

South Holland District Council



Delivery Plan 2009/10

Affordable Housing and Virtual Private Sector

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Introduction

This Delivery Plan (DP) forms part of the integrated planning and performance framework of South Holland District Council. Further information on that framework can be found in the document “South Holland District Council – Integrated Planning Framework” on SHINE. Links to all of the other documents referred to in this introduction can also be found at the same place.

The Council's planning and performance framework ensures that the Community's priorities for improvement, as derived from the Lincolnshire Sustainable Community Strategy and outlined in the Council's Corporate Plan, are reflected in the individual business plans and delivery of the services which will be responsible for delivering them.

Our current corporate priorities are:

1. Affordable Homes
2. Care of our Villages and Towns
3. A Secure and Diverse Economy
4. Improving Health through Cultural and Sports Opportunities
5. Access to Services
6. Democratic Community Leadership

This DP provides detailed action plan in support of priorities in the Corporate Plan. It is revised and monitored by the Affordable Housing Working Group (AHWG).

Affordable Housing and Private Sector Housing

The Council has a number of duties and responsibilities in respect of strategic and private sector housing and these are delivered from a number of different service areas across the management structure. Historically we have tended to focus on our landlord role in the housing sector and we have not in the past given the same amount of attention or resource to our strategic and private sector housing role. This is something we have recognised and have sought to address through the virtual team approach.

Objectives in Corporate Plan

The key housing targets are to provide affordable, sustainable and decent homes to improve the balance of the housing market. This will include the following 'areas':

- The provision of more high quality affordable housing
- Providing and improving a high quality social housing landlord role
- The reduction of homelessness
- Working effectively with others to enable them to meet the housing needs of the district.

This Plan will deliver the actions needed to support the Housing Strategy and the planning policies on affordable housing. There is a strong emphasis on providing more affordable housing in the

Community Plan, the Council's Corporate Plan and the Local Plan. More details on these are included in the Housing Strategy and Corporate Plan.

The future challenge for the service is to provide more affordable housing to meet current and future needs. The current economic climate means more people need an affordable home but despite delivery of affordable homes being steady, gaining the credit to buy these homes is difficult. Many developers are scaling down development as they are unable to sell their existing stock.

The Housing Strategy Team is working closely with developers, funders, regulators and Registered Social Landlords (RSLs) in line with Local Government Association (LGA) expectations to secure sites for affordable housing, and encouraging exception sites in rural areas where all dwellings must be affordable. The Housing Corporation is keen on innovative ideas and to give funding to RSLs to enable more affordable housing to be built in these difficult times.

The Council will continue to deliver one third affordable housing on market sites through policy HS8 of the Local Plan, whilst also taking account of viability under that policy.

New housing company initiative:

The Council has set up an innovative new housing company, which has pre-qualified to receive grant from the Homes and Communities Agency (HCA). The company is wholly owned by the Council and will build new affordable homes. The challenge for the future is to obtain funding from the HCA and to build its first affordable homes

Performance Indicators

The Corporate Director and the relevant Heads of Service are responsible for:

- monitoring the targets
- collecting the performance indicator information
- reviewing the business plan
- collating the information for the Organisational Development Team

LAA National Indicators								
Priority	PI Num	PI Title	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target	2010/11 Target	2011/12 Target
Affordable Housing	NI155	Number of affordable homes delivered	122 (AMR 2008)	130	90	135	140	145
Affordable Housing	NI156	Number of households living in temporary accommodation	New indicator	33	25	26	20	20
Affordable Housing	KPI 0906	Average time to re-let council housing in days	27	21	20	19	18	17
Affordable Housing	NI187a	Tackling fuel poverty - % of people receiving income based benefits living in homes with low energy efficiency rating (SAP<35)	New indicator	N/A	19.45	18.8	18.6	18.55
Affordable Housing	NI187b	Tackling fuel poverty - % of people receiving income based benefits living in homes with low energy efficiency rating (SAP>65)	New indicator	N/A	20.93	21.83	22.13	22.18

LAA National Indicators								
Priority	PI Num	PI Title	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target	2010/11 Target	2011/12 Target
Affordable Housing	KPI 0902	Local authority rent collection and arrears; proportion of rent collected	99.46%	99.5%	99.00% (provisional)	99.5%	99.5%	99.5%
Affordable Housing	NI 158	% non-decent council homes	11.99%	5%	2.82%	0%	0%	0%
Affordable Housing	KPI 0501	The number of private sector vacant dwellings that are returned into occupation or demolished during the financial year as a direct result of action by the local authority	65	40	85	85	90	100

