

APPENDIX ONE-HOUSING STRATEGY 2007-10

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1. The Housing Strategy in Context

The Housing Strategy document brings together all aspects of the Council's comprehensive housing role. All the different strands of the strategy have been developed in partnership with a wide range of key stakeholders inside the authority, in other agencies, and in the wider community. It is therefore fully integrated with the Council's wider community objectives, and takes full account of national, regional and sub-regional priorities.

The following brief notes highlight relevant themes from other important strategic documents which are connected to more detailed actions in the Housing Strategy 2007-2010.

The Council's Corporate Objectives 2008-9 onwards

The Council has reviewed its Corporate Objectives to ensure they are strongly linked to the emerging Sustainable Community Strategy. The commitment to increasing the supply of affordable housing and housing related services in thriving local communities remains an important theme.

1. Working in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future.
2. Through strong management and prioritisation of resources, and a commitment to improvement, deliver high quality services that represent best value and are accessible to all our community.
3. Listening and engaging with the local community, enhance quality of life in South Cambridgeshire and make it a place where everyone is proud to live and work.

The new Corporate Objectives and the related Service Priorities will be used as the basis for service planning for 2008/9 onwards. This process will enable the Council to establish performance indicators and milestones to measure progress in delivering the priorities.

This in turn will lead to the drawing up of a new Medium Term Financial Strategy and Workforce Plan in November/December to deliver the new Objectives.

In a parallel process work is progressing in developing a vision and values for the Council.

The Housing Strategy document would become repetitive and unwieldy if all of the connections between different elements of the strategy and these priorities were spelled out in detail throughout the document. Examples of the wide range of housing related activities which deliver the aims of the new Sustainable Community Strategy are listed in the following section.

The Community Strategy for South Cambridgeshire 2004-7

The Community Strategy 2004-7 contains 6 aims, with housing services able to contribute to providing new homes, improving quality of life issues in existing communities and supporting the future sustainable development of the district. Specific actions have been identified for increasing the supply of affordable

housing, supporting older people in their homes and determining and making appropriate provision for Travellers.

The emerging **Sustainable Community Strategy 2007-10** is being refocused on 4 strategic aims with housing related services able to contribute to each –

AIM	HOUSING CONTRIBUTION-examples
Active, healthy inclusive communities	<i>Affordable housing in villages and adapted housing for people with special needs including provision for Travellers, older people, people with disabilities etc</i>
Safe and clean villages	<i>Action to deal with harassment, anti social behaviour, services for victims of domestic violence, support via floating support schemes etc</i>
Building successful new communities	<i>Providing affordable housing with appropriate lettings agreements in the strategic sites, particularly Arbury Park, Cambourne and Northstowe</i>
A sustainable environment	<i>Adopting modern methods of design and construction for new housing and improving standards in older housing</i>

The Cambridgeshire Local Area Agreement 2006-9 (LAA)

The rapid growth in the area translates into a need for considerable building programmes of both market and affordable housing, together with associated infrastructure. The scale of these developments requires dedicated strategies and delivery vehicles, such as Cambridgeshire Horizons and the newly established joint planning arrangements, and is largely beyond the scope of the LAA. However, there are a number of housing related tasks identified in the LAA that feature in the Housing Strategy. These include-

- promoting extra care sheltered housing and community alarms*
- promoting racial harmony and combating anti-social behaviour*
- supporting home improvement agencies and facilitating Disabled Facilities Grants*
- promoting assistive technology in sheltered housing*

A refresh of the LAA in January 2007 added new housing related Performance Indicators to include the provision of new affordable housing (both with and without Social Housing Grant), the prevention of homelessness for 16-18 year olds, and the length of stay in temporary accommodation by homeless households.

Sustainable Communities in the East of England and the Sub Regional Housing Strategy 2004-9

The Housing Strategy directly addresses the challenges for housing spelt out by the Government in Sustainable Communities in the East of England and carried forward into the Sub Regional Housing Strategy 2004-9, namely-

1. *Provide for a growing population*
2. *Address the imbalance between the supply and demand of housing*

3. *Develop solutions for households on modest incomes, including key workers*
4. *Provide affordable housing in rural areas*
5. *Achieve the Decent Homes standard in social housing by 2010*

Appendix Four lists the connections between the Sub Regional Housing Strategy action plan and activities in South Cambridgeshire.

This list of strategies is not intended to be comprehensive. There are a number of other strategies which relate to some extent to the local Housing Strategy. These include- the Supporting People Strategy, the Homelessness Strategy, the Local Plan/Local Development Framework, the East of England Plan (the Regional Spatial Strategy) the Rural Strategy for Cambridgeshire 2006-10, etc.etc

Each of these strategies has its own specific function and in the interests of brevity all the detailed relationships between individual strategies will not be spelled out here. Relevant strategies can be accessed on the Councils website at www.scamb.gov.uk

The involvement of a wide range of individuals and organisations in developing the collection of policies which together make up the Housing Strategy acts to help integrate the housing related themes in these other strategies. (see **Appendix Three** for a list of liaison groups)

ACTION

Produce a new Community Strategy by October 2007

2. Delivering the 2004-2007 Housing Strategy

The 2004-2007 Housing Strategy contained a series of detailed commitments which together enabled the broad principles in the strategy to be turned into action on the ground. These were summarised in an Action Plan and progress on each commitment was monitored and reported via a range of mechanisms to elected members, stakeholder agencies and the wider public.

A summary of progress was presented to each meeting of the South Cambridgeshire Housing Partnership Meeting so that they could monitor the Action Plan and discuss ongoing issues.

A statement of outcomes from the 2004-2007 Action Plan is presented below and demonstrates that the Council, together with its partners, has made excellent progress in delivering the programme set out in the original strategy, despite the tight financial constraints that the Council faces.

FIGURE ONE- Outcomes of Commitments Made in the Housing Strategy 2004-7

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2004/7 Housing Strategy Commitment		Outcomes
Develop Key Worker policies	✓	Employers protocol in place, Key Worker policies included in the revised Sub Regional Housing Strategy and the South Cambs. Local Development Framework submission draft

		Development Plan Documents
Develop the Low Cost Home Ownership admin systems	✓	Info sharing with Cambridge City established—now working with Homebuy Agent on a sub regional basis
Improve IT for Housing and Environmental Services maintenance	✓	New systems now operational
Pilot new working arrangements	✓	Shire Homes restructured-completed May 2006-now called Housing Services
Reduce relet times voids	✓	Reduced between 2003/4 and 2005/6
Introduce a repairs appointments system	✓	Orchard Direct Works now in place
Reduce stay in B+B	✓	Reduced from 2003/4 to 2005/6
Speed up decisions for homeless applicants	✓	Performance Indicator improved 2003/4 to 2005/6
Reduce numbers in B+B	✓	Usage restricted solely to emergencies only by 2005/6
Reduce the number of private leased properties in Cambridge City	✓	All properties now handed back
Review capital resources available for housing	✓	Reviewed by Scrutiny Committee-18/11/04
Research the needs of disadvantaged groups	✓	Travellers Assessment complete plus all Supporting People reviews. Review of BME households based on 2001 Census completed
Use planning policy to deliver affordable homes	✓	Between 2003/4 and 2006/7 a total of 1010 affordable homes were produced.
Establish a Sub regional affordable housing delivery vehicle+plan	✓	Cambridgeshire Horizons established-new joint planning arrangements agreed-Feb 2007
Develop relationships with RSLs	✓	Housing Partnership revived-new Sub Regional RSL group formed.
Complete a Stock Options Review	✓	Completed and signed off by Government office
Agree future plans for the Windmill Estate	✓	Formally agreed 2006
Reduce the number of empty homes and consult on Compulsory Purchase Order (CPO) powers	✓	Numbers reduced 2003-2005- CPO considered as part of Private Sector Strategy review
Publish private landlords newsletter	✓	Included in South Cambs magazine
Increase accommodation for the homeless in the private sector	✓	Deposit guarantee partnership scheme introduced
Private sector initiatives to improve health and housing	✓	New strategy under consultation
Healthy homes referral project with the Primary Care Trust	✓	Project started with HEAT Cambs
Increase resources for the Home Improvement Agency	✓	2 fixed term posts taken on to clear backlog-extra DFG funding agreed for 2004/5 and 2005/6
Improve sheltered housing at Whittlesford	✓	Completed 2005
Improve communication with sheltered housing residents	✓	Extensive consultation over Options appraisal and Sheltered Services restructuring-new forum to be launched 2007
Complete a Best Value Review of sheltered housing	✓	Review completed-services re-structured 2006
Research the needs of vulnerable households	✓	Travellers Needs Survey plus all Supporting People reviews completed
Participate in the Pathways Project for people with disabilities	✓	Completed-improved record keeping on Orchard implemented
Implement the homelessness strategy	✓	On going-reviewed by stakeholders Jan 2005
Plan development at Northstowe	✓	Ongoing-Area Action Plan to be adopted Summer 2007

Develop Anti Social Behaviour guide and protocol	✓	Published to comply with the Anti Social Behaviour Act 2003
Research travellers needs	✓	Completed-Published July 2006
Organise a tenants open day in the south area	✓	Held- repeated in 2006 in north and south areas
Establish residents groups	✓	4 new groups started
Monitor housing strategy	✓	Monitored at Housing Partnership meetings and in Strategy reviews
Conduct Tenant Satisfaction survey	✓	Completed June 2004-next survey due 2007
Revive Housing Partnership link to Local Strategic Partnership	✓	Partnership now sends rep to Local Strategic Partnership meetings
Review Sub Regional Housing Strategy	✓	Strategy 2004/9 published
Deliver housing in new settlements		Phase 2 Cambourne begun, Arbury Park on site, planning of Northstowe underway
Reduce the number of unfit Council homes and achieve the Decent Homes standard by 2006		New stock condition survey underway to identify exact current position
Start construction at Northstowe	✓	Infrastructure works expected to start late 2007
Develop affordable housing at Cambourne	✓	On going programme-housing associations for phase 2 agreed
Identify locations for cluster flats for people with mental health problems	✓	Re-provision for residents in Fulbourn hospital agreed and properties at Windmill Estate under review.
Identify a location and funds for supported accommodation for victims of domestic violence	✓	Subsumed after review into Regional Domestic Violence Strategy. Confirmed as a priority for SP funds by Commissioning Body May 2006
Undertake research to support the Local Development Framework	✓	Housing Needs Survey 2002 reviewed 2006, Travellers Needs Survey and Key Worker Survey done. Sub Regional Housing Market Assessment started
Complete analysis of 2001 census	✓	17 topic papers published and used to inform reports, policies etc

3. Housing Needs-Overview

The 2006 Cambridgeshire Quality of Life Survey identified “affordability of housing” as the feature of local life that respondents in South Cambridgeshire were least satisfied about. This fact, and the objective measures of housing need available to the Council, justify the importance of providing quality, affordable homes among the Council’s priorities for action in its Performance Plans, and in the Community Strategy.

