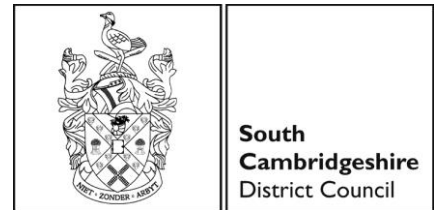


South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 03450 450 500
f: 01954 713149
dx: DX 729500 Cambridge 15
minicom: 01480 376743



8 March 2016

To: Councillor Mark Howell, Portfolio Holder

Anna Bradnam
Jose Hales
Philippa Hart
Hazel Smith
Bunty Waters

Opposition Spokesman
Opposition Spokesman
Opposition Spokesman
Opposition Spokesman
Scrutiny and Overview Committee

Dear Sir / Madam

You are invited to attend the next meeting of **HOUSING PORTFOLIO HOLDER'S MEETING**, which will be held in **MONKFIELD ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **WEDNESDAY, 16 MARCH 2016 at 5.30 p.m.**

Yours faithfully
JEAN HUNTER
Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

AGENDA		PAGES
PROCEDURAL ITEMS		
1.	Declarations of Interest	
2.	Minutes of Previous Meeting The Portfolio Holder is asked to sign the minutes of the meeting held on 27 January 2016 as a correct record.	1 - 2
RECOMMENDATIONS TO CABINET / COUNCIL		
DECISION ITEMS		
3.	Wilford Furlong/ Brickhills Willingham Regeneration Project	3 - 8
4.	The Housing Handyperson Service Pilot Proposal	9 - 12
5.	Affordable Homes Draft Service Plan 2016/17	13 - 32
STANDING ITEMS		
6.	Tenant Participation Group	

CONFIDENTIAL DECISION ITEM – MEMBERS ONLY

The press and public are likely to be excluded from the meeting during consideration of the following item in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 3 of Schedule 12A of the Act).

7. Council New Build Pipeline

33 - 38

8. Date of next meeting

The proposed date of the next meeting is Wednesday 15 June 2016 at 5.30pm.

OUR LONG-TERM VISION

South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.

OUR VALUES

We will demonstrate our corporate values in all our actions. These are:

- Working Together
- Integrity
- Dynamism
- Innovation

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

Notes to help those people visiting the South Cambridgeshire District Council offices

While we try to make sure that you stay safe when visiting South Cambridgeshire Hall, you also have a responsibility for your own safety, and that of others.

Security

When attending meetings in non-public areas of the Council offices you must report to Reception, sign in, and at all times wear the Visitor badge issued. Before leaving the building, please sign out and return the Visitor badge to Reception.

Public seating in meeting rooms is limited. For further details contact Democratic Services on 03450 450 500 or e-mail democratic.services@scambs.gov.uk

Emergency and Evacuation

In the event of a fire, a continuous alarm will sound. Leave the building using the nearest escape route; from the Council Chamber or Mezzanine viewing gallery this would be via the staircase just outside the door. Go to the assembly point at the far side of the staff car park opposite the staff entrance

- **Do not** use the lifts to leave the building. If you are unable to use stairs by yourself, the emergency staircase landings have fire refuge areas, which give protection for a minimum of 1.5 hours. Press the alarm button and wait for help from Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

First Aid

If you feel unwell or need first aid, please alert a member of staff.

Access for People with Disabilities

We are committed to improving, for all members of the community, access to our agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you. All meeting rooms are accessible to wheelchair users. There are disabled toilet facilities on each floor of the building. Infra-red hearing assistance systems are available in the Council Chamber and viewing gallery. To use these, you must sit in sight of the infra-red transmitter and wear a 'neck loop', which can be used with a hearing aid switched to the 'T' position. If your hearing aid does not have the 'T' position facility then earphones are also available and can be used independently. You can get both neck loops and earphones from Reception.

Toilets

Public toilets are available on each floor of the building next to the lifts.

Recording of Business and Use of Mobile Phones

We are open and transparent about how we make decisions. We allow recording, filming and photography at Council, Cabinet and other meetings, which members of the public can attend, so long as proceedings at the meeting are not disrupted. We also allow the use of social media during meetings to bring Council issues to the attention of a wider audience. To minimise disturbance to others attending the meeting, please switch your phone or other mobile device to silent / vibrate mode.

Banners, Placards and similar items

You are not allowed to bring into, or display at, any public meeting any banner, placard, poster or other similar item. Failure to do so, will result in the Chairman suspending the meeting until such items are removed.

Disturbance by Public

If a member of the public interrupts proceedings at a meeting, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared. The meeting will be suspended until order has been restored.

Smoking

Since 1 July 2008, South Cambridgeshire District Council has operated a Smoke Free Policy. No one is allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

Food and Drink

Vending machines and a water dispenser are available on the ground floor near the lifts at the front of the building. You are not allowed to bring food or drink into the meeting room.

This page is left blank intentionally.

Agenda Item 2

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of the Housing Portfolio Holder's Meeting held on
Wednesday, 27 January 2016 at 5.30 p.m.

Portfolio Holder: Mark Howell

Councillors in attendance:

Scrutiny and Overview Committee monitor:

Bunty Waters

Opposition spokesmen:

Anna Bradnam, Jose Hales, Philippa Hart, Hazel Smith

Also in attendance:

Val Barrett, Kevin Cuffley, Lynda Harford, David McCraith, Ben Shelton

Officers:

Anita Goddard

Housing Operational Services Manager

Stephen Hills

Director of Housing

Julie Fletcher

Head of Housing Strategy

Wendy Head, Chairman of the Tenant Participation Group was also in attendance

1. DECLARATIONS OF INTEREST

Councillor Mark Howell declared a non-pecuniary interest as an employee of the Papworth Trust.

2. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 18 November 2015 were agreed as a correct record.

3. SHELTERED HOUSING ALARM SYSTEM AND CHARGING REVIEW

The Housing and Operational Services Manager presented the report which sought to inform the Portfolio Holder on the need to upgrade the current emergency alarm systems and the changes to funding of the hardwired alarm systems in the Council's designated sheltered housing schemes.

The following points were clarified:

- There was an obligation for designated sheltered housing sites to provide leaseholders with an alarm system but that no reference of cost was made.
- Lifeline smoke alarm systems alerted the Contact Centre when activated.
- If an alarm system were not provided, the site would lose its designation as a sheltered housing site. This would put it at risk of the Right to Buy legislation.
- Leaseholders who took up the alarm system would be encouraged to put some of their attendance allowance towards the £3 weekly charge for the system.
- Council housing tenants were also offered Lifeline alarm systems but the charging for these was different. Members were informed that any housing could have a Lifeline system installed by the Council.

The Local Member for Milton informed members of another option of an alarm system that worked through a mobile telephone. The Portfolio Holder agreed that whatever decision was made, that leaseholders should be made aware of this as an option.

Some concern was raised on the Lifeline alarm system's total reliance on a fixed

telephone line and the implications if this were to fail. The Local Member for the Shelfords and Stapleford sought assurance that in the event of this happening, the preferred telephone service would be used to inform next of kin or another appropriate person of any issue with the telephone line. The Portfolio Holder provided assurance that this would be put in place, however it was also highlighted that there was a responsibility for the person with the alarm to test it once a month. On sheltered housing estates, the estate manager carried out this testing for residents.

The Housing Portfolio Holder **APPROVED**:

- 1) Option A – To change the alarm systems to the Lifeline system.
- 2) Option E – To advise residents that from 1 April 2016 all will be liable to pay £3 per week for the alarm service whether they are on benefits or not.
- 3) Option F – Give residents the option of not having an alarm and therefore not having to pay for a system unless they opt for a Lifeline system.
- 4) Option G – Where the resident has no telephone line for the Council to bear the cost of installing the line and either adding a weekly charge to the alarm charge or passing responsibility to the tenant if they wish to use the line for any other reason than an alarm system.
- 5) Option I – Charge sheltered residents £3 per week to encourage take up and ensure the scheme remains a designated sheltered housing scheme.