Affordable Housing Delivery

Financial year	Number of additional affordable homes provided				
	Council properties	RSL-rented	RSL-shared equity	Other (including open market Homebuy)	TOTAL
1998/99	2	27	22	0	51
1999/00	0	28	9	0	37
2000/01	0	36	8	0	44
2001/02	0	4	0	1	5
2002/03	1	20	8	20	49
2003/04	0	27	0	0	27
2004/05	0	9	1	1	11
2005/06	4	18	7	6	35
2006/07	4	71	39	26	140
2007/08	14	34	20	42	110
2008/09	0	41	28	21	90

2009 –11: DELIVERY PLAN - ACTION PLAN & PROGRESS
Area 1 - The provision of more high quality affordable housing

Key outcomes: A Developing a robust planning policy
B Ensuring the delivery of more affordable housing

Strategy reference if applicable	Key outcome	Description	Priority	Lead role	Resource Implication	Target	Measurement	Milestones	Progress:
1.8	B	Number of social rented homes completed during the year	High	Housing Strategy Manager	Council's Capital Programme, developers on-site provision, RSLs' resources, Homes and Communities Agency	NI 155. 08/09 – 130 affordable homes 09/10 – 135 affordable homes 10/11 – 140 affordable homes 11/12 – 145 affordable homes 12/13 – 150 affordable homes	Counting of properties completed	Monthly targets shown on corporate dashboard	41
1.9	B	Other (Intermediate rented or sold)							52 (includes low cost market)

	A & B	Identify acceptable 'exception' housing sites outside defined settlement limits, obtain planning permission, and facilitate construction	High	Housing Strategy Manager	Council's Capital Programme, developers on-site provision, RSLs' resources, Homes and Communities Agency, Planning Policy Team	08/09 – 10, dwellings 09/10 – 15 dwellings, 10/11 – 20 dwellings. These will be within the overall affordable housing target	No. of houses completed	Evaluate sites in SHLAA for affordable housing potential by 30 November 2009	
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Strategy reference if applicable	Key outcome	Description	Priority	Lead role	Resource Implication	Target	Measurement	Milestones	Progress:
1.11	B	Deliver the Homes and Communities Agency funding programme for "Affordable Housing" for 2008-11	High	SHDC, working with partners	SHDC staff time, capital resources from RSLs and HCA	£2.7 million for 73 units allocated in initial 2008-11 main announcement	Monitoring of programme changes. Delivery of approved projects		<p>Programme additions include 12 units approved in Whaplode for Longhurst, 50 units approved for HomeBuy Direct, 3 tenure changes from HomeBuy to rented, 6 properties with the Council Housing Company, and a number of rural schemes within the Waterloo Group.</p> <p>The programme is currently quite fluid with some schemes affected by the credit crunch and other changes.</p>

Strategy reference if applicable	Key outcome	Description	Priority	Lead role	Resource Implication	Target	Measurement	Milestones	Progress:
1.16	B	Use Housing Revenue Account land sales and developers' contributions through the planning system to provide new homes through the Council's Housing Company.	High	Head of Housing and Property (HoHP)	Projected funding available: around £100,000 per year in current market conditions with estimated £120,000 in 2009/10	To contribute towards the targets 1.8 and 1.9 above	Availability of projected funding and delivery of affordable homes	See resource implications	Monitoring system in place. The Council has established a wholly owned housing company which has developed its own business plan to build affordable homes, which will supersede the priority of building Council houses. HCA funding for 6 properties has been approved.
	B	Commence housing company build and provide continued council support for the new local housing company	High	HoHP		December 2009	Achievement of funding Start on site Completed dwellings Jobs protected Tenant satisfaction	Build phase 1 Bid for phase II funding Management of phase I properties	Building is projected to start in 2009 subject to planning.

Strategy reference if applicable	Key outcome	Description	Priority	Lead role	Resource Implication	Target	Measurement	Milestones	Progress:
	A	Maintain robust and up-to-date needs information through working with the Peterborough sub region housing market consortium.	High	HoPD	In house resources, also utilising other research projects	31 July 2009	Best projection of the likely demand in the District, including the demand stimulated by the growth of Peterborough		The consultant NLP is undertaking a sub-regional analysis of the housing implications of new employment land.
	B	Develop Gypsy and Travellers sites		HoHP		31 March 2010	Start on site Completion of site Resident satisfaction Reduction in unauthorised development/encampment	Gain planning permission Develop sites Agree site maintenance arrangements	Planning permission obtained for Holbeach site. Approved in principle for Sutton Bridge site Considering alternatives for remaining new site.

