



**DRAFT** PORTFOLIO HOLDER DECISION NOTICE

**PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR HOUSING**

**TOPIC – STRATEGIC HOUSING DIVISION BUSINESS PLAN 2010/11 ONWARDS**

**PROCEDURAL INFORMATION**

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Corporate Director (Governance), the Chief Executive and the Head of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

**If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Committee Administrator by 5.00pm on 30 April 2010.**

**Contact Officer:**

Andrew Palmer, Head of Strategic Housing, Tel 01962 848 152,

Email: <mailto:apalmer@winchester.gov.uk>

**Committee Administrator:**

Nancy Graham, Tel: 01962 848 235, Email: [ngraham@winchester.gov.uk](mailto:ngraham@winchester.gov.uk)

**SUMMARY**

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key actions that the Division will undertake over the coming five year period, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are:

- For the completion of 100 new affordable homes in the District,
- To increase the supply of urban schemes on Council owned land, with at least 4 schemes obtaining planning permission and 2 schemes completed within the financial year,
- To integrate Hampshire Home Choice partners policies, procedures and systems leading to the admission of another Local Authority partner
- To implement actions included within the Homelessness Strategy,
- To address major housing issues, action and targets arising from Housing Board,
- To support the Local Development Framework process and Core Strategy,
- To support the development and implementation of 20 community led plans across the District.

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's objectives and outcomes, as set out in the Sustainable Community Strategy 2009-14 and Corporate Business Plan or otherwise ensure that the Council meets the statutory obligations put on it by central Government. Other than where indicated, these actions can be achieved within the resources available. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescales shown

### **PROPOSED DECISION**

That the Business Plan for the Strategic Housing Division be approved as attached at Appendix A.

### **REASON FOR THE PROPOSED DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve the outcomes as set out in the Sustainable Community Strategy and meet its statutory obligations within the resources available to it.

The Social Issues Scrutiny Panel has been consulted on the Business Plan and raised the following issues:

None.

**FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED  
FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION  
NOTICE**

N/A

**DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR  
OFFICER CONSULTED**

None.

**DISPENSATION GRANTED BY THE STANDARDS COMMITTEE**

N/A

**Approved by: (signature)**

**Date of Decision**

**Councillor Tony Coates - Portfolio Holder for Housing**

# Strategic Housing & Community Planning Division Business Plan 2010- 2015

## 1. Brief Description of the Service and its Purpose

The Housing Green Paper *Homes for the Future: more affordable, more sustainable* (July 2007) sets out a clear statement about the expectation on local authorities to provide vision, leadership, planning and delivery at a strategic level to:

- Assess and plan for the current and future housing needs of the local population across all tenures
- Make the best use of the existing housing stock
- Plan and facilitate new supply
- Plan and commission housing support services that link homes to the support and other services that people need to live in them
- Work in partnership to secure effective housing and neighbourhood management on an ongoing basis.

### ***Strategy and Enablement***

The planning and delivery of new affordable housing in the District, including the planning and commissioning of supported housing by

- Monitoring the performance of affordable housing providers
- Working with neighbouring Local Authorities (LA`s) in the strategic sub-regional planning and delivery of affordable housing (AH)
- Continuing to enable as much affordable housing as possible to be provided by all possible means and for all tenures
- Continuing to financially commit to affordable housing for as long as possible and to maximise resources coming into the district
- Understanding the housing needs of the District through appropriate research and analysis

### ***Housing Needs***

The overall aim of the Housing Needs service is to maximise the potential use and occupation of the housing stock to meet the needs of those wishing to either access or move within social housing, providing choice and promoting social inclusion. The service also provides:

- Providing effective information on the options available to those accessing the service
- Developing wider sub-regional options for re-housing through Choice Based Lettings
- Improving partnership working to produce greater choice for those wishing to access affordable housing