This issue is a factor in the government’s selection of the Cambridge sub-Region as one of the national Growth Areas, and in the importance given to addressing housing demand and supply imbalances, increasing rural supply and finding solutions for those on modest incomes in its strategy document “Sustainable Communities in the East of England”

South Cambridgeshire and its partners have previously co-operated on needs studies such as the 2003 Sub-Regional Housing Needs Study, the Travellers Needs Study, Key Worker research and a wide range of Supporting People reviews. It is now working with the other districts in the Sub-Region and other stakeholders to commission a full Housing Market Assessment (HMA) in line with emerging government housing and planning guidance. This project will report in Summer 2007 and will be subject to ongoing updating after that date.

The HMA will use a wide range of available data compiled by the County Council Research Group, plus original research, to identify and document the housing markets affecting the sub-Region. This will support the area's growth plans, document the future need for affordable housing, justify bids for regional and national resources and identify the key drivers of local housing markets to inform policy development.

However, the need for affordable housing is already well documented in the studies listed above and in other material. Key findings are-

-the need for more provision for Gypsies and Travellers in South Cambridgeshire and across the sub-Region.

-the supply of affordable homes in the last 4 years has only met 18% of the need identified in the 2002 Housing Needs Survey for the same period.

-lower quartile house prices have risen faster than overall house prices in the period 2000-2005 and the ratio of lower quartile earnings to lower quartile house prices has worsened in each 12 month period between 2000 and 2004.

-the number of households on the Housing Register (the "waiting list") has doubled between 2002 and 2005.

-a sub regional study of Key Workers housing needs concluded that the bulk of future provision needs to be in South Cambridgeshire and Cambridge City.

-the household/dwelling balance worsened considerably between 2001 and 2006.

-targeted research carried out for Supporting People has identified a need for more move-on accommodation from all types of specialist provision, more extra care sheltered housing, more schemes for young people at risk, more places for victims of domestic violence, more wheelchair accessible and Lifetime Homes and a need to modernise mental health provision.

Needs analysis is an on-going activity which is integral to a number of activities ,eg the Local Development Framework, Supporting People, the Homeless Strategy development etc.

For the "bigger picture", the planned HMA will produce detailed results comparable across the sub-region. The diverse needs of people within local communities will require more specialist studies, such as those carried out in Supporting People reviews.

ACTION

Complete Phase One of the inter authority Sub-Regional Housing Market Assessment by mid 2007.

4. Housing Needs-Gypsies and Travellers

Balancing the needs of Travellers with those of the settled community addresses the Council's current and proposed future Corporate Objectives,

particularly “Quality Village Life” and a “Sustainable Future” and inclusive communities. In order to consider the future need for suitable sites, and to produce the needs assessment required by Section 225 of the Housing Act 2004 and Circular 01/2006, the Council have worked with a multi agency consortium to commission a Sub-Regional Travellers Needs Assessment (TNA).

This also fulfils a commitment in the Sub-Regional Housing Strategy 2005-10. The Council’s revised Race Equality Scheme 2005-8 identifies Traveller issues as the most relevant to race equality since they are the largest ethnic minority group in the district. A personal interview survey conducted by Traveller interviewers in sites around the district, was considered the best way to consult with this minority group and allow them to get their views across.

The local authority partners (all the districts in the sub-region plus authorities in Norfolk and Peterborough) together with colleagues in Health, Education, Police etc prepared a brief to meet government guidelines in conjunction with Travellers representatives. The contract was awarded to an academic team from two local universities to ensure that the results were robust, authoritative and independent.

A Traveller consultant was engaged as part of the research team and much of the fieldwork was carried out by trained interviewers recruited from the Traveller community, all overseen by a reference group of Travellers.

The study took account of the preferences of Traveller families (both housed and living in caravans) and their ability to fund their own sites if suitable land were identified. The results will be used in future bids to the Regional Housing Board for Gypsy and Traveller Site Grant Aid where financial support is needed.

The results from the study are informed by data from personal interviews, demographic information, existing records kept by local agencies, statutory caravan counts and focus groups. The conclusions and resulting priorities for action are therefore grounded in good quality information from a variety of sources and provide detailed information at a local district and sub-Regional level.

The results show that there is a need for between 405 and 535 extra pitches in the sub-Region up to 2010. Of this total, between 110 and 130 pitches are needed for Travellers currently in South Cambridgeshire. Most Travellers prefer to live on small, long stay sites owned by Travellers themselves and there is very little demand to move into houses.

However, Travellers were flexible about the geographical location of future sites around the sub-Region provided that they had access to necessary amenities and services (schools, shops, health facilities etc). Locations at the edge of villages near established Traveller communities were preferred. The attractions of the sub-Region were to do with work and travel and South Cambridgeshire had seen a doubling of caravan numbers between 1997 and 2006.

The results of the TNS will inform policy development in a number of areas. The most important and immediate actions are-

-the information will be made available to the Gypsy and Traveller Steering Group which is guiding the preparation of a single issue review of the Regional Spatial Strategy for the East of England Regional Assembly (EERA). This will

allocate pitch numbers at district level and the Council will highlight the fact that not all needs currently contained in the district need to be met within the district. This is in line with the Travellers own views and reflects the inequity of previous provision across the sub-region, and other legitimate planning considerations. The steering group began its work in May 2006 and includes a representative from South Cambridgeshire.(EERA target date for completion is November 2008).

-the information will be used to support potential future bids for funding for Gypsy and Travellers sites-ongoing in line with DCLG bidding rounds.

-the future appraisal of Council land will include an assessment of it's suitability for use as Gypsy and Travellers sites-ongoing.

-the information is being used by consultants who will prepare a Development Plan Document as part of the Local Development Framework to guide future site provision. Target completion date is January 2009.(milestones detailed elsewhere)

Within the council, a working group of officers from different disciplines meets regularly to ensure that Travellers issues are co-ordinated across different services. The council also employs a full time Travellers liaison officer. More widely, the council works with a number of fora including the South Cambridgeshire Travellers Liaison Forum and the county wide Travellers Co-ordination Group to ensure that all stakeholders have opportunities to influence decisions and policy development.

The Council's Homelessness Strategy (2003-8) has been updated to incorporate information about Travellers issues, improve the monitoring of Travellers use of services and to confirm that in the event of potential enforcement action against unauthorised sites the Travellers affected are automatically referred for housing and homelessness advice.

The revised Race Equality Scheme (2005-8) identifies 10 service areas most closely associated with Travellers issues, including homelessness and housing advice, where the council has opportunities to promote racial equality and good race relations and the comprehensive action plan identifies detailed commitments for these services.

Following the outcome of the needs survey, South Cambridgeshire has granted 9 temporary planning consents (January 2006-April 2007) for sites in the district which will each last for 3 years. Once these permissions expire the new planning policy will be in place for future applications for sites.

ACTION

Complete the Gypsy and Traveller Development Plan Document by 2009.

5. Housing Needs-Minority Households

At a corporate level the Council has addressed it's commitment to promoting Racial Equality with a full review of its Race Equality Scheme-published July 2006. This revised scheme-which runs to 2008-builds upon the Corporate

Objectives, Priorities and Community Strategy, and sets out a comprehensive 86 point action plan to implement the scheme.

To focus on housing issues for ethnic minority households, a full review of services was carried out in 2006 using the revised CRE Code of Practice for Racial Equality in Housing as a guide to best practice. That review was presented to the Housing Portfolio Holder and an action plan agreed to improve ethnic minority record keeping, provide more equality and diversity training for staff, and to formalise the reporting practices for the monitoring of minority households access to services.

As part of that review, an analysis of results from the Census 2001 was prepared to identify the particular circumstances of BME households in relation to the main issues covered by Census questions. A supplementary analysis was produced based on data from the large number of village surveys carried out for housing and planning purposes. Together these showed-

-non white BME households made up only 2.1% of local households and had a significantly younger age profile than their white counterparts. The age factor was one reason they were generally in better health, were more likely to be in education and less likely to be retired. Even adjusting for age and sex differences, the BME groups are still healthier than the white groups, with approximately 17,000 white residents suffering from a "limiting long term illness" compared to only 260 BME residents in the same position.

-the BME groups had higher levels of educational attainment than the white groups and in some BME groups the majority of adults were educated to degree level or above. The white British group had the highest percentage of people with no qualifications.

-in the field of employment, the BME groups had higher proportions of workers in the Managerial/Professional category than the white groups.

-owner occupation is the majority tenure for both white and non-white groups with only 6% difference in the proportions owning their own homes. The BME groups are also accessing social rented housing with 9.6% of them being in either housing association or council rented homes, and smaller numbers in the growing intermediate sector.

-BME households were proportionally more likely to be overcrowded than their white counterparts but there were still thirteen overcrowded white households for every one overcrowded BME household

The annual monitoring of housing services for 2005/6 and 2006/7 showed that there is no evidence that BME households are disadvantaged by the re-housing policies or systems in place. They are able to access the housing register and to obtain affordable housing, both with the Council and local housing associations, as well as using homelessness services when needed.

A recent survey of the residents of the new village at Cambourne showed that 10% of residents (all tenures) are non-white compared to the district wide figure of 2.9%, demonstrating that minority households are accessing the newest community in the district.

An analysis of a range of Best Value Performance Indicators included in the review of the Race Equality Scheme showed that the satisfaction levels expressed by white and non-white respondents across a wide range of Council services were not significantly different.