Regarding the cost of the system to residents, until the break even point was reached in providing the system, the Portfolio Holder delegated decision making to officers with regard to increases in cost.

4. **TENANT PARTICIPATION GROUP**

The Portfolio Holder was informed that the Tenant Participation Group would be commencing a piece of scrutiny work in April or May 2016. The subject of this was to be finalised.

5. **HOUSING PORTFOLIO HOLDER WORK PROGRAMME**

The Housing Portfolio Holder **NOTED** the work programme.

6. **TRANSFER/SALE OF LAND AT OSP 148, CHURCH LANE, GREAT EVERS DEN**

This was a confidential report discussed in closed session. Members present all expressed their support for the preferred option.

The Housing Portfolio Holder:

- a) **APPROVED** the transfer of land to Accent Nene at nil value
- b) **AGREED** a commuted sums grant of £100,000 to support the financial viability of the provision of ten affordable homes (Option A).

7. **DATE OF NEXT MEETING**

Wednesday 16 May 2016 at 5.30pm.

The Meeting ended at 6.15 p.m.

Agenda Item 3



South
Cambridgeshire
District Council

Report To: Portfolio Holder for Housing
Lead Officer: Director of Housing

16 March 2016

Wilford Furlong/Brickhills Willingham Regeneration Project

Purpose

1. To agree a new project plan and milestones in light of the recent changes to the Housing Revenue Account (HRA) Business Plan.
2. This is not a key decision.

Recommendations

3. It is recommended that the Portfolio Holder approves the revised phasing and longer term approach to the Wilford Furlong/Brickhills regeneration scheme as specified in Option C

Reasons for Recommendations

4. The original option to progress work on this estate was first published in the August 2013 Forward Plan. A set of recommendations to proceed were agreed by Portfolio Holder in March 2014. This report is being brought forward as a decision because there have been changes affecting the original recommendations which need ratification by Portfolio Holder.
5. As a result of reduced rental revenue for the HRA, a review of the master plan approach to the overall regeneration scheme proposed for Wilford Furlong/Brickhills estate was undertaken in the latter part of 2015. This review has resulted in the Option C recommended in this report.

Background

6. Wilford Furlong and the Brickhills estate were built circa 1970 with some additional homes being provided in the area in the late 1980s.
7. The estate currently comprises 129 properties (plus 1 non-residential communal facility) which include a mixture of property types and sizes. 93 of these properties remain in the ownership of South Cambridgeshire District Council, 62 of which are sheltered bungalows.
8. South Cambridgeshire District Council (SCDC) currently manage 72% of the estate and 50% of this is sheltered accommodation. The estate is expensive in terms of spend per property, per annum on responsive repairs.
9. Analysis of the site by architects Saunders Boston demonstrates that the site is inefficient in terms of layout, has a significant amount of unused hard and soft landscaping, and the estate would lend itself well to infill plot development giving us additional affordable homes in the locality with associated increase in rental revenue.

10. The following options were considered as priorities to move forwards in March 2014
- a) **Infill development possibilities** – there is quite a lot of open space and underused garage forecourts which could accommodate some additional new homes for the Council.
 - b) **Reconfiguring hard & soft landscaping** – there is the opportunity to include some of the underused open space areas into existing residents gardens, and possibly incorporate off road parking in some areas of the estate. The open space currently provides for no equipped area of play, is this something that residents want?
 - c) **Property improvements** – The properties are expensive to maintain in terms of responsive repairs. Capital investment from the Housing Revenue Account over an agreed period could reduce the burden on our day to day repairs budget.
 - d) **Increasing energy efficiency across our stock** – the properties vary in terms of SAP ratings from 52 to 96. The SAP average in the area is 71 and is considered low against our overall existing stock which measures at 73.

11. Housing Portfolio Holder previously approved the following initial steps for the Wilford Furlong/Brickhills Project:

- a) To undertake a more in depth survey of residents about where they live and how they feel about their home and current surroundings.
- b) Re-survey all our 82 tenanted homes for consistent SAP and EPC ratings and asset information Work with Saunders Boston Architects to plan Open Days / Planning for real days to explore options with residents.
- c) Approach the scheme as an infill regeneration and renewal scheme; giving better neighbourhoods to existing residents and added value of additional homes to let.
- d) Explore the option of an additional new build site in the locality.

12. All the above was completed by the housing strategy team in 2015.

13. All of the above assumed an ongoing investment surplus in the 30 year HRA Business Plan to fund out the new build and hard and soft landscaping options based on the 2012 self financing settlement.

14. A key component of the approach taken was to involve the community from the outset, take their ideas and embed them into the project. A number of meetings and an open day event to discuss the initial master plan and survey results were held. This led to a Residents Panel being set up. The Panel has been running since October 2015 and is proving to be a catalyst for community activity such as a communal garden project, aside from its work with the Council on the regeneration scheme.

Considerations

15. Our master plans for the regeneration of the Wilford Furlong/Brickhills estate following detailed consultation with residents includes:

- Promoting energy efficiency on each Council owned dwelling by installing technology such as solar PV, EWI (External Wall Insulation), new Quantum electric heating

systems.

- Hard Landscaping such as: Traffic calming measures, chicanes, speed humps, additional lighting, new footpaths, closing off unsupervised areas, introduction of curtilage parking where possible, new parking areas.
- Soft Landscaping such as: additional planting, raised beds.
- Infill development – using some of the unused space on the estate to build new affordable homes for local people. Potential in space terms for 38 new homes – in planning terms and reflecting upon the overall impact on the estate the expectation was for circa 25 new homes realistically.

16. In July 2015 the Government announced its requirement to reduce all social housing rents by 1% each year for 4 years. This takes away £12m from the HRA in the initial four years and £134m from the overall 30 year HRA Business Plan.

17. This represents the entire investment surplus that was previously earmarked for a programme of new build council housing and an ongoing project of estate regeneration beginning with Wilford Furlong/Brickhills Willingham as a pilot.

18. The changes above prompted a revised approach to the scheme as we no longer have a budget capacity to deliver on the original masterplan.

Options

19. **Option A**

The Council has the option to withdraw from the project completely and do nothing on the estate other than routine works.

The impact on the budget and resources is nil if this option is pursued.

This could have a negative impact on the local community and could damage the reputation of the Council given the longstanding and documented intention to improve the Wilford Furlong/Brickhills estate in Willingham coupled with the longstanding community involvement work to achieve this intended outcome.

20. **Option B**

The Council can postpone any works until we have certainty about the rent levels in year 5.

The impact on the budget and resources is nil if this option is pursued.

This could have a negative impact on the local community and could damage the reputation of the Council given the longstanding and documented intention to improve the Wilford Furlong/Brickhills estate in Willingham coupled with the longstanding community involvement work to achieve this intended outcome.

21. **Option C**

Use existing revenue budgets, and top slice them to achieve 'energy efficiency improvement works' (EEIW) to each of the Council owned properties on the estate.

And

Postpone any work on infill property construction or hard and soft landscaping works until we have explored all potential alternative funding options. Should there be a means by which we can proceed a case for decision on this will be put before Portfolio Holder at a future date

This requires:

Final property surveys by April 2016 to assess suitability for the following works funded in 2016 and beginning by Q2 2016/17:

- New electric Quantum Heating Systems
- New windows and doors
- New bathrooms and kitchens as appropriate

The following works funded in 2017:

- Installation of External Wall Insulation (EWI). Works staggered to allow for budget and to ensure all internal and external works completed before EWI installed.
- Continued roll out of Solar PV installations across the council owned properties on the estate.
 - i) The Council has submitted a bid to the EU for £1.5m EU funding plus £120k for ongoing monitoring, analysis and research to fund the roll out of solar PV onto the estate. We await the result of that Bid. If we are successful this element might commence in 2016.
 - ii) The Council is also pursuing other avenues of funding PV installation rollout. Note: The recent cut to the Feed in Tariff is making solar PV a much less attractive investment option for funders.

22. Option C requires careful communication with residents and the community to ensure the message is clear. Works to properties will begin in 2016 and continue into 2017 with the new build infill option remaining on the table subject to future funding streams. The Council hold weekly surgeries on site and regular newsletter updates. In addition 2 noticeboards have recently been erected; one near the bus stop and one on the communal room.