### ***Homelessness & Advice***

The service is directed towards,

- Preventing homelessness
- Ensuring there is sufficient good quality accommodation for homeless households
- Ensuring there is satisfactory support for households that are homeless or facing homelessness
- Comprehensive housing advice to those living in or wishing to move into the Winchester District

### ***Private Sector Housing***

The Private Sector Housing Team delivers the Council's renewal strategy for the private sector housing stock as detailed within the Housing Strategy and the Private Sector Housing Renewal Strategy. The objective is to secure the improvement of substandard housing conditions in owner occupied and tenanted properties and to ensure that houses in multiple occupation are maintained to a safe and satisfactory standard and licensed in accordance with the provisions of the Housing Act 2004. The team also promotes home energy saving measures in co-operation with partner organisations and other Agencies.

### ***Community Planning***

The Community Planning team works with local communities to help them research and plan for the future of their area, with everyone having an opportunity to be involved in improving quality of life. This work takes place in the rural parishes and urban neighbourhoods of Winchester. The aim is to increase participation in community life and to increase the opportunities for residents to influence the work of local authorities and other service providers. The Team is also involved in other aspects of community development, including the provision of community facilities and strong social networks in new communities such as West of Waterlooville, and in supporting the delivery of affordable housing.

**2. Links between Council strategic priorities and services**

<b><i>Strategic priority</i></b>	<b><i>Departmental responsibility</i></b>
<b>Safe and Strong Communities</b>	<ul style="list-style-type: none"> <li>• Improving the quality of Council housing stock and promoting high standards in private sector housing</li> </ul>
<b>Safe and Strong Communities</b>	<ul style="list-style-type: none"> <li>• Enabling, and improving access to, affordable housing</li> </ul>
<b>Economic Prosperity</b>	<ul style="list-style-type: none"> <li>• Ensure an adequate housing supply to support the local economy</li> </ul>

**3. Summary of Progress in 2009/10**

- 116 affordable homes completed
- 26 new rural exception scheme housing completed
- Heat Seekers project launched to improve thermal efficiency in private properties
- Successful Housing Forum event that discussed issues of elderly care, fuel poverty and CBL.
- Number of households in temporary accommodation reduced to 13 therefore meeting the Government target of a 50% reduction by 2010
- Completion of the sub-regional CBL scheme which was operational on the 22<sup>nd</sup> April 2009
- Major review carried out, in conjunction with Supporting People, of homelessness provision in the Winchester District.
- Private Sector Renewal Strategy completed and approved by Cabinet

**4. Service Priorities 2010/15 – Key Priorities**

**A) Key Service Priorities 2010/15**

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
STH/DIV/003	Integration of Hampshire Home Choice partners policies procedures and systems	<b>Inclusive Society</b> – People have access to housing that meets their needs	01 Mar 2010	Test Valley Borough Council admitted to Hampshire Home Choice	30 Jun 2010	31 Jan 2011	TVBC admitted to HHC partnership, shared working opportunities investigated. Costs savings and efficiencies achieved	Andrew Palmer
STH/OPT/003	Addressing fuel poverty	<b>High Quality Environment</b> – The District meets the need of climate change	01 Mar 2010	Annual return for NI187	31 Mar 2011	31 Mar 2011	Reduction in numbers of households affected by fuel poverty	Diane Cooper
STH/DIV/001	Total no of affordable homes completed within the District	<b>Inclusive Society</b> – People have access to housing that meets their needs	01 Apr 2010	100 new homes provided	31 Mar 2011	31 Mar 2011	Improved housing circumstances – 100 new homes completed	Simon Maggs; Andrew Palmer