Area 2 – Providing and improving a high quality social housing landlord role

(This is one of the four priorities in the Housing Strategy, but is the only one which falls mainly outside the scope of the Affordable Housing Delivery Plan. It is included here for reference purposes.)

- Key outcomes:**
- A Improvement of the Council’s housing stock to achieve and exceed the decent homes standard**
 - B Completion of a review of future options for the management of the Council’s housing stock (now achieved)**
 - C Maintain the Council’s homes efficiently**
 - D Maximising incomes to maintain a viable landlord service**
 - E Providing efficient management and support services for tenants**

Strategy Reference If applicable	Key outcome	Description	Priority	Lead role	Resource Implication	Target	Measurement	Milestones	Progress:
	A & E	Modernisation of the Sheltered Housing Service in line with the Supporting People Strategic Review of Older Peoples services	High	Supported Housing Manager	Revenue: within existing SP budgets Capital – to be determined	By 31 March 2010 – Complete Nene Court refurbishments Collate and assess tenant satisfaction information	A fit for purpose service reaching out to the most vulnerable members of our community Quality of finished product Views of tenants Increased demand		24 Nene Court flats refurbished Funding bids received for assisted technology and revenue bids for SP for other supported housing Shared services project commenced – gap analysis completed – financial implications complete

Strategy Reference If applicable	Key outcome	Description	Priority	Lead role	Resource Implication	Target	Measurement	Milestones	Progress:
	E	Increase tenant participation	Medium	HoHP		Ongoing	Greater engagement and empowerment for tenants	Delivery of the Tenant Involvement strategy Provision for more tenant involvement across the service areas Engage expertise within the Council on specific projects	Strategy in progress 09/10. Tenant survey carried out 2008. results to be used to determine strategic priorities. Funds identified and Hall Hill Road Residents Group supported in funding bids 2008/09
	C	Ongoing and effective management of Council properties	High	HoHP		31 March 2010	Introduction of new tenancy types Mechanisms and effectiveness for dealing with anti-social behaviour	Increased confidence and activity amongst team in tackling anti social behaviour Effective joint agency working to share knowledge	Introductory Tenancies implemented April 2009. Demoted tenancies to be implemented April 2010. Corporate review ASB policy and procedure commenced.

Strategy Reference If applicable	Key outcome	Description	Priority	Lead role	Resource Implication	Target	Measurement	Milestones	Progress:
	A	Improve the Council's housing stock to achieve and exceed the Decent Homes plus standard By 2010, all Council housing will meet the current minimum standard for housing, be a reasonable state of repair, have reasonable modern facilities and services and provide reasonable degree of thermal comfort. (NI 158)	High	HoHP	5 year capital programme to 2010/11 is £16m	Achieve decent homes plus standard by 2010 1000 surveys in 2009/10	ICT monitoring systems Surveys	100% of Council homes meet the 'decent homes' standard.	2.82 were non-decent by end of 2008/09
2.2	A	Update and maintain data on the Council's housing stock condition	Medium	Property Manager	Contained within existing resources	Analysis can be provided at any time but we monitor annually in April each year	Analysed data provided	On-going surveys on target for 700 per year	1292 surveys in 2008/09 compared with target of 1000. Only around 500 properties have not been surveyed.

Strategy Reference If applicable	Key outcome	Description	Priority	Lead role	Resource Implication	Target	Measurement	Milestones	Progress:
2.3	A	Improve tenant monitoring and operational involvement for planned maintenance works	Medium	Property Manager	Contained within existing resources and working with SHTG	March 2010	Tenant satisfaction surveys for planned repairs Consultation		SHTG consulted. Individual tenants have choice over layout and finish off their kitchens.
2.5	C	The proportion of planned repairs and maintenance expenditure on HRA dwellings compared to responsive maintenance expenditure on HRA dwellings	High	Head of Housing and Property	Incorporated into HRA Business Planning Model	Spend 70% of total repairs expenditure on planned maintenance in 2008/09 and 60% in 2010	HRA Business Plan Statistic Appendix		63% spent in 2008/09

