



PORTFOLIO: HOUSING

CABINET – 8 JULY 2002

HOUSING STRATEGY AND HOUSING REVENUE ACCOUNT BUSINESS PLAN – 2002 HOUSING INVESTMENT PROGRAMME ROUND

1. INTRODUCTION

- 1.1 The Housing Investment Programme (HIP) process determines the size of the Council's Housing Investment Programme in the forthcoming year. The preparation of the *Housing Strategy* and *Housing Revenue Account (HRA) Business Plan* forms an integral part of this process.
- # 1.2 The purpose of the *Housing Strategy* is to describe and analyse local housing needs and to lay down proposals for action. The *Strategy* and shorter term *Targets and Action Plan* are attached as Appendices 1 and 2.
- # 1.3 The *Business Plan* describes and details the housing landlord service both now and in the future and indicates how it is expected that the service will develop. The *Business Plan* is attached as Appendix 3.
- 1.4 These documents fulfil two roles. They provide the framework for the bid for Capital Allocation. They also provide a framework for action so that a multi-agency approach can be taken to meeting local housing needs.

2. GOVERNMENT APPROACH AND GUIDANCE

- 2.1 Government Guidance is contained in a range of documents, most specifically the *Policy Statement on Housing* and the *South East Regional Housing Statement*.
- 2.2 Guidance focuses on promoting decent housing (both new and existing), social cohesion and self-dependence, minimising homelessness, developing sustainable communities and improving the quality of life.
- 2.3 Councils are urged to take a strategic leadership role and develop partnerships with key stakeholders.
- 2.4 The Council has been graded as one of the top housing authorities in the country over recent years in terms of its *Housing Strategy* and *Business Plan*. Given the performance related element to the HIP process this has helped secure additional resources for the District. In the context of what is a competitive process, the desire to maximise the opportunities for meeting housing needs and secure resources, the quality of the *Housing Strategy* and *Business Plan* will remain important.

2.5 The *Housing Strategy* and *Business Plan* must be submitted to the Government Office for the South-East (GOSE) by 30 July 2001.

3. THE SUBMISSIONS

3.1 The submissions are consistent with Government guidance, while reflecting local needs.

3.2 The *Housing Strategy* has a particular emphasis on preventing homelessness and the use of bed and breakfast, together with providing new affordable homes. A homelessness strategy is planned for the coming year. The target for new affordable housing provision has been adjusted to reflect the likely level of resource availability and increasing costs. This will be kept under review as part of the major review of resourcing options that are referred to below.

3.3 As in previous years the Council will submit a range of other documents to support the HIP submission, including a number of sub-strategies that focus on specific housing issues.

Existing Sub-Strategies

- Older Persons Housing Strategy
- Single People Housing Strategy
- Domestic Violence Housing Strategy
- Empty Property and Private Sector Housing Strategy
- Energy Efficiency and Affordable Warmth Housing Strategy
- Black and Minority Ethnic Housing Strategy

These are available for members on request.

3.4 In addition action plans have been developed for other sectors. These are attached (appendix 4)

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New Action Plans

- Physical Disability and Sensory Impairment
- Mental Health
- Learning Disability

3.5 A number of appendices will accompany the Strategy. These are available on request. The appendix - Resourcing Options is attached (appendix 5).

3.6 The Business Plan focuses on service provision and the development of the service to meet government targets and importantly the needs and aspirations of tenants and leaseholders. The Plan includes a number of appendices to support the text including an appendix that contains an action plan that is designed to meet the targets for improvements in the service.

- 3.7 A crucial area in this year's Business Plan is the action necessary to meet the Government's target of all Council owned homes meeting the Decent Homes Target by 2010. The Business Plan identifies the work necessary to achieve this target and the finance necessary. However, it also identifies that available resources will be insufficient to meet the demands of the work programme. Action will be necessary over the next 12 months to devise a strategy for meeting this challenge.
- 3.8 Supplementary information, including statistics setting out Council performance, will be provided for GOSE in support of the submission.

4. CONSULTATIONS

- 4.1 A wide range of consultation exercises have been carried out. These have included:
- The New Forest Housing Forum
 - Tenants Housing Strategy and HRA Business Plan Group
 - Community consultation
 - Registered Social Landlords
 - Supported Housing Forum/Sub Groups

5. CONSULTATIONS WITH THE PORTFOLIO HOLDER FOR HOUSING

- 5.1 The Portfolio Holder for Housing has been consulted.

6. FINANCIAL IMPLICATIONS

- 6.1 The size of the Council's housing capital programme is constrained by the resources and spending power available.
- 6.2 It is estimated that internal resources will generate £1.75m, being £500,000 revenue contributions from the HRA to fund environmental enhancements schemes on Council estates, and £1.25m on useable capital receipts from the sale of Council houses and land.
- 6.3 The Housing Strategy sets out the spending priorities of the Council based on overall resource levels equal to those for 2002/2003. Alternative scenarios have been modelled for the resources necessary to fund:
- the full range of housing needs identified in the Housing Needs Survey,
 - 100 additional units of affordable housing
 - 250 additional units of affordable housing
- 6.4 Members will be able to review spending priorities for 2003/2004 when available resources are known in December 2002.
- 6.5 The financial details relating to the HRA are contained in the HRA Business Plan.

6.6 The Housing Strategy and the HRA Business Plan identify that there is a shortfall in resources available to meet both the Decent Homes Standard and a deliverable Social Housing Grant Programme in the medium term. As a result a review of alternative sources of funding is required, including:

- Large Scale Voluntary Transfer
- Arms Length Management Organisations
- Private Finance Initiative
- Debt Free Status
- Prudential Accounting
- Commutation
- Review of existing assets

More details of each of these alternative resourcing options are contained within Appendix 3.

7. ENVIRONMENTAL IMPLICATIONS

7.1 The submissions focus on a number of environmental issues, including energy efficiency, the re-use of empty properties and brownfield sites and improving housing and open spaces. The *Strategy* advocates the provision of additional housing to meet local needs. When specific proposals are brought forward, consideration will be given to their environmental implications. The *Business Plan* indicates where in the repair and maintenance of the Council's stock opportunities are taken to improve energy efficiency.

8. CRIME AND DISORDER IMPLICATIONS

8.1 Good quality housing can enhance social cohesion and help reduce crime and disorder. The submission addresses these issues and in particular the matters of anti-social behaviour and racial harassment.

9. OTHER OPTIONS

9.1 It is a Government requirement that a *Housing Strategy and Business Plan* is submitted. Failure to do so would adversely affect the Council's performance rating and Single Capital Pot allocation.

10. CONCLUSIONS

10.1 The submissions are consistent with Government guidance, while reflecting local needs.

10.2 The attached documents are in draft format and Members are asked to consider them and any changes they may wish to see.

11. RECOMMENDATIONS

- 11.1 It is recommended that the Council's *Housing Strategy* and *HRA Business Plan* are adopted on the basis that any changes that may be necessary as a result of this meeting are delegated to officers to make in consultation with the Portfolio Holder for Housing.

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Background Papers:

ODPM, HIP Guidance

Housing Strategy 2003 - 2008

Introduction from the Portfolio Holder for Housing

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Introduction

from

Peter Greenfield, Portfolio Holder for Housing

Building Sustainable Communities

New Forest District Council wants to ensure that its residents have access to decent housing and to encourage the development of sustainable communities.

Despite the District's outward appearance of affluence there is considerable housing need throughout the area. A serious homelessness problem exists and there is a major affordability problem that limits access to owner occupation. In partnership with a wide range of stakeholders the Council is committing resources and working hard to ensure that the right kind of homes and services are provided. We are also focussing on other important housing issues such as energy efficiency, and ensuring that key linkages to other policy areas are identified and developed. The adoption of cross-cutting responses to promote social inclusion is at the top of the Council's agenda.

New Forest District Council's Strategic Role

In our Strategy and Business Plan we recognise that we have a number of housing responsibilities and that all housing sectors have a role to play in meeting local housing needs. We have embraced the challenge of taking a strategic lead in setting an agenda and delivering improvements for the District. I am optimistic about the impact that the new Local Strategic Partnership will have. Our current work with partners and stakeholders is productive and enables both the Council and others to direct investment and activities towards promoting and improving the social, environmental and economic well being of the community.

Homelessness and Choice Based Lettings

We aim to be innovative and are continuing to develop a range of measures to tackle homelessness, some of which have been highlighted as good practice by the Office of the Deputy Prime Minister's (ODPM's) Bed and Breakfast Unit. As a pilot authority we have implemented Choice Based Lettings and are sharing experiences with others. There are early signs that the approach is successful.

Priorities for the Future and Resourcing the Strategy

There are many pressing housing needs in the New Forest, however our top priority must be to minimise homelessness, provide more affordable housing and meet the Decent Homes Standard. There is a shortfall in the resources we need to fully meet needs and we are to undertake a detailed appraisal of resource options to improve our prospects of meeting needs.

We are fully aware of the problems and challenges facing us, however, our commitment, past track record and the processes that we are putting in place gives me confidence in our ability to achieve success.

Cllr. Peter Greenfield

Portfolio Holder for Housing

Preface

This document is the Council's Housing Strategy. Housing issues are at the top of the Council's agenda and are important considerations for the New Forest Local Strategic Partnership (LSP). The Strategy, and the way the Housing Service is delivered, aims to inform and be consistent with the strategies of stakeholders, consistent with corporate strategy and with national and regional housing policy. It is intended the Strategy will be current for 5 years. Adjustments will, however, be made within that timeframe in response to any changes in local circumstances or major policy changes, in particular the next housing needs survey and the review of resourcing options.

The Strategy provides a vision for the way in which the Housing Service will adapt over the coming years to meet the needs we have identified, and establishes how the Council will develop its strategic leadership role as well as deliver core housing services. It sets out priorities and a series of commitments to ongoing service provision and objectives (the "*We Wills*"). Priorities and objectives are developed into shorter term specific targets for action in the accompanying document *Housing Strategy Targets and Action Plan* and the range of Sub-Strategies. They will be valuable implementation and monitoring tools. Key points from the Housing Revenue Account Business Plan are contained within the Housing Strategy which, for ease of reference, may be viewed as a standalone document.

The Strategy is the overarching document for all our housing strategies, including our sub-strategies aimed at supported housing needs, and the Housing Revenue Account (HRA) Business Plan. Each year the Strategy is reviewed to take account of emerging national and regional policy and changing local circumstances.

The Council has taken a cross-service, corporate approach to the production of the Strategy. These strong intra-organisational links will also be used as an implementation tool. The opportunity for stakeholder and community involvement in strategy production has increased, with a particular focus being directed to difficult to reach groups.

Through its *2001 Housing Needs and Market Assessment* the Council has the most comprehensive picture it has ever had about the needs and aspirations of the area, across all housing tenures. The Assessment has been used to assess and develop policy options and a comprehensive review of resourcing options is being undertaken. In particular, we have identified the need to focus on:

- Providing more affordable housing, particularly for rent.
- Preventing homelessness and reducing the use of bed and breakfast.
- Building sustainable urban and rural communities.
- Ensuring that Council homes and assets are used in the best way to meet local needs.
- Reviewing options to increase resources.

Part 1 Introduction

1. The Corporate Plan and Developing and Implementing the Housing Strategy

The Housing Strategy flows from the Council's corporate plan *The Heart of the Forest* and links closely with a range of non-housing strategies developed by the Council in partnership with others, taking account of the national and regional context. The Plan stresses the need to find a balance between many issues including, housing, economic growth and environmental protection; what we can do ourselves and what we can enable others to do; and about the concerns of the affluent people of our District and the needs of those who are, or feel, excluded.

Corporate Plan – Aims (*housing strategy specific examples of contributions towards meeting aims*):

- **Striving to be an Organisation of Excellence** (*e.g. Best Value, staff performance and development process, corporate commitment to housing services*).
- **Working with the Public and Partners** (*e.g. stakeholder conference, consultations on the Housing Strategy, attending parish meetings, representation on outside bodies*).
- **Developing Economic Well-being** (*e.g. linking housing to training and education initiatives, re-vitalising areas by re-using empty properties*).
- **Develop Social Well-being** (*e.g. providing new affordable housing, ensuring a good quality housing stock, meeting supported housing needs, increasing housing choice*).
- **Develop Environmental Well-being** (*e.g. through the Affordable Warmth and Energy Efficiency Strategy, estate environmental improvements*).

The Council has been deemed a high performing housing authority over recent years. This reflects the corporate commitment given to housing both at strategic and operational levels.

The Council has participated in the Local Government Improvement Programme (involving tenants at appropriate stages), and the strengthening of Corporate Management Team's review of major policy issues also ensures a robust cross-service approach is adopted.

Examples of corporate activity and impacts on the strategies of other organisations:

- Regular reviews of Council land holdings and a corporate approach to their release has ensured a supply of sites for new affordable housing.
- There is a productive relationship between the housing service and planning policy team, as evidenced by the work carried out on the *Housing Needs and Market Assessment* and *Local Plan*

Review, and development control, as demonstrated by success in securing affordable housing on market housing and rural exception sites.

- Voluntary bodies, such as the Citizens' Advice Bureau and New Forest Council for Voluntary Service, which contribute towards meeting corporate objectives are financially supported by the Council.
- The Council aims to influence wider agendas, for instance:
 - the Supported Housing Forum Learning Disability Sub-Group is working with Social Services, Health Trusts and voluntary groups to develop a housing strategy that meets both their requirements and those of the *Valuing People* White Paper;
 - the Supported Housing Forum Mental Health Housing Strategy will form part of a wider mental health strategy for the District.
 - the Council's Health Improvement Manager ensures that the NHS Health Improvement and Modernisation Plan (HIMP) is linked to the Housing Strategy.
 - New Forest District Council, Social Services and the HIMP Partnership have established a New Forest Care and Repair Service
 - Council representatives sit on the steering group of Building Research Establishment's Crime and Sustainability project, sponsored by the Home Office and ODPM.

The Council cannot achieve the *Housing Strategy* objectives on its own. Work with partners has been a fundamental part of past successes and will continue to be important in the future. Throughout the *Strategy*, *Options Appraisal* and accompanying documents examples reference is made to specific partners and partnerships that are important, in terms of identifying needs, determining ways to meet needs and implementing solutions. To avoid repetition these are not all repeated here, however our strong partnerships include those with RSLs, those with health, social services and voluntary sectors developed through the Supported Housing Forum, and those developed by the HECA Officer. A key aim of the New Forest Local Strategic Partnership (LSP) is to build on such existing relationships and activities.

Developing Community Strategies through the Local Strategic Partnership

The Corporate Plan will evolve through the community planning process and the LSP which will help position housing as one of the essential elements of a sustainable community. 2001/2 saw real progress made in strategic partnership working in the District. The LSP brings together the major players who contribute towards the quality of the life of people in the New Forest. Representatives at the highest level from the public, private and voluntary sector agencies are now working towards improving the well being of the District. Early meetings have established a clear aim, terms of reference and a draft action plan.

Supporting the LSP is the Community Action Team (CAT) which comprises one representative from each LSP agency who co-ordinates each agency's input into the Partnership. Multi-agency Community Action Networks (CANs) will be developed to take forward detailed work on each of the issues to be identified in the Community Strategy.

Examples of activity:

- RSLs have been invited to put forward proposals for a representative to be included on the LSP.
- A Housing CAN will be established.

A diagram illustrating the LSP structure is appended at 6 Diagram . below illustrates how activities and strategies link and influence each other.

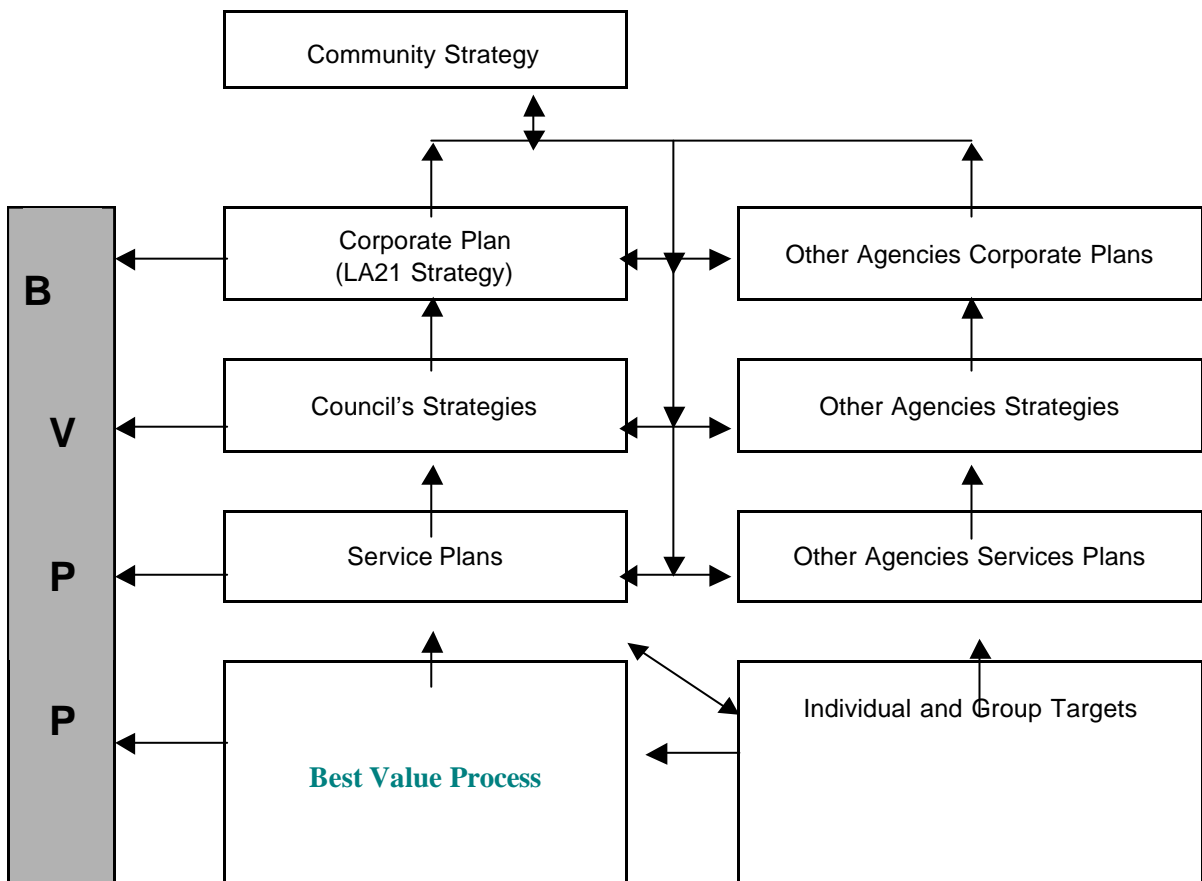


Diagram.....The inter-relationship between strategies and activities.

Consultation & Participation

In developing the Housing Strategy the Council engages stakeholders and the community on an ongoing basis. A communication strategy has been developed and has helped to raise the profile of housing issues in the area. We have also sought to involve those who we have not been involved in the past.

Examples of Consultation:

- To link with the Council's corporate e-governance strategy, the housing web site has been redesigned. The internet-based Homesearch Housing Register has received over 500,000 hits since it was launched in October 2001. It has now been adapted to provide a direct link to the Housing Strategy web site where customers are encouraged to make comment.
- High profile national and local media interest, which has developed as part of the Communication's Strategy, has helped to raise the profile of housing issues in local communities and generate debate.
- The annual New Forest Housing Forum continues to be a key method of consultation and brings together all stakeholders and partners to discuss local issues and to contribute to the formation of the Housing Strategy.
- Tenants are represented on Housing Finance, and Strategy and Business Plan working groups, Client/ Contractor Monitoring, Cabinet and Health, Housing and Social Exclusion Scrutiny Panel.
- The Citizens' Panel has been used to canvas views on housing issues.

A list of stakeholders and the mechanism for involvement can be found in Appendix 3.

Democratic Structures and Decision Making

A democratic structure of leader and cabinet that has been adopted has provided a means for the Portfolio Holder for Housing to ensure that housing remains central to debates and that linkages between policy areas are made. Cabinet Members and Corporate Management Team have developed a top-down commitment towards affordable housing provision. The Housing Strategy is considered by Cabinet before being approved by Full Council.

The process of allocating funding ensures a balanced capital programme is created within the limited resources available. In addition to the allocations received through the HIP process the Council has traditionally allocated revenue contributions from the HRA Account and useable capital receipts generated from housing assets for reinvestment in Housing Services. The process for allocating the overall resources between the various housing services involves officers, tenants, Members of the Housing, Health and Social Exclusion Review Panel, the Portfolio Holder for Housing and the Cabinet.

In terms of revenue expenditure, the Council operates a medium term planning process for both the General Fund and Housing Revenue Account. All service areas are able to bid for resources for both existing services and new initiatives. Initial prioritisation of General Fund housing bids is made by the Members of the Housing, Health and Social Exclusion Review Panel before being forwarded to the Cabinet to be considered alongside bids from other services. Due to the ring-fencing of the Housing Revenue Account, bids for existing services and new initiatives are considered as part of the annual Estimates process. The Council maintains a ten year business plan model for its Housing Revenue Account, which historically enabled Members to make decisions on rent increases given an agreed programme of expenditure. Although the reliance on this medium term plan for rent setting purposes has been superseded by the adoption of the governments policy on Rent Restructuring, it is an important tool in modeling the likely resources available to fund the Planned Maintenance Programme required to meet the Decent Homes Standard.

The scrutiny role is carried out by the Housing, Health and Social Exclusion Review Panel that has an annual programme for monitoring all aspects of the housing service, the performance of RSLs, and investigating housing issues. It invites stakeholders and tenants to meetings in order to ensure it has high quality information. Tenants attend Review Panel and are able to participate in debate and make recommendations.

Example of activity:

- Guests attending Housing, Health and Social Exclusion Review Panel meetings in 2001/2 include the Local Education Authority and Police Authority to discuss key worker issues, and Partner RSLs to discuss strategic, operational and performance matters.

The Supported Housing Forum and Core Group has taken on the function of the Supporting People Inclusive Forum and Core Group. Sub-groups of the forum are analysing need and have or are developing action plans, to support the allocation and prioritisation of local Supporting People grant from April 2003. Prioritisation will be based on demonstrable need and will be agreed by the forum and ratified by the core group for final agreement by the Hampshire County Inclusive Forum and Core Group. Both capital and revenue allocation and prioritisation will be agreed through this mechanism to ensure the greatest need is met.

Best Value, Organisational Culture and Housing Strategy Monitoring

The Council is committed to ensuring that as an organisation it is well placed to meet needs. Best Value is an important component in this.

The following services will be tested with fundamental performance reviews in 2003/2004:

**Housing Strategy and Enabling - Housing Needs and Advice -
Housing Grants and Enforcement - The Landlord Role**

To prepare for the Best Value process extensive benchmarking is underway both at a national and sub-regional level. The following services have been benchmarked:

**Strategy - Enabling - Advice and the Homelessness - Voids and Allocations Management -
Tenant Participation**

Example of activity:

- In 2002 New Forest will take part in a peer review with 5 other housing authorities as part its drive for continuous improvement and its preparation for a full Best Value review.

Members, Tenants and the Tenant Participation Compact will be closely involved in the Best Value process. Action Plans have been produced for several service areas.

There is a clear landlord/strategic organisational split within the housing service, however there remains close liaison. Performance targets are set for all of the Housing Service and, where these relate to the landlord services, tenants are part of the monitoring team.

As an organisation New Forest District Council is committed to developing its structures and employees to deliver its strategy and strive for improvement. Opportunities are explored to develop synergies by developing cross-departmental approaches. The targets set out in the *Targets and Action Plan* are the responsibilities of named officers and progress is regularly monitored. An approach is taken to team and staff performance development that encourages the development of generic as well as specific skills with the aim of building the capacity of the organisation, and improving its ability to react to change.

Examples of Housing Strategy monitoring:

- Against SMART targets set out in the *Targets and Action Plan*.
- By a annual programme of review by the Housing, Health and Social Exclusion Review Panel
- Through Best Value Performance Indicators and local performance indicators.
- Through RSL performance monitoring.
- By tenant working groups.

- Through financial monitoring and reporting systems to officers and members.
- Objective setting, post scheme evaluation and peer review through the New Forest Affordable Housing Sustainable Development Framework.

The Strategic Housing Framework

The Strategic Housing Framework is set at its highest level by the Government policy statement, *The Way Forward for Housing* and the Government Office for the South East and the Housing Corporation South East document *Regional Housing Statement 2002-5*.

Regional Priorities:

- To meet the need for affordable housing
- To help Key Workers access accommodation
- To reduce homelessness and rough sleeping
- To meet the needs of those who require supported housing
- To meet the housing needs of Black and Minority Ethnic people and Asylum Seekers
- To improve the quality and suitability of the stock
- To promote regeneration and neighbourhood renewal
- To encourage the development of sustainable rural areas
- To support crime reduction through housing provision.

The Council supports the focus of these key objectives. In view of local circumstances varying weight is attached to each priority. Explanation and justification of priorities is contained in Part 3 of the Strategy.

Close links are maintained with other local authorities, primarily through membership of several countywide and sub-regional forums. Following recent Government guidance, new relationships have been forged with neighbouring authorities specifically in relation to South Hampshire housing pressures, rural housing and Best Value. Examples of cross boundary working are contained in Part 3 of the Strategy.

Housing Revenue Account Business Plan

The HRA Business Plan focuses on the housing landlord business in the context of available finance and the needs of the service. The key areas contained in the Plan are as follows:-

- The identification of the current state of the housing stock and the works necessary to meet the Decent Homes Standard.
- An assessment of the current performance of the service.

- An assessment of resources required to meet the need, including options that may be considered to ensure that resources can be made available.
- The priority areas for action, including an action plan to achieve the required results.

The Business Plan also includes a number of financial projections for the Housing Revenue Account that have been based upon differing scenarios.

The Land Use Planning Framework

Strategic planning guidance for the District up to 2011 is set out in the *Hampshire County Structure Plan Review*, which was adopted in March 2000. The District is required to accommodate 5,480 additional dwellings between 1996 and 2011, with a reserve housing provision of a further 500 dwellings if required, to meet revised Regional Planning Guidance. It is likely that house-building rates in the period to 2011 will be markedly less than rates experienced throughout the 1990s.

The *New Forest District Local Plan* was adopted in November 1999. Alterations to the Local Plan were placed on deposit in 2001. These alterations reflect the revised strategic planning policies in the *Hampshire County Structure Plan Review*, including revised housing targets, Government advice and the results of the *Housing Needs and Market Assessment 2001*.

- During 2001/2002 99 new affordable dwellings completed using planning powers.

Partnerships with Registered Social Landlords

The New Forest Partnership Agreement was reviewed in 2001, and establishes a set of core standards and objectives for the Council and its partner RSLs to achieve. The partnership was reviewed to see whether any “skill gaps” existed and two new partner RSLs were added to strengthen the partnership. The performance of partner RSLs is monitored and information on the Council’s performance is shared with RSLs on housing benefit issues and nominations. The Council’s new sustainable housing development framework and revised site registration scheme will be established in 2002 to develop mechanisms for peer review, a cycle of continuous improvement and ensure a regular supply of good quality new sites and housing schemes.

- **RSL Strategic Liaison Group** – an overarching group which considers strategic issues. Representative from GOSE and the Housing Corporation attend.
- **RSL Development Group** – a group consisting of development officers who consider detailed operational issues and develop strategy themes to an implementation stage. The Housing Corporation attend
- **RSL Sustainable Development Group** – a group drawn from all parts of RSLs and the Council that has developed a sustainable development framework for the New Forest. The Housing Corporation attend

- **RSL Partnership Group** – a group consisting of lettings officers and estate managers which reviews the performance of the Homesearch Register and lettings service, and considers detailed operational and strategic issues on lettings, homelessness and estate management.
- **RSL Tenant Participation Officers Group** – a group that has agreed, and monitors and reviews minimum standards for tenant participation and seeks to develop coordinated action to promote tenant involvement.

2. New Forest District

New Forest District covers an area of 290 square miles in south west Hampshire, and is dominated by the New Forest - an area of great natural beauty and of ecological importance, both nationally and internationally. The Countryside Agency has made a Designation Order for a national park that covers around three-quarters of the District. This has been submitted to the Secretary of State for Environment, Food and Rural Affairs for confirmation.

The expanding conurbation of Southampton lies to the east and Christchurch, Bournemouth and Poole are to the west. These all lie within the New Forest travel to work area. There are seven principal towns in the District, all located around the periphery of the New Forest. Fawley, Hythe, and Totton lie to the east of the District alongside Southampton Water; Lymington and New Milton are on the south coast; and Fordingbridge and Ringwood lie in the Avon Valley to the west. In addition there are many smaller settlements and villages both in and around the New Forest.

The District has a population of approximately 173,000 people (72,000 households) and is predominantly rural. Household numbers are forecast to increase by 2,288 in the period 2001 – 2011. The majority of people live in the towns that surround the rural area. Growth has been concentrated in Totton, the parishes along Southampton Water and the coastal towns of New Milton and Lymington.

There has been a marked change in the age structure over recent years. The population of the New Forest has aged significantly with the proportion of residents under 16 years old decreasing and those over 60 increasing. In future years it will be residents over the age 45 who increase in number, while there is set to be a decrease in the 30-44 and under 19 age groups. The household structure has also altered. In 1971 households of one and two people comprised 52.2% of the total. The Council's 2001 *Housing Needs and Market Assessment* revealed 70% of households now consist of 1 or 2 persons.

