlement. This is anticipated to provide us with more money to spend on tenants homes and support services.	x	x
Equalities:		
The restructuring of the division and reshaping of services		x

provides us with the opportunity to equality impact assess our existing working practices.		
Sustainability:		
WHQS investment in council homes provides us with the opportunity to work with small and medium enterprises to develop local supply chains. Our success in doing this will depend on our ability to develop the capabilities of such enterprises.	x	x
Ensuring that contracts given to improve the standards of housing will include targeted recruitment and training to create employment and training opportunities for local people.		x
To select one supplier, on a 10-year contract, to supply our materials, ensuring improved efficiency and our commitment to the local economy, including helping to sustain local jobs.		x
Ensuring that as a requirement of all contracts, building materials are provided from sustainable sources.		x

1.5 Monitoring the Plan

We will monitor and evaluate the delivery of the key outcomes contained within this plan in the following ways:

Frequency	Monitoring Arrangement
Weekly	Review financial & operational performance reports Consider weekly workloads
Fortnightly	WHQS Project Board
Monthly	Ffynnon review meetings SIP review meetings Financial and operational performance and strategy review meetings. Financial monitoring meetings (capital)
Bi-monthly	Financial monitoring meetings (revenue)
6 weekly	Caerphilly Homes Task Group (WHQS) Housing management team meeting
Quarterly	Ffynnon updated and reviewed Performance management meetings Performance management unit review support meeting Performance management reports – Ffynnon Progress reports to chief officer
6 monthly	Reports to scrutiny committee (Policy and Resources and Regeneration and Environment) and cabinet Progress reports to chief officer Performance management meeting
Annually	Performance development reviews for all staff Benchmarking (APSE, HouseMark, etc.) Ffynnon updated and reviewed Year end report to chief officer

Part 2: Review of Last Years Plan

The last service improvement plan for the Housing Services division was produced for the period 2011/12.

The division is currently going through a period of significant change. Due to the nature and extent of this change and changes to the way we plan to deliver our services in the future, as discussed in Part 1, the deputy chief executive agreed that an annual service improvement plan would not be produced for the period 2012/13. Therefore, we are unable to undertake a review of last year's plan.

A review of progress of this plan will appear in the 2014/15 plan.

Part 3: Service Outcomes for 2013/2014

REF	OUTCOME	REASON FOR CHOICE (Does it address known weaknesses or unmet need?)	COLLABORATION OR/AND CONSULTATION considered in achieving outcome?	WPI Improvement Category
IO5	Investment in council homes to transform lives and communities.	This is a strategic priority of the council (improvement objective N° 5).	Consultation with tenants, residents and other stakeholders. Collaboration with contractors.	A, B, C, D, E, F & G
IO6	Improve the availability of private and public sector housing to reduce the number of residents who may become homeless.	This is a strategic priority of the council (improvement objective N° 6).	Collaboration with both private and social landlords.	A, B, D & E
HS1	Significant progress has been made on implementing the recommendations emanating from the review of the sheltered housing service.	To ensure that the sheltered housing service meets the needs and aspirations of older people.	Consultation with both tenants and staff will be required.	A, B, D & F
HS2	To improve services to tenants and communities by making steady progress on implementing the actions contained within the local tenant participation strategy.	To meet our commitments set out in the local tenant participation strategy.	Consultation with both tenants and staff will be required.	A, B, C, D & F
HS3	To address high levels of housing need by providing new, affordable housing in partnership with local housing associations.	To address both unmet and newly arising housing need. There is a shortage of affordable housing in the borough to meet all needs. We expect this problem to be exacerbated by the introduction 'social size criteria' as part of reform of the welfare system.	Consultation not required. Collaboration with housing associations and private developers.	A, B & E
HS4	Improving quality and standards of housing in the private sector.	We know that the quality and standard of housing in this sector varies considerably, from the very good to the very bad.	Collaboration with local authorities in Gwent (Houses into Homes) and landlords (including landlord forum).	A, B, D & E
HS5	Tenants experiencing financial hardship as a result of welfare reform are provided with access to a coordinated suite of advice and support services, including income maximisation, to enable them to make informed decisions about their housing options.	Welfare reform is likely to hit the poorest in society the hardest. Our analysis shows that approximately 2,400 council tenants will be affected by the introduction of the social size criteria (so called 'bedroom tax')	Consultation members, officers and tenants. Collaboration with housing associations and third sector support organisations (CAB, Shelter Cymru etc.).	A, C, D & F

WPI Improvement Category -

A= making progress toward community strategy objectives, B= Improve quality, C= improving availability of services D= Fairness especially in reducing inequality E= Contribute to sustainable development F= improving the efficiency of services and functions G= Innovation and Change contributes to any of the above. If none of the above, please state what the objective contributes to (e.g. cost savings).

Part 4 Service Improvement Table 2013 - 2014

Part 4 Service Improvement Table 2013 - 2014							
Service Area:		Housing Services Division				<i>Where appropriate link the service outcome to the relevant council Improvement objectives below.</i>	
A Key Outcome		IO 5 – Investment in Council homes to transform lives and communities				2, 5 & 6	
B	Threat/Risk	Category	Score	Progress	Revised Category	Revised Score	
1	Government policy changes may result in loss of income to HRA and affect the ability to fund the WHQS Programme.	High	5 x 4 = 20	Welfare reform and HRAS buyout.	Only needed when updating risk	Only needed when updating risk	
2	Asbestos surveys must be completed prior to works being undertaken in order that appropriate arrangements can be made to deal with asbestos content.	High	5 x 5 = 25	Delay in receipt of surveys will disrupt programme. Additional resources. New framework to be procured.			
3	Failure of relationships with stakeholder groups may result in conflict and adverse publicity.	High	5 x 4 = 20	Maintaining positive / harmonious relationships when difficult decisions are required.			
4	Organisation structure / delivery has to be fit for purpose and aligned to programme.	High	4 x 5 = 20	Change process has to be effectively managed. HR workplan introduced. Strategic HR support in place.			
5	Culture could hold back introduction of customer-focused service.	High	4 x 5 = 20				
6	Changes to Business Plan may affect viability and adversely affect the target date for compliance with WHQS.	High	5x4 = 20	Business Plan subject to impact of internal / external factors. Viability of Business Plan will determine whether 2019 / 20 target date can be achieved.			
7	Challenges to tender process – (New) will cause delays to procurement of new contracts.	High	5 x 4 = 20	Numerous challenges across all procurements are having to be addressed and slippage arising.			
8	IT development – (New) is required to improve efficiency of processes and if not advanced will set back programme.	High	5 x 5 = 25	Efficiency of procedures is being held back by lack of urgency on IT – IT secondee being pursued.			