The overall conclusions are that *“it is hard to isolate particular areas where services could be targeted towards minority groups”* (County Council-“Ethnicity in Cambridgeshire”) The priority is to ensure equal access to services for all individuals, with appropriate support and help where it is needed (eg translation/interpreting etc) rather than specialist provision.

To help target services for people with special needs, and to improve monitoring practices, all council tenants were contacted in 2006 asking them to indicate their ethnic origin and any disability related problems they have. This will enable staff to tailor services more closely to individual needs in future, and will improve the analysis of the take up of services, in line with the new Disability Equality Duty for public services. The Council expects new affordable housing to meet Lifetime Homes criteria wherever possible.

The services prioritised for action mainly relate to Travellers as the biggest minority group in South Cambridgeshire and are spelt out in detail in the Race Equality Scheme. The production of a Development Plan Document as part of the LDF process will address the issue of locating future Travellers sites.

ACTIONS

Provide Equality and Diversity training for housing management and sheltered housing staff during 2007/8

Review the Tenants Compact during 2007 including its contents in relation to minority households

6. Housing Needs-Supporting People

The Supporting People programme for delivering support to vulnerable people in their own homes is administered at County level and overseen by a partnership of key stakeholders. The jointly agreed vision for the programme is-

“To improve quality of life and well-being by ensuring housing and housing support is available that reduces risk and enables vulnerable people to live as full a life as possible.”

This dovetails neatly with the Council’s Corporate Objectives (current and proposed), its priority actions and aspects of the Community Strategy, both in relation to the primary client groups and to the commitments to working in partnership and improving services.

The 2006 Audit Commission inspection of Supporting People noted the active involvement of elected councillors and of the district councils, both in the governance of the programme and the service reviews.

Continuing reductions in government funding make it impossible to commission all of services shown to be needed by the programme of service reviews. The budget is being managed by a rigorous review of eligibility for all activities, de-commissioning some services and capping the hours, and costs, of individual service levels. In the absence of extra expenditure, some desirable services will not expand. A Commissioning Strategy is being developed which will shape future purchasing decisions, following consultation with providers.

The Supporting People Commissioning Body have reviewed priorities in the light of financial constraints. County-wide the agreed priorities are-

- generic floating support*
- floating support for offenders*
- specialist floating support for people with physical and sensory impairment*
- resettlement support*
- services for substance misusers*
- remodelling mental health schemes*
- women at risk of domestic violence*
- new accommodation for people with mental health problems*
- services for young people with complex needs*
- PLUS-implementing the findings of the review of sheltered housing*

The specific deficits that have been identified for services in South Cambridgeshire include-

-more move-on accommodation from specialist schemes. This will be addressed as part of the review of allocations being done for the introduction of Choice Based lettings.

-more extra care sheltered housing. Funding has been approved for the scheme at Moorlands and a further scheme at Flaxfields will be pursued on land provided by South Cambridgeshire, with some sales to fund rented units.

-more support for young people at risk. A pilot programme run by Cambridge Housing Society is underway, funded by previous underspends in the Supporting People pipeline programme.

-remodelling older mental health provision. New homes with higher levels of independence are being planned for the re-development of the Windmill estate.

-increasing the supply of wheelchair accessible housing. Apart from the activities of the Home Aid Agency using disabled facilities grants, a scheme for wheelchair users in the new development at Arbury Park has been proposed but does not currently have capital funding.

The development of housing options for people with mental health problems will be guided by the Adult Mental Health Services Strategy for Housing and Related Support Services. The Council will work with a range of stakeholders to develop the new county-wide Housing Strategy for Disabled People.

ACTIONS

Re-provide the older properties on the Windmill Estate in partnership with Nene Housing Society and Granta Housing Society

Progress extra care sheltered housing at Moorlands in partnership with Cambridge Housing Society and at Flaxfields with Hereward Housing Association.

Incorporate appropriate “move on” arrangements for residents of supported housing within the new Sub Regional Choice Based Lettings system

7. New Development-Planning Issues

The overall development strategy for South Cambridgeshire is provided by the Core Strategy Development Plan Document 2007. This sets out a vision for the district that it will contribute to satisfying the development needs of the Cambridge Sub-Region and will continue to develop as part of the home of the largest cluster of research and development activity in Europe whilst maintaining and where possible improving the character, environment, economy and social fabric of its villages and countryside. The Local Development Framework will help secure those parts of the Community Strategy which involve the development or use of land and buildings.

Much of the high level of development needed to support the cluster and improve the balance between homes and jobs in the sub-region must take place in South Cambridgeshire, and will be focussed into urban extensions to the built-up area of Cambridge and in a small new town north west of the city, to be called Northstowe. The objective is that these locations will become successful, vibrant, healthy new communities. The district will plan for enhanced infrastructure to meet the needs of the expanded population.

Preparation of the Local Development Framework documents has involved considerable partnership working. The Area Action Plan for the Cambridge East urban extension to Cambridge is being prepared as a formal joint plan between South Cambridgeshire District and Cambridge City Councils. Joint working with the City and County Councils and with key stakeholders including service and infrastructure providers and also developers for the major developments on the edge of Cambridge and the new town of Northstowe has been a key part of the preparation of the Area Action Plans.

The Local Development Framework is a set of planning policy documents that contain the policies against which development proposals will be judged.

As part of a sequential policy of encouraging a more sustainable pattern of living, the step change in housing development is focused on the major developments on the edge of Cambridge and at the new town of Northstowe. Only limited development will take place within villages in the district, with most of that limited development focussed into those larger, more sustainable, Rural Centres where modest growth will bring about improvements in the relative sustainability of individual villages or groups of villages and the recycling of previously developed land.

The emphasis will be on providing quality homes for all, including a requirement to provide affordable housing to meet local needs and a mix of house types and sizes to ensure the creation of balanced communities. Homes should also be designed to high levels of sustainability and to mitigate the effects of climate change, including in term of energy and water efficiency.

The Structure Plan 2003 provided a clear strategy for the scale and location of development and there were therefore limited options available. However the LDF process is front loaded to include public consultation and sustainability appraisal of realistic options at the beginning of the plan making process leading to the preparation of draft plans. This included consideration of options for the affordable housing target and for market housing mix targets.

The first plan to be approved was the Core Strategy Development Plan Document (DPD) in January 2007. Five other DPDs were submitted to the Secretary of State at the same time. At the time of writing, these are going through a programme of public examination by independent Inspectors. It is envisaged that the Development Control Policies DPD that sets the district wide policies for affordable housing and market housing mix will be adopted in summer 2007. Two further DPDs had reached the issues and option stage in autumn 2006. A programme of Supplementary Planning Documents, including for affordable housing, is also included. For up to date information on the LDF, visit www.scams.gov.uk/ldf.

ACTION

To deliver the plans and milestones set out in detail in the Local Development Scheme document and monitored through the Annual Monitoring Report.

8. New Development-Redevelopment and New Building

Redevelopment needs in South Cambridgeshire are relatively limited in both private and public sectors. The stock is relatively modern and built using traditional methods.

However, there are about 220 existing council properties that are not up to modern day standards where redevelopment is the preferred option and plans for these are outlined below. These schemes contribute to all of the Councils Corporate objectives.

A redevelopment scheme will enable an overall increase in the number of affordable homes available within the village concerned and provide a better mix of tenure and house types/sizes to meet existing and future housing needs. ("Affordable Homes")

A modern scheme addresses issues around housing standards and community safety concerns that would provide better services and quality of accommodation for existing and future residents, and in some cases solves the problems associated with low demand properties eg older bedsits ("Quality Accessible Services")

It will also provide an opportunity to look at integration of design and community issues that can enhance village life.("Village Life")

Modern design and construction will also meet the governments Decent Homes standard and sustainability objectives in a cost effective way. In some cases eg Windmill Estate, Fulbourn (164 properties) there will be opportunities to address the needs of the wider community eg provision of enhanced community/health facilities in partnership with the PCT and County Council, as well as meeting identified housing needs in the district of South Cambridgeshire. (“Sustainability”)

All projects have closely involved local representatives eg Local Members, Parish Council and residents as well as a Housing Association and other partner organisations eg Mental Health Trust, PCT, County Council (and community based organisations working in Fulbourn).

The Council has made land available at nil cost either on a 125 year leasehold or freehold basis depending on the business cases presented by each scheme and the availability of other subsidy eg Housing Corporation grant. The Council has also supported (successful) bids for Housing Corporation funding for some schemes eg Airey properties at Sawston and Windmill Estate (phase 1). Other schemes are being delivered without grant eg Linton or through capital funding from other partners eg The Green Road, Sawston (PCT).

Some developments have open market sales units incorporated within the scheme mix which contributes to creation of sustainable developments as well as providing cross subsidy for the affordable homes.

The Windmill Estate redevelopment scheme has a funding shortfall of around £2m which will need to be bridges through further investigation of a number of potential external funding sources. In the meantime the Accent Group have agreed to underwrite the funding gap to enable the scheme to proceed.

The schemes have been designed to meet identified housing needs both locally and district-wide. Schemes include:

-general needs housing with both social rented and intermediate tenures eg Airey and Windmill redevelopments and Sheltered bedsit redevelopment at Meldreth.

-supported housing eg extra care scheme at Linton, independent living scheme for people with mental health needs (leaving hospital) at Sawston, group home and independent living scheme for people with Learning Difficulties and/or Physical Disability at Bassingbourn

The Airey redevelopment schemes are either on site (Sawston and Elsworth) or due to be on site in next 12 to 18 months (Coton and Girton).

The Windmill Estate has full Council consent to proceed and it is anticipated that a planning application has been submitted with phase 1 commencing in summer 2007. It is expected that the redevelopment will involve a number of phases over approx 5 years. A decanting programme is being developed to facilitate the development.

ACTION

Present options for the remaining sheltered bedsit site at Balsham to Members

and the Parish Council and agree the preferred option by the end of 2007

Commence the redevelopment of the Windmill Estate in Summer 2007

Agree a programme for the use of commuted sums for affordable housing by December 2007.