In the past thirty years the District has witnessed a huge increase in the number of houses built. Since 1974 more than 20,000 new dwellings have been built, about a 40% increase. From its peak of over 1,600 new dwellings in the mid 1980's the annual house building rate has fallen steeply, recently dropping to less than 400 a year.

The building of large numbers of new houses for sale on the open market attracts more people to live in the area and has done little to help address the housing needs of local people unable to compete effectively for housing on the open market. The majority of the dwellings built in the past twenty years were for owner occupation. The result is that privately owned homes have increased from 68% in 1991 to over 85%, whilst the number of Council homes has fallen from 15% to 7%. There are now about 61,000 owner occupied homes compared with 5,322 Council homes. There has been a shift in the dwelling balance, with larger houses now making up a greater proportion of the dwelling stock than they did 10 years ago. This is of concern given that an increase in smaller households is forecast by 2011.

Much of the new affordable housing need, that has been identified, arises as a result of the grown up children of local households who are unable to compete unassisted in the housing market.

Local Authority housing in the New Forest now represents around 7% of the total number of homes, substantially below the national average. 95 properties were lost to the *Right to Buy* in 2000/01.

In March 2002, registered unemployment levels stood at 1.4%, compared with 1.7% for Hampshire and 1.6% for the South East region. Several public sector employers are reporting recruitment problems as a result of high house prices and this is impacting on the delivery of key services. Through contact with private sector employers there evidence of affordability of housing being a significant issue in staff recruitment, more especially in the southern part of the District due to its distance from Southampton.

3. Strategic Housing Aims

The following main policy areas form the basis of this Housing Strategy and form the basis of our priorities for action:

- To ensure that a high quality housing service is provided.
- To provide strategic leadership and promote strategic and service delivery partnerships with stakeholders, including cross boundary working with neighbouring local authorities and work with social services and health agencies.
- To maximise resources
- To develop sustainable urban and rural communities.
- To assess the state of the housing market and housing needs across all tenures and meet the diverse range of local housing needs, including supported housing needs and those of the BME community.
- To prevent homelessness and support and assist people who become homeless.

- To provide affordable housing to meet needs.
- To work with stakeholders to identify and help meet key worker housing needs.
- To identify and develop linkages between housing and other policy areas, to tackle crime social exclusion and fuel poverty, and promote energy efficiency.
- To ensure that Council homes reach the decent homes standard, and garages, and associated land are managed and maintained effectively and efficiently, with performance in the top quartile.
- To ensure that the District's housing is fit for people to live in and meets their requirements.
- To support the private sector to help people remain in their own homes.
- To make the best use of the housing stock and bring empty properties back into use, including through home energy and improvement grants.
- To encourage stakeholder involvement and tenant and resident participation, build community capacity and develop awareness of local housing issues.
- To administer the Government's Housing Benefit Scheme.
- To administer the Government's Right To Buy Scheme.
- To provide and manage a Central Control and Community Alarm Service.

Part 2 Assessing Housing Needs and Preferences

1. Assessing Housing Needs and Preferences

The Council has taken a comprehensive approach towards the assessment of current and future housing needs and preferences in the District. Housing needs and preferences are assessed in six main ways:

- The Housing Needs and Market Assessment and regular reviews
- The Homesearch Register and Lettings Service
- Measuring homelessness and housing advice provision
- The Rough Sleepers Head Count.
- Detailed assessments of the needs of individual rural parishes
- Through the work of the Supported Housing Forum and its sub-groups.

2001 Housing Needs and Market Assessment

In the first half of 2001 the Council carried out the most detailed study of local housing needs and the local housing market it has ever undertaken. The *Assessment* looked at all tenures and assessed preferences as well as needs. The methodology adopted followed the ODPM's *Local Housing Needs Assessments: A Guide to Good Practice* guidance, and the detailed approach was determined following consultation with stakeholders in the public, private and voluntary sectors. The *Assessment* provides an analysis of the current and likely future level of housing need and state of the housing market at a district –wide level and also at a more detailed level, data being collected for each of the 37 parishes in the District. A summary of the final report is included in this HIP submission.

The *Assessment* findings have informed the options appraisal, objective and target setting and the review of the *Local Plan* and will be kept up-to-date by annual reviews prior to the next full scale Assessment in several years time.

The Assessment revealed a major problem in terms of affordability particularly for new and concealed households. Owner occupation is well beyond the means of a significant proportion of the community and the private rented sector makes little contribution to meeting the needs of these households. Addressing the lack of affordable housing is therefore a priority for action.

Key Findings of the Housing Needs and Market Assessment:

- There is a need for 879 new affordable dwellings a year to 2006 (*currently only 336 dwellings of all tenures are constructed each year*).
- Average house prices were £169,000 (terraced house average £99,966).
- A household income of £27,500 to £30,000 is needed to buy the cheapest property available
- 97% of concealed households cannot afford to purchase.
- 68% of existing households had incomes of under £30,000 and 78% of those wanting to move could not afford to.
- Around 50% of health, social service and education staff, and 70% of local authority staff are unable to purchase a home.
- In rural areas 100 new affordable dwellings a year are needed to 2004.
- There is a need for 240 new affordable dwellings for households with support needs to 2004.
- The over 80 year old population is forecast to increase by 9% between 2001 and 2011.
- 239 New Forest District residents expressed a need for sheltered housing by 2006.
- The private rented stock is expensive and limited in supply.
- A household income of £20,000 is needed to rent unassisted.
- An increase in household numbers of 2288 is forecast between 2001 and 2011.
- Though most future housing demand will be for smaller dwellings there is an imbalance in the dwelling stock with only 21% of dwellings being terraces or flats (46% nationally).

Adjusted for house price inflation average house prices are now around £195,000. This is a 15% increase compared to average increase in local salaries a little over the retail price index increase of 1.5%.

Affordability:

• **Mortgage Affordability:**

⇒ A household is in need of affordable housing if it does not have a deposit equivalent to 5% of the price of a suitable home and has a gross household income less than one third of its mortgage requirement

• **Rented Affordability:**

⇒ A household is in need of affordable housing if rental costs would take up more than 25% of its net income

• **Affordable Housing is:**

⇒ Housing provided, with subsidy, for people who are unable to resolve their housing requirements, in the general housing market because of the relationship between local housing costs and incomes.

It is clear from the *Assessment* and the analysis of other data sources that the greatest need is for affordable housing for rent at target rent levels. Shared ownership and equity dwellings can make a contribution towards meeting needs, though this is only limited in view of their high costs. Recent transactions indicate that, without substantial capital deposits, the incomes needed to sustain this form of home ownership are in the region of £20,000 (which is above the income of 47% of existing household).

The Homesearch (Housing) Register

The Council operates a joint housing register with its partner RSLs. This provides a coordinated approach to the letting of affordable housing as well as detailed information on the housing needs of the District. The register is open to all applicants in housing need from anywhere in the county and there are currently more than 2500 applicants registered. The Register and lettings scheme are monitored by a review group led by the Council's Housing Needs Manager which includes colleagues from each partner RSL. The partnership agreement sets out performance targets for the participating organisations.

To ensure the information provided by the Housing Register is up-to-date, a rolling review of applications is undertaken. In October 2001, the Council commenced operation of a choice based lettings pilot scheme across the whole district. Analysis of the demand for specific properties under the scheme will provide considerable detail about housing needs.

Homelessness

The most serious immediate housing problem facing the New Forest is the significant increase in homelessness acceptances over the last two years (see Diagram 7.) Statistical information on homelessness and on housing advice cases provides considerable information on housing needs and the causes of homelessness.

The high level of homelessness is due to a combination of structural and personal factors. The most important structural issue is that of affordability, with the vast majority of newly-forming households unable to access the owner-occupied market. The long wait for affordable housing vacancies means that unsustainable private rented sector or family arrangements are put under great pressure until homelessness arises. With regard to personal factors, relationship breakdown is one of the most significant issues, contributing a quarter of all acceptances.

The majority of all homelessness acceptances are of families with children or a pregnant member of the household. However, there have been increasingly significant proportions of households accepted because of vulnerability. Of these, the largest group is applicants with a mental illness or disability, making up nearly 8% of all acceptances.

Black and Minority Ethnic Issues

The New Forest's black and minority ethnic (BME) population is just over 0.7% of the population of the District as a whole. The Council has been concerned over recent years that whilst there is a very small percentage of BME representation within the population of New Forest District, that population could be isolated, which could exacerbate their housing problems. In 2000 a New Forest Conference considered the problems of the area's largest ethnic group – gypsies. The Council has now changed its monitoring of housing services to ensure that the gypsy community is achieving full access. Research shows that the BME community is successfully accessing the Housing Service.

Rough Sleepers

On average around forty people each year who seek housing advice have been sleeping rough at the time they made contact with the Council. An evaluation of street homelessness was carried out in June 1999. One rough sleeper was identified, suggesting that the problem in the New Forest is a transient one. Rough sleepers may move quickly from the District to seek accommodation in the surrounding cities or may simply be passing through the area. Information from the *Housing Needs and Market Assessment* suggests that rough sleeping is a problem which mainly faces young people.

Supported and Sheltered Housing Needs

The *Housing Needs and Market Assessment* identified over 12,500 households with special needs requirements and the need for around 240 supported dwellings to be provided by 2004. There are a high number of households with a mobility impaired member (around 6000 households). The *Assessment* also revealed that almost 500 households contained a member with a learning disability, and almost 1000 a member with a mental health problem.

The impending closure of several Learning Disability Locally Based Hospital Units means that there is a particular need to provide alternative accommodation to meet the needs of those with learning disabilities.

The New Forest Drug and Alcohol Reference Group and Substance Misuse Supported Housing Forum Sub Group are undertaking research to quantify the problem, develop links to wider preventative services, and strategies to tackle associated housing problems.

Problems facing frail elderly households were also identified by the Assessment. The District is the biggest supplier of care home bedspaces in Hampshire, however the number of bedspaces continues to fall, particularly as a result of the need to comply with national care home standards. The development of extra care schemes and new technology, which enable residents to remain in their homes, may have an impact on the future demand for residential care. The projected 42 % increase in the number of residents over 85 years of age during the next 10 years is likely to result in an increase

in demand for nursing home places. The *Assessment* revealed a modest need for a sheltered accommodation amongst existing District residents with 239 local households requiring such accommodation over the next three years. Much of this need will be met by flows within the existing stock of around 1600.

In 2001/2, 42 households were accepted as homeless as a result of domestic violence, with the average stay at the New Forest's womens' refuge being 2 months. The New Forest Domestic Violence Coordinator is developing prevention initiatives and work is underway to provide move-on accommodation and provide a second womens' refuge.

Young people

Young people face particular issues with regard to low incomes and consequent inability to access the private sector market. The experience of homelessness is widespread amongst young people. In a random sample of 202 young people who were questioned as part of the Housing Needs Survey, 14% had experienced homelessness, many of them on numerous occasions. Half of those who had been homeless had slept rough.

The Council's homelessness and advice service has also seen an increase in recent years in the numbers of young people presenting as homeless, and local advice agencies have reported a similar trend.

This is likely to increase as a result of new homelessness legislation. Over the last four years there has been an increasing trend in acceptances of homeless people who are vulnerable due to their young age.

YEAR	NUMBER ACCEPTED
1998/1999	4
1999/2000	14
2000/2001	26
2001/2002	19

Diagram.....Homeless Acceptances (age 16-24 years)

The Council is concerned that there is a lack of provision of supported accommodation for teenage parents. A steering group (which includes a Housing Officer) has been set up by the New Forest Primary Care Trust to support and develop work at a local level, take forward the Government's teenage pregnancy agenda and allocate any funds devolved through the Teenage Pregnancy Coordinator.

Examples of activity:

- Funding has been secured to provide 3 single homelessness projects in 2002/2003 (linked to training initiatives).

Rural Housing Needs

The Council has studied the housing needs in each of the 37 parishes. Discussions with Parish Councils have identified that in many areas there is a shortage of affordable housing for locals and that the age structure of villages is being changed due to the out-migration of younger households due to this shortage. There is evidence that indicates problems with rural service delivery in many areas. Integrated policies are, therefore, needed to address rural needs.

Examples of activity:

- In partnership with Community Action Hampshire and neighbouring Council's funding for two Rural Housing Enablers has been secured.
- 21 rural exception schemes providing 170 dwellings have been provided.
- Planning policies have been amended to reflect proposals contained in the *Rural White Paper*, - providing one affordable dwelling for every market dwelling, and requiring redundant agricultural workers dwellings to be made available to RSLs.

Key Worker Housing Needs

Studies carried out in 2000/2001 revealed particular recruitment and retention problems linked to housing costs for the NHS and Local Education Authority (LEA). Further research and ongoing dialogue with employers has allowed a better understanding of local issues to be developed.

Key worker definition:

A person primarily employed in the New Forest District who is:

1. unable to afford suitable accommodation in the private housing market unassisted, and;
2. fulfils a role in a universally accessible essential local service, which, if not performed, would be detrimental to the well-being of the community.

A universally accessible essential local service is a service over which the community is unable to exercise a reasonable choice as to whether they access it. It is a service that is fundamental to the well-being of the community, rather than a service where access may be considered to be discretionary. Such services may include, health, education, police and transport services.

A number of service areas have been identified which fall within this definition, for example, mathematics and science teachers and learning disability health workers. The range of disciplines will be kept under review.

Examples of activity:

- Employers are invited to Council scrutiny panels to discuss needs
- A partnership between the Council, health trusts, the Housing Corporation and Raglan Housing Association will provide 8 dwellings for rent for key workers in 2002/2003.
- The Empty Property Officer works with employers to identify properties suitable for key workers
- The Council has supported bids for both rounds 1 and 2 of the Starter Home Initiative.
- A Council's scheme that encourages owners to let out rooms in their homes to key workers has proved successful.

Conclusions

The analysis of the local housing market provides the Council with robust data on local housing needs and preferences. It reveals much of the local population have problems in accessing private sector housing, that there is an increasing homelessness problem, a significant undersupply of affordable housing and an imbalance in the dwelling stock. It is clear from the analysis of data sources that the greatest need is for affordable housing for rent at RSL target rent levels.

The local situation of high demand/low supply, homelessness, household growth and the increasing need for affordable housing reflects the general regional situation as set out in the *South East Regional Housing Statement*. However, in the District, limited land supply creates particular problems. Between 2001 and 2011 the average annual house building rate in the District will be 336 dwellings. This compares with a need for 879 affordable dwellings a year to meet the District's housing needs.

2. Public and Voluntary Sector Housing

Council Homes

The Council's stock has been well maintained over the past 10 years with an effective planned maintenance programme that has ensured that all properties are wind and weathertight. All have had external major elements replaced, when required, in accordance with the 10 year planned maintenance programme. There are no significant backlogs in the areas of external repairs although the same cannot be said of internal repairs and improvements where there is a backlog of work. All properties, with the exception of those where existing tenants refused the improvement, have had the installation of full central heating. With the exception of approximately 1,000 homes new double glazed windows have been installed which has ensured good levels of insulation and draught proofing. The Standardised Assessment Procedure (SAP) rating for Council homes is 59.

A programme of work has been devised to deal with the current backlog of work in the area of internal improvements, on-going planned, cyclical and reactive maintenance and also to ensure that the Decent Homes Standard is achieved by 2010. This programme has identified the need for expenditure of £64.3 m over the next 9 years on repairs, maintenance and improvements. The Financial projections indicate, however, that based upon this programme of work and income received (including the major repairs allowance) in the same period that unless action is taken the HRA would fall into deficit by 2005/6. The Business Plan has identified a number of options that must be investigated further to resolve this issue.

Detailed information on Council homes, including Tenant participation can be found in the HRA Business Plan.

RSL Homes

Stock Condition

Most of the 2,700, mainly low rise, RSL homes in the District were built since 1990 and as such are in good condition, built as they are to Housing Corporation and Building Regulation standards.

Energy Efficiency

The SAP rating for these homes is above average at between 56 and 65. The reason for this is mainly because the homes are new and have been developed to modern Building Regulation and Housing Corporation standards.

Tenant Participation

The Council has a dedicated Tenant Participation Team. A working group of partner organisations continue to meet regularly to benchmark and seek examples of good practice. As part of new initiatives local points of contact have been set up around the district and smaller and less formal groups recognised allowing them to influence services. A New Forest Guide to Tenant Involvement has been produced with our partner RSLs. Following a mapping exercise of properties within the district work has commenced on a joint working initiative with Totton College and RSLs who have properties in an estate in Totton. To meet the changing needs and issues of our tenants; we have restructured our tenant participation arrangements and continue to develop new ways to involve and consult tenants.

3. Private Sector Housing

Stock Condition

Maintaining the private sector housing stock in a satisfactory condition reduces the pressure on social housing resources and contributes to wider economic and social benefits.

The House Condition Survey, completed in 1998, indicates that 2% of homes in the District are unfit for habitation, with another 4% in need of renovation. This suggests that the level of unfitness and disrepair has reduced by approximately 50% over a period of 10 years. There is though a high demand for renovation grants and the Survey results have been used to estimate cost of remedying unfitness at £9.73m.

Empty Properties

Despite the success of the Council's Empty Property Strategy that has facilitated the re-use of over 700 dwellings, the number of empty properties remains high at 750 dwellings (empty for 6 months or more).

Examples of activity:

- An Empty Property Strategy has been developed.
- Over 700 homes have been brought back into use through the Empty Property Strategy
- Twynham Housing Association has secured leases of up to 21 years on refurbished empty properties. These properties are then made available to homeless households.

Energy Efficiency

The District's private sector housing was in the main built after 1945 and is of reasonable quality. Energy issues include the need to better insulate homes through better roof and wall insulation and more effective heating systems. The 1998 House Condition Survey assessed the average SAP rating as 50. The SAP rating for owner occupied properties is 56.

Private Rented Sector

The private rented sector makes an important but limited contribution towards meeting housing needs. High rent levels reflect high demand and modest supply. Only 39% of concealed households can afford to privately rent a 1 bed flat. With the encouragement of the Council, RSLs have now become more active in the private rented market, acquiring and letting properties at sub-market rents.

4. Sustainable Development and Key Linkages to Social Inclusion

Sustainable development and the need to build sustainable communities are recognised as the drivers for change and are at the centre of the holistic approach that is needed in tackling housing problems.

In terms of the built form, the adoption of Egan principles, sustainable residential design quality and designing out crime are all important issues for the District. However, sustainable development is about more than bricks and mortar ("hard issues"), and it is important that we identify local needs and develop an agenda for the area that looks at the social and economic - "soft" - side of sustainable

development. Housing is only one part of the larger social and environmental context in which people live and to treat any part in isolation could be to miss the benefits to be gained from making the links.

The District does not rank highly in the Government Index of Deprivation, however this masks problems that do occur at very local estate or neighbourhood level. The Council, together with partners, particularly health and RSLs, has employed a variety of methodologies so that it assesses levels of need and deprivation in specific parts of the District.

Examples of activity:

- The *Disadvantage in Rural Hampshire* survey identified pockets of multiple deprivation.
- Analysis of the *Indices of Deprivation 2000* has been carried out by the New Forest Public Health Group.
- In partnership with the Centre for Research Education and Training in Energy, EXXON, Totton FE College and the Solent Energy Advice Centre, the Council is offering energy advice to adults with learning difficulties through the *Fuel for Words and Numbers* literacy and numeracy project.
- In partnership with Eaga and the Post Office, the Council is offering energy advice to households in areas which score highly in the *Indices of Deprivation 2000*.
- Several Participatory Needs Assessments have been carried out in identified pockets of need (working closely with local people) to allow close examination of the problems facing communities.
- There is close liaison within the Council's Community Services Team on new affordable housing schemes
- In 2000 Raglan Housing association opened a car free scheme of 40 dwellings in Totton.
- In 2002 Hyde Housing Association opened their sustainable Amphion project of 11 dwellings in Marchwood
- Community involvement has been vital in progressing Hyde Housing Association's estate regeneration scheme which will produce 10 new dwellings at Netley View, Hythe.
- Swaythling Housing Society have incorporated badger runs as part of a recent development.
- Minimum SAP levels have been set for new affordable housing dwellings.
- In partnership with Brockenhurst FE College the Council's Warden Services have installed computers in sheltered housing schemes across the District. Tenant mentors have been recruited to support the 300 residents who have expressed an interest in training.
- The Council is working closely with local colleges and RSLs to develop education, life long learning and training. Totton College has secured funding for 2 UK on line centers in the district at Blackfield and St Annes, Netley View and a Sure Start project has been commenced in Blackfield.

Main Challenges:

- Increasing homelessness and level of housing need
- The need to meet the Decent Homes Standard
- Growing affordability gap

- Household growth forecasts
- Imbalance in the housing stock
- Meeting rural as well as urban housing needs
- Meeting supported housing needs
- Limited financial and land resources
- Modestly sized and expensive private rented sector
- Households and communities suffering multiple deprivation
- Building sustainable communities and promoting sustainable development

5. Priorities for Action

Based on an analysis of local housing needs, an understanding of the local housing market and the main challenges, key priorities for action have been identified. Their choice is based on a range of factors, including, identified housing need, stakeholder and community support, relationship to national, regional and corporate priorities, opportunities for partnership working, impact on other service areas, a realistic view of future resources, organisational capacity and value for money. These have been developed into *SMART* targets in the *Housing Strategy Targets and Action Plan*. Appendix 2 sets out a summary of how these priorities were appraised against several criteria, including other strategies, resources and partnerships.

Priorities For Action

1. TO MAINTAIN AN UP TO DATE KNOWLEDGE OF THE HOUSING MARKET AND LOCAL HOUSING NEEDS

- To regularly assess the District's housing market and stock condition.

2. TO PROMOTE SUSTAINABLE COMMUNITIES AND FOSTER SOCIAL INCLUSION

- To meet the diverse needs of the community, deliver housing services in a fair and equitable way, and, promote and improve the social, economic and environmental well being of that community (including members of that community with supported housing requirements such as older persons and those with mental health problems or learning disabilities).
- To ensure housing and management services are provided in a way that promotes sustainable development, social inclusion and community safety.
- To promote sustainable communities and customer empowerment by providing a choice based

lettings service.

- To develop partnerships with other service providers, in particular Local Strategic Partnership, to ensure that services, such as education and health, are developed and targeted to those in need.
- To create sustainable communities by ensuring that new affordable housing development is well integrated with other housing.
- To ensure that homes are adapted for people with disabilities by the payment of grants.
- To ensure home repairs assistance is targeted at vulnerable low income households to allow them to remain in their own homes.
- To improve home energy efficiency, to ensure the availability of affordable warmth, to meet the Council's obligations as a Home Energy Conservation Authority to reduce CO₂ levels and encourage partner RSLs to ensure that their homes are energy efficient.

3. TO INCREASE THE SUPPLY OF AFFORDABLE HOUSING AND MINIMISE HOMELESSNESS

- To address the shortage of affordable housing for local people who are unable to find a home in the private housing market.
- To maximise opportunities available through the planning system to deliver affordable housing that meets the priority housing needs identified by the Council.
- To provide a high quality housing advice service in order to prevent homelessness, to reduce the need to use B & B accommodation, by providing alternative cheaper and more suitable forms of temporary accommodation, and to provide support for people facing homelessness to prevent repeat homelessness.
- To increase the supply of affordable housing in rural areas and engage communities .

4. TO MAXIMISE AND MAKE BEST USE OF RESOURCES TO PROVIDE ADDITIONAL HOMES

- To ensure resources are available to assist in the provision of affordable housing through work with the Housing Corporation and the allocation of local authority social housing grant, and to explore other sources of funding such as the Private Finance Initiative , Large Scale Voluntary Transfer and Arms Lengths Management Organisations.
- To review the use of Council land holdings.

5. TO PROVIDE DECENT AND SUITABLE HOMES

- To ensure that the balance of the housing stock (across sectors) meets the needs and preferences of the community.
- To make the best possible use of existing homes, reduce to an absolute minimum the number of

empty properties and stimulate the private rented sector.

- To manage, maintain, repair and improve Council homes and achieve the Decent Homes Standard.
- To meet the Council's statutory obligations to ensure that homes in the private sector are fit for habitation by working with landlords and owner occupiers, enforcement action and the payment of grants.

6. TO ENGAGE WITH NEW FOREST COMMUNITIES

- To work with Council and RSL tenants and the wider community, to build their capacity for involvement and to ensure that key strategies are developed and implemented to promote and improve the social, environmental and economic well-being of local communities.
- To consult Council tenants about all aspects of the housing service and encourage tenant involvement in any changes that may affect them.

7. TO DEVELOP AS AN ORGANISATION OF EXCELLENCE

- To monitor, develop and keep under review the performance of the Housing Service, and in particular to use Best Value as an opportunity to develop best practice and compare performance with other local authorities .

In view of the homelessness problem, the size of the Homesearch Register, and the relationship between local incomes and house prices, the highest priorities will be afforded to the provision of new affordable housing and alternatives to bed and breakfast, to homelessness prevention and to securing resources to meet these needs. In terms of permanent accommodation greatest need is for additional affordable general needs dwellings for rent at RSL target rent levels for those on Homesearch Register. There is a lesser need for shared ownership accommodation. There is also a need to provide housing and support for those with special needs. Key worker housing needs are also important and provision must be considered relative to other needs. In terms of the Council's own stock it will be a priority to achieve the Decent Homes standard by 2010 and ensuring effective tenant representation. The comprehensive review of resource options will be fundamental to achieving these priorities.

These priorities must be addressed in a sustainable way that fosters social inclusion.

Part 3 Meeting Housing Needs

1. Introduction

In this chapter, and in the separate *Targets and Action Plan and the Sub-Strategies*, we set out the approaches and initiatives developed to help solve the problems identified and address the key priorities for action, over the coming years.

2. Options and Resource Appraisal

As a result of the findings of the *Housing Needs and Market Assessment*, the increasing homelessness problem and financial pressures a significant review of the Housing Strategy in 2002. Central to this review has been an options appraisal and the commencement of an analysis of resourcing options which will be completed in 2003/2004.

Having regard to limited financial resources in 1998/1999, the Council commissioned consultants to undertake a full, independent appraisal of all the options available for the future ownership of Council homes. While this matter is dealt with in more detail in the HRA Business Plan it is worthy of mention here in view of its strategic significance and as stock transfer would generate a substantial amount of finance to enable the provision of new affordable housing. Since the introduction of the Major Repairs Allowance longer term investment in the Housing Stock is now possible. This has removed the advantage of stock transfer for tenants. However, more recent work on the level of investment required to meet the government's targets on the Decent Homes Standard by 2010 and the increasing pressure of homelessness on revenue resources, has highlighted that there is a significant shortfall in the resources available. As a result the Council is embarking on a fundamental review of all funding options, including Stock Transfer, Arms Length Management Companies, Private Finance Initiatives.

Resources – Total Housing Investment Programme

Based on current levels, the resources available to fund the Housing Investment Programme in the medium term is as follows:

	£'000s
Basic Credit Approvals	1,661
Supplementary Credit Approvals	240
Capital Receipts	1,250
Total Private Sector	3,151
Revenue Contributions	500
Major Repairs Allowance	3,182
Additional MRA contribution	1,763
Total Public Sector	5,445
Total HIP Resources	8,596

Private Sector Resources

Resources allocated to the private sector assumes that ODPM credit approvals and useable capital receipts will continue at the current level. The strategy to allocate these resources is to use ODPM funding to support the Private Sector Renewal and Social Housing Grant programme, and any shortfall is made up through the use of capital receipts.

The current private sector target is to provide an additional 100 units of affordable housing per year, plus to continue to support a Private Sector Renewal and Disabled Facilities Grants programme at the current level. While it is likely sufficient resources will be available to achieve this target in 2002/2003, unless additional resources are identified, it is probable there will be a shortfall in future years, hence the targets may have to be adjusted. Current targets would require resources of £3.990 million, the details of which are provided in the Housing Strategy Targets and Action Plan, resulting in a shortfall in resources of £839,000. Taking into account a deliverable programme (as determined by forecasting land supply, planning consents and assessing the capacity of RSLs to deliver projects) to provide an additional 250 units of affordable housing, this shortfall increases to £7.079 million. To deliver a programme to meet the full range of housing need identified in the Housing Needs Survey, would require 879 units to be made available annually, at a cost of £35.885 million. This would result in a shortfall in funding of some £32.7 million.

Public Sector Resources

Resources allocated to the Council's own stock assumes that the Major Repairs Allowance will continue at its current level and that this will be used to fund the repairs programme. A revenue contribution of £0.5 million is currently made from the HRA to specifically finance environmental enhancements on estates and it is assumed that an annual contribution of between £500,000 and £600,000 will continue in the medium term. In addition there is currently a policy to make an additional contribution to the Major Repairs Account to support the repairs programme. The HRA Business Plan, however, indicates that this policy is not sustainable in the medium term. Given a repairs programme to achieve the Decent Homes Standard within the next ten years, requires an average annual investment of £5 million. This level of investment combined with the restriction on rent increases, as a result of the Council's adoption of the Government's policy on Rent Restructuring, would result in a deficit balance on the HRA by 2005/06.

Other Resource Options

Ambitious targets have been set for both the private and public sectors, however, there is clearly a shortfall in the resources required to meet both the Decent Homes Standard and the supply of affordable homes. The current strategies for both the private and public sectors can only be sustained in the short term. A review of income and management costs is required, along with a more detailed resource options appraisal, for the medium to long term.

As a result the following future alternative sources of funding are currently being investigated:

- Large Scale Voluntary Transfer
- Arms Length Management Organisations
- Private Finance Initiative
- Debt Free Status
- Prudential Accounting
- Commutation
- Review of existing assets

It will also be necessary to fully review the implications of the Governments 2002 Comprehensive Spending Review.