**B) Other ongoing areas of work (including 'business as usual')**

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
STH/DEV/001	Investigations and completions of new rural housing schemes; Progression of Rural Housing Development Action Plan	<b>Inclusive Society</b> – People have access to housing that meets their needs	01 Apr 2010	3 permissions	31 Jul 2010	31 Mar 2010	Improved housing circumstances. Seek planning permission for 4 sites; obtain planning permission for 3 sites; complete 1 site; monitoring of Rural Housing Development Action Plan	Simon Maggs; Andrew Palmer
				2 further planning applications	31 Mar 2011			
				Monitoring of Rural Development Action Plan	31 Mar 2011			
STH/DIV/002	Major housing issues, actions and targets	<b>Inclusive Society</b> – People have access to housing that meets their needs	01 Apr 2010	Ensure adequate supply of housing		31 Mar 2013	Improved housing circumstances – targets in the Housing Strategy Action Plan will be met; monitoring by the Housing Board.	Simon Maggs; Andrew Palmer
STH/DIV/008	To implement the actions set out in the Private Sector Strategy Action Plan	<b>Inclusive Society</b> – People have access to housing that meets their needs	01 Apr 2010	To be agreed April 2010		31 Mar 2013	Improvements in living conditions for those in the private sector housing stock. Targets met in the Private Sector Housing Strategy Action Plan	Andrew Palmer
STH/DIV/005	Ensure up to date information is available for all stakeholders	Inclusive Society	01 Apr 2010	Quarterly HHC newsletter produced	Quarterly	31 Mar 2011	Improved awareness of housing issues, activity and choices	Andrew Palmer
				Quarterly newsletter produced	Quarterly			
STH/DIV/006	Meeting Housing Equalities Action Plan targets	Inclusive Society	01 Jan 2010	To be agreed April 2010		31 Mar 2011	Council is compliant with equalities legislation	Andrew Palmer
STH/DEV/003	Support Major Developments: PUSH, Silver Hill, Major Development Areas	Efficient and Effective Council	01 Apr 2010			31 Mar 2014	Improved housing circumstances; opportunity for communities to influence decisions. Inclusion in Core	Simon Maggs; Andrew Palmer



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APPENDIX A

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
	(MDA's)						Strategy, allocations made in DPD's, granting of planning permissions	
STH/DEV/005	Support the evaluation of current local office sites and involvement in Postal Services Informal Scrutiny Group (ISG)	<b>Health and Wellbeing</b> – People are active in their communities	01 Apr 2010	Subject to agreed project plan		31 Mar 2011	Member decisions on future local service provision	Simon Maggs; Andrew Palmer
STH/DEV/004	Support the development and implementation of community led plans across the district	<b>Health and Wellbeing</b> – People are active in their communities	01 Apr 2010	20 communities supported	31 Mar 2011	31 Mar 2011	People are active in their communities: Increase the number of people who feel they can influence decisions in their locality by supporting work on neighbourhood, parish and town plans. This reflects the SCS outcome and LAA NI4	Simon Maggs; Andrew Palmer
				4 plans produced	31 Mar 2011			
STH/OPT/002	Implement actions within Homelessness Strategy	<b>Inclusive Society</b> – People have access to housing that meets their needs	01 Apr 2009	To be agreed in April 2010		31 Mar 2012	Reducing homeless applications, less use of temporary accommodation. Mortgage rescue scheme in place. Targets in Homelessness Strategy Action Plan met. NI 156. Play a role in the High Dependency Shelter project	Diane Cooper; Andrew Palmer
STP/PROJ/001e	Support to the LDF process and Core Strategy from Strategic Housing Division	<b>Inclusive Society</b> – People have access to housing that meets their needs	01 Apr 2010	Draft Core Strategy	31 Oct 2010	31 Dec 2013	Complete Rural Masterplanning; Core Strategy; DPD, SPD all adopted.	Steve Opacic; Andrew Palmer
				Rural Master planning	30 Nov 2010			
				EIP	30 Jun 2011			
				Submission of Core Strategy	30 Jun 2011			