9. New Development-Strategic Sites

The delivery of affordable housing on the major development sites coming forward will contribute to the following corporate priorities:

- 1) Achieve successful, sustainable new communities at Northstowe and other major new settlements
- 2) Increase the supply of affordable housing

South Cambridgeshire is located within one of the growth areas designated within the *Sustainable Communities Plan 2003*. Delivering affordable housing targets on major new developments will meet the wider growth agenda and national targets for increasing the supply of affordable housing, including for Key Workers.

The Council is working in partnership with Cambridge City Council to deliver affordable housing on the strategic development sites on the edge of Cambridge and at Northstowe. The partnership has enabled pooling of staffing resources to provide a more efficient and effective approach to joint working and will result in shared nomination rights across the major sites.

Following meetings between the government Minister, Cambridgeshire Horizons and partner local authorities a new approach has been agreed to progress Northstowe and the major strategic sites on the fringes of Cambridge City. At the heart of the proposal is an aim that developers should have a clear picture of who has ownership of each and every part of an efficient and effective development process for these major developments. Local representatives have stressed to the Minister that delivery of the scale of development proposed requires a substantial increase in the level of funding being made available to the Sub-Region.

A **Joint Strategic Growth Implementation Committee** is to be established as a standing committee of Cambridgeshire Horizons Board including councillors from Cambridge City, Cambridgeshire County Council and South Cambridgeshire District Council. This will be supported by a **Senior Officer Board** with representatives from Cambridgeshire Horizons and the 3 local authorities involved. Reporting to the senior officer board will be two **Delivery Boards** with day-to-day responsibility for driving forward the implementation of the developments-one for Northstowe and one for the Fringe Sites.

In addition, for the exercise of statutory development control functions, the 3 local authorities involved will delegate powers to two **Joint Development Committees**-again one for Northstowe and one for the Fringe Sites.

Together these proposals should ensure early delivery of the growth agenda to the highest standards of design and quality.

The Council's district wide target for affordable housing is set out in the Development Control Policies DPD which forms part of the the Local Development Framework. The policy (as amended by the draft Inspectors' Report) is 40% or more of the dwellings for which planning permission is given.

The Northstowe Area Action Plan (as amended by the draft Inspectors' Rpeort) confirms that the starting point for negotiations for the provision of affordable housing will be the district wide policy, but recognises that Northstowe is a major and complex development which has a wide variety of requirement covering infrastructure and services and indicates that a balance may need to be struck between competing requirements in the light of economic viability.

Other major sites, including Cambridge Southern Fringe and Cambridge East will be subject to separate Examination processes in summer 2007.

Negotiations are in progress with regard to the affordable housing at both Cambridge Southern Fringe and Northstowe. Planning applications are in for Cambridge Southern Fringe and are expected to be determined in 2007. A new joint planning application from Gallagher Estates and English Partnerships for the new town at Northstowe is expected around June 2007.

The Council is participating in the 'Cambridge Challenge' which is a Housing Corporation led pilot to select a lead strategic partner for the delivery of affordable housing at 3 major sites which have been identified as likely funding priorities by the Housing Corporation. The 3 sites are Northstowe, Cambridge Southern Fringe and North West Cambridge.

The process aims to maximise the number of homes that can be delivered for the available public investment whilst also ensuring that the affordable housing provider will contribute fully to wider objectives around sustainable communities. In return for meeting Housing Corporation, local authority and other stakeholder objectives there will be no further competitive bidding programme at least for a defined period (around 5 years) for the successful partner /consortia. This selection process should be completed by July 2007.

In addition to Housing Corporation funding, developer contributions have yet to be agreed eg free serviced land as part of the s106 negotiations.

Alternative funding options including grant fee units and cross subsidy from open market sales as well as intermediate tenures such as shared ownership will need to be explored to ensure that adequate funding is available to deliver the affordable housing targets. An estimate of the funding requirements for the major sites as well as other pipeline affordable housing schemes is maintained as part of the Housing Corporation's Supply Chain Management process and will feed into the Sub-Regional Investment Plan.

The main priority will be to ensure that the tenure split and the mix of house types and sizes will meet both current and future housing needs. Based on current evidence of need this will include a relatively high proportion eg 25-30% of social rented accommodation. Further Supporting People priorities will need to be fully reflected within the overall mix as will the needs of specific groups, including Travellers. Lifetime Homes standards are expected where possible.

A Cambridge Sub-region Housing Market Assessment is in progress which will update the evidence base and inform the discussions/negotiations around the appropriate housing mix for each of the major developments. This information should be available by around July 2007.

ACTION

Agree the split between rented and intermediate tenures at Northstowe

Select a preferred strategic development partner for Cambridge Southern Fringe, Northstowe and North West Cambridge by July 2007

Commence delivery on Cambridge Southern Fringe by March 2008 and at Northstowe by March 2009

10. New Development-Sustainable Communities

As part of its commitment to developing successful, sustainable new communities the Council have analysed the characteristics of households moving into new affordable housing. It would not be in the best interests of these residents, or the wider community, if access to affordable housing was restricted to only the most disadvantaged households in society. However, the evidence demonstrates that this is not happening and shows the importance of local factors.

Working households who would be able to buy or rent privately in other parts of the country need affordable housing because of the very high house price/income ratios locally. The evidence from 544 new lettings and low cost sales in South Cambridgeshire in the period 2004-6 shows that-

-new tenants in social rented housing had incomes that were over 50% higher than their counterparts elsewhere in England and consequently had 50% less households claiming housing benefit.

-the majority of new purchaser households in low cost home ownership schemes had incomes in excess of £30Kp.a. and nearly 11% had incomes in excess of £40Kp.a.

-virtually all of the heads of households for low cost home ownership purchase were in work, as were 61% of the renting heads of households. The national figure for renting heads of household in work is 42%.

-key workers occupations accounted for 13% of the working heads of household for renters and 70% for the purchasers of low cost home ownership.

Since participation in the labour market, and an adequate income, are critical issues in determining disadvantage then this evidence shows that local residents in affordable housing do not simply mirror the national picture and concerns about "mixed and balanced communities" need to be seen in the light of local circumstances.

South Cambridgeshire and Cambridge City Council already have experience of implementing a formal lettings agreement at the new settlement of Cambourne which includes-

-underletting on initial lets to allow for family growth and keep child densities similar to more established communities.

-limits on proportions of transfers and homeless families on initial lets

-a mixture of working and non-working households.

This process will be refined and applied to the 156 rented units being built at Arbury Park with more detailed targets for the range of childrens ages and specific restrictions on properties earmarked for households containing someone with a disability. This will also be carried through into the planning for the new town at Northstowe when it will be facilitated by the proposed Sub-Regional Choice Based Lettings system.

11. Housing Options-Choice Based Lettings

South Cambridgeshire is taking part in the sub-regional choice based lettings (CBL) scheme, assisted by funding from the DCLG. This new method of letting social rented homes contributes directly to a number of the Councils objectives and priorities since it improves services for individuals and also contributes to developing sustainable communities.

This will enable all of the participating local authorities and partner housing associations in the sub region to meet the government target of 2010 for the introduction of a more transparent and open system offering clearer choices to applicants.

A sub-regional bid to the DCLG was successful and funds of £181,000 have been received towards the implementation costs. Each local authority, including South Cambridgeshire, is committed to paying an additional £17,000 towards the sub-regional implementation costs. Additional expenditure on the implementation of the scheme will come from existing resources.

The objectives of the CBL scheme are:

- To meet the legal requirements for letting housing*
- To assist customers in the highest assessed need*
- To make best use of existing housing stock*
- To provide a consistent lettings process across the sub-region*
- To provide increased choice and information about available homes*
- To ensure that customers are not discriminated against, whether directly or indirectly.*
- To provide a wider housing options approach in supporting customers to meet their housing needs*
- To improve mobility across the sub region*

Formal consultation on the lettings policy has been completed. In addition to applicants, a wide range of statutory and voluntary organisations, tenants and elected members will be involved in the consultation and subsequent implementation phases.

ACTION

Procure the IT required for the scheme by June 2007

12. Housing Options-Homelessness Prevention, Advice and Temporary Accommodation

Homeless prevention and increasing access to other housing options for those in housing need form contribute to the Council's Corporate Objectives and medium term priorities. This translates into specific aims to halve the numbers in temporary accommodation by 2010 and minimise the use of unsuitable accommodation, to reduce the time that families spend in hostels, increase homelessness prevention and minimise repeat homelessness.

This is developed in more detail in the Council's Homelessness Strategy which highlights the importance of partnership working. Current initiatives include-

- *management of the Council's hostel provision by Hereward Housing Association.*
- *management of the Council's private sector leasing scheme, development of providing settled homes under the scheme and a rent deposit guarantee scheme – through King Street Housing Society.*
- *the development and operation of a young persons support scheme to prevent homelessness and aid tenancy sustainment by Cambridge Housing Society.*
- *the provision of an emergency bed space for young people by YMCA and Cambridge City Council.*
- *the coordination of domestic violence services, including a county wide steering group, a local (South Cambridgeshire and Cambridge City) task group and the development of a Sanctuary scheme for survivors of domestic violence, involving the police, fire service and other local housing authorities within the county.*
- *a mediation service for young people – Cambridge and District Mediation Service*

The majority of the housing advice and options service is funded through the Council's general fund, with the allocations function and the hostels funded through the Housing Revenue Account (HRA). The Council receive a grant from the DCLG (£35, 000 in 2006/07) towards the prevention of homelessness and in 2006/07 a grant of £5,700 was received from the Crime and Disorder Reduction Partnership towards the implementation of the Sanctuary scheme.

The priorities for the housing advice and options service as contained in the current service plan and for incorporation into future service plans include the partnership activities listed above plus-

- *increased homeless prevention, including tenancy sustainment.*
- *developing links with the private sector, including increasing the homes let as settled through the private sector leasing scheme and operation of the rent deposit guarantee scheme.*

-extending the floating support service to cover all tenures to ensure it is reaching those in the greatest needs.

-seeking customer views on the service standards, performance and experience of using the service.

-reviewing current provision of hostel accommodation.

-undertaking a further review of homelessness within the district to inform the new homeless strategy due in July 2008.

