



South
Cambridgeshire
District Council

Housing Revenue Account Business Plan 2009/10 – 2013/14



February 2009 (Draft 3)

Housing Revenue Account Business Plan 2009/10 – 2013/14

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Executive Summary

1. The long term sustainable management of South Cambridgeshire District Council's stock of council housing is a priority alongside the development of new affordable homes. The Housing Futures Options Appraisal 2007 concluded that the most viable option for achieving that outcome would be transfer to a housing association subject to a ballot of all tenants.
2. This Business Plan is based upon the resources available in a non transfer scenario.
3. The Housing Revenue Account (HRA) Business Plan identifies how all available resources (capital, revenue, staffing and partnership contributions) will be used to deliver the Sustainable Community Strategy Objectives and support delivery of the Local Area Agreement. The overall aim is to provide well managed and well maintained affordable rented and leasehold homes.
4. The Council's Housing Strategy 2007-10 contains a number of commitments that dovetail with the need to maintain a viable future for the council's stock of affordable homes and associated services. That document should be read alongside the HRA Business Plan for full details. The Business Plan is also linked to the Housing Service Plan 2009/10 – 2011/12 and the Five Year Housing Maintenance plan 2009/10 – 2014/15.
5. The Council's Corporate strategic Aims, Approaches and Actions identified for 2009/10 onwards provide a framework for the work of the Housing Service.
6. This Business Plan focuses primarily on the HRA funded services although they sit alongside other housing functions, paid for by the General Fund.

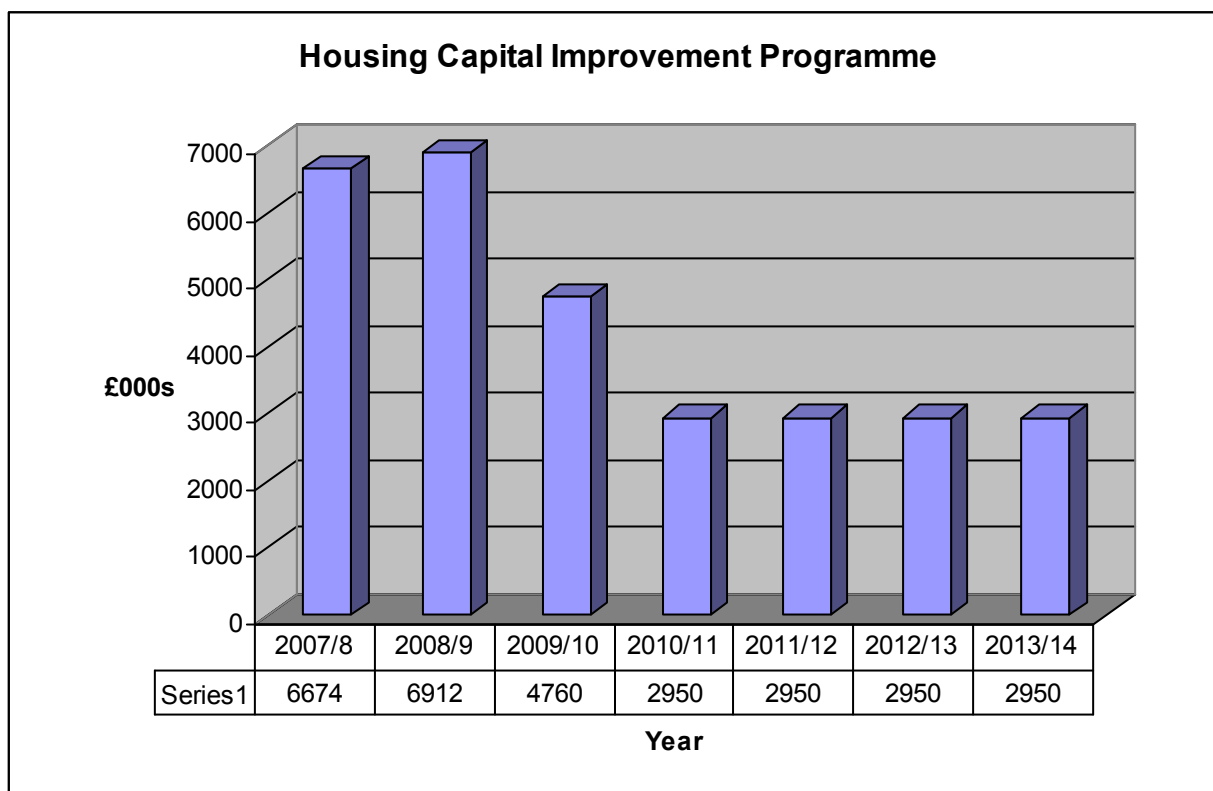
Housing Staff Teams

Service area	Specialist teams	HRA/General Fund
Housing services	Housing management, sheltered housing, leaseholder services, Gypsy & Traveller management, floating support team, Lifeline, home sales	Mostly HRA
Property services	Property surveyors, capital improvements programme, responsive and void maintenance management, Direct Labour Organisation	HRA
Housing advice & options	Housing advice, homelessness team, housing allocations/Choice Based Lettings	Mostly General Fund
Housing Strategy & Enabling	Enabling function, housing strategy development	General Fund

7. The Council has consistently sought to increase the profile of tenant participation through investment in and development of the service and the Housing Futures project has provided a useful spur to the development of tenant participation in South Cambridgeshire. Tenants are already involved at every stage of the development of a stock transfer proposal. If there is not a mandate from tenants for stock transfer then the momentum of tenant involvement must be continued so that tenants can also be involved in the decision making relating to the unavoidable cuts in service that will take effect from 2009/10.
8. The Council's housing stock comprises of nearly 5,800 dwellings, and over 1,100 garage units. The stock is spread over 102 villages of South Cambridgeshire. The stock is mainly traditional

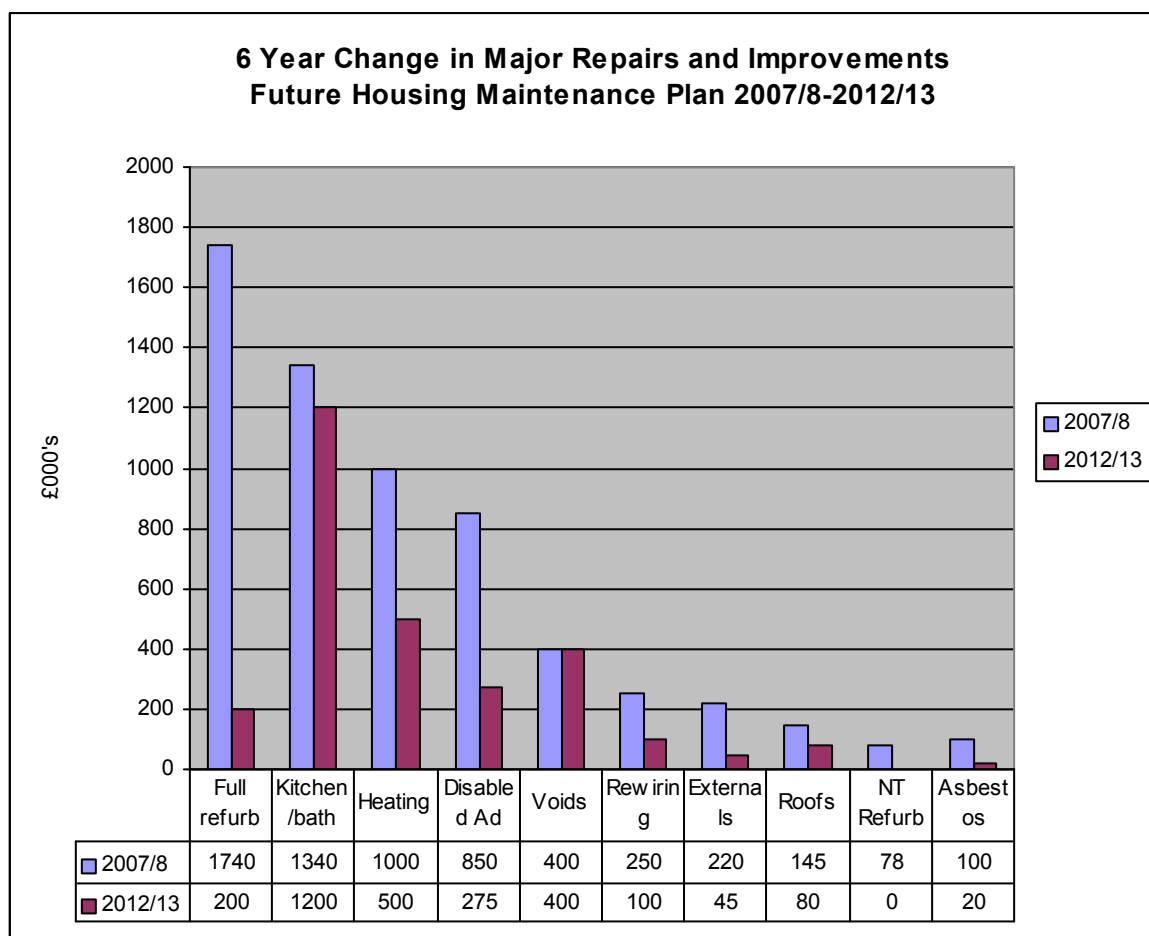
low rise house and bungalow construction, but there are a small number of non-traditional property types. There is a relative high proportion of sheltered accommodation at approximately 25% across 43 schemes, and around 500 leaseholds.

