

## CSRHB action plan

Action	Responding to...	Who leads	When by
<b>Identity</b>			
Suggest <b>Cambridge Sub-regional Housing Board</b>	CRASH is an informal name for our sub regional housing meeting, and stands for Cambridge Sub Regional Affordable and Social Housing Group. CRASH does not describe what we do. Doesn't include private, wider housing market etc. STRONG VIEW need to adjust name to reflect action son more than just affordable and social housing.	CRASH to decide	March 07 meeting
Review CSRHB Terms of Reference.	What is CSRHB for? What is its role, and what decisions does it make? Does it co-ordinate, in which case are all these questions directly relevant? Quite effective but not sure we have a collective understanding of what we do and why. We need to be clear of our purpose and communicate this. Appearance not vital, but need to look at terms of reference and naming of the group to express clearly what we do and where we are going.	SB to circulate existing ToRs and suggest changes in light of away day outcomes. CSRHB to consider	April 07 meeting
<b>Profile and reputation</b>			
Keep building our profile as “well ahead of the game”, working innovatively		All members of team need to look for opportunities and bring back to CSRHB	Ongoing
Lead on issues for the region, raising profile and opportunities to lobby for resources		All members of team need to look for opportunities and bring back to CSRHB	Ongoing

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<b>Forward programme</b>			
Need a systematic approach to review our own agenda, so we can prepare for the future and reach new heights. Need an action plan for forthcoming issues for CSRHB	How we link agendas to keep an eye on and bring back. Want to keep improving. Not get too comfortable. Need to develop forward-looking priorities, tasks, and areas to anticipate.	All sub groups need to feed into the forward plan. Sub groups need to identify priorities or actions and when a report is needed to CSRHB Some items go on CSRHB agenda for feedback at agreed or fixed times.	Immediate, on basis of away day outputs. First outline to go to April 07 meeting (see line below)
Forward plan could include:			
<ul style="list-style-type: none"> <li>Investigating PFI and non-HC funding models</li> </ul>		All, continuous look-out	
<ul style="list-style-type: none"> <li>Combining and rationalising, e.g. Merger of HIAs</li> </ul>		HIAs = Steve Plant Champion	
<ul style="list-style-type: none"> <li>Combining and rationalising, e.g. using each other's services e.g. homelessness hostels</li> <li>Need to look at added value of strategic sub-regional approach to homelessness</li> <li>Opportunity – better linked to community safety i.e. Domestic violence reduces homelessness</li> <li>SR work on homelessness</li> </ul>		Homelessness = Ian Christmas Champion	
<ul style="list-style-type: none"> <li>Sustainable construction</li> </ul>		Will need to be part of S-R strategy, RSL group might want to discuss unintended consequences of raising environmental standards.	
<ul style="list-style-type: none"> <li>Engaging with management of new communities work</li> </ul>		Unsure	
<ul style="list-style-type: none"> <li>Sub regional / cross-authority approach to travellers provision</li> </ul>		County group meets around traveller provision. Steve Plant on group. They have a clear action plan. Steve to contact John Onslow about this. Does	

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		CSRHB have a role, it is a housing and HMA issue. Now being led by Jessica (Park)?	
<ul style="list-style-type: none"> <li>Decent homes in private sector and other private sector housing issues</li> </ul>		Suspect there is a sub regional group, but uncertain who leads. Possible Tim Mills knows, Sue B to pursue. Issues include decent homes progress, HQN work to compare services	
<ul style="list-style-type: none"> <li>Rural housing and community land trusts</li> </ul>		Jane Hollingworth to champion	
<ul style="list-style-type: none"> <li>Response to migrant workers</li> </ul>		County Research Group looking at issue, letter to bid for resources. Jill Tuffnell to champion?	
<ul style="list-style-type: none"> <li>Ageing population</li> </ul>		S-R Strategic Housing Group – ties in with BV review of sheltered housing, and need for older persons strategy.	
<ul style="list-style-type: none"> <li>Lack of affordability, acute pressures</li> </ul>		HMA flags these up, first outputs May 2007 from HMA project team	
<ul style="list-style-type: none"> <li>Improve and build upon our response to supply chains</li> </ul>		Enablers need to work on, to make more efficient and learn from “after the evnt” of consultations and bidding. Enablers and HC have agreed to work together more closely especially in relation to substitutions, and are working on a simplified and less detailed process together.	
<ul style="list-style-type: none"> <li>Need to make sure we link clearly with “unallocated” tasks e.g. BME</li> </ul>		As and when	
<ul style="list-style-type: none"> <li>Need to clarify links with both county’s SP teams.</li> </ul>		Terms of reference and “linkages” discussion will help to clarify	