It is hoped that these actions will help to meet the wider priorities, outlined above, improve the service and help the service to run more efficiently given that the number of people seeking housing advice continues to increase.

ACTION

Review hostel provision and produce a re-provision strategy by September 2008

Review Homelessness in the district by March 2008

Produce a new Homelessness Strategy by July 2008

13. Housing Options-Home Improvement Agency

The services of the agency support the objectives of both the Council and its partners by helping to support vulnerable people in their own community settings and at the same time promoting energy efficiency and sustainable property maintenance. These objectives support government targets for Decent Homes and statutory responsibilities towards people with disabilities.

The agency works closely with the Occupational Therapy service to identify residents who need assistance to remain independent in their homes-from small scale grab rails through to improved access to bedrooms, bathrooms, kitchens etc. The agency can assess eligibility for grant assistance and arrange for surveyors and contractors to prepare plans and carry out necessary works. Where adaptations in situ would not lead to a satisfactory outcome the Council can instead provide a Relocation Grant. In the case of urgent referrals from a Hospital Discharge Management Team a fast track procedure can be used to arrange adaptations to enable a client to return home.

Given the breadth of these objectives, the Councils partners range from the Cambridgeshire Primary Care Trust (CPCT) involving services such as integrated community teams, occupational therapy, falls prevention and delayed discharge teams through to the energy companies and central government who fund energy efficiency grants.

The bulk of Council expenditure goes on the highest priority households for mandatory and discretionary Disabled Facilities Grants totalling £675,000 in 2006/7. Given the severe constraints on the councils finances this only leaves £5000 for energy efficiency work and £47,080 for Improvement Grants to remedy serious hazards.

Given that the private sector stock survey in 2004 found that expenditure of £71m was needed to remove all serious hazards and provide all necessary adaptations, it is clear that most expenditure will need to come from property owners themselves with contributions towards energy efficiency from the HEAT Cambs and Warmfront schemes, with the bulk of Council funding directed towards disabled people prioritised by Occupational Therapists. The projected increases in the number of elderly residents means that this priority will not change in the foreseeable future.

The first full year of standardised monitoring of HIA activities across the County shows that the South Cambridgeshire service targeted 100% of its scarce resources on social priority cases and that all of the repairs elements of grants contributed to achieving Decent Homes in the private sector.

14. The Council as Landlord-Options Appraisal

In common with other stock holding local authorities South Cambridgeshire has conducted an Options Appraisal process in line with the government guidelines published in June 2003. The overall aim was to assess alternative options for achieving the government's decent homes target for council housing by 2010, deliver improved services where possible and ensure value for money.

The project was conducted with the support and supervision of the Community Housing Task Force (CHTF) and all options were judged against both government objectives and the Council's own Corporate Objectives and Priorities, using a multi factor evaluation matrix. The outcome was signed off by the government office in summer 2005.

As well as involving the government office, a working group of tenant representatives, elected members, officers and a trades union representative oversaw the project. They received reports from outside consultants including an independent tenant advisor and financial advisors, visited stock transfer housing associations and received a presentation from an Arms Length Management Organisation (ALMO). Information on the project was widely disseminated, including through the Local Strategic Partnership (LSP), the Housing Partnership, the Councils Contact Centre and at regular staff briefings, with core documents available on the Council's web site. At all stages the project included extensive consultation with tenants across the district using roadshows, newsletters, surveys, coffee mornings/drop in sessions and focus groups.

Interpretation and translations and large print publications were available on request and home visits were offered to tenants who requested them. Central to the decision were the different financial resources available under each of the options being evaluated. The **Private Finance Initiative (PFI)** option was inappropriate because it could not provide a whole stock solution.

The **ALMO** option was also rejected because it would require scarce resources to set up and could not deliver any increased resources overall. **Partial Transfer** was not pursued because again it could not provide a whole stock solution, although some very small scale transfers have subsequently taken place to deal with specific issues in a limited number of system built and obsolete properties.

The only options that would meet the decent homes standard were **Council Retention** of the stock and **Large Scale Transfer** to a housing association. However, because of the financial advantages enjoyed by housing associations under government funding regimes, the **Retention** option was only affordable with substantial reductions in spending overall and could not deliver long term financial certainty about future maintenance standards, whereas the **Transfer** option would deliver a funded long term business plan that enabled improvements in services.

At the end of extensive consultation, the tenant “test of opinion” supported **Retention** as the preferred option and this option was chosen by the Council. However, tenants priorities for maintaining all existing levels of services, and improvements in a number of areas, which were identified and quantified during the options appraisal consultation, were only achievable under **Stock Transfer** and this was made very clear to tenants prior to testing their views.

Options Appraisal 2007-“Housing Futures”

In line with the 2005 projections, a review of the financial position in 2007 indicates that the current levels of revenue and capital programmes are not sustainable beyond 2008/9 and therefore it is essential to revisit the Options Appraisal process, using the most up to date information available, which includes the 2006 Stock Condition Survey.

A project plan has been agreed which will produce by December 2007 an evaluation of the options to deliver a sustainable future for the Council’s housing stock, in the context of the emerging 2007-10 Community Strategy, including consultation and involvement of tenants, staff, Members and other key stakeholders (known as the “Housing Futures” project)

ACTION

To prepare an evaluation of the options to deliver a sustainable future for the Councils housing stock for presentation to the Housing Portfolio Holder by December 2007.

15. The Council as Landlord-Sheltered Housing

Sheltered housing has an important part to play in helping to deliver the Council’s Corporate Objectives. A review of the service in 2005/6 developed a new vision for the future which is-

“A service that-

-is financially sustainable.

-provides a high quality, flexible management and support service tailored to the needs of our residents.

-encourages independence and allows dignity and quality of life

-is integrated with other complementary services for older people”

The vision complements the Supporting People Strategy priorities and the recommendations of the county-wide Best Value Review of Sheltered Housing and supports the County Commissioning Strategy objectives of maintaining independence in the home and increasing the provision of extracare housing.

This will be in partnership with the County Council, the Primary Care Trust, Housing Associations and private developers.

The review of the sheltered housing service led to the creation of area teams, giving greater flexibility in covering the widely dispersed schemes, whilst maintaining the ability to organise social activities and the presence of a familiar face through daily contact. The out-of-hours response service is now provided through the Primary Care Trust's 24 hour response team of trained care assistants. A number of sheltered units that were difficult-to-let, and would be below the proposed standards, have been re-designated as general purpose properties

Funding for the sheltered service comes mainly from Supporting People Grant, which has reduced each year from its inception. The amount of grant for sheltered housing in the county has been ring-fenced, but there will be no additional funding for the provision of new extra-care housing. This means that growth in extra-care will rely upon a reduction in sheltered housing.

Funding for building new extracare housing for rent comes from the Housing Corporation or private funds. Grant has been approved for a new extracare scheme at Moorlands in Melbourn, which will benefit from already agreed Supporting People Grant, and from private sources for a scheme with a mix of rent and sale at Linton, unless grant funding can be secured.

A consultation paper on the next steps for sheltered housing in the County has now been agreed, setting some key proposals for the future including-

- service and physical standards for all sheltered housing.*
- targets for growth in the provision of extra-care housing.*
- a switch in resources to establish more equitable distribution.*
- increased use of community facilities.*
- more information on housing options.*

Each district will produce by mid 2007 their proposals for implementing the next steps. The Housing for Older Peoples Advisory Group will reconvene to oversee this process and to consider means of further enhancing integration with health and social care services.

This will look at a number of options in implementing the proposals from the Best Value review and to increase housing choices for older people including:

- work with housing associations and developers to secure new extra-care provision in growth areas.*
- further expand community alarm provision and the use of telecare monitoring.*
- examine options for Council sheltered stock in providing extra-care and in re-designing services where stock does not meet standards.*
- consider the feasibility of extending the response service to community alarm users.*

- look at greater sharing of resources with social care and health providers and other housing organisations.

- look at accreditation of the Council's sheltered housing service.

ACTION

Reconvene the Housing for Older Peoples Advisory Group-mid 2007

Investigate options for extending services and enhancing integration

Promoting the uptake of the community alarm and telecare services

Identify options for new-build and re-modelling or re-designing existing housing stock – April 2007

16. The Council as Landlord-Housing Management

As a retained housing service, the priorities for housing management services are:

-to improve levels of service and performance.

-increase customer satisfaction with the services we offer, and improve accountability by making performance information readily available to our customers.

-to encourage the involvement of tenants in the management of Council housing, either as individuals, or through residents' associations.

-to provide feedback to participants on the actions taken as a result of consultation.

-to deal effectively with anti-social behaviour.

-to maximise rental income.

-to effectively manage the environmental aspects of Council-owned land on housing estates

The reorganisation of housing services in 2006 has led to the formation of two housing services area teams, who work with internal partners in the property services, housing options and sheltered housing teams to deliver services to the tenants within the designated areas.

The area teams work in partnership with the Anti-Social Behaviour Task Group as part of the South Cambridgeshire Crime and Disorder Reduction Partnership (CDRP) and the Cambridge and District Community Mediation Service, to work towards tackling anti-social behaviour in the District.

The east area team are working closely with a partner housing association in delivering the decanting programme for the redevelopment of the Windmill Estate, Fulbourn

The detailed priorities for housing management are set out in service plans and include a range of activities-for example-

-action to promote tenant participation, including a sheltered housing forum.

-signing up to the government "Respect" standard.

-reviewing the provision of council garages.

-reviewing the process for dealing with and allocating void properties via business process re-engineering.

-reviewing service charges for tenants and leaseholders.

ACTION

Set up Tenants web pages on the Councils web site by April 2008

Review service charges for flats by April 2008

Carry out an appraisal of Council owned land by July 2007

Develop the new Tenant Compact by September 2007

17. The Council as Landlord-Property Management

Following the 2005 decision to retain the housing stock the Council has continued to maintain its housing stock, albeit on a more limited budget, and it has also remained committed to achieving the government's Decent Homes target by 2010. However, current forecasts indicate that there will be a significant shortfall in funding against current maintenance levels from 2008/9 onwards affecting both capital and revenue. The result of a stock condition survey carried out in late 2006 are being analysed, and will inform the Council's housing asset management strategy.

