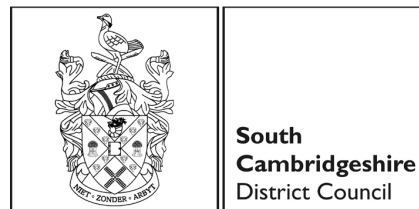


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23 February 2009



To: Councillor SM Edwards

Members of the Housing Portfolio Holder's Meeting – Councillors Mrs JM Guest  
and Mrs EM Heazell

Quorum:

Dear Councillor

You are invited to attend the next meeting of **HOUSING PORTFOLIO HOLDER'S MEETING**,  
which will be held in **COUNCIL CHAMBER, FIRST FLOOR** at South Cambridgeshire Hall on  
**TUESDAY, 3 MARCH 2009 at 10.00 a.m.**

Yours faithfully  
**GJ HARLOCK**  
Chief Executive

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

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<b>AGENDA</b>		<b>PAGES</b>
<b>1. Apologies</b>		
<b>2. Minutes of previous meeting and matters arising</b> To agree the minutes of the meeting of 5 February as a correct record.		<b>1 - 6</b>
<b>HOUSING FUTURES ITEMS</b>		
<b>3. Project Plan Update</b>		<b>7 - 26</b>
<b>HOUSING SERVICES ITEMS</b>		
<b>4. Finance Update</b>		<b>27 - 36</b>
<b>5. Housing Service Plan update</b>		<b>37 - 88</b>
<b>6. Affordable Homes PI Report</b>		<b>89 - 94</b>
<b>7. Access over land in the ownership of South Cambridgeshire District Council at Orchard Close, COTTENHAM</b>		<b>95 - 98</b>
<b>8. Land off Cranes Lane: KINGSTON</b>		<b>99 - 104</b>
<b>9. Application to purchase garden land at 2 Wrights Grove, FULBOURN</b>		<b>105 - 106</b>
<b>10. Consultation - Changes to the Revenue and Capital Rules for</b>		<b>107 - 110</b>

## **New Council Housing - Draft Response**

### **11. Forward Plan**

**111 - 114**

The Portfolio Holder will maintain, for agreement at each meeting, a Forward Plan identifying all matters relevant to the Portfolio which it is believed are likely to be the subject of consideration and / or decision by the Portfolio Holder, Cabinet, Council, or any other constituent part of the Council. The plan will be updated as necessary and published on the Council's website following each meeting. The Portfolio Holder will be responsible for the content and accuracy of the forward plan.

### **12. Date of next meeting**

To confirm the date of the next meeting provisionally scheduled for Thursday 2 April 2009. Please note there is a meeting of the Scrutiny and Overview Committee scheduled for 5:30pm on this day.

Please bring diaries.

## **GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL**

While the District Council endeavours to ensure that visitors come to no harm when visiting South Cambridgeshire Hall, those visitors also have a responsibility to make sure that they do not risk their own or others' safety.

### **Security**

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### **Emergency and Evacuation**

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

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

### **First Aid**

If someone feels unwell or needs first aid, please alert a member of staff.

### **Access for People with Disabilities**

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### **Toilets**

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### **Recording of Business**

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### **Banners, Placards and similar items**

No member of the public shall be allowed to bring into or display at any Council meeting any banner, placard, poster or other similar item. The Chairman may require any such item to be removed.

### **Disturbance by Public**

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

### **Smoking**

Since 1 July 2008, the Council has operated a new Smoke Free Policy. Visitors are not allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

### **Food and Drink**

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### **Mobile Phones**

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Minutes of a meeting of the Housing Portfolio Holder's meeting held on  
Thursday, 5 February 2009 at 2.00 p.m.

Portfolio Holder: SM Edwards

**Councillors in attendance:**

Scrutiny and Overview Committee monitor and Opposition spokesman Mrs EM Heazell

**Officers in attendance for all or part of the meeting:**

Steve Annetts	Housing Assets and Investment Manager
Steve Hampson	Executive Director
Mike Knight	Housing Strategy Manager
Gwynn Thomas	Principal Accountant (Housing)

**59. APOLOGIES**

Apologies were received from Cllr Mrs JM Guest, and Stephen Hills, Corporate Manager, Affordable Housing.

**60. MINUTES OF PREVIOUS MEETING AND MATTERS ARISING**

The minutes of the meeting of 20 January 2009 were agreed as a correct record.

**Matters arising.**

It was confirmed that the Formal Offer Document was amended to reflect the needs of disabled tenants in respect of the proposed handyman service.

The Portfolio Holder requested that a Housing Futures risk log be circulated at every meeting.

**Action: Denise Lewis****Revenue and Capital Estimates**

Dealt with as a separate item.

See minute 67.

**61. HOUSING PLANS**

Following a review of the HRA Business Plan, and the 5 Year Housing Maintenance Plan, minuted at items 62 and 63, and subject to minor wording amendments as identified, the Housing Portfolio Holder **ENDORSED** in principle the HRA Business Plan and its appendix the Five Year Housing Maintenance Plan.

**62. HOUSING REVENUE ACCOUNT: BUSINESS PLAN**

The Executive Director presented the Housing Revenue Account Business Plan for 2009/10 to 2013/14.

The Housing Portfolio Holder was advised that the plan was highly detailed and would be critical should the housing stock transfer not go ahead.

The Principal Accountant, Housing, tabled a revised HRA Expenditure Projection to replace that shown on page 36 of the plan. Since the publication of the Portfolio Holder meeting agenda the inflation rates used for the Medium Term Financial Strategy had been reviewed and, as a consequence, the business plan projections had been adjusted to take account of the reduction in the rates of pay and general inflation from 2.5% to 1% in 2009/10 and from 2.5% to 1.5% in 2010/11. The Portfolio Holder was advised that the revised projection deferred the requirement to make revenue savings until 2012/13 (a year later than the original projection of 2011/12), but overall there remained the need to save in excess of £500,000 from the Revenue Account and £4 million from the Capital Account.

### **Questions and Comments**

Concerns were expressed that expenditure on tenant participation events could be reduced by more rigorous transport planning and cancelling catering arrangements. The Portfolio Holder noted the comments, but observed that such benefits encouraged tenant attendance at participation events. It was also observed that there were a multiplicity of tenant groups and that rationalisation of these groups could be considered as a cost saving opportunity.

The Portfolio Holder confirmed that the development of private sheltered housing was a corporate objective to be developed through planning policy.

The Portfolio Holder was advised that there had been no use of bed and breakfast facilities in the year 2007/08.

The Portfolio Holder was advised that there were a number of properties with timber framed double-glazing due for window replacement.

The Portfolio Holder was advised that there was no data available for rent collection and rent arrears recovery for the year 2008/09 at this stage.

### **Wording amendments**

Agenda page 18: Forth bullet point under key issues include, end the first sentence after Airey Properties. Delete the wording 'or the older, small sheltered units with shared facilities'.

Agenda page 25: Under *Improvements* amend the final sentence to read 'before the end of its useful life'.

Agenda page 26: Second line from bottom of page, replace the word 'inputted' with 'input'.

Agenda page 29: Note against BV183b amend to read '26.8 days against target of 24 but improved from 34.9 in previous year.

Agenda page 33: Second paragraph, final sentence, amend to read 'The TMV is based on a revenue stream valuation rather than a capital valuation hence the difference in the figures produced.

## **63. 5 YEAR HOUSING MAINTENANCE PLAN**

The Executive Director presented the 5-Year Housing Maintenance Plan and advised the Portfolio Holder that the plan presumed that the housing stock would remain in the ownership of the Council.

### **Comments and Questions**

The Portfolio Holder was advised that proposed spend changes for cyclical works such as internal paintwork and welfare gardens would be debated again in 2010/11.

The Portfolio Holder was further advised that the thermoseal survey was a one-off and that there was no legal requirement to do so. The survey would target electrically heated properties, with surveys of gas and oil heated properties being undertaken at a later date.

The Portfolio Holder was advised that the costings in the plan for kitchen refurbishments were averages based on the actual costs of previous work, however the figures included an element of structural work, for instance removal of pantries, or replacement of flooring, which could inflate the figures. The Portfolio Holder was further advised that the kitchen refurbishment contract had been put out to tender in 2007 and a five-year contract awarded which would be monitored by technical services. An inflation rate of 2.5% had been factored in for future years.

The Portfolio Holder was advised that a subscription to the web based 'Housemark' service had been purchased by the council and this would allow for costs of services and contracts to be benchmarked against national averages.

## **64. CONSULTATION - CHANGES TO THE REVENUE AND CAPITAL RULES FOR NEW COUNCIL HOUSING**

The Housing Strategy Manager presented a report to advise the Portfolio Holder of a government consultation document and to suggest an appropriate response.

The Portfolio Holder was advised that the government was not changing the rules for existing council housing only new build properties. The Portfolio Holder was further advised that the proposed changes would have no significant implications for the council as the Council for reasons identified within the report.

### **Suggested replies to the questions in the consultation document:**

**Question 1:** The Portfolio Holder was advised against using this question as an opportunity to request that the Secretary of State exempt the council's existing equity share properties from the requirement to pool a share of the receipts. The Housing Strategy Manager advised that a further consultation exercise on the wider HRA subsidy system was expected.

**Question 2:** No new properties should be excluded from the proposed HRA subsidy and pooling exemptions.

**Question 3:** Section 80B exclusions should allow for local discretion to be used to identify the quickest, most flexible, processes.

**Question 4:** The Secretary of State in considering whether to enter into an agreement to exclude properties should take no further factors into account over and above those in the consultation document.

**Question 5:** Terms and conditions should be locally determined, and there should be as

few as possible.

**Question 6:** Properties excluded from the HRA subsidy system under section 80B should also be exempted from the requirement to pool capital receipts.

**Question 7:** The proposed conditions should be expanded to include any legitimate capital expenditure.

The Housing Portfolio Holder **AGREED** to instruct officers to respond to the consultation in support of the government's proposals with detailed comments that recommend maximum flexibility and local discretion, and requested that the draft response be presented at the next Portfolio Holder meeting.

## 65. FORWARD PLAN

The following Housing Services items were added to the Forward Plan for consideration at the March meeting:

- Response to the consultation document 'Changes to the Revenue and Capital Rules for New Council Housing'
- Allotment land off Cranes Lane, Kingston, transfer to the Parish Council.

The following Housing Futures item was added to the Forward Plan as a standing item:

- Housing Futures Risk Log.

The Forward Plan was **NOTED**.

## 66. DATE OF NEXT MEETING

The date of the next meeting was moved forward to avoid difficulties for the Scrutiny and Overview monitors in attending the Scrutiny and Overview meeting.

The date and time of the next meeting was confirmed as 10am, Tuesday 3 March. Venue to be confirmed.

## 67. ADJUSTED HRA SUMMARY

At the last Housing Portfolio meeting, held on 20<sup>th</sup> January 2009, the Portfolio Holder endorsed the Housing Revenue Account (HRA) estimates and recommended them for consideration by the Cabinet.

The inflation rates to be used for the Medium Term Financial Strategy have recently be reviewed and, as a consequence, the rates for pay and general inflation to be used for the 2009/10 estimates have been reduced from 2.5% to 1%.

At the meeting the Portfolio Holder endorsed the Housing Revenue Account Summary adjusted to reflect a reduction in the anticipated 2009-10 inflation rates from 2.5% to 1.0%, in line with the Medium Term Financial Strategy, and a revised estimate of the DLO deficit for 2008-09, in accordance with the latest trading position estimate. The reduction in the 2009-10 estimate being £135,000 and the adjustment to the deficit being £17,530, bringing the revised estimate for the DLO to £35,000.



The Portfolio Holder also endorsed the Alarm Charges for 2009-10, adjusted to reflect the change in anticipated inflation.

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**The Meeting ended at 3.15 p.m.**

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## Housing Futures Progress Report February 2009

## Key

	Task Completed
	Task Underway
	Task Behind Schedule

## Project Plan

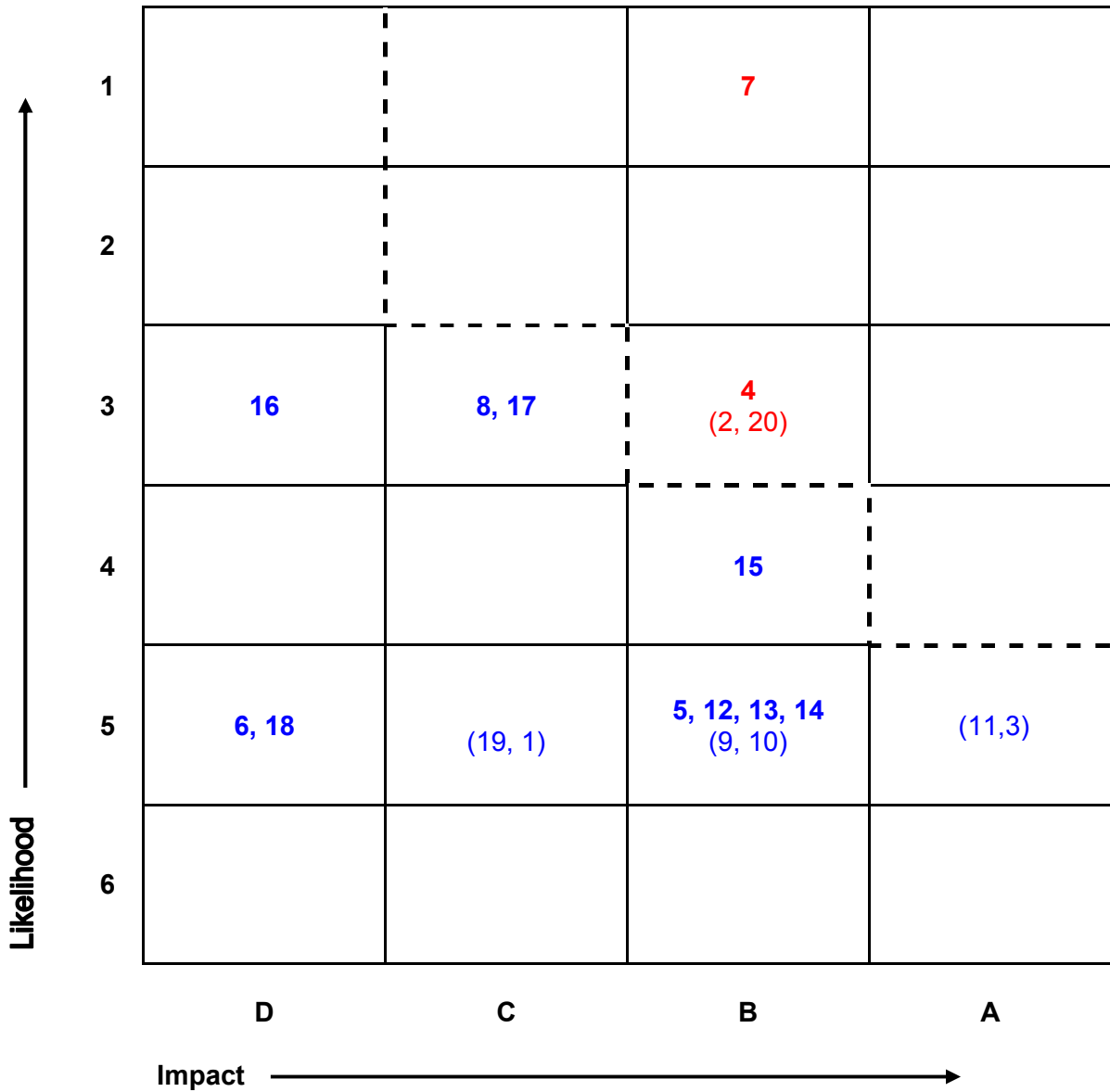
Tasks	Start	Finish	Progress & Comments	On target
Liaison with Government and Disposals Programme Application	February 2008	July 2008	A Disposals Programme Application was submitted to the Communities and Local Government Department and South Cambridgeshire's place on the programme has been confirmed.	✓ Complete
Appointment of Advisors	February 2008	April 2008	Lead Consultant (Savills), Communications Consultant (IPB), Independent Tenants Advisor (PS Consultants) and Legal Adviser (Trowers & Hamlins) have been appointed. Monthly Housing Futures Consultants Team meetings continue to take place.	✓ Complete
New Landlord Selection	March 2008	July 2008	The New Landlord Selection Panel reached its conclusion of a stand-alone association at its meeting on 27 <sup>th</sup> June, taking account of the view of other groups (including staff, tenants, members). A report was submitted to the Portfolio Holder and the recommendation to establish a stand-alone association was agreed by Full Council on 17 <sup>th</sup> July.	✓ Complete
Stock Condition Survey	March 2008	September 2008	The Stock Condition Survey was completed in 2006, although information was required from it in order to prepare the Disposals Programme Application and the base valuation. The Shadow Board received a presentation on the Stock Condition Survey at their meeting in September.	✓ Complete

Tasks	Start	Finish	Progress & Comments	On target
Assets	March 2008	October 2008	The Council has completed a land survey and confirmed that all titles are registered. A Task & Finish Group from the Project Team has identified all assets and liabilities in order to agree principles corporately. These principles were presented to the Shadow Board at their October meeting.	✓ Complete
Shadow Board Development	April 2008	January 2009	<p>One of the tenant Board Members has stepped down from the Board for a time due to personal reasons. The Board agreed to appoint a co-optee to the tenant place and a process for identifying this person has been agreed and is underway.</p> <p>Four Independent Members have been appointed and their details provided to other Board Members. A fifth applicant continues to be sought who would bring relevant skills and experience taking account of remaining gaps on the Board. Suitable candidates are being sought in the field of health &amp; social care.</p> <p>The Shadow Board has held 2 Away Days.</p>	✓ Underway
Corporate Identity and Type of Organisation	July 2008	December 2008	<p>The name and logo for the housing association was agreed at the Board meeting on 3<sup>rd</sup> September.</p> <p>The Board agreed the constitution for the new housing association at its meeting on 15<sup>th</sup> December.</p>	✓ Complete
Communications	February 2008	On-going	<p>A Communications Strategy and Protocol has been developed and an Implementation/Action Plan agreed and put in place. A Communications Group has been established and is meeting regularly. This Group's responsibility includes generating ideas for an effective communications strategy for all stakeholders.</p> <p>Updates on Communications are being provided to the Board at each meeting.</p>	✓ Underway