23. Option C is recommend as the most appropriate way of taking the scheme forwards at this time; in light of the government changes to rental revenue 2016-20 and the consequent impact on the HRA and the Council's ability to fund new build.

Implications

24. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered:

Financial

25. The current financial implications of Option C are already budgeted for within the HRA Business Plan as approved as part of the Medium Term Financial Strategy in February 2015.

Legal

26. None.

Staffing

27. Staffing is in place 0.4 FTE as resident liaison officer. Head of Development (New Build) has been lead on project to date. Property Services Manager and team will now lead on roll out of EEIW plan. The Council's Housing Development Agency services may be used in future to scope out models for infill development if funding becomes available.

Risk Management

28. The works to be undertaken are risk assessed in line with normal business practice.

Equality and Diversity

29. No equality and diversity implications to report as far as are known. The consultation to date has taken into account the views of all members of the local community and their particular needs.

Climate Change

30. An impact will be made on individual tenants draw on the grid once all elements of the EEIW programme are in place because they will use less fuel to heat their homes and may also (subject to EU funding bid) be generating their own power.

Consultation responses (including from the Youth Council)

31. Broad consultation with existing residents of the estate across all tenures, but focussing more recently on the council tenants and leaseholders. This consultation has crossed all age groups; however the broad age demographic of the estate is older rather than younger. No direct consultation with the Youth Council to date.

Effect on Strategic Aims

Aim 1: ENGAGEMENT

Work with tenants, parish councils and community groups to sustain successful, vibrant villages

Aim 2: PARTNERSHIPS

Build new council homes to provide affordable accommodation to meet the needs of local communities

Background Papers

None.

Report Author: Gill Anderton – Head of Housing Development (New Build)
Telephone: (01954) 713377

This page is left blank intentionally.

Agenda Item 4



South
Cambridgeshire
District Council

Report To: Housing Portfolio Holder
Lead Officer: Director of Housing

16 March 2016

The Housing Handyperson Service Pilot Proposal

Purpose

1. To seek approval to set up a Handyperson Service for tenants for a one year trial period.
2. This not a key decision.

Recommendations

3. It is recommended that the Housing Portfolio Holder approves the pilot proposal and agrees to a further report to be brought back in January 2017 for consideration following evaluation of the initial 9 months of the service.

Reasons for Recommendations

4. The Handyperson Service remains a demand from tenants voiced through the residents groups.
5. As a chargeable service run for a year the pilot project will be open to tenants and leaseholders.
6. Should the pilot project prove to be viable it could be extended to a further fixed term.
7. During the trial period as a free service demand was proven, however, to provide a sustainable service it requires to be both chargeable and run for a year throughout different seasons.

Background

8. The CLG published the "National Review of the Handyperson Programme" in 2012. The evaluation concluded that the service assisted older people to live independently in their homes in a greater level of comfort and security. Financially the report concluded, based on their modelling assumptions, that the benefits of the service to all agencies outweighed the costs of providing it by 13%.
9. As part of the qualitative tendering submission for the Response Repairs, Voids and Packaged Works there was an aspiration very much favoured by tenants to have a Handyperson Service for small non –repair works such as putting up shelves, putting together self-assembly furniture and small gardening jobs etc. The demand for such a service continued to be voiced from all tenants groups and formed part of the Council's service promises to tenants.

10. In May 2015 the Housing Service in conjunction with Mears our term contractor for the Response Repairs, Voids and Packaged Works contract, ran a trial Handyperson service for two months. The service was free and there was a good take- up. The work requested was as expected particularly as it was the summer months with gardening jobs being very much in demand. It also was clear that tenants wanted the ability to have larger jobs undertaken such as room decoration and larger gardening jobs.
11. As the trial service was free and supported by the HRA, Leaseholders were not able to access the service but did voice a desire to be able to have such a service available to them.
12. The trial project was undertaken by Mears through the Response Repairs, Voids and Packaged Works contract.

Considerations

13. In order for the service to be sustainable it needs to be a charging service with a minimum payment of £10 for a half hours work. Above half an hour will be charged at £20 and £20 per hour thereafter. This will allow larger jobs to be undertaken.
14. Residents will have to provide materials or be charged for them to be provided. Mears will carry a limited supply of hardware.
15. The work can be taken forward by Mears as part of the Response Repairs, Voids and Packaged Works Contract.
16. The work will be scheduled alongside reported repairs to ensure it is viable to run the service alongside the commercial day-to-day repairs service.
17. The service will be reviewed monthly to ensure continued demand and viability.

Options

18. A. To agree to the setting up of a one year pilot of the Handyperson Service as a chargeable service.

This will be monitored closely and a report brought back to the Housing Portfolio Holder after nine months so of operation to review the viability of the scheme at that stage.

19. B To decide not to go ahead with a pilot of the service and to no longer offer a handyperson service.

Implications

Financial

20. A budget of £18,720 has been built in to the HRA Business Plan support the project.

Legal

21. None

Staffing

22. None.

Risk Management
23. Reputational risk should the project not go ahead.

Equality and Diversity
24. This project has a positive impact on the lives of older and disabled people in particular but can be accessed by all tenants.

Climate Change
25. None

Consultation responses (including from the Youth Council)

26. The TPG have been consulted on in the development of the handyperson service and feedback from the trial project has been used.

Effect on Strategic Aims

Aim 1 - C
27. We will make sure South Cambridgeshire continues to offer an outstanding quality of life for our residents.

Report Author: Anita Goddard – Head of Housing and Property Services
Telephone: (01954) 713040

This page is left blank intentionally.

Agenda Item 5



South
Cambridgeshire
District Council

Report To: Housing Portfolio Holder
Lead Officer: Director of Housing

16 March 2015

Affordable Homes Draft Service Plan 2016/17

Purpose

1. To provide the Housing Portfolio Holder with an update on the progress of the 2015/16 Service Plan and approval of the 2016/17 Affordable Homes Service Plan.
2. This is not a key decision but has been brought before the Housing Portfolio Holder because it sets out the proposed key actions for the Affordable Homes Service for the forthcoming year.

Recommendations

3. It is recommended that the Housing Portfolio Holder approves the Affordable Homes Service Plan for 2016/17 and notes the progress to date on existing projects within the 2015/16 Service Plan.

Reasons for Recommendations

4. The draft Service Plan actions for 2016/17 set out in **Appendix 1** have been developed taking into account the key aims and objectives of the Council, central government direction and the forthcoming priorities for the Affordable Homes Service.

Background

5. Draft actions to be included in the service plan for 2016/17 were agreed at the Housing Portfolio Holder meeting on 18 November 2015. These have now been incorporated into the Affordable Homes service plan template for monitoring throughout the year.

Considerations

6. As part of this process, the current service plan for 2015/16 has been reviewed on its progress as outlined below:

P1 – Property Company

Council owned housing company to buy, sell and rent properties on the open market to provide a rate of return for the council. This is a pilot project reporting to cabinet in Nov 2015

Successful pilot project completed

- Branding agreed - Ermine Street Housing
- Generated an additional income stream in excess of £100,000 for the Council
- Provided the opportunity for learning in a new area of business.
- Business Plan approved by Cabinet in November 2015 for the expansion of the housing company. This includes the establishment of a Governance Board and investment of up to £100M over a five year business period, with the aim of owning and managing 500 properties by the end of that period.