Further details of each option is provided in Appendix 1 *Resourcing Options*.

We will:

- Complete a comprehensive review of resourcing options in 2002/2003, including investigating the benefits of Large Scale Voluntary Transfer, Arms Lengths Management Companies and the Private Finance Initiative.

- Through needs research, the identification of development opportunities and multi-agency partnerships ensure we are well placed to access, and help others access funding streams such as the Approved Development Programme, ring fenced housing initiatives such future rounds of the Safer Communities Supported Housing Fund and Starter Homes Initiative, and the European Social Fund.
- Continue to use the Council's General Fund creatively to create new housing opportunities and reduce the need for B&B.
- Work with partners to limit the burden of housing provision to the public purse, including the use of private finance and reviewing the Council's discounted land value policy for development sites secured for affordable housing through the planning process.
- Undertake a comprehensive review of Council land and building assets to identify and bring forward opportunities for new housing development.

In addition to the availability of financial resources, account has also been taken of organisational capacity to deliver services. On going Best Value work, cross-service liaison and partnership working is enhancing the ability to meet certain objectives without additional financial resources.

Further resourcing information is contained in the *Housing Strategy Targets and Action Plan* which includes a summary of revenue and capital expenditure and an identification the level of resources needed to meet housing needs. A summary of the resourcing options is contained in Appendix 1, and the options appraisal in Appendix 2.

3. Homelessness, Housing Advice and Lettings

Housing Advice, Tackling Homelessness & Assessing Homeless Households

The Council works in partnership with a wide variety of agencies to prevent and tackle homelessness in the District.

The Council had reduced the use of bed and breakfast (B&B) over recent years, as Diagram 8 shows. However, this trend is again on the increase because of record numbers of homelessness acceptances, reflecting the intense pressure in the local housing market. The Council is committed to minimising the use of B&B, particularly for families, and supports the Government objective of ensuring that by March 2004 there are no families with children in B&B, except in an emergency situation.

Despite the significant increase in homelessness acceptances, the Council has been successful in restricting the use of B&B. This has been due to a number of new initiatives that have been developed aimed at preventing homelessness and ensuring suitable accommodation is provided. One of the key approaches to reducing homelessness is the provision of a good quality housing advice and homelessness service, with a need for the service to be inclusive, accessible and effective.

The Council welcomes the strategic approach to homelessness required by the Homelessness Act and will be publishing its own homelessness strategy in 2003. The steering group which will co-ordinate the

strategy will include representatives from Social Services, partner landlords, Locality Mental Health Teams, the Primary Care Trust, the Supporting People Co-ordinator, CAB's and other voluntary sector agencies. Initial themes which are being explored are the incorporation of the Harrow Model of housing advice provision, greater focus on floating and fixed support for vulnerable households and working closely with other local authorities in Hampshire to ensure best practice across the region.

Lettings

The Council has been chosen as one of 27 local authorities to pilot choice based lettings and the New Forest scheme was one of the first of the pilots to become operational in October 2001.

The pilot scheme is based on the proposals outlined in the Housing Green Paper with a Delft-type lettings process and use of a banding system for prioritising. The scheme allows applicants much greater choice and empowerment and assists in creating and maintaining sustainable communities. Vulnerable and homeless applicants are supported to ensure they are fully able to take part in the new process and that there are no blockages in temporary accommodation. Early results suggest that the scheme is achieving all of its main aims.

We will:

- Develop a comprehensive homelessness strategy.
- Work with the Government's Homelessness Directorate to prevent homelessness and reduce the use of bed and breakfast.
- Continue to develop Choice Based Lettings, create sustainable communities and use lettings to create flows within the housing stock.
- Ensure the diverse needs of the community are met.
- Developing a package of options to persuade owners and RSLs to provide rented and leased properties for temporary accommodation.
- Provide housing advice at an early stage to prevent homelessness e.g. providing advice on housing options, arrears, tenancy issues, mortgage problems and debt counselling.
- Provide local and accessible advice surgeries and 24 hour homelessness service.
- Provide advocacy services for clients who need help in liaising with landlords, solicitors and other agencies.
- In partnership with a number of stakeholders, continue to provide funding and management support for the Hyde Housing Association cross-tenure Floating Support scheme that provides assistance to help people maintain tenancies.
- Ensure at least 240 good quality dwellings owned or leased by RSLs specifically for temporary accommodation are available at any one time. Revenue subsidies are offered to RSLs to ensure dwellings can be made available at suitable rents.
- Ensure the Council's lettings policy gives reasonable priority to homeless households and encourages and assists homeless applicants in submitting applications for permanent homes.

- Implement Council's deposit guarantee and rent top-up schemes to help applicants secure accommodation in the private sector.
- Monitor the success of Housing Benefit administration following its review to streamline and improve the service for tenants and landlord.
- In partnership with the Primary Care Trust, Social Services and voluntary agencies develop a Night Stop scheme for the New Forest provides direct access accommodation for young homeless people.
- Provide remote interviewing facilities via a video link to ensure people in housing need can talk face-to-face to a Housing Adviser even if they are unable to attend a local advice surgery.
- Keep under review the comprehensive directory of services and accommodation for rough sleepers produced as part of the Single Persons' Strategy.
- Have regular meetings with the Citizens Advice Bureau, Women's Refuge and Social Service Teams to discuss homelessness.
- Implement the agreed protocol for housing potentially dangerous offenders.

4. Vulnerable People and Supported Housing Needs

The Council aims to ensure that the supported housing needs of its residents are addressed in a coordinated way. The Council has supported the development of the New Forest Supported Housing Forum where a range of voluntary and statutory agencies discuss particular supported housing needs. The Forum has established a series of sub-groups to take specific issues forward relating to:

Young people - Older persons - People with mental health problems - People with learning disabilities - People with physical disabilities & sensory impairment - Victims of domestic violence - Ex-Offenders - Substance Misusers

A *New Forest Supported Housing Core Group* has been constituted as part of the Forum. It will take commissioning decisions on new proposals and Supporting People matters.

- The Supported Housing Forum Core Group consists of representatives from Housing Department, Community Safety Partnership, New Forest Primary Care Trust, West Hampshire Trust, Hampshire Probation, Hampshire County Council Social Services, RSLs and the Voluntary Sector.

Together with other Hampshire housing authorities and Hampshire County Council the Council is working in partnership to take forward the Supporting People initiative. Dedicated Supporting People coordinators have been recruited across the County to ensure the objectives set out in the Supporting People national strategy are achieved. An extensive supply mapping exercise has taken place to identify all current supported housing provision, which will enable use to prioritise need for future supported housing development. In partnership with social services, partner RSL's, voluntary

agencies, private landlords and the Supported Housing Forum, additional services have been developed to support people in their own homes. Through Hampshire Supporting People, we are currently working to develop a needs mapping methodology to identify further unmet need across all client groups that may require housing support services.

The Choice Based Lettings system ensures a level playing field for all customers by supporting vulnerable households in choosing properties. Households with very difficult housing circumstances can be given extra priority on the Homesearch Register if it is necessary to move them urgently or prevent homelessness arising.

We will:

- Develop a range of action plans and strategies for specific needs groups.
- Increase the provision of supported housing and services where there are shortfalls
- Offer grants and advice to allow people to remain in their own homes.
- Implement a protocol for joint working with the Locality Mental Health Teams to ensure the support and accommodation of applicants with mental health problems has been developed.
- Implement a protocol to ensure joint working for young homeless people with Hampshire County Council and other district authorities.
- Work closely with the multi-agency Womens' Refuge and Domestic Violence Forum to help people who are fleeing from domestic violence and provide a 2nd domestic violence refuge and move on accommodation.
- Work closely with the local Connexions partnership to ensure the delivery of advice and assistance to young people.
- Work with health and social services on LBHU reprovision.

5. Black and Minority Ethnic Issues

Despite its small BME community, the Council has been concerned that such a small isolated community spread across the District may suffer from social and economic exclusion. The Council monitors access to its housing service and is satisfied that there is equality of access. A specific strategy aimed at addressing the needs of BME communities has been developed.

We will:

- Monitor access to housing and housing services and the implementation of the Council's BME Housing Strategy.
- Take action against racial harassment.

6. Older People

In the light of the Housing Needs and Market Assessment findings a multi-agency subgroup of the Supported Housing Forum is reviewing its *Older-Persons' Housing Strategy*. The present Strategy is attached as an appendix to this document. A Care and Repair Agency has been established to help older people in their own homes.

We will:

- Review the Council's Older Persons' Housing Strategy.
- Support the New Forest Care and Repair Service and offer advice and grant assistance.
- With Social Services investigate the use of new technology to allow people to remain in their own homes

7. Asylum Seekers

Following the introduction of the statutory arrangements for dispersing asylum seekers more widely across the country, New Forest District Council joined the South Central Consortium which is part of the Local Government Association voluntary scheme. Whilst the Council has been unable to offer any of its own housing stock for the dispersal arrangements because of the severe shortage of affordable housing in the District, we have worked as part of the Consortium in helping to identify possible resources.

8. Sustainable Tenancies and Home Ownership

It is important that households with a home are provided with support if they are at risk of losing it. Home repairs assistance is targeted at vulnerable low-income owner occupiers. Discussions are underway with RSLs to expand the mortgage rescue scheme to support owner occupiers at risk of losing their homes. The existing cross-tenure floating support service is highly successful and ways to expand this will be investigated.

We will:

- Investigate developing a mortgage rescue scheme.
- Continue to support Hyde Housing Association's floating support scheme and investigate opportunities for expanding this.

9. Housing Enabling and New Housing

While much of the District's housing requirements will be met by flows within the existing stock, the provision of new housing has a contribution to make in meeting those needs. It is therefore crucial to ensure that the right sort of housing is provided in the right place. The prime need is for affordable

housing for rent, however we also wish to ensure that a diverse range of housing options are provided to meet community needs. The Council is committed to its housing enabling role with planning and housing departments working together closely.

New Housing and Partnership with RSLs

A key aspect of this Council's enabling strategy is its partnership work with RSLs active in the District. In order to ensure high management standards, security of availability, nomination rights, common standards of tenant participation and performance monitoring arrangements, new affordable housing is provided by the RSLs who are signatories to the New Forest Housing Partnership Agreement, revised in 2001.

We will:

- Work with RSLs to maximise new affordable housing provision, and utilise the opportunities provided by the land use planning system and publicly owned land to increase supply.
- Ensure new development meets housing needs and preferences, with a particular priority being given to the provision of affordable rented accommodation provided by partner RSLs
- Continue to ensure that 100% nomination rights for the Council are secured on all new schemes.
- Where it represents the best value for money, Council land will normally be disposed of for affordable housing at below unconstrained open market value.
- Share performance information with RSLs and monitor success in implementing new housing schemes.
- Support RSLs by making social housing grant and land available.
- Review the Site Registration Scheme to improve openness efficiency and deliverability.

Sustainable Development

The Council will encourage all new RSL development to be sustainable in environmental, social and economic terms.

The New Forest RSL Sustainable Development Group has developed a sustainable development framework for new affordable housing. The framework compliments work that the Council and RSLs are carrying out on Local Agenda 21 and initiatives such as *Housing Quality Indicators*, and *The Sustainability Toolkit*.

We will:

- Implement the affordable housing sustainable development framework, developed in 2001/2, which sets down indicators and targets, and provides a methodology for peer review amongst RSLs, and activity and outcome monitoring.

- Ensure new affordable housing dwellings will now make provision for homeworking and study, and include cycle parking.
- Aim to create mixed communities with no more than 10 affordable dwellings to be located together and for street level mixing of tenures to occur
- In order to maintain community stability ensure new bungalows on Council estates are offered to older local residents.
- Discuss new affordable housing proposals within the Council's Community Services Directorate to identify community issues.

Focus For Development

While there is considerable housing need throughout the District it is clear that housing needs are most severe along the Waterside, and in the towns of Fordingbridge, Ringwood, New Milton, Totton and Lymington. It is proposed that investment opportunities in these towns should take priority. There is also a focus on developing rural sites to help sustain local communities.

While the intention is to provide a balanced programme to meet a wide range of needs, in developing new dwellings priority will be given to the provision of affordable accommodation for rent at target rents. In determining dwelling types there will be regard to identified needs and the desire to create sustainable, mixed communities. There is clearly also a need for additional supported housing provision. There is a lesser need for shared ownership accommodation to be provided as part the annual programme to help meet these needs, and for keyworker housing.

Rural Housing

Rural housing continues to figure highly in the Council's priorities. *The Housing Needs and Market Assessment* and Homesearch Register has illustrated the unmet need in rural areas within the District. The Council will continue to use this data to identify priority villages for attention and take a proactive role in enabling development where needs are high.

We will:

- Implement a programme of meetings with rural parishes to discuss needs.
- Work closely with the District's Rural Housing Enablers to investigate needs and develop a programme of new rural schemes.
- Work within the Community Service Directorate to ensure wider community needs are taken into account and to link with initiatives such as the *Countryside Agency's Vital Villages*.

Empty Private Sector Properties

There is a small private rented sector of 4% locally which is not sufficient to meet the demand. With more small households being formed and the pressure of homeless families it is clear that we should use our resources to encourage the private rented sector, particularly landlords and owners with empty

buildings or who have buildings that could be converted to flats for rent. Our dedicated Empty Homes Officer will continue to liaise with owners of empty property, through personal contact and the Private Rented Forum, to ensure the continued success of this strategy. The Council's renovation grants policy will focus on bringing empty properties into use for homeless families. Owners will be encouraged to lease to RSLs.

We will:

- Develop and publicise a revised range of incentives to encourage the re-use of empty properties, particularly for use by those in identified housing need and target grants to bring properties into use for households in housing need.

A specific Empty Property Strategy and an Improvement Grants and Landlord Grant Policy have been produced and now form part of the Housing Strategy.

New Supported Housing Provision

We are committed to create a coordinated approach to supported housing provision. A New Forest Supported Housing Core Group has been established to take commissioning decisions on new proposals. This group supports the main Supported Housing Forum (which acts as the local inclusive forum). Decisions are informed by the *Housing Needs and Market Assessment*, ongoing monitoring of housing requirements and the detailed work of sub-groups. There is close interagency co-operation on all new proposals. Council representatives sit on working groups for all schemes, both pre and post development.

New supported housing schemes can often meet resistance from established communities. A multi-agency group has prepared a *Supported Housing Communications Strategy* in order to assist the provision of new schemes by enlisting the support of key players and providing information in order to allay community fears.

We will:

- As part of the work of the Supported Housing Forum, its Sub-Groups and the Core Group prioritise the need for new provision and enable development in accordance with those priorities.

Single People

The Homesearch Register and *Housing Needs and Market Assessment* highlights a significant need for accommodation for single people confirming the result of a report commissioned from Shelter. The results have provided the basis of our *Single Persons' Housing Strategy*. The New Forest Supported Housing Forum Young Persons Sub Group will develop a strategy to meet the needs of young single people who often require services other than just housing, such as assistance with training, education and seeking employment opportunities. In order to reflect demographic trends and an imbalance in the

housing stock, greater attention is now paid to the creation of dwellings for smaller households in new developments.

We will:

- Ensure that new affordable housing schemes typically include 50% one and two bed units.
- Aim to provide supported accommodation for vulnerable young people and provide links to training needs.

Low-Cost Home Ownership, and Sub Market Renting

Notwithstanding the greatest need is for rented accommodation in the New Forest, the Council recognises the importance of meeting a range of housing needs. We will continue to work with others to provide a range of housing types. Low-cost home ownership may have some value (depending on its cost to the householder) in meeting the needs of some households, but it is not considered this can take the place of the type of affordable housing that has been identified as a priority for provision. Therefore, on PPG3 sites, the Council will welcome low-cost market housing in addition to provision of priority affordable housing types. Where provided the aim would be for the dwelling price to relate to a lender's standard multiple of local average earnings.

We will:

- In the interests of providing a balanced housing programme and where there are benefits in creating mixed communities provide additional shared ownership dwellings.
- Ensure that, where possible, shared ownership properties are occupied by tenants transferring from existing Council or RSL tenancies, thus freeing up properties for rent.
- Develop and support new initiatives such as HVHS Housing Group's scheme to use private finance to purchase the freehold of dwellings and make them available at sub-market rents to applicants on the Homesearch Register.
- Promote and develop leasing schemes such as those operated by Twynham and Hyde Housing Associations.

Key Workers

Good quality, affordable housing is important to a stable local economy and high quality service provision. While it is a priority to provide accommodation for homeless households and those in need on the Homesearch Register we are also committed to working with others to provide housing for key workers.

It is not envisaged that key worker provision will be made as a substitute for priority affordable housing types on sites where affordable housing is secured through the planning process. The Council will focus on working with key worker employers who are able to act as partners, in particular those who have resources, such as land holdings, that can be used to help facilitate new provision. We fully

support Lord Falconer's statement (to the South East Regional Housing Conference-15 April 2002) that the state must exploit its land better for affordable housing, particularly for key workers, and are already working with a number of public bodies to take this forward.

We will:

- With employers, carry out further research into key worker housing needs.
- Investigate opportunities for key worker provision, including the use of publicly owned land.
- Continue to work with employers to identify properties suitable for key workers
- Promote and develop further the Council's scheme that encourages owners to let out rooms in their homes to key workers.

Flexible Accommodation to Meet Long Term Needs

In addition to encouraging the provision of special needs accommodation the District Council will encourage RSLs to develop *lifetime homes* that are capable of meeting the changing needs of the occupants. In addition there is a continuing demand for grant assistance to adapt existing homes to meet the needs of occupiers with disabilities. The *Housing Needs and Market Assessment* revealed that adapted homes were not necessarily re-occupied by those with special needs when the original occupier moved out. The new choice based lettings service will ensure that vacancies of adapted properties are advertised to promote best use of stock.

We will:

- Use the Council's Disabled Facilities Grant programme to improve accommodation
- Review lifetime home standards in the light of the new Building Regulations
- Ensure that adapted Council and RSL dwellings are relet to appropriate households.

Planning Policy

Robust local plan policies have been the cornerstone of new affordable housing provision in the District for many years. Hundreds of new affordable dwellings have been produced as a result of their application. We are committed to ensuring that this continues to be the case.

The Housing Development Team has been involved in the development of affordable housing policies in the *New Forest District Local Plan* and those in the review of that plan.

In view of the scale of the District's affordable housing problem and the priorities set in the Housing Strategy it is important that all suitable sites provide affordable housing. This includes sites which owners and developers propose be used for sheltered or other specialist housing.

Adopted Local Plan Policies

- **Urban housing sites:**
 - *Target 30% affordable , threshold 15 dwellings (0.5ha)*
- **Rural housing sites:**
 - *Target 30% affordable housing, threshold 2 dwellings*
 - *Rural Exception Policy and provision for urban exceptions.*

First Stage Deposit Local Plan Review

Urban housing sites:

- *Target 35% (45% off-site) affordable housing, threshold 15 dwellings (0.5ha) (threshold to be reduced if Government policy allows)*

• **Rural housing sites:**

- *One affordable dwelling for each market dwelling*
- *New market housing to be restricted to local occupiers.*
- *Rural Exception Policy and provision for urban exceptions*
- *Redundant agricultural dwellings to be used for affordable housing*

In addition to ensuring that planning policies are used to supply affordable housing, through detailed discussions on planning applications it is aimed to create mixed and balanced communities. The aim is that no clusters of more than 10 affordable dwellings should be grouped together and that the street level mixing of types and tenures should occur.

Land values have been increasing rapidly in the area. The Council continues to support RSLs in their negotiations with landowners and developers to secure land for affordable housing development at less than unconstrained open market value in order to ensure that dwellings remain affordable.

The revised (deposited) *Local Plan* will be complemented by supplementary planning guidance on affordable housing aimed at improving delivery. This will form part of the affordable housing development guide produced for RSLs, developers, and others involved in the development process. Regular meetings between Housing and Planning Officers, both on strategic and project based issues aid delivery of new affordable housing schemes.

We will:

- Progress the First Alterations to the Local Plan through to adoption.
- Implement planning policies to increase the availability of affordable housing.
- Review the Council's discounted land value policy for sites where affordable housing is negotiated through the planning process.
- Continue to ensure there is close liaison between planning and housing departments.

10. Public and Voluntary Sector Housing

Council Homes

We are committed to maintaining the Council's stock of accommodation in good condition and ensuring that it fulfils its part in providing good quality affordable housing in the District. We are also committed to finding new ways to involve our tenants in delivering the housing service.

Currently the Council requires right to buy properties that are to be offered for sale to the Council in the first instance. Unfortunately due to its limited resources it is unable to purchase back the dwellings. It is intended to investigate further the imposing of other restrictions on re-sales in the light of encouragement given in the *Rural White Paper* to ensure such housing meets local needs.

We will:

- Carry out works of planned maintenance and improvement in accordance with our 10 year programme
- Ensure the Decent Homes Target is achieved by 2010.
- Investigate other options for financing our planned maintenance and improvement programmes to meet the shortfall identified in the financial projections in the Business Plan.
- Hold elections for the main Tenants' Consultative Forum.
- Continue to develop new and innovative ways of engaging our tenants.
- Recognise less formal tenant structures when consulting about housing services.
- Seek to foster good relations with our tenants through training and social events.
- Develop ways of working with under-represented groups e.g. young parents, sheltered housing tenants and young people.

Further information on Council homes, including Tenant participation can be found in the HRA Business Plan.

RSL Homes

The Council undertakes continual monitoring of the management standard of all our partner RSLs. The Council is satisfied, through its monitoring processes, which includes scrutiny by a panel of councillors, cross-boundary comparisons, and Housing Corporation performance indicators, that all Registered Social Landlord partners are effectively managing their own homes.

The Council works with RSLs to ensure that potential management problems on new developments are identified at design stage and are then designed out of a scheme.

We will:

- Monitor the management performance of RSLs and undertake post scheme evaluations using the Affordable Housing Sustainable Development Framework.

Home Energy Efficiency

RSLs are assessing the energy efficiency of their homes and as partners of the Council will continue to share information, including energy ratings. Target SAP ratings have been agreed with RSLs for new dwellings.

We will:

- Work with RSLs to ensure that locally agreed SAP levels are attained

Tenant Participation

As a result of the need that was identified for greater RSL tenants involvement the Council has established a forum of tenant participation officers, that includes representatives both of the Council's and RSLs, which discusses issues and shares experiences. RSL tenants have the opportunity to participate in the production of the Housing Strategy. As well as benchmarking exercises and sharing examples of good practice, the group is producing a handbook for tenants' handbook outlining opportunities for involvement within the area. Minimum standards for tenant participation have been agreed that will promote tenant involvement, implement good practices and working in partnership. A joint training group has been set up with three partner LA's and three partner RSLs to provide affordable training to their tenants.

In addition, we have undertaken a pilot project to compare management standards on a particular estate where there is more than one landlord. Residents' Action has been introduced for the Heather Road estate, following resident consultation to improve services and facilities for their community. Residents' Action has produced in partnership with the three landlords a revised and updated local agreement.

We will:

- Complete a mapping exercise of residents groups and RSL stock.
- Provide tenants training to build their capacity for involvement.
- Produce a tenant's handbook.
- Develop a tenant training initiative on practical energy efficiency.
- Monitor the agreed minimum standards for tenant involvement.
- Involve tenants in Housing Strategy production.
- Build on Sure Start 's initial work at Blackfield to set up a joint landlord Forum, form a partnership with Totton College and seek to employ a development worker.
- Develop links between RSL tenant participation officers and the Council's other community based activities.

11. Private Sector Housing

New Market Housing Development

Despite the high levels of need for affordable housing and existing policies in the Local Plan to seek the provision of such housing, it is envisaged that most new dwellings will be for sale at market values. It is intended to revise planning policies in the *Deposit Local Plan* (discussed above) to ensure that dwellings that meet local market need are provided. *The Housing Needs and Market Assessment* suggested that 90% of new households required 1 and 2 bed housing. This dwelling type is underrepresented in the dwelling stock, representing only 33% of the stock. It is aimed to increase provision.

We will:

- Implement Local Plan housing policies and aim to develop mixed and balanced communities.
- Develop policies to ensure that new dwellings meet local market need.

Stock Condition

Our approach to private sector housing will support the main housing strategy by encouraging people to invest and remain in their own homes. By supporting people in the private sector to remain at home for as long as possible we can reduce pressure on social housing and contribute towards sustaining communities.

We will investigate housing conditions in the private sector, and where dwellings are found to be substandard take suitable action. In most cases this will involve offering a grant to improve or repair a dwelling but could involve taking enforcement action against an occupier or landlord. A flexible enforcement policy, where dealing with the condition of rented accommodation, aimed at meeting the needs of both tenants and landlords, has resulted in a realistic balance in improving housing conditions and respecting the role played by landlords in providing rented accommodation.

Renovation Grants will be used to deal with dwellings that have failed the standard of fitness for human habitation. Home Repairs Assistance Grants will be used to enable more minor works that do not qualify for Renovation Grant to be carried out and for works to mobile homes. Grants are either income or age related so are targeted to those unable to afford the cost themselves thus enabling them to remain in their own homes for as long as possible. They are also targeted at potential landlords; particularly owners of empty properties who will make their dwellings available to provide good quality rented accommodation for homeless households. Efforts will be made to preserve the character of dwellings where this is important for the character of the area.

Despite relatively low levels of unfitness there are pockets of deprivation, particularly in rural areas and high numbers of elderly and vulnerable people compared to the national average. So the need to provide financial assistance for the most vulnerable is clear. We are committed to providing support to vulnerable groups through Disabled Facilities Grants and the Care and Repair Agency that was created in 2001, and will work closely with partners, in particular Social Services to provide the service effectively. The Agency will continue to assist the authority in supporting people in the private sector. The *Housing Needs and Market Assessment* considered certain aspects of dwelling condition and revealed a higher level of disrepair than originally envisaged. It is anticipated that we will take part in a Hampshire wide stock condition survey that should start in 2002/2003. This will be repeated every 5 years.

During 2002 the government are expected to replace the existing grant system with a general power for local authorities to provide greater assistance by way of loans, grants and equity release schemes. Help may also be provided to help homeowners move to more suitable accommodation. By allowing greater flexibility the reform will radically change the way local authorities deal with the private sector. More emphasis will be placed on loans and encouraging homeowners to use their own equity. By allowing grants to be given as loans it will be expected that in the long term we will be able to help more people because the funding will be recycled.

We will:

- Link renovation grants to the Empty Homes Strategy with the aim of creating new homes for rent those in housing need.
- Ensure that the best use is made of the housing stock and continue to use Disabled Facilities Grant and the Care and Repair Agency to help people remain in their own homes.
- Assess stock condition and houses in multiple occupation.
- Provide grants, and where necessary take enforcement action, to improve stock condition.
- Respond to new Government policy by developing a new grants and loans policy.

Home Energy Efficiency

The Council has a dedicated officer to co-ordinate its Strategy in response to the Home Energy Conservation Act (HECA). She provides advice and promotes both local and national initiatives to the local community. Working in partnership with other statutory and non-statutory agencies and the business and voluntary sectors assists in building an energy efficiency profile of the New Forest District. The success of the Council's HECA strategy relies heavily on corporate commitment. The HECA Working Group, a cross-service team with an involvement in housing, Environmental Health and Local Agenda 21 issues meet bi-monthly to ensure coordinated action.

New Forest District Council is a member of Shecane (The Southern Home Energy Conservation Action Network) which aims to develop partnerships to reduce domestic fossil fuel consumption and carbon dioxide emissions and to eliminate fuel poverty.

Through a range of local and national initiatives, such as the ODPM's own *Are You Doing Your Bit?* campaign and Npower's *Power for Life* scheme, householders and landlords are encouraged to take up and adopt energy efficiency measures. Using a grass roots approach in meeting the community is helping people to understand how their use of energy causes global warming and climate change. By increasing awareness and stimulating interest in energy efficiency we are encouraging simple, permanent changes to our lifestyle to help protect the local and global environment.

We will:

- Implement the Council's *Energy Efficiency and Affordable Warmth Strategy*.

12. Key Linkages to Social Inclusion

The Council recognises the role that good quality housing and housing services has in creating an inclusive society. There are many linkages between housing policy and other policy areas that must be identified and exploited if we are to meet our objective of core aim of fostering social inclusion. Effective corporate and partnership working are central to achieving the objective.

We will:

- Utilise the LSP as the framework for developing linkages with other agencies and policy areas so housing is not seen in isolation from other policy areas and complementary approaches to meeting needs are adopted.
- Develop a Housing Community Action Network as part of the LSP.
- Strengthen links within the Council's Community Services Directorate to help identify community needs and build social capital on new and existing estates.

We have already developed strong links between various policy areas. Under the auspices of the LSP work is underway to develop a *Social Inclusion Strategy*. Consultation has been carried out on an issues paper and a strategy will be produced in 2002/2003. Our *Affordable Housing Sustainable Development Framework* has been instrumental in creating stronger links and ensuring that we look beyond just the bricks and mortar of new housing provision.

We will:

- Develop the Social Inclusion Strategy to guide the work of the LSP's Social Inclusion Community Action Network, with housing being identified as one of the key issues.

Health

The link between housing quality and health is well established. Our *Affordable Warmth and Energy Efficiency Strategy* has been successful in ensuring that vulnerable groups in particular do not suffer health problems due to poor housing conditions. We will continue to ensure that health and housing issues are considered together in policy development and implementation, particularly through the Supported Housing Forum. The New Forest Drug and Alcohol Reference Group (under the auspices of the countywide Drugs Action Team) plans to hold a seminar in 2002 to bring RSLs together to discuss their approach to drugs and alcohol issues.

