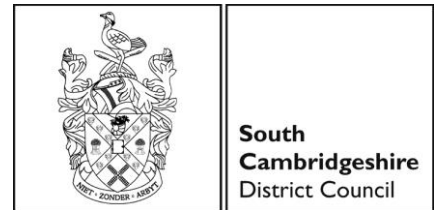


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7 March 2017

To: Councillor Lynda Harford, 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, 15 MARCH 2017** at **4.30 p.m.**

Yours faithfully  
**Alex Colyer**  
Interim Chief Executive

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

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<b>AGENDA</b>		<b>PAGES</b>
<b>1. Declarations of Interest</b>		
<b>2. Minutes of Previous Meeting</b>	The Portfolio Holder is asked to sign the minutes of the meeting held on 19 October 2016 as a correct record.	<b>1 - 4</b>
<b>3. Community Housing Fund</b>		<b>5 - 8</b>
<b>4. Interim Housing Strategy Statement 2017</b>		<b>9 - 26</b>
<b>5. Affordable Homes Service Plan 2016/17 and 2017/18</b>		<b>27 - 54</b>
<b>STANDING ITEMS</b>		
<b>6. Tenant Participation Group</b>		
<b>7. Date of next meeting</b>	Wednesday 21 June 2017 at 4.30pm	

## **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**

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#### **Disturbance by Public**

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#### **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.

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# Agenda Item 2

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of the Housing Portfolio Holder's Meeting held on  
Wednesday, 19 October 2016 at 4.30 p.m.

Portfolio Holder: Lynda Harford

### **Councillors in attendance:**

Scrutiny and Overview Committee monitors: Bunty Waters

Opposition spokesmen: Anna Bradnam  
Hazel Smith

Also in attendance: Robert Turner

### **Officers:**

Stephen Hills	Director of Housing
Heather Wood	Housing Advice and Options Manager
Julie Fletcher	Head of Housing Strategy
Peter Moston	Resident Involvement Team Leader
Victoria Wallace	Democratic Services Officer

## **1. DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **2. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 16 March 2016 were agreed as a correct record.

## **3. RESIDENT INVOLVEMENT STRATEGY 2016-2018**

The Resident Involvement Team Leader presented the report which sought approval of the Resident Involvement Strategy 2016-2018.

The Portfolio Holder and members were informed that:

- The tenant disability forum had been amalgamated with the Tenant Participation Group as the same people had been attending both meetings. The Chair of the Tenant Participation Group informed members that this had strengthened the group.
- The Tenant Participation Group was found to be a knowledgeable and effective group, consisting of 15 elected and trained members which met monthly. The group was self supporting, with members setting their own meeting agendas and organising and taking the minutes of the meetings.
- Over the last 12 to 18 months, cost savings had been achieved through the amalgamation of some groups. Working with the Tenant Participation Group, three sheltered housing forums for the East, North and West of the district had combined to form a central forum run by residents.
- An annual report to tenants would contain a breakdown of the resident involvement work and the cost savings associated with this.
- The tenant scrutiny panel support service had recently been re-tendered. As a result of this, scrutiny review costs had approximately halved.

The Housing Portfolio Holder commended the comprehensive Resident Involvement Strategy and congratulated officers for this work. The Portfolio Holder also acknowledged

the significant amount of work undertaken by the Tenant Participation Group, which resulted in cost savings associated with officer time.

The Housing Portfolio Holder **APPROVED** the Resident Involvement Strategy 2016-2018.

#### 4. **AFFORDABLE HOMES DRAFT SERVICE PLAN 2017/18**

The Head of Housing Strategy presented the revised Affordable Homes Service Plan for 2017/18.

The proposed service plan themes were discussed:

- Members were pleased to see that the council was addressing loneliness with the proposed 'Through the Door' project, and highlighted the relevance of this to both older and younger people.
- Regarding the Self Build project, the Head of Housing Strategy clarified that this also included custom build projects which were more likely to take place on larger scale developments. Members were informed that the Self Build Vanguard project had identified council owned plots to take through the planning application process, in order to be sold with planning permission. Members were also informed that the council had a self-build register.
- The Head of Housing Advice and Options informed members that the Chartered Institute of Housing was undertaking work on behalf of the council regarding mapping the level and type of need for purpose built shared accommodation. This information should be forthcoming by Christmas 2016, at which point provision to meet need would be mapped. Research from abroad regarding housing older and younger people together was being looked at as part of the wider remit for older people's accommodation.
- The Single Homelessness Service had been set up with Cambridge City and Huntingdonshire District Councils, in order to help single people access the rental sector. Take up of the service had been limited.
- Members were informed that the Head of Housing and Property Services was exploring the options to extend the scope of the cleaning service for communal rooms, to offer a wider service to more vulnerable residents in the district.
- The 'Through the Door' project was being piloted in Sawston following an the local GP surgery's approach to the council to highlight the high level of loneliness in the area. The County Council was collaborating on this project.
- The needs of Gypsies and Travellers were queried. The Housing Portfolio Holder clarified that this portfolio was responsible for the management of existing sites. The Head of Housing Strategy informed members of the Gypsy and Travellers' Needs Assessment (GTNA), which had been undertaken by an independent organisation. This had identified a future need in South Cambridgeshire of 20 pitches, with 29 pitches available, which meant there was no identified need for the provision of Gypsy and Traveller pitches. A need for 12 pitches for travelling show people was identified and work was taking place with the Planning Portfolio Holder to address this.

The Housing Portfolio Holder **ENDORSED** the Affordable Homes service plan actions identified in the report.

#### 5. **TENANT PARTICIPATION GROUP**

The Chair of the Tenant Participation Group (TPG) updated the Portfolio Holder on the work that the TPG had been doing since the last Portfolio Holder's meeting. The TPG was busy with a scrutiny project and had been getting on well with the new scrutiny service. TPG members had designed a questionnaire for the current scrutiny project, which they

would be asking tenants to complete at a number of coffee mornings organised by the TPG.

The Housing Portfolio Holder thanked the TPG Chairman for the update, which was noted.

**6. DATE OF NEXT MEETING**

The next meeting would take place on Wednesday 16 November 2016, at 4.30pm.

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**The Meeting ended at 5.25 p.m.**

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# Agenda Item 3



South  
Cambridgeshire  
District Council

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

15 March 2017

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## Community Housing Fund

### Purpose

1. To note the funding allocation from DCLG under the Community Housing Fund for 2016/17 and agree its proposed use.
2. This is not a key decision but has been brought before the Housing Portfolio Holder for information because it is a new initiative and to get formal approval of the grant spend.

### Recommendations

3. It is recommended that the Housing Portfolio Holder notes the funding allocated for community-led development and approves the proposed use of the funds outlined at Options A.

### Reasons for Recommendations

4. To enable the Council to support local communities to bring forward affordable housing schemes in their villages as an alternative option to rural exception site schemes. This was identified as a key priority within the service plan for 2017/18.

### Background

5. In late December 2016, the government announced a new annual fund of £60m to help almost 150 councils to tackle the problem of high levels of second homeownership in their communities. The aim of the Community Housing Fund is to put local groups in the driving seat and help them deliver affordable housing aimed at first-time buyers in response to the problem second homes can cause in reducing supply.
6. The first year of funding is to be used to build capacity within local groups, such as improving technical skills, setting up support hubs to offer advice, business planning and providing staff to review local housing needs. It is expected that local authorities will work closely with community-led housing groups and other stakeholders, such as the Community Land Trusts network and the Homes and Communities Agency to ensure the right tools are in place to ensure efficient delivery of new homes in subsequent years. Funding for the following year will then be used to deliver housing on the ground for local people.

### Considerations

7. In total the Council has been allocated £50,329. This is paid in two tranches, the first of which was received on 16<sup>th</sup> January 2017 for £25,165, with the second tranche being released upon successful application of the local authority's spending plan.

8. The Council does not have the expertise internally to provide the dedicated support to communities or the capacity within the timescales of the funding to upskill staff. Initial discussions have been held with CLT East who can offer guidance and support. CLT East is an umbrella organisation operated by East Cambs DC serving the East of England and is registered with the National CLT Network. It is offering various service packages to local authorities to help them to develop community-led schemes and comply with the grant funding. The packages offered are:

<b>Bronze Package (£5,000)</b>
<ul style="list-style-type: none"> <li>• Online portal – containing directory of services and key contacts, document library, learning materials and additional specialist knowledge and advice. One year’s access</li> <li>• Dedicated telephone and email support. One year’s access</li> </ul>
<b>Silver Package (£10,000)</b>
<ul style="list-style-type: none"> <li>• Online portal – containing directory of services and key contacts, document library, learning materials and additional specialist knowledge and advice. One year’s access</li> <li>• Dedicated telephone and email support. One year’s access</li> <li>• 2 x workshop/ introductory sessions delivered on-site to your whole team</li> <li>• Additional workshops charged at £2000 per session</li> </ul>
<b>Gold – Kickstart Package (£50,000)</b>
<ul style="list-style-type: none"> <li>• 3-6 month programme</li> <li>• Online portal – containing directory of services and key contacts, document library, learning materials and additional specialist knowledge and advice. One year’s access</li> <li>• Dedicated telephone and email support. One year’s access</li> <li>• 2 x workshop/ introductory sessions delivered on-site to your whole team</li> <li>• Continuing 1:1 specialist support to map your sector, de-risk your project and deliver your plans</li> <li>• Dedicated support for internal team from our base in Ely and your offices</li> <li>• Maximum 50 day’s support as part of a 3-6 month programme</li> </ul>

9. DCLG are also keen for local authorities to have joint plans across the local area. Cambridge City Council has also been allocated £52,342 grant funding and we are currently working with them to see if there is scope to deliver a joint community-led programme.
10. Whilst the Council has a good track record for developing affordable housing for local people through its exception sites policy, it is acknowledged that there is a growing interest from parishes to set up Community Land Trusts. There has to be community buy-in and involvement to bring schemes forward but it does give communities more control through collective ownership of land and property assets. CLTs would therefore offer an alternative model for providing affordable housing for communities that wanted to pursue this route, rather than the existing exception site scheme.
11. As part of the spending plan, the Council will be seeking expressions of interest from communities with the view to progress a pilot scheme in 2018/19 that can attract future funding from the Community Housing Fund. We will also link this work to the current work being undertaken through Neighbourhood Plans.

## Options

12. **Option A** – To agree to explore the potential for a joint community-led programme with the City Council, with CLT East providing the Gold Kickstart Package. This will provide dedicated support for the Councils to be able to resource community-led development that will enable a bespoke service that will help sustain future funding for our communities in the area. By working with the City Council, there may be scope to tailor the package offered by CLT East at a cost saving and also the opportunity to align policies and share good practice. Any surplus funding can then be used to help seed-fund set up costs for local communities. It will also ensure that both authorities are able to make best use of the resources so that it is not lost to other areas.
13. **Option B** – To purchase a lower package of support from CLT East. This would not offer the dedicated support that the Council needs in terms of servicing its communities. It is likely that without this support, affordable housing would not come forward through this route, and the Council may lose the opportunity for further funding targeted at communities in the District.
14. **Option C** – Not to work in partnership with the City Council with regards to developing community-led housing. This may not provide best value for money in terms of buying in services and would lose the opportunity to work jointly across the two Councils.
15. **Option D** – Use the grant funding to resource additional staffing. There is little scope to provide the management support and expertise in this area and unlikely to be able to recruit someone with the required expertise and skills within the timescales. Funding is likely only to be secured for one year and therefore it is unlikely that the Council would be able to continue to give dedicated support to communities after the first year in order for them to progress schemes. This option is not considered to provide best value for money.

## Implications

16. 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. The proposal is to use the grant funding allocated to buy in services. This should therefore have little impact on staff resources and no additional financial requirements.