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APPENDIX A

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
				Adoption of Core Strategy	31 Dec 2011			
				DPD EIP	30 Jun 2012			
				Adopt SPD	31 Jul 2012			
				Adopt DPD	31 Dec 2012			
STH/DIV/004	Investigations and completions of new housing schemes on Council owned land	<b>Inclusive Society</b> – People have access to housing that meets their needs	01 Apr 2010	2 permissions granted	31 Jul 2010	31 Mar 2011	Improved housing circumstances - seek planning permission for 3 sites; obtain planning permission for 4 sites; complete 2 sites	Andrew Palmer
				2 permissions granted	31 Mar 2011			
STH/DIV/007	Implement actions in the Older Person's Housing Action Plan	<b>Health &amp; Wellbeing</b> – older people enjoy healthy, fulfilling and active lives	01 Apr 2010	Milestones included in Older Person's Housing Action Plan		31 Mar 2013	Older people enjoy healthy, fulfilling and active lives	Simon Maggs

5. Resource Implications

A Financial

Divisional Summary

<i>Subjective Analysis</i>		<i>Actual 08-09</i>	<i>Original 09-10</i>	<i>Revised 09-10</i>	<i>Budget 10-11</i>
Expenditure	Employees	832,452	918,141	917,650	920,136
	Premises	14,056	634	10,634	634
	Transport	90,521	59,683	91,635	90,710
	Supplies & Services	56,906	56,008	76,108	48,014
	Third party payments	18,226	59,860	93,087	68,360
	Depreciation & Impairment Losses	431,622	1,653,410	1,831,500	1,330,000
<b>Expenditure Total</b>		<b>1,443,783</b>	<b>2,747,736</b>	<b>3,020,614</b>	<b>2,457,854</b>
Income	Income	(71,430)	(278,470)	(371,870)	(178,470)
	Income (Internal)				
<b>Income Total</b>		<b>(71,430)</b>	<b>(278,470)</b>	<b>(371,870)</b>	<b>(178,470)</b>
Support Services		177,159	204,261	111,315	111,315
<b>Strategic Housing Total</b>		<b>1,549,512</b>	<b>2,673,527</b>	<b>2,760,059</b>	<b>2,390,699</b>

**Budget Book Line Summary**

<i>Budget Book Line</i>	<i>Actual 08-09</i>	<i>Original 09-10</i>	<i>Revised 09-10</i>	<i>Budget 10-11</i>
Trading A/C	(0)	0	1	1,491
Care in the Community	5,461	5,527	5,144	5,144
Choice Based Lettings	15,590	(4,059)	(2,945)	(7,945)
Private Sector Housing	100,924	90,777	73,472	100,470
Renovation Grants	230,830	470,148	567,625	370,662
Corporate Property Repairs	0	0	0	2,675
Sewage works	(390)	(630)	(630)	(630)
General Improvement Areas	0	(8,300)	(8,300)	(8,300)
Home Check Scheme	32,065	29,146	30,740	31,356
Home Energy Conservation	19,759	15,677	15,475	15,880
House Purchase Advances	(11,923)	3,069	492	492
Housing Enablement	237,603	211,171	205,972	198,204
Housing Strategy	98,692	4,561	(9,575)	176,661
Homelessness Admin	223,443	207,316	370,996	249,324
Housing Needs	245,630	330,278	122,729	168,722
Strategic Housing Services	280,500	1,200,000	1,290,160	986,939
Community Planning	71,329	118,846	98,703	99,555
<b>Strategic Housing Total</b>	<b>1,549,512</b>	<b>2,673,527</b>	<b>2,760,059</b>	<b>2,390,699</b>

**B) Workforce**

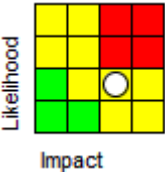
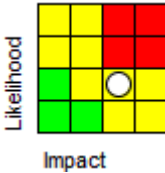
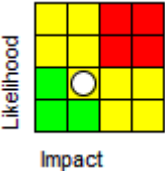
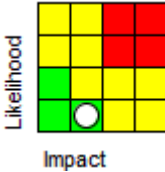
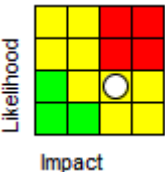
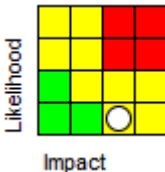
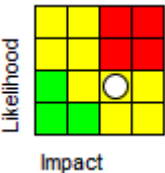
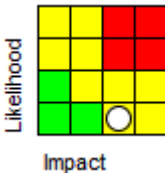
A significant challenge for the service will be to retain our trained qualified staff especially in the strategy and development field. Housing Associations are competing strongly for staff in this area to keep pace with the supply of new homes

