

Housing Services Portfolio Plan 2016/17

With responsibility for Housing Services and New Homes Delivery.



Cllr Caroline Horrill

'As Portfolio Holder for Housing Services, I'm proud of the Council's reputation as a landlord and will continue to focus on ensuring council housing is maintained to decent homes standard and that the City Council's estates are places where people want to live, caring for their homes and environment and so fostering a strong community spirit.

I am determined to ensure that the Council continues to strive to support local residents in housing need. I am a passionate advocate of delivering more affordable housing and will continue to look for innovative solutions that will increase the pace of delivery and the numbers of new homes in the district.

We live in a changing world – people's needs and expectations, resources available, and the Government's new housing bill to name but a few of the challenges we face. I am clear, though, that we will work through all of these challenges and provide the best housing for our tenants that we possibly can.

The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2016/17.

Active Communities Priority Outcome

Objective: Provision of housing to meet community needs.

- Increase the supply of Affordable Housing Across the District
- To establish policies to implement and mitigate the impact of measures introduced through the Housing and Planning Bill and Welfare Bill
- To develop an HRA Asset Management Strategy to support the above programmes
- Deliver and monitor an enhanced maintenance programme for existing Council stock
- Implement a local programme of measures to prevent and address homelessness in the district

High Quality Environment Priority Outcome

Objective: Ensuring that the quality of the place that we enjoy is maintained and enhanced

- Deliver a WCC estates improvement programme;
- Complete a strategic review of options to address tenants concerns re parking on City estates
- To deliver actions set out in the Low Carbon Route Map aimed at improving the energy efficiency of Council housing;

Efficient and Effective Council Priority Outcome

Objective: Ensuring the Council is resilient with an agile and flexible workforce

- Implement a Digital transformation programme for Housing Services

Key documents and strategies that are linked to the objectives in this Portfolio Plan

New Homes Delivery Plan

Housing Strategy

HRA Business Plan 2015-45

[Preventing Homelessness Strategy 2014-19](#)

[Low Carbon Route Map](#)

[Stanmore Planning Framework, 2013-23](#)

Housing Portfolio Plan 2016/17

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Active Communities					
Objective: Provision of housing to meet community needs					
Increase the supply of Affordable Housing Across the District,	To complete new units at: Chesil St Extra Care Victoria Rd, Winchester	Sept 17	Assistant Director (Chief Housing Officer)	52 units open and let 27 units open and let	£50m in capital programme over next 5 years
	Start on site for: Hillier Way, Abbots Barton	Jul 16		Building works underway for 50 new units	
	Mitford Rd, New Alresford	Aug 16			
	Baily Close, Stanmore	Nov 16			
	Knowle Village	Nov 16			
Greenhill Rd, Winchester	Jan 17				
To design and prepare for Planning: Wilberforce Rd, Stanmore	Jan 17	Approval of business case and to submit for Planning approval			
To complete conversions from communal space to new units at: Stanmore Library	Dec 16	4 new units created and let			
Fimrstone Rd, Winnall	Dec 16				
Spring Hse Close, Colden Common	Mar 17				
To develop clear plans for use of offsite resources	Jul 16	Opportunities identified over and above existing	£17.5m S.106 contribution		