9	Keystone and its use for contract management – (New) ambitious target set for use of Keystone as management tool but reliability is dependant on buy in from whole team.	High	5 x 5 = 20	Slow adoption of Keystone as management tool is a constraint to real time information.		
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C	Actions/Tasks	Progress	Owner & Completion Date	Additional resource required?
1	The WHQS programme is subject to management and monitoring at a number of levels including work stream lead officers, WHQS project managers, project board, Caerphilly Homes task group / Cabinet sub committee.	A programme structure is in place. The WHQS project board and management group meet every two weeks and minutes are available. CHTG / Cabinet sub committee are part of the committee cycle.	Coordination responsibility rests with Head of Programmes Mar 2014	N
2	Procure and award works contracts: <ul style="list-style-type: none"> Internal and external works contracts at tender stage due to be awarded by Dec 2013 DLO Sub Contract Framework to be awarded Sept 2013 Small lots arrangements are under consideration 		Overall responsibility is Head of Procurement	N
3	Develop an engagement plan as prelude to environmental programme working with residents on the council's housing estates. Commitment has been given to develop priorities for environmental improvements working with residents on the council's housing estates	Strategic Coordination Manager preparing proposals for consideration of Caerphilly Homes Task Group in September.	Strategic Coordination Manager Sept 2013	N
4	Additional staff resources need to be recruited to strengthen the WHQS team and manage the large increase in the volume of works which will double from April 2014.		Head of Programmes Dec 2013	Y
5	We will work with tenants to actively involve them in WHQS by running Caerphilly Homes Task Group and other key work groups.		Co-ordination via WHQS Project Board but delivery is responsibility of WHQS project Managers. Mar 2014	N

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6	Implement actions from Communications Strategy, which is designed to cover the first three-year period with monitoring and evaluation of its achievements. It will also set in place development of a clear brand identity.		Communications Officer Mar 2014	N
7	The community will benefit from clauses in contracts that will help local people receive training and gain employment. Contracts given to improve the standards of housing will include targeted recruitment and training to create employment and training opportunities for local people.		Head of Procurement and Relationship Manager Mar 2014	N
8	We will implement environmental improvement programmes that will mean that our Council estates will be safe and attractive environments to live in, complimenting quality houses.		Strategic Coordination Manager Mar 2014	N
9	We will select one supplier on a 10-year contract to supply our materials ensuring improved efficiency and our commitment to the local economy. A managed 10-year arrangement will enable a long-term relationship to be developed, helping to sustain local jobs and provide consistent high quality materials for our homes.		Relationship Manager Aug 2013	N
10	Following the appointment of the supply partner, we will review the systems and invest in technology to maximise efficiencies.		Responsibility for interface with supply partner is that of the Relationship Manager. Mar 2014	N
11	We will develop a programme of community engagement with residents to identify the priorities for improvement from the resident's point of view.		Strategic Coordination Manager Mar 2014	Y
12	We will launch a Community Improvement Fund of up to £5000 per project to support local people to make environmental improvements.		Strategic Coordination Manager Mar 2014	N

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13	Ensure Council estates are linked to the wider countryside areas of open green space by enhancing public rights of way or the creation of new access routes. The access issues will be incorporated as part of the development of the environmental programme.		Strategic Coordination Manager Mar 2014	N
14	Encourage residents to volunteer to assist in the maintenance of environmental improvements. This will be part of the engagement process with residents to secure active involvement in project implementation and ongoing maintenance.		Strategic Coordination Manager Mar 2014	N
15	Provide training for tenant liaison officers so they are able to signpost tenants to other support and benefits.		Strategic Coordination Manager Mar 2014	N
16	Ensure there is greater alignment and coordination between WG programmes such as Communities First, Families First and Supporting People and key strategic CCBC initiatives such as the Caerphilly Passport Programme to maximise the social and economic impact.		Strategic Coordination Manager Mar 2014	N
17	A "Lives and Communications" working group will be established with input needed from a number of sources, such as Communities First, Families First, Groundwork Caerphilly, GAVO etc to help ensure increased resources are ploughed into those areas that need it the most.		Strategic Coordination Manager Mar 2014	N

D	PI ref:	EVIDENCE / INDICATOR	12/13		13/14		Progress / Comments	14/15
			Target	Result	Target	Result		Target
1		The number of houses that have achieved WHQS in the year	199		891		Annual return to Welsh Government is due in August 2013	
2		The number of residents who want to volunteer to assist in the maintenance of environmental improvements to compliant quality housing	N/a	N/a	N/a		Baseline to be established in 2013/14	

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3	The number of local people that have received training as a result of a contract containing a community benefit clause that will improve their skills and help them to gain employment	N/a	N/a	5	Only one contract awarded to date for supply partner that requires training opportunities as part of as community benefits plan. Similar requirements will be imposed on the works contracts which are due to go to tender July 2013
4	Tenants whose house meet the WHQS will be satisfied	N/a	N/a	80	Customer satisfaction surveys are due to be recommenced for the 2013/14 programme. Survey form being finalised following consultation with tenants and the tenant liaison officers
5	The number of local people who have gained employment as a result of a community benefit	N/a	N/a	3	Arrangements for monitoring the delivery of the community benefits are being established
6	Local residents will use the Community Improvement Fund which will make environmental improvements to their external surroundings	N/a	N/a	10	A number of applications have been received for grant support under the Community Improvement Fund and two projects will be submitted for decision of the CHTG / Cabinet Sub Committee in September 2013

Part 4 Service Improvement Table 2013 - 2014

Part 4 Service Improvement Table 2013 - 2014						
Service Area:		Housing Services Division			<i>Where appropriate link the service outcome to the relevant council Improvement objectives below.</i>	
A Key Outcome		IO 6 – Improve the availability of private and public sector housing to reduce the number of residents who may become homeless			5 & 6	
B	Threat/Risk	Category	Score	Progress	Revised Category	Revised Score
1	Our ability to reduce waiting times for <i>disabled facilities grants</i> to target levels maybe affected by insufficient budgetary provision and conflicting staff priorities.	Medium	3x3=9		Only needed when updating risk	Only needed when updating risk
2	Our ability to reduce waiting times for <i>minor works of adaptation</i> to target levels maybe affected by insufficient budgetary provision and conflicting staff priorities.	Medium	3x3=9			
3	Conflicting staff priorities (both in Housing and corporately) and constraints on capital finance may affect our ability to meet the target for bringing long-term, empty homes back into beneficial use.	Medium	4x2=8			
4	An increase in the number of people becoming homeless due to an inability of the social lettings agency to obtain buy-in from private landlords, thereby securing access to a sufficient number of good quality, affordable accommodation of the right type, size and location.	Medium	3x3=9			

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5	Government changes to the housing benefit system means that single people aged 25 - 34 who rent from a private landlord are only entitled to the shared accommodation rate. Affordability and a lack of suitable accommodation (houses in multiple occupation) may result in an increase in homelessness from this age group.	Medium	3x3=9			
6	In response to changes to the welfare benefit system, people's access to social housing may be limited due to housing associations, which operate in the borough, seeking rent in advance. The council may struggle to discharge its homelessness duty into this sector because of this policy.	High	4x4=16			
7	An increase in homelessness due to people being unable to afford their housing costs as a result of the introduction of the benefit cap and universal credit.	High	5x4=20			
8	Increased bad debt reducing income levels which could result in a threat to the delivery of WHQS programme.	Medium	4x3=12			
9	An increased in the level of evictions/abandonment leading to reduced tenancy sustainment and cohesive communities.	Medium	3x3=9			