Tasks	Start	Finish	Progress & Comments	On target
Preparing the Valuation and Business Plan	March 2008	January 2009	<p>A Base Valuation has been established for inclusion in the Disposals Programme Application, however this is being developed as information about the offer to tenants is developed.</p> <p>The Shadow Board has received training and reports on the development of the Business Plan at its meetings during 2008.</p> <p>A dedicated training session on the Business Plan which informs the Offer Document was held on 5<sup>th</sup> January 2009.</p> <p>The Shadow Board signed off the Business Plan which confirms that the offer can be delivered on 22<sup>nd</sup> January 2009.</p>	<p>✓ Underway</p>
Preparing the Formal Consultation Document	June 2008	January 2009	<p>The draft Offer Document has been developed over the past 12 months, involving tenants and other local stakeholders, including Shadow Board Members.</p> <p>The Shadow Board have received updates on the requirements and format for the Offer Document at their meetings during 2008.</p> <p>A draft Offer document was sent to the Board Members on 23<sup>rd</sup> December.</p> <p>A specific session on the Offer Document was held for Board Members on 8<sup>th</sup> January, in preparation for sign off at the Board Meeting on 22<sup>nd</sup> January.</p> <p>The Draft Offer Document was considered at the Housing Portfolio Holder meeting on 20<sup>th</sup> January and approved by Full Council on 29<sup>th</sup> January.</p>	<p>✓ Underway</p>
Policy & Tenancy Agreement Development	June 2008	January 2009	<p>The Shadow Board has signed off a majority of the policies required to inform the Offer Document.</p> <p>The remaining policy requiring approval pre-ballot – Rent Setting – was approved by the Board on 22<sup>nd</sup> January 2009</p>	<p>✓ Underway</p>
Formal Consultation arrangements	October 2008		<p>A timetable is being agreed to ensure co-ordination for all arrangements related to the Formal Consultation period. This includes the door-knocking exercise.</p>	<p>✓ Underway</p>
Change Management	March 2008	May 2008	<p>A Change Management Plan has been approved and is being regularly monitored and reviewed.</p>	<p>✓ Complete</p>

Tasks	Start	Finish	Progress & Comments	On target
Retained Services	March 2008	July 2008	A Task & Finish Group of the Project Team has looked at the options for retained services, such as allocations, housing advice and homelessness, and principles have been agreed.	✓ Complete
General Fund Impact & VAT Shelter	March 2008	January 2009	A Task & Finish Group of the Project Team has been established to identify what corporate services are provided to housing and what the HRA is paying for those services. Considerations of the impact on the General Fund will be reviewed as they are identified.	✓ Underway
Staffing	January 2009	March 2009	At their March meeting, the Shadow Board and Council will receive details relating to the TUPE Protocol, Staff Promise, proposals for the Exec Team of the new association and secondment arrangements for the post-ballot phase. The Council are working with staff, Union representatives and appropriate advisors to develop these documents.	✓ Underway
Project Plan and Management	February 2008	On-Going	An outline Project Plan has been developed, although further dates will be refined as the tasks develop and the Plan will be updated quarterly. A Project Management Structure has been established to manage the Project.	✓ Underway

Housing Futures Phase Two  
Risk Prioritisation Matrix  
February 2009



**Impact:**

- A Extreme
- B High
- C Medium
- D Low

**Likelihood:**

- 1 Almost certain
- 2 Likely
- 3 Possible
- 4 Unlikely
- 5 Seldom
- 6 Rare

**Notes:**

1. Impact and Likelihood assessments, based on mapping used in February 2008.
2. Risk numbers 1, 2, 9, 10 and 20 have been closed.

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Risk No	Risk Description	Impact/ Likelihood	Direction of Travel	Owner	Countermeasures	Action
07	Inaccurate information is disseminated to tenants	B1	→	HFMT	<ul style="list-style-type: none"> <li>ensure project is well resourced from the outset with appropriate contingency arrangements to respond to inaccurate information</li> <li>refer to Advertising Standards Agency any material that is false and/or misleading</li> <li>review means of tenant engagement to ensure that the Council's balanced message is getting across</li> <li>respond immediately to inaccurate or misleading material ie in press or sent to tenants</li> <li>agree a communications protocol to enable timely and appropriate responses to inaccurate or misleading material</li> <li>learn from others who have experienced dissemination of inaccurate or misleading material and their responses/experiences</li> <li>provide consistent and factual messages at all times</li> <li>regular and ad hoc briefings with staff to advise on agreed response to inaccurate or misleading material</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>
04	Lack of effective Member engagement	B3	→	SMT	<ul style="list-style-type: none"> <li>involve and/or brief all members in a new landlord selection process</li> <li>include members on a new landlord selection panel</li> <li>set up shadow Board with Member representation</li> <li>organise member briefings/workshops</li> <li>individual meetings with Members to discuss issues</li> <li>regular info/updates provided through Weekly Bulletin</li> <li>proactively manage press coverage</li> <li>strong leadership to be provided from Leader of Council and Housing Futures PFH and SMT</li> <li>project to be given high corporate profile</li> <li>reports to Cabinet and Scrutiny at key stages in the process</li> <li>if requested attend meetings of political groups</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>

Risk No	Risk Description	Impact/ Likelihood	Direction of Travel	Owner	Countermeasures	Action
02	Lack of or inadequate resources: Staffing Financial HR Legal	B3	→	SMT	<ul style="list-style-type: none"> <li>improve the level of understanding of the implications of a retention option for homes and housing services</li> <li>a core project support team of 6 FTE staff to be established with appropriate contingency monies to enable the level of resources to be reviewed as necessary within a budget set aside to meet the indicative costs to deliver the project.</li> <li>the project manager to be the nominated budget holder</li> <li>review capacity within HR, legal and other corporate service areas to assess ability to manage any significant implications for service delivery and ability to support project</li> <li>identify any additional resource requirements and engage consultants/temp staff early on in project</li> <li>review project management arrangements at regular intervals</li> <li>project plan progress report and budget position statement to be regularly reviewed with Housing PFH</li> <li>project plan progress report and budget position statement to be regularly reviewed with SMT</li> </ul>	<ul style="list-style-type: none"> <li>Sept 08</li> <li>Mar 08</li> </ul>
20	Lack of effective, open and transparent tenant participation arrangements	B3	→	AG	<ul style="list-style-type: none"> <li>invite all tenants to get involved in next phase through 'menu of involvement options' within new TPA.</li> <li>options also to include being part of Transfer Advisory Group(s) (TAG) who will help develop the 'offer'</li> <li>tenant representatives for new landlord selection panel to be drawn from TAG – process to be seen to be open, inclusive, democratic, and fair</li> <li>an open. Inclusive and appropriate process to be agreed for selection of tenant members of a shadow board that complies with Housing Corporation requirements</li> <li>ensure tenants on panel can represent interests of key groups of tenants eg sheltered, leaseholders, general needs</li> </ul>	<ul style="list-style-type: none"> <li>Aug 08</li> </ul>









Risk No	Risk Description	Impact/Likelihood	Direction of Travel	Owner	Countermeasures	Action
13	Failure to meet Housing Corporation registration requirements for a proposed new housing association landlord	B5	→	LIT	<ul style="list-style-type: none"> <li>ensure early engagement with the Housing Corporation in order to be aware of requirements/criteria</li> <li>allow adequate time to complete any requirements within project plan</li> <li>follow all relevant guidance</li> <li>appoint suitably qualified and experienced Lead Consultant to advise on process and issues</li> <li>appoint suitably qualified and experienced legal and funding advisors</li> <li>seek advice from Lead Consultant and Legal Advisor on local actions required to meet requirements</li> <li>seek out and learn from the experiences of others</li> <li>keep abreast of latest developments in govt policy</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>
14	Change in Government policy: <ul style="list-style-type: none"> <li>direct investment in Council housing and/or changes to the HRA subsidy system</li> <li>new criteria for inclusion on housing transfer programmes</li> </ul>	B5	→	DL	<ul style="list-style-type: none"> <li>liaise with GO-east on a regular basis</li> <li>liaise with CLG (HCA) on a regular basis</li> <li>ensure a housing transfer will deliver in current and likely policy/legislative framework</li> <li>ensure that the preferred option will link to and contribute to delivery of key central govt agendas eg sustainable communities, LAAs</li> <li>model any potential changes to housing finance system to understand implications for retention scenario</li> </ul>	<ul style="list-style-type: none"> <li>Meeting held on 3<sup>rd</sup> July</li> <li>Meeting held Feb 09</li> <li>✓</li> <li>Presentation to LSP Feb 09</li> <li>Report on Consultation Paper Feb 09</li> </ul>
09	Failure to gain support from key stakeholders for the model of new	B5	→	DL	<ul style="list-style-type: none"> <li>address selection criteria, process and preferred model early on with involvement of tenants and staff as well as Members</li> <li>ensure that the Housing Corporation and CLG/GO-East are consulted</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>

Risk No	Risk Description	Impact/ Likelihood	Direction of Travel	Owner	Countermeasures	Action
	landlord				<ul style="list-style-type: none"> <li>consider experience of other recent housing transfer local authorities in terms of options and likely levels of interest</li> <li>follow CLG best practice guidance on choosing a new landlord</li> <li>involve tenants, staff and Members in development of selection criteria and the design of a selection process</li> <li>incorporate site visits and open days in selection process</li> <li>invite views/comments from Independent Tenant Advisor on process</li> <li>seek advice from Lead Consultant on how process has worked elsewhere</li> <li>ensure the process captures the optimum future service benefits for tenants and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>
10	Failure to secure a place on the 2008 CLG housing transfer programme	B5	→	DL	<ul style="list-style-type: none"> <li>early and ongoing discussions/liaison with GO-East and CLG to identify requirements</li> <li>establish key criteria and actions required to meet these</li> <li>refer to and follow current guidance – Housing Transfer Manual 2005</li> <li>focus on deliverability aspects at earliest stage</li> <li>if necessary, revise project timelines to accommodate requirements</li> <li>build in some contingency planning for HIRA revenue and capital estimates for future years from 2008/09 onwards</li> <li>explore new community gateway models to see if principles could be applied to any new housing association landlord created for South Cambs</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>
16	Unable to sustain or improve levels of performance within affected service areas	D3	→	HFPT	<ul style="list-style-type: none"> <li>ensure service plans complement rather than conflict with the development of a housing transfer proposal</li> <li>Managers and their teams to review priorities and objectives for individuals as well as teams with regard to the work required to take forward the housing transfer proposal</li> <li>targets for PIs to be realistic given demands of Housing Futures project</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>



Risk No	Risk Description	Impact/ Likelihood	Direction of Travel	Owner	Countermeasures	Action
					<ul style="list-style-type: none"> <li>performance assessments to take into account impact of Housing Futures process</li> <li>identify resource requirements to sustain current performance and consider overtime and/or backfilling posts during peak periods eg formal consultation stage</li> <li>corporate recognition of competing demands on staff within housing and other affected services of the Housing Futures process</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>
19	Loss of key staff and/or increased staff turnover	C5	↓ (from C4)	HSMT	<ul style="list-style-type: none"> <li>promote project as an opportunity</li> <li>improve staff morale through valuing work and achievements</li> <li>regular and effective communications with staff</li> <li>encourage staff to discuss issues both individually and as teams</li> <li>provide opportunities for as many people as possible to get involved with the project</li> <li>encourage ideas and contributions from all staff</li> <li>provide feedback on contributions and suggestions</li> <li>develop and implement a change management plan</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>
01	Project management arrangements are inadequate	C5	→	SMT	<ul style="list-style-type: none"> <li>identify senior non-TUPE officer to lead project from outset</li> <li>provide adequate funding for the role and supporting project team</li> <li>ensure appropriate level of seniority for the post-holder and clear reporting lines</li> <li>identify and procure consultancy support at a very early stage</li> <li>review project management structure to ensure it is 'fit for purpose'</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>



Risk No	Risk Description	Impact/Likelihood	Direction of Travel	Owner	Countermeasures	Action
					<ul style="list-style-type: none"> <li>ensure that the new landlord is able to deliver on any promises made in the offer</li> <li>consider early the terms of any contract and relationships that will need to exist between the council and new landlord post transfer</li> <li>consider and agree a protocol to avoid or help minimise conflicts of interest</li> </ul>	<ul style="list-style-type: none"> <li>▼</li> <li>▼</li> <li>▼ Mar 09</li> <li>▼ July 08</li> </ul>

Notes:

1. Risks that are “greyed out” have been closed; all other risks remain open.
2. The dotted line shows the Council’s risk tolerance line.

- |               |                   |   |
|---------------|-------------------|---|
| <u>Impact</u> | <u>Likelihood</u> | <u>Direction of Travel</u>  |
| A Extreme     | 1 Almost certain  | ↓ Priority reduced from last review (bracket indicates previous priority)   |
| B High        | 2 Likely          | → Priority equal to last review   |
| C Medium      | 3 Possible        | ↑ Priority increased from last review (bracket indicates previous priority) |
| D Low         | 4 Unlikely        |   |
|               | 5 Seldom          |   |
|               | 6 Rare            |   |

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## HOUSING FUTURES BUDGET POSITION STATEMENT AS AT 20 FEBRUARY 2009

	Original Estimate 2008/09 £	Expenditure as at 27 June 2008 £	Expenditure as at 19 August 2008 £	Expenditure as at 20 October 2008 £	Expenditure as at 12 January 2009 £	Expenditure as at 20 February 2009 £
<b>Employee related expenses:</b>						
Salaries	146,500					
Appointment of New Staff						
Agency Staff						
Training						
Other						
Overtime payments				11,751	12,092	12,148
<b>Transport Related Expenses</b>						
Car Allowances	3,500					
Hire of mini-bus/coaches	2,500	2,060	2,693	3,058	3,208	3,208
Telephones	250					
<b>Supplies and Services</b>						
Professional and Consultancy:						
ITA	75,000	4,740	11,334	26,314	32,199	34,285
Communications	32,000	5,760	8,640	17,280	25,920	28,800
Market research	15,000	4,098	4,098	7,638	7,638	7,638
Legal Advisor	40,000			3,553	5,747	7,301
Lead Consultant	60,000	12,860	27,607	33,027	41,494	44,379
Tenant Ballot Administrator	15,000					
Translation services		465	465	465	465	465
<b>Communications:</b>						
Postage	5,000	5,442	7,587	11,250	13,944	15,244
Newsletters	25,000	8,891	12,051	18,651	24,716	30,891
DVD's	21,000			24,894	24,894	24,894
Offer document						
Election of tenant members:						
Shadow Board			4,498	4,554	4,554	4,554
Other communication materials	10,000	1,302	2,835	9,431	13,941	16,868
Staff training	3,000		720	720	720	720
Freephone	1,000					
Hire of rooms	1,000	204	1,529	1,863	1,873	2,279
<b>Purchase of Furniture and Equipment</b>						
	1,750		242	242	242	242
<b>Shadow Board Expenditure</b>						
General Expenses			1,637	2,717	2,963	3,605
Logo				750	750	750
<b>Miscellaneous</b>						
Other	1,500	176	176	337	337	337
<b>Sub-totals</b>	<b>515,000</b>	<b>45,998</b>	<b>86,112</b>	<b>178,495</b>	<b>217,697</b>	<b>238,608</b>
<b>Central departmental and support services</b>	<b>225,000</b>	<b>101,670</b>	<b>169,450</b>	<b>237,230</b>	<b>305,010</b>	<b>372,790</b>
<b>Totals</b>	<b>740,000</b>	<b>147,668</b>	<b>255,562</b>	<b>415,725</b>	<b>522,707</b>	<b>611,398</b>

Apportioned to:

General Fund	275,000
HRA	465,000
	<hr/>
	740,000

1. The central departmental and support services are apportioned on a pro rata basis as actual allocations will not be known until accounts are closed in June 2009

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**REPORT TO:** Housing Portfolio Holder

3rd March 2009

**AUTHOR/S:** Chief Executive / Principal Accountant (Housing)

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**HOUSING FINANCIAL UPDATE  
FIRST TEN MONTHS OF 2008-09**

**Purpose**

1. To support the finance reports attached to this document:
  - (a) The Housing Capital Programme (**Appendix A**)
  - (b) Housing General Fund (**Appendix B**)
  - (c) The Housing Revenue Account (HRA) (**Appendix C**)

**Background**

2. The appendices attached to this report are presented to the Portfolio Holder to provide information on the financial position for the housing accounts.

**Considerations**

3. All of the information in the appendices is based on net payments made at the end of January 2009 in relation to the 2008-09 financial year, compared to the latest budget exclusive of any recharges. In this context, the Portfolio Holder should note that there may still be outstanding expenditure and/or income that has not been taken into account.

Housing Capital Programme

4. **Appendix A** provides a capital position statement for the first ten months of this financial year and shows the payments made, net of recharges, together with any firm commitments. In this context, a firm commitment would arise where, for example, a contract has been signed for work that is expected to be completed during this financial year.
5. Overall, a smaller portion of the programme is committed than would be expected at this point in the year. The potential under-spend has mainly arisen in relation to the acquisition of existing dwellings because, as there were no repurchases at all in January, it is now likely that significantly fewer equity share properties will have to be repurchased than was anticipated when the revised budget was proposed.

Housing General Fund

6. **Appendix B** gives the General Fund position and compares expenditure to the latest budget excluding recharges.
7. There is an under-spend on homelessness and this seems to confirm that the various preventative strategies that officers have put in place are continuing to be extremely successful. However, there may be an upsurge in homelessness as a consequence of the current economic climate which may lead to the Council having to resort to the use of Bed and Breakfast accommodation, which is both expensive and unsatisfactory.
8. In view of the substantial increase in homeless applications, the opportunity has been taken to vire some money from the homelessness budget mainly to enable additional

temporary staff to be employed in the homeless team to cover sickness and to deal with the increase in demand.

9. The under-spend showing in relation to Choice Based Letting & Advisory Service is largely owing to the fact that, so far, the Council has only been asked to pay its share of the Sub-Regional Homelink Service for the early part of the year.
10. The over-spend on the Sub-Regional Homelink Service has arisen because contributions have not yet been claimed from the various organisations who have agreed to pay towards the costs of this Council hosting the service.
11. The Housing General Fund financial position at the end of January appears satisfactory, however, if expenditure on accommodation for homeless applicants continues at the present level there will be an under-spend. In view of the economic situation, this possibility should be viewed with caution.