P2 – New Build Pipeline

To source a pipeline of schemes to deliver a council house new build programme. To explore options for a Housing Development Vehicle with potential of working with City and City Deal partners. To contribute council new build homes to the City Deal target of 1000 additional new homes on rural exception sites by 2031
<p>Update report to Housing Portfolio Holder March 2016.</p> <ul style="list-style-type: none"> • Refresh of New Build Strategy approved by Portfolio Holder June 2015 • Onsite with schemes at Swavesey and Foxton (35 affordable council homes) • Purchase of 4 properties at Linton as part of a private development • Establishment of H DA in progress (carried forward to service plan 2016/17)
<p>P3 – Wilford Furlong/Brickhills, Willingham</p> <ul style="list-style-type: none"> • To work closely with residents to create a sustainable and viable scheme of regeneration of the estate. • Focus on property condition, hard and soft landscaping, roads and parking. • Added value in terms of extra homes as infill development
<p>Update report to Housing Portfolio Holder March 2016. Project carried forward into service plan 2016/17.</p> <ul style="list-style-type: none"> • Resident surveys complete and stock condition surveys undertaken • Established resident panel • Open day held October 2015 • Phase 2 (energy efficiency) carried forward to service plan 2016/17
<p>P4 – Housing Strategy 2016-2020</p> <p>To update the existing Housing Strategy for 2016 –2020</p> <p>Strategy postponed due to proposed changes within the Housing & Planning Bill and Welfare Reform Bill. Carried forward to service plan 2016/17.</p>
<p>P5 – Specialist Support Services (part of Commercialisation programme)</p> <ul style="list-style-type: none"> • Establish an arms length entity/business • An activity to bring in funding from a variety of other sources • Deliver a service which plugs the gap between housing, health and social care • Potential to make financial return for the council
<p>Report considered by EMT on 13 January 2016</p> <ul style="list-style-type: none"> • Agreed not to take the project any further as it could not be demonstrated that these services were viable to run as a commercial entity. • The management arrangements for the Visiting Support service which is fully funded by a County Council contract and the Lifeline alarm service which is self funding through external charges would be reviewed. • The Lifeline Plus pilot project was coming to end and an exit strategy would be put in place.
<p>P6 – New Home Link Contract</p> <p>Procurement of a new contract with an IT supplier to ensure the continuation of the current sub-regional choice based lettings scheme.</p>
<p>Project complete.</p> <ul style="list-style-type: none"> • Contract tendered – May 2015 • Contract awarded to new supplier – August 2015 • Implementation phase – looking to ‘go live’ Spring 2016
<p>P7 – Commuted Sum Project</p> <p>To implement a transparent and fair system for the allocation of commuted sums within a set timescale and establish a process for a preferred partner list with registered providers</p>
<p>Project complete – report considered by Housing Portfolio Holder October 2015</p> <ul style="list-style-type: none"> • Agreed that the default position for future funding should be to contribute to the Council’s own new build programme, other than those schemes previously earmarked. • Agreed that where monies cannot be spent within the set timescale, the funding shall be offered to housing associations where a need of additional resources is required to make an affordable housing scheme viable.
<p>P8 – Leaseholder Services Review</p> <p>Review of existing Leasehold Services</p>
<p>Project complete – outcome of Review reported to be reported to the Housing Portfolio Holder in 2016.</p>
<p>P9 Energy Generation Project (part of the Commercialisation programme)</p> <p>To generate an income stream for the Council through opportunities to work in partnership with other organisations for the installation of solar panels (PVS) as well as other initiatives in relation to energy efficiency.</p>
<p>Project withdrawn due to cut in Government funding. Looking at alternative options.</p>

Options

7. The Portfolio Holder is requested to approve the key actions identified for the 2016/17 Service Plan and to suggest changes or additions where required.

Implications

8. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

There are no significant implications arising since the draft actions for the service plan 2016/17 were agreed by the Housing Portfolio Holder on 18 November 2015.

Consultation responses (including from the Youth Council)

9. The Tenant Participation Group has been kept informed of the key challenges and priorities facing the housing service in the coming year.

Effect on Strategic Aims

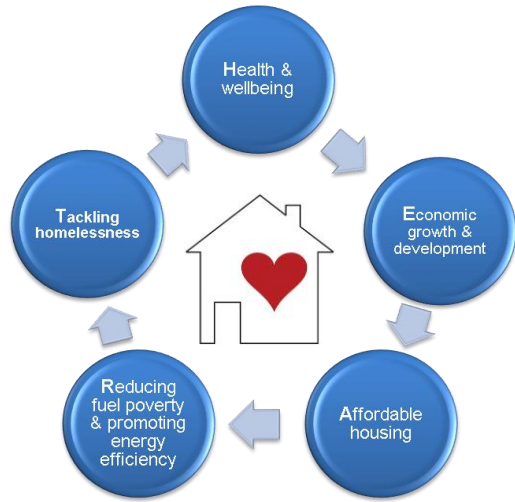
10. The Affordable Homes Service Plan is important for all four of the Council's main strategic aims.

Background Papers

None.

Report Author: Julie Fletcher – Head of Housing Strategy
Telephone: (01954) 713352

This page is left blank intentionally.



South
Cambridgeshire
District Council

Putting the HEART into Housing

Page 17

Affordable Homes Service Plan

2016/17

Contents

Vision and Aims	2
Mitigating Risk	3
The Housing Service	4
Service Improvement Project/Activity Overview	5
Project/Activity Programme	6
P1 – Housing Strategy 2016/17-2020/21	7
P2 – Wilford Furlong	7
P3 – Tenant Profiling Project.....	8
P4 – Tenure Model Review	8
P5 – Delivery Models	9
P6 – HRA Service Review.....	9
P7 – Self Build Project	10
P8 – Stock Holding Options	10
P9 – New build and Housing Development Agency (HDA)	11
P10 – Modular Housing Review	11
P11- Local Employer Survey	12
P12 – Homelessness Risk Mitigation	12
P13 – Procurement of Housing IT System	13
Inter-dependency Links	14
Project/Activity Plan – Milestones	15

Corporate Long Term Vision and Aims

South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.

The Council will be recognised as consistently innovative and a high performer with a track record of delivering value for money by focusing on the priorities, needs and aspirations of our residents, parishes and businesses.

- **Living Well** - Support our Communities to remain in good health
- **Homes for our future** - Secure the delivery of a wide range of housing to meet the needs of existing and future communities
- **Connected Communities** – Ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity
- **An Innovative and Dynamic Organisation** – adopting a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost

Relevant Corporate objectives for the Housing Service 2016-2021

A) Living Well

- i) Proactive intervention to improve mental health and emotional wellbeing for all
- ii) Support our residents to stay in good health as they grow older, with access to the services they need
- iii) Ensure our new and established communities provide thriving, healthy, safe and attractive places to live
- v) Work with other councils, the NHS and public sector partners, to make sure families with the most complex needs are supported to improve their own health, prospects and prosperity

B) Homes for our Future

- ii) Increase the range of housing and tenure options for residents, including the Right to Build and Starter Homes.
- v) Find solutions for people facing homelessness
- vi) Secure a viable future programme for our Council homes

C) Connected Communities

- i) Deliver the City Deal, investing in transport, housing, technology and skills to ensure the area continues to be recognised for its economic success and world leading innovation.
- iii) Continue to sell the South Cambs economic success story, leading strategic partnerships and influencing investment partners in Government and business, both nationally and internationally.

D) An Innovative and Dynamic Organisation

- i) Take forward commercial activities, such as Ermine Street Housing (our ethical lettings company)
- iii) Place greater emphasis on sharing services and information to improve resilience and customer service whilst reducing costs.

Housing Vision and Aims

To be the best housing service by providing good quality housing across all tenures that is accessible to all – that enhances residents' quality of life, their health and wellbeing, that supports economic growth and social opportunities, alongside improved energy security and reduced carbon footprints.

- **Affordable Housing Provision** – To deliver a range of homes that are affordable to all and where people want to live that will support economic growth and economic activity
- **Better Homes** – To improve the living conditions across all tenures, to help make homes more energy efficient and to reduce fuel poverty
- **Making Best Use of Existing Stock** – To promote safe and sustainable communities, ensuring people are living in the right homes at a time that is right for them
- **Securing Housing with Specialist Support** – To promote fully inclusive communities and to work with partners to provide support and assistance to enable independent living
- **Preventing and Tackling Homelessness** – To reduce homelessness through being proactive in preventative measures and ensuring there is sufficient suitable accommodation available to people who are, or who may become homeless
- **Improving housing options and extending choice** – To work in partnership to provide housing advice so that people understand their housing options, help them to sustain their current home or access alternative suitable accommodation
- **Monitoring and Performance** – To provide a housing service that is transparent and accountable, that is developed in consultation with our tenants, partner agencies and the wider public and demonstrates value for money

Mitigating Risk

Potential operational risks to the service are identified at an early stage through the HRA Business Plan Risk Register and Housing Risk Register, which are monitored quarterly by the Housing Services Management Team (HSMT) and Executive Management Team (EMT). High level risks identified will also be included in the Strategic Risk Register for monitoring by EMT and approval by the Corporate & Customer Services Portfolio Holder. Where service plan projects help to mitigate the risks identified in the Risk Registers, these are noted in the tables below (page 7-13).