## Consultation responses (including from the Youth Council)

17. None.

## Effect on Strategic Aims

### Aim 1 – Homes for our Future

18. li) Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes.  
lv) Help parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities

**Aim 2 – Connected Communities**

19. Support our villages to strengthen their communities and social networks, reducing isolation by improving access, delivering effective community-led services and targeted support for the rural economy.

**Background Papers**

None.

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

# Agenda Item 4



South  
Cambridgeshire  
District Council

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

15 March 2017

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## Interim Housing Strategy Statement 2017

### Purpose

1. To approve the Interim Housing Strategy Statement 2017 and agree the proposals for the new Housing Strategy 2018.
2. This is not a key decision but has been brought before the Housing Portfolio Holder for formal adoption.

### Recommendations

3. It is recommended that the Housing Portfolio Holder approves the Interim Housing Strategy Statement 2017 set out at Appendix A and agrees the proposals for a joint City/South Cambs Housing Strategy from 2018.

### Reasons for Recommendations

4. In the absence of a new Housing Strategy, the Interim Housing Strategy Statement provides a 'holding' statement for the Council that sets out the current context for housing within the District of South Cambridgeshire.

### Background

5. The current Housing Strategy ran from 2012-2016 and was due to be updated last year. Since its publication, the housing sector has been going through a period of unprecedented change, with many policy changes still to be implemented. It was therefore decided that an Interim Statement should be published as a holding position whilst the Council takes stock and evaluates the emerging policy changes.

### Considerations

6. The aim of the Interim Housing Strategy Statement is to:
  - Highlight the achievements of the past Strategy
  - Set out the current context for housing in the District
  - Outline an indicative timetable and actions for developing the new Housing Strategy.
7. Given the closer working relationships with Cambridge City and the key challenges and opportunities that face both Councils, it is proposed to develop a joint Housing Strategy for Cambridge City and South Cambridgeshire that will provide a clear strategic vision for housing in the area. This will take into account national policy changes as well as the changing environment in terms of the Combined Authority and the devolution offer for housing.

8. As well as taking the overarching strategic view from both local authorities and the Combined Authority, the joint Housing Strategy will continue to focus on the local context, acknowledging the key issues and actions unique to each local authority.

### **Options**

9. The Portfolio Holder is requested to approve the Interim Housing Strategy Statement, with the view to developing a new joint Housing Strategy with Cambridge City Council in the coming year.

### **Implications**

10. There are no significant implications.

### **Consultation responses (including from the Youth Council)**

11. As the Interim Housing Strategy Statement is a 'holding' statement that sets out the current position, it was not necessary to undertake a consultation exercise. In development of the new Housing Strategy full consultation will be undertaken with Members, parishes and other key stakeholders.

### **Effect on Strategic Aims**

12. The Interim Housing Strategy Statement 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



# Interim Housing Strategy Statement 2017

## Introduction

The interim Housing Strategy Statement sets out the current context for housing within the District of South Cambridgeshire. It highlights the new challenges and opportunities that have arisen since the publication of the last Housing Strategy and identifies the emerging key themes.

National housing policy has recently been subject to significant change, with changes to welfare reform, imposed rent reductions, the publication of the Housing & Planning Act 2016 and the awaited regulations, and the Housing White Paper: *'Fixing our broken housing market'* (Feb 2017). The Council has actively contributed to help shape and influence proposed new policies through consultations and working groups. We welcome the proposed changes to the qualification for Starter Homes, the withdrawal of the mandatory 'pay to stay' policy to increase rents for council tenants on higher incomes and the year's postponement on the sale of higher value council homes whilst further detail is considered.

As well as the changing policy environment for housing, the devolution deal agreed by all councils in Cambridgeshire and Peterborough, along with the Cambridgeshire and Peterborough Local Enterprise Partnership, will see the formation of a new Combined Authority in 2017. It is anticipated that a Combined Authority Housing Strategy will be published shortly following the election of the Mayor,

setting out the vision and key objectives for delivering the £100m funding programme for accelerating the delivery of affordable housing.

In addition to an overarching Combined Authority Housing Strategy through devolution, and taking into account the local drivers for shared services, the Council is working towards a joint Housing Strategy with Cambridge City (see page 10 for an indicative timetable). This Strategy will link to our long-standing commitment for delivery of a joint Local Plan once our emerging Local Plans have been adopted as well as exploring further opportunities for joint working across the Councils.

In considering all of the above, it has therefore been agreed that an Interim Statement should be published as a holding position whilst the Council takes stock and evaluates the emerging policy changes.

The last Housing Strategy for South Cambridgeshire ran from 2012-2016 and made good progress on the key actions identified. Highlights of which are provided below illustrating some of our main successes.



## Our Successes



In partnership with Cambridge City Council and Cambridgeshire County Council, the Housing Development Agency (H DA) was set up to support housing delivery. As of February 2017, the H DA had achieved completion of 100 homes across the City and South Cambridgeshire, including two exception site schemes in Swavesey and Foxton providing 35 affordable homes for local people.

962 affordable homes have been built over the last 5 years.

The Council purchased an additional 26 homes using right to buy receipts to provide temporary and general needs council accommodation.

**Maple Court** – Provision of new temporary accommodation for homeless households providing 30 purpose built apartment style units. Completed in 2015.



Ermine Street Housing, a Council owned housing company, was established in 2014, providing 150 private rented homes and bringing back into use a further 140 empty homes under a lease agreement. The company has generated an annual income of over £600,000 for the Council in its first complete year of operation.

During the period 2012-2016, the Council has provided a number of energy efficiency



improvements and upgrades to our properties that have had a positive impact on tenants, reducing carbon emissions and tackling fuel poverty through new systems and energy advice. This has included the installation of over 2,000 solar panel systems providing the benefit of free surplus electricity for tenants. The Council has also carried out external wall insulation to 320 solid wall properties to improve thermal efficiency and undertook structural repairs, new windows, doors and external wall insulation to 13 prefabricated Airey properties.

We have also undertaken a programme of upgrading and replacing old heating appliances, including the installation of 285 air source heat pumps replacing oil fired systems.





## Housing – The Challenge for South Cambridgeshire

Affordability remains one of the greatest challenges for South Cambridgeshire in terms of housing. With a buoyant economy and projected growth the ability to access housing is becoming increasingly difficult, from those on the lowest of incomes to average income working households. Local businesses have voiced their concern over the affordability gap for their employees to access housing in the District and there is a growing acknowledgement that as well as providing affordable housing for the most vulnerable in our District, we must also look to provide a range of homes that are affordable for middle income households who are otherwise pushed out of the market and likely to move out of the District.

House prices are out of reach for many, with average prices exceeding £390,000, an increase of 29% since March 2012. Over the last 12 months, South Cambridgeshire has seen the greatest increase in property prices across the Cambridge Sub Region, with property prices increasing by over £30,000 in one year. Lower quartile price to income ratio is 12.8 times income for South Cambridgeshire which represents a considerable affordability gap. An alternative to purchasing on the open market may be to privately rent. However, private rentals at the lower end of the market are few and far between, and for those relying on housing benefit to help pay their rent, the

difference between the Local Housing Allowance (LHA) rate and the rent payable represents on average a shortfall of around £280 per month. As an example, a search on Rightmove found just 38 two bedroom properties for rent across the whole of the District. Properties ranged from £700 - £1,300 per month, with only 12 properties available under £800 and none within the LHA rate of £564 per month.

Everyone needs a home, and if purchasing on the open market or privately renting is unaffordable, the only option available for many is to seek affordable housing. The demand for affordable housing is increasing, with around 1,700 people currently on the Council's housing register for affordable rented accommodation and 860 applicants on the Home Buy Register seeking intermediate housing. The changes to housing benefit as part of welfare reform are beginning to impact and will put further pressure on the demand for affordable housing.

Working in partnership with Cambridge City, the Council has commissioned Savills to undertake detailed affordability analysis in order for us to understand the range of housing that is required, in terms of locations, property types, and price points that will meet the needs of a fast growing population and local economy. It is anticipated that this research will be completed by Spring 2017, with the information supporting the development of the new joint Housing Strategy.

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## National Context – A Time for Change

It is widely reported that nationally we are facing a housing crisis, with demand outstripping supply. The Housing White paper (Feb 2017)

talks of a 'broken housing market' and the need to accelerate housing delivery.

Following the publication of the last Housing Strategy, the housing sector has seen a period of unprecedented change. Key legislative changes and proposals include:



- The Care Act 2014
- Welfare Reform Act 2012 and The Welfare Reform & Work Act 2016
- The Housing & Planning Act 2016
- Homelessness Reduction Bill 2016-17
- Written Ministerial Statement Nov 2014 (with legal effect from May 2016)
- The Housing White Paper Feb 2017 '*Fixing our broken housing market*'
- Planning and Affordable Housing for Build to Rent (Feb 2017 consultation paper)

These Acts and policy proposals will have a significant impact on a wide range of service areas, including the Council's Housing Revenue Account (HRA) and the operating practices for developers and social housing providers. A summary of the key legislative changes relevant to the housing sector are set out in the attached Appendix.

## Emerging Themes

The key objectives and priorities outlined in the government's recent White Paper: '*Fixing our broken housing market*', together with the proposed and new policy changes will be at the forefront of formulating the next joint Housing Strategy. The following emerging issues will also influence the direction and key priorities to be considered in its development.

### Homelessness

In line with national trends, homelessness within the District is on the increase. As a snapshot to give an indication of trends, there were 44 households in temporary accommodation at the end of March 2015, 55 households at the end of March 2016 and 65 households as at the end of June 2016. Given the increasing numbers, the continued success in avoiding bed & breakfast wherever possible is a real achievement.

Access to the private rented sector for those in housing need is becoming increasingly difficult. The shortfall between Local Housing Allowance (LHA) rates and local market rents and the financial burden of landlord deposit

requirements mean that this source of accommodation is often out of reach for those in housing need. This is exacerbated by the increasing reluctance of some landlords to accept tenants in receipt of welfare benefits.

The last year has seen the number of households accepted as being homeless and in priority need increase to 121 from 86 in 2014/15, an increase of 41% bringing into sharp focus the challenges of sourcing good quality, temporary accommodation and affordable and sustainable move-on accommodation. Mirroring the national picture, the main reason for homelessness in SCDC is the ending of an assured shorthold tenancy. A focus on developing and facilitating greater access to affordable, good quality private rented accommodation and the withdrawal of the Private Sector Leasing Scheme (PSL) provided by King Street Housing, has been the driver for the Council's decision to set up a new Council owned housing company. Approval was given in February 2017 to progress the establishment of Shire Homes Lettings Ltd to take forward the management of a new PSL scheme.

One of the highest risks identified for the Council is the potential increased costs in managing



homelessness. To ensure the Council is best placed to mitigate this risk and meet the future challenges in terms of increased homelessness, the Chartered Institute of Housing (CIH) were commissioned in late 2016 to undertake a review of the homelessness service. The findings of the review will support the development of a revised Homelessness Strategy due to be published by 2018.



2015 saw the completion of the new temporary accommodation provided at Waterbeach which has been well received, providing individual units of accommodation built to a high standard. In its recent review, the CIH said it was impressed by the quality of the building and the floating support for residents provided by the hostel staff. As with national trends, there is a continuing increase in those presenting as homeless having more complex needs, particularly those suffering with mental health issues. Whilst the new hostel provides a vital source of temporary accommodation, risk assessment thresholds for access to the hostel means those with complex needs are excluded. Difficulties in accessing appropriate accommodation and support for this group is an increasing issue across the sub region.

The government are currently consulting on the future funding model for supported housing from April 2019. The new model will mean that core

rent and service charges will be funded through Universal Credit (or Housing Benefit for pensioners and where Universal Credit has yet to be fully rolled out) up to the level of the applicable LHA rates. This will leave a gap in funding of the additional service costs associated with providing supported accommodation which the government are looking to meet through a new funding model. It is proposed that funding will be devolved to local authorities to provide a 'top-up' where necessary to providers. The Council has raised its concerns that any new system must provide the confidence to service providers to plan for the future with the certainty that long term funding will be available to support the additional running costs for supported housing. Without this certainty, many service providers have indicated that they could not continue to run the accommodation as supported or plan for new services to meet the increasing demand. Over the coming year, we will continue to work with the government and other authorities to help shape a new funding model that has both the capacity and certainty across the District to continue to fund the supported housing we need.