Housing Revenue Account

12. **Appendix C** shows the latest estimate of the HRA position net of recharges. The statement shows an overall under-spend.
13. There have been some vacancies (one of which has just been filled) in the sheltered housing service. Planned cyclical and internal decoration work on several of the communal rooms included in the revised estimate has not yet been started. This work is, however, expected to be completed before the end of March.
14. The under-spend on administration is mainly owing to a lack of progress on several IT projects included in the revised estimate.
15. The HRA financial position at the end of January appears to be healthy with a net under-spend, which may reduce the call on reserves for 2008-09

**Implications**

16. Financial	Contained with in the body of the report
Legal	None
Staffing	None
Risk Management	None
Equal Opportunities	None

**Consultations**

17. The cost centre managers have been consulted on the production of this report.

**Effect on Corporate Objectives and Service Priorities**

18.	<p><b>Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future</b></p> <p><b>Deliver high quality services that represent best value and are accessible to all our community</b></p> <p><b>Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work</b></p>	<p>The effect of any under or overspending on the achievement of corporate objectives, service priorities and performance indicators and the linking of budgets with service performance is an outstanding issue which needs to be addressed.</p>
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**Conclusions/Summary**

19. When recharges are excluded, the comparison of the first ten months position to the profiled revised estimates for 2008-09 shows under-spends on Housing Capital Programme, Housing General Fund and Housing Revenue Account.
- (a) Capital – apart from the expenditure against the provision for the repurchase of equity share properties, the Housing Capital Programme is on target to be fully spent.
  - (b) Housing General Fund - the under-spend is largely owing to the success of preventative measures in relation to homelessness.
  - (c) Housing Revenue Account – the under-spend is mainly a result of staff vacancies in sheltered housing and lack of progress with IT projects.
20. In relation to the HRA, whilst there may be an in year under-spend when the position is compared to the revised estimate, the Portfolio Holder should note that the revised estimate is for a deficit requiring the use of reserves. Any “under-spend” could, therefore, be seen as a reduction in the estimated 2008-09 overspend.
21. The figures should be viewed with caution, as there are several budgets where events outside the Council’s control, such as a spell of bad weather or a further downturn in the economic climate, could have an adverse impact. However, the situation will continue to be monitored and consideration given to taking any available opportunities to progress projects and/or reallocate funding to other areas.

**Recommendations**

22. The Portfolio Holder is requested to note this report.

**Background Papers:** the following background papers were used in the preparation of this report:

Estimate Book – recommended to Council on 12 February 2009

**Contact Officer:** Gwynn Thomas – Principal Accountant (Housing)  
Telephone: (01954) 713074

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South  
Cambridgeshire  
District Council

## Housing Portfolio

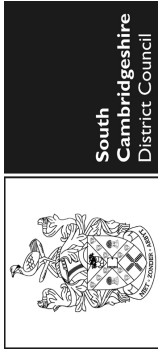
### Housing Capital Programme Position Statement

January 2009

Actual 2007/08 £	Revised Estimate 2008/09 £	Virements £	Adjusted Revised 2008/09 £	CDSS Recharges £	Revised Net Estimate Excl.Recharge £	Net Payments To date £	Amounts Committed But Not Spent £	Total Payments & Commitments to date £
<b>HOUSING PORTFOLIO</b>								
<b>NEW BUILD</b>								
6,815	Meldreth Communal Facility							
56,500	Other							
18	Recharges							
63,333	<b>TOTAL NEW BUILD</b>							
<b>IMPROVEMENT OF HOUSING STOCK</b>								
<b>Sheltered Schemes</b>								
Communal Facility Upgrades								
37,887	Waterbeach - Denson Close							
34,012	Arrington - Clifden Close	(3,000)	26,000		26,000	20,810	2,327	23,137
40,953	Other	(30,000)	41,000		41,000	15,011	20,576	35,587
74	Key Safe Project		0		0			0
14,038	Recharges		7,830	(7,830)	0			
126,964	<b>SUB TOTAL</b>		74,830	(7,830)	67,000	35,821	22,903	58,724
5,623	<b>Tenant Participation Capital Projects</b>		4,000		4,000	985	0	985
<b>Other</b>								
0	Development Associated Works		1,000		1,000	156	0	156
15,500	Hostels	(1,000)	14,000		14,000	3,893	8,150	12,043
0	Flat - Communal Areas		26,000		26,000	25,652	0	25,652
15,500	<b>SUB TOTAL</b>		41,000	0	41,000	29,701	8,150	37,851
6,673,809	<b>HRA "Capital Works"</b>		7,012,000		7,012,000	5,431,400	1,629,890	7,061,290
441,169	MRA Funded & Capital Works		263,050	(263,050)	0			
7,114,978	Associated Recharges		7,275,050	(263,050)	7,012,000	5,431,400	1,629,890	7,061,290
7,263,065	<b>TOTAL IMPROVEMENTS</b>		7,328,880	(270,880)	7,124,000	5,497,907	1,660,943	7,158,850
3,364,596	<b>ACQUISITION OF EXISTING DWELLINGS</b>		1,965,000		1,965,000	1,329,120	311,580	1,640,700
34,000	<b>CASH INCENTIVE GRANTS</b>		34,000		34,000	34,000	0	34,000
0	<b>GRANTS TO RSLs</b>		0		250,000	0	0	0
10,724,994	<b>TOTAL CAPITAL PROGRAMME</b>		9,327,880	(270,880)	9,373,000	6,861,027	1,972,523	8,833,550

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# Housing General Fund Position Statement January 2009



Actual 2007/08 £	Revised 2008/09 £	Virements £	Adj Revised 2008/09 £	CDSS Recharges £	Other Year End Recharges £	Adjusted Rev Est Excl.Recharge £	Profiled Estimate £	Net Payments To date £	Variance To Profiled Estimate £
<b>HOUSING PORTFOLIO</b>									
<b>Housing General Fund</b>									
<b>NET EXPENDITURE SUMMARY</b>									
9,893	8,460		8,460	(3,790)		4,670	4,410	4,655	245
131,383	125,290		125,290	(125,290)		0			(30,448)
208,092	257,680	(20,850)	236,830	(158,900)		77,930	61,840	31,392	(22,939)
176,988	218,980		218,980	(401,950)	239,370	56,400	47,000	24,061	(136)
7,585	6,660		6,660	(121,430)	37,770	(77,000)	(64,170)	(64,306)	(1,094)
49,190	48,040		48,040	(5,630)		42,410	40,770	39,676	1,330
16,290	23,240		23,240	(6,540)		16,700	13,920	15,250	990
208,522	186,270		186,270	(180,620)		5,650	4,710	5,700	40,951
-	0		0	(59,280)		(59,280)	(49,400)	(8,449)	
Recharge from/(to) HRA									
138,000	164,000		164,000		(164,000)	0			
107,000	77,000		77,000		(77,000)	0			
(26,290)	(16,560)		(16,560)		16,560	0			
45,709	24,750		24,750		(24,750)	0			
27,380	521,130		521,130		(521,130)	0			
			0						
			0						
<b>1,099,742</b>	<b>1,644,940</b>	<b>(20,850)</b>	<b>1,624,090</b>	<b>(1,063,430)</b>	<b>(493,180)</b>	<b>67,480</b>	<b>59,080</b>	<b>47,979</b>	<b>(11,101)</b>

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# Housing Revenue Account Position Statement

January 2009

Actual 2007/08 £	Revised 2008/09 £	Virements £	Adjusted Revised 2008/09 £	CDSS Recharges £	Other Year End Recharges £	Adjusted Estimate Excl.Recharge £	Profiled month Expenditure £	Net Payments to Date £	Variance to Profiled Estimate £
<b>HOUSING PORTFOLIO</b>									
<b>Housing Revenue Account</b>									
<b>NET EXPENDITURE SUMMARY</b>									
16,198	10,000		10,000			10,000	8,330	9,275	945
1,854,844	2,299,170	(60,000)	2,239,170	(1,767,290)	(189,620)	282,260	235,220	184,043	(51,177)
409,559	596,060		596,060	(278,990)	689,200	1,006,270	838,560	771,578	(66,982)
(6,991)	(4,400)		(4,400)	(61,040)	(39,560)	(105,000)	(87,500)	(85,196)	2,304
25,203	44,190	5,000	49,190	(26,560)	7,000	29,630	24,690	25,900	1,210
132,139	157,710		157,710	(100,350)	170,800	228,160	190,130	220,041	29,911
4,030	(2,090)		(2,090)	(10,800)		(12,890)	(10,740)	(13,223)	(2,483)
155,755	194,750		194,750	(152,350)	2,000	44,400	37,000	39,495	2,495
102,561	52,910		52,910	(16,850)		36,060	30,050	25,802	(4,248)
279	800		800			800	670	59	(611)
2,602,477	2,981,300	60,000	3,041,300			3,041,300	2,156,730	2,171,750	15,020
10,048,066	11,553,340		11,553,340			11,553,340	10,398,010	10,394,471	(3,539)
0	0		0			0	0	0	0
(47,741)	5,000		5,000		(5,000)	0	0	0	0
42,960	37,770		37,770		(37,770)	0	0	0	0
(20,474)	35,000		35,000	(350,840)	315,840	0	0	0	0
293,093	237,700		237,700	(376,680)	425,000	286,020	238,350	244,161	5,811
0	(8,820)		(8,820)			0	0	0	0
1,460	8,000		8,000		(8,000)	0	0	0	0
351,259	360,760		360,760		(360,760)	0	0	0	0
74,370	80,480		80,480		(80,480)	0	0	0	0
17,312	18,990		18,990		(18,990)	0	0	0	0
0	20,660		20,660		(20,660)	0	0	0	0
3,243,933	3,178,400		3,178,400		(3,178,400)	0	0	0	0
19,300,292	21,857,680	5,000	21,862,680	(3,141,750)	(2,320,580)	16,400,350	14,059,500	13,988,156	(71,344)
<b>INCOME</b>									
(19,595,803)	(20,730,000)		(20,730,000)			(20,730,000)	(17,182,100)	(17,180,404)	1,696
(380,081)	(360,000)	(5,000)	(365,000)			(365,000)	(305,300)	(306,801)	(1,501)
(19,975,884)	(21,090,000)	(5,000)	(21,095,000)	0	0	(21,095,000)	(17,487,400)	(17,487,205)	195
(675,592)	767,680	0	767,680	(3,141,750)	(2,320,580)	(4,694,650)	(3,427,900)	(3,499,049)	(71,149)
(170,629)	(130,000)		(130,000)						
(846,221)	637,680	0	637,680	(3,141,750)	(2,190,580)	(4,694,650)	(3,427,900)	(3,499,049)	(71,149)
<b>TOTAL NET EXPENDITURE</b>									

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Housing Portfolio Holder	March 2009
<b>AUTHOR/S:</b>	Corporate Manager Affordable Homes	

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**AFFORDABLE HOMES: SERVICE PLAN****Purpose**

1. To provide an overview for updated service plan for 2009/10 – 2011/12.

This is a not a key decision.

**Background**

2. All service areas within SCDC have to provide a service improvement plan setting out how the service will be developed over the following three years. This document includes the HRA parts of housing but also gives wider coverage to those part of the housing service that are funded mainly by the general Fund e.g. homelessness. This report will be presented to the March Portfolio Holder meeting.
3. This Service Plan should be read in conjunction with the HRA Business Plan and the Fiver Year Housing Maintenance Plan which were considered by the Portfolio Holder at the meeting in February 2009.

**Considerations**

4. This document is refreshed on an annual basis. Consideration will be given next year to combining the Service Plan and Business Plan elements as they share much of the same content and need to be read in conjunction with each other. The Five Year Housing Maintenance Plan is already an appendix of the HRA Business Plan.
5. The presumption for the document is that the housing stock will remain in the ownership of the Council. Reference has been made however to the Housing Futures project which may result in the transfer of the Council's housing to South Cambridgeshire Village Homes if tenants vote in favor of transfer during 2009.
6. The Service Plan contains an action plan that includes both activities that will need to occur whatever the outcome of the tenant ballot as well as some actions that will only be applicable if the tenants vote to retain Council ownership of their homes. There are no actions listed associated with a vote in favour of stock transfer to South Cambridgeshire Village Homes as these would form a separate action plan.
7. The results of the recent Statutory Tenants Survey (STATUS) shows that overall levels of satisfaction with the housing service amongst tenants remains high.
8. The STATUS survey also confirms that there are high levels of disability amongst the tenant population with 50% of households having at least one person with a long-term disability and 10% of households having a wheelchair user.

9. The resources to run the housing service are considerably reduced from 2009/10 as the first reduction in the capital programme is implemented with further cuts showing from 2010/11. Overall more than £3 million has been cut from the budget.
10. The revenue budget is also shown to be running at a deficit for the next four years running down the reserves until 2013/14 when the only way to balance the books will be to make significant savings of more than £500,000.
11. The service plan takes account of the challenges posed by the continuing economic downturn in the country as a whole.

12. Legal	None
Staffing	None
Risk Management	A housing risk matrix is included within the Service Plan
Equal Opportunities	The need to address issues relating to equal opportunities and diversity are addressed within the Service Plan.

**Consultations**

13. The Service Plan reflects a range of tenant and staff input. The Housing Maintenance plan is drawn up with substantial input from a panel that includes tenants and elected members.

**Effect on Service Priorities and Corporate Objectives for 2008/09**

14.	<b>Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future</b>
	Partnership working is central to housing work.
	<b>Deliver high quality services that represent best value and are accessible to all our community</b>
	A high level of service has been delivered to date and the Housing Service will strive to achieve the best outcomes it can for tenants within the resources available.
	<b>Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work</b>
	The quality of SCDC homes and the services offered by Housing play a role in the quality of life for all residents in the South Cambridgeshire villages.

**Recommendations**

That the Housing Portfolio Holder approves the Affordable Homes Service Plan.

**Background Papers:** the following background papers were used in the preparation of this report:

Draft STATUS Survey 2008, MRUK

**Contact Officer:** Stephen Hills – Corporate Manager Affordable Homes  
Telephone: (01954) 713412



South  
Cambridgeshire  
District Council

## **Affordable Homes Service Plan 2009/10 – 2011/12**



**March 2009 (draft 4)**

**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

**SERVICE PLAN FOR AFFORDABLE HOMES**

**2009/10 TO 2011/12**

Corporate Manager: Stephen Hills

Portfolio Holder: Cllr Simon Edwards

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**APPENDICES**

- A Risk register
- B Service Improvement Plan
- C Operational Plans
  - Housing Services
  - Property Services
  - Housing Strategy & Enabling Services
  - Housing Advice and Options

## 1. INTRODUCTION

This Service Plan covers the period 2009/10 to 2011/12. The Plan will however be refreshed on an annual basis. Annual Service Plans always need to accommodate change. This year's Service Plan is particularly challenging because of the need to prepare for two potential future scenarios dependant upon the outcome of the tenant ballot on Housing Futures.

Housing services in South Cambridgeshire will look very different whatever the outcome of the tenant ballot. If stock transfer is chosen there will be more money available to spend on improvements and services and the homes will be managed by the Board of South Cambridgeshire Village Homes which will include tenant representatives, council representatives and independent members.

The Service Improvement Plan identifies some of the actions required to address the Housing Futures project, however, the detail associated with Housing Futures is contained within the project documentation and not located within this Service Plan. Similarly the detailed action plan required to set up South Cambridgeshire Village Homes will only be developed in detail post ballot.

If stock retention is chosen the council will continue to manage the homes but the amount of money available for spending on the homes and services will be markedly less than at present, and cutbacks will be unavoidable. The exact scale and timing of these cutbacks will be identified in detail out over the next year and the impact will be felt from 2009/10 onwards. The companion report to the Service Plan, the HRA Business Plan 2009/10 –2013/14, sets out the extent of the financial cutbacks that will result from the government's financial regime if retention is chosen.

The challenges and risks facing the Council's Housing Services are set out in the rest of this plan. Where service improvements are possible these are detailed as are the operational activities measured by the Council's performance management system. The Service Plan also contains a number of projects that will be required to begin detailing the service cuts required in the event of tenants voting for the Council to retain ownership of its housing.

## 2. SERVICE PLAN OVERVIEW

### 2.1 Key Functions and Responsibilities

The Housing Service has three primary functions:

- A landlord service providing housing management and property maintenance services to tenants
- An enabling service working in partnership with other local authorities and housing associations to ensure the development of new affordable homes within the District and in partnership on strategic sites in Cambridge City.
- Housing advice and options service seeking to prevent homelessness and to provide accommodation for those in housing need (including those who are already homeless), through a new choice based lettings scheme and other housing options. The provision of this service is a statutory requirement for the local authority.

These broad functions can be further divided into a series of more specialist functions. The landlord service for example includes the sheltered housing service, with sheltered housing representing around one third of the 5,800 homes owned by South Cambridgeshire District Council. Within the landlords service there is also a property services team that also includes a Direct Labour Organisation (DLO).

The structure of the Housing service therefore reflects these primary functions and consists of four main service areas:

#### Housing Service Structure

<b>Service area</b>	<b>Specialist teams</b>
Housing services	Housing management, sheltered housing, leaseholder services, property sales, Carecall, Gypsy & Traveller management, floating support team
Property services	Property surveyors, capital improvements programme, responsive and void maintenance management, DLO
Housing advice & options	Housing advice, homelessness team, Choice Based Lettings
Housing Strategy & Enabling	Enabling function, housing strategy, development

If tenants vote in favour of establishing South Cambridgeshire Village Homes, then all of Housing Services and Property services would transfer to the new landlord. Housing Advice & Options and Housing Strategy and Enabling would be strategic and statutory services retained by the Council.

## **2.2 Context**

### **a) External Drivers**

There are a number of potential external influences on housing service provision. The following is a brief PESTE analysis of those issues likely to affect housing in the next three years.

#### **Political**

Growth agenda – The development of significant numbers of new homes within South Cambridgeshire including the development of a new town within the District and significant development on the fringes of Cambridge City

New joint planning arrangements – the new arrangements for an inter district planning lead for the growth agenda

Community empowerment – moves to make service delivery more accountable on an area basis rather than by service specific measure including the new Comprehensive Area Assessment regulatory process from the Audit Commission, alongside the new “short-notice” targeted inspections

#### **Economic/Social**

The continuing negative subsidy arrangement imposed on the Housing Revenue Account will put even greater pressure on the housing management and maintenance spends, and the national pooling of capital receipts together with reducing numbers of Right to Buy sales is already cutting back capital resources.

Migrants – eastern European migrant workers in particular and earlier phases of migrants becoming eligible to apply for public services. Research is still being undertaken by organisations outside of the Council to try and quantify the potential impacts of migration and settlement patterns.