Risks relevant to Service Plan			
Corporate Risk Register			
STR15	Welfare Reform		STR25 Increase in cost of managing homeless
STR20	Partnership Working with Cambridgeshire Council		STR26 Business Improvement & Efficiency, Working Smarter and Commercialisation Programmes
STR24	HRA Business Plan		HRA Business Plan Risk Register
Housing Risk Register		BP1	Rent Collection
HS11	Increase in numbers in Bed & Breakfast	BP3	Capital Programme Cost
HS14	Responsive Repairs	BP5	Capital Project Management
HS23	Welfare Benefits	BP6	RTB Sales
HS24	HRA Business Plan	BP7	Rent Collection
HS25	New Build Strategy	BP9	Rent Setting
HS27	MAPPA & MARAC	BP10	New Build (capital commitment)
		BP11	Build cost inflation (build & repair)

Housing Service

This service plan covers both strategic housing functions of the Council and also its landlord role. The service plan for Affordable Homes should be read in conjunction with the [Housing Strategy 2012 to 2016](#) and the [Housing Revenue Account \(HRA\) Business Plan](#)

Monitoring of the Service Plan is completed by our Housing Services Management Team and progress reported in our [Annual Report for Tenants and Leaseholders](#) published in Autumn, as well as up to date information contained in our twice yearly [Tenant and Leaseholder Newsletter](#).

The Housing Service has three primary functions:

- Landlord service - providing housing management and property maintenance services to over 5,750 homes. This also includes housing related support and the management of gypsy & traveller sites.
- Housing strategy and development – providing a strategic lead on housing issues within the District including assessing housing needs, bringing empty homes back into use, performance management and the Council's new build programme. This also includes an enabling role working in partnership with other local authorities and housing associations to deliver new affordable homes within the District and in partnership on strategic sites close to Cambridge City.
- Housing advice and options – providing a homelessness prevention service and to provide accommodation for those in housing need (including those who are already homeless), through a choice based lettings scheme and other housing options. The provision of this service delivers several statutory requirements for the local authority.

Key Stats (note: details can be located from the '[Housing Statistical Information Leaflet](#)')

Housing Stock as of November 2015

General Needs homes = 4239
 Supported homes = 1068
 Equity Share homes = 343
 Leasehold homes = 111 (sold flats)
Total homes managed = 5,761

There are also 24 First Time Buyer homes and 28 shared ownership properties

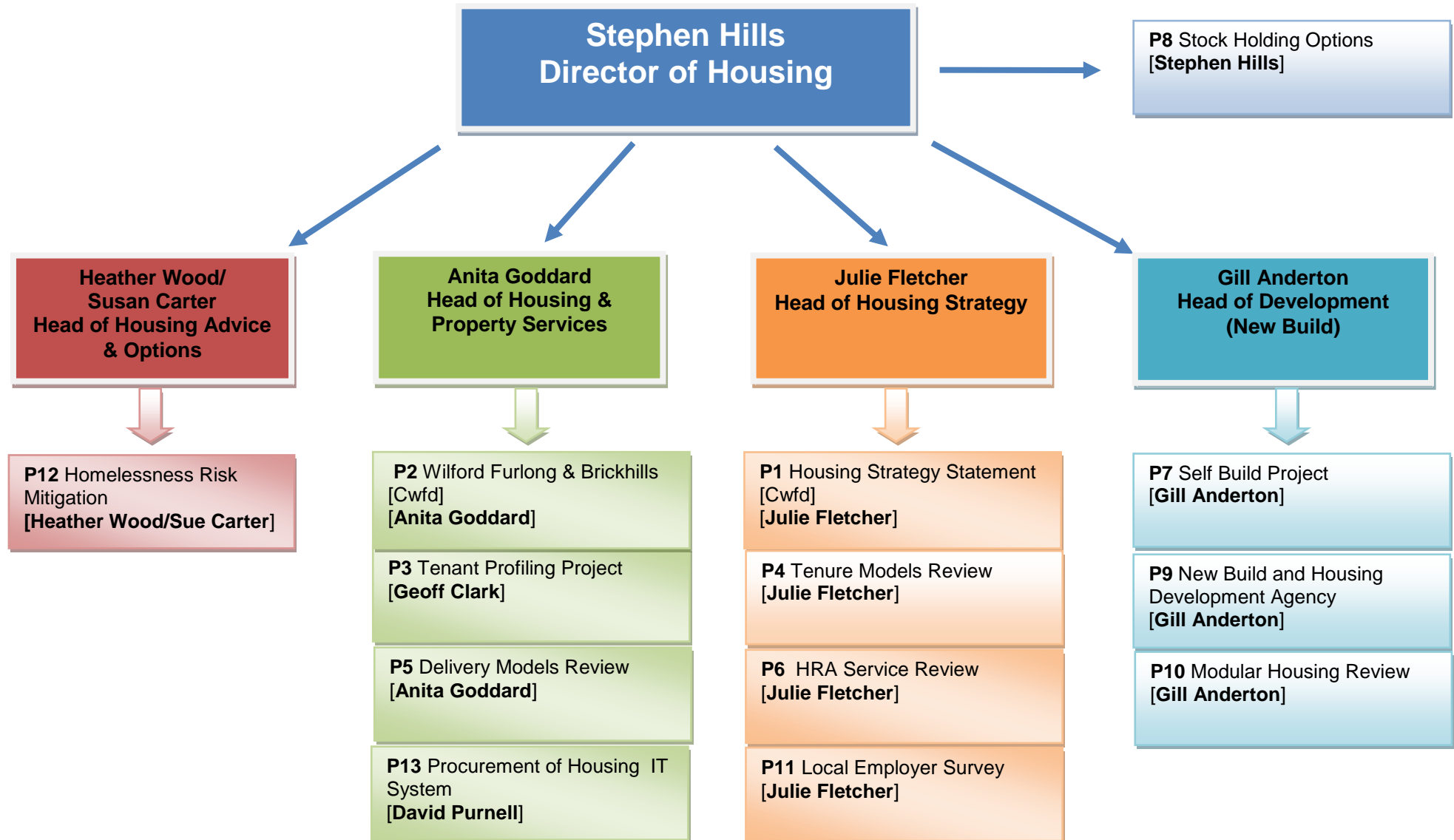
In 2014/15

Total council homes let = 262
 Total housing association homes let = 283
Total homes let through Home-Link = 545

Homelessness acceptances = 86
 Homes receiving capital works = 2239
 Affordable homes built = 351
 Homes fitted with solar panels = 2172