In our efforts to combat homelessness, the Council has recently been successful as part of a joint bid in accessing trail blazer funding which is targeted at those areas trying innovative approaches to prevent homelessness. The funding will support the development of a multi-agency approach that has prevention and early intervention at its heart. The primary focus will be on spotting any early warning signs and improving coordination between all the various agencies to enable them to intervene earlier and provide the appropriate support. Emphasis will also be placed on working closely with landlords to help them maintain tenancies, resolve any problems with tenants and avoid evictions wherever possible.



The draft findings of the independent assessment carried out by CIH concluded that

*“Strong and resilient leadership at a corporate and service level and an effective culture of preventing homelessness and influencing regional and national responses mean that SCDC is well placed to face the challenges of an*

*increasingly complex operating environment. The fact that at the time of our visit to SCDC in November 2016 there were no homeless households in bed and breakfast, bucking the national trend of significant and increasing bed and breakfast use, is testament to the effectiveness of an integrated and whole organisational approach to tackling and preventing homelessness.”*

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### **Housing Revenue Account (Council housing)**

The implementation of the annual 1% rent cut over the next four years from April 2016 has meant that the Council will generate less income from rents. This has resulted in the Council having to review its HRA Business Plan, scaling back considerably on planned investment into new council housing and the inclusion of an ongoing savings target of £250,000 per annum for Housing Revenue Account services. Savings required for 2017/18 and 2018/19 have been identified.

The sale of higher value council housing set out in the Housing & Planning Act 2016 will also impact on the rental income for the Council as well as the loss of affordable housing. The government have announced that they will not be seeking a financial contribution in 2017/18 and we are currently awaiting further details on the legislative changes.

We will continue to take an innovative approach to generating income, such as the sale of council land for self build, and explore new ways of working more efficiently in partnership with Cambridge City Council.

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### **Devolution**

The devolution deal for the Cambridgeshire and Peterborough Combined Authority includes the provision of £100m grant funding to support the accelerated delivery of 3,000 affordable homes through proactive partnerships with public and private sector partners.



The new Combined Authority, the Greater Cambridge Greater Peterborough Enterprise Partnership and the private sector will work together strategically on a single plan to deliver identified housing schemes. This will include bringing together funds secured through the devolution agreement with other investment and funds secured through Growth Deals. It is envisaged that the approach to housing delivery will move beyond the simple aggregation of a number of locally determined housing schemes and instead take a strategic and collective view on which developments will best serve the overall objectives of growing the economy. In addition to the development of a new shared



strategic approach, the proposal also supports a new way of working with local housing delivery partners.

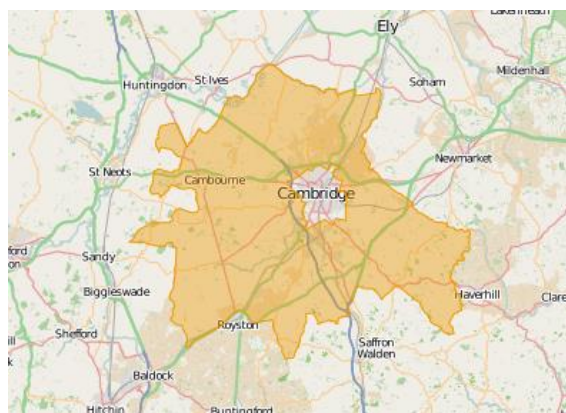
The five year period for the programme will commence on 1<sup>st</sup> April 2017 with the expectation that all 3,000 homes will start on site by 31<sup>st</sup> March 2022.

South Cambridgeshire District Council has taken the lead on the housing offer as part of devolution negotiations. The Leader of South Cambridgeshire District Council, Cllr Peter Topping, is the Housing Portfolio Holder for the Combined Authority Shadow Board and the

Council has been instrumental in developing the housing business case.

It is proposed that an Investment and Partnership Team within the Combined Authority will be set up over the coming months to work with developers, delivery partners as well as planners and housing enabling staff to determine the optimum funding proposal. The decisions on funding will be taken in accordance with the agreed governance arrangements for the Combined Authority and will be aligned to the new Combined Authority Housing Strategy.

## Local Plan and five year land supply



The examination of the Local Plan is still progressing. Delays in getting the plan approved have meant that the Council is unable to demonstrate a five year housing land supply. The Council has seen an increase in speculative planning applications, often large schemes outside village frameworks. Whilst these sites look to deliver 40% affordable housing, the ability for the Council to strategically plan across the District is reduced, and the provision of exception site schemes for affordable housing for local people has also been affected.

The publication of the Housing White Paper: '*Fixing our broken housing market*' proposes many changes through the National Planning Policy Framework to accelerate housing delivery and provide a range of housing that is affordable. Proposed changes to the definition of affordable housing to include Starter Homes and Affordable Private Rented Housing will provide the tools to enable a wider range of affordable housing products to be offered to residents. These changes will need to be balanced against the need for the more traditional social and affordable rented homes that meet the needs of the most vulnerable in our District.

A full review of the Affordable Housing Supplementary Planning Document will need to be considered following approval of the Local Plan to take into account policy changes to ensure our policies are fit for purpose in the changing context of affordable housing.



## Meeting the needs of Older People

Planning for an older population is a key challenge for Cambridgeshire. By 2036, it is projected that there will be 195,200 people over 65 living in Cambridgeshire, approximately twice the 100,300 that were living here in the 2011 census.

The growth in the over 85s is the most startling comparing 2001 to 2036. Over that period, the population of over 85s is expected to grow by 317%, from 10,303 in 2001 to 43,000 in 2036. This is particularly challenging for the health and social care system because people over 85 need a lot more support than younger people. The population growth is not evenly spread around the county. During the period 2001 – 2011, Huntingdonshire and South Cambridgeshire saw much more growth in the number of over 65s than the rest of the county.

The implementation of the Care Act 2014, identified housing as a key component relating to the duties placed on local authorities around wellbeing, prevention and integration of services. The Act provides the framework for partner agencies to work together to provide a more holistic approach in terms of both care and

the suitability of housing. The Council participates on many joint working groups across the County and has contributed to the development of the Cambridgeshire Older People's Accommodation Strategy. The Council prides itself in being innovative and dynamic and welcomed the news that the new town at Northstowe was named as one of ten 'healthy towns'. This project gives us the opportunity to explore new ideas to help people live independently in their own homes for longer and reduce the need for people to go into hospital or care. We are also looking at other initiatives, such as '*Through the Front Door*' with the aim to address loneliness and are working with the Chartered Institute of Housing on future models for sheltered housing.

The government has also set out its expectation within the white paper that local authorities will need to have clear policies for addressing the housing requirements of groups with particular needs such as older and disabled people. Whilst the Older People's Accommodation Strategy goes some way to address this, it is acknowledged that further work is required to ensure we have the right housing offer for older people, for both affordable housing and those in the private sector.

## Right to Build and Community-led Development

Self-build and custom housebuilding is a key element of the government's agenda to increase housing supply. The Housing & Planning Act 2016 places a duty on local authorities to keep a register of people who would like to self build, as well as ensuring there are enough serviced plots to meet the demand.



In 2015, the Council successfully applied to become a Right to Build Vanguard Authority. Since that time we have held seminars for those interested in self build and currently have over 600 applicants on the self build register. We have also identified around 100 council-owned plots, that subject to planning permission, can be sold on the for purposes of self build. This will generate a capital receipt to help fund new council house building.

The Council is therefore in an advanced position to comply with the new duties and are proposing



to offer a regional service to other local authorities, acting as the self build 'hub' for registers and events locally and regionally.

As well as the work to promote custom and self-build, funding has recently been received to

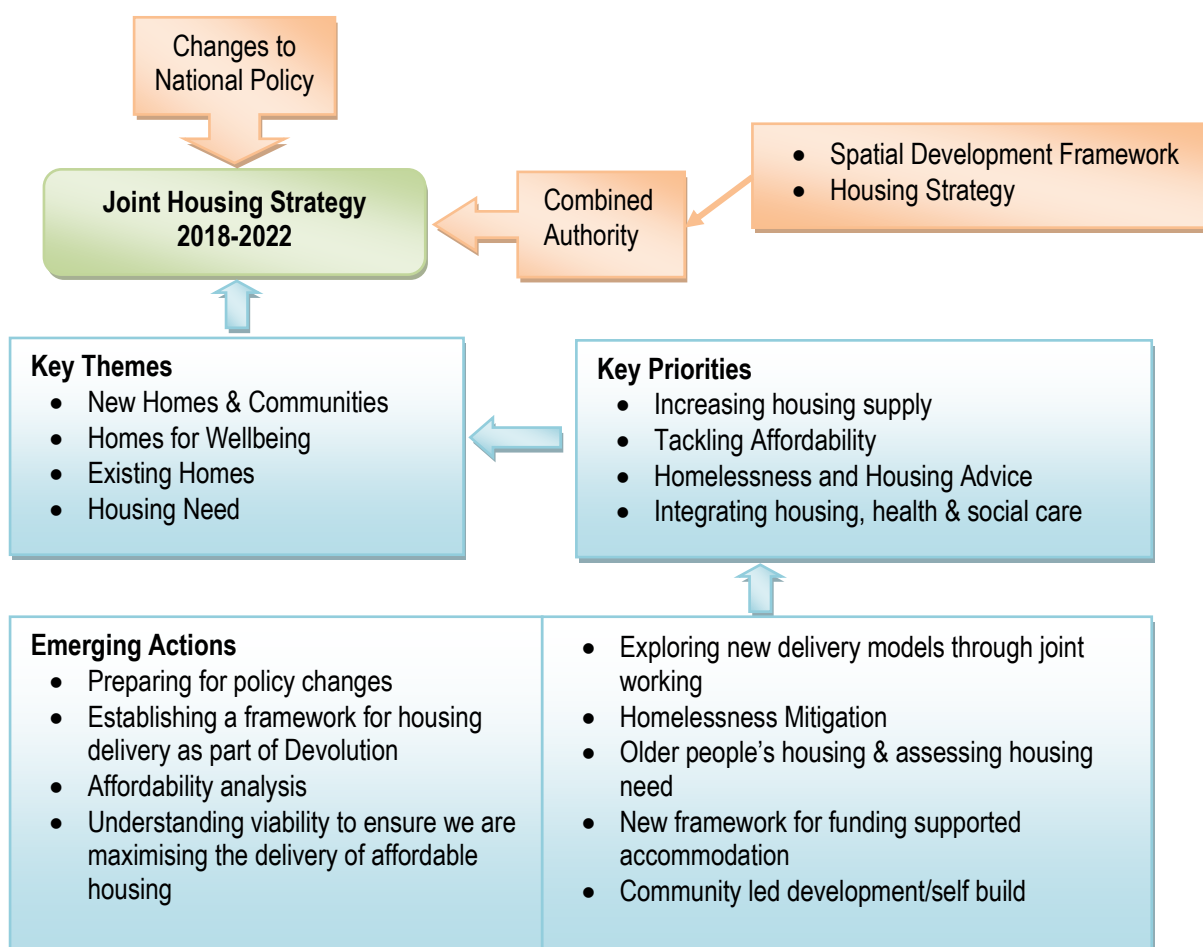
support the provision of community-led development. Over the coming year we will work with CLT East to help communities to form local groups, such as Community Land Trusts, to deliver affordable housing for local people.

## The new Housing Strategy

Given the closer working relationships with Cambridge City and the key challenges and opportunities that face both Councils, it has been agreed to look at developing a joint Housing Strategy for Cambridge City and South Cambridgeshire that will give clarity on the provision of housing in the area. This will take into account national policy changes as well as the changing environment in terms of the

Combined Authority and the devolution offer for housing.