Uncertain economic conditions following the ‘credit crunch’ and volatile banking sector during 2008 and the overall economic downturn. Slowdown of private sector development – as a result of international changes in finance and the national slowdown in the housing market

Olympic effect – could affect labour and material supplies and have an inflationary impact on the construction industry

Mortgage repossessions – potential issues emerging from falling house prices and high levels of existing debt plus a more cautionary lending policy from major institutions excluding some potential marginal purchasers

Potential impacts on workload as a result of administration of the Mortgage Rescue package

Private rented sector restructuring following international finance changes – impact on housing market overall and response of Buy to Let market in particular.

Possible increase in number of lets being made available by housing associations as ‘intermediate lets’.

Rising unemployment

The welfare of children, young people and vulnerable adults.

The Housing Service is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. The Housing Service area will ensure:

- Safer recruitment and employment practices are followed
- Relevant officers are aware of safeguarding reporting policies
- Appropriate safeguarding training is given to officers

### **Technical**

Changes to disabled and vulnerable people funding – individual budgets could shift demand for services

Housing Benefit changes - Local housing allowance/Broad Rental Market Areas may lead to increased demand on mediation services and has the potential for increased levels of homelessness.

Local Supporting People (SP) issues – the restructuring of SP funds within Cambridgeshire could lead to the tendering of the sheltered housing service . The floating support service and Home Improvement Agency could also be tendered.

Shared equity issues – the current treatment of capital receipts places a financial burden upon the Council.

Ending of ring fencing for shared budgets in the LAA, including Supported People funding in the medium term

Energy Performance Certificates introduced – workload impacts

New ‘safeguarding’ legislation may impact workload and may have budgetary impact

Impact of new licences for Gypsies and Travellers



### **Environmental**

Geography of district – the essentially dispersed and rural nature of the district with no central market town as a natural focus has a significant bearing on service delivery e.g. providing a focus for tenant participation activity.

Climate change issues may lead to increased costs or delivery problems-eg off site construction methods may not suit small village development needs.

### **b) Key Partners**

The housing service is delivered in partnership with a range of other organisations. The major partnerships are listed below.

The impact of these partnerships is maximised by a combination of activities including the hosting of events and meetings, regular attendance at liaison meetings, attendance at sub regional bodies, some service level agreements, the provision of information to partners and engagement in forums as well as direct funding of partners via cash (commuted sums) or other resources (eg free land). Joint procurement is adopted where this provides better value for money.

- Other local authorities
- Supporting People
- Various housing associations
- DAAT & CDIP
- MAPPA
- Homes & Community Agency
- Tenant Services Authority
- EERA
- County Council
- GO East
- PCT
- Probation & Youth Offending Team
- DIS Learning Partnership
- Connexions
- Office of Children & Young People Services
- Parish councils
- Cambridgeshire Horizons
- Various contractors
- Tenant Participation Group
- Various developers
- CAB & voluntary organisations
- Cambridge sub-Regional Housing Board
- Local Safeguarding Children's Board

This list is not exhaustive as there are at least 50 groups, working parties and liaison for a where housing services work with external partners. The Council has adopted a more vigorous risk management process for all partnership working during 2008. This has identified Supporting People as one of the Councils key partnerships.

**c) Strengths & weaknesses**

There are a number of factors affecting the ability of the Housing Service to deliver its service obligations. These are shown below as strengths and weaknesses.

**Strengths**

- There is a strong commitment to team working across the service and a focus on working with other services areas within housing and within the Council.
- There is a depth of experience and technical knowledge
- The staff are committed to providing the best service they can
- The close proximity of most staff is an asset and the dispersed workforce is also managed well.
- Effective use of partnership working
- The implementation of the new CBL procedure and the closely connected new voids procedure has produced a significant improvement performance from 41 days to 15 days.

**Weaknesses**

- The most significant factor is the reducing amount of finance available to run the service in the next three years and beyond.
- Whilst there is a depth of knowledge and experience there are few mentoring schemes in place, no consistency in skill sharing and poor succession planning
- There is an increasing reliance upon IT but the support services are limited and not effectively coordinated with the housing service. A project is currently underway to analyse this issue in more detail.
- There is work still to be done to ensure that the structures to deliver services are the most effective ones for the future e.g. rents currently lies within Finance and not Housing (although the overall performance of this team has been good)
- There is a lack of consistency around service standards and some service standards are missing. The introduction of ADAPT and Housemark will allow projects in the Service Plan to address this.
- Some specialist staff are in high demand from other authorities and organisations who may be able to offer better terms eg planning staff, development and enabling staff, project managers etc
- Approach to diversity not fully developed
- Lack of embedded value for money ethos
- Need to improve data management

#### **d) Opportunities and Threats**

The PESTE analysis indicates the range of external factors that impact upon the environment in which the housing service is delivered. The following is a list of the specific opportunities and threats for the Housing Service over the next three years.

##### **Opportunities**

- The prospect of forming a new LSVT housing association would allow for a significant increase in money available to resource the service. However, this is dependent upon a ballot of tenants in Spring 2009. The service plan is therefore based primarily upon a stock retention scenario.
- Other opportunities include sub regional working, and partnership working with Cambridge City, continues to afford opportunities to share service delivery
- An improved focus on resident engagement and tenant participation
- The opportunity to increase efficiency arising from the implementation of a new web based system (ADAPT) for all polices and procedures, the use of Housemark and new technology e.g. PDAs
- The new Supporting People commissioning strategy could offer new opportunities such as the development of floating support services
- The new arrangements for the LAA and the LSP whilst not focused specially on housing issues could provide some useful support for related activities such as tackling ASB
- The development opportunities offered by the strategic sites

##### **Threats**

In determining these lists it is often the case that the opportunities identified could also be regarded as threats and vice versa. The key threats recognised by the Housing Service include:

- Lack of resources – there will be a significant budget cut over the next five years and an increasing lack of funds thereafter unless a stock transfer is voted for by the tenants.
- The Government has yet to amend the financial regulations to prevent the equity share receipts being treated in the same way as RTB sales
- Supporting People tendering – the proposed changes could have a significant effect on the resources allocated to meet the cost of running our sheltered housing schemes and the future of the staff involved, including floating support and the Home Improvement Agency.
- Limited tenant involvement – the Housing Service is unlikely to have the funds required to promote tenant involvement if early efforts are met with a lack of engagement. Unless transfer takes place, the problem will be

encouraging a wider group of tenants to become involved in the context of significant reductions in their services.

- Reluctance to change (staff) – the service will be undergoing a significant period of change in the next here years and there may be some staff that will find change difficult to accept.
- Gypsies and Travellers –there are high numbers of Gypsies and Travellers in South Cambridgeshire and there is always the risk of significant social disturbance particularly if site provision is not able to match demand. The problems experienced at Smithy Fen in recent years are an example of this.
- Global economic uncertainty and the threat of national recession
- The fall in house prices makes it more difficult to negotiate contributions to affordable housing provision in conjunction with planning applications. Once the housing market revives the loss of production in the intervening years is likely to lead to renewed house price inflation due to shortages.
- DLO Viability

### **2.3 Service Objectives**

The Housing Service Plan is guided by the Council's corporate objectives. The Council has adopted the following vision for 2009/10:

“To make South Cambridgeshire a safe and healthy place where residents are proud to live and where there will be opportunities for employment, enterprise and world-leading innovation. We will be a listening Council, providing a voice for rural life and first-class services accessible to all.”

This is supported by five guiding Aims with 25 Approaches and 35 specific actions. Whilst some of the actions have a connection with housing such as anti social behaviour, there are none where Housing is the lead service. Consequently there are no actions to list under the Action Plan template for this part of the service plan.

The five guiding aims are as follows:

- We are committed to being a listening council providing first class services accessible to all
- We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- We are committed to making South Cambridgeshire a place in which residents can feel proud to live
- We are committed to assisting provision for local jobs for you and your family
- We are committed to providing a voice for rural life

The overall service objective for Housing is as follows:

***To provide access to decent affordable housing***

This is to be achieved by providing an excellent housing service to meet the needs and reflect the aspirations of South Cambridgeshire residents, working in partnership with tenants and other organisations at a local and national level to enhance quality of life and make South Cambridgeshire a place where everyone is proud to live and work.

The service objectives for each of the main service areas are as follows:

<b>Service area</b>	<b>Objective</b>
Housing services	Improve housing services and tenant involvement and promote sustainable communities
Property services	Providing decent housing through the delivery of effective maintenance & improvements
Housing advice & options	To provide housing advice to enable people to understand their housing options to sustain & improve their current home or access alternative good quality & suitable housing.
Housing Strategy & Enabling	to ensure that sufficient new schemes are identified for future development, approved schemes are delivered to meet identified needs and to ensure that new or emerging needs are properly identified for future provision.

The relationship between the service specific objectives and the Corporate priorities are demonstrated in the 'golden threads' that run through the Service Improvement Plan and the Operational Plan.

The Service Improvement Plan is shared by the Housing Service as a whole, however, this year it also includes a number of actions to address the need to reduce service costs if there is not to be a transfer to South Cambridgeshire Village Homes. These actions are mainly related to the work of Housing Services and Property Services teams, not those parts of the housing service that would be retained by the Council if stock transfer goes ahead. The Operational Plans are reflective of the four main sub divisions of the service and this year is focussed on those areas measured by the new corporate performance management tool.

## **2.4 Progress/Performance Overview**

With the national change to National Indicators (NIs) instead of Best Value Performance Indicators (BVPIs) comparison between BVPIs will no longer be possible.

Performance in housing is now measured in four ways:

- The new set of 35 NIs adopted by the Cambridgeshire LAA some of which apply to housing. These have been adopted for the first time in 2008.09 so there will be no direct historical comparison in some cases.
- The set of SCDC performance indicators selected for measurement using CORVU. This has been adopted for the first time in 2008/09 so there will be no direct historical comparison.
- The key 'heartbeat' indicators used by the housing service managers to monitor service performance in key areas. This does allow comparison with historical performance.
- The benchmarking of key areas of housing performance using the benchmarking facilities provided by a national organisation called Housemark. The Council has only subscribed to Housemark in August 2008 so the outputs from this will not be available until early 2009.

All of the 58 CorVu PIs relevant to the Housing Service Plan are listed in Appendix C together with associated actions to maximise the effectiveness of delivery against these measure during 2009/10. Six (or 7) of the 58 PIs are not directly relevant to the service plan but the results will be monitored to ensure the service is aware of the wider picture. These six (or 7) are not directly relevant for the following reasons:

NI 138 Satisfaction of people over 65 with both home and neighbourhood	This is a district wide measure including owner occupiers and will only be marginally affected by the Housing Service
NI 141 Number of vulnerable people achieving independent living	This is a countywide measure that is primarily focussed on the work of social services
NI 142 Number of vulnerable people who are supported to maintain independent living	This is a countywide measure that is primarily focussed on the work of social services
NI 1046 Yong offenders access to suitable accommodation	This is a countywide measure that is primarily focussed on the work of social services and other agencies
The two items relating to the completion of the sub regional housing strategy	This work is completed and will not be a part of the work in 2009/10

The table below provides a summary of the performance of the Housing Service against the SCDC Performance Indicators for 2007/08. These figure have been taken from the Integrated Business Monitoring report seen by cabinet on 12/6/08.

Work is required in the coming year to develop the PIs for housing ensuring that there is opportunity for front line staff to contribute to this development.

### Summary of PI performance for Housing 2007/08

Performance Measure	Target achieved	06007 to 07/08 direction of travel	Note
SH311 Number of completed new affordable homes	N	↑	398 achieved against target of 565 with 227 being achieved the previous year. Targets are set by looking at what is in the pipeline but there are a number of external factors including time taken to obtain planning permission as well as local and national market factors over which the housing service has no control.
BV66a rent collection & rent arrears recovery % of HRA	Y	↑	98.4% rent collection
BV66b rent collection & rent arrears recovery – No of tenants over 7 weeks arrears	Y	↑	
BV66c rent collection & rent arrears recovery - % of NOSPs	N	↓	21.16% against a target of 13% but non leading to eviction and an improved rent collection rate
Bv66d rent collection & rent arrears recovery - % of evictions	Y	↑	No evictions
SH 302 Tenants satisfied with responsive repairs	Y	↑	98%
SH 327 % of repair jobs – appointment made and kept	Y	↑	98%
SH 328 Tenants satisfied with refurbishments	Y	↑	97%
BV183a length of stay in B&B	N	↓	4.5 days against a target of 2 however data is historical as no actual use of B&B was made during 2007/08
BV183b length of stay in hostel	N	↑	26.8 days against target of 24 but up from 34.9 in previous year
BV184a non decent LA dwellings - %	N	↓	24% against a target of 2% based on 4% position at end of previous year. The previous years figures had been based on a flawed

			stock condition survey and incomplete asset management data. During 2008 this has been rectified and the non decent figure has now dropped from 24% to 15% and is still on target to be met by the 2010 deadline
BV184b non decent LA dwellings (change)	N	↓	See note above for BV184a
BV203 change in No of families in TA	Y	↑	
BV212 average relet time	N	↑	Year ended at 41 days against a target of 36 but performance has now improved to under 15 days during 2008
BV213 prevention of homelessness	Y	↑	
BV214 repeat homelessness	Y	↓	1.9 cases against a target of 2, 0 in previous year

There are no performance indicators which give rise for concern. The improved performance on voids is being monitored to ensure that this is sustained and the new asset management software is allowing careful tracking of performance against the decent homes target.

The housing management team also regularly review 5 'heartbeat' PIs:

- Rent arrears
- Tenant satisfaction with repairs
- Void times
- Time to complete repairs
- Gas servicing

The following charts show the current in year performance in these key areas and demonstrate that overall performance is on target. A new set of heartbeat indicators developed with tenants will be adopted in 2010

- Emergency repairs attended to within 24 hours
- Urgent repairs completed within 5 days
- Routine repairs completed within 23 days
- Average time to complete a repair
- Satisfaction with repair contractors
- Satisfaction with housing repairs service
- Average time to relet a property
- Number of overdue gas services



- Level of current rent arrears
- Rent loss through empty properties

A mid year review of gas boiler compliance was undertaken and this revealed some flaws in the monitoring process. This has now been rectified but has resulted in a small backlog of boilers that will need to be brought in line before the end of the year. New processes are in place and operating to deal with this issue.



Current 2008/09 performance against housing management 'heartbeat' indicators

31 December 2008

Housing Services Management Team Performance Tree

		Target	March 08	April	May	June	July	August	September	October	November	December	January	February	March
Rent	Current		£335,951	£345,368	£344,412	£348,492	£340,555	£337,855	£324,677	£357,706	£338,232	£378,648			
	Former		£73,385	£79,334	£79,785	£84,245	£79,145	£82,423	£88,622	£91,418	£81,908	£86,374			
	Total		£409,336	£424,702	£424,197	£432,737	£419,700	£420,278	£413,299	£449,124	£420,140	£465,022			
Repairs Satisfaction	East		98%	95%	98%	97%	98%	98%	98%	98%	98%	98%			
	West		99%	99%	99%	99%	99%	99%	99%	99%	99%	99%			
	South		99%	100%	99%	99%	99%	99%	99%	99%	99%	99%			
	98% Average		99%	98%	99%	98%	99%	99%	99%	99%	99%	99%			
Responsive Repairs Jobs in Time	100% Emergency		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			
	95% Urgent		96%	91%	92%	92%	93%	93%	93%	92%	91%	91%			
	92% Routine		91%	88%	89%	89%	89%	88%	87%	87%	88%	88%			
	Average		96%	93%	94%	94%	94%	94%	93%	93%	93%	93%			
Responsive Repairs % Split	20% Emergency		19%	33%	22%	23%	22%	22%	22%	22%	21%	22%			
	Urgent		23%	26%	23%	20%	20%	20%	22%	22%	23%	23%			
	Routine		58%	41%	55%	57%	59%	58%	57%	56%	56%	55%			
GAS Non-compliant Boilers	Highest No in Month		44	64	68	79	131	127	129	104	89	64			
	Lowest No in Month		37	37	44	65	65	111	89	89	62	44			
	20 No on 1st of Month		26	37	55	65	65	123	111	89	62	44			

The suite of BVPIs have been replaced from April 2008 with a new set of National Performance Indicators (NIs). Whilst there are 198 NIs there has been a substantial reduction in the number of PIs directly relevant to housing. The housing related NIs include:

NI	Headline definition	Adopted by LAA
154	Net additional homes provided	N
155	Number of affordable homes delivered (gross)	Y
156	Number of households living in temporary accommodation	N
158	Percentage of decent council homes	N
160	Local authority tenants satisfaction with landlord services	N

While these remain part of the national list work has been undertaken by the Cambridgeshire LAA to identify 35 NIs for the County and only one of these NI155 has direct relevance to housing although it is also related to planning

## 2.5 The Customers of the Housing Service

The customers of the Housing Service incorporate the following groups:

- Tenants of SCDC
- Leaseholders
- People applying as homeless
- People seeking to be housed by SCDC or housing associations
- People seeking housing advice
- Gypsies and Travellers living on sites managed by SCDC
- Parish Councils
- RSLs
- Internal customers e.g. Planning Service

The list shows that the customer base is much wider than just the existing tenants. More work is needed to understand the profile of this customer set including issues of diversity. Better use of customer profiling was a key action identified by the independent assessment of the Housing Service carried out by Savills in July 2008.

Customer satisfaction is measured across the Housing Service in a number of ways. The approach to gathering this information is however not consistent throughout the service and so a separate project has been identified for 2009/10 to review and improve customer satisfaction data.

Every two years a survey of council tenants is undertaken on behalf of the CLG. This provides a useful overview of current level of satisfaction with the housing service as well as useful data on the tenants themselves. The executive summary of the latest report complete in January 2009 is included below.

## **Key Findings from 2008 South Cambridgeshire STATUS Survey**

### **The household**

- Four fifths of respondents (43%) have been a tenant for 21 years or more.
- Over half the respondents have lived in their home for 11 years or more (53%)
- Half the households (50%) contain someone who has a long-standing illness, health problem or disability which limits their daily activities. One in ten households have a wheelchair user.

### **Satisfaction with services provided**

- Four fifths of respondents (82%) expressed satisfaction with the overall services provided by their landlord. This was consistent with the 2006 survey when 81% of respondents said they were satisfied.