Service Improvement Project/Activity Overview

Page 22



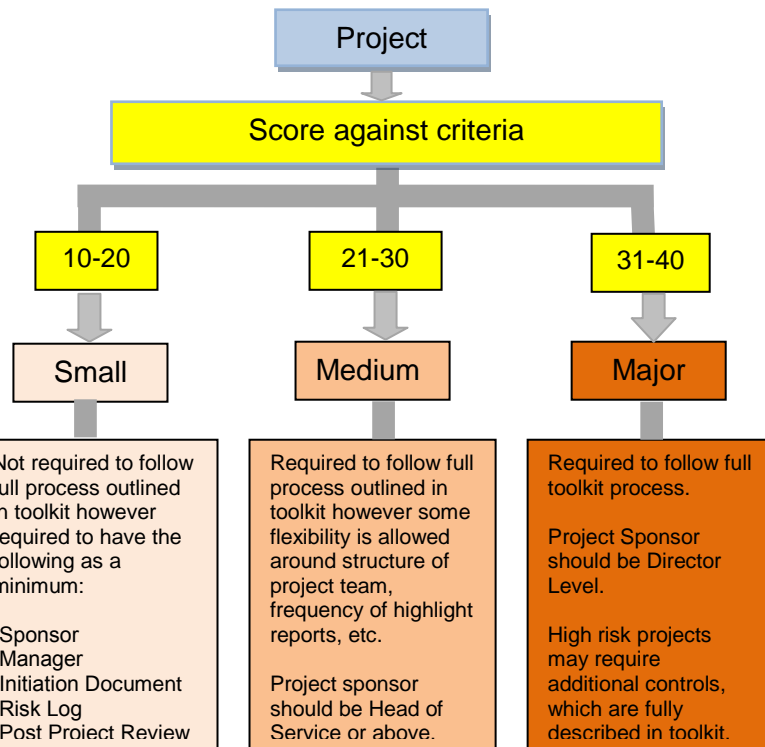
Project/Activity Programme

The following pages set out the programme for each project/activity identified. The prime objective for each and the expected outputs to be completed during the life of the service plan are detailed, alongside agreed timescales. Each project/activity is scored using the corporate project scoring matrix, aligned to the corporate aims and assessed against the social value relating to Value for Money. Projects/Activities are also assessed as to how they help mitigate identified risk from the Risk Registers and if any additional resources are required.

Scoring Projects and Resources

Project scores are based on the level of management that needs to be put in place. The projects are scored against criteria set out in the project management toolkit to give a total score which will indicate whether the project is small, medium or major.

The resource implications for each project within the service plan are identified in the tables below (see pages 7-13).



The service plan for Affordable Homes includes:
4xSmall; 7xMedium and 2xMajor

Value for Money (VFM)

We will achieve our aims in the most efficient manner at the best possible price and be able to demonstrate it.

This will include:

- Doing the right things to meet the aims of Affordable Homes (effectiveness)
- Using our assets in the best way to deliver these aims
- Having the right assets to deliver (asset management)
- Having the right processes in place to deliver (efficiency)
- Achieving the right outcomes – meeting standards (quality) aimed for

To ensure we are a high performing housing service and to help identify areas for improvement, we compare ourselves with other housing organisations using Housemark – see our Annual Core Benchmarking Reports. The Annual Report for 2014/15 highlighted how we provide value for money for our tenants, which was published on our website and inside the Tenant & Leaseholder Magazine. See also the Affordable Homes Value for Money Framework.

For the service plan, each project/activity is measured against the social value element relating to VFM, this is broken down into four components:

Social and economic benefits

- To individuals and communities

Service Quality

- Consumer benefits to paying customers

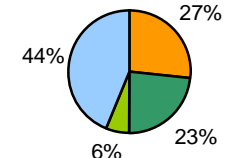
Environmental Benefits



- Quality of neighbourhood; bio-diversity; energy efficiency; etc.



Financial Benefits

- A return (surplus) for reinvestment
- Knock-on benefits to other local services and taxpayer



Overview of social value





P1 Housing Strategy 2016 – 2021 [Cfwd]					
Prime Objective:	To produce an interim statement for the Housing Strategy and work towards a new Housing Strategy for 2017				
Outputs:	<ul style="list-style-type: none"> Draft an interim Statement setting out the Council's achievements from the 2012-16 Strategy and the challenges facing the service in light of Government policy changes. Consult on draft Statement internally, through HSMT and EMT Approval by Cabinet Scoping of Housing Strategy 2017-2021 by March 2017 				
Timescales	Start Date: 01/04/2016	End Date: March 2017	Project Duration: 12 months	Project Score: 12 Small	Corporate Aim(s): A: i) ii) iii) v) B: ii) v) vi) C: i) iii) D: i) iii)
VFM – Social Value Social and Economic Benefits		50%	Strategic direction for affordable housing .		
Service Quality		0%			
Environmental Benefits		0%			
Financial Benefits		50%	Affordability for housing will be a key focus for the Interim Statement, as well as ensuring value for money in service provision and the overall viability of the HRA Business Plan.		
Mitigating Risk:	Interim Statement will identify the key risks and opportunities facing Affordable Homes following changes in Government Policy				
Additional Resources:	None				
P2 Wilford Furlong & Brickhills, Willingham [Cfwd]					
Prime Objective:	To implement second phase of the project to undertake works to improve the energy efficiency of properties at Wilford Furlong/Brickhills, Willingham as identified in the Housing Portfolio Holder Report of March 2016.				
Outputs:	<ul style="list-style-type: none"> Improved energy efficiency of homes Intensive liaison with residents throughout all stages 				
Timescales	Start Date: Jan 2014 (phase 1) April 2016 (phase 2)	End Date: April 2018	Project Duration: 24 months	Project Score: 24 Medium	Corporate Aim(s): A: iii) B: ii)
VFM – Social Value Social and Economic Benefits		10%	Potential lower fuel costs for tenants		
Service Quality		45%	Improved quality of housing for tenants		
Environmental Benefits		45%	Energy efficient homes		
Financial Benefits		0%	N/A		
Mitigating Risk:	Risk BP5 – Capital Project Management				
Additional Resources:	Part time tenant liaison officer x 16 hrs				

P3 Tenant Profiling Project					
Prime Objective:	To obtain robust and up to date information on the profile of our tenants to enable us to understand the impact of welfare changes and help mitigate any negative impacts. In particular we need to understand who might fit within the over £30k household income category.				
Outputs:	<ul style="list-style-type: none"> Review current tenant profile questionnaire to ensure it captures the information that may be required through change in Government policy Agree format of questionnaire through HSMT Undertake a tenant audit of all current tenants through postal/telephone and direct contact 				
Timescales	Start Date: April 2016	End Date: March 2017	Project Duration: 12 months	Project Score: 25 Medium	Corporate Aim(s): A: i) ii) v) B: ii) vi)
VFM – Social Value Social and Economic Benefits		20%	To gain a better understanding of the social and economic profile of tenants will help to target services more appropriately for the benefit of tenants.		
Service Quality		20%	Having a robust assessment of our tenant profile will enable us to target services more appropriately to meet the needs of tenants.		
Environmental Benefits		5%	Identify areas of concern in terms of fuel poverty		
Financial Benefits		55%	To enable us to understand the potential implications and plan the service in relation to Pay to Stay and other Government changes such as shorter term tenancies. This will help to mitigate the impacts in terms of rent arrears and tenant affordability issues.		
Mitigating Risk:	STR15 – Welfare Reform BP7 – Government Policy Changes STR24/HS24 – HRA Business Plan				
Additional Resources:	The new structure to be implemented in housing management will include a new Community Impact Team that will oversee this work.				
25 Tenure Models Review					
Prime Objective:	To ensure homes remain affordable for tenants and are not lost from the supply of affordable housing.				
Outputs:	<p>To explore the opportunities for different forms of tenure for Council tenants in light of policy changes such as pay to stay and sale of high value council properties.</p> <ul style="list-style-type: none"> Research the potential for an equity type product that could be made available to Council tenants, including legal and financial advice Provide a breakdown of housing products that are affordable to Council tenants that would form 'options' for consideration at tenancy reviews (which may be reduced to 5 year tenancies) Map this analysis against the information gained from the tenancy audit to understand impact Report findings to Housing Portfolio/Cabinet 				
Timescales	Start Date: August 2016	End Date: March 2017	Project Duration: 8 months	Project Score: 23 Medium	Corporate Aim(s): B: ii) vi) C: iii)
VFM – Social Value Social and Economic Benefits		40%	Economic benefits to tenants to ensure that the policy changes do not impact so greatly on tenants that their homes become unaffordable.		
Service Quality		20%	The potential to offer greater choice to tenants on the opportunities for home ownership		
Environmental Benefits		0%	None		
Financial Benefits		40%	May mitigate impact of sale of high value homes and potential rent arrears from tenants who are above the threshold under Pay to Stay		
Mitigating Risk:	STR15 – Welfare Reform STR24/HS25 – HRA Business Plan STR26 – Working Smarter HS23 – Welfare Benefits BP1 – Rent Collection BP6 – Right to Buy Sales BP7 – Government Policy Changes BP9 – Rent Setting				
Additional Resources:	May require some external legal advice.				