We will:

- Continue to ensure Housing officers are members of the Council's Health Group and contribute towards the production of the Health Group Action Plan and HIMP.
- Provide a housing officer as a representative on a Department of Health sponsored research project on person centred planning for people with learning disabilities in the New Forest.

Access to Financial Services

Being cut off from mainstream financial services can contribute towards social exclusion. The Council will continue to work with partners to operate a credit union.

We will:

- Continue to support the Waterside Credit Union and encourage RSL involvement.

Employment, Education and Training

The Council's Economic Strategy seeks to address training and skills issues through resident and employer based workforce, with the resident-based workforce with FE colleges and with Education Business Links. In order to promote self-dependence and in recognition of the benefits of providing people with life skills we will continue to work closely with a range of organisations to develop and target employment, education and training initiatives. The Council supports Totton College in operating two UK On-Line centres that deliver basic IT skills in local communities. Projects such as the UK Online centres at Hythe and Blackfield, and Surestart provision have an increasing emphasis on delivery within closely defined geographic communities. The basic skills project with Solent Skill Quest address needs both in this organistaion and throughout the District.

We will:

- Ensure new affordable dwellings will make provision for work or study at home.
- Continue to work with the HIMP Group and Primary Care Research Network Facilitator on energy efficiency.
- Encourage partner providers to target resources to vulnerable households and RSLs to promote the services of those providers amongst tenants.
- Continue to support initiatives such as UK On-Line and Sure Start

Community Safety

The Community Safety Partnership is made up of a number of agencies across the district that have an impact on crime and disorder as well as on the fear of crime. The council's commitment to reducing crime and disorder has been cemented by the production of the second Community Safety Strategy in April 2002. This aims to tackle the priorities selected through the community safety audit and endorsed by stakeholders across the New Forest.

The Council is committed to dealing effectively with anti-social behaviour and racial harassment. Housing Services has adopted joint working arrangements with partner RSLs, the Police and the Council's own Environmental Health Department. All tenancy agreements prohibit racial harassment and the Council will pay particular attention to any incidents that do occur. In addition it has, in partnership with the Police, recently adopted a multi-agency procedure for recording and reporting racial incidents. Protocols have also been endorsed to facilitate the use of Anti-Social Behaviour Orders and Acceptable Behaviour Contracts as provisions of the Crime and Disorder Act 1998.

We will:

- Use Anti-Social Behaviour Orders and Acceptable Behaviour Contracts where anti-social behaviour and racial harassment are identified and encourage Neighbourhood Watch schemes.
- Take appropriate measures, such as ASBOs and ABCs,
- Liaise with Hampshire Constabulary's Crime Reduction Officer.
- Through the Community Safety Partnership continue to support and fund a Domestic Violence Coordinator.
- Ensure the Council is represented on the steering group of the Hampshire Potentially Dangerous Offenders' Protocol.
- Include the Community Safety Officer on the *Supported Housing Forum Core Group*
- Redevelop nuisance garage courts to provide affordable housing.
- Reduce the priority given to applicants on the Homesearch Register who have been found guilty of unacceptable behaviour.
- Through the Community Safety Partnership invite a RSL to sit on the strategic group to ensure that housing related considerations are taken into account in its work.

Cross Boundary Working

The Council is developing linkages with other authorities, particularly neighbouring authorities in order to develop joint approaches to common problems and to adopt and share best practice.

Examples of ongoing activity:

- The Council is liaising with neighbouring authorities to develop supplementary planning guidance to provide housing through the planning system
- There has been close liaison with neighbouring authorities to secure funding for 2 Rural Housing Enablers with the Council represented on the initiative's steering group.
- The Council is a member of county and sub-county groups looking at strategic, homelessness, enabling, private sector renewal and empty property issues.
- A joint training initiative has developed linkages with 3 Councils and 3 RSLs and aims to support tenant training for those landlords in Hampshire and Dorset
- There is ongoing benchmarking and sharing of best practice with other Councils.
- Supporting People to identify and co-ordinate cross-authority services.
- Liaison with neighbouring Council's, health trusts and social services on LBHU re-provision.

Housing Strategy 2003-2008

2002 Housing Investment Programme Housing Strategy Targets and Action Plan

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Part 1: Introduction

Purpose of the Action Plan

Based on an analysis of local housing needs, an understanding of the local housing market and the main challenges, key priorities for action have been identified. Their choice was based on a range of factors, including, identified housing need, stakeholder and community support, relationship to national, regional and corporate priorities, opportunities for partnership working, impact on other service areas, a realistic view of future resources, organisational capacity and value for money.

The *Action Plan* develops the aims, on going “*We Wills*” and priorities for action expressed in the Housing Strategy (and which are also summarised in Part 5 of this document) into specific shorter term *SMART* objectives and milestones, with measurable outputs and outcomes, for the coming years. The targets that have been set are considered to be achievable, though challenging. Account has been taken of the national, regional and local context and the analysis of current and forecasted future needs has been fundamental to generating these specific targets. A realistic view of likely resources (including the synergies that can be created by partnership working a changing working practices) has been taken in setting targets and a review of options for increasing resources is included as a specific target. Appendix 1 sets out the resourcing options that are being explored. In addition to identifying the resources necessary to meet the targets, Part 4 of this document also contains a bid for resources based on identified housing needs and the scale of a capital programme that could be delivered should sufficient funding be available.

Performance against the targets will be monitored, with named officers being responsible for achieving targets, and published. Regular reviews of targets will take place.

The document also provides a reflection on the way we performed in 2001/2002 and outlines the resource requirements we believe we need to meet our future targets.

The Sub-Strategy Monitoring Report sets out performance against other target areas with the Sub-Strategies themselves setting out specific targets for future years .

Links to the Housing Revenue Account Business Plan

More detailed targets and resource implications relating to the Council’s landlord role are contained within the Housing Revenue Account (HRA) Business Plan.

Part 2: Performance Against Last Year’s Targets

In this section, we look at our performance against the targets that we set last year.

Housing Needs

The ongoing targets for 2001/2002 included keeping the use of Bed & Breakfast (B&B) accommodation to a minimum. This was to be achieved by the use of private sector housing, the use of other good quality temporary accommodation and by the provision of housing advice.

New initiatives introduced in 2001, which have involved close work with the private sector and Housing Benefits, have been successful in providing alternatives to B&B, resulting in increases in the number of properties managed by Registered Social Landlords (RSL's) and in the use of properties in the private rented sector. The Council and its RSL partners have also been successful in increasing the supply of temporary accommodation available to women fleeing domestic violence through the Safer Communities initiative. Additionally, access to the Housing Advice Service has been improved by use of new computer technology.

One of the major targets was to commence operation of a Choice Based Lettings Pilot scheme. The New Forest pilot began operation in October 2001, one of the first of the DTLR funded pilots to go live.

- **Keep the use of Bed & Breakfast accommodation to a minimum and use it only in emergency situations.**

Performance: During 2001/2002 197 households were placed in bed and breakfast which continues the increasing trend over recent years. The greater use of B&B reflects the very difficult housing situation in the New Forest. There were a record number of homelessness acceptances in 2001/2002 and had it not been for the range of new initiatives this figure would have been far higher.

- **Maintain a portfolio of good quality temporary accommodation for use by homeless households including at least 200 good quality properties made available by RSLs.**

Performance: The Council has a portfolio of more than 400 good quality temporary homes including around 220 RSL temporary properties, together with hostels, permanent Council housing used as temporary accommodation and a women's refuge.

- **Maintain an up to date knowledge of the housing needs of the District.**

Performance: Monitoring and review systems have been developed to allow the 2001 Housing Needs and Market Assessment to be kept up to date. The Housing needs Register is continually reviewed and detailed information from the lettings pilot and from the Council's Housing Advice Service has been continually monitored.

- **Ensure that all homeless applications are dealt with within the timescales and guidelines recommended in the code of guidance.**

Performance: In 2001/2002, 94% of cases were resolved within the Best Value performance indicator of 30 days. The only cases that took longer to process were because of unusually complex enquiries, or where the applicant did not maintain contact with the Council.

- **During 2001 commence operation of a fully choice-based lettings pilot**

Performance: A DTLR funded pilot scheme for choice based lettings commenced operation across the whole district on 1 October 2001. The success of the project is being monitored and customer feedback has been positive.

- **Prepare a Homelessness and Housing Advice strategy.**

Performance: The preparation of this strategy was delayed due to the delay in the Homelessness Bill being given Royal Assent. Work on the strategy will now commence in 2002/3.

- **Work with Hampshire Probation on developing the role for local authority housing services on protecting the public from dangerous offenders.**

Performance: The Council represents Housing Authorities from Hampshire on the steering group of the Potentially Dangerous Offenders Protocol. The protocol has been fully revised and was re-launched in February 2002 and Strategic Housing Authorities have now been placed as a Tier 1 agency within the protocol.

Enabling and Planning

In partnership with RSLs the affordable housing development programme provided a total of 196 homes in 2001/2002. The programme was made up of rented homes, shared ownership and Homebuy. The housing and planning sections of the Council continued to work closely together, particularly in relation to PPG3 opportunities and urban and rural exceptions.

- **Ensure that RSLs provide at least 200 affordable homes a year in the District in order to meet the housing needs identified by the Council.**

Performance: The availability of finance, together with increasing land and construction costs allowed 128 affordable dwellings to be commenced in 2001/2

- **Ensure that at least 10 rural homes are developed by RSLs each year.**

Performance: 7 rural homes were started and 13 completed. Delays by third parties has prevented the start of a further 8 homes until the first quarter of 2002/2003.

- **Bring at least 50 properties into use each year through the Empty Property and Private Sector Strategy.**

Performance: 71 dwellings have been brought into use through the Strategy.

- **Ensure that the supported housing needs of the District are met in terms of the priorities laid down through the New Forest Supported Housing Forum, its Core Group and the specific sub-groups that have been established. Action plans for each sub-group will be developed and agreed in 2001/2002, and the Supporting People Coordinator will take up post.**

Performance: Action plans/strategies have been developed for Physical Disability and Sensory Impairment, Mental Health and Learning Disability sub-groups and for single people and victims of domestic violence. Work is underway on action plans for the remaining Supported Housing Forum Sub-Groups. The Supporting People Coordinator is now in post. The Core Group has met several times and agreed a process for prioritisation and agreeing spending plans.

- **Assist in the identification and consideration of suitable sites for affordable housing, including urban and rural exceptions, and in the negotiation of an element of affordable housing, to meet needs identified by the Council, in accordance with the Council's policies and Planning Policy Guidance Note 3.**

Performance: The planning system remains a vitally important mechanism for delivering affordable housing. Work with planning colleague resulted in 58 dwellings being started and 99 completed in 2001/2002.

- **Produce a development guide for new affordable housing developments to assist RSLs and the private sector. The guide will add certainty and clarity to the development process.**

Performance: The Development Guide currently consists of RSL bidding guidance and the site registration scheme. The Guide will be added to as part of a rolling programme to provide a comprehensive guide to affordable housing development in the District. Work has commenced on Affordable Housing Supplementary Planning Guidance aimed at improving the deliverability of affordable housing through the planning system.

- **Review the housing policies in the New Forest District Local Plan (2001) to allow a new Local Plan to be placed on deposit in 2001/2002.**

Performance: The housing policies have been revised and the Local Plan has been progressed to First Stage Deposit.

- **Complete the review of the Council's Lifetime Home Standards in 2001/2002 and ensure that these are applied to new houses and bungalows constructed once the standards have been adopted.**

Performance: As result of the new Part M of the Building Regulations and the work plan of the newly formed Physical Disability and Sensory Impairment (PDSI) Sub-Group of the supported housing Forum this work is now programmed for a later date. Details are contained within the PDSI Action Plan which is included within this HIP submission.

- **Develop a definition of key workers in housing need in 2001/2002.**

Performance: This has been done, particular needs groups identified with employers and several key worker schemes initiated.

Key worker definition:

A person primarily employed in the New Forest District who is:

1. unable to afford suitable accommodation in the private housing market unassisted, and;
2. fulfils a role in a universally accessible essential local service, which, if not performed, would be detrimental to the well-being of the community.

A universally accessible essential local service is a service over which the community is unable to exercise a reasonable choice as to whether they access it. It is a service that is fundamental to the well-being of the community, rather than a service where access may be considered to be discretionary. Such services may include, health, education, police and transport services.

- **Develop a housing sustainable development agenda for the New Forest.**

Performance: This has been developed by a working group of RSLs and Council officers. It is closely linked to *Local Quality Counts* and the Council's own Local Agenda 21 (LA21) Quality of Life Indicators and provides a methodology for recording activity in relation to LA21 objectives, monitoring, setting standards, peer review amongst RSLs and continuous improvement.

- **Develop a communication strategy for affordable housing and publicise the results of the Housing Needs and Market Assessment in 2001/2002. To continue to implement the strategy and disseminate information thereafter.**

Performance: This has been developed and has proved to be effective at both a strategic and operation level. There is close liaison with Council public relations officers. Publicity given to local housing issues and the approaches that are being adopted have attracted considerable attention and generated meaningful debate. We have been particularly successful in engaging parish councils and now have an ongoing programme of meetings.

Resales of Council Housing

- **To investigate opportunities for ensuring that Council homes bought under Right to Buy are made available to meet local needs upon re-sale, and if considered desirable, to implement a scheme during 2001/2002.**

Performance: TO BE UPDATED

Tenants and Residents Issues

- **Monitor the minimum standards of tenant participation within the New Forest area agreed with partner RSLs and continue to promote good practice and joint working initiatives.**

Performance: There is regular liaison between RSL and Council Tenant Participation Officers. Minimum standards have been monitored, with the results being satisfactory. New initiatives are being developed. These include developing a handbook on how tenants may be consulted and become involved in the New Forest, and creating new liaison opportunities for Tenant Participation Officers and other aspects of the Council's community activities.

- **Ensure that tenants and residents have an opportunity to be involved in the review and production of the Housing Strategy each year.**

Performance: Tenants and residents continue to have the opportunity to be involved in the review and production of the Housing Strategy each year. Meetings are held with Council and RSL tenants at an early stage in the review process and at interim stages throughout its production. Feedback is provided on all issues raised. Through such media as the Council and local press, Citizens Panel and the Council's own Web-Site tenants and residents are also encouraged to become involved and comment.

Private Sector Homes

Grants were paid in respect of a range of property in the private sector and the Council's Home Improvement Agency continued to provide an effective service to local people on a self-financing basis.

- **Aim to spend allocated improvement grant budgets during the financial year**

Performance: All allocated budget for Renovation, Home Repairs Assistance and Disabled Facilities Grants were spent during the financial year.

- **Aim to process grant applications within the agreed performance targets.**

Performance: All performance targets for visit times and responses were met.

- **Aim to process complaints within the agreed performance targets.**

Performance: All performance targets were met.

- **Successfully launch the new independent Care and Repair Agency in 2000/2001. The long term target is to ensure the Agency achieves its performance targets to continue to attract DETR matched funding up to 2004, and to bid successfully for new funding beyond 2004.**

Performance: The Care and Repair Agency was launched during 2001

- **Ensure that the cost of providing an in-house agency service is covered by fees.**

Performance: The in-house agency service ceased operating during 2001/02 to coincide with the launch of the Care and Repair Agency.

- **Introduce a shortened Renovation and Disabled Facilities grant form.**

Performance: This target was achieved. The standard form for the different types of grant applications were customised to make them more customer friendly.

- **Introduce a quick guide to making a grant application.**

Performance: This target was achieved and the quick guide is now sent with all grant application packs.

- **Achieve the 7 day target for responses to letters.**

Performance: This target was achieved.

- **Re-inspect all known houses in multiple occupation (HMOs)**

Performance: All HMOs were re-inspected in 2001/2002.

- **Create a database of contacts and partners and communicate all related issues to ensure good levels of awareness of the service**

Performance: The data base is now operational and is being used to communicate with stakeholders and user groups

Key Linkages

One area of importance that has emerged in recent years has been the development of the key linkages and interaction between housing and related policy areas both within the Council and external bodies and agencies such as Further Education Colleges. Housing has become a central issue in the Local Strategic Partnership (LSP) with RSLs being represented on the LSP itself and a specific Housing Community Action Network due to be established.

Targets:

- **Work with stakeholders as part of the community planning process to complete in 2001/2002 a mapping exercise of local strategies and activities in order to allow key linkages with other areas to be further investigated.**

Performance: The LSP has identified all existing strategies and used these to establish the initial list of issues which were tested at the Stakeholder Conference in June 2002. This has led to the draft Issues Paper being published for consultation. Feedback from this will be used to inform the draft Community Strategy. The Community Action Network will now be developed for Housing through reviewing existing arrangements. This will identify and include all those who have a contribution to make to the housing issue. This should result in stronger links with the economic and environmental agencies and interests as well as those in the social grouping.

- **Develop Opening Doors as a social inclusion strategy for the District in 2001/2.**

Performance: Due to the development of the LSP it was decided it would be more productive if the strategy were to developed under the Partnership's "banner". Social inclusion was the first area the LSP considered and a strategy will be produced in 2002/3

- **Complete the second Crime and Disorder Audit to assess the fear and incidence of crime in 2001/2.**

Performance: The Audit has been completed. There were nearly 1200 surveys returned out of the 2500 sent. Audit contains statistics gathered from police, fire service, youth offending team, Hampshire County council as well as older persons focus groups, young persons survey and Gay and Lesbian Persons Focus Group. The second Community Safety Strategy has now been produced.

- **Work with Hampshire Probation on developing the role for local authority housing services on protecting the public from dangerous offenders.**

Performance: The Council represents Housing Authorities from Hampshire on the steering group of the Potentially Dangerous Offenders Protocol. The protocol has been fully revised and was re-launched in February 2002 and Strategic Housing Authorities have now been placed as a Tier 1 agency within the protocol.

- **To implement a strategy for multi-agency training on anti-social behaviour and racial incident monitoring.**

Performance: Multi-agency training on anti-social behaviour was held in September 2001 with 60 delegates from housing, environmental health and the police. The training led to adjustments of the acceptable behaviour contract officer role who is being employed (a pilot post for one year) by the Community Safety Partnership. The New Forest Divisional Chief Inspector collects and analyses racial incident monitoring forms.

- **Involve the Housing Service in the establishment of the Council's Health Group.**

Performance: Housing Service representatives sit on the Health Group and have contributed towards the production of a Health Group Action Plan.

Part 3: Targets for the coming years

Housing Strategy

The Housing Strategy has been developed having regard to the national, regional and local context and aims to provide for a co-ordinated approach over the coming years. It is intended the Strategy will be current for 3-5 years, with a major review planned following the next housing needs survey (likely to be in 2004/2005). Adjustments will, however, be made within that time frame in response to any changes in local circumstances or major policy changes. Shorter term targets will be reviewed more regularly and quarterly monitoring reports produced.

- **To review and develop the Housing Strategy and targets contained in this Action Plan and the Sub-Strategies on an annual basis to take account of changing circumstances (to be completed by July each year).**
- **To undertake a comprehensive review of the Housing Strategy in 2008 or earlier should a change in circumstances make this necessary).**
- **To produce a comprehensive monitoring report on targets contained within this document and the Sub- Strategies every quarter.**
- **To publish a report on performance against targets in the Action Plan and Sub-Strategies in July each year.**
- **In 2002/2003 to complete the comprehensive review of resourcing options to achieve Housing Strategy and Business Plan objectives.**
- **To report progress against expenditure and key performance indicators to councillors and tenants every two months and to Housing, Health and Social Exclusion Review Panel twice a year.**

Housing Needs and Lettings

The Council will give the highest priority to reducing homelessness and the use of Bed & Breakfast (B&B) in the coming year and beyond. Particular attention will be paid to increasing the provision of temporary accommodation that is available in the longer term, either due to the acquisition of leases or freeholds by RSLs. Work will continue with the private sector to increase the availability of short-term accommodation in this sector. In addition to limiting the social costs of homelessness, this approach will limit the financial burden that is carried by the Council. Specific targets relating the creation of sustainable communities, equality of access to services, customer choice and needs analysis have been developed.

- **By August 2002 review the RSL leasing scheme to ensure that at least 240 good quality properties are made available by RSLs for use temporarily by homeless households.**
- **Eradicate the use of B&B accommodation for homeless households except in emergency situations by March 2004.**
- **Prepare, consult on and launch a Homelessness and Housing Advice strategy for the district by July 2003.**
- **Develop and commence operation of a Night Stop scheme to tackle rough sleeping and homelessness amongst young people by April 2003.**
- **Monitor on a monthly basis the Council's performance on homelessness applications to ensure that all applications are dealt with within the timescales and guidelines recommended in the code of guidance.**
- **Monitor and report on a quarterly basis the performance of the choice-based lettings pilot scheme.**
- **Maintain an up to date knowledge of the housing needs of the District by monthly reviews of the Homesearch Register and annual desk top reviews (to be completed by July each year) of the *Housing Needs and Market Assessment*. Full updates of the *Assessment* to be undertaken in 2004/2005.**
- **By September 2002 review Homesearch application forms to ensure equality of access for community and improve recording of information on supported and special housing needs.**
- **Investigate developing a Mortgage Rescue Scheme in 2002/2003.**

- **By August 2002 amend lettings practice to ensure that reasonable priority is given to elderly or physically disabled transfer applicants for bungalow accommodation in areas of their choice.**
- **In 2002/2003 investigate options for increasing floating support provision.**

Enabling and Planning

A key objective is to work with our partner RSLs to develop at least 100 affordable homes for people in priority housing need. Targets have been developed relating to the objectives of ensuring development and communities are sustainable, increasing the supply of affordable housing, maximising resources and engaging with New Forest communities. The target for new affordable housing provision reflects land and build costs, and likely resource availability.

- **Ensure that RSLs provide at least 100 affordable homes a year in the District in order to meet the housing needs identified by the Council.**
- **To spend at least 90% of the Local Authority Social Housing Grant during each financial year.**
- **Provide a womens' domestic violence refuge in the west of the District in 2002/2003.**
- **Ensure that at least 10 rural homes are developed by RSLs each year.**
- **In 2002/3, in association with the Rural Housing Enabler, contact all rural parish councils that have been identified as having a significant housing need problem to discuss ways of meeting that need.**
- **Bring at least 25 properties into use each year through the Empty Property Strategy.**
- **In 2002/2003 publish revised promotional material to encourage the re-use of empty properties.**
- **Produce Supplementary Planning Guidance for incorporation in the Affordable Housing Development Guide for new affordable housing developments during 2002/2003.**
- **Progress the affordable housing policies in the first alteration of the New Forest District Local Plan through to adoption by 2003/2004.**
- **Review of the Council's Lifetime Home Standards by the end of 2003/2004.**
- **Complete a comprehensive review of the Council's Affordable Housing Site Registration Scheme in 2002/2003.**

- **Review the shared ownership scheme and produce guidance for prospective owners in 2002/2003.**
- **In 2002/2003 complete the comprehensive review of Council land and property to identify and bring forward opportunities for new housing development.**

Tenants and Residents' Issues

Targets have been developed to assist in creating sustainable communities by providing the opportunity and creating the capacity for community involvement. Further details relating to Council tenants can be found in the HRA Business Plan.

- **On an annual basis, monitor the minimum standards of tenant participation within the New Forest area agreed with partner RSLs and continue to promote good practice and joint working initiatives.**
- **During 2002/03 tenant representatives hold elections for the main Tenant Consultative Forum.**
- **Ensure that tenants and residents have an opportunity to be involved in the review and production of the Housing Strategy each year.**
- **In 2002/2003 organise a joint seminar between Council/RSL tenant participation officers and the Council's Community Services Directorate to consider the opportunities for joint working.**
- **Produce a tenants' handbook in 2002/2003.**
- **Complete the mapping exercise of RSL stock in 2002/2003.**

Private Sector Homes

Good quality private sector stock is vital to the health and well-being of the community. Specific targets have been developed to support the objective of ensuring a good quality housing stock that meets the needs of the community.

- **To spend 100% of allocated improvement grant budgets during each financial year.**
- **In 2002/2003 review the database of stakeholders and user groups; and develop methods of communicating private sector housing issues to ensure good levels of service awareness.**
- **In 2002/2003 inspect all known houses in multiple occupation to ensure they achieve the standard.**

- In 2002/2003 carry out an office based survey to check levels of houses in multiple occupation.
- In 2002/2003 develop the home- for-life project to ensure long -term adaptation needs are planned for.
- In 2002/2003 develop a new private sector housing policy in response to changing Government guidance.

Supported Housing

Targets have been developed that will assist to ensure equality of access to housing and housing services amongst some of the most vulnerable groups in the community and to foster social inclusion.

- **Develop the Learning Disability Action Plan into a strategy that meets the requirements of the Supported Housing Forum and the Valuing People White Paper in 2003/2004.**
- **Develop the Physical Disability and Sensory Impairment Action Plan into a strategy in 2003/2004.**
- **Develop an Older Persons' Housing Action Plan in 2002/2003.**
- **Develop a Mental Health Housing Strategy in 2002/2003.**

Best Value

We aim to develop as an organisation of excellence and are positive about the role of Best Value in this.

- **Take part in a cross boundary Best Value peer review exercise in 2002/2003 to cover enabling and strategy; needs, advice and homelessness; and private sector renewal.**

Key Linkages

We recognise the importance of not seeing housing in isolation from other policy areas and aim to develop linkages to realise wider housing objectives as identified in our *Priorities for Action*. As well as producing specific targets relating issues such as community safety and developing relationships with agencies such as health, education and social services, we are enthusiastic of the opportunities presented by the Local Strategic Partnership (LSP).

- To produce a Social Inclusion Strategy under the auspices of the Local Strategic Partnership in 2002/2003.
- Under the auspices of the LSP to set up a Housing Community Action Network in 2002/2003.
- In 2002/2003, under the auspices of the LSP, agree a programme for district wide and/or areas based assessments of social, environmental and economic needs.
- In 2002/2003, with employers, carry out further research into key worker housing needs and identify opportunities to meet needs.
- In 2002/2003 invite an RSL to sit on the Community Safety Partnership's Strategic Group.

Part 4: Financing Service Delivery

This section sets out details of past performance and the resources necessary to fund future service delivery in the short term. Figures exclude staffing and associated costs which are funded from the General Fund. During 2002/3 the Council will carry out a comprehensive review of resourcing options, further details of which, and financial implications, can be found in the *Housing Strategy*, its appendices, and *HRA Business Plan*.

Programme Delivery - Expenditure, and Resource Prioritisation and Implications

The Council has developed close working relationships with both the Government Office for the South East and the Housing Corporation to ensure that all available resources are used to meet the District's housing needs in a co-ordinated way. It has become active in seeking out and securing new funding streams and will in future years work with stakeholders and new partners to investigate non-mainstream housing funding which can be used to achieve the Housing Strategy's wider objectives.

Capital Programme - Performance in 2002/2003

The next table demonstrates that the Council has spent 92% of the total resources available in 2001/2002 as well as 100% of available resources allocated by the DTLR. This expenditure does not include spend on major repairs to the Council's own stock (details can be found in the HRA Business Plan).

Financial Year	% DTLR Resources	Actual Expenditure	% Revised Capital Programme
2001/02	100%	£3.6 m	92%

As resources have been limited over recent years, it has not been possible to meet all housing needs. The money available has therefore been targeted to the most urgent needs and particularly to meeting the Council's statutory housing responsibilities.

The Council's pattern of capital expenditure on housing schemes consistently meets the agreed priorities set out in the Housing Strategy. The position for 2001/2002 is set out in the following:

Capital expenditure by target area for 2001/2002

	Budget £'000s	Actual £'000s
Private Sector	1,035	1,039
Council Homes	370	289
Enabling	2,500	2,269

There was a minor underspend on enabling due to slippage on a scheme that will now be start in 2002/2003. Although alternative schemes could have been funded the slipped scheme represented better value for money. The minor underspend on Council Homes was due to an extension of lead in times due to tenant consultation.

Expenditure Profile

The size of the Housing Capital programme is constrained by the resources available, resulting in the Housing Capital Programme in 2002/2003 being less than half the size of the programme for 1993/94.

Funding Future Activity

The Capital Programme

It is estimated that all available resources will be required to meet the 2003 / 2004 Housing Capital Programme. The Council aims to have a balanced Housing Capital Programme. There is a need to ensure that private sector housing is fit for habitation, and the Council will continue to need to fund RSLs to provide additional homes to meet identified needs.

The number of units that can be provided through LASHG has been severely affected in recent years as a result of the dramatic increase in building and land costs, new grant rates and TCI banding. This has resulted in Social Housing Grant per unit increasing from £22,000 in 1998/9 to its current cost of over £52,000.

Priority will be given to allocating capital funding to new affordable housing provision and to relieving pressure on revenue resources due to high levels of homelessness. Further details of option appraisals can be found in the main *Housing Strategy* and Appendices.

It is anticipated that approximately £1.25 million per year can be raised from usable capital receipts. Historically, £ 0.5 million revenue contributions from the HRA has been made available to support environmental enhancement schemes on the Council's housing estates. It will not be possible to continue to make this annual contribution in the medium term, due to the pressure on resources within the Housing Revenue Account.

The Housing Needs Survey identified an urgent housing need for an additional 879 units to be made available annually. Assuming the Approved Development Programme (ADP) will continue at its current level of providing 42 units per year, the remaining 837 units would need to be provided through local authority support. The following figures summarise the full range of housing need and how resources would be apportioned in future years. A capital programme of £36.5 million would require credit approvals of £34.6 million.