9. Overall the condition of the Councils housing stock is good reflecting the high level of investment in recent years and the Decent Homes Standard (DHS) will be met by 2010. However, the lack of capital funding available after 2008/09 will make it increasingly difficult to maintain the DHS into the future and impossible to meet the higher "industry standard" identified by the Savills stock condition survey. The declining level of resources over the next six years is apparent in the following chart:



10. Results from tenant consultation activities, the stock condition survey and the analysis of performance indicators has scoped our priorities for the coming five years. The key action priorities are:
- Continuing to engage tenants with housing service delivery
 - Creating a five year investment plan based on available resources
 - Ensuring value for money
11. The actions required to meet these challenges make up the action plan as detailed in Appendix A.
12. The primary income for the HRA comes from rents and charges. Additional resources also come from Supporting People to help fund the sheltered housing service. Around half of the £22 million rental income has to be returned to the Government as 'negative subsidy' and this figure is likely to increase over the next five years. Capital funding is provided by the Major Repairs Allowance and the use of capital receipts. The reduction in capital receipts available will mean that the capital budget will reduce by over £4 million by 2010/11 leaving a capital budget for housing maintenance of £2.9 million.

13. The following chart summarises what this reduction is likely to mean for key housing programmes:



14. The detailed programme of works that this chart summarises is found in the Five Year Housing Maintenance Plan which is attached as Appendix C.

Section 1 – The Business Plan in Context

Purpose of the Business Plan

The Government guidance on HRA Business Plans suggests that they contribute towards

“Identifying and analysing the available options and strategies, including consideration of the fit of housing options with wider corporate strategies”

(ODPM Guidance)

The HRA Business Plan identifies how all available resources (capital, revenue, staffing and partnership contributions) will be used to deliver the Sustainable Community Objectives and support delivery of the Local Area Agreement. The overall aim is to provide well managed and well maintained affordable rented and leasehold homes in a way which:

- is sustainable and deliverable within resource constraints
- takes full account of the views and aspirations of current residents
- provides a customer focused service providing good value for money
- safeguards the housing stock for future occupiers
- takes full account of wider local and national policy imperatives, including energy efficiency and environmental awareness, community cohesion, resident participation in housing management and action to reduce crime and tackle anti-social behaviour.

Purpose of the Housing Service

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 long term sustainable management of South Cambridgeshire District Council’s stock of council housing is a priority alongside the development of new affordable homes. The Housing Futures Options Appraisal 2007 concluded that the most viable option for achieving that outcome would be transfer to a housing association subject to a ballot of all tenants.

This Business Plan is therefore based upon the resources available in a non transfer scenario.

Strategic Context

The **Sustainable Community Strategy 2007-10** includes commitments that can most successfully be delivered by ensuring that the role that the councils housing stock currently plays can be safeguarded into the future. The key commitments are-

1. Active, healthy inclusive communities-this inclusivity will only be maintained if the housing stock can continue to accommodate people with diverse needs such as the frail elderly or people with disabilities. This means adequate staffing resources as well as

funding for adaptations or remodelling where required. Monitoring of BME applications shows that minority households are able to access local affordable housing.

2. Safe and clean villages-the local housing management function is an important element in combating anti social behaviour and environmental and property improvements can help to combat crime.

3. Building successful new communities-the primary housing role here will be the provision of new affordable housing through housing associations. The contribution from the existing stock will be to maintain the quality of life, and re-housing options, in existing communities so that local people have genuine choice about which communities they wish to live in.

4. A sustainable environment-the future capital works programme for the existing stock will be critical in minimising energy use and maintaining homes using sustainable methods and materials.

The **Cambridgeshire Local Area Agreement 2006-9 (LAA)** identifies the pressures of growth as one of its central themes but the benefits of increasing the supply of affordable housing in the new strategic growth sites will be lost if the long term sustainability of existing affordable housing cannot be safely secured. The existing stock is essential to addressing the most important issue emerging from the *2006 Cambridgeshire Quality of Life Survey* which identified "affordability of housing" as the feature of local life that respondents in South Cambridgeshire were least satisfied about.

The conclusions from the Cambridge Sub Region **Strategic Housing Market Assessment** demonstrate clearly that South Cambridgeshire has an affordability problem that not only affects many current households but will be a problem for emerging households, despite the increased building rate expected because of Growth Area status.

The analysis of supply and demand of affordable housing carried out for Housing Futures shows very clearly that all of the existing stock of council homes in South Cambridgeshire are in sustainable locations and experience high levels of applicant demand. They are therefore an important resource for the future and need to be maintained as good quality affordable homes for local households.

A contribution to improving tenant mobility is facilitated by a proportion of homes being made available to applicants across the sub region through the **Choice Based Lettings** scheme introduced in February 2008. This enables cross border moves for transfers and applicants between all the participating councils and housing associations in the Cambridge sub region.

The **Housing Strategy 2007-10** contains a number of commitments that dovetail with the need to maintain a viable future for the council's stock of affordable homes and associated services. As part of that process, issues of poor standards or obsolescence are being addressed alongside improved housing management and support services for vulnerable occupiers. The strategy should be read alongside the HRA Business Plan for full details but particular points to note are commitments to:

- the redevelopment of older sheltered homes to provide a modern extra care facility at Linton
- the comprehensive redevelopment of the Windmill estate
- more move-on accommodation into permanent tenancies for occupiers of supported housing.
- an appraisal of council owned land to identify development options for the future

- identify redevelopment options for the remaining older sheltered housing schemes
- introducing Tenants pages on the councils housing web site

Other more technical detailed issues are covered elsewhere in the HRA Business Plan. The commitments which provide improved services for vulnerable people are in line with the county wide Supporting People programme of reviews and improvements and are carried out in partnership with colleagues in other agencies and organisations e.g. housing associations, the PCT, the County Council.

A range of other strategies which link to the HRA Business Plan and the Housing Strategy contain the details which shape these allied services. These include the Supporting People Strategy, the Homelessness Strategy, the Local Plan/Local Development Framework, the East of England Plan (the Regional Spatial Strategy) and the Rural Strategy for Cambridgeshire 2006-10.

Key issues include:

- the adoption of the Local Development Framework chapters on the Core Strategy and Development Control Policies to replace the Local Plan. The new requirement is for at least 40% of new developments to consist of affordable housing.
- to encourage sustainability new development will be focused on building on the fringes of Cambridge City and in the new town of Northstowe with only limited developments in larger, sustainable villages.
- the adoption of new inter authority joint planning arrangements to progress the large strategic sites such as Northstowe and the Cambridge “fringe” sites which together make a significant contribution to providing 20,000 new homes in the district up to 2016 as part of the government’s Growth Plans.
- better information on local needs including a sub regional study of Gypsy and Travellers Needs, improved monitoring of BME households access to services, and identification of priority groups for Supporting People funding.
- the complete redevelopment of older, obsolete council housing such as the system built Airey properties or the older, small sheltered units with shared facilities. These will be replaced with modern housing association homes for existing tenants and households on the Housing Register. The Windmill estate in Fulbourn is being redeveloped to provide around 270 new homes for the existing residents as well as new tenants and buyers of shared ownership homes.

One important specific commitment in the Housing Strategy concerns the future of the Council’s housing stock. The Council is still on target to meet the Decent Homes Standard by 2010. Following a full stock condition survey in 2006 and a re-appraisal of the likely future capital and revenue resources available to the Council the Council will be able to maintain the Decent Homes Standard in the short term at the expense of the wider improvement needs of the homes and will find it increasingly difficult to maintain the standard in the future.

In partnership with the other authorities in the sub region a **Strategic Housing Market Assessment** (SHMA) was completed in Spring 2008. Key findings from that study include:

- house prices in South Cambridgeshire are amongst the highest in the sub region just behind Cambridge City. This creates affordability problems for a wide range of

households, especially those buying at the lower end of the market such as first time buyers. Even lower quartile homes cost over £165k in South Cambridgeshire creating problems for many households with above average wages, including key workers.