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<b>New strategy</b>			
Agree how to do strategy and local actions among a broader group Strategic Group need to help with this – and for timeline to drive S-RHS	<p>Need a proposal for monitoring, setting out a timetable and a critical path. Where does CSRHB need to influence? What will be our process? Research background = suggest key issues and thus we can work on CSRHB priorities. Feedback / consult members and other partners.</p> <p>Timing of “other influences” e.g. RSS, LAA refresh (Oct/Nov 2007) vital to strategy process and timetable.</p> <p>Need to clarify regional spatial strategy and timescales, identify a broad set of issues and things to input to, and clarify how we link to other groups and organisations through / as we develop our strategy</p> <p>Need to identify strategic / headline issues for the sub region. Can become a list of “5 big issues”. Need to focus over the next 5 years – 3 or 4 big things – priorities from a long list.</p> <p>Recognise differences and strengths. Don’t want it general or bland. Linkages with wider strategies. Risks – what could go wrong? Good way to prioritise.</p>	Strategic Housing Group – build list of areas to cover and highlight priority areas for CSRHB to consider	May 2007 CSRHB
CSRHB identifies lead person representing each work area at CSRHB	“Champions” who attend CSRHB could chair other groups (e.g. subgroups).	CSRHB as a group	Discuss March/April 07
Need to improve involvement and awareness and genuinely draw in to our strategy and work.	What about RSL involvement? Low profile and scant attention. Relevance? Want to contribute and participate. Need clear relation S-R strategy to SP strategy. And priorities. Do they sit well together? Do we need a longer term vision? Feel RSLs and	Need to plan consultation and linkages. CSG to build into timetable for strategy?	May 07 CSRHB to view timetable for strategy

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	<p>SP are missing parts of our jigsaw. Local engagement vital to strategy, suggested the mechanisms to engage in housing strategy most successful when show “what will you do”, i.e. highlight local actions and making a difference.</p>		
<p>Paper to go to April CSRHB on alternative models for S-R strategy</p>	<p>Some models to progress S-R strategy were discussed (slide 9) and suggest need another paper to set out a model, and to use to brief Members. Combination of using s-r strategy to encapsulate national and regional agendas, LAs contribute through the action plan (separate for each LA?), with sub groups and task teams set up to work on specific issues and feed back into steering group.</p>	<p>CSG to consider and recommend alternative models CRAH needs to decide on one or a combination</p>	<p>April 07 CSRHB</p>
<p>When reviewing strategy ensure includes SMART action plan, and responsible people/groups are clearly identified and progress is monitored.</p>	<p>Performance management is part of the development of a partnership – our strategy was a good driver to bring us together, but action plans are not SMART and there are no performance indicators. Action plan can initially build on LAA monitoring. S-R strategy provides a way to shape and change the agenda.</p>	<p>SHG to suggest, CSRHB to approve/scrutinise</p>	<p>Date for strategy not set yet.</p>

Measuring success			
<p>Need to assess spend in relation to profile                      Need to be consistent about how we manage investment and delivery and maximise investment in the sub region.                      Need to anticipate delivery and how to profile / predict.                      Need to link better with county monitoring system for housing delivery across the board, to provide context for our LAA targets</p>	<p>What is changing in the market and why? If our delivery plan is not as expected, need to know and highlight.                      If big sites slip, bring issues. Would miss out. How can you manage that, or from contingencies?                      LDF figures coming through may need updating</p>	<p>SB to work with Horizons, County and districts to untangle the differing monitoring systems for housing delivery and clarify for all concerned (as to sources, definitions, meanings and uses.)                      Also link to supply chain, bids and housing delivery more clearly.</p>	<p>Current work.                      Report back to CSRHB in April?</p>
<p>Need to continue to keep up with and take opportunities for both LAAs/CAAs and SCS's.</p>	<p>2 tier areas can choose county or district sustainable community strategy.                      Cambridgeshire = Cambridge Together. 5 LDF's, 5 SCS's. SCS are there to realise the LAA. Sub regional strategy fits in to both LAA and SCS. New LAA targets come out in 2008.</p>	<p>SB taking LAA monitoring on from ECDC</p>	<p>Report to CSRHB quarterly, timetable to be clarified with County and will put onto CSRHB's forward programme and agendas.</p>
<p>Build on and extend our strong link, work and consensus on LAA housing indicators, developing the LAA housing themes                      LAA targets and performance to report to CSRHB quarterly (as well as to county) to stay informed of sub regional progress.                      At present, covers new affordable homes delivered with &amp; without grant; homelessness (people in hostels and B&amp;B); young people &amp; homelessness.                      Need to consider if want to add further areas once system is up and running.</p>	<p>PIs will be mandatory through LAAs from 2008, will be part of Comprehensive Area Assessments (CAAs, the new CPA). What are OUR KPI's? How can the actions we drive feed in? It's not just about what we can measure.                      CAA's may not fit with what we want – if we get ahead we can feed into what is set up. But definitely need to look at!</p>	<p>CSRHB to consider as part of new strategy</p>	<p>As per strategy development timetable.</p>