Programme to meet the full range of identified housing needs

Programme to meet the full range of identified housing need	2003/2004 £'000s	Future Years £'000s	Outputs
Enabling Initiatives			
Social Housing Grant	34.819	34819	837 dwellings
Work on Council Homes			
Maintenance and improvement of Council Housing	For data please see HRA Business Plan		
Environmental Improvements to Estates	600	600	
Grants in respect of private sector housing			
Disabled Facilities Grants	412	424	65 grants

Private Sector Renewal	654	673	147 grants
Totals	36,485	36,516	
(The figures assume that sufficient Housing Corporation grants will be available to fund 42 dwellings p.a. to allow the 879 dwelling p.a.required to meet full housing need to be achieved)			

Clearly the level of need outlined above cannot be satisfied and is an unrealistic programme that could not be delivered within existing resources.

Targets actually set are based on the assumption that the existing level of resources from ODPM credit approvals are maintained at the 2002/03 levels (£1.9 million), capital receipts of £1.25 million are generated and a revenue contribution from the HRA of £0.6 million will be made. If only these level of resources are available the level of housing need will inevitably worsen, hence the priority we attach to investigating other funding sources.

Expenditure bids and scenarios set out below have been prepared using the following assumptions:

Social Housing Grant

- ADP funding of £2.5million will continue to provide 42 units per year
- The average grant cost of a unit is £52,000
- The programme based on the existing level of resources assumes that £128,000 of brought forward resources are allocated to LASHG
- The current target will provide 100 units, 58 of which will be through LASHG
- The bid is based on the actual availability of land and dwellings (as determined by forecasting, land supply, planning consents and assessing the capacity of partner RSLs to deliver projects), which could provide 250 units. 208 of these would need to be provided through LASHG (still short of the 879 affordable dwellings needed per year). This takes account of past and forecasted future delivery of affordable housing through the planning system.
- New commitments account for 80% of the cost of the new starts programmed in the year and these translate to the output number of affordable dwellings provided in the year. The commitments brought forward relate to the residual 20% cost of the previous years' new starts and these have not been included in the resulting output figures.

Grants

- Resources to support Private Sector Renewal and Disabled Facilities Grants will continue at their current level, with an allowance for inflation

Environmental Enhancements

- £0.6 million is required to meet the need for environmental enhancement schemes on the Council's housing estates

Alternative Scenarios based on ranges of resource availability

	<i>Programme based on existing level of resources</i>	<i>Programme based on current target</i>	Bid: Resources needed to fund a deliverable programme
Commitments from 2002/03	£'000s	£'000s	£'000s
<i>Social Housing Grant</i>	511	511	511
<i>Private Sector Renewal Grants</i>	317	317	317
<i>Disabled Facilities Grant</i>	200	200	200
Sub Total	1,028	1,028	1,028
New Commitments for 2003/04			
<i>Environmental Enhancements</i>	600	600	600
<i>Disabled Facilities Grants</i>	200	212	212
<i>Social Housing Grant</i>	1,733	2,413	8,653
<i>Private Sector Renewal Grants</i>	318	337	337
Total	3,879	4,590	10,830
Resulting Outputs			
<i>Disabled Facilities Grants</i>	65	65	65
<i>Affordable Dwellings</i>	42	58	208
<i>Private Sector Renewal Grants</i>	64	64	64

(The assumption has been made that Housing Corporation grants will be available to fund an additional 42 dwellings p.a.)

As can be seen it is unlikely that the current targets can be sustained in the medium term without additional resources. Existing resources can only provide 42 affordable dwellings, and this will reduce by 2 units in future years as the one off use of brought forward resources (£128,000) are utilised. Consequently the major review of resourcing options highlighted in the *Housing Strategy*, the *HRA Business plan* and this document will be undertaken.

The figures in the above table do not include any resources required for the planned and reactive maintenance programme for the Council's own housing stock. These items of expenditure have been included within the HRA Business Plan.

No assumptions have been made about the likely outcome of the 2002 Comprehensive Spending Review. The programme will be reviewed in the light of any significant changes. Account will also have to be taken of future changes in build and land costs and grant rates.

Revenue Spending

In addition to capital spending the Council has made a number of revenue spending commitments in order to help meet its objectives and targets.

Revenue Expenditure

Project	Aim	Partners	Council Contribution per year
Floating Support	To provide cross tenure support to help households maintain tenancies	Hyde HA, Western Challenge HA, Housing Corporation, Swaythling, Social Services, Primary Care Trust	£6,000
Open Doors	Provide assistance for non-priority homeless households	Car Gomm Society	£11,750
Temporary Housing Provision			
Bed &	To provide emergency	Private Sector	£165,330

Breakfast	accommodation for homeless households		
Lease Top Up	To provide temporary accommodation for homeless households by topping up rents / funding voids and dilapidations on properties leased by RSLs	Twynham HA, Hyde HA	£30,010
RSL Owned top up	To provide temporary accommodation for homeless households by topping up rents / funding voids and dilapidations on properties purchased using private finance	HVHS Housing Group	£5,010
Access to the Private Rented Sector (rent deposit/top up)	To aid housing register applicants/homeless households gain access to private sector accommodation	Private Sector	£5,000
RSL Leases	To provide temporary accommodation for homeless households by funding voids and dilapidations on properties leased by RSLs	Twynham HA, Hyde HA	£11,480

Part 5: Key Priorities for Action

Based on an analysis of local housing needs, an understanding of the local housing market and the main challenges, key priorities for action have been identified. Their choice was based on a range of factors, including, identified housing need, stakeholder and community support, relationship to national, regional and corporate priorities, opportunities for partnership working, impact on other service areas, a realistic view of future resources, organisational capacity and value for money.

Priorities For Action

1. TO MAINTAIN AN UP TO DATE KNOWLEDGE OF THE HOUSING MARKET AND LOCAL HOUSING NEEDS

- To regularly assess the District's housing market and stock condition.

2. TO PROMOTE SUSTAINABLE COMMUNITIES AND FOSTER SOCIAL INCLUSION

- To meet the diverse needs of the community, deliver housing services in a fair and equitable way, and, promote and improve the social, economic and environmental well being of that community (including members of that community with supported housing requirements such as older persons and those with mental health problems or learning disabilities).
- To ensure housing and management services are provided in a way that promotes sustainable development, social inclusion and community safety.
- To promote sustainable communities and customer empowerment by providing a choice based lettings service.
- To develop partnerships with other service providers, in particular Local Strategic Partnership, to ensure that services, such as education and health, are developed and targeted to those in need.
- To create sustainable communities by ensuring that new affordable housing development is well integrated with other housing.
- To ensure that homes are adapted for people with disabilities by the payment of grants.
- To ensure home repairs assistance is targeted at vulnerable low income households to allow them to remain in their own homes.
- To improve home energy efficiency, to ensure the availability of affordable warmth, to meet the Council's obligations as a Home Energy Conservation Authority to reduce CO₂ levels and encourage partner RSLs to ensure that their homes are energy efficient.

3. TO INCREASE THE SUPPLY OF AFFORDABLE HOUSING AND MINIMISE HOMELESSNESS

- To address the shortage of affordable housing for local people who are unable to find a home in the private housing market.
- To maximise opportunities available through the planning system to deliver affordable housing that meets the priority housing needs identified by the Council.
- To provide a high quality housing advice service in order to prevent homelessness, to reduce the need to use B & B accommodation, by providing alternative cheaper and more suitable forms of temporary accommodation, and to provide support for people facing homelessness to prevent repeat homelessness.
- To increase the supply of affordable housing in rural areas and engage communities .

4. TO MAXIMISE AND MAKE BEST USE OF RESOURCES TO PROVIDE ADDITIONAL HOMES

- To ensure resources are available to assist in the provision of affordable housing through work with the Housing Corporation and the allocation of local authority social housing grant, and to explore other sources of funding such as the Private Finance Initiative , Large Scale Voluntary Transfer and Arms Lengths Management Organisations.
- To review the use of Council land holdings.

5. TO PROVIDE DECENT AND SUITABLE HOMES

- To ensure that the balance of the housing stock (across sectors) meets the needs and preferences of the community.
- To make the best possible use of existing homes, reduce to an absolute minimum the number of empty properties and stimulate the private rented sector.
- To manage, maintain, repair and improve Council homes and achieve the Decent Homes Standard.
- To meet the Council's statutory obligations to ensure that homes in the private sector are fit for habitation by working with landlords and owner occupiers, enforcement action and the payment of grants.

6. TO ENGAGE WITH NEW FOREST COMMUNITIES

- To work with Council and RSL tenants and the wider community, to build their capacity for involvement and to ensure that key strategies are developed and implemented to promote and improve the social, environmental and economic well-being of local communities.
- To consult Council tenants about all aspects of the housing service and encourage tenant involvement in any changes that may affect them.

7. TO DEVELOP AS AN ORGANISATION OF EXCELLENCE

- To monitor, develop and keep under review the performance of the Housing Service, and in particular to use Best Value as an opportunity to develop best practice and compare performance with other local authorities .

In view of the homelessness problem, the size of the Homesearch Register, and the relationship between local incomes and house prices, the highest priorities will be afforded to the provision of new affordable housing and alternatives to bed and breakfast, to homelessness prevention and to securing resources to meet these needs. In terms of permanent accommodation greatest need is for additional affordable general needs dwellings for rent at RSL target rent levels for those on Homesearch Register. There is a lesser need for shared ownership accommodation. There is also a need to provide housing and support for those with special needs. Key worker housing needs are also important and provision must be considered relative to other needs. In terms of the Council's own stock it will be a priority to achieve the decent homes standard by 2010 and ensuring effective tenant representation. The comprehensive review of resource options will be fundamental to achieving these priorities.

These priorities must be addressed in a sustainable way that fosters social inclusion.

NEW FOREST DISTRICT COUNCIL

HOUSING LANDLORD SERVICES

HOUSING REVENUE ACCOUNT BUSINESS PLAN

THE HRA BUSINESS PLAN

2002 and into the Future

July 2002

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INTRODUCTION

This document is the Council's five-year business plan for the management and development of the Housing Landlord Service. It provides a comprehensive vision for how we believe the landlord service will develop and adapt over the next five years to meet the needs identified. The Plan also identifies how the landlord service will meet the aims laid down in the Councils overall Housing Strategy.

New Forest District Council was formed after the Local Government Review in 1972 from the former Borough of Lymington, the former New Forest Rural District Council and the former Ringwood and Fordingbridge Rural District Council. It stretches from the borders of Wiltshire in the north to the Solent in the south and from the borders of Dorset in the west to Southampton Water in the east. The district covers some 290 square miles and is primarily rural in nature with the majority of council owned housing concentrated in the seven principal towns and parishes surrounding the New Forest. At the time of amalgamation the total social housing stock owned by the local authority was in excess of 9,000.

The majority of housing within the district is privately owned (81%) with the Council owning just 7% (5,322 dwellings). Right to Buy continues to reduce the numbers of local authority homes available to rent.

The Council's 5,322 dwellings are mostly made up of low-rise homes of traditional construction. Over 90% were built after 1945.

A detailed study of local housing needs and the local housing market was carried out in the first half of 2001. The results from this survey will be used to ensure that current and future housing needs are taken into account in managing the Council's housing stock. Further information on housing need is obtained from the Housing Register, which was set up in 1997. There are currently more than 2,000 households on the register because of their housing need. A rolling review of applicants on the Register ensures that the information is continually updated.

Demographic trends indicate that, whilst there are forecast to be falls in the population of people in the age range 20 – 34 (-13.8% between 1996 and 2011), there will be increases in the age range 35 – 85+ (+12.65% between 1996 and 2011). In addition it is forecast, over the same period, to be a 10% reduction in demand for married couple households and a 27% increase in one-person households. With a changing population it is likely that both the demand for social housing and the demand for particular types of social housing will also change. The business plan will need accurate forecasts of these anticipated changes and a strategy for coping with expected changes in demand. (Information source: Hampshire County Council's Long Term Population Projections).

The management of the Housing Landlord Service is crucial to making the most of the valuable asset and the Plan details how this is currently carried out and looks to the future and how management needs to adapt and where necessary improve to meet the changing demands of the service.

The Council's stock has been well maintained over the past 10 years with an effective planned maintenance programme that has ensured that all properties are wind and weathertight. All have had external major elements replaced, when required, in accordance with the 10 year planned maintenance programme. There are no significant backlogs in the areas of external repairs although the same cannot be said of internal repairs and improvements where there is a backlog of work. All properties, with the exception of those where existing tenants refused the improvement, have had the installation of full central heating. With the exception of approximately 1,000 homes new double glazed windows have been installed which has ensured good levels of insulation and draught proofing. The window replacement programme is continuing.

The area where finance has been restricted and for the last few years unavailable is in the improvement of properties to ensure they meet current needs. This has tended to be in the

improvement of kitchens and bathrooms, internal arrangements and in external environmental improvements including car-parking provision. This situation will in the short term be resolved by the advent of the Major Repairs Allowance, which will enable the existing investment levels to deal with the current maintenance and improvement backlog whilst the MRA can deal with on-going maintenance requirements. However, as the Business Plan indicates this situation will not continue and the Council will need to look at a number of other options to ensure that the stock can achieve the Decent Homes Standard.

This Business Plan aims to identify current and future expenditure needs of the Council's housing stock and performance on service delivery. It also looks at the future for the business and how the council intend to allocate resources and deal with identified priorities and needs.

Finally, this is the third year of the new Business Planning approach to the Landlord service at New Forest District Council. We recognise that further improvements are still required before the Business Plan can be fully reflective of the requirements of the DTLR and our aims and objectives but are confident further progress can be achieved over the next 12 months.

If you have any queries regarding this Business Plan please contact

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SUMMARY

This Business Plan is intended to set out for the reader an assessment of the current and likely future position in respect of the Housing Service at New Forest District Council. It includes the following areas:-

- **The Current position of the condition of the housing stock, including the work necessary to achieve the Decent Homes Standard, and the authority's performance in providing the overall landlord housing service.**
- **A detailed statement on the financial position of the Housing Revenue Account which indicates the need for future financial resources and how these needs can be met.**
- **The priorities for action.**
- **The options under consideration to enable the management, repair and improvement strategies to be implemented in accordance with the aspirations in the Business Plan**

MISSION STATEMENT

The Mission Statement or “statement of purpose” encapsulates New Forest District Council’s long-term goal for the housing service.

New Forest District Council’s Landlord Service will provide high quality, value for money housing services to its tenants, leaseholders, residents and other customers and ensure that the services meet the needs of users. All services will be provided in accordance with legislation and the principles of “Best Value” and continuous improvement. In partnership with the tenants the wish is to create a service that responds to customer needs rather than just legislative requirements.

CORPORATE PRIORITIES

A Diagrammatic illustration of the Council’s strategic documents is shown at Appendix 1

As well as the Council’s Housing Strategy that clearly sets the overall scene for the HRA Business Plan there are a number of other strategies and policies that impact upon the HRA Business Plan. A list of these strategies and policies and their impact upon and links to the HRA Business Plan are listed in Appendix 2.

STAKEHOLDERS

The primary stakeholders in the New Forest District Council housing business are the tenants and leaseholders who occupy the properties together with resident and tenant groups. Those people who have purchased an ex-council property on an estate would also have an interest in how the estate and the immediate environment is managed.

However these are not the only people with an interest in the business. These would also include Council members, Council taxpayers, staff and also individuals who are looking to be housed. In addition other housing providers have an interest in what New Forest Housing Services do since it could impact upon their own businesses. There are other agencies involved in the provision and support of social housing such as Hampshire County Council Social Services and other public and voluntary social care agencies who provide support and assistance to tenants. The wider business community and employers have a need for adequate housing provision in the District for their employees and will be interested in the development of the Council’s landlord service. Contractors who provide services to the organisation would also have interests in the overall performance of the business. Lastly the DTLR have an interest and a wish to see the business succeed and be run efficiently and effectively.

RESOURCES

The Housing business is substantial. Total rental income for the year 2001/2002 was £17,111,392 for houses and £431,692 for garages. Overall resources are forecast to steadily reduce through the combined effect of the phasing in of new target rents under the Government’s social rent reforms, the withdrawal of HRA subsidy and the continued loss of dwellings through right to buy losses.

The resources that comprise the Housing Landlord Services are the housing stock, garages, miscellaneous land holdings, the staff and the rental income from the properties and garages.

Other assets include the office accommodation and furniture and fittings including information technology all of which are provided by New Forest District Council although costs incurred are paid from the Housing Revenue Account. These costs include the necessary corporate and democratic costs ancillary to the Housing organisation being part of New Forest District Council.

The Housing stock comprises 5,322 dwellings of various types detailed in the Statistical Appendices. The Council also own and manage 2010 garages. A valuation of the stock was carried out during 2001 to comply with the DTLR Guidance on Stock Valuation for resource accounting purposes. The Existing Use Value of the stock and other housing assets is valued at £236,007,828.

The Council has invested heavily in Information Technology in recent years and now runs a fully integrated housing management IT system that enables all users to have access to details of properties and tenants. This improves efficiency and means that the customer can easily gain information regarding services and quick answers to questions on their tenancy and property details be they regarding rent or repairs etc. A future development in this area currently being investigated is remote working, yet still maintaining access to the database of information.

The total number of staff wholly employed in the landlord function is 73.5 FTE (Full time equivalent). These staff are employed in a number of distinct sections providing the full range of services and this is shown in the staffing structure in Appendix 3. New Forest District Council has achieved the Investors in People accreditation and we believe that by our investment in employees we can ensure that our services are of the highest quality. Every member of staff has an annual appraisal consolidated by review at a minimum of every 3 months. This enables managers to ensure that business objectives and targets are fully disseminated to all staff and that everyone has a good understanding on how they contribute to the overall business objectives.

Continued training of all our employees is seen as crucial and training needs are identified at the time of the annual appraisal.

CORE BUSINESS AND SERVICE OBJECTIVES

The following services represent the core business of New Forest District Council's Housing Landlord Service: -

- **The provision of social housing accommodation to those in housing need.**
- **The management of tenancies and estates.**
- **The asset management of the housing stock including repair and maintenance strategies.**
- **The provision and management of a warden and central control service.**
- **The provision and management of a rent accounting, rent collection and service charge service.**
- **The promotion and organisation of resident involvement in the overall service.**

Service Objectives

New Forest Housing Landlord Services has the following main objectives: -

- **To provide a customer orientated and high quality service within the principles of “best value”.**
- **To maintain the housing stock in good condition and in accordance with the recognised principles of good asset management.**
- **To collect and account for rents and service charges due from tenants and residents.**
- **To provide a caring warden and lifeline service in accordance with the wishes and needs of residents.**
- **To consult and involve tenants and leaseholders with all services and the future development of those services.**

SWOT ANALYSIS

Prior to the writing of this business plan a number of employees carried out a SWOT analysis of the existing service. The results of this can be seen at Appendix 4. The purpose of this analysis was to identify areas of strengths, weaknesses, opportunities and threats and to ensure that the Business Plan reflected these areas. In particular it was considered important that areas of weakness or threat should, as far as possible, be tackled in the Business plan and that these would be seen as areas for future development.

OPTIONS AND STRATEGIES FOR THE HOUSING SERVICE AND FACTORS CONSIDERED WITHIN THIS BUSINESS PLAN

For any business plan to be effective over a long period it is recognised that many options and strategies need to be considered and evaluated to ensure that changes in both the internal and external environment are taken account of and the plan amended or changed as necessary. The “SWOT” analysis above lists many of the factors that must be taken into account and the consequence of these factors on the business plan are analysed below.

Many difficult questions need to be asked and analysis undertaken to ensure that the right answers for the service at New Forest District Council are achieved. The questions will range from: “Are the Council best placed to provide this service to its tenants or are other providers better placed to provide this?” to “Should the whole or parts of the service be given to others to provide?” Most, if not all of these questions will be answered as part of Best Value reviews which are due to be undertaken in all parts of the service during the next two years. However, one major issue, that of stock transfer, has already been examined and the issues detailed in Appendix 5.

The two tables at Appendix 6 show the result of the analysis undertaken as part of the review. From this information the Council concluded that at that stage it would not pursue LSVT as it was not in the financial interests of the Council as a whole. The current position with the business and in particular the situation that the Major Repairs Allowance now provides means that tenants are satisfied that repairs and improvements to the stock will be undertaken to appropriate levels and further capital expenditure is not required in the short term in excess of current and proposed funding levels. However, this position cannot be sustained for more than a few years (until 2008/2009) as shown in the financial projections for the HRA and further investigations are

necessary to identify and assess other options which will enable sufficient resources to be found to meet the requirements of future repairs, maintenance and improvement programmes.

As part of the Council's strategy it is now looking at the option of an Arms Length company and the possibility of private finance initiatives whereby additional finance could be raised to fund improvement works and will consider how these options could contribute to the overall strategy.

The Opportunity for Different Ways of Working

The provision of a housing service has traditionally been carried out by staff and resources based in a central and/or district offices. Modern technology now will allow far more radical ways of providing these services, in many cases to the benefit of both staff and tenants.

Many organisations are now looking at supplying front line telephone services from a call centre. This requires highly trained and competent staff that are the first point of contact from a tenant and where at least 75% of tenant's queries are answered without recourse to other members of staff. This avoids the transfer of the tenant between staff of other sections and ensures higher levels of satisfaction.

New technology can also mean that site based staff, housing and maintenance officers can spend more time on their patches and thereby become more effective and efficient. Technologies required are laptop computers, mobile phones all with direct links to the housing systems to enable immediate and ready interrogation of information.

New Forest Housing Services are currently looking at ways and means of moving the service forward in this way and the business plan recognises and allows for the substantial investment required initially.

Legislation

The social housing business within the local government arena is governed by a variety of legislation ranging from national legislation that effects all landlords to specific legislation that affects services within local government. Changes to any of this legislation can and will have effects on the way the business operates and develops over the life of the business plan. It is, however, impossible to forecast the effects of any changes since they may never occur. Steps can and are taken to assess the effects of forthcoming legislative changes that are proposed in Green Papers or other consultation documents.

Local Political Priorities

Within the business plan it is not possible to predict the changes that may be required due to changing local political priorities. This could occur due to the change of administration or simply due to a change of local political direction. It is, however, necessary to ensure that the business plan is flexible so that the impact of such changes on the plan can be assessed quickly and accurately and members of the Council advised of any implication as a result of their decisions.

Local Authority Businesses

The weakness of any business within a local authority is its lack of ability to take decisions in isolation without recognising the impact or effects on the corporate whole. This could only change as a result of legislation or in a stock transfer of the business to either an existing social landlord or to a new registered social landlord. This can lead to a lack of flexibility when compared to other social landlords' ability to develop their businesses. The business plan therefore makes no attempt to forecast when or if this might occur. However, the opportunity that may be presented by the Local Government Act 2000 and the new Power to Promote Well-being is a factor that could change this outlook.

THE CURRENT POSITION WITH THE HOUSING SERVICE “WHERE ARE WE NOW”

In 1996 the Housing Landlord Service, comprising repairs and maintenance, estate management, warden and lifeline services and rent collection were subjected to the rigours of Compulsory Competitive Tendering (CCT). Following a thorough evaluation the in-house team were successful in winning the contract for the provision of these services and commenced a 5-year contract on April 1 1996. Following the demise of CCT in 2000 the in-house team have continued to provide the service to the standards as was required under the CCT contract. However, following recognition that the landlord service should be separated from the strategic housing role, rent accounting and tenant participation have now also been included with the landlord service and is now provided under the ethos and principle of the CCT contract.

Detailed targets and standards of service have been applied to all aspects of the housing landlord service and these are monitored monthly by officers and tenant representatives and regular reports are produced for councillors on results against targets. Appendix 7 is a full list of all performance targets and results for the year ending March 31 2002.

New Forest Housing Services are fortunate to have a committed and able work force that are well experienced in the management of an efficient and effective housing management service. This has been recognised by the Department of the Environment, Transport and Regions in assessing past performance as well above average when compared with the performance of other local authority landlords in the South East Region.

The reputation of the service amongst its peers is therefore good and this is also reflected in high levels of tenant satisfaction across all parts of the service. However, the organisation is not complacent and will continue to strive for continuous improvement in all aspects and to maintain its reputation as a provider of quality services. The objectives and targets in the business plan will ensure this position is maintained and monitored.

However, it is recognised that the in-house team may not be the most appropriate means of providing the services to tenants. The Best Value process due to take place during 2003/2004 will be used to look at all other options of service provision so that the best approach both in terms of cost and quality can be provided. Steps to gain evidence to support the Best Value approach have and will continue to be taken. This will include benchmarking exercises with the public and private sector and investigations into partnering arrangements and possibly selective voluntary competitive tendering in appropriate areas. A number of benchmarking exercises have already been completed and the results of these are detailed later in this document.

The housing service manages 5,322 dwellings and over 2,000 garages across the District. The strategy employed by the Landlord service is to ensure that these dwellings and garages produce the maximum income for the business at the lowest possible cost yet provide best value for the tenants and leaseholders. This is achieved by ensuring that all management activities are efficiently and effectively carried out ensuring that costs per unit are maximised. Targets for all activities have been set and are monitored on a monthly basis. Where targets are not achieved investigations are carried out as to the reasons and, if necessary, remedial action taken.

Housing Needs

The provision and management of social housing must be based upon need and ultimately on the demand for low cost rented housing. It is vitally important to ensure that the supply of such housing meets this demand both now and in the future for the business to succeed. This area is covered in the main Housing Strategy document.

The business plan will take account of demand and ensure the appropriate reinvestment in the existing stock to meet the demand. For instance it is already becoming apparent that there is now

a greater need for single person accommodation than has been found in the past. To meet this demand, which is expected to increase, it may be necessary to convert some of the difficult to let properties from larger sized accommodation to single person accommodation. This will ensure the effective use of resources and will ensure a continuing demand and rental income for the property.

The recent Housing needs survey has confirmed that the high demand for affordable housing will continue and the Council's housing stock will continue to play an important role in helping to meet this need. It is, however, recognised that the Council's housing stock will be insufficient to meet demand in the future and options for ensuring that this demand can be met are discussed in the main Housing Strategy document. Nevertheless, it is vital that the Council's housing stock is used effectively and that void times are kept to a minimum. How this is achieved is discussed later in this document.

An issue, which we are aware of and have yet to decide upon a strategy to tackle, is that of under-occupation. Many of our properties are family homes, which with the passage of time may now only be occupied by one or two persons, other family members having grown up and left home. This clearly leaves a property of perhaps three bedrooms being under-occupied. In the past incentives have been used with some success to encourage those tenants in such a situation to accept more suitable accommodation. It is, however, difficult to achieve high measures of success in this area. We are aware of the impact that success could have on our current and future housing needs and will look to devising a suitable strategy that recognises individual's rights and yet encourages a move, in the appropriate circumstances, to more suitable accommodation.

Choice based lettings

The Council was successful in 2001 in obtaining funding from the DTLR for a choice based lettings pilot scheme, which will commence operation in October of that year. The pilot provides housing applicants and tenants with enhanced choice over where they want to live and will contribute towards creating sustainable communities.

One of the other advantages of the pilot scheme is that it will provide much greater detail on the demand for specific types of accommodation in the New Forest than that provided by a housing register. This information, along with data from the Housing Needs Survey, will eventually allow the business plan to take full account of demand issues when deciding on investment in the stock.

The impact on void times of the pilot have been closely monitored to ensure that the pilot scheme does not lead to an increase in the length of time that a property remains vacant between lettings. Information to date has indicated that there has not been a significant impact on void periods from the implementation of this pilot

Right to Buy

The effects of the Right to Buy legislation have led to the sale of approximately 4000 properties since 1980. These sales are continuing. During 2001/2002 a further 95 properties were lost to Right to Buy. The initial effect of this process is the loss of rent for those properties that are sold. However, there are other factors that must be taken into account.

The resources that are required to manage and maintain the remaining dwindling stock may need to reduce as the losses take effect. Careful management is required to ensure that staffing resources are sufficient to manage the stock and are not left at a level to manage the higher numbers and thereby lead to higher than the normal management and maintenance costs. The business plan attempts to forecast the numbers of properties that will be lost to Right to Buy and adjust staffing resources as necessary. Subject to the results of the Best Value the reduction of staffing resources that may be necessary will need to be identified.

A further consequence of the Right to Buy legislation is that the most attractive properties are bought leaving those properties that are perhaps less attractive to future tenants in terms of their amenities and location. Actions need to be taken where possible to improve the attractiveness of these properties by carrying out necessary improvements and the costs of this will be taken account of in the financial forecasts. In addition the remaining social tenants tend to be those who are the poorest and often socially excluded from the main stream of society. This can give rise to higher levels of rent arrears in these cases and other factors relating to social deprivation, e.g. crime and disorder, anti-social behaviour. These factors can give rise to higher than expected management costs.

Estate Management

Four areas have been identified as crucial to the success of the estate management business, these are:-

- **void management,**
 - **the collection and management of rent arrears, and**
 - **the identification and management of hard-to let properties, and**
 - **the involvement of tenants and leaseholders in the management of their homes.**
- Standards and levels of service delivery are crucially important to the customer and New Forest District Council's Housing Landlord Service is dedicated to identifying needs and wherever possible in meeting those needs and providing best value across all services.**

Void Management

In order to maximise rental income to the business it is essential that void properties remain empty for the shortest length of time possible. The housing service therefore aims to turnaround all properties within 3 weeks from them becoming vacant. In 2001/2002 Landlord services relet 405 void properties in an average of 2.4 weeks. This compares to 412 properties relet in 2.5 weeks in the previous year. In 2000/2001 we were again in the Audit Commission's upper quartile for our performance on void times and this reduction should place us firmly within the upper quartile again.

The level of works carried out on void properties need to be minimised to keep void periods as short as possible and costs down, but still sufficient to ensure that properties are attractive to potential new tenants. This is to reduce the risk of refusals, which can further increase void periods.