- private sector rents are also expensive, taking up a third of an average household income. The average rent in South Cambridgeshire is over £1140 pcm (2007)
- there is a growing shortage of affordable housing compared to previous studies. At the moment about 300 new affordable homes are produced in South Cambridgeshire each year but there's a need for over 600 per year just to stop the backlog growing even bigger. It would need over 1400 new affordable homes per year to deal with the backlog and to meet the needs of newly emerging households for the future.
- house price inflation in South Cambridgeshire is much higher than the rest of the County and higher than income growth meaning affordability problems are likely to increase. In 2005 house price inflation in South Cambridgeshire was nearly 10% in contrast to 1.5% across the whole County.
- the nature of the housing stock also causes problems for lower income buyers since over 40% of homes are detached houses with relatively few terraces or flats.
- This has meant that the number of households seeking assistance with affordable accommodation has risen from a low point of 1500 in 2001 to over 3,260 in 2007.

Future phases of the SHMA will keep the situation under review. The majority of these households need 2 and 3 bedroom accommodation but there is also a need for more extra care sheltered homes for frail elderly residents. More detailed information about local village needs is obtained from village surveys carried out in partnership with Parish Councils or housing associations.

Corporate Objectives

The fundamental aim of the Council is to provide high quality, reliable and responsive services to the public. Technology will increasingly be the key by which the Council improves its efficiency, makes its services accessible to all and develops communication in South Cambridgeshire's rural community. The establishment of the Local Strategic Partnership (LSP) and the Sustainable Community Strategy are central to the Council's ability to respond effectively to the big changes impacting on the district in the next 15 years.

The Council reviewed its Corporate Objectives in 2008/9 to ensure they were strongly linked to the emerging Sustainable Community Strategy. The commitment to increasing the supply of affordable housing alongside protecting existing affordable homes and sustaining housing related services in thriving local communities remain as important themes, as they have in previous years.

The Council's Corporate strategic Aims, Approaches and Actions identified for 2009/10 provide a framework for the work of the Housing Service. The development of the 2009/10 – 2011/12 Housing Service Plan and the 2009/10 – 2013/14 HRA Business Plan has therefore been informed by this new framework. There are five key objectives 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

In relation to these Corporate priorities:

- The Housing Service will seek to ensure the high standard and condition of the housing stock through efficient repairs and maintenance service, however the growing lack of funds is likely to make this target more difficult to achieve over the next five years.
- The Housing Service continues to work with contractors who offer value for money services, by managing costs to maintain low prices while continuing to strive for a better quality of service. Partnerships have been established with contractors to maximise the use of grant opportunities for sustainable and energy efficient improvements to the Council's housing stock. The Council's procurement strategy encourages an increase in the use of sustainable materials.
- As a Council we have a good record of enabling the construction of around 300 affordable homes each year. This has become more difficult because of national changes to funding arrangements and the slowdown in the housing market, but at the same time the settlements at Northstowe and around Cambridge will provide opportunities to increase the supply of affordable housing of various tenures. The new long term arrangements with the Housing Corporation/Homes and Communities Agency (Cambridge Challenge) will help to deliver the affordable homes needed in these strategic sites.

Delivering the Service

The Housing Service has reorganised its service area structure over the last 36 months. This has included a significant restructuring of the Sheltered Housing Service (2006), restructuring of Housing Advice and Options (2007) and a restructuring of Property Services (2008). This has resulted in a much more cost efficient service but the opportunities to achieve further efficiencies will now be much more difficult to achieve. An independent review of the service by Savills during 2008 confirmed that staffing levels are now as low as they can be without affecting performance.

Further adjustments to the structure have been made during 2008 to take account of changes needed to adjust to CBL, new voids procedures, enhanced tenant participation activity, services to leaseholders, Gypsy and Traveller site management and the development of floating support services.

The HRA funded services sit alongside other housing related functions, which are funded by the General Fund. The table below provides an overview of the housing services structure:

Housing Service Structure

Service area	Specialist teams	HRA/General Fund
Housing services	Housing management, sheltered housing, leaseholder services, Gypsy & Traveller management, floating support team Carecall, house sales	Mostly HRA
Property services	Property surveyors, capital improvements programme, responsive and void maintenance management, Direct Labour Organisation	HRA
Housing Advice & Options	Housing advice, homelessness team, , housing allocations/Choice Based Lettings	Mostly General Fund
Housing Strategy & Enabling	Enabling function, housing strategy development	General Fund

Whilst reference is made within this Business Plan to the full range of Housing Service functions (particularly in the Strategic Context) the main body of the Business Plan is focussed on the HRA funded elements of the service.

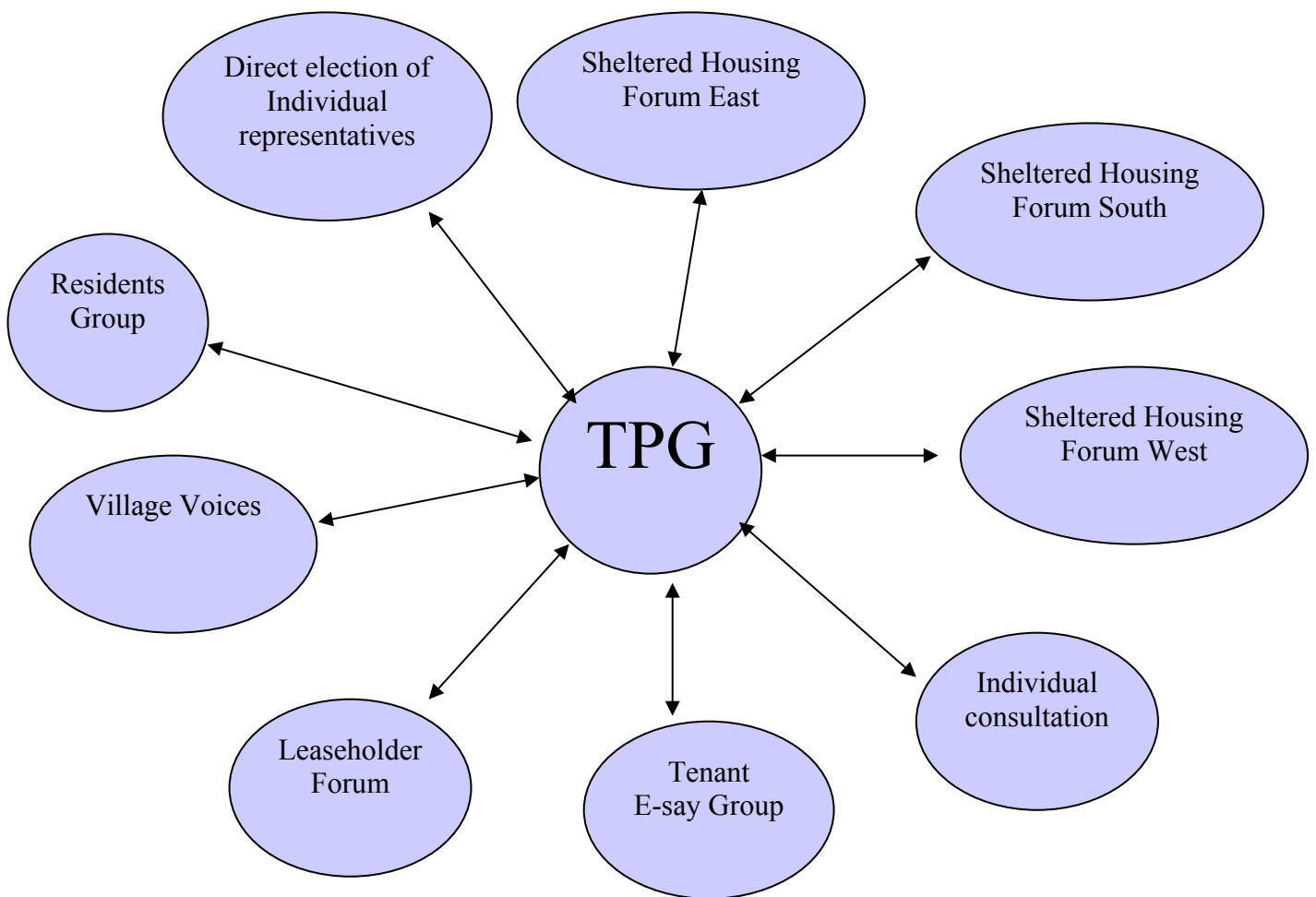
If stock transfer to a housing association does proceed in 2009/10 then those housing services under Housing Advice & Options and Housing Strategy & Enabling will be retained by the Council.

Section 2 - Effective Consultation

Tenant Involvement Framework

The council has a long standing Tenants Participation Group (TPG) with a formal structure, which has been supported by the Supported Housing Manager and the Housing Services Manager. Day to day support of the existing resident groups is provided by Housing Services Officers. During 2008 support has also been provided by the Resident Involvement Manager and resident Involvement Officer working as part of the Housing Futures team.

Tenant Involvement Framework



The diagram above demonstrates the current developing structure of tenant participation in the District. The Tenant Participation Group has a regular mailing list of 50 residents and a group of 20-25 residents attend the monthly meetings. The group has expanded from the original core of 8-12 members as a direct result of the Housing Futures project, which encouraged residents to join. To encourage a more structured nomination process of elected representatives to the TPG there will be representatives from each of the resident groups, the three sheltered housing forums and the emerging leaseholder forum. It is intended that this structure would also allow for new representatives to join from new groups and initiatives emerging in the future.