Page 25


P5 Delivery Model Review					
Prime Objective:	To explore new and efficient ways of delivering core front line services				
Outputs:	<ul style="list-style-type: none"> Consider new partnership models to deliver responsive repairs delivery and other housing management functions Participate in the national CIH Sheltered Housing Review and implement any recommendations identified through this Explore the potential for commercial opportunities , such as tenancy fraud and neighbourhood support Link to the HRA Service Review to help identify savings required of £1M over the next four years Outcomes to be reported to Housing Portfolio Holder 				
Timescales	Start Date: April 2016	End Date: March 2017	Project Duration: 12 months	Project Score: 25 Medium	Corporate Aim(s): B: vi) D: iii)
VFM – Social Value		0%	N/A		
Social & Economic Benefits					
Service Quality		25%	Providing a distribution of expertise across the housing sector and a more joined up approach		
Environmental Benefits		0%	N/A		
Financial Benefits		75%	Potential for cost savings		
Mitigating Risk:	STR24/HS24 – HRA Business Plan STR26 – Business Improvement & Efficiency, Working Smarter and Commercialisation Programmes BP3 – Capital Programme Cost BP11 – Build Cost Inflation				
Additional Resources:	May require some external consultancy advice				
P6 HRA Service Review					
Prime Objective:	Full value for money review of the HRA to ensure maximum efficiency and identify any potential areas for cost savings to help meet the £1M savings required over the next four years of the HRA Business Plan				
Outputs:	<ul style="list-style-type: none"> Work with HouseMark to undertake a full review of the HRA as part of their Business Intelligence Support <ul style="list-style-type: none"> To ensure we are meeting all regulatory and legal requirements To provide external validation To critically challenge our approach, systems and service delivery To identify areas for potential savings Report to Housing Portfolio setting out a framework of improvement recommendations 				
Timescales	Start Date: April 2016	End Date: Sept 2016	Project Duration: 6 months	Project Score: 18 Small	Corporate Aim(s): B: vi)
VFM – Social Value		0%	N/A		
Social and Economic Benefits					
Service Quality		30%	To ensure we are providing a good quality service in comparison to other housing providers		
Environmental Benefits		0%	N/A		
Financial Benefits		70%	To ensure we are providing a cost efficient service within a viable HRA Business Plan		
Mitigating Risk:	STR24/HS24 – HRA Business Plan				
Additional Resources:	Consultancy Costs: £10,000				

P7 Self Build Project					
Prime Objective:	To comply with the new statutory requirement to promote self build and provide a self sustaining sub regional service, as well as maximising HRA assets where there is the potential for self build plots				
Outputs:	<ul style="list-style-type: none"> Business Plan for Self Build to be approved by Cabinet for the expansion of the self build project sub regionally Compile a list of potential sites for self build development as a follow up to the land appraisal carried out in 2011 Self Build Project Officer to undertake site appraisals, work up planning applications and parcel land for sale as self build plots Any Larger sites identified to be considered for potential modular housing pilot/affordable housing development 				
Timescales	Start Date: April 2016	End Date: April 2017	Project Duration: 12 months	Project Score: 30 Medium	Corporate Aim(s): B: ii) vi)
VFM – Social Value		15%	Opportunity for those interested in self build to purchase 'ready to go' sites. Provision of additional housing supply		
Social & Economic Benefits		15%	Offering a tailor made service for those wishing to self build/custom build		
Service Quality		10%	Opportunities for innovative design in sustainability and eco homes		
Environmental Benefits		60%	To realise a capital receipt from the sale of HRA land that can be used to improve current housing stock or provide additional affordable housing. Potential to generate income through services offered sub regionally		
Financial Benefits					
Mitigating Risk:	STR24/HS24 – HRA Business Plan STR26 – Business Improvement & Efficiency, Working Smarter & Commercialisation Programme HS25/BP10 – New Build Strategy				
Additional Resources:	To be considered by Cabinet as part of the overall Business Plan for Self Build				
P8 Stock holding Options					
Prime Objective:	Complete a feasibility study on the options to help mitigate the impacts from the potential sale of high value Council properties				
Outputs:	<ul style="list-style-type: none"> Commission expert consultancy to investigate the options for selling high value council properties to a third party Explore options to providing alternative models of housing that is affordable to residents within the intermediate market Cabinet to consider recommendations following feasibility study 				
Timescales	Start Date: March 2016	End Date: May 2016	Project Duration: 3 months	Project Score: 29 Medium	Corporate Aim(s): A: iii) B: ii) v) vi) C: iii)
VFM – Social Value		70%	Increase in the supply of intermediate type housing that is affordable to residents on average incomes. Mitigating the loss of Council affordable housing as best as possible.		
Social & Economic Benefits		0%	N/A		
Service Quality		0%	N/A		
Environmental Benefits		30%	Potential for long term benefits to the Council as well as cost savings through negating the need for estate agency fees and guaranteed income		
Financial Benefits					
Risk:	STR15 – Welfare Reform STR24/HS24 – HRA Business Plan STR25 – Increase in cost of managing homeless STR26 – Business Improvement & Efficiency, Working Smarter & Commercialisation Programme HS11 – Increase in nos in Bed & Breakfast HS23 – Welfare Benefits BP7 – Government Policy Changes				
Additional Resources:	Commission Consultancy – up to £5,000				