The HRA Business plan is to be produced in 2007 once the findings of the stock condition survey have been analysed. It will set out the Council's asset management strategy for its housing stock and include details of projected revenue and expenditure forecasts; all details are to be congruent with the Council's own Corporate Objectives and Priorities.

The Property Services team works closely with the Housing Services team, together with the Housing Options, and Housing Strategy teams in order to provide a joined-up Housing service. It is responsible for delivering the Council's Planned and Responsive housing maintenance programme. The development of the procurement strategy, asset management strategy and 5-year housing maintenance plan will be carried out in consultation with stakeholders including; tenants, members, and council officers from the housing service. A Tender Evaluation panel made up of stakeholders is to be used for the award of major service and improvement works contracts. The service partners with external contractors to deliver much of the total works programme.

The property services team is responsible for spending over £9M per annum on property maintenance. This is made up of around £6.5M spent on capital improvements and just over £2.6M revenue funded repairs and improvements. The team consists of 25 management, office and surveying staff, and 27 DLO operatives.

The priorities for the Property Services team are to ensure-

-best value is achieved through effective procurement.

-that the right properties are targeted and prioritised for maintenance through a robust asset management strategy.

-that excellent customer service is provided through effective contract management.

-that consultation and tenant participation shape the service.

Current financial forecasts indicate that the rate of expenditure on housing maintenance and improvements is unsustainable over the medium to long term. Analysis of the results of the recent stock condition survey will demonstrate the extent of the funding deficit between our housing maintenance requirements and what the Council can afford, hence the need to re-visit the Options Appraisal process during 2007.

ACTION

To develop an Asset Management Strategy by October 2007

To develop a new HRA Business Plan by July 2007

To develop a 5-year Housing Maintenance plan by November 2007

To develop a Procurement Strategy by April 2008

To achieve Decent Homes compliance by 31 December 2010

18. The Private Sector

The Council's Private Sector Strategy addresses the national priorities of Decent Homes, the new Housing Health and Safety Ratings System, Houses in Multiple Occupation and Empty Homes with a very targeted programme which is tailored to local circumstances in line with Council priorities.

The primary thrust of action on Decent Homes focuses on the most common problem identified by a stock condition survey-energy efficiency. The Council concentrates its limited resources on promoting the assistance provided by partner agencies in providing discounted loft and cavity wall insulation. The new Local Development Framework contains policies on both energy efficiency and renewable energy.

However, in general terms, the private sector stock in South Cambridgeshire is generally in good condition and is relatively modern-the majority of homes were constructed after 1965. When targets for the governments Decent Homes

standard were extended to the private sector, the proportion of vulnerable households in South Cambridgeshire in Decent Homes was already over 63% and is now likely to exceed the current government target of 65%.

There are relatively few Houses in Multiple Occupation and the majority of these are in owner occupation. The stock condition survey estimated that less than 0.1% of the stock (fewer than 50 dwellings) was suitable for a registration and inspection scheme. Where enforcement action is necessary this is carried out in accordance with the Cabinet Office/LGA Enforcement Concordat. Home security and crime reduction is concentrated on burglary prevention measures delivered by a local charitable scheme (Bobby Scheme)

Options for bringing empty properties back into use are very limited in the absence of resources for grants, although the private sector is able to achieve this very readily as empty properties and land have very high values in the thriving property market across the whole district. Housing associations are unable to acquire properties for social housing use because of these very high values, and properties that are returned to use do not constitute affordable homes.

The Councils limited resources are targeted on the most vulnerable households (detailed in the chapter on Home Improvement Agencies) The Private Sector Strategy provides details of the close working relationship between the Council and partner agencies (such as the PCT, Cambridgeshire Constabulary, Cambridgeshire Fire and Rescue and the Environment Agency) as well as the energy companies.

ACTION

Implement the actions detailed in the Private Sector Strategy for promoting and extending the use of energy efficiency grants by September 2007

Increase enforcement action and establish an HMO register as detailed in the Private Sector Strategy by September 2007

Run campaigns on fire safety and condensation issues by the end of 2007

19. Resources

The resources available to the Council are allocated as part of the following annual decision making cycle.

Month/s	Action
June-July	Review of priorities and top level financial strategy by Management Team and Cabinet
September-October	Identification of spending pressures and potential savings in the light of priorities. Identification of specific ways to progress priorities (Cabinet)
November	Agreement by Cabinet and Council of Medium Term Financial Strategy and Work Force Plan
December-January	Consideration of revenue estimates and capital programme by Portfolio Holders and Cabinet
February	Agreement of Council Tax and Rent levels by

	Council Preparation of Service Plans to implement budgets, priorities and set targets for performance indicators by Chief Officers.
Regularly throughout the year – at least quarterly	Monitoring of performance targets and financial estimates (quarterly by Cabinet and at least quarterly by Portfolio Holders)

The particular procedures to be followed in relation to the allocation of resources for capital projects form part of the Capital Strategy and are outlined in the following paragraphs.

Any capital scheme over £25,000 is evaluated by the submission of a Capital Project Proposal. This details the proposal, states the costs and benefits of the proposal and how it contributes to the Corporate Objectives and performance indicators. A Housing Revenue Account (HRA) proposal is evaluated over 30 years and for General Fund Schemes evaluation is over the life of that project. These submissions are considered by a multi-service officer group and then go to the relevant Portfolio Holder for evaluation and if approved form part of the capital programme that goes to Cabinet/Council for agreement.

Projects are evaluated against the following seven criteria:

- *Contribution to Council Priorities.*
- *Assessment of Service Benefit.*
- *Impact of Council Performance on National Performance Indicators.*
- *Implications of refusing the Proposal.*
- *Impact on the Council's ability to meet Statutory requirements.*
- *Council Policy.*
- *Partnership Implications.*

The programme of capital expenditure on social housing and associated items (included in the Council's capital programme) is set out in the table below.

	Estimate 2007/2008	Estimate 2008/2009	Estimate 2009/2010
	£	£	£
HRA	10,318,840	10,415,000	10,438,000
Improvement Grants	770,000	770,000	770,000
Grants to RSLs	250,000	750,000	500,000
Possible Reduction Required in Programme	0	0	(2,555,940)
	<u>11,338,840</u>	<u>11,935,000</u>	<u>8,401,240</u>

The Council has for many years been able to fund a substantial housing capital programme, mainly from capital receipts. However, the introduction of the pooling regime has had a severe impact on the volume of available capital receipts. As can be seen from the information in the above table, it is unlikely that it will be possible to continue with expenditure on capital works and/or

grants at the level that has been achieved in recent years in 2009/10. For 2010/11 and subsequent years a far higher reduction in expenditure will, almost certainly, be needed.

The proposed expenditure on Grants to RSLs is to be funded from Section 106 receipts ring fenced for this purpose and, therefore, will not be affected by any shortfall. However, as around 90% of the estimated expenditure included in the Council's total capital programme is for housing purposes, any requirement to reduce expenditure will have a major impact on the housing element of the programme.

The provisional capital and revenue expenditure on housing for last financial year is outlined below. (*the 2006/07 figures should be available before the final document is published*)

With the introduction of the capital pooling regime, the importance of private sector contributions via the planning system becomes critical to the supply of affordable housing. The following table shows that despite the constraints imposed on the Council, the enabling function is delivering increasing numbers of affordable homes in partnership with private developers, housing associations and the Housing Corporation. The planned future programme is realistic given the previous commitment of the Regional Housing Strategy to supporting the growth agenda, and the Housing Corporation's commitment to strategic growth sites via the "Cambridge Challenge".

NEW AFFORDABLE HOUSING- number of completions

	2002/3	2003/4	2004/5	2005/6	2006/7 <i>planned</i>	2007/8 <i>proposed</i>
LA *** dwellings	2	7	2	0	0	0
RSL**** rented	86	167	94	176	181	352
RSL LCHO**	10	72	12	85	113	213
other	26	0	0	4	0	0
TOTAL	124	246	108	265	294	565
With LA financial support	80	29	0	0	18	70
TOTAL LA spend*	£4,636,000	£2,000,000	0	0	£574,000 Section 106 receipt	£1,578,000 Section 106 receipt
DWELLINGS PROVIDED THROUGH PLANNING POLICY-completions						
RSL rent	86	167	94	176	Exact mixes not yet finalised	
RSL LCHO	10	72	12	85		
other	26	7	0	4	0	0
TOTAL	122	246	106	265	276	436
<i>Value of discounted land</i>	<i>not recorded</i>		<i>£3.6m</i>	<i>£16.4m</i>	<i>Valuation to be done at the time of development</i>	

* includes free/discounted land and Section 106 receipts
***LA-local authority

** LCHO-low cost home ownership
****RSL-registered social landlord/housing association

APPENDIX ONE-List of Acronyms Used in the Text

ALMO	Arms Length Management Organisation
B+B	Bed and Breakfast
BME	Black and Minority Ethnic
CBL	Choice Based Lettings
CDRP	Crime and Disorder Reduction Partnership
CHTF	Community Housing Task Force
CPCT	Cambridgeshire Primary Care Trust
CPO	Compulsory Purchase Order
CRE	Commission for Racial Equality
DCLG	Department for Communities and Local Government
DFG	Disabled Facilities Grant
DLO	Direct Labour Organisation
DPD	Development Plan Document
EERA	East of England Regional Assembly
HEAT	Home Energy Action Taskforce
HIA	Home Improvement Agency
HMA	Housing Market Assessment
HRA	Housing Revenue Account
IT	Information Technology
LA	Local Authority
LAA	Local Area Agreement
LCHO	Low Cost Home Ownership
LDF	Local Development Framework
LGA	Local Government Association
LSP	Local Strategic Partnership
PCT	Primary Care Trust
PFI	Private Finance Initiative
RSL	Registered Social Landlord
SP	Supporting People
TNA	Travellers Needs Assessment
YMCA	Young Mens Christian Association