From June 2007 until December 2008, extensive consultation has taken place in relation to the Housing Futures project. This project has widened tenant involvement and engaged a broader spectrum of tenants into the process of specifying the councils' services for the future.

The Tenant Participation Agreement is a partnership agreement between tenants, leaseholders and South Cambridgeshire District Council that seeks to ensure that the best possible housing service is provided for tenants. First formally adopted in 2001 (then called a 'compact') the agreement has been revised and formally agreed from September 2007. This agreement is an evolving document and it will be monitored quarterly and reviewed annually in September to inform the budget setting and service planning processes and to ensure it meets its aims and objectives and reflects good practice.

The Agreement encourages participation and two way dialogue in the decision making process by offering a wide variety of opportunities for people to become involved in a manner and at a level that they are comfortable with. The agreement plus further information on tenant involvement has been placed on the housing pages of the council's website in 2008.

The tenant's newsletter, 'Key Issues' within the 'South Cambs' magazine, acts as the main vehicle for disseminating information and is very popular with residents. Tenants influence content through membership of the editorial team. There has also been a great deal of publicity generated as a result of the Housing Futures project both by SCDC and the Independent Tenant Advisor (ITA) following the extensive programme of drop-in sessions, attendance at residents group meetings and sheltered schemes.

A revised tenant's handbook has been completed in 2008 and will be added to the housing webpage in 2009.

Tenant Participation Resources

The council has consistently sought to increase the profile of tenant participation through investment in and development of the service. The role of enabling, developing and promoting tenant participation has been incorporated into the role of the Housing Services Officers and is currently supported by the Housing Futures team.

Training sessions have been undertaken by all housing staff to help embed a culture of a "customer first" approach to developing the service. Housing services officers will also receive training to provide them with practical skills in involving tenants. Resources within the Housing Futures project team have also been used to support the work of housing staff in developing and maintaining existing tenant and resident groups.

Tenant participation receives an annual budget, which is monitored by the TPG. For the year 2008/09 the budget has been set at £18,000. The budget for future years will be set by the TPG and the Council and will be determined by the action plan agreed for the year and the level of resources available.

Tenant Involvement Influence and Achievements

The Housing Futures process has raised the profile of tenant involvement. It has led to development of new groups and highlighted the need for the development of others. For example tenants have been a part of the Housing Futures Working Group, the New Landlord Selection Panel the Transfer Advisory Group and the Shadow Board of South Cambridgeshire Village Homes.

In order to seek a tenant perspective on any draft newsletters and other publications to be sent out to tenants as part of the Housing Futures project a Tenants Sounding Board has been

established from interested members of the Tenant Participation Group (TPG) and the wider tenant audience. They review draft material for publication to residents, including draft newsletters, to ensure that the format and written style meet the needs of the intended audience. This group meet on an ad hoc basis and provide feedback via e-mail, as and when necessary.

The Housing Futures process has highlighted a need for a leaseholder group. A leaseholder forum has therefore been established and is open to all leaseholders and equity shareholders. It will meet on a quarterly basis to discuss issues and information specifically for leaseholders and equity shareholders. Exceptional meetings will be held if specific issues such as proposed changes in the law require an urgent response to inform policy.

Tenants have been included in all the Best Value Reviews throughout the Council including the response repairs review, planned maintenance and voids review. More recently tenants have taken part in training to enable them to contribute to the development of the Housing five year maintenance plan to support the business plan. The Property Services manager has been working with a small group of tenants who comment via email, on the Tenant e-say Group. This has been particularly successful in revising standard forms to make them easier to use.

A capital grants budget of £10,000 for 2008/09 allows properly constituted tenants and residents groups to access grants of up to £2500 for one-off expenditure on a project to benefit the community. In recent years successful bids have included:

- Kay Hitch Way, Histon – awarded £2,500 to increase the size of a patio area behind the sheltered scheme's communal room and create a landscaped area.
- Coolidge Gardens, Cottenham – awarded £1,800 to erect a notice board at the entrance to the estate and create a shrub bed screening for bungalows overlooking the green
- Orchard Close, Cottenham – awarded £350 to erect a notice board on the communal landscaped area.
- Meadowcroft Way, Orwell – awarded £400 to buy and plant bulbs to improve the area and outlook of the sheltered scheme's communal room and to refurbish garden benches.
- Lordship Close, Orwell – awarded £400 to clear and plant overgrown flowerbeds with roses and shrubs at the front of the scheme's communal room.
- Knutsford Road Social Club, Bassingbourn– awarded £500 to buy a computer for use by the computer club.

The Housing Futures project has provided a useful spur to the development of tenant participation in South Cambridgeshire. Tenants are involved at every stage of the development of a stock transfer proposal. If there is not a mandate for stock transfer then the momentum of tenant involvement must be continued so that tenants can also be involved in the decision making relating to the cuts in service that will take effect from 2009/10. However this may prove difficult in the context of falling resources to support the work.

Section 3 – Stock Condition

Stock profile

The Council's housing stock comprises of nearly 5,800 dwellings, and over 1,100 garage units. The stock is spread over 102 villages of South Cambridgeshire. The stock is mainly traditional low rise house and bungalow construction, but there are a small number of non-traditional property types. There is a relative high proportion of sheltered accommodation at approximately 25% across 43 schemes, and around 500 leaseholds.

Stock condition survey

An independent survey of the Council's domestic housing stock was conducted in the autumn of 2006 by survey specialist's Savills. The survey brief was formed in partnership with Ridge Consultancy with specific requirements to establish the current condition of dwellings and garages and to identify investment needs over a 30 year period. The contractual agreement between the Council and Savills was drafted by solicitor's Trowers and Hamlins, and the survey findings are warranted by Savills.

The survey results are based on a comparatively high sample of 24.5% of the Council's 5,800 dwellings, and 1,100 garages. The methodology for the survey was in full compliance with CLG guidance and good practice recommendations, and the sample was selected to ensure high statistical accuracy.

The surveyors identified and assessed the condition of each property they visited and estimated the residual life of each of the key components. The cost of replacing components was based on the Council's own tender return rates and benchmark rates.

The survey identified that the stock is generally in a reasonable condition with evidence of whole house modernisation programmes being carried out in the past, along with an almost completed window replacement programme. However, the stock has not received the level of major capital investment necessary to maintain all the homes to a recommended condition. As a result, there are a significant number of major components that have reached/are reaching the end of their useful life and which will require renewal in the short term.

The total forecast expenditure to improve and maintain the stock and related assets over 30-years equals £323.3m. This equates to £56,963 per dwelling or £1,899 per dwelling per annum. This total expenditure over the 30-year horizon falls within expected benchmarks of a stock of this type and location.

The total investment costs are categorised under the following headings:

Catch up repairs – these are defined as “works necessary to put the housing stock into a lettable condition. These have been programmed over the next five years. Total £643,389

Future major works – these are defined as “the provision, which should be adequate to cover the periodic overhaul / refurbishment / renewal of the building components and landlord's fixtures and fittings, to keep the property in a lettable condition. Total £173,944,883 over 30-years.

Improvements – this work generally involves the installation of components that do not currently exist at a property but would enhance the property, or upgrading an element to be replaced (e.g. increasing insulation when repairing a flat roof covering) or renewing an element, such as a kitchen or bathroom, well before the end of its life. Total £6,858,330 over 30-years.

Responsive and void property maintenance – this is defined as “maintenance arising from the landlord's obligations to carry out repairs to a property, either upon a tenant's request or arising

from staff inspection or in connection with re-letting of a property". Total £2,256,665 per annum this equates to £11,927 per unit over 30 years.

Cyclical maintenance - this similar to future major repairs but is more specifically identified with regular servicing and inspection of mechanical and electrical equipment and redecoration with associated repairs. Total £886,040 per annum this equates to £4,683 per unit over 30 years.

Related asset / estate works – this refers to garages and unadopted roads/footpaths etc. Total £6,113,263 over 30-years.

Contingent major repairs – these are defined as repairs of a kind, which cannot be specifically foreseen and may arise from latent defects in construction, design, timber infestations and decay, uninsured settlement and other uninsured risks. Total £313,032,388 over 30-years.

Exceptional extensive works – major works which are required to remedy particular significant defects that fall outside the definition of routine repairs and maintenance. An example would be structural repairs and improvements to our non-traditionally constructed properties. Total £10,564,000 over 30-years.

Disabled adaptations – these are works normally arising from referrals from health professionals to improve or modify properties to meet the needs of disabled tenants. Total £15,000,000 over 30-years.