As well as taking the overarching strategic view of both local authorities and the Combined Authority, the joint Housing Strategy will continue to focus on the local context, acknowledging the key issues and actions unique to each local authority.





## Indicative Timetable for the new Joint Housing Strategy

The indicative timetable set out below identifies the key actions to be taken in formulating the new Joint Strategy. Much will depend on the progress made with the Combined Authority and the need to take account of the wider strategic vision following the publication of the Combined Authority's Housing Strategy.

It is anticipated that the majority of the proposed policy changes will proceed through Parliament to effect legislative changes. These will need to be monitored throughout the development of the new Joint Strategy to ensure it is fit for purpose in future years.

	2017									2018								
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Councils to publish individual Interim Housing Statements	■																	
Establishment of Joint Officer Working Group [to meet quarterly]	■				■				■				■					
Identify key themes and priorities	■																	
Feed into high level Combined Authority Housing Strategy	■																	
Track policy changes and analysis of impacts	■																	
Provide Member Briefings of key policy changes	[As and when required]																	
Hold consultative workshops with Members and staff of emerging key themes			■															
Draft Joint Housing Strategy								■										
Consult on draft Strategy												■						
Amend draft Strategy following comments													■					
Seek Member approval															■			
Publish new Joint City and South Cambridgeshire Housing Strategy 2018-2022																		■



## Appendix B

### Interim Housing Strategy Statement 2017 – Policy Context

The Care Act 2014	
	<p>A fundamental component of the Care Act is the 'suitability of accommodation' in meeting the 'at home' care and support needs of older and vulnerable people. The Act acknowledges how housing can support a more integrated approach and sets out local implementation requirements, including:</p> <ul style="list-style-type: none"><li>• A general duty to promote wellbeing makes reference to suitable accommodation</li><li>• Housing not just the 'bricks and mortar', also includes housing related support or services</li><li>• Housing must be considered as part of an assessment process that may prevent, reduce or delay an adult social care need</li><li>• Information and advice should reflect housing options, as part of a universal service offer</li><li>• Care and support delivered in an integrated way with cooperation with partner bodies, including housing</li></ul>
	<p><b>Impact:</b> For the District Council, the Care Act provides the framework for partner agencies to work together to provide a more holistic approach in terms of both care and the suitability of housing. Since the Act's implementation, housing and health are working more closely together, which has resulted in the publication of the Older People's Accommodation Strategy, collaborative working on the Health &amp; Wellbeing Strategy and the review of disabled facilities grants, as well as initial discussions around a Memorandum of Understanding for Housing and Health.</p>
Welfare Reform Act 2012 and The Welfare Reform & Work Act 2016	
	<p><b>1% Rent Reduction</b></p> <p>This policy requires Registered Providers, including local authorities, to reduce social housing rents by 1% each year for four years from 1st April 2016. The Housing White Paper indicates that government will set out a new Rent Policy from 2020.</p>
	<p><b>Impact:</b> Following the introduction of self-financing for the Council's Housing Revenue Account in April 2012, the authority was in a financial position to be able to invest a significant sum in the delivery of new build affordable housing, with an approved budget of £4.5M per annum.</p> <p>The implementation of the 1% rent reduction means that the authority now has little or no resource available for investment in new build housing in the way that was previously anticipated. In order to continue to invest in new build housing, the authority is exploring a variety of alternative delivery models, as well as looking to lever in funding from assets sales, land sales and section 106 commuted sums, in addition to utilising retained right to buy receipts.</p> <p>The 1% rent reduction has had similar financial constraints for Registered Providers which has meant they have had to re-evaluate their offers to developers. We are beginning to</p>

<p>see that overall this is affecting viability, with developers and Registered Providers requesting a review of the affordable housing contribution in terms of the percentage of shared ownership to help subsidise the rented homes.</p>
<p><b>Benefit Cap</b></p> <p>The benefit cap is a limit on the total amount of certain benefits that a working age household can claim. The Welfare Reform &amp; Work Act 2016 implemented further reductions to the cap of £20,000 for couples (with or without children) and £13,400 for single people.</p> <p>A four year freeze on working age benefits has also been implemented as part of the 2016 Act.</p> <p><b>Universal Credit</b></p> <p>Universal Credit is a single monthly payment for people in or out of work. It replaces some of the benefits and tax credits such as housing benefit, jobseeker's allowance income-related employment and support allowance. For South Cambridgeshire it is currently only applicable to new, single claimants but in due course will be rolled out to all applicants. In terms of housing, Universal Credit will place a greater responsibility on tenants to manage their income and ensure their rent is paid on time, unlike housing benefit which can be paid directly to the landlord.</p> <p><b>Housing Benefit capped at Local Housing Allowance rate for social tenants</b></p> <p>This policy will restrict housing benefit for social housing tenants to a maximum rate equivalent to the Local Housing Allowance rate from April 2018. It will also limit the amount of housing benefit which can be paid to social housing tenants aged under 35 to a single room rate of benefit and may affect older people who are currently under-occupying.</p> <p>Proposals to align supported accommodation to the local housing allowance rate are also being considered from April 2019 with 'top up' funding being devolved to local authorities to fund the gap to reflect the higher than average cost of offering supported housing. Details for this are currently being consulted on.</p>
<p><b>Impact:</b> All the above benefit changes could lead to an increase in poverty levels as incomes are restricted. It is anticipated that this may lead to potential rent arrears as households struggle to meet all of their outgoings and ultimately to an increase in homelessness.</p> <p>The impact of the welfare reforms have been monitored, including close working with the Benefits team in relation to families affected by the Benefit Cap. The unaffordability of the private rented sector in the area is apparent as the highest cause of homelessness and highlights further the need to be able to access affordable accommodation in this sector through schemes such as the Private Sector Leasing scheme.</p> <p>An increase in homelessness has been identified as the highest risk to the Council. A new Homelessness Strategy will be reviewed for publication by April 2018 to help mitigate the impacts of welfare reforms. The Council has also been working closely with the Chartered Institute of Housing (CIH) to ensure its services are robust and resilient to anticipated</p>

increases in potential homelessness.

### The Homelessness Reduction Bill 2016-17

This Bill is currently on its second reading in the House of Lords as it passes through Parliament. The Bill aims to amend the Housing Act 1996 to make provision about measures for reducing homelessness. It proposes to require all local authorities to intervene at an earlier stage with households who are at risk of homelessness, provide more detailed advice on housing options and make it easier for applicants to appeal a decision against them.

Key proposals within the Bill include:

- Extending the period an applicant is “threatened with homelessness” (from 28 days to 56 days).
- Amending the definition of homelessness to apply to households served with a notice seeking possession where the landlord intends to apply for possession and the council does not ask the applicant to remain in the accommodation.
- Strengthened advice and information duty.
- New duty to assess and agree a personalised plan.
- New ‘prevention’ duty in cases of threatened homelessness.
- New ‘relief’ duty to help to secure accommodation regardless of priority need.
- Allows councils to give notice to applicants whom they consider to have deliberately and unreasonably refused to cooperate with the above duties or to take any step set out in the personalised plan

**Impact:** The Council has been a participant of a Select Committee to help shape and influence the Bill as it passes through Parliament.

In preparation of the Bill and to ensure the Council is best positioned to help mitigate the impacts of welfare reform, the Chartered Institute of Housing have undertaken a review of homelessness in the District, the findings of which will support the review of the Homelessness Strategy. In summary it identified that the Council is well placed to respond to the provisions of the Homelessness Reduction Bill, but will need to continue to gauge the implications of the implementation of the Bill and assess and plan for the impact on current service provision.

### The Housing & Planning Act 2016

#### **Starter Homes**

The Act sets out a new form of affordable housing to help promote home-ownership. Starter Homes are new-build homes which are available for sale to first time buyers aged between 23-40 at up to 80% of the open market value, capped at £250,000. The Housing White Paper has further clarified that Starter Homes should be available to households with incomes of less than £80,000 (in line with shared ownership qualification) and that there will be a 15 year repayment period relating to the discount. It further states that there will be a general duty on Councils to promote the supply of Starter Homes but has withdrawn proposals for a mandatory requirement of Starter Homes. Further government legislation is awaited on the detail.

<p><b>Impact:</b> The Council welcomes the changes to Starter Homes proposed in the Housing White Paper to target the model at those unable to afford a home in the private market, with a repayment clause. The removal of the mandatory requirement gives the Council the flexibility to include Starter Homes within a range of products to meet locally identified housing need.</p> <p>As part of the announcement for Starter Homes, the government identified the new town at Northstowe as one of five pilot schemes to directly commission Starter Homes. In December 2016 the Council agreed that 40% of Phase 2 would be Starter Homes (1400 homes) with an additional 10% (350 homes) as affordable rent. Flexibility has been written into the planning agreement to review the delivery of Starter Homes, working in partnership with the Homes &amp; Communities Agency.</p>
<p><b>Self Build and Custom Housebuilding</b></p> <p>All local authorities must maintain a register of people seeking land for self-build and custom housebuilding. The Housing &amp; Planning Act 2016 also requires local authorities to grant sufficient development permissions on serviced plots of land to meet the demand evidenced by the register. The White Paper further supports the delivery of homes through self build and custom build, as well as supporting small to medium developers.</p>
<p><b>Impact:</b> South Cambridgeshire District Council is a vanguard for promoting self-build and custom housebuilding. It has an established register, with over 600 people interested in either self-build or custom build and is in the process of promoting its services to other local authorities to manage their registers. Work is also progressing well in preparing parcels of HRA land that could provide self-build opportunities, releasing capital receipts for reinvestment by the HRA to deliver new Council homes elsewhere in the District. The Authority has held successful conferences for self-builders and provides a support network to help applicants through the process from land identification to construction.</p> <p>As part of the vanguard, the Council are also exploring the potential for modular construction and are looking to pilot a scheme in the District over the coming year.</p>
<p><b>Extension of the Right to Buy for Registered Providers</b></p> <p>Following a deal struck between the government and the National Housing Federation, whereby Registered Providers will extend the right to buy to their tenants on a voluntary basis, the Act enables the government to make payments to associations to compensate them for the cost of the discounts on offer.</p>
<p><b>Impact:</b> The roll out of the voluntary Right to Buy scheme for Registered Providers has been put on hold whilst a further pilot is undertaken. It is anticipated that the pilot will run during 2017/18 and will test two critical elements of the scheme relating to 'one for one' replacement and portable discounts to enable tenants to purchase an alternative property to the one that they live in.</p> <p>Further details are awaited from government on the region in which the pilot will take place and the eligibility criteria for tenants.</p>

	<p><b>Sale of High Value Council Homes</b></p> <p>The Act sets out the intention that local authorities who have retained ownership of their stock must sell higher value homes as they become vacant. The intention is to use the receipts from these sales to fund the extension of the right to buy to housing association tenants</p>
	<p><b>Impact:</b> The details for the implementation of this policy are awaited, such as the definition of higher value homes. It is anticipated that the Council will be required to pay a levy to government based on a formulaic approach of previous vacancies. The government have announced that they will not be seeking a financial contribution in 2017/18 and although the regulations are not yet available, it is still anticipated that the authority will have some discretion over which assets it disposes of, in order to meet the levy.</p> <p>For financial planning purposes, an initial assumption that approximately 1.8% of the housing stock will need to be sold each year has been made, which is representative of just under 100 properties per annum at the outset. This assumption may need to be significantly amended as further information is made available, as it is based upon early estimates of what might constitute high value, in the absence of any detail at this stage. It is currently proposed that the Council will start to retain void properties from October 2017 in preparation of the charge.</p> <p>Work has already been commissioned through independent consultants to explore alternative options to help mitigate the impacts from the potential sale of higher value council properties. This work will be continued once the detailed regulations are known.</p>
	<p><b>Fixed Term Tenancies</b></p> <p>Within the Act there is a requirement that all new local authority tenancies must be granted for a fixed term of between two and ten years. Regulations for implementation are anticipated later in the year.</p>
	<p><b>Impact:</b> The Council already offers 10 year fixed term tenancies to the majority of new tenants, with some exceptions such as those aged 65+ or disabled. Until the regulations are published, it is unclear as to the extent this may affect current working practices and/or new tenants.</p> <p>The Council has been working with government as part of a working group to help formulate new legislation.</p>
<p><b>Written Ministerial Statement</b></p>	
	<p><b>Affordable Housing Threshold</b></p> <p>Following the order of the Court of Appeal dated 13 May 2016, relating to the ministerial statement dated 28 November, contributions for affordable housing and tariff style planning obligations should not be sought from development of 10 units or less (and which have a maximum combined gross floor space of no more than 1,000 square meters).</p>