C	Actions/Tasks	Progress	Owner & Completion Date	Additional resource required?
1	Maintaining the provision of Disabled Facilities Grants in line with demand and improving operational practices to continue the reduction in waiting times.		F Wilkins Sept 2013	N

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2	(a) Amendment to procurement practices in respect of Minor Works of Adaptation in an effort to further reduce waiting times for clients.	(a) Amended practices to be piloted during 1 st Quarter 13/14.	F Wilkins Sept 2013	N
	(b) Consider the redirection of recommendations for minor works of adaptation for RSL tenants to the RSL's themselves, thereby increasing available funding for private sector recipients.	(b) Piloting a procedure for redirection of referrals relating to RSL tenants to be undertaken during 1 st quarter 13/14.		
3	Develop a Caerphilly landlords website to act as a one-stop-shop for local private landlords for support and information. It will bring together an array of information and will link in our existing council web based services to private landlords.		S Cousins Oct 2013	N
4	Set up an in-house, social lettings agency to improve access to private rented accommodation for people in housing need.		S Cousins Mar 2014	Y
5	Reconfigure the housing advice section to enhance its focus on homelessness prevention. Recruit a homelessness prevention officer (1 FTE).		S Cousins Apr 2013	Y
6	Improve the emergency accommodation planning for young homeless people (16/17yrs) by transferring the responsibility for the function from social services and partner agencies into one coordinated service hosted by the housing advice centre.		S Cousins Dec 2013	N
7	Offer housing grant assistance to vulnerable households to enable them to live safely and independently. (minor works grants)		F Wilkins Mar 2014	N
8	Where required we will enforce legislation to encourage high standards of accommodation, repair and good management in the private rented sector where properties fall below minimum standards.		F Wilkins Mar 2014	N
9	We will increase engagement with private sector landlords via continuous improvement of a vibrant landlord forum.		S Cousins Mar 2014	N
10	Implement an exit strategy for the renewal area in Llanbradach.		K Williams Mar 2014	N
11	Offer assistance to those people in threat of losing their home due to arrears by working with a range of partners under our mortgage rescue scheme.		S Cousins Mar 2014	N

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12	Funding has been secured to assist an estimated 15 to 20 homeowners over the next 12 months; this will enable us to intervene with direct payments to prevent repossession.		S Cousins Mar 2014	N
13	Consider the impact of welfare reform on council housing tenants and work proactively with tenants affected by the reform, by providing advice and assistance, to minimise the risk of financial hardship and the threat of homelessness.		S Isaacs Mar 2014	£180k Additional revenue funding allocated
14	Continued support for the bond scheme to facilitate access into the private rented sector for people unable to find a deposit and advance rent.		S Cousins Mar 2014	N
15	Set up a working group to agree a new administration system for discretionary housing payments used to top up rent shortfalls. The group have agreed to award payments for a maximum time of 3 months, and assist claimants to secure more affordable accommodation.		S Cousins Mar 2014	N
16	Secure the provision of more suitable emergency accommodation for people who find themselves homeless.		S Cousins Mar 2014	N
17	Contributing towards the alleviation of homelessness in the borough through the provision of new homes developed in partnership with our housing association partners, including supported / temporary accommodation.		K Fortey Mar 2014	N
18	Work regionally with local authorities in Gwent on " <i>Houses into Homes</i> " scheme to increase the number of long-term empty private sector properties returned to beneficial use. This will enable homeowners to renovate empty run-down residential properties and return them to use as homes for sale or rental.		I Burgess Mar 2014	N
19	Improving the quality and availability of housing by returning more long-term (6 months and over) empty properties back into beneficial use.		I Burgess Mar 2014	N
20	Improve the provision of good quality, affordable housing by working in collaboration with our housing association partners.		K Fortey Mar 2014	N

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D	PI ref:	EVIDENCE / INDICATOR	12/13		13/14		Progress / Comments	14/15
			Target	Result	Target	Result		Target
1		The number of tenants affected by welfare reforms who were visited in their own homes and provided with advice and support to minimise the impact of the changes.	Baseline not available, welfare reform changes not implemented until April 2013.		1500			
2		The number of tenants referred for money and debt advice as a direct result of face to face support on the impact of welfare reforms.			120			
3	PSR002	The average number of calendar days to deliver a disabled facilities grant (DFG) for adults.	320	299	284		National PI.	
4	PSR006	The number of calendar days to deliver low cost adaption in private dwellings where the DFG process is not used.	50	42	40		National PI.	
5	HHA013	There is a reduction in the number of people presented as homeless (% of all potentially homeless households for whom homelessness was prevented for at least 6 months).	80	88.21	85		National PI.	
6	PSR004	There is an increase in the number of empty homes returned back to beneficial use (% of private sector dwellings that had been vacant for more than 6 months that were returned to occupation during the year through direct action by the local authority.	3.80	3.10	3.60		National PI.	

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7		The value of financial savings generated for tenants as a direct result of face-to-face support on the affect of welfare reforms (£,000).	N/a	N/a	£150		Baseline not available, welfare reform changes not implemented until April 2013.	
8	PLA006	The number of new affordable housing units provided during the year as a percentage of all new housing units provided during the year.	N/a	42	N/a		Targets not formally set for this PI.	

Part 4 Service Improvement Table 2013 - 2014

Part 4 Service Improvement Table 2013 - 2014						
Service Area:		Housing Services Division			<i>Where appropriate link the service outcome to the relevant council Improvement objectives below.</i>	
A Key Outcome		HS1 – Significant progress has been made on implementing the recommendations emanating for the review of the sheltered housing service			5 & 6	
B	<u>Threat/Risk</u>	Category	Score	Progress	Revised Category	Revised Score
1	A lack of staff resources may result in a delay in fully implementing the recommendations.	Low	3 x 2 = 6	Final Sheltered Housing Review Report to be submitted to CHTG on 05/09/13. Resources to implement recommendations will be reviewed immediately following approval of the report and recommendations.	Only needed when updating risk	Only needed when updating risk
2	An inability to retain staff due to changes in the way in which the warden service will be provided in the future may result in a lack of resources, thereby affecting our ability to provide an effective service to tenants.	Low	3 x 2 = 6	Unable to judge the impact fully until outcome of the final report and views of staff are taken into account.		
3	Tenants may report increased levels of dissatisfaction, as changes to the service may not be inline with their expectations.	Low	2 x 2 = 4	Some possibility of dissatisfaction but only if the council fails to meet the promises made to tenants during the consultation process.		
4	A lack of financial resources to support improvements to existing facilities / accommodation.	Low	3 x 2 = 6			

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C	Actions/Tasks	Progress	Owner & Completion Date	Additional resource required?
1	Implementation plan to be agreed by members.	Sheltered housing Review – final report due for submission to Caerphilly Homes Task Group on 5 th September 2013. Subject to recommendations being approved, an implementation plan will be developed for submission to the next CHTG meeting	G North & V Parsons Oct / Nov 2013	N
2	Complete and update the current service charge system.	Service charges will be reviewed and updated for inclusion in the annual HRA Account Report in November / December 2013	G North & V Parsons Nov / Dec 2013	N
3	The introduction of additional services such as a handyman service, floating support and an activities coordinator.	Floating Support Officers posts evaluated and business case approved. Posts to be fully funded by the Supporting People budget Funding agreed for Activities Co-ordinator's post – job description to be prepared in September 2013 and submitted for job evaluation.	G North & V Parsons Sept 2013	N
		Introduction of additional services - handyperson, decorating and gardening services to be considered further.	G North & V Parsons Mar 2014	
4	Introduction of new support service arrangements.	C1 above includes a revised staff structure which includes new support services arrangements.	G North & V Parsons Sept 2013	N
5	Explore improvements to the existing accommodation by producing designs / plans and conduct a feasibility study.	Draft proposals available for remodelling one scheme in 2014 – Detailed plans to be prepared for consideration	G North & V Parsons Mar 2014	Some additional funding may be required.