Website and communication			
Improve method of responding to consultations and requests, so consistent, reliable and all have access	The team's is good at giving a coherent sub regional response. It's very rare for people to go off and do their own thing, quite a cohesive group.	SB to investigate as part of Horizon's website Report back to CSRHB as develops	May 2007?
Introduce specific website to improve access and communication Include a consultation paper link on new website, put on each CSRHB agenda to discuss our approach and provide links to responses submitted. CSRHB, HMA and CBL need places on websites to increase access to the progress and information supporting these areas.	Not sure how far leadership goes externally – how do we communicate outside and with “our people”? Govt agenda has been fast and furious. The amount coming out means we need to take longer especially to listen and learn “outside” the group. How do we react to things like the RSS, and white paper “Strong and prosperous communities”? 2 major reviews – could we have made stronger representations to Cave review and how housing operates?	Sue B	June 2007?
Website to include links to EERA papers for the various groups.	Increasingly important to input to Panel. Need to work more on and increase influence – engage more with 3 councillor reps on the Panel. Share agenda / forewarn / share what WHOLE sub region is doing Papers are on EERA's website 1 week before meetings. Also EERA has a work plan from the Panel, general workload progression, stakeholder and members could add items, RHDG adds items.	Sue B	June 2007?
Website to include news of events, as highlighted by members of the team and other email alerts	Look out for events! Critical for responses to consultations!	Sue B	June 2007?
Need to monitor hits on new website and try to get an idea of who is looking and how successful it is	How many hits do we have on the CSRHB minutes web page? Might other be interested if they were more easily accessible?	Once website is set up	6 monthly report to CSRHB on figures?

<b>Specific consultations</b>			
Need to prepare response on our investment priorities to feed into EERA consultation		Wide consultation group reporting comments back to SB	On March agenda, deadline end March.
Need to check CPO/county response and send response on to GT if necessary	“Aspiration” of 35% suggests ceiling, not floor. PPS3 allows to drop thresholds of sites. Need to understand that, too. If we have info on impact of 35% aspiration, please send to Graham Tomlinson, who is responding.	County Monitoring Team	End March
<b>Partnerships and links</b>			
Continue to coordinate and collaborate, and to extend our networks.	Seen as one of the best sub regions at coordinating and collaborating.	All	Ongoing
Invite Chief Planning Officers to review their representation on CSRHB to help and support Dave Roberts, our named planning link, to help with this building area. Explore, strengthen links with planning	Role of planners – occasional attendance? Seem to have drifted away a little. They have their own meetings, Chief Planning Officers and Acc Plan (accelerated planning) groups. But not a very strong link to CSRHB. This link has happened within each local authority, but not necessarily a very strong structure sub regionally.	Liz Bisset	During March 07
Speak with John Onslow who is on Health group to see if could provide a link to CSRHB	Need to look into sub regional health meetings, could we link better to these?	SB and John O	During March 07, progress may depend on timetable for health meetings too.
Ensure clear link with Horizons and housing issues go to Horizons Board from CSRHB when needed Link better to Horizons Board agenda, including linking and pressure for infrastructure provision e.g. Highways, guided bus etc.	What is Horizons role in pulling thing together? Is there a regular housing feature on Horizons board? Horizons strengthens partnerships on major development sites but may need to strengthen on “other” sites. Sub regional infrastructure pot?	Horizons rep on CSRHB	Ongoing
Need to update CSRHB once Horizons long term delivery plan is available	Horizons doing long term delivery plan up to and beyond 2021. Need to plan some things now for 2025. Identify funding gaps and how	Horizons	Will complete March/April 2007

	to address.		
Need to maintain strong link with EP and HC through our various relationships	What will impact of Communities England be? Presumably brings agendas closer together and helps deliver growth agenda. But will mean changes.	All	Ongoing
<b>Meeting "mechanics"</b>			
Need guidance notes for reporting back to CSRHB, and seeking a decision from CSRHB, to help improve the "links" with other agendas and to help make bet use of time at CSRHB meetings	Reports come to CSRHB on aspects. Not all groups give specific feedback. Are there specific things we need to be aware of? Can we learn from elsewhere and other regional structures.	SB to suggest, CSRHB to discuss and approve	May 2007?
Continue to re-order agenda to accommodate peoples' needs	How much of the agenda is relevant? Diary management? Timing of meetings?	Chair of CSRHB	Ongoing
"Consultation papers" slot on each CSRHB agenda will highlight responses needed	CSRHB needs to feed in agenda items and make best use of it's links, and will link to results of HMAs to inform it.	SB	April 2007 meeting onwards
Need to try to build or maintain links to other agendas – thorough membership of the group and participation of all members and colleagues	Other agendas impacting more and more on housing.	All	Ongoing