	<p><b>Impact:</b> The emerging Local Plan identifies a lower threshold of 3 units for an affordable housing contribution. As part of the Local Plan examination the Council is challenging the implementation of a higher threshold. It considers that greater weight should be afforded to local circumstances for the need of affordable housing in the District and the continued viability of schemes even with the lower threshold of 3 units. If the Council is unsuccessful in its challenge, the impact of the policy will be a loss of affordable housing, especially in some of our smaller rural villages. We estimate that the application of the national threshold of 10 would have resulted in the loss of 95 affordable dwellings across the district over the period 2011/2012 to 2014/2015 (4 years) through on-site provision or commuted sums.</p>
<p><b>The Housing White Paper - 'Fixing our broken housing market'</b></p>	
	<p>This paper sets out the government's ambitions for boosting housing supply. It provides further clarification on some of the elements within the Housing &amp; Planning Act 2016, such as Starter Homes, and consults on further proposals to be amended within the National Planning Policy Framework.</p>
	<p><b>Impact:</b> This is a consultative document with a key focus on delivery of homes by way of proposed changes to the planning system through the National Planning Policy Framework. For Housing, it provides further clarity on Starter Homes and looks to change the definition of Affordable Housing, to include alternative models, such as Starter Homes and Affordable Private Rented Housing.</p> <p>The Council will be considering a response to the proposals as part of the consultation process which closes on 2<sup>nd</sup> May 2017.</p>
<p><b>Planning and Affordable Housing for Build to Rent</b></p>	
	<p>This paper was published alongside the housing white paper and seeks views on planning and affordable housing policies intended to speed up the development of large-scale, purpose-built privately rented housing – an emerging housing sector known as 'Build to Rent'.</p>
	<p><b>Impact:</b> There is a lack of supply of private rented accommodation in the District that is affordable to those on low incomes and/or on benefits. Attracting institutional investors into the private rented sector that will increase the supply and provide longer term tenancies should help to address this need.</p> <p>However, we will need to understand the implications in terms of placing greater emphasis on Build to Rent through planning policy and encouraging an alternative approach to affordable housing for Affordable Private Rent. The Council will be considering a response to the proposals as part of the consultation process which closes on 1<sup>st</sup> May 2017.</p>

# Agenda Item 5



South  
Cambridgeshire  
District Council

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

15 March 2017

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## Affordable Homes Service Plan 2016/17 and 2017/18

### Purpose

1. To provide the Housing Portfolio Holder with an update on the progress of the 2016/17 Service Plan and approval of the 2017/18 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 2017/18 (Appendix 2) and notes the progress to date on existing projects within the 2016/17 Service Plan.

### Reasons for Recommendations

4. The draft Service Plan actions for 2017/18 set out in Appendix 2 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 2017/18 were agreed at the Housing Portfolio Holder meeting on 19<sup>th</sup> October 2016. 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 2016/17 has been reviewed on its progress as outlined below:

<b>P1 – Housing Strategy 2016-2021</b>
To produce an interim statement for the Housing Strategy and work towards a new Housing Strategy for 2017.
Proposed government changes through the Housing & Planning Act 2016, awaited legislation following this and the White Paper published in January 2017, has meant that the interim statement has been delayed awaiting further information from the above legislative/policy changes. The interim statement will be considered by the Housing Portfolio Holder in March 2017. It has been agreed that the new full Housing Strategy will be developed jointly with Cambridge City Council, under the umbrella of the Combined Authority Housing Strategy.
<b>P2 – Wilford Furlong &amp; Brickhills, Willingham</b>
To implement second phase of the project to undertake works to improve the energy efficiency of properties at Wilford Furlong, Willingham as identified in the Housing Portfolio Holder Report of March 2016.
See attached report – Appendix 1

### **P3 – Tenant Profiling Project**

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.

This project was originally conceived as a way of ensuring tenancy records were accurate and up to date with particular reference to historical tenancies where there had been very few requests for service or where the Council had little contact with the tenant. Collecting this information would ensure the Council are in a strong position to respond to any welfare reforms that maybe considered in the future.

The government then stated its intention to make high income earning tenants pay market rent – more commonly known as “pay to stay “. The focus of the project then shifted towards a need to collect income data. Late last year the government announced that it would not be enforcing this policy and the project has therefore returned to the original focus.

In October last year a pilot project was launched with the intention to test what we were seeking to do, learn from what had worked well and consider aspects that needed to be changed before moving ahead with the intention to visit every tenant and equity share leaseholder to complete a questionnaire.

The pilot was a success, visiting around 60 tenants before the end of the year. There were some clear indicators from the exercise that have informed and influenced how to move the project forward.

In the last few weeks a project team has been established to oversee and coordinate the process of ensuring all of our 5200 tenants and leaseholders are visited. It is anticipated that visits will be completed by the end of March 2018. This is a big commitment with the project relying on existing staff capacity to carry out the visits and complete the questionnaire.

Other drivers for completing the project include:

- Help the Council to deliver quality and timely services that are tailored to customer needs and ensure the best use of resources and value for money
- Check the overall condition of the Council’s properties
- Help identify any customer support needs and to refer them to specialist agencies
- Identify tenancy fraud and other breaches of tenancy

The **profiling** exercise of collecting, analysing and grouping information about our tenants will give the Council a detailed picture of their characteristics including demographics, needs and behaviours, attitudes, lifestyles and aspirations.

Once the data is collected, a new project will be established that will focus on **Insight**. This is the subsequent use of information to develop comprehensive knowledge and understanding of the relevant aspects of tenants’ behaviours, beliefs, needs, desires and aspirations. This will inform how best to communicate with tenants and ensure that the services are designed and delivered to align with tenants’ needs and aspirations. Insight is therefore a trigger for action.

### **P4 – Tenure Models Review**

To ensure homes remain affordable for tenants and are not lost from the supply of affordable housing

This project was identified in light of ‘pay to stay’ proposals to look at alternative options for tenants who may be affected by the proposed policy change. It was announced in November 2016 that this policy would no longer be mandatory for council tenants. This project has therefore not progressed and has been closed.

Alternative tenure models for affordable housing more generally is being progressed through options such as the RentPlus scheme (rent to buy) and equity models. These will be further explored in 2017 as part of the Housing Strategy development.

### **P5 – Delivery Model Review**

To explore new and efficient ways of delivering core front line services.

The Response Repairs, Voids and Packaged Works contract with Mears has been reviewed. The



agreed way forward was to progress towards a new way of contract management and improved service delivery. A Supplemental Agreement has been drawn up to reflect this. The changes in summary include co-location of staff at Cottenham, changing the categories of repairs to emergency and appointable only, changing the charging mechanism to Price Per Property with agreed exclusions and additions, and Social Value through the employment and secondment of a dedicated Neighbourhood Support Officer to provide specialist debt advice to tenants with high rent arrears and assumed other debts.

The new way of working goes live in April 2017. As the onus is now on the contractor to deliver an efficient service the Council is expecting higher levels of repairs being completed at the first call. The performance monitoring will focus on this as well as appointments made and kept and tenant satisfaction.

On the back of the success of the Handyperson Service a cleaning service is being explored through providing chargeable domestic cleaning for residents who want it. An initial pilot is scheduled to run in April 2017.

A review of the role of sheltered housing and particularly communal rooms and how we support our older people will be taken forward following the Tenants Scrutiny Team review of communal rooms and the final CIH report on the role of sheltered housing today.

#### **P6 – HRA Service Review**

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.

Housemark undertook a desktop review of costs and performance trends over the last three years.

The emerging trends identified:

- SCDC remains a top quartile performer for rent collection, which is a significant achievement at a time of welfare reform and financial constraints
- SCDC remains a top quartile performer for relet times of vacant homes, which again is excellent for the overall business
- 12% of the housing stock no longer meets the Decent Homes standard. SCDC are fully aware of the components that no longer meet the standard and have a replacement programme in place.
- Overall performance has dipped, which is primarily a reflection of the continued reduction in customer satisfaction.

It is anticipated that with the changes to the responsive repairs contract for a 'right first time fix' and 'appointments kept' for repairs, this may lead to increased satisfaction. We will also explore further some of the recommendations put forward by Housemark and suggestions made as part of the staff/tenant focus group sessions.

Savings required for 2017/18 and 2018/19 have been identified as part of the HRA Business Plan.

#### **P7 – Self Build Project**

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.

Business Case for self sustaining self & custom build service approved 2016. SCDC as a DCLG Right to Build vanguard now hold a self build applicant register of around 575 and are working on a land register to comply with the Housing & Planning Act 2016 and the Self & Custom Housebuilding Act 2015. 100 HRA owned plots identified for sale once outline planning and services in place. First plot achieved planning Jan 2017 with around 20 key plots coming through during 2017. Receipt from plot sales will be HRA funds used to support new council affordable housing new build schemes in the District. Self Build Regional Manager recruited. Self Build Project Officer to be recruited. Discussions underway with Abrisas to create software to support the roll out of a regional service to other LA's with SCDC acting as the self build "hub" for registers and events locally and regionally; for a fee. DCLG to announce 'burden grant' for each LA to support the legislative duties shortly.

#### **P8 – Stock holding Options**

Complete a feasibility study on the options to help mitigate the impacts from the potential sale of high value council properties.

Independent consultants commissioned to undertake a market assessment analysis and look at potential options for selling on Council properties. Government announced that the proposed scheme to sell high value council properties would not be implemented for 2017/18 and further details for implementation are awaited before the project can progress further.

#### **P9 – New Build and Housing Development Agency (H DA)**

Work with Cambridge City to launch new Housing Development Agency to increase delivery of

housing.
Greater Cambridgeshire Housing Development Agency is now reporting to a Management Board and Member Reference Group with close links into the City Deal Board. The team is working across City and SCDC on HRA funded schemes and on expanding the pipeline through to 2019/20; including investigating and sourcing possible new funding streams. Branding, website and a social media presence being formed. Discussions underway between HDA partners and the governing body to assess the merits of the H DA becoming a separate company limited by guarantee or a formalised shared service. HDA has concluded a Cambridge Investment Partnership with Hill Investment (approved Jan 2017) to bring forward mainly general fund held resources within the City Council assets. The Agency has achieved completion of 100 homes across South Cambridgeshire and the City.
<b>P10 – Modular Housing Review</b>
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.
We are working on a Modular Construction pilot project. Stage 1 to explore the designers and suppliers of modular systems in eastern region with research with Adapt and UEA. Second 2 to run OJEU procurement exercise to get a modular framework and build out a pilot site. 2017/2018 project. Framework can be shared with self build applicants.
<b>P11 – Local Employer Survey</b>
To understand the type/cost of housing needed to maintain the workforce of local employers in South Cambs and the City Council
A small survey was completed to employers in Milton to ascertain housing needs of workers, in particular those working on the science park. This survey did not produce any robust data due to the lack of response.
Cambridge Ahead are working on a similar project to assess housing needs for local employers covering a larger area and it was therefore agreed that this project should be closed to avoid duplication of work. Information will be shared and will support the development of the Housing Strategy.
Savills have also been commissioned by Cambridge City and South Cambridgeshire to undertake detailed affordability analysis. The report is expected to be published by March 2017.
<b>P12 – Homelessness Risk Mitigation</b>
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.
The Chartered Institute of Housing are undertaking a review of homelessness in the district, which included an on-site visit in November. A final report is expected shortly, which will help to inform our new Homeless Strategy.
The Council has also started work on developing a new Private Sector Leasing scheme to replace the arrangements previously in place with King Street Housing, as this will be more cost effective for the Council.
The impact of the welfare reforms have been monitored, including close working with the Benefits team in relation to families affected by the Benefit Cap. The unaffordability of the private rented sector in the area is apparent as the highest cause of homelessness and highlights further the need to be able to access affordable accommodation through this sector through schemes such as the Private Sector Leasing scheme.
<b>P12 – Procurement of Housing IT System</b>
To undertake a procurement exercise for a fully integrated housing IT system
Project management to be undertaken by 3C Shared Services.
Requirement to undertake full EEC procurement process
Specification to be prepared by 3C Shared Services following completion of specialist workshops throughout January, February and March 2017.
Board meetings held every month to monitor progress and provide direction overall.