Summary of stock condition report

Repair type	30 year Cost
Future major works	£173,944,883
Improvements	£6,858,330
Responsive and void property maintenance	£67,699,950
Cyclical maintenance	£26,581,200
Related asset / estate works	£6,113,263
Contingent major repairs	£313,032,388
Exceptional extensive works	£10,564,000
Disabled adaptations	£15,000,000
Total	£619.8M

Decent Homes Assessment

The Government's has set out a requirement for local authorities with housing stock and other registered social landlords to ensure all their domestic dwellings meet the decent homes standard by 2010.

To comply with the standard properties must meet four criteria;

1. It meets the current minimum standard for housing (Housing Health and Safety Rating System –HHSRS)
2. It is in a reasonable state of repair
3. It has reasonable modern facilities and services
4. It provides a reasonable degree of thermal comfort

Savills' survey report has identified that approximately 24% of the Council's stock is currently non-decent in accordance with this criteria. This percentage compares favourably with a national average failure rate of circa 43%. In addition between the date of the survey and 2010, 32% of dwellings are classified as potentially non-decent, if no investment is made.

Analysis of decency failures reveals that 79% fail on state of repair, 17% on thermal comfort, 3% on modern facilities, and 1% on HHSRS. An energy assessment of each surveyed property was conducted as part of the Savills' survey which identified the average SAP rating for the stock as 63. This is higher than the national average of 51.

The total cost of ensuring decent homes target is achieved by the end of 2010 is £8,938,735. The Council believes it can achieve the decent homes target based on current budgetary forecasts although maintaining it post 2010 is problematic based on current projections. If stock transfer does not go ahead the forecast resources are insufficient to prevent homes from becoming 'non decent' over the next 30 years.

Decent Homes Update

Since the survey was conducted, the Council has purchased and commissioned the Keystone Asset Management system. The information from the stock condition survey together with updated information on improvement works (targeting decent homes failures) carried out since September 2006 has been inputted into the asset management software programme, the current failure rate being below 4% (November 08).

The five-year Housing Maintenance Plan

A working group made up of Council Officers, Tenants, and Members have formulated a five year Housing Maintenance Plan (HMP). This brings together all the various activities that are intended to be carried out to maintain and improve the Council's housing stock over the next five years. In so doing, the plan will provide a useful single point of reference to anyone who wishes to know: *what, when, where, and how much* in respect to the housing maintenance.

The HMP will be updated yearly and provide details on how properties are selected for inclusion in maintenance programmes together with specification and budgetary information on a programme basis. It is designed to make it easy for all stakeholders and interested parties to find out where the Council intends to target its resources

There are three distinct aspects of maintenance that are covered in the HMP:

Maintenance and improvements – Capital - Where the emphasis is on planned preventative maintenance. To be truly effective, the Council requires a detailed knowledge of the life expectancy of the various elements of our properties so that programmes can be planned in advance to replace items at the end of their useful life i.e. just before they become defective or obsolete.

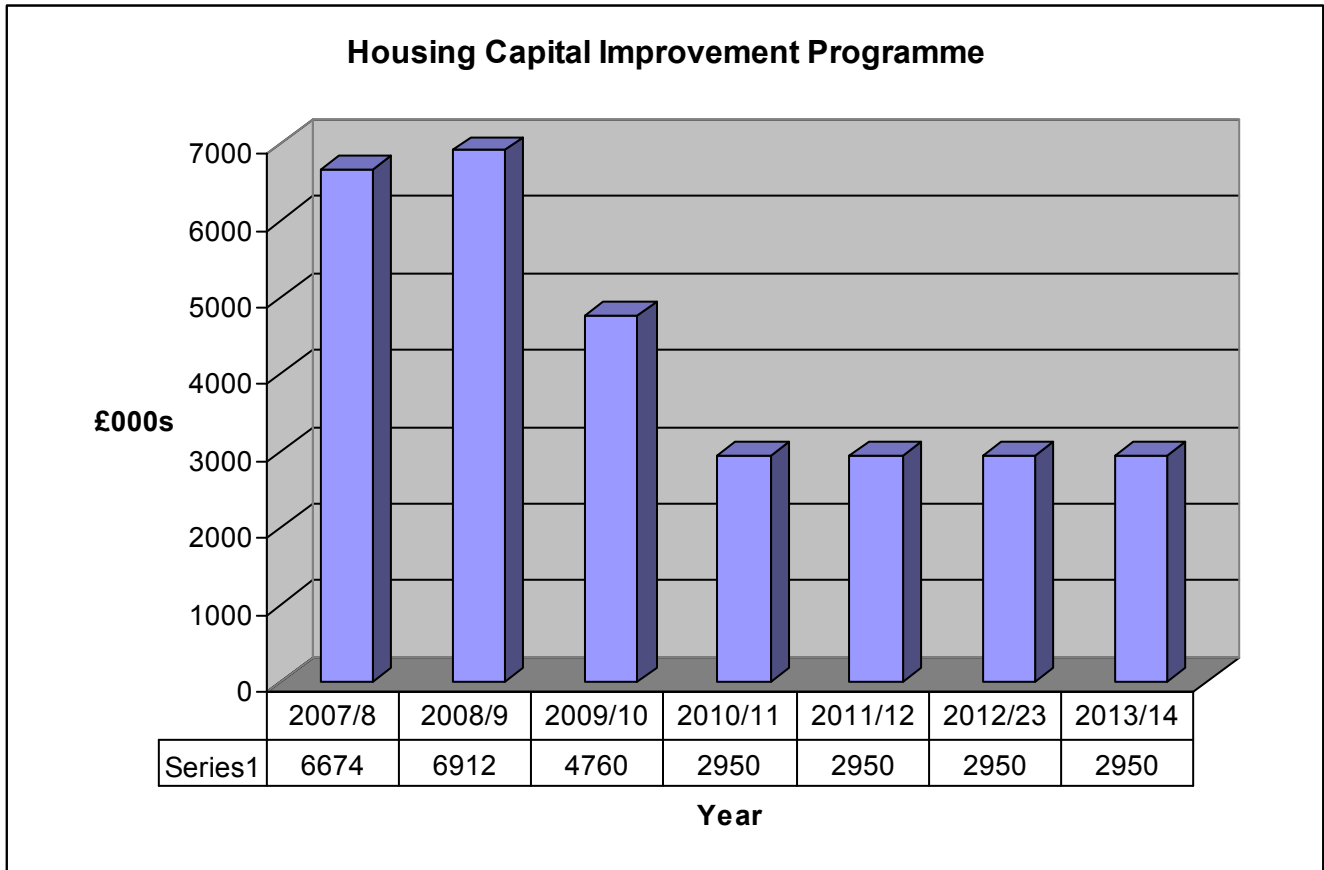
Maintenance and Improvements - Revenue - The life expectancy, efficiency, and performance of many of the elements of properties are greatly enhanced by regular maintenance programmes.

Responsive Maintenance - The key to this aspect of maintenance is providing a swift and effective responsive service, with the emphasis on getting the job completed on the first visit.

Conclusion

The formulation of the HMP is the result of extensive investigation, the gathering of information from a wide range of sources, and consultation with all interested parties. The result is a clear statement of intent, and a focused approach to ensuring the Council's housing stock remains in reasonable condition. A copy of the HMP is included in the HRA Business Plan as Appendix C.

Overall the condition of the Councils housing stock is good reflecting the high level of investment in recent years. Also the DHS will be met by 2010. However, the lack of capital funding available after 2008/09 will make it increasingly difficult to maintain the DHS into the future. The Savills stock condition survey also reveals that there is a significant gap between the quality of stock condition taken as the 'industry standard' and that of the South Cambridgeshire homes. The industry standard reflects a much higher quality level than that of the DHS. The gap between the resource needed to meet this industry standard and that available to South Cambridgeshire is thus even wider. The declining level of resources over the next 6 years is apparent in the following chart:



The HMP details how the future maintenance of South Cambridgeshire District Council owned homes can be best met over the next five years within known resources. However, the resources available will be below the level of spending to date and significantly lower than that required to maintain the properties to the 'industry standard'.

Section 4 - Achievements/Performance 2007/8

The Housing Service has generally performed well and overall levels of tenant satisfaction are high. The main performance indicators in the table below are for 2007/8. The 2008/09 figures are not yet available in their final form.

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 14 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.

This analysis of the PIs has been combined with results from tenant consultation activities and the stock condition survey to establish our priorities for the coming five years. The key action priorities are:

- Continuing to engage tenants with housing service delivery
- Creating a five year investment plan based on available resources
- Ensuring value for money

The actions required to meet these challenges are outlined in the Housing Service Plan 2009/10 – 2011/12 which gives details of the performance indicators and targets to be met, completion date and the area of responsibility this falls within.

The Action Plan will be monitored throughout the year and quarterly progress will be reported to the Portfolio Holder for Housing. This process will complement the corporate monitoring of the CORVU Performance Indicators, which are also reported to the Portfolio Holder.