### **Housing and Services**

- The majority of respondents were satisfied with the overall quality of their home (88%), the general condition of their property (86%) and the value for money of their rent (82%).
- Nearly all respondents said they were satisfied with their neighbourhood as a place to live (92%).
- The biggest problem in the local neighbourhood was car parking.
- The three most important services for tenants were repairs and maintenance, the overall quality of home and value for money of rent.

### **Contact with Local Authority**

- The majority of respondents (74%) had been in touch with their landlord in the last twelve months.
- The most popular way to contact the landlord was via the telephone.
- The main reason for making contact was repairs and maintenance.
- The majority of respondents rated aspects of contact as good. There has been an increase in the scores for the following aspects since the 2006 survey: ease of getting hold of the right person, helpfulness of staff and overall satisfaction with how enquiry was dealt with.

### **Repairs and Maintenance**

- Four fifths of respondents (83%) expressed satisfaction with the way their landlord deals with repairs and maintenance. Satisfaction with the way the

landlord deals with repairs and maintenance has increased from 79% in 2006 to 79% in 2008.

- For those respondents who have had a repair completed in the past twelve months, satisfaction was high with aspects of the repairs service. Results are consistent with the 2006 survey.

#### **Communication and Information**

- Nearly all the respondents said they prefer to be informed about issues that may affect them by letter (82%).
- Two thirds of respondents were satisfied their views were being taken into account (64%).
- Four fifths of respondents (82%) rated the way their landlord keeps them informed as good.
- The percentage of respondents rating the way their landlord keeps them informed has increased from 76% in 2006 to 82% in 2008.

#### **Anti-social behaviour**

- One in ten respondents (9%) have reported anti-social behaviour in the last twelve months.
- Of those, a quarter said it was difficult to get hold of the right person (23%) and a third of respondents (32%) said staff were unable to deal with their problem. A quarter said they were dissatisfied with the final outcome (24%)

#### **Tenant Participation Compacts**

- Half the respondents said they had heard of the Tenant Participation Compact (53%).
- This is a significant increase since 2006 when just 23% of respondents had heard of the Compact.
- Of those who have heard of the Compact, three quarters of respondents (75%) were satisfied with it.

## 2.6 Resources

The following figures show the overall budget figures for the Housing Service.

	REVISED 2008/09	ESTIMATE 2009/10	ESTIMATE 2010/11	ESTIMATE 2011/12	ESTIMATE 2012/13	ESTIMATE 2013/14
	£000	£000	£000	£000	£000	£000
<b>REVENUE</b>						
Expenditure	24,289	25,108	25,175	26,601	27,805	28,874
Income	(23,652)	(24,242)	(25,090)	(26,327)	(27,395)	(28,334)
<b>REVENUE SAVING NEEDED</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(150)</b>	<b>(540)</b>
(Surplus)/Deficit	637	866	85	274	260	0
Balance Brought Forward @ 1st April	(3,631)	(2,994)	(2,128)	(2,043)	(1,769)	(1,509)
Balance Carried Forward @ 31st March	(2,994)	(2,128)	(2,043)	(1,769)	(1,509)	(1,509)
<b>CAPITAL</b>						
Expenditure	9,387	8,175	6,220	6,220	6,220	6,220
Funding						
Capital Receipts	6,206	4,468	3,000	3,000	3,000	3,000
Major Repairs Allowance	3,178	3,287	3,200	3,200	3,200	3,200
Revenue	0	400				
Grants and Contributions	3	20	20	20	20	20
Total Funding	9,387	8,175	6,220	6,220	6,220	6,220

## 2.7 Value for Money Overview

In July 2008 Savills were commissioned to undertake an assessment of the efficiency and effectiveness of the housing service including the scope for value for money efficiencies. The report concluded that the service is not over staffed and is currently operating on a staffing base that is below that expected in such an organisation.

The Savills report also advised that whilst overall costs are being kept low there may still be scope for some efficiency savings that could generate around £100,000 per year savings and extra income. These projects are included within the service improvement projects.

It has also been identified that there is a need to undertake more extensive benchmarking of housing operations and to use this to develop a more sophisticated

value for money culture within housing. To this end the housing service has subscribed to Housemark. Housemark is a nationwide benchmarking facility run by the Chartered Institute of Housing and the National Housing Federation and recommended by the Audit Commission. The service enables detailed and accurate benchmarking of service costs to be undertaken as well as providing access to good practice and advice from the housing sector.

The non-landlord services (Strategy, Enabling, Aid, Advice, Homelessness) have taken part in a county wide best value review completed in April 2008. This work has fed into the development of the new Homelessness Strategy adopted in 2008

As a general principle all Housing Service contracts that are up for renewal have a target of at least 4% savings in order to drive towards the Gershon efficiency target. New long-term partnering contracts are being implemented by Property Services. The first one is the Decent Homes contract let in October 2007 on a 5 year ( plus 3 ) basis. As a result we now have more competitive prices for kitchen and bathroom refurbishments. In light of this other contracts are to follow all modelled on the Rand Foremaster contract that incorporates the National Housing Federation schedule of rates.

## **2.8 Workforce Overview**

There are around 150 staff delivering the housing service. The roles are diverse and include sheltered housing officers and DLO operatives as well as office based staff and staff with technical roles. There are few problems with recruitment and retention although there can be difficulties in recruiting to specialist roles such as development officers.

There is currently a corporate process underway to review the full staffing grading structure at South Cambridgeshire District Council. This is due to report back during 2009.

The appraisal process is the primary mechanism through which to identify training and support needs. However a more systematic assessment of training and skills gaps is required to plan a more targeted strategy for staff development. Investors in People accreditation is being pursued in line with the Council's policy during 2009.

## **2.9 Equalities Overview**

The workforce is diverse and contains people across a wide range of ages, people with different disabilities, people with family commitments and an overall balance of male and female staff. There are however few staff from BME backgrounds.

Whilst there is a corporate commitment to equality there is currently a paucity of data with regard to the residents and more work is required to provide a more detailed and sophisticated understanding upon which to base service changes. The one exception is Gypsies and Travellers who make up the largest minority community in the area where a recent comprehensive needs assessment on a sub regional basis was carried out.

In research carried out by the County (November 2007) the housing issue which most concerns local BME households is the shortage of affordable homes. Their priorities for



improving services do not include any direct housing services. In addition, respondents were concerned not to be singled out for separate services and not to be seen as a "separate " group.

The Council is participating in the development of both an older person strategy and a disability strategy that is being led by the County Council. There is also annual monitoring of BME housing issues that are reported to the Portfolio Holder.

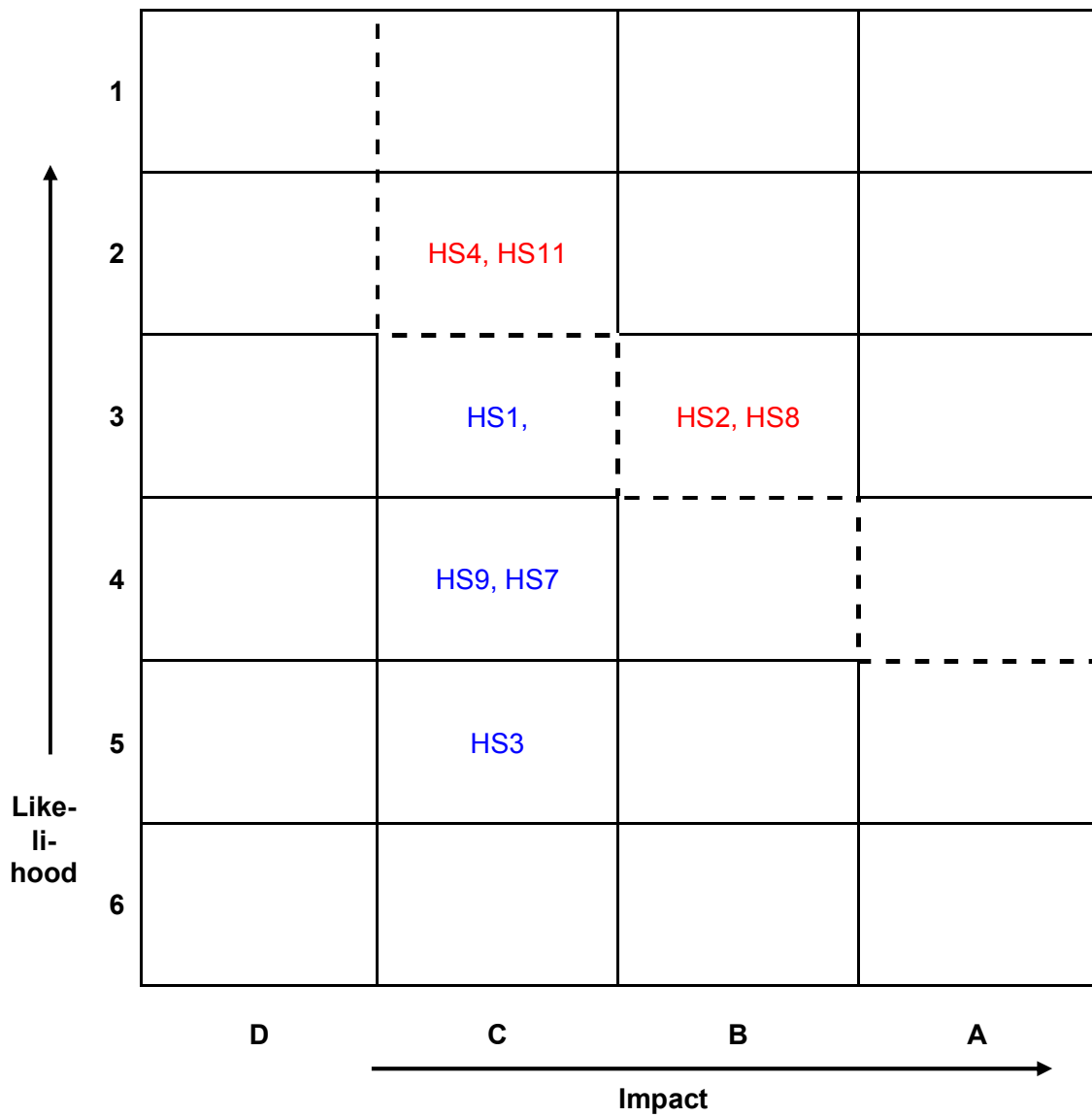
The Housing Service is committed to making a contribution to the consultation and scrutiny required for the development of the Comprehensive Equalities Policy. The Housing Service is also committed to implementing equality impact and needs assessments for each service area. This has already been done for example for Choice Based Lettings. The Service Plan contains a specific action to address this issue.

Housing Advice and Gypsy and Travellers have been selected for the next round of Equality Impact Assessments in 2009.

**2.10 Risk Overview**

The major risks associated with the Housing Service are noted in the table below. A fuller explanation of these risks is included in Appendix A. All risks are cross-referenced to that part of the Improvement Plan or Operational Plan, which seeks to mitigate that risk.

**Affordable Homes  
Risk Matrix  
August 2008**



<u>Likelihood</u>	1 Almost certain	<u>Impact</u>	A Extreme
	2 Likely		B High
	3 Possible		C Medium
	4 Unlikely		D Low
	5 Seldom		
	6 Rare		

Note: The dotted line shows the Council's risk tolerance line.

### Risk Matrix Summary

Number	Risk	Impact /Likelihood
HS2	<b>Housing Futures</b>	<b>B3</b>
HS4	<b>Supported Housing: Reduction in Supporting People Funding</b>	<b>C2</b>
HS8	<b>DLO Viability</b>	<b>B3</b>
HS11	<b>Increase in numbers in temporary accommodation</b>	<b>C2</b>
HS1	Redevelopment of Windmill Estate Fulbourn	C3
HS3	Voids – time to relet	C5
HS7	Tenant Participation	C4

Those risks that come 'above the line' are shown in bold and require specific attention within the service plan.

### 3. Service Improvement Plan summary

The Service Improvement Plan is intended to capture the major issues to be addressed by the service in preparation for the future and identifies those projects that are required to address specific areas of poor performance or to respond to specific challenges such as changes in legislation.

The headline projects included within this Service Plan this year are divided into two sub sections. Section A identifies those developments that are needed to develop the service regardless of whether or not there is a transfer of Council homes to a housing association including development in those areas that will be retained by the Council in the event of transfer. Section B Includes projects that will need to be undertaken to detail the service cuts that will be needed if tenants vote to retain council ownership of their homes. In the event of a tenants vote in favour of transfer Section B will be dropped and replaced by a series of post ballot activities that will be required to establish South Cambridgeshire Village Homes.

Section A projects

- Improving the reporting of repairs (developing from NI14 pilot reducing avoidable contact)
- Recording and utilising complaints
- Procurement strategy
- Monitoring tenant satisfaction with service delivery & customer feedback projects
- Capital project controls
- Income maximisation
- Embedding VFM using Housemark and ADAPT
- Back office phone set ups
- Work with corporate developments to implement a new diversity and equalities strategy
- Review of homelessness procedures
- Develop new domestic violence procedures
- Investigate supported accommodation for young people
- Improved working practices with partner agencies (homelessness)
- Undertake review of IT infrastructure
- PI development project
- Data quality project

Section B Projects

- Re tender responsive repairs contract
- Review responsive repairs work e.g. actively reduce work which is the responsibility of tenants
- Review grounds maintenance
- Review staffing structures
- Review management structures
- Review resident involvement work

Full details of these projects are to be found in Appendix B

## **5. Operational Plans summary**

The Operational Plan identifies the core day to day work of the service particularly those activities needed to address specific PIs as measured by the corporate performance management tool CORVU. The list of 58 key actions does not reflect all of the day-to-day work of Housing but captures the key activities that will be undertaken over the next three years. The details for these activities can be found in Appendix C.

## 6. Proposals for new expenditure

As part of the Service Planning process a number of projects suitable for new funding were identified by the Housing Service.

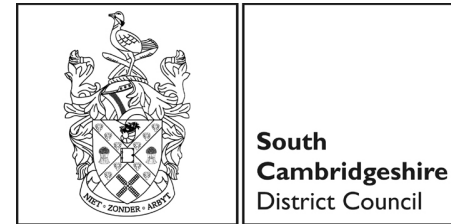
### Funding of new service activities

Project Title	Approximate cost over three years	Source of Funding	Agreed Y/N
Accountancy Assistant (leaseholders)	£60,000	HRA	Y
Supported Lodging Officer (shared post)	£30,500	GF	N
CBL Administrative Assistant (shared post)	£10,900	GF	N
Housing Enabling & Development Manager (salary cost top up)	£57,000	GF	N
Commutated sums professional fees set aside	£15,000	Commutated sums	Y
Housing Advice Officer	£67,200	GF	N

Those projects for which funding was not secured will not go ahead unless an alternative funding source can be found.

APPENDIX A

**Affordable Homes Risk Register  
February 2009**



No. Title Description (The risk event, <i>leading to</i> consequence for service/Aim/Approach/Action, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Council Aims, Approaches, Actions	Owner	Timeline for Progress
<p><b>HS2 Housing Futures</b></p> <p>Failure to get yes vote leading to significant financial shortfall from 2009/10. Around £5 million cuts required each year leading to a an overall deterioration in the quality of housing services</p>	<p><b>B3</b></p>	<p>→</p>	<p><b>Aims 1,2,3,4</b></p>	<p><b>Stephen Hills</b></p>	<p>March 2009</p>

No. Title Description (The risk event, leading to consequence for service/Aim/Approach/Action, resulting in possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Council Aims, Approaches, Actions	Owner	Timeline for Progress
<p><b>HS4 Supported Housing</b></p> <p><i>Reduction in Supporting People Funding as a result of:</i></p> <p><i>a) Reduction in the numbers of sheltered housing units that can be funded through SP in accordance with targets set out for the district in the future.</i></p> <p><i>b) Further savings required as part of the County –wide Sheltered Housing Green Paper.</i></p> <p><i>c) Loss of control over SP budget when ring finance removed within LAA</i></p> <p><i>Reduction in the support available for vulnerable people, including older people residing in sheltered housing in the South Cambridgeshire.</i></p>	C2	→	Aims 1,2,3	Tracey Cassidy	February 2009
<p><b>HS1 Redevelopment of Windmill Estate Fulbourn.</b></p> <p>All tenants on board with phase 1 of the project.</p> <ul style="list-style-type: none"> <li>Phase 2 currently under consideration and detailed planning permission to be applied for later this year (2008). At present there are 2 owner occupiers that are presenting us with concern which may affect the aspirational mix.</li> </ul>	C3	→	Aims 1,2,3	Schuyler Newstead	

No. Title Description (The risk event, leading to consequence for service/Aim/Approach/Action, resulting in possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Council Aims, Approaches, Actions	Owner	Timeline for Progress
<p><b>HS11 Increase in numbers in temporary accommodation.</b></p> <p>Potntial impacts form current economic downturn and instability in the housing market.</p> <p>Not enough temporary accommodation available, leading to an increase in B&amp;B use. /</p> <p>Applicants not moved onto permanent accommodation quickly enough. /</p> <p>Unable to access the private rented sector.</p> <p>Travellers approaching as homeless.</p> <p>Large-scale emergency leading to duties to provide accommodation for those who are homeless in the event of such an emergency.</p> <p>Limited homelessness prevention.</p> <ul style="list-style-type: none"> <li>• High expenditure</li> <li>• Lack of additional resources to continue with preventative measures.</li> <li>• Increase of homeless applications</li> <li>• Government targets not met.</li> <li>• Use of unsuitable accommodation</li> </ul>	C3	→	Aims 1,2,3	Sue Carter/ Heather Wood	



No. Title Description (The risk event, leading to consequence for service/Aim/Approach/Action, resulting in possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Council Aims, Approaches, Actions	Owner	Timeline for Progress
<b>HS8 DLO trading position</b>  Making a financial loss <ul style="list-style-type: none"> <li>• Drain on Council resources, adverse publicity, low staff morale.</li> </ul>	C3	→	<b>Aims 1,2,3</b>	Sid Webb	
<b>HS9 Delivery of DHS programme</b>  Works not completed on time - slippage of programme <ul style="list-style-type: none"> <li>• Properties not modernised, higher responsive repair cost, fail to meet potential future decent homes targets.</li> </ul>	C4	→	<b>Aims 1,2,3</b>	Brent O'Halloran	
<b>HS3 Voids – time to relet.</b>  High volume of council vacancies.  High volume to nomination requests from RSL's leading to added staffing pressures.  Out of date/ inaccurate information held about applicants. <ul style="list-style-type: none"> <li>• Delays in allocations of council properties and subsequent rental loss.</li> <li>• Misaligned with CBL</li> <li>• Poor public image (seeing empty properties).</li> <li>• Not addressing the housing needs in the district.</li> <li>• Loss of income</li> </ul>	C5	↓ (C4)	<b>Aims 1,2,3</b>	Brent O'Halloran	

No. Title Description (The risk event, leading to consequence for service/Aim/Approach/Action, resulting in possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Council Aims, Approaches, Actions	Owner	Timeline for Progress
<p><b>HS7 Tenant Participation:</b></p> <p>Failure to establish the mechanisms for involvement contained in the Tenant Participation Agreement in increasing the level of tenant involvement in decision making.</p> <p>Lack of commitment on the part of tenants to engage in the new arrangements.</p> <ul style="list-style-type: none"> <li>• The level of tenant involvement in decision-making will not be increased</li> <li>• SCDC would be unable to demonstrate an improvement in this area, which would attract negative comment in the event of assessment/inspection</li> </ul>	C4	→	Aims 1,2,3	Stephen Hills	

<u>Impact</u>	<u>Likelihood</u>		Direction of Travel
A Extreme	1 Almost certain	↓	Priority reduced from last review (bracket indicates previous priority)
B High	2 Likely	→	Priority equal to last review
C Medium	3 Possible	↑	Priority increased from last review (bracket indicates previous priority)
D Low	4 Unlikely		
	5 Seldom		
	6 Rare		

Notes: 1. The dotted line shows the Council's risk tolerance line.  
2. The Council is due to adopt new Aims, Approaches and Actions for 2009/10 onwards; please cross reference each risk to the relevant Aim(s), Approach(es) and/or Action(s), as appropriate (e.g. A. v., or E. ii. 2.).