APPENDIX TWO-CORPORATE MILESTONES 2006/7

Extract from *PERFORMANCE PLAN MAY 2006*

Table 17: Improving Customer Service Milestones

#	Milestone	By when	PFH	Responsible Officer
1	Completing IEG in terms of 100% for BV157 and achievement of the required priority outcomes.	Q1 06	RSI&CS	Steve Rayment
2	Contact Centre – completion of Phases 1 and 2 with integration with CRM	Q2 06	RSI&CS	Steve Rayment
3	Publicity for availability of transactional services on our web-site (with launch of customer service standards)	Q2 06	RSI&CS	Steve Rayment, Steve Hampson, Sally Carroll
4	Service First – public launch of new customer service standards	Q2 06	RSI&CS	Steve Hampson
5	Service First - First integrated half year monitoring report on customer service standards and complaints	Q3 06	RSI&CS	Steve Hampson
6	Service First: Approval of a Customer Access Strategy	Q3 06	RSI&CS	Steve Hampson

Table 18 – Northstowe and Other Growth Area Milestones

#	Milestone	By when	PFH	Responsible Officer
7	Northstowe: completion of Local Management Organisation Study	Q2 06	CS&CP	Jane Thompson
8	Civic Hub proposals completed, including specification.	Q2 06	CS&CP	Simon McIntosh
9	LDF - Commence Public Examination	Q3 06	P&ED	Keith Miles
10	Medium Term project plan – programme for all growth areas with resource and workforce projections	Q3 06	Leader	Greg Harlock
11	All Community facility and service proposals completed including specifications, phasing and developer contributions required	Q4 06	CS&CP	Simon McIntosh
12	Northstowe Draft S.106 statement complete	Q4 06	P&ED	Jane Green
13	Northstowe: completion of Town Centre strategy	Q4 06	P&ED	Keith Miles
14	LDF - Adoption by Council	Q3 07	P&ED	Keith Miles
15	Northstowe Energy and Utilities: to complete a detailed risk assessment and feasibility study to enable the Northstowe Sustainable Energy Partnership to be progressed.	Q1 07	CS&CP	Cameron Adams

Table 19: Affordable Housing Milestones

#	Milestone	By when	PFH	Responsible Officer
16	Report annually to portfolio holder on arrangements within the Council for promoting affordable housing and on any obstacles	From Q2 06	Housing	Denise Lewis
17	Planning service: establish monitoring of affordable housing permissions.	Q2 06	P&ED	Gareth Jones
18	Develop standard S106 Agreements in order to provide greater certainty to developers and speed up the approval process, consistent with a sub-regional approach (to be discussed with GJ)	Q3 06	P&ED	Gareth Jones Colin Tucker
19	With partners authorities in the sub-region, agree and implement new commissioning arrangements to meet housing research requirements	Q3 06	Housing	Denise Lewis
20	Agree a programme for the use of commuted sums for affordable housing development	Q3 06	Housing	Denise Lewis
21	Agree split between rented and intermediate tenures and selection of RSLs for affordable housing development for Northstowe	Q4 06	Housing	Denise Lewis
22	Complete an appraisal of Council held land and property to identify opportunities for the development of affordable housing, working through RSLs	Q1 07	Housing	Denise Lewis

Table 20: Other Major Corporate Projects Milestones

#	Milestone	By when	PFH	Responsible Officer
23	Travellers – approve Travellers Issues Strategy	Q2 06	Leader	Tim Wetherfield
24	Transformation Project – appointments to revised first two tiers	Q4 06	Leader	Greg Harlock
25	Completion of Business Process Reviews	Q2 07	Leader	Greg Harlock
26	Gershon: Ensure implementation of £514,000 efficiency savings in 2006/07 and identify a similar level of savings for 2007/08	Q1 07	RSI&CS	Tim Wetherfield
27	Publication of second Community Strategy	Q1 07	CS&CP	Simon McIntosh

APPENDIX THREE-HOUSING RELATED PARTNERSHIPS

See below for key to acronyms

	NAME	PARTICIPANTS
1	Cambourne Strategic Housing Group	RSLs Consortium, Housing Corporation, Cambridge City, SCDC Planners/Strategic Housing, Developers
2	Arbury Park Strategic Housing Group	RSL Consortium, SCDC Planners/Strategic Housing, Cambridge City
3	SCDC Homelessness Strategy Review Steering Group	Voluntary agencies involved with Homelessness, Health/Social Services, RSLs, LAs
4	County Homeless Strategy Group	LA Homeless Departments
5	Housing and Occupational Therapy Liaison Group	LA/HIA Housing Depts, OTs from Health/Social Services
6	Home Improvement Agency Advisory Group	County/District councillors, Health and Social Services, voluntary sector,
7	Supporting People Groups- CCSDG, CB, JMG, Providers Forum	LAs/County, PCT, Mental Health Trust, Probation, SP Team, DAT, voluntary sector, service providers
8	Sub-Regional Strategic Housing Group	LA strategy officers, County Council, Supporting People rep, Horizons rep
9	CRASH-Cambridge Sub-Region Affordable and Social Housing Group	LA Housing/Planning, County Council, GO-East, Housing Corporation, RSL Rep, NHF, Horizons
10	Sub Regional Affordable Housing Providers Group	LAs, RSLs, Housing Corporation, Infrastructure Partnership (Horizons)
11	Sheltered Housing BV Review Implementation Group	PCT, County and LAs
12	Travellers Implementation Group/research steering group + Travellers Liaison Group	LAs, PCT, County Council, Travellers reps, voluntary sector reps
13	Travellers Forums	Travellers, Parish Councils, SCDC Planning, Travellers liaison officer
14	Housing Options Appraisal Working Group -now terminated	Members, Tenant reps
15	Northstowe- (as at Jan 2007) Delivery Group, Project Board, plus 13 "Topic Groups" NEW ARRANGEMENTS-see page 16	SCDC, Cambridge City, County Council, Horizons, Housing Corporation, Developers, RSLs, Environment Agency, Energy Saving Trust, EERA, Highways Agency etc
16	Cambridge East – (as at Jan 2007) Member Group, Steering Group, plus "Topic Groups" NEW ARRANGEMENTS-see page 16	SCDC, Cambridge City, county Council, Horizons, LDA, Landowner, Environment Agency, Water Authority, etc
17	Southern Fringe –(as at Jan 2007) Delivery Group, Project Board, Joint Reference Group, "Topic Groups" NEW ARRANGEMENTS-see page 16	SCDC, Cambridge City, County Council, Horizons, Developers, Environment Agency, housing corporation, etc

18	North West Cambridge-(as at Jan 2007) Joint Member Reference Group, joint Working Group, Officer Steering Group, "Topic Groups" NEW ARRANGEMENTS-see page 16	SCDC, Cambridge City, County Council, Horizons, Developers, Landowners, Cambridge University, etc
19	Windmill Project Group	Officers, Local Members, Parish Council and residents
20	Joint Housing Applications Group/Housing Management Best Practice Group	RSLs and SCDC
21	Empty Homes Group	LA's, RSL's ,Private landlords
22	Rural Housing Enabler Group	RSL's, Housing Corporation, Countryside Agency, rural LA's
23	Sub-Regional Enablers Group	All LA's in the Sub-Region
24	Airey Properties Core Project Group+Strategic Group+Operational Group	Development Services, RSL+private sector construction partners
25	Cambridge/South Cambs Domestic Violence Forum	Statutory and voluntary agencies
26	Domestic Violence Steering Group	LA senior homelessness staff
27	South Cambridgeshire Local Implementation Team Mental Health/Housing Group	Housing, Health, Cambridge City Council, Voluntary Sector, SP Team
28	Mental Health Accommodation Forum	LA Housing Services and Mental Health Services
29	South Cambridgeshire Housing Partnership	SCDC Officers, HPFH, RSLs, Housing Corporation, Rural Housing Enabler, PCT, Voluntary Sector reps
30	CBL Project Board and Officer Implementation Team	Sub-Regional Las, RSLs, Zone Agents
31	Tenant Participation Group-Eastern Region	LAs and RSLs
32	Sheltered Housing-Good Practice Group	"Big Five" providers (SCDC, Fenland DC, CCC, Hereward Housing, Luminus Group)
33	Joint Allocation Panel and Cambridge Young Person Housing Forum	City and SCDC Housing, 16+, Young Peoples Supported Housing Providers, Connexions, Centre 33
34	Disability Housing Strategy Network Now expanded to include all Disability Services (Dec06)	LAs, RSLs, Disability Service

NB-does not include ad hoc or one-off meetings, tenant participation meetings, "in-house" SCDC meetings or wholly operational groups.

KEY TO ACRONYMS

RSLs-Registered Social Landlords or Housing Associations SCDC-South Cambridgeshire District Council LAs-Local Authorities HIA-Home Improvement Agency OT-Occupational Therapist PCT-Primary Care Trust DAT-Drug Action Team Fenland DC-Fenland District Council GO-East-Government Regional Office	NHF-National Housing Federation LSP-Local Strategic Partnership HPFH-Housing Portfolio Holder Fenland DC-Fenland District Council CCC-Cambridge City Council SP-Supporting People
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APPENDIX FOUR

MONITORING SOUTH CAMBRIDGESHIRE ACTIONS RELATING TO THE SUB-REGIONAL HOUSING STRATEGY ACTION PLAN 2004/5-2008/9-column 4

COLUMNS 1,2 and 3 ARE FROM THE CAMBRIDGE SUB REGION HOUSING STRATEGY

Note-includes both local action and actions involving other districts, or partner agencies, where appropriate-column 4