HRA Business Plan Action Plan

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

- Develop a domestic violence strategy
- Undertake review of IT infrastructure

Section B Projects

- Re tender responsive repairs contract
- Review responsive repairs work eg actively reduce work which is responsibility of tenants
- Review fencing and external works
- Review grounds maintenance
- Review staffing structures
- Review management structures
- Review resident involvement work

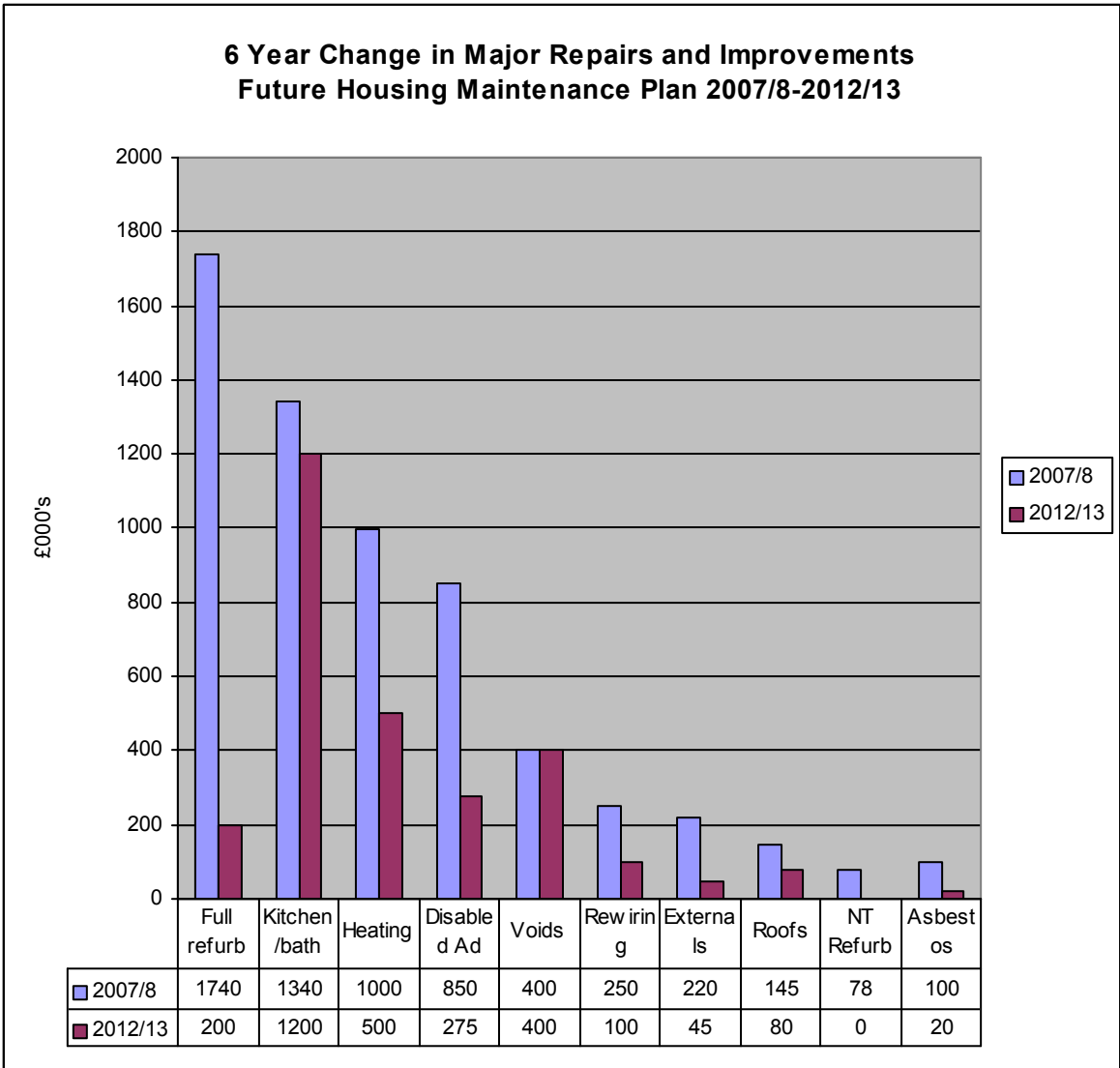
Whilst the HRA Business Plan covers a five year period it is the intention to review and update the Plan on an annual basis. This will allow for further tenant involvement as well as allowing account to be taken of the potential developments in the stock transfer process. The current action targets are therefore predominantly those which can be achieved within one year with the exception of the Housing Maintenance Plan. The actions listed under B would only take effect if there is a vote to retain the ownership of the housing with the Council.

Section 5 – Resources

Introduction

The primary resource for the Housing Revenue Account (HRA) comes from rents and charges. Additional resources also come from Supporting People grant to help fund the sheltered housing service. More than half of the £20 million rental income has to be returned to the Government as ‘negative subsidy’ and this figure is likely to increase over the next five years. Capital funding is provided by the Major Repairs Allowance and the use of capital receipts. The reduction in capital receipts available will mean that the capital budget will reduce by over £4 million by 2010/11 leaving a capital budget for housing maintenance of £3.2 million.

- 15. The following chart summarises what this drastic reduction is likely to mean for key housing programmes:



The Councils main capital asset is the housing stock. There are three types of valuations commonly used. The resource accounting valuation is that required by the CLG for their statistical returns and represents the market value of the stock with sitting tenants. The resource accounting valuation is shown below:

Resource Accounting Valuation

Asset	Number as at 31/03/ 08	Valuation £000's as at 31/03/08
Council Homes*	5,625	474,991
Garages	1,141	3,162
Other		2,588
Total		480,741

*Includes Councils portion of Equity Share properties

The total vacant possession value of the homes on 31st March 2008 was £1,033 million. This is the equivalent of an open market valuation and is quite different from the third type of valuation the Tenanted Market Value (TMV) used to value properties for a stock transfer. The TMV is based on a revenue stream valuation than a capital valuation hence the difference in the figures produced.

Summary of recent revenue and expenditure

The table below provides a summary of revenue and capital expenditure over the last four years. The estimates for 2008/09 are currently being revised and the revised figures together with estimate for 2009/10 will be considered by full Council in February 2009.

Of the total HRA revenue expenditure of around £20 million, approximately half (over £10 million) is 'negative subsidy', the amount sent to the Government. This amount is expected to increase in future years.

The total capital expenditure includes a figure of around £3 million in respect of equity share buy backs and is not money available for spending on the maintenance of homes.

Summary of recent Revenue and Capital Expenditure

Summary of recent revenue and expenditure

	Actual 2004/05 £000	Actual 2005/06 £000	Actual 2006/07 £000	Actual 2007/08 £000
REVENUE				
Expenditure	20,685	20,536	20,037	21,210
Income	(19,784)	(20,380)	(20,923)	(22,056)
(Surplus)/Deficit	901	156	(856)	(846)
Balance Brought Forward @ 1st April	(2,957)	(2,056)	(1,900)	(2,785)
Balance Carried Forward @ 31st March	(2,056)	(1,900)	(2,785)	(3,631)
CAPITAL				
Expenditure	8,891	10,227	10,235	10,714
Financing Adjustment	673	0	0	0
Total to be Funded	9,564	10,227	10,235	10,714
Funding				
Capital Receipts	6,520	6,979	6,619	7,419
Major Repairs Allowance	3,010	3,200	3,211	3,244
Grants and Contributions	34	48	405	51
Total Funding	9,564	10,227	10,235	10,714

Sources of Funding

Rents and Charges

The Council continues to strive to bring rents in line with the guideline levels set by Government. The Government has introduced a convergence scheme and through this mechanism an attempt is being made to arrive at a situation where the rent charged for a council property will be broadly in line with the rent charged for a similar property owned by a housing association. The recommended increase for 2009/10 is 5.5% plus an additional amount of no more than £2 per week. The Council has to pay more than half of the rent income to the Government for redistribution, so this anticipated above inflationary increase is not as beneficial to the HRA as it appears.

The Government expects councils to charge recipients for any additional services provided. For SCDC, like most other councils, the cost of extra services is currently partially paid out of rents in general. It is, however, intended to gradually bring service charges up to a level that more nearly reflects the full cost of the service provided over the coming years.

Supporting People

For the Council Supporting People is predominantly relevant for the sheltered housing units which make up approximately 1,400 of the Council's 5800 total homes.

In 2003/4 the Supporting People regime was introduced by the Government and, as a consequence, part of the service charge for sheltered housing qualifies for Supporting People Grant rather than Housing Benefit, as was the case before. The Government funding from Supporting People projects comes from a fixed amount of money and this means that in future there may be pressure to reduce the amount available for Sheltered Housing in order to provide funding for other services within the County or to cope with reductions in the size of the overall national budget.

The changes to the distribution of Supporting People funds as part of the Local Area Agreement role brings further uncertainty to this aspect of funding.