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ol style="list-style-type: none"> <li>1. Homes and Communities Agency funding required to deliver affordable housing programme</li> <li>2. Effective partnership working with neighbouring authorities</li> <li>3. Availability of credit</li> <li>4. National Economic conditions</li> </ol>	<ol style="list-style-type: none"> <li>1. Well trained experienced staff</li> <li>2. Adequate experienced staff (time) to deliver number of projects</li> </ol>
WORKFORCE IMPLICATIONS	

**6. Key Performance Indicators**

Code	Description	Managed By	How frequently is data gathered	2007/08	2008/09	2009/10		2010/11	2011/12
				Actual	Actual	Value	Target	Target	Target
BV183a	Length of stay in temporary accommodation (B&B) (weeks)	Diane Cooper; Malcolm Edington; Andrew Palmer	Annually	0.00	0.00	0.00	0.00	0.00	0.00
BV183b	Length of stay in temporary accommodation (Hostel) (weeks)	Diane Cooper; Malcolm Edington; Andrew Palmer	Annually	39.00	29.54	37.00	40.00	37.00	37.00
BV202	Number of people sleeping rough	Diane Cooper; Malcolm Edington; Andrew Palmer	Annually	5	4	N/A	3	3	3
NI 155	Number of affordable homes delivered (gross)	Simon Maggs; Andrew Palmer	Annually	156	67	113 (est.)	100	100	100
NI 156	Number of households living in temporary accommodation	Diane Cooper; Malcolm Edington; Andrew Palmer	Quarterly	No data for this range	35	19	24	15	15
NI 187(i)	Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating: (i) Low energy efficiency	Diane Cooper; Andrew Palmer	Annually	No data for this range	13%	N/A	13%	12%	11%
NI 187(ii)	Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating: (ii) High energy efficiency	Diane Cooper; Andrew Palmer	Annually	No data for this range	24%	N/A	24%	25%	26%
STH0001a	Choice Based Lettings - Total Number on the Housing Waiting List (WCC Applicants)	Diane Cooper; Olu Fajuyitan; Andrew Palmer	Monthly	2,992	3,136	2,482	No target set	No target set	No target set

**7. Key Elements of Risk Management**

Risk Number	Short Name	Risk Ownership	Cause	Consequence	Current Risk Matrix	Target Risk Matrix	Linked Strategic Risk
OP0015	Choosing not to provide housing to all groups in society	Andrew Palmer	Need to avoid placing unsuitable individuals in a particular community	(1) Homelessness (2) Legal challenge (3) Reputation (4) Increased bed and breakfast usage (5) Failure to meet Homelessness targets			SR0016
OP0016	Violence to Staff	Andrew Palmer	Homeless people emotionally vulnerable	(1) Trauma to staff/public (2) Damage to property (3) Litigation (4) Staff Morale (5) Future staffing issues (6) Retaliation (7) Health and Safety Issues (8) Trade Union Intervention			SR0010
OP0017	Not delivering any affordable housing	Andrew Palmer	a) Not obtaining Planning Permission b) No Government Funding c) No Council support	(1) Failure to attract grant (2) Failure of local housing market (3) Increasing homelessness (4) Customer expectation failure (5) Adverse publicity (6) Reputation with partners/GOSE/ODPM (7) Political fall-out			SR0009
OP0084	Choice Based Letting collaborative working	Andrew Palmer	Withdrawal of a partner (Local Authority)	1. Loss of Government Grant - full cost falls to Local Authority to implement Scheme 2. Reputation of Council 3. Poor service to customers 4. Increased costs			SR0002; SR0006