D	PI ref:	EVIDENCE / INDICATOR	12/13		13/14		Progress / Comments	14/15
			Target	Result	Target	Result		Target
1		Implementation plan agreed by members	N/a	N/a	N/a		Oct/ Nov 2013	
2		Update of the current service charge system completed	N/a	N/a	N/a		Mar 2013	
3		Additional services introduced	N/a	N/a	N/a		Handyman service, floating support and an activities coordinator	

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4		New support service arrangements introduced	N/a	N/a	N/a		
5		Feasibility study completed	N/a	N/a	N/a		Regarding improvements to the accommodation

Part 4 Service Improvement Table 2013 - 2014

Service Area:	Housing Services Division				<i>Where appropriate link the service outcome to the relevant council Improvement objectives below.</i>	
A Key Outcome	HS2 – To improve services to tenants and communities by making steady progress on implementing the actions contained within the local tenant participation strategy				5 & 6	
B	<u>Threat/Risk</u>	Category	Score	Progress	Revised Category	Revised Score
1	Failure to identify service improvements may lead to lower than expected tenant satisfaction levels.	Low	2x3=6		Only needed when updating risk	Only needed when updating risk
2	Failure to engage on a wider basis may mean improvements are not made in the areas most relevant to the majority of tenants, leading to lower than expected tenant satisfaction levels.	Low	2x3=6			
2	Failure to make tenants aware of ongoing work and opportunities for involvement may lead to lower than expected tenant satisfaction levels.	Low	2x3=6			
4	A service that is focused on processes rather than outcomes may lead to lower than expected tenant satisfaction levels.	Low	2x3=6			

C	Actions/Tasks	Progress	Owner & Completion Date	Additional resource required?
1	Establish a new Housing Services Improvement Partnership (HIP):			N

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	(a) Establish a group of engaged tenants to work with officers on developing a framework for the partnership to include the appointment of the new panel development of Terms of Reference, role descriptions, scope of scrutiny and recruitment methods.		M Betts, E Bayliss & G Taylor Oct-Dec 2013	
	(b) Work with engaged tenants and staff to develop self-assessment against the customer service outcomes in the Regulatory Framework.		M Betts, E Bayliss & G Taylor Mar 2014	
	(c) Recruit/appoint new panel members.		M Betts, E Bayliss & G Taylor Mar 2014	
2	(a) Increase participation through more informal methods:			N
	(b) Consult with TIE on priorities for informal interest groups.		M Betts, E Bayliss & G Taylor Dec 2013	
	(c) Identify interested tenants who can act as leaders in the new groups.		M Betts, E Bayliss & G Taylor Dec 2013	
	(d) Establish new interest groups based on tenant priorities.		M Betts, E Bayliss & G Taylor Dec 2013	
	(e) Implement estate walkabouts.		E Bayliss & G Taylor Jan 2014	
	(f) Establish disability group.		E Bayliss & G Taylor Jan 2014	
	(g) Additional recruitment to Service Improvement Monitors Group.		M Betts & G Taylor Jan 2014	
	(h) Recruit armchair editors for newsletter.		E Bayliss Dec 2013	
3	Develop and implement a communication strategy with the assistance of tenants.		M Betts, E Bayliss, G Taylor & K Watkins Mar 2014	N
4	Develop /implement a programme of culture change based on putting tenants at the heart of service delivery:			N

	(a) Convene meetings of senior managers to define what a customer focussed culture based on outcomes for tenants would look like, i.e. Where are we now, what would we be doing differently and what core behaviours would there be.		M Betts, E Bayliss & G Taylor Oct-Dec 2013	
	(b) Identify staff across department to come together to form a group of change agents.		M Betts, E Bayliss & G Taylor Oct 2013	
	(c) Convene meetings of staff change agents to refine what managers have produced and consider how far away we are now.		M Betts, E Bayliss & G Taylor Jan-Mar 2014	
	(d) Consider and plan for training needs of group.			
	(e) Convene meetings of tenants to refine what managers have produced and consider how far away we are now.			
	(f) Build a set of core behaviours with staff change agent group.			
	(g) Agree a strategy for rolling out across the department.		M Betts, E Bayliss & G Taylor Mar/May 2014	
5	Carryout a review housing management arrangements and implement changes as necessary:	WHQS workstream		
	(a) Transfer the centralised repairs service from the public sector housing team to building maintenance response repairs team.		S Couzens On-going	N
	(b) Close the Area Housing Office in the lower Rhymney Valley and relocate staff to other decentralised housing teams mainly in the local area.			
	(c) Centralise and transfer allocations administration from the public sector housing team to private sector housing team.			
	(d) Centralise all neighbourhood building maintenance services based on site and establish an appointment service for tenants.			

6	We will strengthen tenancy enforcement service arrangements by:	WHQS workstream	G North & R Thornett On-going	Y - £35k
	(a) Employing an additional tenancy enforcement officer to assist the team generally in managing the caseload and to manage the additional responsibility for dealing with Domestic Abuse conference calls and Multi Agency Risk Assessment Conferences on Domestic Abuse casework.			
	(b) Reviewing the 'business need' for a specialist tenancy enforcement officer to tackle troubled sectors of estates where ASB is blighting the lives of the local community and hampers our ability to relet vacant properties.			
7	Improve current housing management arrangements by:		G North Apr 2014	TBC
	(a) Build partnerships to support local housing management arrangements.			
	(b) Introduce estate walkabouts.			
	(c) Consider the use of new technologies and mobile working.			