### **Options**

7. The Portfolio Holder is requested to approve the key actions identified for the 2017/18 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 2017/18 were agreed by the Housing Portfolio Holder on 19 October 2016.

### **Consultation responses (including from the Youth Council)**

9. The Tenant Participation Group have 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

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### **Supplementary Report to the update of the Affordable Homes Service Plan 2016/17**

#### **Brickhills and Wilford Furlong, Willingham Progress Report**

The Brickhills and Wilford Furlong, Willingham refurbishment project involves 81 properties that will undergo refurbishment work over a 2 year period April 2016 to March 2018. The work will include both internal and external work including kitchens, bathrooms, windows, doors and external wall insulation. The total budget for the 2 year project is £1,500,000.

The Brickhills and Wilford Furlong estate consists of 53 sheltered bungalows, 2 bungalows and 26 Houses as well as a communal room and garage blocks. The project will focus on the properties to improve their comfort for the tenants and improve their energy efficiency.

The project has been split into 2 years with most internal work completed in year 1 and external work completed in year 2. Kitchens, bathrooms, windows and doors and heating completed in year 1 (2016/17). Year 2 work will include EWI, loft insulation, the porches and electrical work including electric heating (2017/18).

#### **Kitchen and Bathrooms**

The kitchen and bathroom elements have been completed by Foster Property Maintenance and will all be completed by 31<sup>st</sup> March 2017.

40 kitchens were selected as needing refurbishment with a total cost of £147,585 and the average cost per property calculated at £3,689. 42 bathrooms were selected as needing refurbishment with a total cost of £113,932 and the average cost per property of £2,712. This includes standard bathrooms with over bath shower and also level access showers/wet rooms. The total cost for both elements will be £261,157.00.

#### **Windows and Doors**

The windows and doors element have been completed by Mears through the sub-contractor Clearview. The windows installed have been triple glazed windows and the doors have been composite doors on both the back and front (unless a specific reason for UPVC). These will be completed by 31<sup>st</sup> March 2017.

In total there were 90 properties selected for windows and doors, 81 from the properties in the programme and 9 equity share properties. The cost for the equity share tenants to be covered by the overall budget and not passed over to the leaseholders. 63 properties required both the windows and doors to be replaced and 27 properties to only have the doors replaced as windows had already been completed in a previous year.

The total cost for the windows and doors is £287,693.00 with an average cost of £3,196 per property including the equity share properties.

## **Heating**

The heating elements in the programme have been completed by a few different suppliers, National Grid has installed gas pipework, Rule & Parker have installed the gas boilers and SSE will install the electric heating.

There are currently 31 gas boilers to be installed by Rule & Parker by 31<sup>st</sup> March 2017 with a total cost of £87,124.00 and an average of £2,562 per property. £7,824 has been paid to national grid for the installation of underground pipework and meters in order for the gas heating to be installed.

Some tenants did refuse the gas installation works and wanted to remain with electric heating. Where this is the case, Quantum Storage Heaters will be replaced the old storage heaters to enable tenants to have more control of the heating installed by SSE in year 2. This cost is estimated at £4,000 per property which will bring the total to £16,000.00 for the 4 properties who want to remain with electric. The total cost for all the heating will be £103,124.00.

## **External Wall Insulation**

Site inspections for this work have started to be completed. All the EWI will be completed in Year 2. This work will be completed by Cornerstone and each property will have a different amount of work depending on the requirements. Projected costs are estimated to be £244,000.00 with 64 properties having the work completed with an average cost of £3,812 per property.

## **Porches**

So far £1,511 has been paid for a structural engineer to complete a report on the 7 porches that need to be investigated. The structural report detailed they will need to be rebuild as the slabs are moving away from the properties.

These are planned to be incorporated with the EWI work to the outside of the properties in year 2. This work will be completed by Cornerstone and is estimated to cost £8,000 per property which would be a total £57,511.00 including the structural work.

## **Electrical Work**

All electrical work will be completed in year 2 by SSE. This will include the electric heating as previously mentioned, electrical testing and any electrical upgrades. There are 36 properties selected as needing an electrical test with the potential of 36 properties needing an upgrade. The total cost for a test is £134 per property and approximately £1,000 for any upgrade work so total costs for electrical work would be £1,500 per property and £54,000.00 in total.

## **Loft Insulation**

Loft insulation for all properties will be topped up to 300mm as the minimum required. This is contracted to Cornerstone who have programmed 18 properties for a top up of loft insulation in year 1 and 63 in year 2. The cost for these is £450 per property

and will be split between the two years. £8,100 will be paid in year 1 and £28,350 will be paid in year 2.

### **Additional Work to the Area**

Some additional work has been completed to improve the area including birds mouth fencing and removing part of a wall around the garage block area. This work was completed by CLC with a total cost of £5,783 in year 1.

Additional works in year 2 will involve the installation of PIV ventilation units to help with damp and mould. These are £600 per property and we will look to install them in every property to help with ventilation. Total costs will be £48,000 and will be installed by Envirovent.

Possible improvements to the parking area will also be investigated in year 2 with £10,000 budgeted for this.

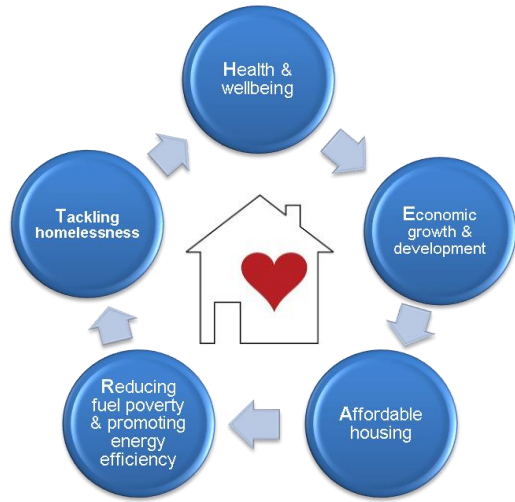
### **Current and future spend**

The current spend of year 1 (2016/17) by 31<sup>st</sup> March 2017 will be £659,192.00. This includes all kitchens and bathrooms, all windows and doors, all the gas heating and associated works, partial loft insulation, structural engineer reports for the 7 porches and additional works for the fencing and wall.

The future projected costs for year 2 (2017/18) are estimated to be £456,350.00. This will include the completion of the outstanding loft insulation, all electrical work including testing, upgrades and heating. All work associated with the rebuilding of the 7 porches and all the external wall insulation to selected properties. It will also include the installation of PIV ventilation and possible parking improvements to the area.

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Putting the HEART into Housing

# Affordable Homes Service Plan

2017/18

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### **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 2017-2022**

#### **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).

<b>Risks relevant to Service Plan</b>			
<b>Corporate Risk Register</b>			
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		<b>HRA Business Plan Risk Register</b>
<b>Housing Risk Register</b>		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 October 2016

General Needs homes = 4182  
 Supported homes = 1065  
 Equity Share homes = 349  
 Leasehold homes = 115 (sold flats)  
**Total homes managed = 5,711**

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

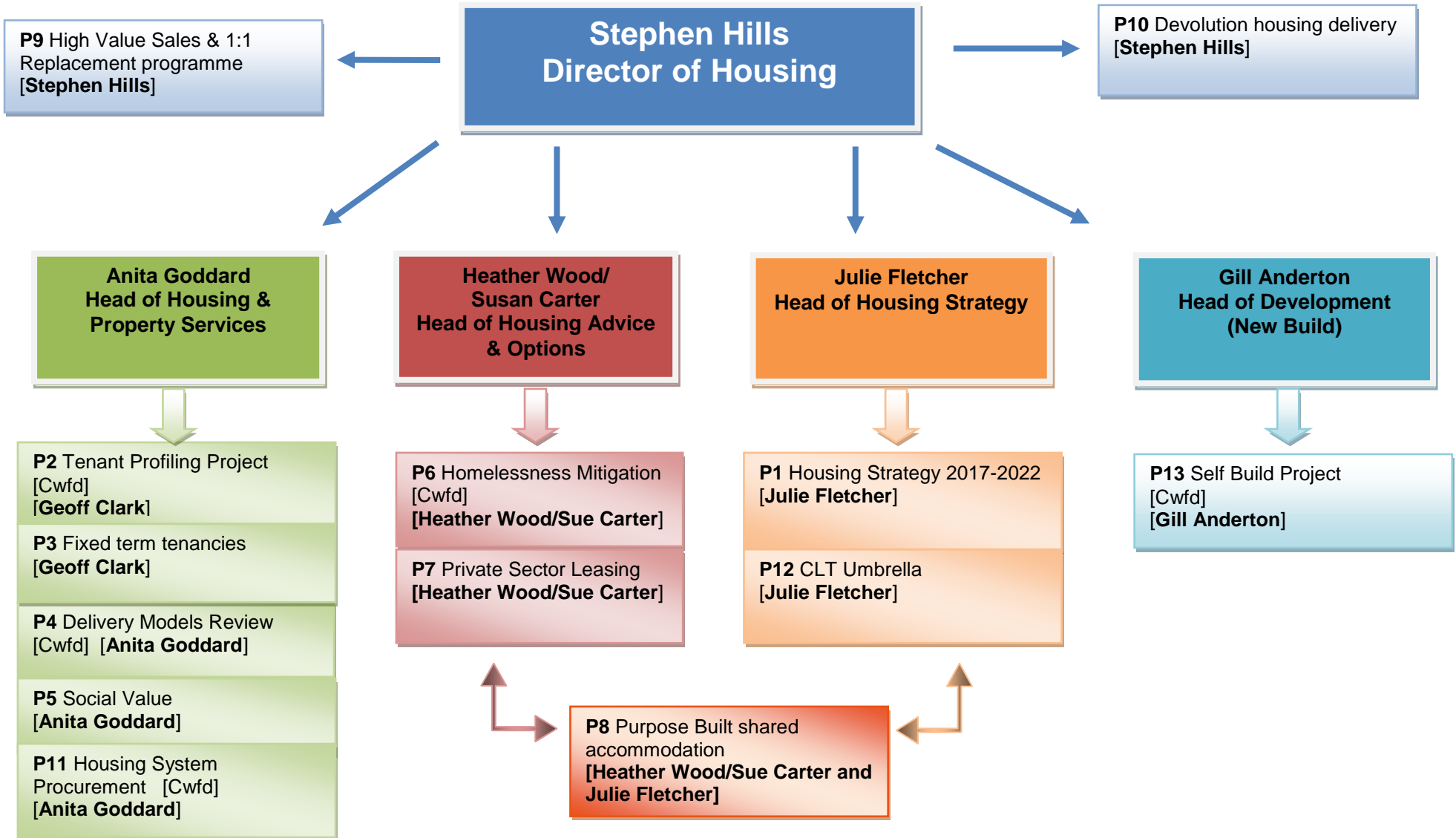
#### In 2015/16

Total council homes let = 297  
 Total housing association homes let = 181  
**Total homes let through Home-Link = 478**