Area 3 - The reduction of homelessness

- Key outcomes:**
- A The enhancement of preventative advice services in South Holland district**
 - B Provision of good quality suitable temporary accommodation**
 - C Vulnerable homeless households have access to appropriate support**

Please note that the Homelessness Strategy is being refreshed in 2009

Strategy Reference If applicable	Key outcome	Description	Priority	Lead role	Resource Implication	Target	Measurement	Milestones	Progress:
	A	Continue to reduce homelessness (working with Registered Social Landlords and the Housing Benefits team, using early intervention, alternative pathways and council allocations with RSLs (measured by NI 156)	High	HoHP	Incorporated in general fund budgets	31 March 2010	Reduce pressure on the affordable housing market; fair and equal treatment for all who are in need of housing; ease pressure on household costs. We have had 329 households that have been prevented from homelessness set against a figure of 206 preventions for the same period in the last year.	Target figure of not more than 33 in temporary accommodation; work with partners to develop and implement a benefits take-up campaign Assessment of homelessness applications Delivery of homelessness strategy Effective management of temporary accommodation Prevention of homelessness	On a local level we have built up and have well established relationships with the private sector, this has assisted us in the prevention of homelessness. Recently awarded £27,000 CLG funding to continue our successful approach at preventing mortgage repossessions.

Strategy Reference If applicable	Key outcome	Description	Priority	Lead role	Resource Implication	Target	Measurement	Milestones	Progress:
	A	Provide information to young people on debt advice and financial literacy	High	Homelessness Forum	Cost of materials	Implement –Spring/ Summer 2009	Materials and information provided		Forum yet to commence work.
	C	Improve our understanding of housing needs of new communities in the area and ensure they have fair access to services	High	Housing Manager		Establish existing data & research by December 08. Use feedback to inform service development and delivery	Better developed understanding of needs of our community. Understanding used to inform service development and delivery		Periodic customer feedback surveys in place. Further research required on needs of new communities.
	A	Use Choice Based Lettings to promote affordable housing schemes	High	Housing Manager	Development and implementation costs as per Capital bid	Implement CBL scheme which offers a transparent lettings scheme and Low Cost Home Ownership schemes by 2010	Access to rented and Low Cost Home Ownership properties through CBL	Work in partnership to develop a scheme based on the Peterborough Housing Market area	Taken to Cabinet 24 March 2009. Initial discussions with Peterborough CBL scheme have commenced.

Area 4 - Working effectively with others to enable them to meet the housing needs of the district

- Key outcomes:**
- A Widening choice within the private housing sector**
 - B Improving the private sector housing stock and reducing the number of empty homes**
 - C Ensuring those with special needs receive the appropriate support**
 - D Supporting community development and safety**

Strategy reference if applicable	Key outcome	Description	Priority	Lead role	Resource Implication	Target	Measurement	Milestones	Progress:
4.10	B	(a) The number of private sector vacant dwellings that are returned into occupation or demolished as a direct result of action by the local authority	Medium	Head of Community and Neighbourhood Services (HoCNS)	Contained within existing budgets.	Achieve 85 dwellings in 2009/10, 90 dwellings in 2010/11 and 100 in 2011/12	Performance indicator KPI 0501 Reduce pressure on affordable housing market Includes rent deposit and bonds		85 dwellings achieved in 2008/09 65 dwellings achieved in 2007/08 61 dwellings achieved in 2006/07 20 dwellings achieved for 2005/06 We are working in partnership with 5 other Lincolnshire authorities to provide 2 Empty Homes Officers to work with the Districts.

		Of which (b) Homes back into use through negotiation or enforcement (EDMO = Empty Dwelling Management Order)	High			Maximise delivery in future years with available resources		Bring 10 homes back into use through negotiation and enforcement. In 2008/09	Target met
4.11	B, C & D	Grants to achieve decent homes belonging to the vulnerable will be administered	High	Head of Community and Neighbourhood Services	Targeting of our minor repairs grant budget and other agencies energy efficiency grants	Annual budget £75,000 in 2010/11 and 2013/14	Amount of funding targeted. Number of properties improved		08/09: 15 Grants & 14 Loans approved. 07/08: 40 Grants & 0 Loans approved. Bids made to the Regional Housing Group each year to support this & other initiatives. Uptake of loans has been slower than grants however they are now picking up as can be seen by above figures. The money spent on loans is put as a charge on the property so it can be recycled to assist more vulnerable households.

Risks

Risk management is in the individual service plans and in the highlight report.