A working party was established in 2000 including tenant representatives to look at reducing void costs. This involved agreeing criteria for void standards and what works should be done during the void period and which work could be carried out after the new tenant has moved in. This led to a reduction in the average void maintenance costs per property of £1647 in 1998/1999 to the current figure of £ 1406.

Possibilities for improving void performance by considering the feasibility of midweek lettings has been examined but at this stage it has been decided that the difficulties of implementation would currently outweigh the minimal improvements that could be obtained.

Details of benchmarking that has been carried out on void management is included under the benchmarking results detailed in Appendix 8.

Rent Arrears Management

Effective collection of the rental income and arrears of rent is essential in order to fund the management and maintenance of the housing stock. The business plan has a number of targets relating to arrears levels and the success of the business relies on these being consistently achieved. High arrears not only reduce the overall level of income to the business but also are

costly in officer time, due to an increase in staff time being spent on recovery action. If not controlled rent arrears ultimately could lead to higher rent increases or a reduction in the maintenance work programme to cover the shortfall in income.

It is important that payment methods offered are convenient and accessible to customers particularly given the rural nature of some parts of the District. Currently the range of options is as follows:-

- **Fortnightly door to door collection**
- **Local cash offices**
- **Handitills in three locations in the district.**
- **Direct debits**
- **Standing Orders**
- **Bank giro credit transfer.**
- **Electronic transfer**
- **Postal payments**

Payment methods are kept under review and the Council have just introduced the facility to enable debit and credit card payments to be made. As a result of selective marketing the number of customers now paying by direct debit now exceeds 1,100.

Another factor that can affect arrears is the payment of housing benefit. Good liaison exists between housing officers and the Councils housing benefit team who meet on a quarterly basis to discuss any problems. Any backlogs of housing benefit claims can have a serious impact on the level of rent arrears. To minimise delays in customers receiving housing benefit, housing officers have been trained to verify tenants documents under the verification framework. The Council's processing times for housing benefit claims have improved over the last 12 months and are as follows:

2000/2001	Target	Actual performance
The average time taken to process new claims	52 days	35 days
Renewal claims processing times	90 % to be processed within 14 days	88 %

Three important targets are used to closely monitor performance on rent arrears, these are :

- total rent arrears not to exceed 2 % of the annual gross rent due
- no more than 78 tenants to have an arrear of more than £ 500
- no more than 1 % of tenants to owe more than 13 weeks rent

During 2000, benchmarking was undertaken with the "Southern Ten" benchmarking group, which comprised other local organisations similar to New Forest. The results of this showed that we were performing well and were in fact the only organisation whose arrears had decreased in the previous 12 months. This benchmarking exercise has been repeated this year and key results are included in Appendix 8.

The following table shows performance in relation to the above targets over the last 5 years and the overall improvement in the last 2 years.

Year	Percentage of annual gross rent due	Number of cases owing over £ 500	Percentage of tenants owing more than 13 weeks rent	Arrears balance at year end (week 52)

March 1998	1.3 %	63	1.8 %	£ 213,918
March 1999	1.5 %	81	2.26 %	£ 240,887
March 2000	1.3 %	83	1.87 %	£ 227,456
March 2001	1.26 %	87	1.76 %	£ 219,469
March 2002	1.1%	49	1.1%	£187,923

Arrears recovery remains a prime function for the business and this is reflected in the continual improvement achieved last year.

Difficult to Let Properties

With a diverse housing stock in a rural area it is clear that some properties will be more attractive than others in terms of location or in the standard and type of accommodation offered. It is essential that these properties are identified and wherever possible steps taken to improve the attractiveness of these properties to prospective tenants. This ensures that rental income is maximised and void periods are minimised.

The strategy of New Forest Housing Landlord Services is to firstly identify hard-to-let properties, to identify any necessary works that could be undertaken to those properties to ensure that they become more attractive, and to programme any necessary works into maintenance and improvement programmes. This includes prioritising these works with other maintenance and improvement works. Other approaches to tackle low demand in the housing stock are also being considered, including changing the use of properties so that they can be occupied by different types of household where demand is higher, and by amending the allocation policy to provide greater choice and the use of marketing techniques.

Identifying the hard-to-let properties is achieved by statistical research on refusals and the reasons for those refusals. For example, this has identified that many of the Council's older sheltered bed-sit flats fall into this category. A 10-year improvement programme has been identified and is underway to tackle this issue.

Over the period of the business plan statistical information will be gathered to provide every possible early warning should areas or individual properties become hard to let. This will be achieved by recording the level of transfers from areas together with the reasons and numbers of refusals for properties or areas. An amended allocation policy using a version of the Delft model of allocating will provide much more detailed market information on the popularity of individual estates and schemes.

Due to the current constraints on the financial abilities of local authorities to build new social housing stock of their own the number of properties managed by New Forest Housing Services is fixed (with the exception of losses due to Right to Buy). Therefore, particularly in an area like the New Forest, affordable housing is in very short supply and demand has always been high for its housing. It is likely that if further homes could be built they could be let easily and would enable substantial increased income to be achieved.

The estate management service comprises a wide range of functions including dealing with tenancy breaches such as neighbour nuisance/anti social behaviour, untidy gardens, abandoned vehicles, rubbish dumping, illegal occupants/abandoned properties and other general tenancy matters.

Tenants behaviour in their homes and how they treat their home and its surroundings are covered by the tenancy conditions. A review of tenancy conditions has commenced and the new conditions will be designed to be clear, robust and realistic.

An important feature of the estate management role is addressing instances of neighbour nuisance/anti social behaviour. If not tackled this can have a dramatic impact on the quality of life of those directly affected. There are 6 area-housing officers who are each responsible for investigating breaches of tenancy on their patch to ensure that tenancy conditions are adhered to. There are clearly laid down procedures, which were revised by a project group of officers and tenants during 1998 and range from informal discussions with parties with a view to resolving problems using mediation, through to the other extreme of pursuing possession proceedings to eviction for serious breaches.

In addition to our landlord powers to resolve such problems strong links have also been forged with both internal and external partners such as environmental health, community safety officer, police and RSL's operating in the district. Regular meetings are held between these partners through the corporate Divided We Fall protocol, which was established in 1997 and preceded the statutory requirements of partnership working introduced through the Crime and Disorder Act 1998. As indicated by the group's title it recognises that joined up working can produce far better results than by each agency working in isolation.

In conjunction with the Councils Community Safety Strategy in the coming year multi agency training is being organised to train housing officers in the use of acceptable behaviour contracts (ABCs) and anti social behaviour orders (ASBO's) for dealing with anti social behaviour. Over the past 12 months other work under this corporate Strategy involves extracting details of crime hotspots on estates identified using a GIS (geographical information system) system. This information will be used to target resources in dealing with problem areas.

The Tenants Satisfaction survey conducted at the end of 2000 achieved a 64 % return rate. Interim conclusions indicate where residents concerns lay as shown below:-

1	Dog fouling –	65.6%
2	Vandalism –	53.9%
3	Litter/rubbish and street cleaning –	55.4%
4	Parking –	54.2%

Proposals for dealing with these areas of concern will need to be developed in consultation with residents.

A key priority identified through consultation with tenants was to increase the amount of time housing officers spend on estates in order to be more proactive in identifying and dealing with problems. The introduction of regular estate walkabouts with local tenant representatives and ward councillors has been introduced in order to ensure that the end users of the service are able to give feedback and areas of dissatisfaction can be identified and dealt with. Recruiting two additional housing assistants to reduce the level of administrative duties carried out by housing officers has achieved this. A further initiative being examined is the possibility of locality-based management to ensure that all aspects of service that can affect an estate or area can be the responsibility of one officer. This would avoid the need for tenants to need to contact several officers to resolve issues or problems and would also conform to the principles of the Government's aims contained within the strategy for Neighbourhood Renewal.

The tenant's survey information will help to prioritise such areas needing attention. Discussions have been held with tenant representatives with a view to extending the number of local performance indicators to monitor estate conditions. However, as a result of these discussions it was agreed that the effort in collecting and monitoring these additional indicators did not warrant the possible benefits especially as the Council had instigated the regular estate walkabouts.

A weakness in monitoring and dealing with estates issues and tenancy breaches is the lack of information technology for case management purposes. A suitable module of the in house IT system (Orchard) is to be introduced and would greatly improve the efficiency and monitoring of this part of the estate management service. The introduction of this module has been delayed due to higher priority ITC issues.

Rental Income

The rent charged for properties is the main source of income for the business and forecasting future rental income is therefore crucial to the overall success of the business. This forecast must take account of the loss of properties due to Right to Buy and future rent increases.

Rents have previously been assessed using a points system. Following Government guidance, target rents have been calculated for each property using the new formula. Phasing in of the new rent structure commenced on 1 April 2002.

Sheltered Housing And Central Control Services

The sheltered housing service comprises a total of 755 sheltered scheme units of accommodation, specifically designed for independent living, in 26 sheltered housing blocks and linked bungalows and flats. All residents of this accommodation have access to a 24-hour emergency alarm monitoring system and receive the services of a sheltered housing manager. These services offer both assistance and support, enabling residents to remain in their own home. Each scheme has an appointed sheltered housing manager who is responsible for its management. Over recent years it has become increasingly difficult to recruit high calibre employees who are prepared to live on site. Therefore it is likely that all future sheltered housing managers will be recruited on the basis that they will live off site. The implications of such a move will be discussed with both existing and new sheltered housing managers and tenants to ensure that they find this acceptable and that service standards are maintained.

It has been established that no reference is made to the tenant's frailty or needs in respect of support in the present allocation system for sheltered housing tenants. The accommodation is let simply on the basis of need and tenant choice. This policy is to be reviewed together with the need for sheltered housing in various categories as part of the review mentioned below.

It has been identified that there is a possible over provision of sheltered housing in the District, evidence of which primarily comes from the large number of hard to let dwellings and the time that it can take to relet existing units after they become vacant. At the end of March 2002 it was identified that 5% of sheltered schemes were classified as hard to let. This is comparable with the figures for the end of March 2001. The Housing Needs survey undertaken during 2000/2001 identified 908 persons having a need for sheltered housing in the affordable sector. However the majority of those numbers were from parents and elderly relatives in-migrating to be closer to other family members. Existing residents who indicated their need for sheltered accommodation over the next 5 years numbered 86. In spite of these facts and although a number of schemes have been extensively refurbished the hard to let issue remains.. Often this is simply because of location or simply that individuals now prefer to remain within their own homes. Any necessary care or support is then delivered to them at home. A strategy for dealing with these issues will be developed as part of the warden service review and as part of the Best Value process. This review will also examine those schemes where investment is still viable and where such improvements will bring real benefits in increased rental income. Where such investment is not viable other options will be examined which could include the return of such properties to general needs housing.

The Central Control service comprises a communication centre providing an emergency alarm monitoring service to over 7,000 sheltered housing residents and lifeline users. The service provides for an immediate response to vulnerable residents should they require help and assistance, caused through an accident or illness. The service also provides an out of hours emergency repair monitoring service for both council tenants and RSL residents.

The service has its own business plan, which is up dated every two years. The plan is currently being updated in line with the Best Value review. The plan recognises that the support of the elderly and other vulnerable people is an important function and the strategy is to continue to provide these services and wherever possible expand the business in line with need and demand. The demographic projections for the New Forest District indicate an ageing population and therefore it is likely that demand for central control and lifeline service will increase. The recent Housing Needs survey identified that the over 45 age group and the over 65 age group are expected to increase by more than 40% and 4.5% respectively over the period 1996 – 2011.

The implications of the new Power to Promote Well Being encompassed in the Local Government Act 2000 are being examined with the view of using these powers to expand the business. As yet it has not been possible to identify whether this power will enable the legal expansion of the business to residents of the District or others outside the area.

The Association of Social Alarm Providers code of practice stipulates the need to answer 80% of calls within 30secs, 98.5% of calls within 60secs. This would require an increase in staffing levels if we wish to achieve these indicators. To increase staffing levels, income must be generated from other sources.

A review of the service is currently being conducted in line with Best Value process. This will include carefully considering the expansion of the service. An action plan will be drawn up looking at all future options for the service. This will include the need to examine if we should provide the service, solely, or if there are partnership opportunities

The Central Control and Lifeline Service made a surplus of £48,000 during the year April 2001 – March 2002. 60% of this goes into the Housing Revenue Account. NFDC sheltered housing tenants currently provide £94,000 of the income to provide the service. There is a need to review if the service to these users can be provided by other emergency alarm monitoring service providers at less cost. There is also the need to consider as part of the sheltered housing service charge review if the surplus can be used to reduce the service charges. This is in line with the Best Value principles and will form part of the review.

The Lifeline Service could be operated as a stand alone service and continue to be promoted to those users within the New Forest District, although to enable to continue to provide this service to potential customers there is a need to recruit additional sales and back up staff to meet the expected expansion. A Benchmarking Exercise has taken place, comparing the Lifeline Service with 10 other Lifeline services. Comparable results were achieved and showed that we were amongst the upper quartile of those benchmarked.

To date no benchmarking exercise has been carried out on the Central Control service. There is reluctance from others in this competitive market to benchmark. However, we have been successful in making contact with a private sector central control organisation and are hopeful that we will shortly be able to benchmark with this organisation in a number of areas. We have also approached a number of other local authorities and Registered Social Landlords and will commence to benchmark with them with regard to response times and costs. The results of this work will be included in the Best Value review.

A review of the whole warden service is progressing with the aim of being completed in time for the formal Best Value review in 2003/2004. A postal survey of all sheltered housing residents was carried out in 2001. The survey gave the tenants the opportunity to exercise choice in relation to the service they wished to see provided. Views were sought on the current services and what (if any) additional services they would like to see provided. Of the 527 respondents, 96% were happy with the current service. 459, 88%, did not want to see any changes to the service. Of those who wanted changes to their service only 12% would be willing to pay for those changes and improvements. A focus group, which includes representatives from sheltered housing managers,

sheltered housing and general needs tenants, is currently looking at how the service may be improved.

Currently approximately 80% of sheltered housing residents are on full or part housing benefit. As more elderly people retire with adequate pension provision they are likely to wish for more control over their rents and service charges, particularly in relation to the support services provided. A service charge review is to be undertaken so that all the individual components of a service charge can be broken down between schemes and also between the various services. This will enable open and accountable reports to be given to tenants and may also enable a significant amount of choice in services that tenants wish to purchase.

The Supporting People initiative is a partnership approach to the needs of the elderly and vulnerable. It will require partnership working between the Local Authority housing service, health service providers, social services, the probation service and other providers of supported housing. It will give people choice over the services they receive and enable them to live more independent lives. The implementation of this policy will be achieved by 2003. We have and will continue to work closely with colleagues in Social Services to ensure that the service is both ready for the April 2003 deadline and that it reflects the changing needs of New Forest residents.

A wider view of the needs for older persons in the community is proposed and this will necessitate working with other partners (Social Services, Primary Care Trusts, private sector providers). Discussions are currently taking place with these partners looking at the future use of sheltered housing in the provision of other services for older people. It is proposed to open a dialogue with these partners as soon as possible. It is also proposed to offer a warden type service to non-sheltered elderly tenants within the next 2 years.

It has been identified that many of the communal lounges within sheltered schemes are under utilised by residents and that there may be the opportunity to let these to other community users. This will be investigated and tenants consulted prior to setting a proposed letting and charging policy. Any funds received could be used to enhance services to those residents in the particular scheme.

A separate business plan will be prepared for the Sheltered Housing service by March 2003, which will incorporate the above issues.

In addition to the above, the central control business is also being examined with a view to ensuring that all business opportunities are being maximised and that where the business can be expanded it is. This will involve the active promotion of the business to the market. Business plan projections have been carried out and additional staffing will be recruited to meet the expansion targets in the business plan.

Benchmarking has been undertaken for the Sheltered Housing service and the results of this are summarised in Appendix 8.

TENANT PARTICIPATION

We recognise that tenant involvement in all aspects of the management of their homes is crucial to the success of our business. Tenant participation within the Housing service is currently under review and a process of restructuring is taking place. Appendix 9 indicates the arrangements that are currently in place to enable tenants to have involvement in all aspects of the housing service. It is anticipated that the review will ensure that tenant involvement will, at the very least, continue on these lines and will develop in accordance with the tenants wishes to become involved. Attached at Appendix 10 is a schematic chart indicating how tenants can become involved in the service and the formal structure that has been established to enable their input into the decision making and consultation processes..

The Tenant Compact has been produced and issued to all tenants. However, members of the Tenant Consultative Group felt unable to sign this document. Their concern primarily was that the Council did not wish to effectively work with tenant representatives. This was, in Officers views, not true and following discussion with tenant representatives the matter was unable to be resolved. Subsequently 5 members of the Group resigned in February 2002. Whilst regrettable this has now enabled other tenants to be recruited to the Group and many of the issues and concerns are now being actively addressed and resolved.

One of the issues still to be resolved is the issue of representation. Previously members of the Consultative Group were un-elected and there were no systems in place in relation to accountability and monitoring. These matters are now being actively addressed. During the remainder of 2002/2003 the following changes and initiatives are proposed:-

- **There will be elections held in June 2002 for tenant representatives on the Consultative Group. All tenants will have the opportunity to take part in these elections.**
- **All Consultative Group meetings will be publicised and it is planned to hold the meetings in various locations throughout the District.**
- **There will be an open Annual General Meeting in July 2002 which will be well publicised.**
- **Training will be held for all tenant representatives in August 2002 with an induction pack and personal portfolio for all tenants.**
- **A revised constitution and Code of Conduct will be produced.**
- **Local Groups are being actively encouraged and this will ensure wider tenant representation.**
- **The Tenant's Resource Centre will be actively promoted.**
- **Monthly surgeries will be held by the Tenant Participation Officer around the District to encourage involvement and to promote the Tenant Compact.**
- **Wider publicity will be given to all tenant involvement initiatives.**

REPAIRS AND MAINTENANCE

All maintenance, repairs and improvements are undertaken in accordance with our Repairs and Maintenance Strategy, which is detailed at Appendix 11.

Decent Home Standard

New Forest District Council consider The Decent Home Standard, established in 2001 to be a key element in its 10-year programme of work. Although only a minimum standard we intend to achieve the objective of all our properties reaching this standard by 2010.

The basis of applying the Decent Homes Standard to homes owned by New Forest District Council has been calculated as shown at Appendix 18. From this information and the subsequent calculation it has been established that some 2,330 homes currently fail to meet the Decent Homes Standard. This equates to approximately 43% of the total stock. At first sight this would appear to be a high figure bearing in mind the extent of the investment in the stock over the past 10 years. However, from Appendix 17 it can be seen that the vast majority of those properties not meeting the standard are as a result of lack of internal improvements to kitchens and bathrooms (1590 properties).

A programme of works for the next 10 years has been devised to meet the maintenance and repair requirements and additionally to ensure that the Decent Homes Standard is achieved by 2010. This is shown at Appendix 15.

The financial requirements of this programme were then identified and fed into the financial model (see Appendix 19). This clearly shows that the programme cannot be achieved based upon future income projections.

Technical Officers then re-examined the 10-year programme to ensure that it was valid and necessary. It has been established that although our stock condition survey can clearly identify those kitchens and bathrooms that have not been modernised and improved it does not currently identify those that may have had improvements carried out by the current or previous tenants. It is estimated that up to 50% of such kitchens and bathrooms will already have been improved by tenants. In these cases it is likely that those properties would then meet the decent homes standard. Other programmes of planned maintenance were also critically examined and reduced where it was considered prudent to do so.

A further financial projection was therefore carried out using the updated information assessed on the actual likely condition of kitchens and bathrooms and using the reduced expenditure necessary to bring the remainder of the stock to the decent homes standard. The results of this analysis are shown at appendix 16. This indicates a reduced need for expenditure but nevertheless available resources will still not allow the full programme of work to be carried out.

It is possible to achieve the levels of required expenditure until 2007/2008 but thereafter unless the issue of additional resources is tackled and overcome the Decent Homes Standard will not be achieved by 2010.

It will be necessary to thoroughly investigate what alternative options are available to increase income or raise additional; finance and this is discussed elsewhere within this Business Plan.

It is also recognised that accurate information on the stock, particularly in relation to kitchens and bathrooms is necessary to ensure that the needs are correctly identified and the financial requirements are also accurate. Work will continue over the next 12 months to ensure this task is achieved.

Improved information from the revised stock condition survey forms will enable this prioritisation to be more accurate and therefore the ability to achieve the decent homes standard by 2010 more certain. However the full implications of this will not be realised until 2006 when the majority of the data will have been updated.

Unfortunately it is unlikely that we will achieve the target of 30% reduction by 2004 (it is anticipated that we will only achieve 14% of the necessary work by this date) due to a slow start with modernisation programme caused by difficulty in employing suitable staff over the past 12 months.

We have a good knowledge of the condition of all our stock, (including garages), based upon a 100% internal and external survey and this information is held on a computer database and has been used to prepare our 10 year planned maintenance and improvement programme. A copy of this is attached at Appendix 12. Only one area of data has still to be collected and that is details of the communal areas of blocks of flats. A survey form to collect this data has been devised and inspections will be carried out during 2002/2003 to collect the necessary information.

We have in the past examined ways of collecting and updating the stock condition data. Options include using in-house resources or employing external professional expertise. The cost of using external professionals was considered expensive and it has therefore been decided that in-house staff will do all data collection and the updating of the data base information. In addition it has been found that using in house staff can capitalise on knowledge on the stock that they already have and reduce the time and effort required to amass the necessary information.

We have recognised that the way our current database is held and formatted does not entirely meet the current requirements of the DTLR and the statistical analysis required. As a result the Council have recently purchased a pc based software package ("Codeman") which can extract information

from our database, reformat it and carry out various analyses to assist completion of the DTLR forms and also enable us to provide substantial analysis in relation to future maintenance programming. Work on this is continuing and we anticipate that further detail and information will be available for inclusion in next year's business plan.

The new PC package is enabling detailed analysis of the stock survey data. We are aware of and have identified the extent of the backlog and future requirements for work, which is necessary to be undertaken for our properties to meet the proposed new standard of fitness (decent home standard).

To achieve the increases in expenditure required to meet the increase in resources brought about by the introduction of the MRA additional staffing resources were required. Investigations into options has taken place and it has been decided to recruit additional in house resources to carry out the larger programmes proposed. Without the recruitment of additional in-house resources to fully utilise the additional resources it was estimated that the value of work that would need to be put to external consultants would be in the region of £3 million. Various consultants were approached informally and it was established that fees of between 8 and 10% would be charged depending upon the type of work. A new staffing structure to deal with the increased workload has been established since this was considered the most cost effective means of commissioning the additional work. Recruitment difficulties have meant that not all posts have yet been filled.

A substantial programme of internal improvement and modernisation will be undertaken over the next 10 years to both deal with the backlog created in past years and also to meet the need. Tenants also see this as an important area of work.

With all planned maintenance, repair and improvement works it is seen as essential to work closely, not only with tenants (see tenant strategy), but also with contractors. A partnering approach that will meet the principles of the Egan Report will be further developed over the period of the initial Business plan. This will ensure that value for money is achieved with suppliers and contractors. The partnering approach is already being taken in a number of areas, these are:-

Reactive maintenance - The existing term contracts are due to come to an end in July 2002 and it is proposed that discussions will take place with the existing contractors to move forward with a partnering approach to future service provision rather than to formally re-tender these contracts. To facilitate these discussions the existing contracts have been extended for a further 12 months.

The existing reactive maintenance service provides a good service to our customers with high levels of customer satisfaction continually being recorded. However the existing process of reporting orders and getting the work done is inefficient and we feel adds greatly to the cost of the service. The extension of the term contracts gives us an ideal opportunity to review possible improvements to the system.

The review has commenced and is taking the form of regular meetings with all parties affected i.e. the contractors, staff, tenants and officers. These meetings will look at various ways of that the service could be operated looking the advantages and disadvantages of each. A conclusion will be reached by December 2002 and it is intended to enter into a partnership arrangement with contractors to provide the new service. In tandem with this review District Audit are currently undertaking a review of our processes involved in the provision of the reactive maintenance Service and it is expected that the conclusions of this review will also ensure that any new proposals meet their recommendation as well.

Planned maintenance contracts for external painting, replacement doors and replacement windows - The partnered contracts carried out during 2001/2002 were very successful and it is our intention to continue and expand these. There were clear benefits to tenants with a workforce who were more focused on the needs of the customer and who were already aware of the majority of the problems that may arise. With limited resources within Planned Maintenance partnering also

allowed surveyors more time to concentrate on other areas. The full benefit of this did not fully materialise last year but with a greater understanding of the processes this year the potential for freeing resources will hopefully be realised. For the contractor the benefit of partnering has meant that they have more say in the development of the specification and a greater reassurance of continuity of work. We intend to continue with this partnering approach in carrying out planned maintenance works.

Key performance indicators for partnered contracts have been established and play a vital role in monitoring the performance of the contractor.

Planned Maintenance contract for roofing contracts - It has been agreed that where good service has been given by contractors in this area, extensions of contract will be negotiated to ensure the service and quality provided can be extended for longer periods. This is seen as a first step to a more formal partnering approach and will enable good contractors who provide a quality service to continue with the working relationship with the Council. We will be looking to expand this approach into other areas of work.

Current service delivery in all areas of the repairs and maintenance service is good with all performance indicators being achieved and high levels of tenant satisfaction with the service. Benchmarking has been undertaken in the repairs and maintenance (both reactive and planned maintenance) service and the results of this are shown in Appendix 8. However, although the results of recent benchmarking do show that we are performing well and generally in the upper quartile of those we have benchmarked with we recognise that our service could be improved and developed. We intend to work with tenants and others to ensure this development takes place. Ideas and proposals are indicated in the next section of this Plan.

THE FUTURE OF THE HOUSING SERVICE “WHERE DO WE WANT TO GET TO”

The Future For Estate Management

The estate management service is under a great deal of pressure, much of which has arisen with the increase in tenants expectations who rightfully expect their landlord to ensure that estates and residents on them are managed effectively.

It is expected that all housing staff will become much more proactive and will deal with issues before complaints or requests for action are received from residents.

Housing Officers will be required to target specific issues on estates that are of concern to the residents who live there. These problems are identified by regular estate walkabouts with local tenant representatives and will ensure that direct consultation and feedback takes place. Also the results from the Tenants Satisfaction Survey will help to identify main areas of concern of which dog fouling, vandalism, litter/street cleaning and parking problems featured most highly.

In conjunction with the Councils Community Safety strategy, in the coming year the use of ABC's (acceptable behaviour contracts) and ASBO's (anti social behaviour orders). will continue to be considered and sought as part of our measures to deal with anti social behaviour.

The tenancy conditions themselves are the elementary basis to the management of individual tenancies. It is essential that they are clear and robust in order to convey the standards under which tenants must conduct their tenancies. These are now in the process of being reviewed.

Abandoned vehicles have been identified as a significant problem on both the housing estates and district wide. Joint operations have already been carried out with the police targeting problem areas. A working group has been established to work on reviewing the entire process with our aim being to reduce our costs and improve efficiency in dealing with this issue.

Opportunities for using new technology to increase efficiency will also be explored. For example, an area that will need to be examined in the future is the use of new technology to enable field staff to have access to information on site via the use of laptops linked directly to the Councils data base. This would assist officers in their dealings with tenants and enable more efficient working.

Rent arrears will continue to be a major priority for the service and new ways of working and new initiatives will continue to be reviewed to ensure that best practice is adopted.

In all areas of the estate management service the opportunity will be taken to look at different ways of working and different methods for obtaining customer feedback on services will be explored. The recent benchmarking exercise with other organisations will enable best practice to be identified and where necessary introduced into the service. We will not be complacent and are prepared to undertake investigations and introduce pilot approaches to test new ways of working and providing the service. Our overall aim is to provide a high quality of life for the tenants and residents who live on our estates

The Future for Rents.

In view of tenant aspirations for repairs, maintenance and improvements and general management improvements together with the provision of other services it is essential that they understand the consequence of additional services upon the level of rents. Tenants are therefore involved as part of the rent setting process. This ensures that they have an understanding of the costs of providing the service.

Phasing in of the new target rents commenced on 1 April 2002, with the aim of completing the process by 2012. Changes to individual rents will be restricted each year to a maximum of £2 per week over and above inflation. This will mean that, for some properties, full implementation of the target rents will not be possible within the ten year period.

At 2001/2002 rent levels, the average target rent was £56.29 compared with an actual rent of £58.56. However, it is assumed that the average rent will rise by around 12% in real terms over the next 10 years, following DTLR predictions.

The Future of the Sheltered Housing and Lifeline Service

It has been recognised that the whole of the sheltered housing and lifeline services currently provided by the Housing landlord Service is in need of fundamental review. The need for sheltered schemes must be critically examined as to whether it will be needed in the numbers and types that are currently under management in the District. Discussions will need to take place with all interested parties including partners as to what services will be required for older and vulnerable people in the future and who is best placed to provide these services.

Many of the questions that need to be asked are mentioned briefly above and steps are now being taken to collect evidence and information to support future decisions. The Best Value reviews due in 2002/2003 (central control and lifeline service) and 2003/2004 (Sheltered housing Services) due for these services will aid the decision making process. As part of the review it is recognised that it is important to work with our partners (Social Services and Health Trusts). Discussions are currently underway with our partners looking at categories of care and support being provided. These discussions will ensure that the service meets the needs of all residents in a professional and a caring way. They are also helping to raise the profile of New Forest's Sheltered housing service with other professionals in the care field.