Homelessness acceptances = 121  
 Homes receiving capital works = 2667  
 Affordable homes built = 119

### Service Improvement Project/Activity Overview

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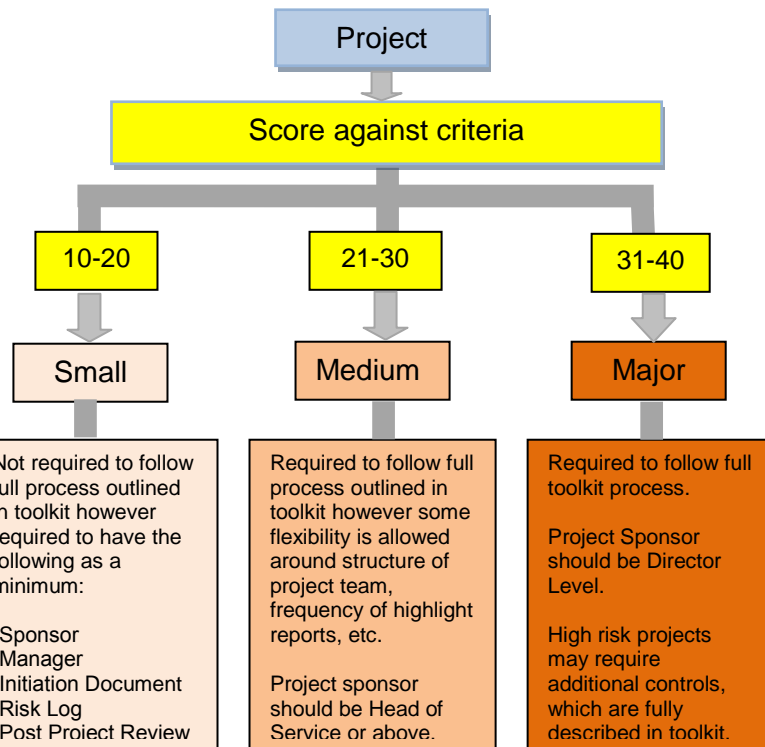
### Project/Activity Programme

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:  
4 x Small; 6 x Medium and 3 x Major

#### 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

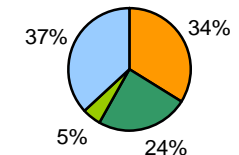
#### Environmental Benefits

- 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













P3 Fixed Term Tenancies					
<b>Prime Objective:</b>	To prepare for any policy changes in relation to fixed term tenancies when further details are published				
<b>Outputs / Business Benefits:</b>	<ul style="list-style-type: none"> <li>Continue to help shape and influence the regulations relating to fixed term tenancies as part of the DCLG working group</li> </ul> Following publication of regulations anticipated in the Autumn 2017 <ul style="list-style-type: none"> <li>Review current Tenancy Policy and existing review mechanism for fixed term tenancies to align to new regulations</li> <li>Review Tenancy Agreement</li> <li>Publicise changes through tenants magazine and website</li> </ul>				
<b>Timescales</b>	<b>Start Date:</b> April 2017	<b>End Date:</b> March 2018	<b>Project Duration:</b> 12 months	<b>Project Score:</b> 12 small	<b>Corporate Aim(s):</b> B ii) vi)
<b>VFM – Social Value</b> <b>Social and Economic Benefits</b>		65%	More frequent reviews are anticipated which will ensure we are able to offer the support and advice to help council tenants move on or signpost to further support.		
<b>Service Quality</b>		30%	Making best use of existing stock. Ensuring that council homes are available to those in housing need for as long as they need it.		
<b>Environmental Benefits</b>		0%			
<b>Financial Benefits</b>		5%	More frequent reviews may identify further cases of fraud.		
<b>Mitigating Risk:</b>	HRA BP8 – Housing Regulatory Changes HRA HS4 – HRA Business Plan				
<b>Additional Resources:</b>	Implementing new regulations can be resourced within existing capacity. Once established will increase workload for Housing Officers in having to undertake more regular reviews. This may require additional resources in future years.				
P4 Delivery Models[Cfwd]					
<b>Prime Objective:</b>	To explore new and efficient ways of delivering core front line services				
<b>Outputs / Business Benefits:</b>	<ul style="list-style-type: none"> <li>Working in partnership with Cambridge City Council, Housing Associations and Private sector contractors</li> <li>Implement any recommendations identified through the national CIH Sheltered Housing Review</li> <li>Explore the potential for commercial opportunities, such as offering services to other providers, e.g. .preventing tenancy fraud/neighbourhood support</li> <li>Link to the HRA Service Review to help identify savings required of £1M over the next four years</li> <li>Outcomes to be reported to Housing Portfolio Holder</li> </ul>				
<b>Timescales</b>	<b>Start Date:</b> April 2016	<b>End Date:</b> March 2018	<b>Project Duration:</b> 24 Months	<b>Project Score:</b> 25 Medium	<b>Corporate Aim(s):</b> B: vi) D: iii)
<b>VFM – Social Value</b> <b>Social and Economic Benefits</b>		0%			
<b>Service Quality</b>		25%	Providing a distribution of expertise across the housing sector and a more joined up approach		
<b>Environmental Benefits</b>		0%			
<b>Financial Benefits</b>		75%	Potential for cost savings		
<b>Mitigating Risk:</b>	STR24/HS24 – HRA Business Plan STR26 – Business Improvement & Efficiency, Working Smarter and Commercialisation Programmes				
<b>Additional Resources:</b>	BP3 – Capital Programme Cost BP11 – Build Cost Inflation				

P5 Social Value					
<b>Prime Objective:</b>	To understand our community better to enable us to help improve economic, social and environmental well-being				
<b>Outputs / Business Benefits:</b>	<ul style="list-style-type: none"> <li>• Draft a new Community Impact Statement</li> <li>• Develop a Community Impact Assessment Tool</li> <li>• ‘Through the Door’ explore options on how we can help reduce loneliness among the elderly</li> <li>• Explore options for joint working with local Social Enterprises</li> <li>• Explore options for cleaning contract, with the view to improve the quality of life to vulnerable people in the district</li> <li>• ‘Together for Families’ working with Environmental Services and County Council to identify how best to support families with multiplier &amp; complex needs</li> <li>• Work with key partners in Health and Social Care to look at how we can embed healthy living</li> </ul>				
<b>Timescales</b>	<b>Start Date:</b> April 2017	<b>End Date:</b> March 2018	<b>Project Duration:</b> 12 Months	<b>Project Score:</b> 18 Small	<b>Corporate Aim(s):</b> A: i) ii) iii) v) vi)
<b>VFM – Social Value Social &amp; Economic Benefits</b>		30%	Enabling local communities to deliver social and economic benefits to its villages		
<b>Service Quality</b>		30%	Our ability to provide good quality services that meet the needs of the District will be identified within the Community Impact Statement		
<b>Environmental Benefits</b>		30%	Enabling local communities to improve the quality of their neighbourhoods		
<b>Financial Benefits</b>		10%	Potential funders		
<b>Mitigating Risk:</b>	STR24/HS24 – HRA Business Plan				
<b>Additional Resources:</b>	None required at this stage				
P6 Homelessness Mitigation [Cwfd]					
<b>Prime Objective:</b>	To ensure the Council understands and monitors the risks of increasing homelessness following policy changes in welfare reform, the spending review, Housing and Planning Bill and the Homeless reduction bill.				
<b>Outputs / Business Benefits:</b>	<ul style="list-style-type: none"> <li>• Monitor progress of the homeless reduction bill and review current practice and procedure as required.</li> <li>• Work with partners to implement the Trailblazer bid.</li> <li>• Review CIH report following their review of homelessness in the district and agree an action plan from this, covering temporary accommodation, homelessness prevention options.</li> <li>• Publish a new homeless strategy.</li> <li>• Monitor impact of recent welfare reforms and those planned for the future in terms of impact on the service including impact on supported accommodation such as homeless hostels, following changes to social rents.</li> </ul>				
<b>Timescales</b>	<b>Start Date:</b> April 2016	<b>End Date:</b> March 2018	<b>Project Duration:</b> 12-24 Months	<b>Project Score:</b> 23 Medium	<b>Corporate Aim(s):</b> A: i) iii) v) B: v)
<b>VFM – Social Value Social and Economic Benefits</b>		30%	To ensure the most vulnerable residents are supported to avoid homelessness wherever possible		
<b>Service Quality</b>		30%	Providing a service targeted at assisting those most vulnerable who are faced with homelessness		
<b>Environmental Benefits</b>		0%	N/A		
<b>Financial Benefits</b>		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		
<b>Mitigating Risk:</b>	STR15 – Welfare Reform; STR25 – Increase in cost of managing homelessness; HS23 – Welfare Benefits; HS11 – Increase in numbers in Bed & Breakfast HS27 - MAPPA & MARAC				
<b>Additional Resources:</b>	Potential for increased staff resources if homelessness increases significantly due to impact of new policies or legislation				

P7 Private Sector Leasing Scheme					
<b>Prime Objective:</b>	To develop an in-house PSL scheme that replaces the existing King Street scheme to provide access to affordable accommodation in the private rented sector				
<b>Outputs / Business Benefits:</b>	<ul style="list-style-type: none"> <li>Procure private sector properties through arranging leases with owners.</li> <li>Provide a management service to those properties including lettings, rent accounts, repairs and voids.</li> <li>Provide affordable private rented accommodation and increase homeless prevention.</li> <li>Work with King Street to achieve homeless prevention as much as possible to tenants under their scheme.</li> <li>Monitor costs of the service compared to potential increased costs of temporary accommodation such as B&amp;B.</li> </ul>				
<b>Timescales</b>	<b>Start Date:</b> April 2017	<b>End Date:</b> March 2018	<b>Project Duration:</b> 12 Months	<b>Project Score:</b> 28 Medium	<b>Corporate Aim(s):</b> A: i) iii) v) B: ii) v)
<b>VFM – Social Value Social &amp; Economic Benefits</b>		30%	To help provide access to affordable accommodation in the private rented sector		
<b>Service Quality</b>		20%	Provide a service to assist those most vulnerable who are faced with homelessness		
<b>Environmental Benefits</b>		0%			
<b>Financial Benefits</b>		50%	Potentially reduce the need for temporary accommodation such as Bed and Breakfast		
<b>Mitigating Risk:</b>	STR15 – Welfare Reform; STR25 – Increase in cost of managing homelessness; HS23 – Welfare Benefits; HS11 – Increase in numbers in Bed & Breakfast				
<b>Additional Resources:</b>	Potential increased staffing resources as the scheme increases.				
P8 Purpose built shared accommodation					
<b>Prime Objective:</b>	Assess the need for shared accommodation in view of welfare reforms and changes to LHA on social rents and look at development options for this type of accommodation				
<b>Outputs / Business Benefits:</b>	<ul style="list-style-type: none"> <li>Assess the need for share accommodation from housing register information.</li> <li>Review accommodation options for single people under 35</li> <li>Work with partners to explore the development potential for cluster type flats or other single accommodation</li> </ul>				
<b>Timescales</b>	<b>Start Date:</b> April 2017	<b>End Date:</b> March 2018	<b>Project Duration:</b> 12 Months	<b>Project Score:</b> 17 Small	<b>Corporate Aim(s):</b> A: i) iii) v) B: ii) v) D: iii)
<b>VFM – Social Value Social and Economic Benefits</b>		40%	Ensuring there are options for single people (under 35) on the housing register in addition to reducing the risk of homelessness to this group and preventing rough sleeping		
<b>Service Quality</b>		30%	Being proactive in ensuring there are sufficient options available to people on the housing register and or may become homeless		
<b>Environmental Benefits</b>		0%			
<b>Financial Benefits</b>		30%	Reducing temporary accommodation costs, such as Bed and Breakfast. Increase in homelessness and / or rough sleeping will also result in greater financial costs to other public services such as health		
<b>Mitigating Risk:</b>	STR15 – Welfare Reform; STR25 – Increase in cost of managing homelessness; HS23 – Welfare Benefits; HS11 – Increase in numbers in Bed & Breakfast				
<b>Additional Resources:</b>	Non at this stage				