**Appendix B**

**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

**Relevant Council Aim/s: we are committed to being a listening Council providing first class services accessible to all**

**Relevant Council Approach/es: None**

- i. Listening to and engaging with our local community
  - ii. Working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership
  - iii. Making South Cambridgeshire more open and accessible
  - iv. Achieving improved customer satisfaction with our services
- Ensuring that the Council demonstrates value for money in the way it works

**Service Objective: *To provide access to decent affordable housing***

Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
<u>Improving the reporting of repairs</u>	Review outcomes of NI14 pilot – reducing avoidable contact in the repairs service  Review recommendations of Savills report  Undertake business process analysis of repairs reporting  Review good practice	<b>Additional Resources Required None</b> <b>Outputs: Improved customer service</b> <b>Outcomes reduced operating costs</b> <b>Risks: Less resources leading to reduce tenant satisfaction</b> <b>Other services affected: Contact Centre</b>	<b>November 2009</b>	<b>Brent O Halloran</b>

**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<p><u>Recording and utilising complaints</u></p>	<p>Undertake business process analysis of current complaint reporting</p> <p>Interviews with staff and customers to ascertain extent of Informal complaints</p> <p>Review good practice</p>	<p><b>Additional Resources Required None</b>  <b>Outputs: Improved customer service</b>  <b>Outcomes Improved learning from feedback</b>  <b>Risks:</b>  <b>Other services affected: Linked to Corporate Service-First project</b></p>	<p>Jan 2010</p>	<p>Graham Middleton</p>
<p><u>Procurement Strategy</u></p>	<p>Implement a Property Services' Procurement Strategy to complement the Corporate Procurement Strategy and form part of Property Services' Asset Management Strategy</p>	<p><b>Additional Resources Required None</b>  <b>Outputs: More structure procurement practice</b>  <b>Outcomes Reduced tender prices</b>  <b>Risks:</b>  <b>Other services affected: Corporate procurement</b></p>	<p>October 2009</p>	<p>Brent O'Halloran</p>
<p><u>Monitoring tenant satisfaction with service delivery</u></p>	<p>Ensure all new tenants receive a customer satisfaction survey and outcomes auctioned to improve where practicable to do so</p>	<p><b>Additional Resources Required None</b>  <b>Outputs: Greater focus on customer care</b>  <b>Outcomes ;Increased customer satisfaction</b>  <b>Risks:</b>  <b>Other services affected:</b></p>	<p>September 2009</p>	<p>Anita Goddard</p>
<p><u>Capital project controls</u></p>	<p>Develop the project and budget monitoring regime on capital improvement projects</p>	<p><b>Additional Resources Required None</b>  <b>Outputs: Budget outturns closer to set budgets</b>  <b>Outcomes Minimal under or overspends</b>  <b>Risks: Less resources leading to reduce tenant satisfaction</b></p>	<p>June 2009</p>	<p>Steve Annetts</p>

**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<u>Income maximisation</u>	To develop an income maximisation strategy	<b>Additional Resources Required None</b> <b>Outputs: greater efficiency</b> <b>Outcomes; Income maximised and revenue loss minimised</b> <b>Risks:</b> <b>Other services affected: Revenues and Property</b>	<b>February 2010</b>	<b>Anita Goddard</b>
<u>Embedding VFM using Housemark and ADAPT</u>	Develop benchmarking activity to monitor costs and expenditure, and improve services	<b>Additional Resources Required None</b> <b>Outputs: More effective and efficient service</b> <b>Outcomes Greater value for money achieved</b> <b>Risks:</b> <b>Other services affected: Possibly Revenues</b>	<b>November 2009</b>	<b>Colin Gipp</b>
<u>Back office phone set ups</u>	Review back office phone set ups, hunt groups, and answer phone facilities.	<b>Additional Resources Required None</b> <b>Outputs: Less waiting and lost calls</b> <b>Outcomes More effective service</b> <b>Risks:</b> <b>Other services affected: The Contact centre</b>	<b>August 2009</b>	<b>Graham Middleton</b>

**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<u>Customer feedback</u>	Monitor satisfaction responses to surveys for housing advice and homelessness.	<p><b>Additional Resources Required None</b>  <b>Outputs: Improved customer awareness</b>  <b>Outcomes Improved services for customers. Better support for staff in dealing with difficult situations</b>  <b>Risks:</b>  <b>Other services affected: Possibly Contact Centre</b></p>	04/09	Marje Veale
	Investigate the possibility of including a mechanism for flagging up informal complaints on the Locata system for homelessness.		10/09	
	Staff guidance for dealing with difficult applicants and complaints.		04/10	
	Monitor new lettings survey and introduce satisfaction survey for all cancelled home-link applications.		05/09	
			04/10	Sue Carter/ Heather Wood
			04/09 10/09 04/10	SUE CARTER/ HEATHER WOOD Sue Carter/Heather Wood

**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<u>Review of homelessness systems/ processes</u>	Produce overall homeless prevention procedures. Include procedure for HOA to recognise risk of homelessness amongst new housing register applicants.	<b>Additional Resources Required None</b> <b>Outputs: Improved systems and procedures</b> <b>Outcomes More efficient service</b> <b>Risks:</b> <b>Other services affected:</b>	06/09	MARJE VEALE
	Periodic checks on standard letters by team leaders.		04/09	CHARLES CLAY
	Review temporary accommodation paperwork.		04/09	
	Pilot increased home visiting activity to prevent homelessness.		10/09	
	Introduce Locata homeless and housing advice module		04/10	
			06/09	MARJE VEALE & CHARLES CLAY
<u>Domestic violence procedures</u>	Housing Advice & Options to develop in conjunction with housing services.	<b>Additional Resources Required None</b> <b>Outputs: A clear procedure for housing advice and housing management which is consistent with the county wide strategy</b> <b>Outcomes improved consistency of advice for DV victims</b>	10/09	SUE CARTER/ HEATHER WOOD

**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<p><u>Investigate supported accommodation options for young people</u></p>	<p>Participate in County discussions on supported lodging scheme</p>	<p><b>Additional Resources Required None initially put longer term a possible contribution requested from sub regional partners to joint fund a supported lodgings officer. Outputs: Possible increase in provision of supported accommodation for young people</b></p>	<p>02/10</p>	<p><b>SUE CARTER/ HEATHER WOOD</b></p>
<p><u>Improved working practices with partner agencies</u></p>	<p>Promote homeless prevention and early intervention with key agencies.</p> <p>Develop a homeless strategy with Housing Associations</p> <p>Work with the Disability Housing Strategic Network to support a county wide strategy and implement arising actions from the action plan</p> <p>Sub regional homeless strategy action plan, including potential development of enhanced housing options.</p>	<p><b>Additional Resources Required None</b>  <b>Outputs: Improved procedures and practices</b>  <b>Outcomes Better working relationships with partner agencies</b>  <b>Risks:</b>  <b>Other services affected:</b></p>	<p>11/09</p>	<p><b>SUE CARTER/ HEATHER WOOD</b></p>



**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<u>Work with corporate partners to review the effectiveness of the IT infrastructure</u>	Review key issues identified by both the Sovereign Housing Database report (November 2008) and the internal IT review (Dec 2008)  Identify resource implications  Produce action plan	<b>Additional Resources Required None</b> <b>Outputs: Improved It infrastructure</b> <b>Outcomes: improved efficiency in service delivery and potential operational cost savings</b> <b>Risks: Disruption to service delivery, resources to carry out action plan may not be available</b> <b>Other services affected: Implications for corporate systems particularly in Finance</b>	09/09	Stephen Hills
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**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<p><u>Work with corporate developments to implement a new diversity and equalities strategy</u></p>	<p>Improve ethnic monitoring on housing advice enquiries.</p> <p>Monitor enquiries/ approaches/ applications from migrant workers</p> <p>Ensure leaflets are made available in different formats and investigate value of tailor made leaflets.</p> <p>Work with key agencies to address specific needs.</p> <p>Improve monitoring on all elements of equality and diversity</p> <p>Complete EIA's for key areas.</p>	<p><b>Additional Resources Required None</b>  <b>Outputs: Improved data sets on diversity matters</b>  <b>Outcomes Ability to adjust service delivery to meet diverse needs</b>  <b>Risks: Non completion could impact on service delivery and achievement of corporate goals</b>  <b>Other services affected: Equality &amp; Diversity Officer</b></p>	<p>02/10</p>	<p>Sue Carter</p>
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**IMPROVEMENT PLAN: Housing Service Section A**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<p><u>PI Review</u></p>	<p>Work with staff to determine what PIs are needed to capture key work for them</p> <p>Work with tenants to establish which are the key PIs for them</p> <p>Review existing PI framework in light of staff and tenant input</p> <p>Agree a new set of housing PIs for agreement with PFH</p>	<p><b>Additional Resources Required None</b>  <b>Outputs: Improved PI suite</b>  <b>Outcomes Better targeted serves designed to meet tenant needs and increase service efficiency</b>  <b>Risks: Moving away from well established BVI framework</b>  <b>Other services affected: IT &amp; Corporate performance management</b></p>	<p><b>February 2010</b></p>	<p><b>Stephen Hills</b></p>
<p><u>Data Quality</u></p>	<p>Review outputs from 2008/09 data survey</p> <p>Consider implications of Sovereign database review</p> <p>Provide staff training on FOI and data protection issues</p>	<p><b>Additional Resources Required None</b>  <b>Outputs: Improved data sets</b>  <b>Outcomes Improved efficiency of delivery</b>  <b>Risks: Non completion could leave service vulnerable to legal challenge</b>  <b>Other services affected: IT &amp; Corporate performance management</b></p>	<p><b>February 2010</b></p>	<p><b>Stephen Hills</b></p>

**Appendix C**

<b>IMPROVEMENT PLAN: Housing Service Section B</b> (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
<b>Relevant Council Aim/s: we are committed to being a listening Council providing first class services accessible to all</b>				
<b>Relevant Council Approach/es:</b> i. Listening to and engaging with our local community ii. Working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership iii. Making South Cambridgeshire more open and accessible iv. Achieving improved customer satisfaction with our services Ensuring that the Council demonstrates value for money in the way it works				
<b>Service Objective: <i>To provide access to decent affordable housing</i></b>				
Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
<a href="#"><u>Re tender responsive repairs contract</u></a>	Draft, procure, tender and award new Responsive Repairs contract	<b>Additional Resources Required None</b> <b>Outputs: New contractual and service arrangement</b> <b>Outcomes A reduced but more value for money orientated service for tenants</b> <b>Risks: DLO may lose contract and be TUPE'd from Council</b> <b>Other services affected: Environmental Services at Waterbeach depot</b>	<b>Oct 2009</b>	<b>Brent O Halloran</b>

**IMPROVEMENT PLAN: Housing Service Section B**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<p><u>Review responsive repairs work</u></p>	<p>This will form part of the procurement process for the Responsive Repairs contract</p>	<p><b>Additional Resources Required None</b>  <b>Outputs: Rationalised service delivery</b>  <b>Outcomes A reduced but more value for money orientated service for tenants</b>  <b>Risks: Less resources leading to reduce tenant satisfaction</b>  <b>Other services affected: Environmental Services at Waterbeach depot</b></p>	<p>Oct 2009</p>	<p>Brent O Halloran</p>
<p><u>Review grounds maintenance</u></p>	<p>To review with a view to ensuring that the budget in constrained to address only those within the contract and health and safety requirements</p>	<p><b>Additional Resources Required None</b>  <b>Outputs: service delivery within budget</b>  <b>Outcomes ; reduced operational costs</b>  <b>Risks: reduced customer satisfaction and low staff morale</b>  <b>Other services affected: None</b></p>	<p>02/10</p>	<p>Anita Goddard</p>
<p><u>Review staffing structures</u></p>	<p>To identify how service can best be reconfigured to take account of the need for revenue cuts.</p>	<p><b>Additional Resources Required None</b>  <b>Outputs: New sustainable structure within HRA</b>  <b>Outcomes Reduced operational costs</b>  <b>Risks: drop in quality of service delivery, low staff morale</b>  <b>Other services affected: HR</b></p>	<p>July 2009</p>	<p>Stephen Hills</p>
<p><u>Review management structures</u></p>	<p>To run in parallel with the review of staffing structures to identify how the service can best be reconfigured to deliver the optimum service whilst implanting revenue cuts.</p>	<p><b>Additional Resources Required None</b>  <b>Outputs: New sustainable structure within HRA</b>  <b>Outcomes Reduced operational costs</b>  <b>Risks: drop in quality of service delivery, low staff morale</b>  <b>Other services affected: HR</b></p>	<p>July 2009</p>	<p>Stephen Hills</p>

**IMPROVEMENT PLAN: Housing Service Section B**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

<u>Review resident involvement</u>	Identify how resident involvement can be continued at a reduced level	<b>Additional Resources Required</b> None <b>Outputs:</b> new sustainable structure within the HRA <b>Outcomes</b> less opportunities to participate <b>Risks:</b> Lower tenants satisfaction <b>Other services affected:</b> Property Services, leaseholders and sheltered housing	<b>September 2009</b>	<b>Anita Goddard</b>
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## APPENDIX C Operational Plans

<b>OPERATIONAL PLAN: Housing Service</b>					
<b>Relevant Council Aim/s: we are committed to being a listening Council providing first class services accessible to all</b>					
<b>Relevant Council Approach/es:</b> v. Listening to and engaging with our local community vi. Working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership vii. Making South Cambridgeshire more open and accessible viii. Achieving improved customer satisfaction with our services Ensuring that the Council demonstrates value for money in the way it works					
<b>Service Objective: To provide access to decent affordable housing</b>					
Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	
Monthly – to help maximise rental income	BV212 – Average relet time	14 days	14 days	14 days	Colin Gipp
Quarterly – to ensure a valued repairs service is provided	SH302 – Tenant satisfaction with responsive repairs	> 95%	> 95%	> 95%	Sid Webb
Monthly – to minimise inconvenience to tenants	SH327 –Responsive repairs by appointment	> 95%	> 95%	> 95%	Sid Webb
Quarterly – to ensure a valued planned maintenance service is provided	SH328 – Tenants satisfaction – refurb work	> 95%	> 95%	> 95%	Steve Annetts
Monthly- to provide a reasonably quick routine repairs service	SH330 - % routine repairs in 23 days	92%	92%	92%	Sid Webb
Monthly- to provide a responsive urgent repairs service	SH331 - % urgent repairs in 5 days	95%	95%	95%	Sid Webb

Monthly- to provide an effective emergency repairs service	SH332 – % of emergency repairs attended in 24 hours	100%	100%	100%	Sid Webb
Monthly – to provide a efficient and effective repairs service overall	SH333 – Average time to complete response repair	14 days	14 days	14 days	Sid Webb
Monthly to provide a valued repairs service overall	SH334 – Housing repairs performance rating	9	9	9	Sid Webb
Yearly – to ensure our properties are energy efficient	BV063 – Average SAP rating	65	65	65	Steve Annetts
Quarterly – to ensure our properties are in a decent condition	BV184a – Non decent homes	6% (see NI158 below)	6% (see NI158 below)	6% (see NI158 below)	Steve Annetts
Monthly – to ensure our gas appliances are in safe working order	SH336 – Gas installations compliance	99%	99%	99%	Steve Annetts
Quarterly – to ensure our properties are in a decent condition	NI158 - % decent Council homes	94% (check)	94% (check)	94% (check)	Steve Annetts
Monthly- to maximise income	Total HRA Collectable	98.5%	98.5%	98.5%	Anita Goddard
Quarterly – to ensure all preventative work has been done and paper work correctly completed	HSM (& RM) to sign off preparation and pre-court visit	100%	100%	100%	Anita Goddard
Monthly – to identify health and safety risks on estates and take steps to minimise	H&S maintenance checks	`To be developed	`To be developed	`To be developed	Anita Goddard
Yearly – monitor satisfaction and identify actions to improve service delivery	NI160 – Tenants' satisfaction with landlord services	80%	80%	80%	Anita Goddard
Yearly – monitor satisfaction and identify actions to improve service delivery	BV074a – Tenant satisfaction	Status survey	Status survey	Status survey	Geoff Clark