See below for key to acronyms

Action	Key actions	Policy Development	SCDC COMMENTS
Facilitate the development of housing as required by the Cambridgeshire and Suffolk Structure Plans and Regional Planning Guidance.		Monitor the progress of developing the final housing targets in RPG 14 as they affect the Cambridge sub-region.	<i>The LDF process in SCDC is well advanced and the public examination started in July 2006. Area Action Plans for the Southern Fringe and Cambridge East will be subject to independent examination in Summer 2007 and the Northstowe Area Action Plan is now finalised (subject to formal adoption)</i>
	Agree respective roles and accountabilities with the Infrastructure Partnership. (NB-now called Cambs Horizons) Participate in delivery of Infrastructure Partnership Business Plan (to be finalised October 2004).	Participate in the emerging co-ordination structures for the London-Stansted-Cambridge-Peterborough growth corridor.	<i>New terms of reference have been agreed for the Cambridgeshire sub Regional Affordable and Social Housing Group A new post of sub Regional Housing Strategy Co-ordinator has been established in Cambridgeshire Horizons</i>
Ensure the delivery of sufficient affordable housing	Establish annual targets for different forms of affordable housing in the seven local authorities in the sub-region.	Share best practice on models for funding different forms of affordable housing.	<i>The future Pipeline programming of schemes is now well developed in partnership with the Housing Corporation. The sub-Regional Enablers Group meets regularly to develop and share best practice eg in using the Toolkit to assess the viability of projects</i>
	Deliver 290 homes without grant as set out in the local public service agreement for affordable housing without grant funding.		<i>In the initial allocation of the 2006-8 NAHP programme 109 grant free units were included for SCDC. (NB The grant free target was not included in the final LPSA)</i>
	Establish a sub-regional Affordable Housing Liaison Group.	Determine whether it is practical to establish a group of preferred housing association partners.	<i>The Housing Corporation are facilitating a discussion between all the key stakeholders on the best way to procure affordable housing in 3 strategic sites-the "Cambridge Challenge"</i>
Ensure that action is taken to prevent and reduce homelessness.		Evaluate the Cambridge pilot and consider implementing a multi-agency monitoring system.	<i>The County Homelessness Strategy Group meets quarterly to share best practice and discuss new initiatives. A joint bid was prepared for the government Innovation Fund to increase access to the private sector but was not successful.</i>
		Share best practise on making the best use of the private rented sector.	
Ensure that current stock of affordable housing is used in the most effective ways.		Explore the potential for joint work on policies and for social housing lettings especially in relation to strategic sites.	<i>Lettings on strategic sites are shared between SCDC and Cambridge City. More generally a CBL sub regional scheme is being developed and a co-ordinator has been appointed with ODPM funding.</i>
		Investigate how current and future lettings impact on sustainability issues on strategic sites.	<i>A background report-"Good practice in developing balanced communities in proposed developments in the Cambridge sub-Region" has been produced. A survey of new residents in all tenures was conducted in</i>

Action	Key actions	Policy Development	SCDC COMMENTS
			Cambourne (Summer 2006)
Ensure that all housing meets the Decent Homes Standard.	All Council and Housing Association stock to meet DH Standard by 2010.		A new stock condition survey for SCDC has been completed. Housing associations in SCDC expect to meet government decent homes deadlines
Ensure that all housing is suitable for those in occupation		Making the case to the ODPM for more funding for disabled facilities grants.	SCDC is supplying information to the DFG working group chaired by GO-East looking at devising a fair distribution of DFG resources
		Share good practice in private sector renewal.	SCDC staff attend joint meetings with Cambridge City staff at the Landlords Forum
		Development of comprehensive private sector renewal strategies (inc to meet targets on decent homes for vulnerable people in the private sector).	A new Private Sector Strategy has completed its consultation phase and was presented to the Portfolio Holder in January 2007 for approval, prior to submission to Cabinet
Ensure that there is sufficient Supported Housing for the Sub-Region.	Make bids for funding to be up to 20% of the total available to the sub-region.		Three extra care schemes, and a number of supported housing schemes for Papworth Housing Trust in SCDC were submitted as part of the NAHP 2006-8 bid round
		Co-ordinate investment planning between the two administering authorities in respect of capital for new supported housing.	Development of the sub –Regional and Regional prioritisation matrixes are underway. Regular regional co-ordination meetings (SPERG) take place.
	Working with housing association partners to develop BME housing schemes to respond to the specific needs identified through research.	Evaluate outcomes of Huntingdonshire's BME research and consider future needs for research.	Reviewed in SCDC as part of the evaluation of Census data. SCDC have supplied information to the consultants researching BME needs across the region.
		Joint work on the needs of travellers and gypsies for Cambridgeshire.	The joint Travellers Housing Needs Survey is complete. SCDC are represented on the working group supporting the single issue review of the RSS and are producing a Travellers DPD as part of the LDF. SCDC are partners in the county wide Traveller co-ordination group.
		Examining the potential for incorporating BME schemes in new settlements.	Discussions about the future location of Travellers sites underway as part of the DPD process, including in new settlements.
		Sharing information on ensuring that housing services are accessible to BME groups.	SCDC have supplied information to the consultants researching BME needs across the region. Improved monitoring/reporting of BME households access to services now in place.
		Evaluate regional research on refugees (led by EERA) and consider implications for sub-region.	The National Asylum Support Service (NASS) Accommodation Strategy post 2005 includes Norwich, Peterborough and Ipswich as dispersal sites for the region

KEY TO ACRONYMS

RPG-Regional Planning Guidance LDF-Local Development Framework SCDC-South Cambridgeshire District Council AAP-Area Action Plan NAHP-National Affordable Housing Programme BME-Black and Minority Ethnic NASS-National Asylum Support Service	LPSA-Local Public Service Agreement CBL-Choice Based Lettings ODPM-Office of the Deputy Prime Minister DFG-Disabled Facilities Grant SPERG-Supporting People Eastern Region Group RSS-Regional Spatial Strategy
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APPENDIX FIVE

HOUSING STRATEGY Action Plan 2007/8-2010/11

NOTE-shaded items in italics are formal joint projects with other agencies

ACTION	TARGET DATE	LEAD OFFICER
Produce a new Community Strategy	October 2007	Policy and Performance Review Manager
<i>Complete Phase One of the inter authority Sub-Regional Housing Market Assessment</i>	<i>mid 2007</i>	<i>Housing Strategy Manager</i>
Adopt the Gypsy and Traveller Development Plan Document	2009	Planning Policy Manager
Provide Equality and Diversity training for housing management and sheltered housing staff during 2007/8	April 2008	Housing Services Manager/ Supported Housing Manager
Review the Tenants Compact during 2007 including its contents in relation to minority households	September 2007	Housing Services Manager
<i>Re-provide the older homes for people with special needs on the Windmill Estate in partnership with Nene Housing Society and Granta Housing Society</i>	<i>Start on site July 2007</i>	<i>Housing Development and Enabling Manager</i>
<i>Progress extra care sheltered housing at Moorlands in partnership with Cambridge Housing Society and at Flaxfields with Hereward Housing Association.</i>	<i>Planning permission and land transfer by September 2007 for Flaxfields</i>	<i>Housing Development and Enabling Manager</i>
<i>Incorporate appropriate "move on" arrangements for residents of supported housing within the new Sub Regional Choice Based Lettings system</i>	<i>January 2008</i>	<i>Housing Advice and Options Manager</i>
Present options for the remaining sheltered bedsit site at Balsham to Members and the Parish Council and agree the preferred option	End 2007	Housing Development and Enabling Manager
Agree a programme for the use of commuted sums for affordable housing.	December 2007	Housing Development and Enabling Manager
<i>Commence the redevelopment of the Windmill Estate</i>	<i>Planning Application June 2007</i>	<i>Housing Development and Enabling Manager</i>
<i>Select a preferred strategic development partner for Cambridge Southern Fringe, Northstowe and North West Cambridge by July 2007</i>	<i>July 2007</i>	<i>Housing Development and Enabling Manager/ Partnership Project Officers</i>

<i>Commence delivery on Cambridge Southern Fringe by March 2008 and Northstowe by March 2009</i>	<i>Southern Fringe- March 2008 Northstowe March 2009</i>	<i>Partnership Project Officers</i>
<i>Agree the split between rented and intermediate tenures at Northstowe</i>	<i>July 2007</i>	<i>Corporate Project Manager /Partnership Project Officers</i>
<i>Procure the IT required for the Choice Based Lettings scheme</i>	<i>End July 2007</i>	<i>Housing Advice and Options Manager</i>
<i>Implement the Choice Based Lettings scheme</i>	<i>January 2008</i>	<i>Housing Advice and Options Manager</i>
Review hostel provision and produce a re-provision strategy	September 2007	Housing Advice and Options Manager
Review Homelessness in the district and produce a new Homelessness Strategy	Review-March 2008 Strategy-July 2008	Housing Advice and Options Manager
Produce a new Homelessness Strategy	July 2008	Housing Advice and Options Manager
Reconvene the Housing for Older Peoples Advisory Group to review sheltered housing restructure outcomes.	mid 2007	Supported Housing Manager
<i>Investigate options for extending services and enhancing integration</i>	<i>March 2008</i>	<i>Supported Housing Manager / Strategic Lead-Community Living</i>
<i>Promoting the uptake of the community alarm and telecare services</i>	<i>Provide information via leaflets and attendance at events to all GPs, Health and Social Care agencies by end 2007</i>	<i>Supported Housing Manager / Strategic Lead-Community Living</i>
Identify options for new-build and re-modelling or re-designing existing sheltered housing stock	April 2007	Supported Housing Manager /Strategic Lead-Community Living
Set up Tenants web pages on the Councils web site by April 2008	April 2008	Housing Services Manager
Review service charges for flats	April 2008	Housing Services Manager
Carry out an appraisal of Council owned land	July 2007	Housing Development and Enabling Manager
To prepare an evaluation of the options to deliver a sustainable future for the Councils housing stock for presentation to the Housing Portfolio Holder by	December 2007	Corporate Project Manager-Housing Futures

December 2007. ("Housing Futures")		
Develop an Asset Management Strategy	October 2007	Property Services Manager
Develop a new Housing Revenue Account Business Plan	July 2007	Corporate Project Manager-Housing Futures
Develop a 5-year Housing Maintenance plan	November 2007	Property Services Manager
Develop a procurement strategy	April 2008	Property Services Manager
Achieve Decent Homes compliance	December 2010	Property Services Manager
Implement the actions for promoting and extending the use of energy efficiency grants	September 2007	Public Health Specialist
Increase enforcement action and establish an HMO register <i>(both detailed in the Private Sector Strategy)</i>	September 2007	
Run campaigns on fire safety and condensation issues.	End of 2007	
To deliver the plans and milestones set out in detail in the Local Development Scheme (LDS) document.	Detailed in the LDS document up to 2009	Planning Policy Manager