Major Repairs Allowance (MRA)

The MRA is essential to the programme of works and contributed around £3.2m to the Councils resources in 2007/8. All the MRA is utilised for capital type expenditure, necessary major repairs and improvements to the housing stock. The remainder of these works are largely funded through capital receipts.

Grants and Contributions

The Council receives some further money from grants and contributions. Grant funding is available to support insulation of Council homes, improve thermal comfort and help reduce fuel poverty. In 2007/08, £20,000 was received for this activity. Where work is carried out to services shared with sold or leased properties a contribution towards the cost is claimed from the owner.

Capital Receipts

The Council lost a major part of its capital resources with the introduction by the Government of the capital receipt national pooling initiative. Under the pooling regime 75% of funds received from sale of right to buy (RTB) properties, goes to the Government and is distributed on a "needs basis". This has implications both for affordable housing development and for the Council's own capital improvement programme because the available resources have dropped drastically.

The Council's Equity Share Scheme also involves capital receipts. The scheme is unusual, as it does not apply to designated properties. As voids arise the Council can repurchases the void properties, which may then be re-let or resold. The allocation is determined through the Housing Register with the circumstances of the household determining whether it remains part of the scheme or is offered for rent. The scheme currently costs the Council approximately £3m per annum, but the income from the scheme also provides a capital receipt of approximately £3m. Capital receipts secured through the scheme were not expected to be subject to the pooling process, however, the wording of the legislation resulted in some of the receipts being caught by the scheme. Staff at the Department of Communities and Local Government (CLG) have agreed to propose a change to the legislation in order to completely exempt equity share receipts from pooling.

Capital Reserves

For the last few years the Council has been able to use its considerable reserve of capital receipts from property sales to fund a substantial capital programme. However, three main factors have combined in recent years to lead to a situation where this source of funding is

expected to be exhausted during 2009/10. Firstly, receipts from Right to Buy (RTB) sales have reduced, probably because house prices in this area have become almost prohibitive for those on lower incomes. Secondly, the Council was capped in 2004/05 and since then has utilised some of the receipts from housing assets (which were previously only used to fund housing projects) to support General Fund capital expenditure, including a substantial investment in information technology. Thirdly, the fact that three quarters any in-year receipts from RTB sales now has to be transferred to the Government for redistribution has resulted in even more pressure on the reserve.

Working Balances

It is illegal for the Housing Revenue Account to go into deficit and should the capital funding resources turn out to be less than estimated, as there are no longer any accumulated capital receipts, capital expenditure could have to be funded from the HRA. The Council housing is not covered by buildings insurance and therefore there is also a risk of an unavoidable overspend on repairs in the event, for instance, of severe flooding. Primarily for these reasons, it is considered necessary to have a minimum working balance of £1.5 million which represents around £250 a property.

Future HRA Expenditure Projections

	REVISED 2008/09	ESTIMATE 2009/10	ESTIMATE 2010/11	ESTIMATE 2011/12	ESTIMATE 2012/13	ESTIMATE 2013/14
	£000	£000	£000	£000	£000	£000
REVENUE						
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)
REVENUE SAVING NEEDED	0	0	0	0	(150)	(540)
(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)
CAPITAL						
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

This five year HRA Business Plan is therefore based on a reducing resource. Revenue resources are subject to significant negative subsidy clawback as well as the potential reduction in funding from Supported People and an increased pressure to spend on responsive repairs as the

planned capital programme is cut. The in year capital resources are affected mainly by the reduction in RTB numbers and the 75% pooling rules.

Section 6 - Housing Futures

The Housing Futures Working Group (HFWG) was set up following the Cabinet decision of April 2007 to undertake a new housing options appraisal – *Housing Futures* - in view of the most recent financial forecasts in respect of both the capital and revenue position of the Housing Revenue Account (HRA).

Following the report of the Working Group the Council agreed in January 2008 to develop a housing stock transfer proposal for South Cambridgeshire. Following the work of a second working party the New Landlord Selection panel the Council decided that the proposed housing association would be a stand alone housing association to be known as South Cambridgeshire Village Homes. However, this option can only be delivered if the majority of tenants who vote in a ballot support it. The ballot is currently scheduled to take place during the spring of 2009.

If a new housing association were to be set up following a positive ballot then it would require its own 30 year business plan based on a different accounting system and a different level of resource. Work has commenced during 2008 with a shadow housing association board to put together this business plan.

APPENDIX A

Glossary of terms

HOUSING RELATED TERMS-GLOSSARY [Mike to check]

Accepted as <i>statutorily homeless</i>	Those households assessed under the homeless legislation as being eligible for assistance, homeless, in priority need (for example, households with dependent children, severe medical problems etc) and not intentionally homeless.
Affordable Homes	Housing that is subsidised for people who cannot afford to buy or rent on the open market
Airey Homes	Homes of non-traditional construction made from pre-cast reinforced concrete
ASB	Anti Social Behaviour (ASBO-Anti Social Behaviour Order)
Asset Management Strategy	A strategy that covers the range of activities that ensure that SCDCs housing stock meets the needs and standards required now and in the future.
Audit Commission	An independent body responsible for “ <i>ensuring that public money is spent economically, efficiently and effectively to achieve high quality local services for the public.</i> ”
Benchmarks	Standards against which performance is compared and measured-often derived from analysing other organisations’ performance
Best Value	A local government performance framework introduced in 1999-intended to promote continuous improvement in local authorities’ performance.
BME	Black and Minority Ethnic households
Broad Rental Market Area	BRMA-The Broad Rental Market Area is the area of applicability of Local Housing Allowances set by the Rent Officer and used in calculating entitlement to Housing Benefit
BVPI	Best Value Performance Indicator-statutory measures of performance to chart performance over time and allow inter-authority comparisons and benchmarking
CAB	Citizens Advice Bureau
Cambridge Sub Region	The area covered by SCDC, Cambridge City, East Cambridgeshire, Fenland, Huntingdonshire, St Edmundsbury and Forest Heath
Cambridgeshire Horizons	A non-profit making company set up by the Cambridgeshire Local Authorities to drive forward the development of new communities and infrastructure in the Cambridge Sub-region.
Capital Expenditure	Expenditure that produces or enhances long term assets-eg building works
Carecall aka Lifeline	Technology to enable vulnerable people to call for help in an emergency-includes fall detectors and portable pendant alarm triggers
Catch Up Repairs	Works necessary to put the housing stock into a lettable condition
CBL	Choice Based Lettings-a new method for allocating council and housing association homes operates from January 2008-provides applicants with more information and choices about where they want to live.
CDLP	Cambridgeshire Disability Learning Partnership
Community Strategy	The strategy agreed by the Local Strategic Partnership (LSP)

Commuted Sums	Lump sum payments-often associated with planning applications-to cover future revenue payments eg maintenance etc or in lieu of direct provision of an asset.
Comprehensive Area Assessment	CAA-an assessment by regulators of the prospects for local areas and the quality of life for local people cutting across a range of services provided by public bodies.
Connexions	Government Agency set up to offer young people information and guidance on learning and careers
Contingent Major Repairs	Repairs of a kind, which cannot be specifically foreseen and may arise from latent defects in construction, design, timber infestations and decay, settlement etc.
Corporate Governance	The process by which organisations are directed and controlled. For local authorities it is generally understood to include community focus, structure and processes, risk management and internal controls, leadership, culture and standards of conduct.
Crime and Disorder Reduction Partnership	A partnership to coordinate how the county council, the district council, the police and other local organisations deal with problems such as crime, anti-social behaviour and drug and alcohol misuse.
CSR	Comprehensive Spending Review- Review conducted every two or three years by HM Treasury, which sets three year budgets, and Public Service Agreements (PSAs), for each Government Department.
Cyclical Maintenance	Regular servicing and inspection of mechanical and electrical equipment and redecoration with associated repairs.
DAAT	Drug and Alcohol Action Team
DCLG	Department of Communities and Local Government-formerly the ODPM
Decent Homes	A government standard for homes incorporating 4 elements-state of repair, condition of facilities and services, thermal comfort and current minimum standards(HHSRS)
Deliverability	An assessment of capacity to achieve an outcome within agreed timescales and budgets
DHS	Decent Homes Standard-see <i>decent homes above</i>
Disabled Adaptation	Works specified by health professionals to improve or modify properties to meet the needs of disabled tenants.
Disabled Facilities Grant	DFG-This grant is available for adapting, or providing facilities for, the home(or common parts in shared buildings) of a disabled person to make it more suitable for them to live in.
DLO	The Council's own Direct Labour Organisation – responsible for carrying out responsive repairs and maintenance
DPD	Development Plan Document-see <i>LDF below</i>
E-Say Group	A small group of tenants - consulted via email on proposed standard letters and documents
East of England Plan	The Regional Spatial Strategy for the East of England- a broad development strategy for the region, providing a framework within which local development documents and local transport plans can be prepared for the period to 2021
EERA	East of England Regional Assembly-A partnership of elected representatives from the 54 local authorities in the East of England and appointed representatives from social, economic and environmental interests (Community Stakeholders). Meets approx twice a year and has 105 members in total.