Yearly- monitor satisfaction and identify actions to improve service delivery for BME tenants and residents	BV074b – Tenant satisfaction ethnic minorities	Status survey	Status survey	Status survey	Geoff Clark
Yearly- monitor satisfaction and identify actions to improve service delivery for non-ethnic tenants and residents	BV074c – Tenant satisfaction non-ethnic minorities	Status survey	Status survey	Status survey	Geoff Clark
Yearly- monitor satisfaction and identify actions to improve opportunities to participate	BV075a – Tenant satisfaction with participation	Carry out satisfaction survey	Carry out satisfaction survey	Carry out satisfaction survey	Geoff Clark
Yearly- monitor satisfaction and identify actions to improve opportunities for ethnic minorities to participate	BV075b – Satisfaction with participation ethnic minorities	Carry out satisfaction survey	Carry out satisfaction survey	Carry out satisfaction survey	Geoff Clark
Yearly- monitor satisfaction and identify actions to improve opportunities to participate	BV075c – Satisfaction with participation non ethnic minority	Carry out satisfaction survey	Carry out satisfaction survey	Carry out satisfaction survey	Geoff Clark
Monthly – to ensure timely and effective action is taken to resolve cases	Actions to tackle ASB	Visit complainant Write to alleged perpetrator Visit perpetrator Refer to mediation	Visit complainant Write to alleged perpetrator Visit perpetrator Refer to mediation	Visit complainant Write to alleged perpetrator Visit perpetrator Refer to mediation	Geoff Clark
To establish links with SC CDRP and Community Safety ASB Officer	Meetings with the ASB officer	Attendance on ASB task group – CDRP 100%	Attendance on ASB task group – CDRP 100%	Attendance on ASB task group – CDRP 100%	Geoff Clark
Quarterly – to ensure action is taken within specified timescales	Set and monitor incident response times	Being Developed	Being Developed	Being Developed	Geoff Clark

Quarterly – to ensure complaints are promptly addressed and quality of service delivery monitored	Complaints about grounds maintenance	Monthly monitoring meeting. Raised at TPG Goes back to feedback mechanism in service plan	Monthly monitoring meeting. Raised at TPG Goes back to feedback mechanism in service plan	Monthly monitoring meeting. Raised at TPG Goes back to feedback mechanism in service plan	Geoff Clark
Yearly- monitor satisfaction and identify actions to improve service delivery	SH305 and BH 306 Right to buy and equity share applicants satisfaction	Satisfaction survey required	Satisfaction survey required	Satisfaction survey required	Jennifer Clark
Monthly – to ensure notices are issued within timescale	SH319 – Right to buy offer notices	100%	100%	100%	Jennifer Clark
Quarterly – to ensure completion within timescale	SH323 – Right to buy completions	100%	100%	100%	Jennifer Clark
Adapt to the new Homes and Communities Agency bidding processes	SH311a –affordable housing completed without funding from the Housing Corporation	85	89	125	Schuyler Newstead
	SH311b – affordable housing completed with funding from the Housing Corporation	313	354	500	
Continue to enable and promote new projects to populate the future development pipeline	NI155 New affordable homes	398	443	625	Schuyler Newstead
Monitor effectiveness of Home-Link	Average lettings time				Charles Clay
	Action taken to address non-bidding in band A	100%	100%	100%	Charles Clay
	% of homeless applicants in Band A bidding	90%	90%	90%	Marje Veale

	Accuracy of home-link application assessments	95%	97%	99%	Charles Clay
Reduce the use of temporary accommodation	<p>Minimise the length of stay for homeless households in temporary accommodation:</p> <p>B&amp;B &lt; 2 weeks Hostel &lt;16 weeks (BVPI 183b) By 2010</p> <p>Reduce the numbers in temporary accommodation (SH329)</p>	18	16	14	<p>Marje Veale</p> <p>Marje Veale</p>
Increase homelessness prevention	<p>Monitor number of cases where homelessness is actively prevented (in line with previous BV 213 definition).</p> <p>As above – specifically for young people (SH335)</p> <p>Monitor activities that help to prevent homelessness – monitoring to be in place</p> <p>Monitor causes of housing need from those seeking housing advice– monitoring to be in place.</p> <p>Case file audits</p> <p>Mystery shopping exercise</p>	<p>04/09</p> <p>04/09</p> <p>Monthly</p>			<p>Marje Veale</p> <p>Marje Veale</p> <p>Marje Veale</p> <p>Marje Veale</p> <p>Sue Carter/Heather Wood</p> <p>Sue Carter/Heather Wood</p>

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

**REPORT TO:** Housing Portfolio Holder

March 2009

**AUTHOR/S:** Corporate Manager Affordable Homes

**AFFORDABLE HOMES PI REPORT**

**Purpose**

1. To provide an updated on key PI performance for 2008/09

This is a not a key decision.

**Background**

2. A key set of PIs are monitored by the Housing Services Management Team and reported quarterly to the Portfolio Holder for Housing.
3. The most recent data is that up to 31/12/08

**Considerations**

4. The standard format table has been attached to this report and overall shows strong performance across all of the PIs.
5. An additional table format has also been attached. This format displays the information in a new way and has been developed using best practice and in conjunction with the TPG.
6. It is suggested that the new style format and headings be adopted for use from April 2009.

7. Legal	None
Staffing	None
Risk Management	The review of key PIs forms part of the risk management process in housing.
Equal Opportunities	None

**Consultations**

8. The TPG have been consulted on the format and content of the proposed new PI table.

**Effect on Service Priorities and Corporate Objectives for 2008/09**

9.	<p><b>Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future</b></p> <p>Partnership working is central to housing work.</p>
	<p><b>Deliver high quality services that represent best value and are accessible to all our community</b></p> <p>A high level of service has been delivered to date and the Housing Service will strive to achieve the best outcomes it can for tenants within the resources available.</p>
	<p><b>Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work</b></p> <p>The quality of SCDC homes and the services offered by Housing play a role in the quality of life for all residents in the South Cambridgeshire villages.</p>

**Recommendations**

That the Housing Portfolio Holder approves the adoption of the new format for the PI table for 2009/10

**Background Papers:** the following background papers were used in the preparation of this report:

None

**Contact Officer:** Stephen Hills – Corporate Manager Affordable Homes  
Telephone: (01954) 713412

### Housing Services Management Team Performance Tree











	Target	March 08	April	May	June	July	August	September	October	November	December	January	February	March
<b>Rent</b>	Current	£335,951	£345,368	£344,412	£348,492	£340,555	£337,855	£324,677	£357,706	£338,232	£378,648			
	Former	£73,385	£79,334	£79,785	£84,245	£79,145	£82,423	£88,622	£91,418	£81,908	£86,374			
	<b>Total</b>	<b>£409,336</b>	<b>£424,702</b>	<b>£424,197</b>	<b>£432,737</b>	<b>£419,700</b>	<b>£420,278</b>	<b>£413,299</b>	<b>£449,124</b>	<b>£420,140</b>	<b>£465,022</b>			
<b>Repairs Satisfaction</b>	East	98%	95%	98%	97%	98%	98%	98%	98%	98%	98%			
	West	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%			
	South	99%	100%	99%	99%	99%	99%	99%	99%	99%	99%			
	<b>Average</b>	<b>98%</b>	<b>98%</b>	<b>99%</b>	<b>98%</b>	<b>99%</b>	<b>99%</b>	<b>99%</b>	<b>99%</b>	<b>99%</b>	<b>99%</b>			
<b>Responsive Repairs Jobs in Time</b>	Emergency	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			
	Urgent	96%	91%	92%	92%	93%	93%	93%	92%	91%	91%			
	Routine	91%	88%	89%	89%	89%	88%	87%	87%	88%	88%			
	<b>Average</b>	<b>96%</b>	<b>93%</b>	<b>94%</b>	<b>94%</b>	<b>94%</b>	<b>94%</b>	<b>93%</b>	<b>93%</b>	<b>93%</b>	<b>93%</b>			
<b>Responsive Repairs % Split</b>	Emergency	19%	33%	22%	23%	22%	22%	22%	22%	21%	22%			
	Urgent	23%	26%	23%	20%	20%	20%	22%	22%	23%	23%			
	Routine	58%	41%	55%	57%	59%	58%	57%	56%	56%	55%			
<b>GAS Non-compliant Boilers</b>	Highest No in Month	44	64	68	79	131	127	129	104	89	64			
	Lowest No in Month	37	37	44	65	65	111	89	89	62	44			
<b>No on 1st of Month</b>	<b>20</b>	<b>26</b>	<b>37</b>	<b>55</b>	<b>65</b>	<b>65</b>	<b>123</b>	<b>111</b>	<b>89</b>	<b>62</b>	<b>44</b>			

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## Affordable Homes' Health Check

No.	Performance Indicator	Target 2008/9	Current performance for year	Performance Trend	Current performance data
<b>As at 31 December 2008</b>					
1	Emergency repairs attended to within 24 hours	100%	100%		1919 jobs
2	Urgent repairs completed within 5 days	95% or above	91%		1835 in 190 out
3	Routine repairs completed within 23 days	92% or above	88%		3973 in 549 out
4	Average time to complete a repair	14 days or less	16 days		End to end time
5	Satisfaction with repair contractors	98% or above	99%		1694 yes 23 no
6	Satisfaction with housing repairs service	8 or above	9 out of 10		1726
7	Average time to relet a property	15 days or less	12.35 days		134 relet
8	Number of overdue gas services	20 or less	44		For December 08
9	Level of current rent arrears	1.4% or less	2.2%		As at week 40
10	Rent loss through empty properties	4% or less	3.5%		As at week 40

### Performance at a Glance – Tenants' Top 10



on target



near target



below target

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Housing Portfolio Holder	5 <sup>th</sup> March 2009
<b>AUTHOR/S:</b>	Corporate Manager – Affordable Homes / Housing Development and Enabling Manger	

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**ACCESS OVER LAND IN THE OWNERSHIP OF SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL AT ORCHARD CLOSE, COTTENHAM****Purpose**

1. The purpose of this report is to seek the Housing Portfolio Holders consent to grant Hundred Houses a “right of access” over a strip of land that is currently in the ownership of South Cambridgeshire District Council. The access will facilitate a development on an exceptions site of 11 affordable homes for local people in Cottenham.
2. This is not a key decision because the value of the access strip does not exceed £120,000.

**Background**

3. This site is at the rear of houses in Orchard Close, Cottenham and can only be accessed through the car parking area and access strip currently in the ownership of South Cambridgeshire District Council.
4. The site was granted full planning permission for 11 affordable homes for people with a local connection to Cottenham in December 2008. A plan, highlighting the access strip is attached to this report.

**Considerations**

5. The site now has full planning permission, and Hundred Houses will shortly be making an application for grant funding to the Homes and Communities Agency through the Continous Market Engagement Process. This application will be supported by the Housing Strategy and Development Team.
6. The original proposal for the site was for a mix of shared ownership and rented units. However, current market conditions are making it almost impossible for applicants registered with Key Homes East (our HomeBuy Agent) to secure a mortgage. Therefore smaller scale development such as this, will only be successful in the current climate if we are able to offer it all as rented. Hundred Houses have confirmed that would be willing to provide all the units on a rented basis.
7. The Housing Portfolio Holder will be aware that our largest demand for social housing is for rented accommodation. It is prudent that we are able to fill properties with families in housing need, rather than let the homes sit empty, which is likely to be the case should shared ownership be insisted upon for this site.
8. This is an exceptions site, it will therefore be allocated to households with a local connection to Cottenham.

**Options**

9. The only option to allow this scheme for 11 affordable homes to proceed is for the Housing Portfolio Holder to grant access over land currently in the ownership of South Cambridgeshire District Council.

**Implications**

10. Financial	The value of the access to the site is £44,000 as confirmed by our valuers Pocock and Shaw
Legal	None
Staffing	None
Risk Management	None
Equal Opportunities	None

**Consultations**

11. Consultations were not necessary for the purpose of this report

**Effect on Corporate Objectives and Service Priorities**

12.	<b>Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future</b> This project brings together the work of the District Council, Hundred Houses Housing Association, Cottenham Parish Council and the Homes and Communities Agency. This site will deliver 11 affordable homes
	<b>Deliver high quality services that represent best value and are accessible to all our community</b> Hundred Houses will be able to provide a good quality and local housing management service which benefits the local community in Cottenham
	<b>Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work</b> Good quality, sustainable and affordable housing will be developed on this site

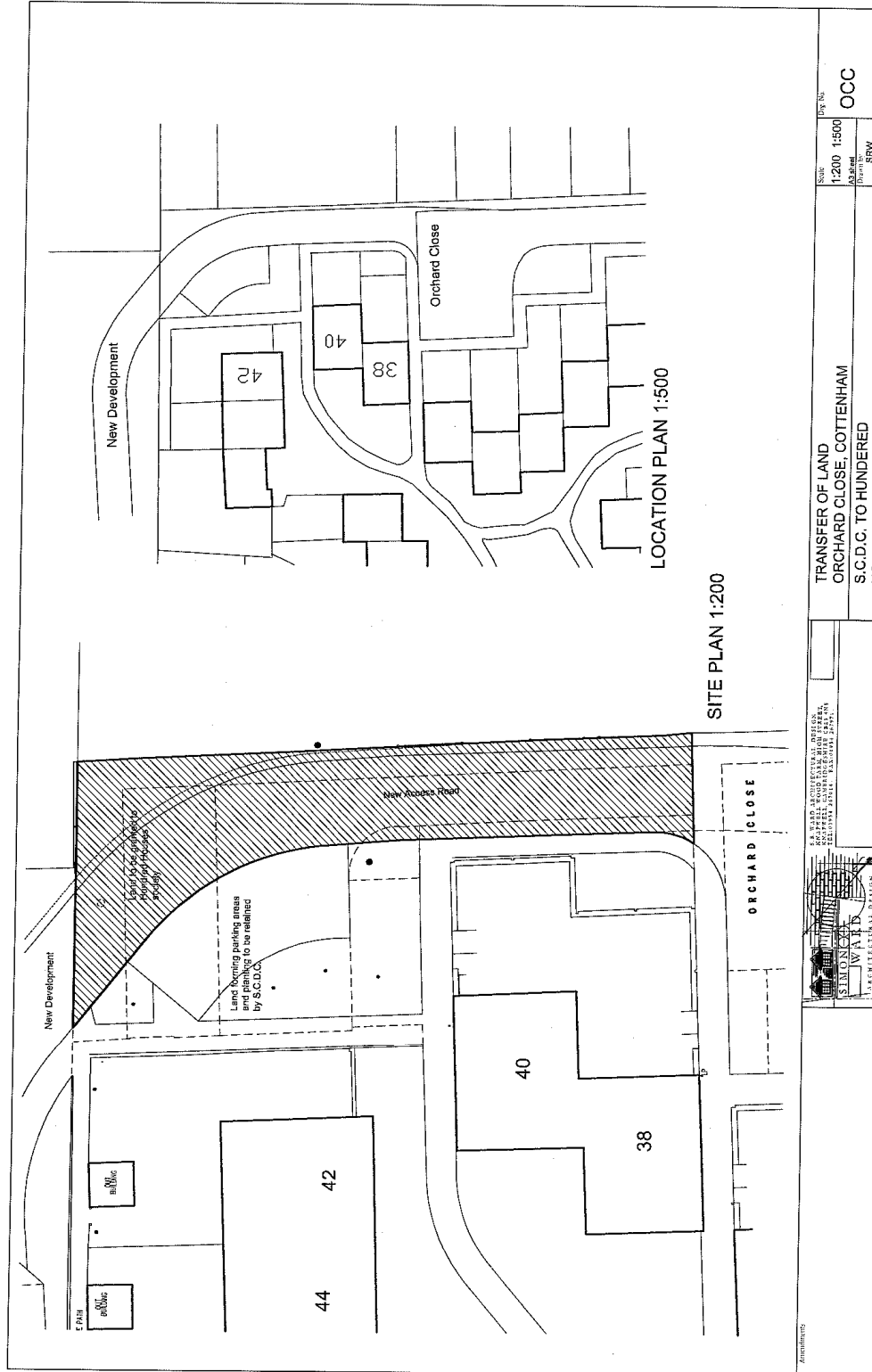
**Recommendations**

13. The Housing Portfolio Holder is asked to recommend that Hundred Houses is granted rights of access over the access strip at Orchard Close, Cottenham at nil value.

**Background Papers:** the following background papers were used in the preparation of this report:

Plan of Orchard Close, Cottenham

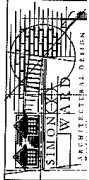
**Contact Officer:** Schuyler Newstead – Housing Development and Enabling Manager  
Telephone: (01954) 713332



Scale: 1:200 1:500  
 Date: 10/11/11  
 SRW

TRANSFER OF LAND  
 ORCHARD CLOSE, COTTENHAM  
 S.C.D.C. TO HUNDERED

WARD ARCHITECTURAL DESIGN  
 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000



Architects

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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**REPORT TO:** Housing Portfolio Holder3<sup>rd</sup> March 2009**AUTHOR/S:** Executive Director

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**LAND OFF CRANES LANE, KINGSTON****Purpose**

1. To seek a decision by the Housing Portfolio Holder on the transfer of land rear of 7 – 10 Cranes Lane, Kingston to Kingston Parish Council. See plan for extent of land area.

**Background**

2. The land in question has been used as allotment land since the 1960s, with pedestrian access from Cranes Lane. It is divided into 4 plots. Total annual rental income to the Council is currently £60.
3. Although all plots are currently rented, it has sometimes been difficult to find tenants, the land has not always been fully cultivated and has frequently become overgrown. The growth and spread of ragwort has been a common annual problem, resulting in concerns from adjacent landowners who graze horses and a cost to the Council of clearance.
4. The area was considered as part of the Lands Appraisal but deemed unsuitable for development due to inadequate access and impact that development would have on the surrounding area.
5. Some consideration has been made in previous years about other options for the site such as a managed public green 'open space' for the village but the general preference by village residents and the Parish Council was for it to remain as allotments.
6. Kingston Parish Council have requested that the land be transferred to them, to be retained for allotment or public amenity use.

**Considerations**

7. Similar areas of Council-owned land have been transferred to Parish Councils at nominal cost, for public amenity use only, such as the land at Fardells Lane, Elsworth and land rear of High Street, Barton.
8. The land offers no potential for the development of affordable housing and is an ongoing liability to the Council in terms of maintenance.

9. The Parish Council consider that by transferring the land to them to be kept as a village facility it will be easier for them to manage and ensure that it is kept free of harmful weeds.

**Options**

10. Retain land in SCDC ownership and continue to manage as allotments.
11. Transfer the freehold of the land to the Parish Council at the nominal price of £1, subject to the following conditions:
- i) Payment of the Council’s legal costs;
  - ii) That the land shall not be used for any other purpose other than for allotment or public amenity use;
  - iii) That no disposal of the land will be made by the purchasers or their successors in Title without the consent of the Council, consent not to be unreasonably upheld;
  - iv) That the Council will receive any uplift in the value of the land upon disposal by the purchasers or their successors in Title.
12. Retain land in SCDC ownership but grant licence to Parish Council to manage land as allotments.