D	PI ref:	EVIDENCE / INDICATOR	12/13		13/14		Progress / Comments	14/15
			Target	Result	Target	Result		Target
1		The number of HIP members recruited	N/a	N/a	5			
2		The number of new interest groups established	N/a	N/a	2			
3		The number of estate walkabouts conducted	N/a	N/a	3			
4		The number of additional service improvement monitors recruited	N/a	N/a	5			
5		The number of armchair editors recruited	N/a	N/a	5			
6		Communications strategy implemented	N/a	N/a				

7		The number of change agents recruited	N/a	N/a	10		
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Part 4 Service Improvement Table 2013 - 2014

Service Area:		Housing Services Division				<i>Where appropriate link the service outcome to the relevant council Improvement objectives below.</i>	
A Key Outcome		HS3 – To address high level of housing need by providing new, affordable housing in partnership with local housing associations				6	
B	Threat/Risk	Category	Score	Progress	Revised Category	Revised Score	
1	Conflicting staff priorities may result in the deadline for the production of the local housing market assessment to be missed.	Medium	2x3=10		Only needed when updating risk	Only needed when updating risk	
2	Our ability to increase the development of new, affordable housing will be restricted if we fail to secure political support for the establishment of a special purpose vehicle.	Medium	3x3=9				
3	Our ability to develop accommodation for armed forces veterans and 1 and 2 bed properties for those affected by welfare reform, if our bids for additional funding are not successful.	Medium	4x2=8				

C	Actions/Tasks	Progress	Owner & Completion Date	Additional resource required?
1	Work in partnership with developing housing associations to explore new models of funding affordable housing.		M Jennings & K Fortey Mar 2014	N
2	Production of an in-house local housing market assessment in association with planning colleagues.		M Jennings & K Fortey Mar 2014	N

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3	Prepare and submit a bid for funding to Welsh Government for 1& 2 bed properties to mitigate the affect of welfare reform.		K Fortey Jul 2013	N
4	Prepare and submit a bid for funding to Welsh Government for accommodation for armed forces veterans.		K Fortey Dec 2013	N
5	In discussions with the housing associations, update the transfer values for affordable housing (social rented) negotiated through the planning system.		K Fortey Apr 2013	N
6	Improve the provision of good quality, affordable housing by working in collaboration with our housing association partners.		K Fortey Mar 2014	Y – social housing grant

D	PI ref:	EVIDENCE / INDICATOR	12/13		13/14		Progress / Comments	14/15
			Target	Result	Target	Result		Target
1		LHMA produced	N/a	N/a	Mar 2013			N/a
2		Bid for 1&2 beds submitted	N/a	N/a	Jul 2013			N/a
3		Bid for armed forces veterans submitted	N/a	N/a	Dec 2013			N/a
4		Transfer values for affordable housing set	N/a	N/a	Apr 2013			N/a

Part 4 Service Improvement Table 2013 - 2014

Part 4 Service Improvement Table 2013 - 2014							
Service Area:		Housing Services Division				<i>Where appropriate link the service outcome to the relevant council Improvement objectives below.</i>	
A Key Outcome		HS4 – Improving quality and standards of housing in the private sector				6	
B	Threat/Risk	Category	Score	Progress	Revised Category	Revised Score	
1	An insufficient level of capital funding to meet the demand and aspirations of clients accessing our services.	Medium	3x3=9		Only needed when updating risk	Only needed when updating risk	
2	Our ability to reduce waiting times for <i>disabled facilities grants</i> to target levels maybe affected by insufficient budgetary provision and conflicting staff priorities.	Medium	3x3=9				
3	Our ability to reduce waiting times for <i>minor works of adaptation</i> to target levels maybe affected by insufficient budgetary provision and conflicting staff priorities.	Medium	3x3=9				
4	Conflicting staff priorities (both in Housing and corporately) and constraints on capital finance may affect our ability to meet the target for bringing long-term, empty homes back into beneficial use.	Medium	4x2=8				
5	A lack of co-operation from private landlords could affect our ability to improve quality and standards within the private rented sector.	Medium	3x3=9				

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C	Actions/Tasks	Progress	Owner & Completion Date	Additional resource required?
1	Produce a revised empty property strategy.		S Cousins Dec 2013	N
2	Produce a revised private sector housing renewal strategy.		K Williams Mar 2014	N
3	The implementation of the private rented sector improvement action plan.		K Williams Mar 2014	N
4	Implement an exit strategy for the renewal area in Llanbradach.		K Williams Mar 2014	N
5	Maintaining the provision of Disabled Facilities Grants in line with demand and improving operational practices to continue the reduction in waiting times.		F Wilkins Sept 2013	N
6	(a) Amendment to procurement practices in respect of Minor Works of Adaptation in an effort to further reduce waiting times for clients.	Amended practices to be piloted during 1 st Quarter 13/14.	F Wilkins Sept 2013	N
	(b) Consider the redirection of recommendations for minor works of adaptation for RSL tenants to the RSL's themselves, thereby increasing available funding for private sector recipients.	Piloting a procedure for redirection of referrals relating to RSL tenants to be undertaken during 1 st quarter 13/14.		
7	Develop a Caerphilly landlords website to act as a one-stop-shop for local private landlords for support and information. It will bring together an array of information and will link in our existing council web based services to private landlords.		S Cousins Oct 2013	N
8	Set up an in-house, social lettings agency to improve access to private rented accommodation for people in housing need.		S Cousins Mar 2014	Y
9	Offer housing grant assistance to vulnerable households to enable them to live safely and independently. (minor works grants)		F Wilkins Mar 2014	N

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10	Where properties fall below minimum standards required we will enforce legislation to encourage acceptable standards of accommodation, repair and good management in the private rented sector.		F Wilkins Mar 2014	N
11	We will increase engagement with private sector landlords via continuous improvement of a vibrant landlord forum.		S Cousins Mar 2014	N
12	Work regionally with local authorities in Gwent on "Houses into Homes" scheme to increase the number of long-term empty private sector properties returned to beneficial use. This will enable homeowners to renovate empty run-down residential properties and return them to use as homes for sale or rental.		I Burgess Mar 2014	N
13	Improving the quality and availability of housing by returning more long-term (6 months and over) empty properties back into beneficial use.		I Burgess Mar 2014	N

D	PI ref:	EVIDENCE / INDICATOR	12/13		13/14		Progress / Comments	14/15
			Target	Result	Target	Result		Target
1	PSR002	The average number of calendar days to deliver a disabled facilities grant (DFG) for adults.	320	299	284		National PI.	
2	PSR006	The number of calendar days to deliver low cost adaption in private dwellings where the DFG process is not used.	50	42	40		National PI.	
3	PSR004	There is an increase in the number of empty homes returned back to beneficial use (% of private sector dwellings that had been vacant for more than 6 months that were returned to occupation during the year through direct action by the local authority.	3.80	3.10	3.60		National PI.	