Empowerment	Often defined as “communities equipping themselves with the knowledge, skills and resources they need in order to change and improve the quality of their own lives and their community”- refers to individuals as well as groups.
Enabling Functions	Co-ordinating the activities of a range of partners to ensure that complex development projects are successfully planned and implemented, including providing resources where appropriate.
Equality Impact Assessment	A way of estimating the impact of a policy or initiative on different groups on the basis of their race, gender or disability and of considering its impact on the council’s equality obligations.
Estate Works	Works to garages and unadopted roads/footpaths etc
Equity Share	Low cost home ownership (LCHO) tenure where the occupier buys a share in the property and the rest is usually owned by a social landlord. No rent is paid on the unsold equity.
External Drivers	Any “pressures” arising from outside the organisation-eg legislation, public demand, actions by other agencies, regulatory requirements etc
Floating Support	Housing support for vulnerable residents where the staff visit the resident’s home but are based elsewhere and not normally resident or office based at the same location/scheme.
General Fund	The Local Authority account that records the revenue income and expenditure for all of its functions, except the landlord function as owner of housing stock
Gershon	Refers to Sir Peter Gershon’s report into possible efficiency savings in the public sector-a label now used for government efficiency targets.
GO-East	The government office for the East of England-located in Cambridge City
Golden Thread	A link between high level objectives down through service plans and strategies to the activities carried out by individuals and the performance indicators that they work to achieve.
HB	Housing Benefit-means tested financial help with rent payments administered by local authorities.
Heartbeat Performance Indicator	Measuring an activity that is fundamental to the “health” of the organisation.
Home Improvement Agency	HIA-In SCDC a council service to help vulnerable access grants and arrange works to help them remain in independent accommodation, as well as promoting energy efficiency and property maintenance.
Housing Futures Working Group	A group consisting of 5 tenant representatives and 5 elected members to oversee the delivery of the project to evaluate and report on options for the future ownership and management of SCDC’s council homes.
Housing Maintenance Plan	Five year plan identifying maintenance programmes with details of specifications and budgets
Housing Register	Register of people applying for council or housing association homes, or existing tenants wanting transfers. Allocations to be organised as a Choice Based scheme from January 2008-aka “the Waiting List”
Housing Revenue Account	The landlord’s account which deals with income and expenditure arising from a local authority’s role as owner of rented and leased housing. Includes government “subsidy” which can be positive (HRA receives extra income) or, as in

	SCDC, negative (the HRA loses income)
HHSRS	Housing Health and Safety Rating System-the HHSRS assessment is based on the risk to the “ <i>potential occupant who is most vulnerable to that hazard</i> ”. Replaces the previous housing fitness regime.
Improvements	Installation of components that do not currently exist at a property but would enhance the property, or upgrading an element to be replaced or renewing an element before the end of its life.
Investors in People	IIP- A national standard which sets out a level of good practice for the training and development of people in order to achieve business goals.
IT	Information Technology
KLOE	Key Lines of Enquiry-a checklist of questions to be considered when the Audit Commission review services.
LDF	Local Development Framework-a suite of documents which guide local development-to replace the previous Local Plan. Includes Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs)
Lifeline	Technology to enable vulnerable people to call for help in an emergency-includes fall detectors and portable pendant alarm triggers
Local Area Agreement	LAA- a three year agreement between central Government and the local authorities/LSPs identifying local priorities and establishing outcome targets, reflecting national priorities and local Community Strategies.
Lower Quartile	The bottom 25% of any data set, such as house prices or incomes.
LSP	Local Strategic Partnership- A multi-agency body working within a local authority boundary, bringing together different parts of the public, private, community and voluntary sectors to co-ordinate action and tackle problems.
LSVT	Large Scale Voluntary Transfer-the transfer of a local authorities housing stock to a not-for-profit landlord (housing association) following a tenant ballot.
Major Works	The periodic overhaul / refurbishment / renewal of the building components and landlord’s fixtures and fittings, to keep the property in a lettable condition.
Major Repairs Allowance	An allocation within the HRA subsidy calculation, of the amount of money the government estimates to be needed to pay for major works to the housing stock. Government decides how much rental income should be allocated to designated activities from rental income before it either meets any deficit with grant funding or, as in SCDC, takes away any remaining balance.
MAPPA	Multi Agency Public Protection Arrangement-statute based co-operation between the Police, Prisons and Probation to manage the risks posed by the most serious offenders. Other agencies-including housing-have a duty to co-operate.
Move-On Accommodation	Accommodation offered to people in supported accommodation to enable them to move out to a more independent tenancy.
NAHP	National Affordable Housing Programme-The main source of public subsidy for new affordable housing, put together by the Housing Corporation and approved by Ministers in consultation with the Regional Assemblies. The Housing Corporation will be

	superceded by the Homes and Communities Agency from December 2008
Negative Subsidy	See <i>Subsidy System</i>
NOSP	Notice of Seeking Possession-Document that must legally be served on tenants by a landlord wanting to regain possession of a property
Options Appraisal	A formal evaluation of the alternative options available to a local authority who own housing concerning its future ownership and management arrangements.
ODPM	Office of the Deputy Prime Minister-now the DCLG
PCT	Primary Care Trust-the lead body for health responsible for the health and well being of people by commissioning or delivering local services
PESTE	An analysis based on the following factors-political, economic, social, threats/opportunity and environmental.
PI	Performance Indicator- measures of performance to chart performance over time and allow inter-authority comparisons and benchmarking. May be statutory (see BVPI) or voluntary.
Procurement Strategy	The strategy covering all activities that involve buying, contracting, purchasing, sourcing or tendering
PRS	Private Rented Sector
Regional Homelessness Champion	An authority chosen for its success in tackling and preventing homelessness who will be asked to commit time to spreading best practice across their region.
Relet Time	The time it takes to let a property to a new tenant once an existing tenant moves out.
Resource Accounting	An accounting system which takes full account of the costs of providing a service by measuring all costs including depreciation and use of capital assets instead of just measuring cash spent.
Responsive Repairs	Maintenance arising from the landlord's obligations to carry out repairs to a property, either upon a tenant's request or arising from staff inspection or in connection with re-letting of a property
Revenue Expenditure	Recurring expenditure which doesn't produce a lasting capital asset including salaries, insurance, heating, etc
Right to Buy	Statutory right enabling qualifying tenants to buy council homes at a discounted price
RSL	Registered Social Landlord-normally a housing association.
SAP	Standard Assessment Procedure-a measure of a building's energy efficiency
Section 106	S106-Legal agreements between a planning authority and a developer, or undertakings offered unilaterally by a developer, which ensure that certain works related to a development are undertaken.
Section 20	Refers to the Landlord and Tenant Act 1985 (amended)-regulations concerning consultations with leaseholders over service charges.
Service Level Agreement	SLA-Agreements with suppliers of services that define the type of service they must supply, the level of service to be supplied, and which set out responsibilities and priorities including payment terms.
Shared Ownership	Sometimes called "Part Rent/Part Buy"-the occupier buys a share of the equity in the property and pays a rent on the remaining share.
Social Landlord	A not-for-profit landlord-predominantly housing associations and

	local authorities
Stakeholder	Individuals, agencies or other organisations with a specific interest in an aspect of service delivery or a project
Strategic Growth Site	Larger growth sites around the fringes of Cambridge City as well as Northstowe
Strategic Housing Market Assessment	An assessment of housing need and demand, together with the key characteristics of the local housing market
Subsidy System	The mechanism the government use to either subsidise Housing Revenue Accounts or, as in SCDC, to take money away from them (“negative subsidy”)
Supporting People	SP-Government funded scheme administered at county level to pay for housing support eg sheltered housing officers.
Sustainable	<i>EITHER</i> -1. Viable in the longer term financially and in practical terms <i>OR</i> -2. Environmentally sustainable because it doesn't jeopardise the environment for current and future generations.
Temporary Accommodation	The provision of accommodation to those owed a statutory rehousing duty through the homeless legislation.
Tenanted Market Value	The present value of the rent income projected over 30 years after allowing for all necessary repairs, improvements, maintenance and management costs.-assumes the property remains as affordable housing.
TP	Tenant Participation
Tribal	Private consultants specialising in housing and other social policy areas, specialising in the public sector.
Upper Quartile	The top 25% of any data set, such as house prices or incomes.
VFM	Value for Money-a concept involved in the assessment of economy, efficiency and effectiveness. Goes beyond simply measuring resources used to look at quantity and quality of outputs and outcomes.
Void	A property without a tenant or other resident. Usually used in relation to public sector properties rather than the term “empty properties” which is generally used for the private sector.

APPENDIX B

CONTACTS

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APPENDIX C

Five Year Housing Maintenance Plan 2009/10 – 2013/14