**Implications**

13. Financial	No capital receipt will accrue to the Council with Option 2, but by transferring the land the Council will be relieved of the costs of future maintenance and the restrictive covenant will protect the Council’s future interests
Legal	None
Staffing	None
Risk Management	None
Equal Opportunities	None

**Consultations**

14. Councillor Martlew was consulted and supports the transfer of the land to the Parish Council at nominal cost.
15. The Housing Services Manager is in support of the transfer of land to the Parish Council.

**Effect on Corporate Objectives and Service Priorities**

16.	<b>Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future</b>



<b>Deliver high quality services that represent best value and are accessible to all our community</b>
<b>Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work</b>
The land to be transferred to the Parish Council serves as a valuable village facility. The land does not offer potential for development.

### **Conclusions/Summary**

17. The land has been in allotment use for a long time but in recent years has either been difficult to rent or not fully cultivated by tenants, resulting in necessary weed clearance by the Council. The Parish Council consider that by transferring the land to them to be kept as a village facility it will be easier for them to manage and ensure that it is kept free of harmful weeds. The Council would be relieved of maintenance costs and the restrictive covenant would protect the Council's future interests.

### **Recommendations**

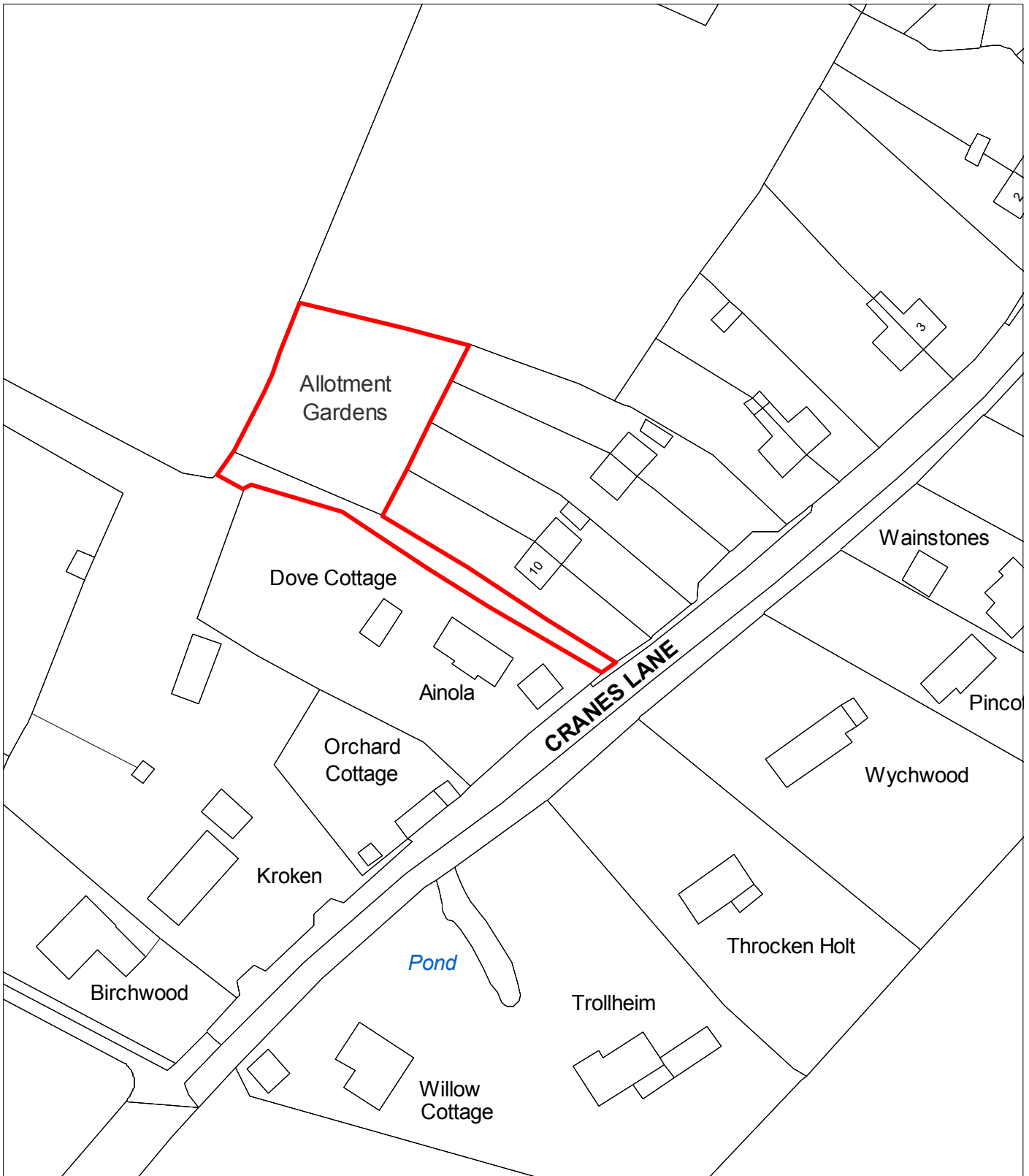
18. Transfer the freehold of the land to the Parish Council at the nominal price of £1, subject to the following conditions:
- i) Payment of the Council's legal costs;
  - ii) That the land shall not be used for any other purpose other than for allotment or public amenity use;
  - iii) That no disposal of the land will be made by the purchasers or their successors in Title without the consent of the Council, consent not to be unreasonably upheld;
  - iv) That the Council will receive any uplift in the value of the land upon disposal by the purchasers or their successors in Title.

**Background Papers:** none

**Contact Officer:** Jenny Clark – Lands Officer.  
Telephone (01954) 713336

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**LAND OFF CRANES LANE, KINGSTON**



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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL LICENCE NO 100022500 2008**

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Housing Portfolio Holder	March 2009
<b>AUTHOR/S:</b>	Stephen Hills Corporate Manager Affordable Homes/Kate Swan – Property Sales Officer	

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**APPLICATION TO PURCHASE GARDEN LAND AT 2 WRIGHTS GROVE, FULBOURN  
CURRENTLY HELD UNDER LICENCE****Purpose**

The proposal to sell garden land currently held on licence under the First Time Buyer scheme.

**Executive Summary**

1. The Lease of the Leasehold Equity Sharing Scheme for First Time Buyers carries a clause that states the Leaseholder cannot purchase the garden to their property. It is held on licence and a fee of £25 per annum is charged. A request has been received from a leaseholder to purchase their garden as well as the freehold of the property.

**Background**

2. The leaseholders acquired a 75% share of their property under the Council's Leasehold Equity Sharing Scheme for First Time Buyers on 17<sup>th</sup> January 2000, with the garden held on licence to prevent Leaseholders from extending the property, thus keeping it affordable for First Time Buyers (FTB).

**Considerations**

- The leaseholders have applied to purchase the remaining 25% share and the freehold of the property.
- Valuation report by Pocock and Shaw gave the full market value of the property, including garden and the Council reduced the price by 10% to reflect the garden being kept on licence.
- The leaseholders have written in to appeal the decision to keep the garden on licence stating they have owned and invested in the property for 8 years and wish to continue doing so.
- The leaseholders have accepted and agreed to pay the increased valuation to include the garden.
- The Council no longer offers the FTB Scheme and therefore we do not have anyone on a waiting list for first time buyer properties.
- Keyhomes East offer affordable shared ownership properties within the region for FTB.
- Selling the garden is outside the FTB scheme.
- Agreement has previously been given for garden land to be sold on a FTB property at 11A Orchard Close, Cottenham. This agreement was based on the fact that permission had been incorrectly given to the Leaseholder to allow them to erect a conservatory in the back garden.
- The Lease does not provide a clause stating that the property can only be sold to first time buyers, therefore keeping the garden on licence will not benefit this group in the future as it can be marketed to, and bought by, anyone.

**Options**

3.
  - (a) To keep the garden on licence and carry on charging the £25 per annum licence fee.
  - (b) To sell the house and garden land to the leaseholders with no restrictions.

**Implications**

4.
  - (a) The garden will remain on licence and we will continue with the administration of collecting the £25 fee from this Leaseholder and all future leaseholders. The Council will retain ownership of the garden. The property will potentially be more affordable to future buyers.
  - (b) The Council will relinquish ownership of the garden and will receive an extra £4,200 from the current Leaseholder for the garden. The Council will no longer administer the licence fee. The property will increase in value making it less affordable for future purchasers.

5. Financial	Increased income to the Council if the garden is sold. Less administration as the licence fee account can be closed.
Legal	None
Staffing	Selling the garden will reduce the task of having to collect the fee.
Risk Management	None
Equal Opportunities	The FTB Scheme no longer operates so we would not be disadvantaging this group.

**Consultations**

6. Lands Officer: As the FTB Scheme no longer operates there is no benefit to the Council to keep the land on Licence. The Council would benefit from the extra income generated from the sale of the garden.

**Effect on Corporate Objectives and Service Priorities**

7. <b>Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future</b>	N/A
<b>Deliver high quality services that represent best value and are accessible to all our community</b>	N/A
<b>Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work</b>	N/A

**Recommendations**

8. That the Council proceed with Option B.
9. That other FTB also be allowed to purchase their gardens alongside the freehold when such cases arise in the future.

**Contact Officer:** Kate Swan – Property Sales Officer  
Telephone: (01954) 713334

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

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**REPORT TO:** Housing Portfolio Holder 3 March 2009  
**AUTHOR/S:** Corporate Manager-Affordable Homes / Housing Strategy Manager

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**CONSULTATION-CHANGES TO THE REVENUE AND CAPITAL RULES FOR NEW COUNCIL  
HOUSING-DRAFT RESPONSE**

**Purpose**

1. To provide the Housing Portfolio Holder with a draft response to a government consultation document following the decision taken at the Housing Portfolio Holder meeting of 5 February 2009. The draft is attached as an appendix to this report.
2. This is not a Key Decision but has been presented to the Housing Portfolio Holder so that a formal response can be made to the issues in the consultation document.

**Executive Summary**

3. A report explaining the contents of the above named government consultation document was discussed at the Housing Portfolio Holder meeting of 5 February 2009. At that meeting the questions in the consultation proforma were discussed and the principles of a response were agreed. A draft response incorporating the points raised at that meeting has now been prepared and is attached. In line with that earlier decision the response promotes flexibility and local discretion within the limits imposed by the scope of the consultation.

**Background**

4. The issues which are the subject of the consultation paper were outlined in the earlier report and are not repeated here. The original government consultation is relatively short and can be accessed at the website listed at the end of this report.

**Considerations**

5. The proposals do not seem to offer any practical advantages in relation to new build in South Cambridgeshire for reasons set out in the report of 5 February 2009. Very briefly these are-
  - a) Fundamentally, South Cambridgeshire does not have significant land holdings to support a new build programme
  - b) Potentially adding a small number of properties to the Council's stock does nothing to address the difficulties caused by inadequate resources for management and maintenance (the "Retention Scenario")
  - c) The proposals offer no advantages compared to the current position of partnerships with housing associations and will not increase supply locally. At a national level, the Government's Impact Assessment anticipates only that "several thousand " more affordable properties will be built each year because of these changes.
  - d) The Homes and Communities Agency would be very unlikely to consider grant funding new building for an authority that faced problems maintaining its existing homes.

They may provide an opportunity to exercise discretion in the treatment of equity share receipts which could be to this authorities advantage and the proposal should be supported for this reason. In the interests of promoting new build affordable housing in other locations wherever possible, officers believe this authority should respond supporting the proposals and advocating flexibility, efficiency and local discretion in the application of any amendments to existing financial regimes.

**Options**

- The draft reflects the discussion and decisions at the previous meeting, and addresses the issues which are open for consultation. It could be amended further if required.

**Implications**

7.	Financial	There are no implications in submitting views on this consultation document. If the Government does eventually amend the subsidy regime then the relevance to the Council can be reviewed in the light of the final detail, particularly in relation to equity share capital receipts.
	Legal	
	Staffing	
	Risk Management	
	Equal Opportunities	

**Consultations**

- The publication is itself a consultation document which has been sent to range of statutory bodies, professional interests and tenants representatives, all of whom have the opportunity to comment.

**Effect on Corporate Objectives and Service Priorities**

9.	<b>Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future</b>
	The proposals do not offer any improvement on the current partnership arrangements with housing associations which continue to deliver affordable homes.
	<b>Deliver high quality services that represent best value and are accessible to all our community</b>
	None specific to the consultation contents but the proposed mechanism may be a vehicle to enable the Government to remove the requirement to pool a proportion of equity share capital receipts. Any extra resources available through this route could help provide local services
	<b>Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work</b>
	None

**Conclusions/Summary**

- The proposals do not seem to offer any practical advantages in relation to new build in South Cambridgeshire for reasons set out above. They may provide an opportunity to exercise discretion in the treatment of equity share receipts which could be to this authorities advantage and the proposal should be supported for this reason. In the interests of promoting new build affordable housing wherever possible, officers believe this authority should respond supporting the proposals and advocating flexibility, efficiency and local discretion in the application of any amendments to existing financial regimes.

**Recommendations**

- That the Housing Portfolio Holder endorses the draft response.

**Background Papers:** the following background papers were used in the preparation of this report:  
 Changes to the revenue and capital rules for new council housing-CLG-January 2009-available at <http://www.communities.gov.uk/publications/housing/capitalruleschanges>  
 Government Impact Assessment- available at - <http://www.communities.gov.uk/documents/housing/pdf/housingregenactimpactassess>

**Contact Officer:** Mike Knight – Housing Strategy Manager  
 Telephone: (01954) 713377



APPENDIX ONE

Draft Response

Government consultation-“Changes to the Revenue and Capital Rules for New Council Housing”

**QUESTION 1: Given the objectives of the policy, what types of properties should qualify to be excluded from the HRA subsidy system and pooling requirements?**

ANSWER 1. In order to maximise supply-any newly acquired, built, converted or renovated derelict properties which are eligible to be included in the HRA should qualify for exclusion from the subsidy system and pooling requirements. This should include long leasehold properties. Where new building involves demolition and re-building, then all new properties should qualify-not just net additions to stock.

**QUESTION 2: In your view, what types of properties should not qualify to be held outside the HRA subsidy system and pooling requirements?**

ANSWER 2. We agree with your list of properties which should not qualify except that where properties are transferred from another landlord and then remodelled/renovated/converted or otherwise subject to significant capital investment, they should then become eligible. All properties transferred from government agencies or similar bodies (eg MoD) to social landlords should qualify.

**QUESTION 3: Do you think that that the proposed process for applying for a section 80B exclusion is the right one to adopt? If not, what would be a better alternative?**

ANSWER 3. We agree that the local offices of the HCA are the appropriate route for applications, providing that there are guarantees that they are adequately staffed to undertake this process quickly. To facilitate the process the HCA should issue a proforma detailing the information required and the standard of evidence/detail required under each heading. Smaller schemes should not require the same level of scrutiny as bigger schemes. The HCA should not try and “shoe-horn” local authorities into existing appraisal processes used for housing associations but should devise appropriate tests specifically for local authorities, whether or not social housing grant is involved.

**QUESTION 4: What factors should be taken into account by the Secretary of State in considering whether to enter into an agreement to exclude properties?**

ANSWER 4. We agree that the issues listed in the document are appropriate. However, since large schemes take considerable time and resources to prepare, it would be inappropriate to invite applications and subsequently reject such schemes on the basis of public expenditure control limits. We believe that a two stage process involving an outline submission leading to qualified approval subject to a further detailed submission should provide government with adequate controls on total expenditure and avoid abortive work.

**QUESTION 5: What terms and conditions do you think should be included in exclusion agreements?**

QUESTION 5. The terms and conditions included in agreements should be kept to an absolute minimum necessary to ensure basic requirements for affordable housing are met, and must take account of any local factors rather than applying rigid national guidelines. In addition, the framing of such terms must be sufficiently realistic and flexible to allow for the inevitable variations in design, numbers etc that always occur as schemes are developed through the planning and development processes. Rent and other terms should be expressed as principles rather than in strict quantitative terms which cannot always be predicted some time in advance.

In general-principles are preferred to rigid quantification/specification.

**QUESTION 6: Do you agree that properties excluded from the HRA subsidy system under section 80B should also be exempted from the requirements to pool capital receipts?**

ANSWER 6. Yes-agreed

**QUESTION 7: Do you agree with the proposed conditions attached to the exemption from pooling, which require receipts to be used for affordable housing and regeneration?**

ANSWER 7. No. The opportunity cost to the authority of undertaking expenditure in the first place extends to any other legitimate use of those resources. Logically therefore the authority should be able to use subsequent receipts for any activity towards which the original resource could have been directed, including debt redemption or adding to balances. This is particularly appropriate since there might well be many years between the expenditure and any likely receipt, and both priorities and available resources could change during that timescale.



Date of PFH meeting	Housing Futures agenda item	Responsible Officer	Housing Services agenda item	Responsible Officer
2008				
8 July	Ballot paper wording Managing conflicts of interest NLSP: key findings and conclusions Project plan progress report	Denise Lewis Denise Lewis Denise Lewis Denise Lewis/Savills	Retained Services	Mike Knight
7 August	N/A		Land report Retention report	Schuyler Newstead Stephen Hills
4 September	Project plan progress report Employment Protocol		Finance update PI update Service Plan update BME annual monitoring report	Gwynn Thomas Stephen Hills Stephen Hills Mike Knight
2 October	N/A			
6 November	Project plan progress report Formal Consultation Document (Option 1)	Denise Lewis Denise Lewis/Stephen Hills	Disability strategy Airey Properties Draft Service Plan Endorsing the sub – regional housing strategy	Mike Knight Stephen Hills Mike Knight Stephen Hills
4 December	N/A		Finance update PI update Service Plan update	Gwynn Thomas Stephen Hills Stephen Hills



Date of PFO meeting	Housing Futures agenda item	Responsible Officer	
<b>2009</b>			
8 January	Project plan progress report Formal Consultation Document (Option 2)		
5 February	N/A	Asset management strategy	Brent O Halloran
5 March	Project plan progress report		Finance update PI update Service Plan update Access over land in ownership of SCDC at Orchard Close Cottenham Status Report Report on options for Councils to build new homes.
2 April	Risk Log		
7 May	Project plan progress report or, Ballot result and next steps (Option 1)	Denise Lewis	
June (Date TBA)	Ballot result and next steps (Option 2)	Denise Lewis	