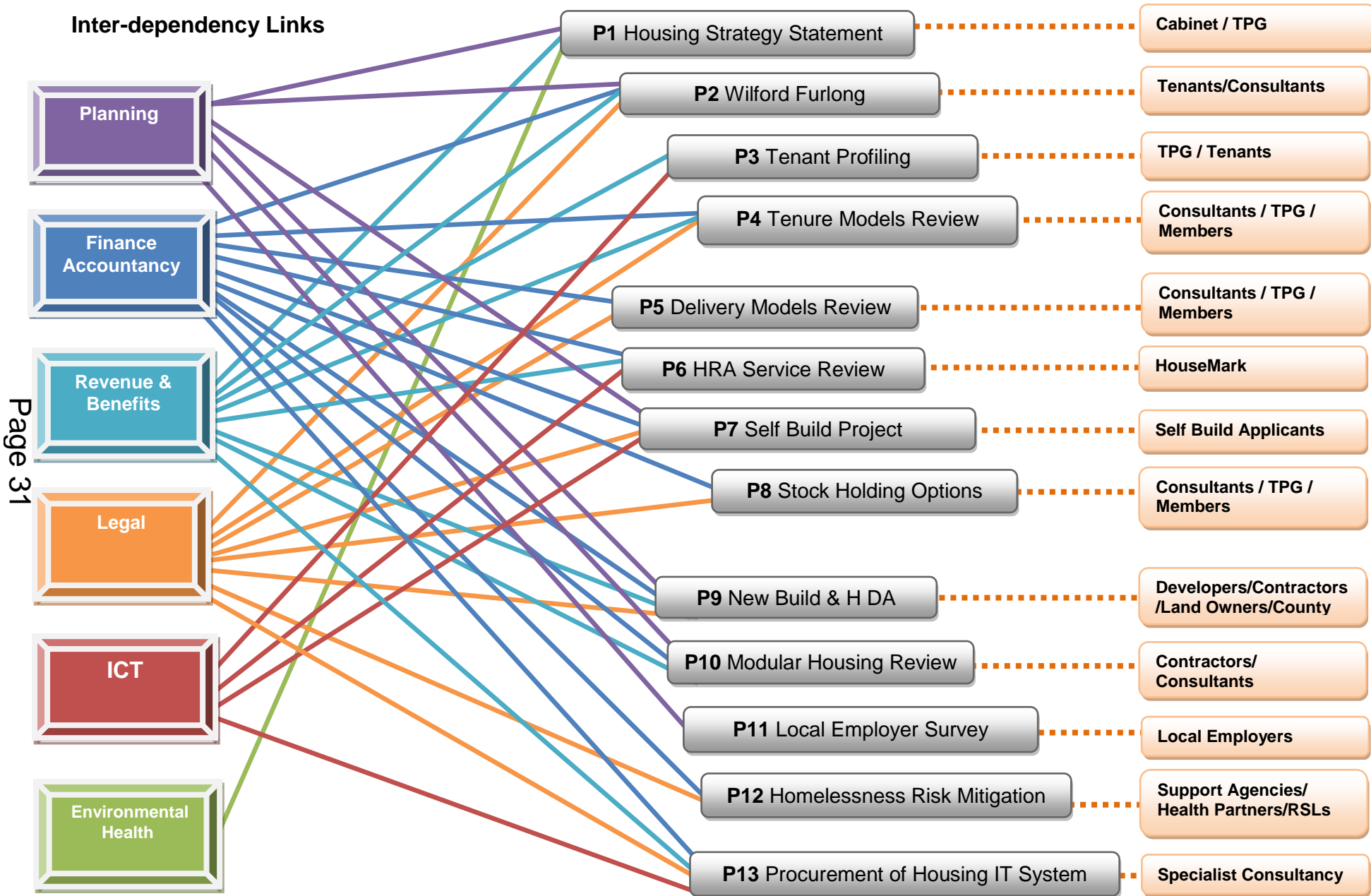
P9 New build and Housing Development Agency (H DA) [Cwfd]						
Prime Objective:	Work with Cambridge City to launch new Housing Development Agency to increase delivery of housing					
Outputs:	<ul style="list-style-type: none"> Establishment of the H DA, including governance arrangements and transfer of staff Work with County Council to bring forward County sites for development Project manage current SCDC sites identified, i.e. Swavesey, Foxton, Linton and Gamlingay Agree pipeline of schemes to be funded by the HRA/commuted sums for Council new build to be progressed through the H DA 					
Timescales	Start Date: Jan 2015	End Date: Dec 2016	Project Duration: 23 months	Project Score: 31 Major	Corporate Aim(s): A: iii) B: ii) v) C: i) iii) D: i) iii)	
VFM – Social Value		35%	Provision of additional affordable housing			
Social and Economic Benefits		20%	Improving systems to help bring forward sites more quickly			
Service Quality		10%	Energy efficient homes			
Environmental Benefits		35%	Potential for increased rental income from additional homes and leverage of additional funding through City Deal. Fee structured system should reduce overhead costs.			
Financial Benefits						
Mitigating Risk:	STR20 – Partnership Working with Cambridgeshire County Council STR26 – Business Improvement & Efficiency, Working Smarter and Commercialisation Programme HS25 – New Build Strategy					
Additional Resources:	None – to be met through the H DA.					
P10 Modular Housing Review						
Prime Objective:	Complete a feasibility study to explore the potential for system build and other modular homes to be able to maximise provision of homes, reduce construction costs and provide homes that are affordable					
Outputs:	<ul style="list-style-type: none"> Investigate the options for modular constructed housing – meeting with suppliers, etc. Identify a potential site for a pilot project Work with planning colleagues to overcome any initial barriers Through the H DA work up a scheme appraisal for the pilot Report to Portfolio Holder on the outcome of the feasibility study 					
Timescales	Start Date: April 2016	End Date: March 2017	Project Duration: 12 months	Project Score: 21 Medium	Corporate Aim(s): A: iii) B: ii) v) vi) C: i) iii)	
VFM – Social Value		25%	Increase in the supply of affordable housing. Lower running costs for upkeep of housing.			
Social & Economic Benefits		25%	A faster and innovative approach to the delivery of affordable housing			
Service Quality		25%	Innovation in the provision of highly sustainable and eco friendly homes			
Environmental Benefits		25%	Lower construction costs than standard housing building products			
Financial Benefits						
Mitigating Risk:	STR26 – Business Improvement & Efficiency, Working Smarter HS25/BP10 – New Build Strategy					
Additional Resources:	N/A – Project to be taken forward by the H DA and met within existing new build budget/commuted sums					

Page 20

P11 Local Employer Survey					
Prime Objective:	To understand the type/cost of housing needed to maintain the workforce of local employers in South Cambs and the City				
Outputs:	<ul style="list-style-type: none"> • Draft questionnaire to send to all local employers • Identify local employers to send out questionnaire to • Analyse results • Compare information with other studies, such as work undertaken by Cambridge Ahead • Report findings to Housing Portfolio Holder that will inform future intermediate/affordable models for housing 				
Timescales	Start Date: April 2016	End Date: Oct 2016	Project Duration: 7 months	Project Score: 17 Small	Corporate Aim(s): B: ii) C: i) iii) D: iii)
VFM – Social Value Social & Economic Benefits		60%	A better understanding of the needs of the District in terms of housing provision for the workforce required to sustain a vibrant local economy which will feed into housing delivery.		
Service Quality		25%	Providing targeted housing to meet the needs of the District's workforce		
Environmental Benefits		0%	N/A		
Financial Benefits		15%	Potential to unlock funding through local employers to help secure housing to meet the needs of their workforce		
Mitigating Risk:	STR15 – Welfare Reform HS23 – Welfare Benefits HS25 New Build Strategy				
Additional Resources:	None – survey work to be completed in house.				
P12 Homelessness Risk Mitigation					
Prime Objective:	To ensure the Council understands and monitors the risks presented to homelessness following policy changes in welfare reform, the spending review and the Housing & Planning Bill				
Outputs:	<ul style="list-style-type: none"> • Review the Private Sector Leasing Scheme • Review supply and demand of temporary accommodation provision • Monitor potential impacts on supported accommodation, such as the homeless hostel, following changes to social rents • Monitor the accessibility of affordable housing for those in highest need as new tenure products, such as Starter Homes, progress • Review the options available for prevention • Review the current eligibility criteria for HomeLink in light of a diminishing supply of affordable housing • Publish new Homelessness Strategy 				
Timescales	Start Date: April 2016	End Date: April 2017	Project Duration: 12 months	Project Score: 20 Small	Corporate Aim(s): A: i) iii) v) B: v)
VFM – Social Value Social & Economic Benefits		30%	To ensure the most vulnerable residents are supported to avoid homelessness wherever possible		
Service Quality		30%	Providing a service targeted at assisting those most vulnerable who are faced with homelessness		
Environmental Benefits		0%	N/A		
Financial Benefits		40%	To ensure the impacts of policy changes do not have an adverse affect on the general fund in the requirement to house those assessed as homeless in bed & breakfast accommodation		
Mitigating Risk:	STR15 – Welfare Reform STR25 – Increase in cost of managing homelessness HS23 – Welfare Benefits HS11 – Increase in numbers in Bed & Breakfast HS27 MAPPA & MARAC				
Additional Resources:	Potential for increase staff resource if homelessness increases significantly due to welfare reform and other policy changes.				

P13 Procurement of Housing IT System					
Prime Objective:	To undertake a procurement exercise for a fully integrated housing IT System				
Outputs:	<ul style="list-style-type: none"> • Appoint Project Manager from 3C ICT and establish project group • Review Hardware • Review requirements across the housing functions • Review options of software available on the market • Work up Tender Specification • Go out to Tender • Select preferred contractor 				
Timescales	Start Date: Feb 2016	End Date: 2018	Project Duration: 18 - 24 months	Project Score: 32 - Major	Corporate Aim(s): D: iii)
VFM – Social Value		0%	N/A		
Social and Economic Benefits					
Service Quality		50%	Improved access to information and integrated systems		
Environmental Benefits		0%	N/A		
Financial Benefits		50%	Potential for cost savings		
Mitigating Risk:	STR20 – Partnership working, STR24/HS24 – Business Plan, STR26 – Business Improvement, BP1/ BP7 – Rent collection,				
Additional Resources:	Some additional resources may be required in terms of specialist consultancy advice				

Inter-dependency Links



DRAFT

Document is Restricted

This page is left blank intentionally.