Part 4 Service Improvement Table 2013 - 2014

Part 4 Service Improvement Table 2013 - 2014						
Service Area:		Housing Services Division			<i>Where appropriate link the service outcome to the relevant council Improvement objectives below.</i>	
A Key Outcome		HS5 – Tenants experiencing financial hardship as a result of welfare reform are provided with access to a coordinated suite of advice and support services, including income maximisation, to enable them to make informed decisions about their housing options.*			6	
B	<u>Threat/Risk</u>	Category	Score	Progress	Revised Category	Revised Score
1	Increased bad debt reducing income levels which could result in a threat to the delivery of WHQS programme and other services.	Medium	4x3=12		Only needed when updating risk	Only needed when updating risk
2	Financial hardship will result in an increase in the level of evictions/abandonment leading in turn to reduced tenancy sustainment and cohesive communities.	Medium	3x3=9			
3	Financial hardship will result in an increase in the level of evictions/abandonment leading in turn to an increase in the number of void properties and associated costs.	Medium	3x4=12			
4	Welfare reform is likely to increase levels of financial hardship and poverty, which may have a detrimental affect on the cohesiveness of communities.	Medium	3x4=12			

C	Actions/Tasks	Progress	Owner & Completion Date	Additional resource required?
1	Provide face-to-face support to tenants affected by the welfare reform changes to ensure they sustain their tenancies.		S Isaacs Mar 2014	N
2	Increase the support and advice we can provide to tenants affected by welfare reform by increasing the number of tenancy support officers from two to four.		S Isaacs Jun 2013	Y - £60k
3	Review arrears levels and trends for the period April to September and report to Policy and Resources Scrutiny and Caerphilly Homes Task Group in November 2013 on impacts on service delivery.		S Isaacs May 2013	N
4	Survey tenants receiving face-to-face support from rents staff to assess satisfaction levels.		S Isaacs Mar 2014	N
5	We will increase staff awareness in order to maximise the support we give to tenants and the referrals we make to support agencies.		S Isaacs Mar 2014	N
6	We will look to improve access to housing in the private rented sector by:		S Cousins Mar 2014	Y – s180 funding
	(a) Increasing the number of successful DHP claims			
	(b) Promoting the LAW accreditation scheme for PRS landlords			
	(c) Promoting and increasing the number of credit union rent accounts			
7	Prepare and submit a bid for funding to Welsh Government for 1 & 2 bed properties to mitigate the affect of welfare reform.		K Fortey Jul 2013	N

D	PI ref:	EVIDENCE / INDICATOR	12/13		13/14		Progress / Comments	14/15
			Target	Result	Target	Result		Target
1		Rent arrears levels (%)	1.80	1.76	2.50			

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2		Amount of welfare benefit savings generated for tenants (£)	N/a	N/a	225k		New PI for 2013/14	
3		Level of write offs (%)	0.50	0.48	0.60			
4		Number of tenants in receipt of Welsh Water Assist	N/a	N/a	800		New PI for 2013/14	

**Mitigating the affects of welfare reform is a corporate objective of the Council. The actions listed under this outcome are those where the housing service is directly responsible for their delivery. Other associated welfare reform actions will be included within the improvement plans of the respective service area.*

Appendix A

Equalities and Welsh Language issues are duties in place on local authorities under two pieces of legislation - the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 and the Welsh Language (Wales) Measure 2011.

Both include a requirement to evidence progress and development and so by completing this Appendix and having relevant actions in the main part of the Service Improvement Plans, Caerphilly CBC will be able to demonstrate compliance with the duties and be able to publish a detailed annual Equalities report showing continuous improvement.

The Council has agreed 7 Strategic Equality Objectives (SEOs) as shown below:-

Strategic Equality Objective 1	-	Tackling Identity-Based Hate Crime
Strategic Equality Objective 2	-	Addressing the Gender Pay Gap
Strategic Equality Objective 3	-	Physical Access
Strategic Equality Objective 4	-	Communication Access
Strategic Equality Objective 5	-	Engagement and Participation
Strategic Equality Objective 6	-	Diversity in the Workplace
Strategic Equality Objective 7	-	Corporate Compliance

Linking your service area actions with the 7 SEOs should be straightforward and demonstrate that a great deal is being done but without currently being recorded as Equalities or Welsh Language related work.

The Annual Equalities Improvement and Monitoring Form overleaf is in two sections, one covers issues that each service area will have had to consider, the second is a breakdown by Equalities and Welsh language issues that will be very different for each service area but allows you to note evidence of actions and good practice.

Further information on Equalities and Welsh language legislation and operational issues within the Council is available by contacting the team within the Policy Unit in Legal and Governance.

David A. Thomas, Senior Policy Officer (Equalities and Welsh Language) - Ext 4353 or thomada@caerphilly.gov.uk

www.caerphilly.gov.uk/equalities

equalities@caerphilly.gov.uk

cymraeg@caerphilly.gov.uk

Please see the following pages (Appendix A) to complete the Equalities Improvement and Monitoring form (A)

Appendix A Caerphilly County Borough - Annual Equalities Improvement and Monitoring Form

What contribution does your service make to:	Key evidence - what has your service area achieved in the last year?	What additional contribution could your service make?	Actions for next 12 months (Transfer to main Service Improvement Plan)
General Equalities Information - <i>What has your service area achieved in Equalities terms, in relation to the following?</i>			
<ul style="list-style-type: none"> • Policy Development (i.e. in terms of Equalities Implications in council reports) 	<ul style="list-style-type: none"> • Equalities implications are, where applicable, highlighted in all housing related council reports. 	<ul style="list-style-type: none"> • Ensure that all future policies reviewed or developed by the division are equality impact assessed 	<ul style="list-style-type: none"> • Add any actions identified in the EIA and address in policy.
<ul style="list-style-type: none"> • Equality Impact Assessments (i.e. have service-specific policies, procedures and functions been impact assessed in line with the corporate list?) 	<ul style="list-style-type: none"> • We are currently speaking with the equalities officer and Tai Pawb about identifying the equalities issues associated with developing a common housing register and common allocations policy. 	<ul style="list-style-type: none"> • Ensure that all future policies reviewed or developed by the division are equality impact assessed 	<ul style="list-style-type: none"> • Add any actions identified in the EIA and address in policy.

<ul style="list-style-type: none"> • Equalities related Hate Crime and Incidents (involving community cohesion, school bullying, POVA, Safeguarding Children, domestic abuse etc) 	<ul style="list-style-type: none"> • We are represented on the multi-agency, community cohesion forum. • We have procedures in place to deal with POVA, safe guarding children and domestic abuse. • Our tenancy enforcement section deals with incidents of hate crime in council housing. • We refer victims of hate crime to VALREC for support. • Officers attend MAPPA meetings three times per month. • Discriminatory behaviour is listed in tenancy agreements as one that is not tolerated by the council. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Staff / Member Awareness and Training (i.e. how many staff been offered/taken up places on the Equalities or Welsh Language training?) 	<ul style="list-style-type: none"> • All housing staff have completed equalities training within the last few years. • All staff (9) and Foreman (7) within the response maintenance team have recently attended equalities training facilitated by VALREC 	<ul style="list-style-type: none"> • Continue to promote staff attendance at training events 	<ul style="list-style-type: none"> • Will to continue to encourage staff to attend internal / external training events (via team meetings and PDRs) • Bespoke training for staff is already planned for 2013/14 including PREVENT and general equality and diversity sessions.

<ul style="list-style-type: none"> • Recruitment and Selection (i.e. what use have you made of the quarterly HR Equalities statistics?) 	<ul style="list-style-type: none"> • Recruitment and selection of staff has been undertaken in accordance with the relevant corporate HR policies 	<ul style="list-style-type: none"> • Include the consideration of quarterly HR equalities statistics as part of quarterly PM HMT meetings 	<ul style="list-style-type: none"> • Consider advertising posts that become available in non-traditional ways in order to target different groups of applicants.
<ul style="list-style-type: none"> • Consultation and Monitoring (i.e. have policies been sent for consultation with relevant individuals or groups and have you analysed the results by Equality category?) 	<ul style="list-style-type: none"> • We consulted extensively with all tenants regardless of background or individual circumstances during the ballot process and subsequent WHQS works. • We regularly consult with service users regarding the revision and introduction of new services. • Some of the information systems maintained by the division capture data on some of the protected characteristics (equality strands) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Complaints / Feedback (i.e. are your systems able to record such information by Equality category and what actions have resulted?) 	<ul style="list-style-type: none"> • Complaints are not currently monitored by equality category • Feedback on selected aspects of service provision is captured via satisfaction survey cards (although no equality data is collected as part of this process) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

Specific Equalities Information - What changes have been made to your service to meet the needs of the following?