There are no national standards for sheltered housing management. As a major provider of sheltered housing in the area we should ensure that our sheltered housing premises, wardens, managers and staff who work within them are fit for the purpose. This will be done as part of the sheltered housing service review and we hope that other service providers will follow suit. The

Supporting People initiative may assist in ensuring consistent standards are applied across all services.

A competent quality workforce is essential. Legislation requires all employers to have 50% of their employees working with older people trained to a minimum of NVQ level 2 by 2006. We will achieve this requirement but are also aiming (by 2010) to have all sheltered housing managers trained to a minimum of NVQ level 3 in Promoting Independence or Housing. Any new employee will be trained to the minimum standard.

Each sheltered housing scheme will have its own brochure and service user guide, setting out its objectives and the range of facilities and services it can offer. This will also enable prospective tenants to make their own choice on its suitability. A general brochure will also be produced, setting down general information about the service and the role of the staff within it.

The Community Care Act enables older people to stay in their own home for as long as possible. All older tenants should be able to access a form of sheltered housing service, if required. It is intended to initiate a pilot scheme with the intention of providing a visiting and emergency response service to non-sheltered housing tenants within the next 2 years.

A survey will be conducted within the local community to ensure links are developed /maintained in accordance with the residents preferences.

The sheltered housing scheme lounges are a financial asset. A letting / charging policy will be considered by June 2002.

Future strategies are to be put into operation for enabling employees, residents and other stakeholders and how they can influence the way future services are delivered. This will include survey / consulting with over 55 year olds on their wants for the future.

The emphasis in the interim period will be to continue providing a high quality service and to achieve all the current performance targets.

The Future of Tenant Participation

Officers and the Tenant Compact Committee have recognised, during a review of participation arrangements, that the number of active tenant and resident associations were declining with young tenants and tenants with special needs not coming forward at local or district wide meetings. It was agreed that a survey should be produced to ask all permanent tenants whether they wish to become involved, and if so, how. Different methods of involvement were suggested including postal/telephone surveys and focus groups to increase the opportunities and options for involvement. It was felt that these options would mean less commitment for tenants, if required, with the opportunity for greater involvement and feedback. As a result, the Tenant's Satisfaction Survey was sent out at the end of last year inviting tenants to express their views and 3,354 replies (62%) have been received. Questions were also included on service provision, problems in the area and the Best Value Performance Indicators required by the DTLR to compare satisfaction results with other organisations. The results are currently being analysed. Once the full results are known an action plan to tackle issues will be prepared.

The Council, at an annual cost of £58,000, has recently approved additional staff resources for tenant participation and additional staff have now been recruited to fill the roles created. This will enable more consultation and involvement to be encouraged and promoted.

Monitoring of the service by tenants continues to be seen as important. With the abolition of Compulsive Competitive Tendering there is a need to review the ways that tenants are involved in the monitoring of the service. The monthly Client/Contractor meetings have already extended the range of performance indicators beyond that required in the original CCT contract.

Representatives have recently reviewed the role of the “Round the Houses” Editorial Team and discussions of the way forward are planned with the Council.

The Heather Road Resident Action Agreement is due to be reviewed. The three landlords involved on this estate are currently planning a survey and focus groups with the residents.

There are a number of other issues, which over the life of this Business Plan will need to be addressed. These are: -

Leaseholders - Whilst these are eligible to join the Consultative Group, none are currently involved. Methods of getting their involvement need to be identified and promoted to ensure this group are properly represented.

The Council need to ensure that all tenants are represented with a view to providing opportunity and choice of involvement for all tenants.

It is necessary to devise, implement and monitor a range of performance indicators for tenant participation focusing on outcomes and satisfaction levels.

There will be a wide range of options available for involving tenants, for sharing views and information or just to meet other tenants. These are shown below, with a star rating to guide, which will enable tenants to assess the level of commitment required.

* Level of commitment, minimal or occasional, contact with tenants and Tenant Participation Officer

** Irregular meetings, surveys or panels; contact with other tenants and staff

*** Higher level of commitment, frequent meetings with tenants, staff and councillors

Tenants will be able to choose to become involved at different levels:

I receiving information

C consultation

P participation

D decision-making

Options for Involvement	Star rating	Level
Area Representatives	**	P
Conferences and training events	*	I
Estate Inspections	**	P
Local Groups and Local Agreements	**	P
Panel Meetings and Questionnaire	*	C
Residents Associations (formal)	***	P
Social Events	*	I
Special Needs Groups	*	C
Sheltered Scheme Group	*	C
Tenants and Residents Consultative Group	***	D
Young Parents Group	*	C
Youth Groups or Associations	*	C

The Future of the Repairs and Maintenance Service

We recognise that the repairs and maintenance service is very important and is an area which the tenants will use to judge the overall standard of the housing service. It is therefore necessary to ensure that our current high standards of service delivery are maintained and that the service is developed to meet tenants aspirations and the needs of the housing stock. It is also recognised that the achievement of the Decent Homes Standard is a cornerstone of the Government's policy on social housing. It is necessary for us to achieve the targets set out in this area and to investigate options to enable this target to be met.

We believe we have been very successful with our maintenance strategy over the past 10 years. We have a well-maintained stock with a relatively small backlog of work. This backlog is in the area of internal improvements and generally can be seen as relatively low priority in terms of maintaining the integrity of the asset. However, much of this work is of high priority over the next few years if we are to achieve the Government's target on the Decent Homes Standard. In the short term we intend to continue with our current approach and use the Major Repairs Allowance to carry out the works required to meet the on-going needs and our current levels of revenue funding to deal with the backlog of internal improvements. However, we know that a longer-term strategy will be necessary to achieve the Standard in view of our worsening financial situation. Further work is required to fully analyse our stock condition survey data so that we can precisely identify those properties that will need new kitchens and bathrooms. This will be given a high priority in the coming year and we aim to have it completed before April 2003.

It will also be necessary over the coming year to fully assess the various options and strategies that could be used to deal with the current maintenance backlog and the on-going maintenance requirements of the stock.

There is concern currently that the additional employee resources needed for the larger programmes of repairs and maintenance that are now possible will be difficult to recruit and retain. It will be necessary to have a strategy to deal with this. This will include the possibility of using consultants or temporary staff to undertake the work together with the further development of partnership opportunities, which will ensure the most effective use of scarce resources.

We intend to develop a more proactive approach to assessing tenant satisfaction with the maintenance service. Currently this is assessed by means of postal surveys and satisfaction cards. Although we get a good response to these (over 30% returned) we would like to base our satisfaction levels on a higher response. We therefore intend to investigate the option for using a level of telephone surveys in conjunction with postal surveys.

Further development of the partnership opportunities in the reactive maintenance service will be investigated. The current method of working with contractors is considered labour intensive and relies much on the paper transference of works orders and invoices. We will investigate the options for a greater level of electronic transference of data and more direct contact between tenants and contractors. We have recently introduced the ability for tenants to report repair requests via the Internet. The option of tenants' calls being directed straight to the contractor will also be investigated with technical staff being more responsible for standards of performance and quality issues. Discussions with the Council's in-house contractor, including tenant representatives, have commenced on these issues and will be progressed as quickly as possible. It is probable that a pilot scheme to test some of these proposals will be established during the coming year. We also wish to develop a fully operational appointment system for reactive repairs.

We will examine the opportunities for developing partnership opportunities in the area of planned maintenance and improvements. Discussions have taken place with one of the Council's partner Housing Associations with a view to carrying out kitchen and bathroom modernisations using their currently established team of specialist contractors. Further work in this area will be undertaken.

The Council over the past 15 years have sold 99 flats on long leases. We consider it would be appropriate to develop a handbook for these leaseholders and to encourage their involvement in the management of these leasehold interests by the Council.

The integrated housing management computer system that the Council use for the management of its homes has the capability to provide a fully functional planned maintenance package. This is currently being introduced and will assist in the automatic updating of the stock database when planned maintenance or improvement works are completed. This will avoid the need for the manual updating which is currently carried out.

PRIORITIES FOR ACTION

“HOW WE ARE GOING TO ACHIEVE OUR AIMS”

We recognise that it is all too easy to have aims and objectives and yet fail to follow through and achieve the end result. For this reason we have identified all the actions necessary both to achieve the current levels of service and to move towards the changes we have identified as being necessary in the “Where we want to get to “ section of this business plan.

We also recognise the benefit of tenant consultation and involvement in all major tasks particularly where changes to service delivery are proposed or intended. For this reason it is intended to ensure that tenant representatives are involved in the monitoring of the action plan and have as much input in the overall process as is possible.

We have identified a number of prime priorities for action that are intended to meet the needs of the service and to also meet Government requirements particularly in relation to the Decent Homes Standard. These are highlighted on the following page. An action plan to achieve these aims is attached at Appendix 13.

PRIORITIES FOR ACTION

- **We will maintain the current levels of service delivery to our customers and continue to strive to achieve high levels of customer satisfaction with services.**
- **We will strive to maintain the recognition we currently achieve with the DTLR and others for the quality and performance of our services.**
- **We will maintain our services in accordance with the principles of Best Value and in accordance with the needs and wishes of customers.**
- **We will look at different ways of providing our services to ensure that they are provided in the most effective way.**
- **We will use new technology to the maximum advantage.**
- **We will look to increase opportunities for tenant participation and consultation and will continue to develop the district wide and local Tenant Participation Compacts.**
- **We will maintain our homes to a good standard and achieve the decent homes standard within 10 years.**
- **We will ensure that a 10-year planned maintenance and improvement programme that reflects future levels of funding is in place and works are achieved in accordance with this programme.**
- **We will ensure that our employees remain committed to our aims and objectives and provide the necessary training and support to achieve this.**
- **We will continuously monitor our performance against the targets within the Business Plan and review how we have done against those targets at the time of the review of the Plan in July 2003.**
- **We will thoroughly investigate alternative options for the management of the housing stock so as to attract additional finance to ensure that our maintenance plans can be achieved.**

An Action Plan to achieve these aims is attached at Appendix 13

BEST VALUE

The Council's Best Value Performance Plan titled "Performance Matters" has been produced for 2002/2003 and details information and results for all services provided including the housing service. A summary document has been published and issued to all residents, including tenants. The document describes the strategic objectives from the Housing Strategy, identifies key stakeholders and the links between them and the Council and the consultation that is undertaken throughout the housing service.

New Forest Housing Landlord Services supports the principles and ethos of the Government's Best Value regime and has identified a programme for testing its various services against this regime. We expect to make savings as a result of the best value process but at this stage do not feel it would be prudent to include any anticipated savings in the business plan model. Although savings may be made it is also possible that any savings achieved could be re-invested to enhance services and indeed service delivery.

With regard to the best value process it is intended to subject the following services to the process in the years identified. Services will be tested with fundamental performance reviews using the business excellence model:-

Lifeline Service (Including Central Control)	2002/2003
The Landlord role	2003/2004

The tenants and leaseholders are seen as an important part of the best value process and they will take their part in the challenge and consultation sections of the review. The Tenant Compact will also play an important role in Best Value enabling the tenants and leaseholders to influence policies, processes and targets.

In advance of the formal best value review of the services a number of reviews are being and have been undertaken in service provision. This includes voids procedures; rent arrears procedures and reviews of the warden and central control service. These are undertaken using the principles of Best Value and are intended to ensure that sufficient time is given to all services to ensure a thorough and detailed review of all aspects of the service. In every case the involvement of the customer (tenants and residents) is seen as crucial to the effectiveness of the review.

Benchmarking is also seen as crucial to both Best Value and the continual improvement of the service. The New Forest Housing landlord Service is part of the "Southern Ten" benchmarking group, which comprises both local authorities and registered social landlords in Hampshire. All services have now been through one complete round of benchmarking and work is on-going to learn from best practice in each area. Summary results of benchmarking undertaken to date is shown at Appendix 8. This benchmarking is now carried out annually.

PERFORMANCE MANAGEMENT

It is recognised that it is necessary to set challenging targets for all aspects of the service and it is also recognised that for these targets to be effective and meaningful they must also be monitored. Where performance fails to meet the target actions must and will be taken to investigate the reasons for that failure and to instigate corrective action as necessary. Policies and procedures will be flexible and reactive to change to enable this to happen.

It is intended to maintain all current targets as they are until a full review following benchmarking and Best Value has been completed. Exceptions may occur where it is identified that the existing targets are insufficiently challenging or perhaps unachievable. Where this occurs changes will be made following consultation with tenants, staff and Councillors. All performance targets are monitored monthly by means of a report produced and circulated to all managers and tenant representatives. (See Appendix 7). Monthly management meetings identify where performance

targets have not been met or where performance is considered less than satisfactory and discussions take place as to any necessary action needed to rectify the position.

In addition to the targets mentioned above and those indicated at Appendix 7 the Landlord Service is keen to do well against national performance indicators. Appendix 14 provides a list of all the national indicators showing performance of the New Forest landlord service against these national indicators.

FINANCIAL STRATEGY

HRA Business Plan

Current Financial Planning

The Council currently maintains its own spreadsheet model for medium term forecasting of the financial position of the Housing Revenue Account. In the past this model has been used to illustrate the effect of proposed rent increases and is the basis of consultation with Council members and tenants. A copy of the model, which was completed in December 2001 for the budget setting process, is attached at Appendix 19.

The financial model is based on the following assumptions:

- inflation on expenditure of 2.5%,
- rental increases of 3.6% per year to achieve the government's Rent Restructuring policy,
- Housing Subsidy will continue to be withdrawn at the same rate as in 2002/03,
- Council House sales will continue at their current level of 100 per year,
- An annual revenue contribution will be made to finance capital expenditure for environmental enhancements,
- The Major Repairs Allowance (MRA) will continue at the current rate of £3,156,810 plus inflation at 2.5%,
The Management and Maintenance Allowance will be maintained at the 2002/03 rate,
- Investment will be made in the Council stock to achieve the Decent Homes Standards within the next ten years,
- There will be no change to the current level of service provided.

It is proposed that the in-house model will be maintained as it has proved to be a reliable tool. Work has continued on the DTLR Business Plan Model since last year to shadow our current arrangements, however the model is time consuming to complete and does not provide any further useful analysis. It is therefore proposed that this will not be completed in the future.

Financial Strategy

The financial strategy was historically based upon equalising rent increases over the short term, while at the same time reducing the relatively high level of HRA balances, and using resources to address the backlog of repairs. The previous strategy was dominated by achieving acceptable levels of annual rent increases, however this has been superseded by the government's policy on Rent Restructuring.

The Cabinet agreed that the phasing in of the target rent should commence in April 2002 and be broadly complete by March 2012. The business plan has been compiled assuming a 2.5% inflationary increase over the next 10 years on rental income. The guidance on rent restructuring allowed for an average increase of 1.5% above inflation. For New Forest adoption of the policy has

restricted the rent increases to an average of 3.6%, as the actual rent for 2002/03 was higher than target rent.

The Business Plan has been completed including a maintenance programme that has been designed to meet the Decent Homes Standard within the next ten years. This will require an average annual investment of £5 million in major repairs and catch up repairs. Details of the programme are attached at Appendix 15.

In the past, making an additional revenue contribution to the Major Repairs Account has funded the catch up repairs. This level of investment cannot be sustained in the medium term as the total reserves are depleted during 2005/06 resulting in a deficit on the total HRA reserves. Over the period of the 10-year programme the deficit would rise to £27 million.

The following table details the annual total reserve and clearly demonstrates that the investment required to meet the Decent Homes Standard cannot be achieved within the current resources available.

Housing Revenue Account Balance

Year	HRA Surplus/(Deficit) C/Fwd £'000s
2002/03	3,659
2003/04	2,929
2004/05	1,396
2005/06	(743)
2006/07	(3,525)
2007/08	(6,867)
2008/09	(10,878)
2009/10	(15,591)
2010/11	(20,706)
2011/12	(27,020)

Options Appraisals

The current policy is not sustainable and would result in the authority acting ultra vires by allowing the HRA to go into a deficit position. As a result alternative strategies need to be explored.

Reduction in the maintenance programme

Three options have been considered.

The Council could take the decision to invest in the housing stock at the level of the MRA only and cease its programme of environmental enhancements. This would result in an average annual investment of £3.2 million. A copy of the amended Business Plan is attached at Appendix 20. This would result in a prudent HRA balance at the end of 2010/11, but by 2011/12 there would be a deficit balance of £2.8 million. In addition to the financial problems caused by this option, the Decent Homes Standard would not be achieved, and tenant expectations on the need for environmental enhancements on council estates would not be fulfilled. Each of these factors indicates that this strategy is not viable.

One of the major areas of investment required to meet the Decent Homes Standard is the refurbishment and design of kitchens and bathrooms. The original planned maintenance programme includes £23 million to support these works. Through increased analysis of the

housing stock it may be possible to target refurbishments more accurately, thus reducing the investment required by some 50%. This would require an average annual investment of £3.8 million, an amended version of the Business Plan is attached at Appendix 21. This programme of works, plus ceasing the investment in environmental enhancements, results in a prudent HRA balance until the end of 2008/09. However, by the end of the ten-year period there will be a deficit of £10 million.

A reduced maintenance programme has been devised, which would require an average annual investment over the ten-year period of £3.5 million. The Decent Homes Standard could still be achieved. However, even a reduced programme would result in a deficit balance of £864,558 on the HRA by the end of 2009/10.

The following table illustrates the total HRA reserves over the ten-year period for each of the above options.

	Option 1 HRA Balance £'000s	Option 2 HRA Balance £'000s	Option 3 HRA Balance £'000s
2002/03	5,443	4,660	3,659
2003/04	6,765	5,391	4,465
2004/05	8,036	5,851	5,122
2005/06	8,620	5,744	5,183
2006/07	8,549	4,973	4,600
2007/08	7,866	3,578	3,459
2008/09	6,428	1,415	1,647
2009/10	4,170	(1,581)	(865)
2010/11	1,363	(5,142)	(3,780)
2011/12	(2,829)	(10,103)	(7,894)

This clearly demonstrates that reducing the maintenance programme in isolation is not a feasible option and alternative strategies need to be explored.

Increase in rents

The Authority could consider reversing its decision to implement the government's Rent Restructuring policy. It is likely that this strategy would have implications on housing subsidy and the effect of this would need to be modelled before a decision could be taken.

Alternative sources of financing

There are a number of alternative sources of financing that could be explored to fund a repair programme on the Council's housing stock. These include:

- Arms Length Management Organisation
- Private Finance Initiatives
- Prudential Accounting
- Review of existing capital assets
- Debt free
- Commutation

Details of the implications and action required to review each of these options are contained within the Housing Strategy at Appendices 1 and 2

Other Financial Considerations

The Business Plan attached at Appendix 19 illustrates that the withdrawal of housing subsidy has a significant effect on the resources available to fund the maintenance of the housing stock. Excluding the subsidy received in respect of rent rebates and the Major Repairs Allowance, the withdrawal of subsidy is expected to increase from its current level of £7 million to £16.5 million by 2011/012.

TENANT CONSULTATION ON THE BUSINESS PLAN

Officers see the involvement of tenants in the development of the Business Plan as crucial to successfully developing services to give tenants the levels of service and standards that they wish to see. However, the process used for the preparation of last year's Business Plan proved to be less than satisfactory. Only one tenant representative attended Business Plan meetings and was unable to feed back adequately to the rest of the Consultative Group and the wider body of tenants. There were no means in place to inform and consult with other tenants.

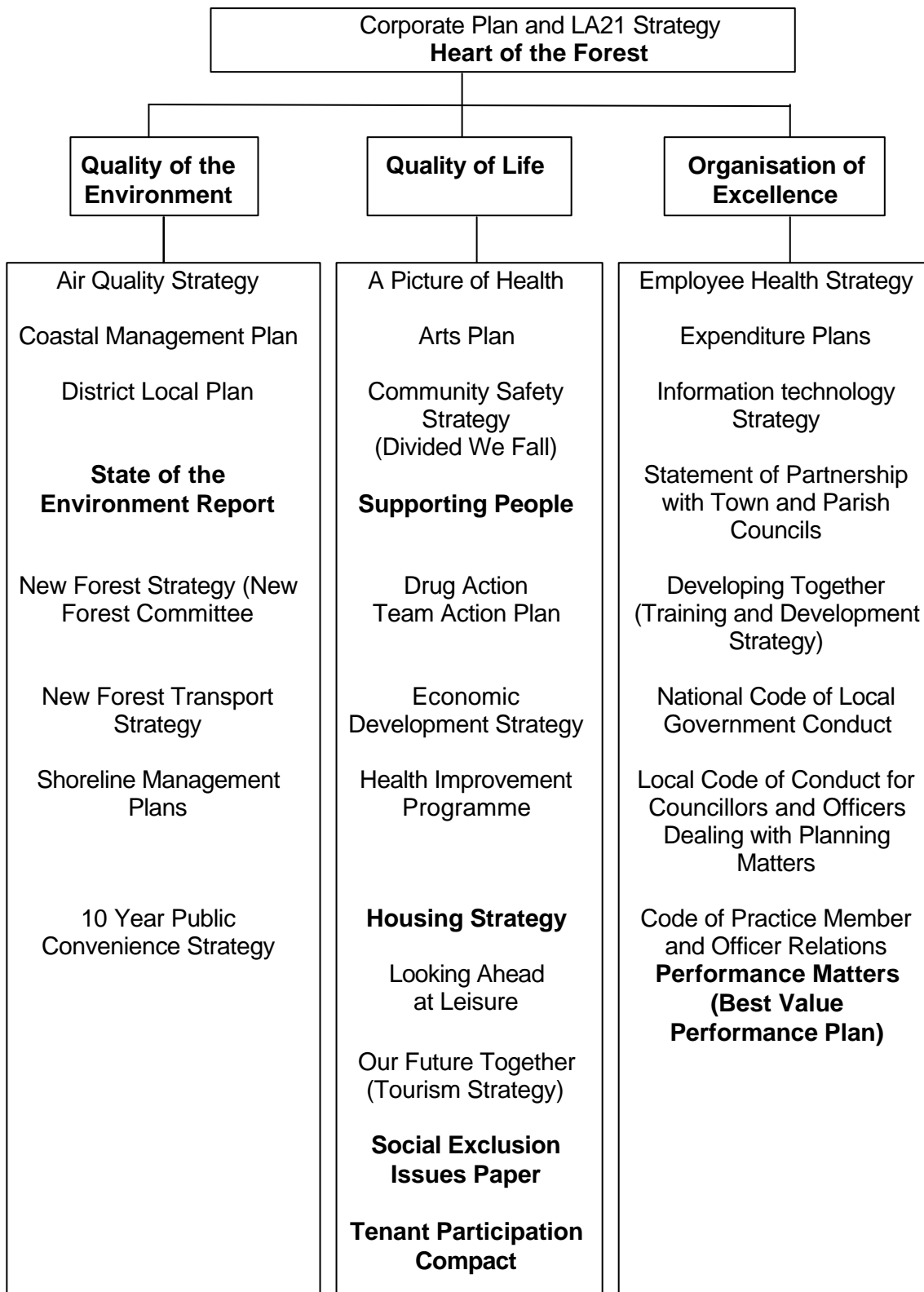
Following the difficulties experienced with tenant participation during the last 12 months and the restructuring of our tenant participation arrangements it was considered that we should try to seek wider consultation on the content of this year's Business Plan.

In line with the view expressed above a mini-survey was devised for the tenant's newsletter "Round the Houses" and this was recently issued to all tenants. Tenants were encouraged to respond by the offer of a free prize draw for all completed questionnaires. Questions asked and the responses in this survey are detailed at Appendix 12.

The response rate has been reasonable with 339 (6%) returned. The results of this survey indicate that generally tenants are broadly satisfied with the direction and strategies contained within the Business plan.

However, it is recognised that a wider and more robust form of consultation is necessary and this will be the subject of discussion with the Consultative Group over the next 12 months once the current restructuring is completed and new tenant representatives have been elected.

THE COUNCIL'S STRATEGIC DOCUMENTS



CORPORATE DOCUMENTS THAT AFFECT, SUPPORT AND IMPACT UPON THE HRA BUSINESS PLAN

Heart of the Forest

This is the Council's overall corporate strategy and sets out how the Council's aims. The document focuses on three areas where the Council aim to use it's influence in the New Forest. These are Economic Well-being, Social Well-being and Environmental Well-being. In addition the Council aims to be an organisation of excellence. The performance of the Housing Landlord service is clearly an important factor together with the housing service's contribution to the social well being of the community.

The development of the Tenant Compact is the Council's expression of intent to work closely with our tenants and further involvement in housing decisions.

All other strategies and policies produced and operated by the Council are linked to the overall corporate strategy and to one or more of the aims. This is true of the Housing Strategy and the other important documents mentioned below.

The Council's Asset Plan

The Council has an asset plan for the management of its buildings and although this does not specifically include the Council's housing stock the same principles applied for non-housing buildings are applied to the Council's stock. These principles are described in greater detail as part of the Maintenance Strategy within the HRA Business Plan.

State of the Environment Report

This strategy relates to the Local Agenda 21 and the concepts of sustainable development. Again housing is seen as a crucial part of this area. Poor housing is recognised as having a detrimental effect upon health and well being. Energy conservation is another crucial area highlighted in this document and it states that the Council will continue to improve the energy efficiency of council owned housing.

Opening Doors (Social Exclusion Issues Paper)

The Council, as one of the four corporate priorities that guide its work, has highlighted poverty and Welfare. This document represents the views and current position of the Council and the role of the Council in combating Social Exclusion. Housing is recognised as one of the most important issues in terms of social exclusion.

Capital Strategy

This strategy is designed to support and help achieve progressively the aims of the Authority by developing a capital programme, which addresses these issues. In terms of Housing there are a number of targets, which are supported by this strategy, these are:

To work with partner Housing Associations to provide 200 new homes per year for local households in housing need, and fully utilise any further grant allocations, which may be obtained.

To invest £2m per year in the Council's housing stock.

To improve home energy efficiency so that there is a reduction in CO2 emissions.

Work towards meeting any Government targets which contribute towards achieving sustainable communities.

Divided we Fall

This is a strategic document (referred to in the Councils Community Safety Strategy) produced in partnership with New Forest District Council, Hampshire County Council Social Services, the Police and other Social Landlords in the district. The purpose of the document is to deliver a partnership approach to dealing with neighbour nuisance and anti-social behaviour in the District.

The Housing Strategy

This Business Plan is designed to meet the overall requirements of the Council's Housing Strategy insofar as the aims contained in that Strategy relate to the Council's own stock and the management of the Housing Landlord Service.

BME Strategy

The BME strategy is a sub-strategy of the overall Housing Strategy and is important in that it provides an overall ethos in terms of diversity and equal opportunities for all that is reflected in the way the authority works and in particular how services are provided to all customers in an unbiased and fair way.

Tenant Participation Compact

A Compact Committee was set up in September 1999 to review tenant participation and to draft the initial district wide Tenant Participation Compact for consultation.

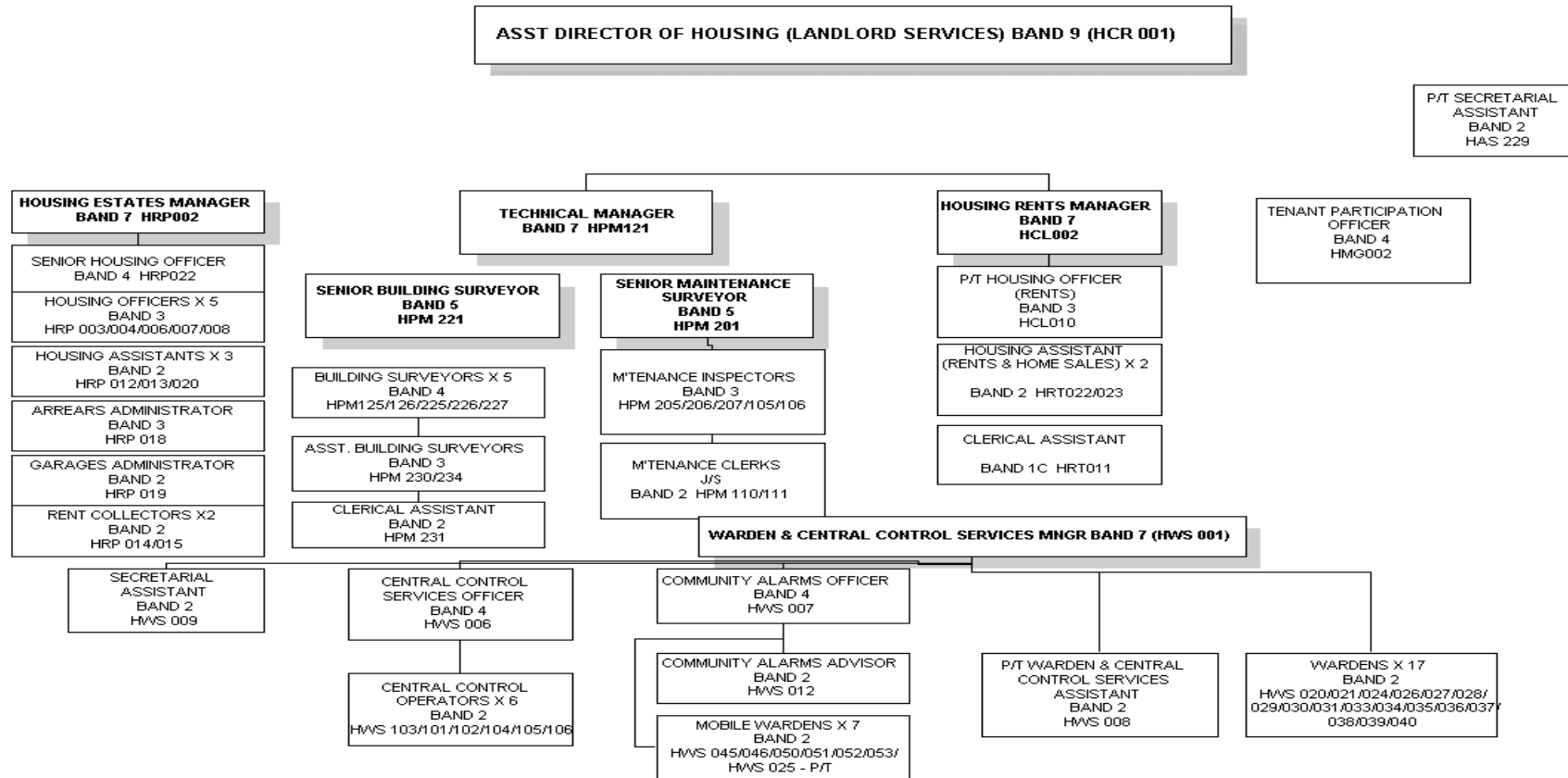
The agreed Compact has been developed in partnership with tenants, staff and members. The Committee has agreed core standards in relation to the provision of housing services and these have been enshrined within the Compact. These core standards have been identified as follows: -

- Standards for Tenants' and Residents' Groups
- Standards for Monitoring and Measuring Performance
- How tenants can participate in the provision of Housing Management services and whether the current way that the Council consults is acceptable.
- Standards of Resources for Tenant Participation.
- Standards for Meetings.
- Standards for Information.
- Standards for Housing Services.