P9 High value sales & 1:1 replacement programme						
<b>Prime Objective:</b>	Review the options to help mitigate the impacts from the potential sale of high value Council properties					
<b>Outputs / Business Benefits:</b>	Project to implement decision once regulations have been received. On the 24 <sup>th</sup> Nov 2016 the Housing Minister stated that the roll out of Right to Buy for Housing Associations would not take place until after April 2018 at the earliest, with the sell-off of high value council homes also delayed.					
<b>Timescales</b>	<b>Start Date:</b> April 2017	<b>End Date:</b> March 2018	<b>Project Duration:</b> 12 Months	<b>Project Score:</b> 33 Major	<b>Corporate Aim(s):</b> A: iii) B: ii) v) vi) C: iii)	
<b>VFM – Social Value</b>		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.			
<b>Social &amp; Economic Benefits</b>		0%	N/A			
<b>Service Quality</b>		0%	N/A			
<b>Environmental Benefits</b>		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			
<b>Financial Benefits</b>						
<b>Risk:</b>	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 Bed & Breakfast HS23 – Welfare Benefits BP7 – Government Policy Changes					
<b>Additional Resources:</b>	Will require substantial resources to take forward business options					
P10 Devolution housing delivery						
<b>Prime Objective:</b>	To establish a framework to enable delivery of an additional 2,000 new affordable housing starts during the five year period commencing April 2017.					
<b>Outputs / Business Benefits:</b>	<ul style="list-style-type: none"> <li>• Early recruitment to Investment Partnership team</li> <li>• Engagement with developers, registered providers and landowners</li> <li>• Detailed programme identifying early commitment to spend £20M</li> <li>• Establishment of Governance processes and procedures</li> <li>• Explore options for delivery partnerships</li> </ul>					
<b>Timescales</b>	<b>Start Date:</b> April 2017	<b>End Date:</b> March 2018	<b>Project Duration:</b> 12 months	<b>Project Score:</b> 43 Major	<b>Corporate Aim(s):</b> A: i)ii)iii)v) B: ii) v) vi) C: i) iii) D:iii)	
<b>VFM – Social Value</b>		40%	Funding will be used by the combined authority to invest in its economic growth, helping to accelerate housing delivery and job creation.			
<b>Social &amp; Economic Benefits</b>		10%	The combined authority will explore the potential of more integrated service delivery			
<b>Service Quality</b>		0%				
<b>Environmental Benefits</b>		50%	Additional funding allows for more and faster housing delivery			
<b>Financial Benefits</b>						
<b>Risk:</b>	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 Bed & Breakfast HS23 – Welfare Benefits BP7 – Government Policy Changes					
<b>Additional Resources:</b>	Identified within the Business Case for the Combined Authority. To ensure delivery of the £100M fund may require 3% - 4% of the value of the fund, some of which may be revenue costs that can be capitalised,					

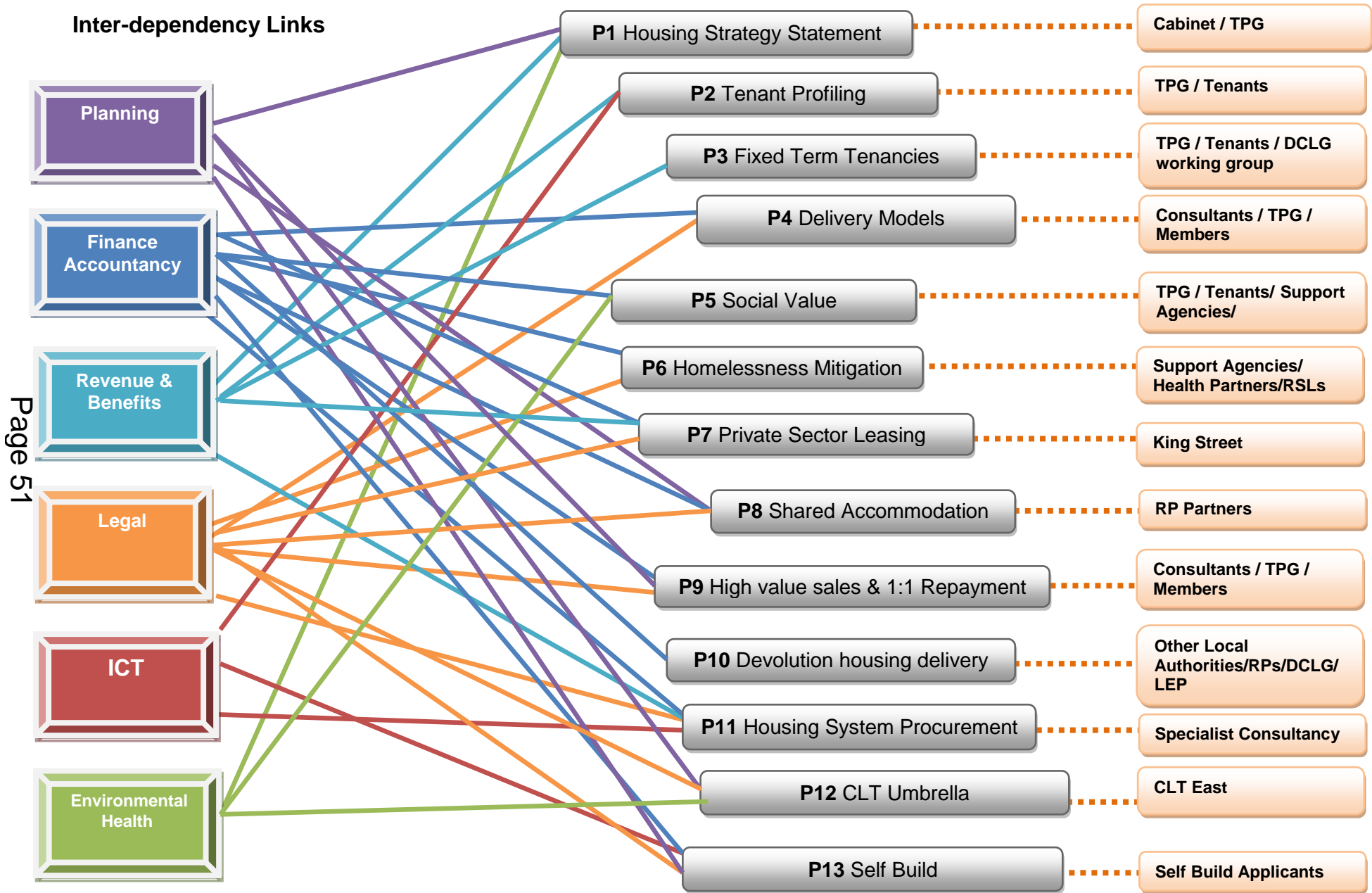
P11 Housing System Procurement [Cwfd]					
<b>Prime Objective:</b>	To undertake a procurement exercise for a fully integrated Housing IT System				
<b>Outputs / Business Benefits:</b>	<ul style="list-style-type: none"> <li>Review requirements across the housing functions – 9 workshops to be booked</li> <li>Review options of software available on the market</li> <li>Work up Tender Specifications</li> <li>Go out to Tender</li> <li>Select prefer contractor</li> </ul>				
<b>Timescales</b>	<b>Start Date:</b> April 2016	<b>End Date:</b> Jun 2019	<b>Project Duration:</b> 24-36 Months	<b>Project Score:</b> 32 Major	<b>Corporate Aim(s):</b> D: iii)
<b>VFM – Social Value</b> <b>Social and Economic Benefits</b>		0%	N/A		
<b>Service Quality</b>		50%	Improved access to information and integrated systems		
<b>Environmental Benefits</b>		0%	N/A		
<b>Financial Benefits</b>		50%	Potential for cost savings		
<b>Mitigating Risk:</b>	STR20 – Partnership working, STR24/HS24 – Business Plan, STR26 – Business Improvement, BP1/ BP7 – Rent collection,				
<b>Additional Resources:</b>	Some additional resources may be required in terms of specialist consultancy advice				
P12 CLT Umbrella					
<b>Prime Objective:</b>	To enable community led development for affordable housing to meet local needs as an alternative model of delivery.				
<b>Outputs / Business Benefits:</b>	<ul style="list-style-type: none"> <li>Work with the appointed CLG co-ordinator for the first tranche of funding of the community-led funding allocation</li> <li>Explore options for joint working with CLT East and Palace Green Homes as a CLT Umbrella</li> <li>Identify resources available for communities in South Cambridgeshire</li> <li>Explore options for bidding for second tranche of community-led funding</li> <li>Link to offer for Neighbouring Planning</li> <li>Publish briefing note to communities as to what resource and support South Cambs can offer in terms of community-led development/Community Land Trusts</li> </ul>				
<b>Timescales</b>	<b>Start Date:</b> April 2017	<b>End Date:</b> Oct 2017	<b>Project Duration:</b> 6 Months	<b>Project Score:</b> 26 Medium	<b>Corporate Aim(s):</b> B: iv) C: iv)
<b>VFM – Social Value</b> <b>Social &amp; Economic Benefits</b>		50%	Enabling local communities to deliver social and economic benefits to its villages		
<b>Service Quality</b>		25%	Providing a good quality service to residents to enable them to bring forward community-led development		
<b>Environmental Benefits</b>		25%	Enabling local communities to improve the quality of their neighbourhoods		
<b>Financial Benefits</b>		0%			
<b>Mitigating Risk:</b>	Homelessness – providing affordable housing to local people				
<b>Additional Resources:</b>	To be identified through the project. DCLG funding has been made available for this.				

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P13 Self Build [Cwfd]					
<b>Prime Objective:</b>	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				
<b>Outputs / Business Benefits:</b>	<ul style="list-style-type: none"> <li>Final recruitment of a Self Build Project Officer</li> <li>Marketing &amp; sale of first 3 plots</li> <li>Launch on Abrisas software</li> <li>Regional rollout with LA workshops</li> </ul>				
<b>Timescales</b>	<b>Start Date:</b> April 2016	<b>End Date:</b> March 2018	<b>Project Duration:</b> 24 Months	<b>Project Score:</b> 30 Medium	<b>Corporate Aim(s):</b> B: ii) vi)
<b>VFM – Social Value</b> <b>Social &amp; Economic Benefits</b>		15%	Opportunity for those interested in self build to purchase 'ready to go' sites. Provision of additional housing supply		
<b>Service Quality</b>		15%	Offering a tailor made service for those wishing to self build/custom build		
<b>Environmental Benefits</b>		10%	Opportunities for innovative design in sustainability and eco homes		
<b>Financial Benefits</b>		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.		
<b>Mitigating Risk:</b>	STR24/HS24 – HRA Business Plan				
<b>Additional Resources:</b>	STR26 – Business Improvement & Efficiency, Working Smarter & Commercialisation Programme				

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**Inter-dependency Links**



**Project/Activity Plan – Milestones**

N°.	Project Type	April 2017	May 2017	June 2017	July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	March 2018	Carried Fwd.
P1	Housing Strategy Statement 2017-2022 [Cwfd]													
P2	Tenant Profiling [Cwfd]													
P3	Fixed Term Tenancies													
P4	Delivery Models [Cwfd]													
P5	Social Value													
P6	Homelessness Mitigation [Cwfd]													
P7	Private Sector Leasing													
P8	Purpose Built shared accommodation													
P9	High value sales and 1:1 Repayment													
P10	Devolution housing delivery													
P11	Housing System Procurement [Cwfd]													
P12	CLT Umbrella													







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