<ul style="list-style-type: none"> • People with different forms of disabilities covering physical, mental, learning disability etc (Disability Issues) 	<ul style="list-style-type: none"> • We record information on the Capita housing management system on disability for applicants and tenants where this information is disclosed. • The Capita housing management system records details of adapted properties (Council housing). • We maintain a register of adapted properties which we use to match suitable clients to the right accommodation. • The provision of adaptations for disabled people in partnership with the occupational therapist and housing association partners. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Different Ethnic Groups (Race Issues, Gypsy and Traveller Issues, Nationality Issues) 	<ul style="list-style-type: none"> • Coordinating of the GT accommodation working group. • Information is recorded on the Capita housing management system on the ethnic origin of waiting list applicants and tenants where this information is disclosed. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

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<ul style="list-style-type: none"> Men, Women and Transgendered people (Gender Issues, Pregnancy and Maternity Issues, Gender Reassignment issues) 	<ul style="list-style-type: none"> Information is recorded on the Capita housing management system on the gender of waiting list applicants and tenants (this does not currently include transgendered people). 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> Welsh speakers, BSL users and speakers of other languages (Language Issues) 	<ul style="list-style-type: none"> All housing related strategies, policies and procedures are made available in other languages and formats on request. Documentation is provided bilingually, and in different languages and formats on request. Deaf tenants are provided with BSL support when necessary. The WHQS process was undertaken fully bilingually including all press releases, information packs and the DVD that was produced 	<ul style="list-style-type: none"> Undertake language survey of tenants. 	<ul style="list-style-type: none">

<ul style="list-style-type: none"> • Young People 0-25 or People aged 50+ (Age Issues) 	<ul style="list-style-type: none"> • We employ people from all age groups 16 years upwards, also job taster experiences through local schools. • The division works closely with social services and the supporting people team to meet the housing related needs of both younger and older people. • A leaving care protocol in place with social services for people aged 16-17 years. • Move-on arrangements established for 16-25 year olds. • Via representation on the corporate parenting group and the Caerphilly safe caring board. • We work with the Caerphilly Passport Scheme with 3 placements over the last year, working initially on an 8-week work experience and then progressing to a jobs growth Wales placement. 	<ul style="list-style-type: none"> • Passport scheme is introducing 16/24 year olds into the work place also apprenticeships which our building maintenance are supporting • We are currently working with Mandy Sprague to develop a pilot project in housing. The project involves giving officers the skills and knowledge to improve the level and degree of information provide to people aged 50+. • We currently have 2 placements within the rents section on Jobs Growth Wales. 	<ul style="list-style-type: none"> •
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	<ul style="list-style-type: none"> The 3 placements were mentored by Senior Managers in the Rents section (including mock interviews and assistance in completing job applications) the 3 placements have now gained permanent posts within the Authority 		
<ul style="list-style-type: none"> Members of the LGB community (Sexual Orientation issues) 	<ul style="list-style-type: none"> Training had previously been provided to housing managers on the accommodation needs of LGBT people living in Wales. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> People and groups from different or no Faith backgrounds (Religion and Belief Issues) 	<ul style="list-style-type: none"> There has been no specific work targeted at this group within the last 12 months. In the provision of services, we strive to ensure that people are not discriminated against on the basis of religion or belief. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

Caerphilly County Borough Council
Sustainable Development (SD) Statement – As part of Service Improvement Planning

How to complete the SD Statement

Heads of Service, Service Managers and other key personnel, should take the lead on completing a Sustainable Development (SD) Statement, before writing their annual Service Improvement Plan (SIP) to identify new actions that will be noted within their SIP to help keep action planning together in the one place.

For 2013/14 we are replacing the previous Integration tool with a new 'SD Statement'. This is due to 3 main changes and will evidence our compliance with those 3 changes:

1. The previous tool asked Services to score their contribution to the 28 objectives of the Community Strategy. From March 2013 the Community Strategy will be replaced by a Single Integrated Plan, which will contain 6 areas for improving and reporting.
2. The Welsh Government are progressing proposals for a Sustainable Development Bill which will require local authorities to make SD their central organising principle, and to evidence how they are doing this. The SD Statement will provide key evidence that this is being done.
3. The Welsh Government have issued statutory guidance on the requirements for reporting under the Climate Change Act 2008. Local authorities are required to report annually on achievements and progress on climate change adaptation. The climate adaptation section of the SD Statement will provide the information required to compile a corporate climate adaptation report.

The information you included in the previous tool will provide a useful starting point for completion of the SD Statement.

As with the Integration Tool, the table(s) on the following pages, requests that each category be considered in turn and 'scored' accordingly as follows:

Level 0	Level 1	Level 3	Level 4	Level 5
We are doing nothing on this.	We have considered this, but have made limited progress.	We have some examples of good practice, but not a comprehensive approach	We have some good examples and a plan to take it forward across the service	We have an integrated approach to this and we represent good practice in Wales.

Directorate:

Service:

Head of Service:

Date: / /

If you require any help with the completion of the Sustainable Development Standard please call **Paul Cooke on 01495 – 235183**

SIP – Service Sustainable Development (SD) Statement				
What contribution does/could your service make to:	Score (0-5)	Key evidence/justification of score – What has been done to date?	What additional contributions could your service make?	What ‘actions’ will your service take during the next 12 months (Transfer these to the Service Improvement Plan)
Ref	Supporting the Local Economy			
Prompt	4			
1	We are in the process of implementing arrangements that will mean local supply partner will provide the majority of materials for improving and maintaining council housing from sustainable sources.			The building maintenance and WHQS teams will monitor the performance of the new supply contract.
2	Later this year we will put out to tender the opportunity for a local contractor to supply all building materials over the next 10 years.			
3	This year we will ask local contractors to undertake works to the value of £5m to homes in the private sector.			

SIP – Service Sustainable Development (SD) Statement

What contribution does/could your service make to:		Score (0-5)	Key evidence/justification of score – What has been done to date?	What additional contributions could your service make?	What 'actions' will your service take during the next 12 months (Transfer these to the Service Improvement Plan)
4	We take students from school on job taster events through year and take an allocation of apprentices each year.		Each year the building maintenance section takes on a number of apprentice trades people. The council's passport scheme is also utilised to offer work experience and future job opportunities within the housing services division.		
5	All major WHQS contracts incorporate clauses for the successful contractor / supplier to offer training, apprenticeships and new employment opportunities.		WHQS contracts have been packaged in a flexible way to support local business and the local economy.		
Ref	Reducing Energy Use & Generating Renewable Energy				
Prompt	Does your Service have process in place to monitor and manage energy use, to reduce energy requirements or to generate energy from renewable sources?				
1	We have submitted two separate bids to fund energy efficiency to homes in the private sector under Welsh Government Arbed 1 and Arbed 2 schemes. Funding received by WG has enabled us to provide external wall insulation.	3	Fochriw has had approx £4m and has dealt with some 450 properties. Hollybush involves 134 properties and has just started.	Where resources allow we would like to draw in additional external funding to carryout more energy efficiency improvements.	