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	<p>from Whiteley MDA</p> <p>To review housing potential of large council owned sites, including existing Leisure Centre site</p> <p>To prepare a register of public land with development potential and also a register of those interested in developing/self-build in the district</p> <p>To work with partners to ensure delivery and increase supply through their activities, particularly in relation to major development areas and other large projects, (Silver Hill, Station Approach, etc.</p>	<p>Jul 16</p> <p>Sept 16</p> <p>March 17</p>		<p>new build programme for 350 new homes</p> <p>New large sites set aside for affordable housing</p> <p>Register in place</p> <p>To double the amount of new units annually from an average of 100 to at least 200 annually</p>	<p>incoming over next 10 years</p> <p>HRA and General Fund sites for review</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
To establish policies to implement and mitigate the impact of measures introduced through the Housing and Planning Bill and Welfare Bill	Take measures to generate additional receipts and increase reserves in preparation for High Value Sales measures	Dec 16	Assistant Director (Chief Housing Officer)	Reduced pressure on HRA to sell all vacant homes above sales thresholds	Within existing HRA resources
	To establish effective procedures to address "Pay to Stay" measures	March 17		Administrative procedures and resources in place to manage new programme	New resources to be funded from receipts collected
	Identify service changes to meet annual £2m shortfall from 2020 and beyond	March 17		Balanced and sustainable business plan without major service reductions	
	Support those affected by Benefit cap to get into work and to sustain tenancies	March 17		At least 25% reduction in numbers subject to Capping	Discretionary Housing Payment (yet to be agreed)
To develop an HRA Asset Management Strategy to support the above programmes	Review potential for alternative strategies including sales, acquisitions, regeneration,	July 16	Assistant Director (Chief Housing Officer)	Preferred options identified	£50k included in HRA Budget
	Monitoring Report on Progress	Nov 16			

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Deliver and monitor an enhanced maintenance programme for existing Council stock	Enhanced Programme approved	April 2016	Assistant Director (Chief Housing Officer)	All Council homes comply with decent Homes Standard	£8.8m included in HRA Budget
	Half Year Monitoring report	Nov 16			
Implement a local programme of measures to prevent and address homelessness in the district	To develop and promote the "City Lets" initiative to increase supply and access to private rented accommodation	Jul 16	Assistant Director (Chief Housing Officer)	Agreements with landlords for more access to PRS in Winchester	£200k Homelessness Prevention Grant annually
	To maintain register of empty properties and take formal action as appropriate to address individual cases	Sept 16		No property left empty for more than 1 year	As above
	Work with partners to enable the provision of additional supported housing for single homeless individuals	March 17		Increased supply of units and move on accommodation to assist the work of the Supported Housing Panel	As above
	Work with partners to support the delivery of the Syrian Refugee Resettlement programme	March 17		4 families assisted annually	National grant to support each family

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	Quarterly reviews confirming effectiveness of "No Second Night Out" service, Alternative Giving schemes and other actions to address rough sleeping and street activity	March 2017		Quarterly reviews confirming effectiveness of "No Second Night Out" service	
Priority Outcome: High Quality Environment					
Objective: Ensuring that the quality of the place that we enjoy is maintained and enhanced					
Deliver a WCC estates improvement programme	Delivery of approved schemes	March 2017	Assistant Director (Chief Housing Officer)	Improved customer satisfaction with housing estates	£268k included in HRA for 2015/16
Complete a strategic review of options to address tenants concerns re parking on City estates	Review completed	March 2017	Assistant Director (Environment)	Programme of measures and works approved to mitigate parking pressures	As above Support from Traffic and Engineering teams
To deliver actions set out in the Low Carbon Route Map aimed at improving the energy efficiency of Council housing	Programme delivered	March 2017	Assistant Director (Chief Housing Officer)	Improved resident awareness of energy efficiency Completion of ten year programme to upgrade all heating systems and exploit benefits of renewable technology	£778k pa included in annual repairs programme

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Efficient and Effective Council					
Objective: Ensuring that the Council is resilient with an agile and flexible workforce.					
Implement a Digital Transformation programme for Housing services	Major revision/refresh of Housing website pages	Jul 16	Assistant Director (Chief Housing Officer)	Aim to double “hits” to key pages	To be determined from within existing HRA resources.
	Wi fi enable communal housing schemes	Dec 16		Clear communication of all key housing services/projects	
	Extend use of “Your Council House” On line portal	March 17		Regular and wide on line engagement with Council from tenants living in Communal housing	
	Effective interfaces between Council and Contractor systems	Oct 16		At least 1000 tenants signed up and using system	
	Embedded use of social media in all Housing communications	March 17		Clearer repairs reporting and elimination of client/contractor duplication	
	Paperless Direct Debit option implemented	March 17		To double the number of followers to existing accounts Increased Direct Debit take up	