SIP – Service Sustainable Development (SD) Statement

	What contribution does/could your service make to:	Score (0-5)	Key evidence/justification of score – What has been done to date?	What additional contributions could your service make?	What ‘actions’ will your service take during the next 12 months (Transfer these to the Service Improvement Plan)
2	Ensure that all energy efficiency related grants works funded by the private sector housing team meet Part L of Building Regulations.				
3	Energy efficiency initiatives are being considered as part of the maintenance and improvement of the housing stock and sheltered schemes.				
Ref	Adapting to Climate Change				
Prompt	Has your Service identified the likely impacts of climate change on your activities, undertaken a risk assessment, produced a climate adaptation plan, implemented actions to adapt to climate change?				
1	Business continuity plan created and in place for response maintenance and WHQS teams for severe weather and emergency planning situations.	2		All works under severe weather are risk assessed and Safe Systems of work are in place for the workforce.	To monitor and review both processes
2	We are currently in the process of considering alternative energy options.				

SIP – Service Sustainable Development (SD) Statement

What contribution does/could your service make to:	Score (0-5)	Key evidence/justification of score – What has been done to date?	What additional contributions could your service make?	What ‘actions’ will your service take during the next 12 months (Transfer these to the Service Improvement Plan)
Ref Reducing Resource Consumption and Waste				
Prompt	Has your Service identified the main resources it uses, considered and implemented ways of reducing this resource consumption? Does your Service manage its waste sustainably in line with the waste hierarchy?		N/A	To monitor and review
1	Waste supplier in place and recycles over 80% of all waste created for building products.	2		
2	Advice being provided to tenants on energy saving measure and support provided for changes, e.g. water meters, appliances and tariffs etc.			
Ref Reducing the Environmental Impact on Travel & Transport				
Prompt	Has your Service considered opportunities to promote walking, cycling and the use of public transport, has it considered the number and type of vehicles used, or locations that are linked to the transport network?			

SIP – Service Sustainable Development (SD) Statement

What contribution does/could your service make to:		Score (0-5)	Key evidence/justification of score – What has been done to date?	What additional contributions could your service make?	What 'actions' will your service take during the next 12 months (Transfer these to the Service Improvement Plan)
1	Service requires vehicles to manage housing, improvements and maintenance services. Mileage claims are monitored to ensure efficient journey planning.	3		Moving to new offices in 2 years time which is more centrally for staff to travel	
2	Vehicles have been reduced to pairing up where possible for contract teams.				Continue to monitor processes
3	New repairs system reduces vehicle fuel as work scheduled by post code diagnostic software				
Ref	Protecting and enhancing the environment				
Prompt	Does your Service have procedures or strategies in place to protect the natural or built environment, increase appreciation of the environment or biodiversity?				
1	Making improvements to the built environment in two renewal areas (Llanbradach and Senghenydd).	3			

SIP – Service Sustainable Development (SD) Statement

What contribution does/could your service make to:		Score (0-5)	Key evidence/justification of score – What has been done to date?	What additional contributions could your service make?	What ‘actions’ will your service take during the next 12 months (Transfer these to the Service Improvement Plan)
2	Our housing related strategies promote the improvement of the built environment: <ul style="list-style-type: none"> • Empty property strategy • Private sector housing renewal strategy • Local housing strategy 				Review and update relevant strategies taking into consideration environmental matters
3	Through environmental improvements as part of transforming homes, lives and communities (WHQS)				

Appendix B – For Information

Community Strategy Objectives

Living Environment

1. Encourage the development and maintenance of high quality, well designed and efficient, sustainable homes and residential environments that can meet all needs
2. To develop community pride and increase active community participation in delivering real improvements to the Living Environment
3. To reduce anti-social behaviour, environmental crime and the fear of crime, and to improve community safety, by tackling those community safety and environmental issues that affect people's quality of life.
4. Increase awareness and opportunities for safe access to the countryside and open spaces.
5. Ensure the protection and, where appropriate, enhancement of the natural environment, including the quality of air, rivers and watercourses, flood prevention, landscape and biodiversity, and our historic environment.
6. To reduce the consumption of natural resources, to minimise the production of waste, and to optimise water efficiency within the county borough.
7. To mitigate the effects of climate change through improving energy efficiency and reducing emissions of greenhouse gases within the county borough, whilst taking steps to adapt to the local effects of climate change. Objective 8 has been deleted but the rest of the objectives retain their original reference number.

Regeneration

9. Support town and village centre and other area based regeneration and develop sustainable tourism opportunities
10. Generate sustainable, accessible and varied, well-paid employment opportunities locally, to encourage economic prosperity whilst reducing the need to travel
11. Encourage, promote and develop opportunities for volunteering
12. Ensure mechanisms that enable equal access to training and employment
13. Develop and promote business advice and support systems to encourage innovative, sustainable and legitimate business practice including local purchasing initiatives
14. Expand and develop the use of ICT across all sectors
15. Develop integrated, efficient local and regional transport systems, including public transport, cycling and walking networks

Education for Life

16. Develop learning opportunities for all ages and abilities with an emphasis on community-based opportunities

17. Ensure children and young people have a foundation that enables them to take advantage of all life opportunities
18. Enhance education and training opportunities for 14-19 year olds and improve standards
19. Provide advice and information on all public and voluntary sector services
20. Raise awareness and use of the Welsh language
21. Increase appreciation of environmental assets and utilise their potential for enhanced quality of life and sustainable tourism opportunities
22. Address pollution and encourage waste minimisation, reuse and recycling of resources.
23. Increase opportunities for and participation in leisure, sport, cultural and arts activities

Health, social care and well-being

24. Reduce health inequalities by tackling deprivation and the wider determinants of health
25. Improve public health by promoting factors that contribute to healthy lifestyle and well-being
26. Expand and develop community based health and social care services
27. Enable independent living in local communities, through appropriate support mechanisms for individuals, families and carers
28. Develop and strengthen preventative work and service provision for vulnerable children and adults

Appendix C – For information

2013– 2017 Council Improvement Objectives:

1. Ensure children and young people who are looked after are supported to achieve their full potential.
2. Improve job opportunities by implementing the Council's Passport Scheme.
3. Develop an effective and accessible Youth Service that supports the personal and social development of young people.
4. Improve awareness, access, variety and use of leisure, community and sporting facilities.
5. Investment in Council homes to transform lives and communities
6. Improve the availability of private and public sector housing to reduce the number of residents who may become homeless.

For further details of what activities are taking place under each objective please contact PMU or see the CCBC website:

http://www.caerphilly.gov.uk/pdf/Council_Democracy/improvement_objectives_2010.pdf