STAFFING STRUCTURE

APPENDIX 3

COMMUNITY SERVICES DIRECTORATE - HOUSING CONTRACT SERVICES
JUNE 2001



SWOT ANALYSIS

1 Strengths

Experienced and well-qualified staff.
Good systems and procedures for all aspects of the service.
Target orientated with good monitoring and feedback systems.
A well maintained stock with no significant backlogs of work.
A strong demand for its properties.
Low levels of rent arrears

2 Weaknesses

Lack of opportunity to easily expand the business.
Lack of flexibility.
Lack of development land and a lack of investment in new council owned social housing.
Difficulty in encouraging a wide range of tenants of varying age ranges to participate.

3 Opportunities

Changes in legislation that could affect the business in a positive way.
Stock transfer, (local housing companies, arms length companies)
Call centres and further computerisation (home working etc.).
Take firmer action on void turnaround times and rent arrears to reduce loss of income.
Partnering with contractors to reduce costs and improve value for money.
Developing the Tenant Compact.

4 Threats

Right to Buy sales leading to losses of properties and revenue.
Changes in legislation that could affect the business to a detrimental effect.
Changes in demand for social housing or for types of property (e.g. difficult to let)
Difficult to let properties remaining vacant for long periods of time.
Lack of up to date housing needs information. (will be resolved when the results of the housing needs survey are established in July 2001)
Non-traditional housing repair costs in the future
Controls and or changes on rental income and benefit payments.
Changing local political priorities.
Future funding changes.

THE OPTION FOR STOCK TRANSFER

Many authorities have over the past few years taken the decision to transfer the stock, in whole or part, to enable the future provision of a housing service.

In September 1998 Chapman Hendy Associates completed a Housing Stock Options Appraisal for New Forest.

The main objectives of the Council at that time were:

- Rent increases close to the rate of inflation
- The maintenance of Tenants' rights and security
- The provision of new social housing
- Home improvements and modernisations
- Tenant participation

There were broader objectives, which the Council needed to bear in mind, the most important of which was the impact on the General Fund (and, therefore, Council Tax payers).

At the time of the report there were 5,792 rented properties in the Council's ownership with average rents of £50.99. The HRA debt was £27.0m and there was a repairs and improvement backlog of £18 million.

Chapman Hendy produced a detailed report based on three options:-

- Option 1 – the Council's major repairs spend remains in line with current expenditure levels.
- Option 2 – major repairs expenditure reflects the estimates prepared by Council officers.
- Option 3 – repairs expenditure reflects the Council plans with HRA balances reduced to £750,000 over three years.

Broadly, the results showed that – based on certain assumptions – there is a critical relationship between rent levels and the amount of repair and improvement work which the Council would have been able to carry out.

The results are shown in the tables below:

Option 1 – The table below summarises the average rent levels and projected capital investment in repairs and improvements under this option and the real (i.e. above the rate of inflation) rent increase is required.

HRA FORECAST – OPTION 1 – In Outturn Prices			
YEAR	MAJOR REPAIRS & IMPROVEMENTS £000	AVERAGE RENTS (52 WEEKS) £	REAL INCREASE ON PREVIOUS YEAR %
1998/99	2,448	50.99	-
1999/00	2,542	53.67	2.2
2000/01	2,638	58.14	5.2
2001/02	2,734	62.60	4.5
2002/03	2,832	66.28	2.8
2003/04	2,931	70.63	3.5

Option 2 – The table below summarises the position if revenue contributions are increased to support the level of works identified by the Council

HRA FORECAST – OPTION 2 – In Outturn Prices			
YEAR	MAJOR REPAIRS & IMPROVEMENTS £000	AVERAGE RENTS (52 WEEKS) £	REAL INCREASE ON PREVIOUS YEAR %
1998/99	2,448	50.99	-
1999/00	3,497	63.54	21.0
2000/01	3,609	68.31	4.4
2001/02	4,085	76.92	9.3
2002/03	4,205	81.03	2.3
2003/04	4,326	85.82	2.8

Option 3 – The table here shows the position with working balances being reduced over three years to £750,000.

HRA FORECAST – OPTION 3 – In Outturn Prices			
YEAR	MAJOR REPAIRS & IMPROVEMENTS £000	AVERAGE RENTS (52 WEEKS) £	REAL INCREASE ON PREVIOUS YEAR %
1998/99	2,448	50.99	-
1999/00	2,985	53.85	2.5
2000/01	3,082	58.90	6.2
2001/02	3,178	63.84	5.2
2002/03	2,832	67.51	2.7
2003/04	2,931	71.90	3.4

The report then considered the financial impact of LSVT and estimated the following.

Application of Capital Receipt

	Based on Valuation Without levy £M	Based on Valuation With levy £M
Total Receipt	70.3	70.3
Setting up costs	5.0	5.0
HRA debt	26.7	26.7
Surplus set aside	22.3	16.5
DTLR levy	-	7.7
Usable receipt	16.3	14.4

The table below indicates the then potential impact of transfer on the Council's General Fund in the first year after transfer.

GENERAL FUND COST ANALYSIS (WITH LEVY POST TRANSFER)		
	Year 1 £000	Year 5 £000

Expenditure		
Rent allowances (net cost)	510	574
Residual corporate costs	*500	*563
Loss of VAT recovery	130	146
*£500,000 is estimate based on total Corporate costs of about £1M		
Income		
Interest on capital receipt	(1,854)	(1,854)
Mortgage interest	(70)	(70)
Revenue Support Grant	-	(525)
Net costs/(savings)	(784)	(1166)

The table above assumed that the capital receipt would be used entirely for Social Housing, that the Council's Standard Spending Assessment and Revenue Support Grant would increase after 3 years and that 350 new homes would be provided per year over and above the normal programme.

Chapman Hendy concluded that there would be the following advantages with stock transfer: -

- Rent increases could be guaranteed at close to inflation
- There would be an additional programme of major repairs
- There would be additional resources for new homes
- And savings to the general fund.

In June 1999 in the light of changing financial circumstances the Council reworked Chapman Hendy's findings. He two table at Appendix 6 show the results of this analysis.

APPENDIX 6

EFFECT OF LARGE SCALE VOLUNTARY TRANSFER ON THE GENERAL FUND

	2000/01	2001/2	2002/3	2003/4	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
EXPENDITURE										
Rent Allowances	558	580	604	628	653	679	706	734	764	794
Residual Corporate Costs	659	573	536	549	563	577	591	606	621	637
Loss of discount utilities contract	51	53	54	56	57	59	61	63	65	67
VAT	100	103	106	109	113	116	119	123	127	130
Redundancy Provision	300	100	100							
Enhancement	180	90	90							
Added Years contribution	25	25	25	25	25	25	25	25	25	25
DSO loss of contribution			250							
Benefit Administration	37	38	39	40	42	43	44	46	47	48
ESTIMATED TOTAL EXPENDITURE	1910	1562	1804	1407	1453	1499	1546	1597	1649	1701
INCOME										
Net Interest Gain on Investment	-822	-919	-1012	-1054	-1140	-1229	-1526	-1658	-1718	-1796
Revenue Support Grant				-628	-653	-679	-706	-734	-764	-794
Mortgage Interest	-55	-50	-50	-45	-45	-40	-40	-35	-35	-30
Homelessness (savings)	-100	-103	-106	-109	-113	-116	-119	-123	-127	-130
ESTIMATED TOTAL INCOME	-977	-1072	-1168	-1836	-1951	-2064	-2391	-2550	-2644	-2750
NET ADDITIONAL COST/SURPLUS(-)	933	490	636	-429	-498	-565	-845	-953	-995	-1049

EFFECT OF LARGE SCALE VOLUNTARY TRANSFER ON THE CAPITAL EXPENDITURE PROGRAMME

	2000/01 £000	2001/2 £000	2002/3 £000	2003/4 £000	2004/5 £000	2005/6 £000	2006/7 £000	2007/8 £000	2008/9 £000	2009/10 £000
INCOME										
Capital Financing from Revenue (General Fund)	250	250	250	250	250	250	250	250	250	250
Disabled Facilities Grants – Specific Capital Grants	220	220	220	220	220	220	220	220	220	220
Assuming Maximum Council Tax Levy										
Surplus generated from transfer at £7.2M	0	0	0	429	498	565	845	953	995	1049
Additional Valuation +£15m	0	0	0	480	480	480	480	480	480	480
Use of General Reserve	1003	888	542	514	350	350	350	350	240	0
Use of Housing Revenue Account Balance	441	0	0	0	0	0	0	0	0	0
Usable Capital Receipts	88	0	0	0	0	0	0	0	0	0
TOTALS	2002	1358	1012	1893	1798	1865	2145	2253	2185	1999
CAPITAL EXPENDITURE										
Identified Capital Programme	1472	1269	923	164	?	?	?	?	?	?
Capital Maintenance of Assets	0	0	0	600	600	600	600	600	600	600
Private Sector Housing Renewal (Discretionary)	835	835	835	835	835	835	835	835	835	835
Disabled Facilities Grants (Mandatory)	370	370	370	370	370	370	370	370	370	370
TOTALS	2677	2474	2128	1969	1805	1805	1805	1805	1805	1805
SPENDING POWER GAP	675	1116	1116	76	7	-60	-340	-448	-380	-194

LANDLORD SERVICE PERFORMANCE TARGETS AND RESULTS AGAINST THOSE TARGETS 2001/2002

	Target	Result
Insurance Claims		
Process all insurance claims within 10 days of receiving them	100%	100%
Emergencies		
Attend to 80% of all emergency calls within 30 minutes of receipt of the call:		
Other	80%	100%
Warden Standby	80%	88%
Attend to all emergency calls within 90 minutes of receipt of the call:		
Other	100%	100%
Warden Standby	100%	100%
Members Enquiries		
All Members' enquiries answered within 5 working days of receiving enquiry	100%	100%
Information, Advice & Enquiries		
All written enquiries will be answered within 7 working days.	100%	99.4%
Any request for a private interview will be granted and arranged within 7 working days	100%	100%
Tenants Newsletters		
Newsletters delivered to all tenants within 3 days of receipt.	100%	100%
Complaints Procedure		
Respond in writing to all written complaints within 5 working days	100%	94%
Respond to all other complaints within 5 working days	100%	100%
Vacant Properties		
The annual average time between a property becoming vacant and it being ready to let shall be less than 3 weeks:		
Landlord	Under 3 wks	2.2 wks
Total (including Housing Needs)	Under 3 wks	2.3 wks

	Yearly Total	Target	Result
Total number of properties re-let	405		
Total number of refusals	61		
The maintenance cost incurred in re-letting a vacant property shall not exceed an annual average of £1,000.00 per property:		£1,000	£1,407
Under £1,000	224		
£1,001-£2,999	171		
Over £3,000	24		
Void redecoration vouchers issued	160		
Value	£19,517		
Over £200	19	1%	0.8%
Rent lost due to voids			
90% of tenants shall be satisfied with the condition of the properties that are let and the way the letting took place		90%	99.8%
Assignment by way of Mutual Exchange			
Tenants to be given decisions on Mutual Exchanges within 42 days of the correctly completed application forms being received.		100%	100%
Rubbish			
90% of rubbish shall be collected within 7 days of notification.		90%	100%
All rubbish shall be collected within 14 days of notification.		100%	100%
Abandoned Cars			
95% of all reported vehicles shall be inspected within 5 days of notification.		95%	99.7%
All reported vehicles shall be re-inspected before arranging their removal.		100%	100%
90% of all abandoned vehicles are removed within 14 days of the expiry of the warning notice.		90%	99%
All Council estates and garages sites shall be inspected at least once per month.		100%	100%
Fire Equipment			
All fire equipment shall be inspected at least twice per year.		100%	100%
All defects found shall be reported to the service contractor within 24 hours of the defect being found.		100%	100%

	Target	Result
Garages		
Rent arrears shall not exceed 2% of the annual gross rent due.	2%	1.08%
No more than 20% of the total garage stock to be vacant at any one time.	Under 20%	6%
Rent collected as a percentage of rent due.	100%	99.6%
Door to Door Rent Collection		
All cash will be collected from the coin-operated laundry machine and telephones once every two weeks or within 24 hours of an emergency call to say the coin mechanism is jammed.	100%	100%
Recovery of Rent Arrears		
Rent arrears shall not exceed 2% of the annual gross rent due.	2%	1.31%
No more than 78 tenants shall owe more than £500 in rent arrears.	78	76
No more than 1.8% of tenants shall owe over 13 weeks rents excluding those owing less than £250.	1.8%	1.61%
Rent collected as a percentage of rent due.	100%	98.6%
Rent written off as a percentage of rent roll	0.4%	0.3%
Notification of Rent Increases		
All tenants shall be given the statutory 28 days notice of a rent increase within 2 working days of the Contract Administrator Advising the Contractor.	100%	100%
All tenants shall be given the statutory 28 days notice of a rent increase within 21 days of improvements being completed at their home where improvements result in a rent increase.	100%	100%
Notifications Received	100%	
Target Missed	0%	0%
Target Met	100%	100%
Health & Safety Annual Inspects		
All hostels and sheltered schemes to be inspected annually and the Contract Administrator advised in writing of the result within 14 days of each inspection	100%	100%

	Targets	Results
Leasehold Management		
All service charges for sold flats to be reviewed every 5 years.	100%	100%
All works carried out to sold flats in accordance with the service charge calculations within the relevant 5 year period.	100%	100%
Improvements by Tenants		
All applications from tenants wishing to carry out their own improvements shall be processed and tenants advised within 28 days of receiving request.	100%	100%
Reactive Maintenance		
Pre-inspect a minimum of 25% of all works (excluding vacant properties).	25%	46%
Total number of category E,1 and 2 works shall not exceed 50% of the total number of annual repairs.	50%	40%
Completion of works shall be as follows:		
Category E - 3 hours response	95%	97%
Category 1 - Within 24 hours	95%	98%
Category 2 - Within 7 days	85%	93%
Category 3 - Within 28 days	75%	90%
Randomly post-inspect a minimum of 10% of works up to £250 in value.	10%	10%
90% of inspections requested by tenants shall be carried out within 14 days of that request	90%	95%
Customer Care		
Ensure that tenant complaints against any one contractor must not exceed 5% of the total repairs undertaken.	5%	0.48%
Ensure 95% tenant satisfaction of the reactive maintenance service.	95%	98.6%
Visit all dissatisfied tenants within 14 days of receipt of the card.	100%	100%
Gas Servicing of Council Appliances		
All fixed Gas appliances in residential Council owned property to be serviced at a maximum of 12 month intervals.	100%	93%
Tenant Satisfaction	100%	99.8%

	Target	Results
Servicing of Solid Fuel		
Ensure all solid fuel central heating appliances are serviced annually.	100%	100%
Stock Condition Survey		
Update 20% of the housing stock database each year.	20%	10%
Update the housing stock database within one month of practical completion of each planned maintenance contract.	100%	100%
Resident Warden Services		
All new tenants information to be given to Central Control within 3 hours and confirmed in writing within 7 days.	100%	100%
Daily contact made with all tenants (not weekends and bank holidays, except at Gore Grange and Winfrid House), each tenant in a scheme is visited at least 3 times per week, and each tenant linked to a scheme visited at least once a week.	100%	100%
At least 2 social events each week shall be arranged in schemes with Resident Wardens.	2	100%
All fire alarm systems tested weekly.	100%	100%
All new tenants information to be given to Central Control within 3 hours and confirmed in writing within 7 days.	100%	100%
All tenants at Willow Tree, Pennington and Rivers Reach, Lymington visited weekly and all tenants at Champion House, Lymington visited twice weekly.	100%	100%
All other tenants in Mobile Warden Schemes contacted daily (except at weekend and bank holidays), and visited 3 times a week and all tenants linked to schemes visited once a week.	100%	100%
Mobile Wardens on duty in schemes at least 3 hours per day Mondays to Fridays.	3 hours	100%
At least 2 social events arranged each week in schemes with a communal lounge. Champion House residents have requested only one social event a month	2	100%
All fire alarm systems tested weekly	100%	100%
Annual fire drill carried out at each scheme	100%	100%

Housing
Quality
Network

APPENDIX 8

CIPFA
IPF

Housing Management Benchmarking Club 2001

New Forest District Council

compared with

Adur
Elmbridge
New Forest
Tandridge
Winchester

Apex
Guildford
Runnymede
Test Valley
Wealden

Format of the Report

Throughout the report, your own figures are shown together with an average figure for all the members of the group. On the pages that show "trees" of figures, there is a pair of figures on each branch of the tree. Your figure is the left-hand member of the pair; the right-hand figure, in italics, is the group average.

Averages

Averages are unweighted, so for example if five landlords had unit costs of £3, £4, £5, £6 and £7, the average would be shown as £5, irrespective of their relative sizes. This factor, together with partially missing data for some landlords, means that averages do not necessarily reconcile. For example, if a landlord provides a figure for a total cost but cannot provide figures for the subsections of that cost, their total will contribute to the average total but not to the averages of the subsections.

Charts

Much of the data is displayed in charts, with a bar for each landlord. The height of the bar corresponds to the value for the landlord. Your own bar is black. A horizontal line shows the average value for the group.

Missing data appears as missing bars to the left of the chart, and does not contribute to averages. True zero values appear as apparently missing bars to the right of the graph, and are included in calculations of averages.

HOUSING MANAGEMENT BENCHMARKING CLUB 2001

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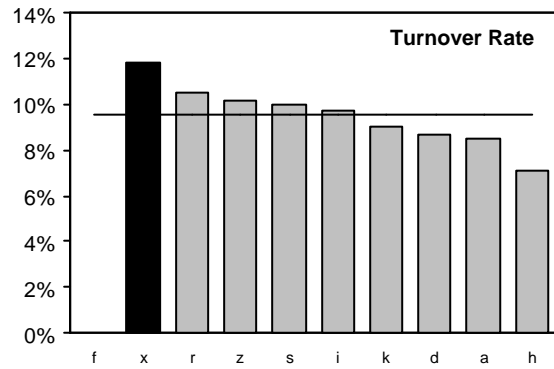
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Context – People	1
Context – Finance	2
Sheltered Housing	3
Repairs	4, 5
Rent Collection	6, 7
Voids	8
Repairs Commissioning	9, 10
Repairs Cost	11, 12
Investment Programme	13
Staff	14 - 17

CONTEXT: PEOPLE

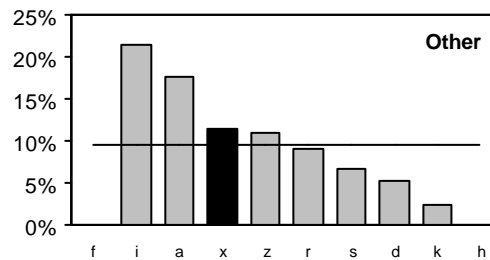
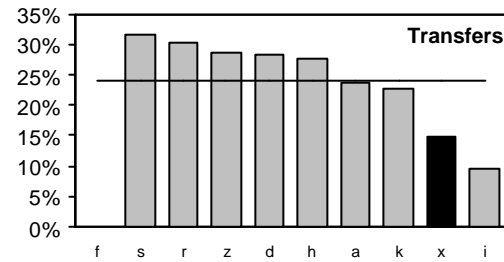
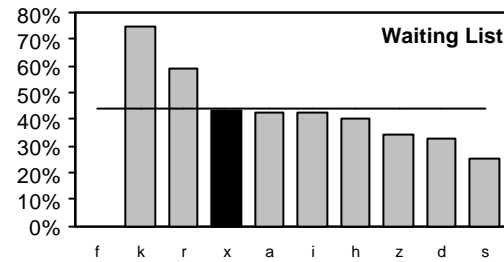
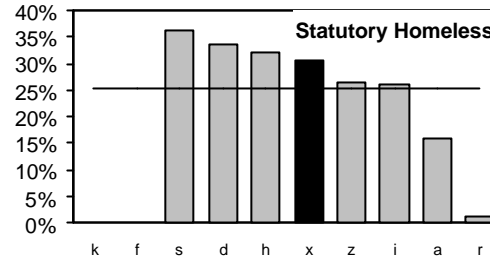
Lettings

	N	% total	Avg
Statutory homeless	197	31%	25%
Waiting list	278	43%	44%
Transfers from LA stock	95	15%	24%
Other	74	11%	9%
Total LA lettings in year	644		

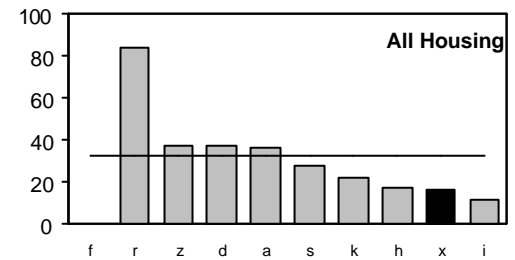
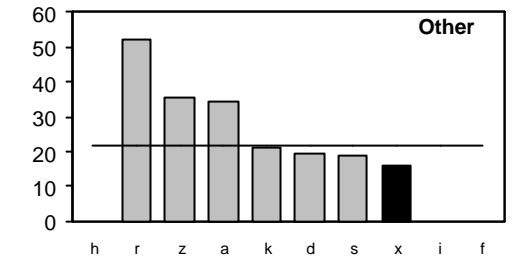
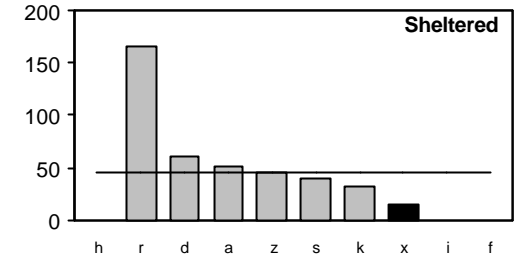
Total stock	5,430		
Turnover rate		12%	9%



% of Total Lettings



RELET TIMES (days)

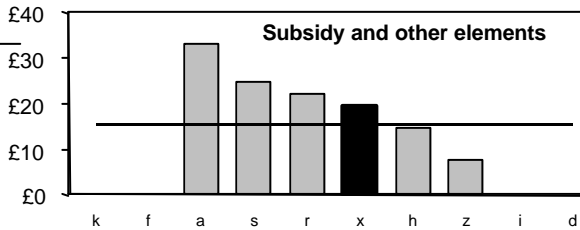
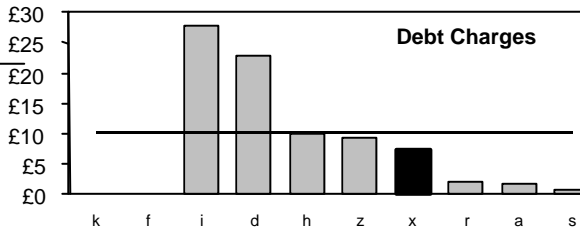
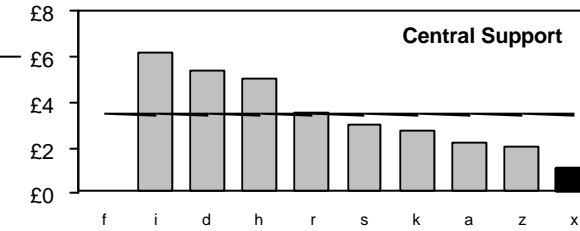
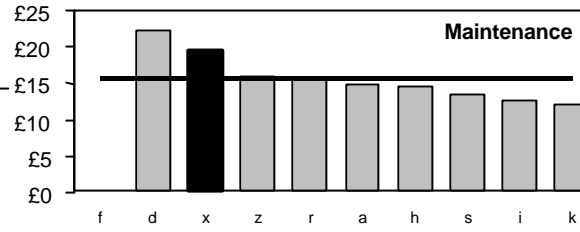
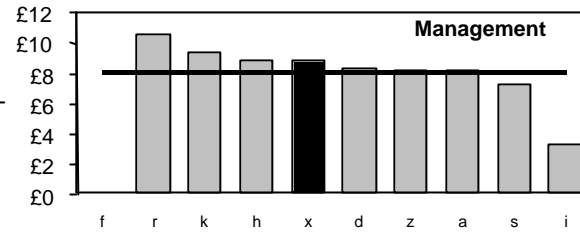
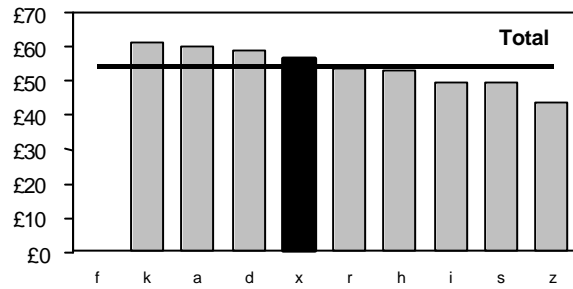


Average Relet Time

	Days	Avg
Sheltered housing	15	46
Other housing	16	22
All housing	16	32

New Forest

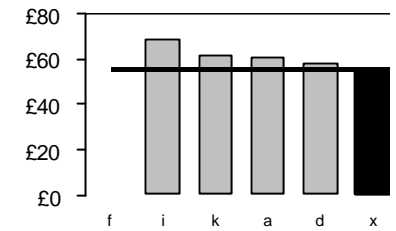
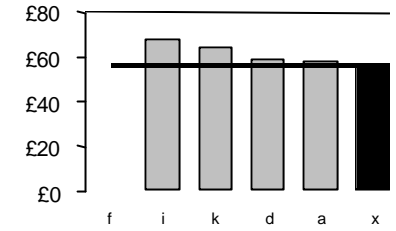
CONTEXT: FINANCE
HRA Costs £ per Week per Dwelling



	£000 pa	Weekly Cost/Dwelling	Avg
Management	£2,503	£8.86	£8.12
Maintenance	£5,521	£19.55	£15.73
Central Support	£297	£1.05	£3.48
Debt Charges	£2,089	£7.40	£10.23
Subsidy & other	£5,567	£19.72	£15.32
Total	£15,977	£56.58	£54.13

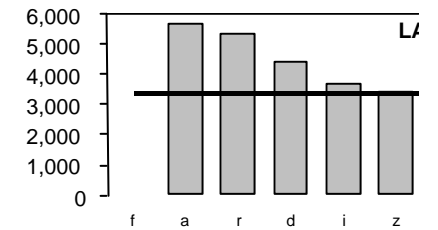
Total stock 5,430
 Households in area 75,064

Average Weekly Rent



All properties £5
 2-bed flat £5

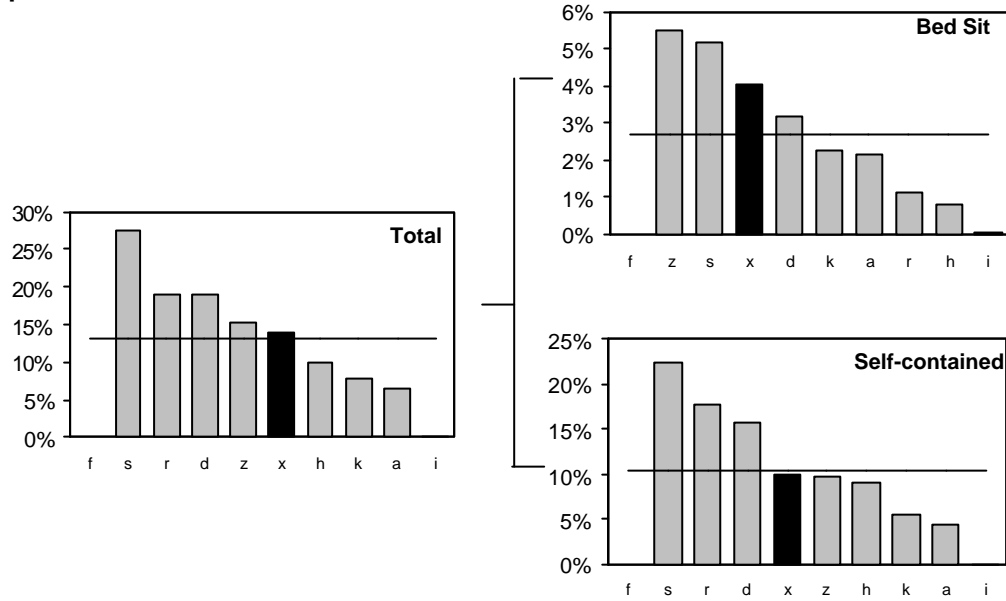
Area Offices



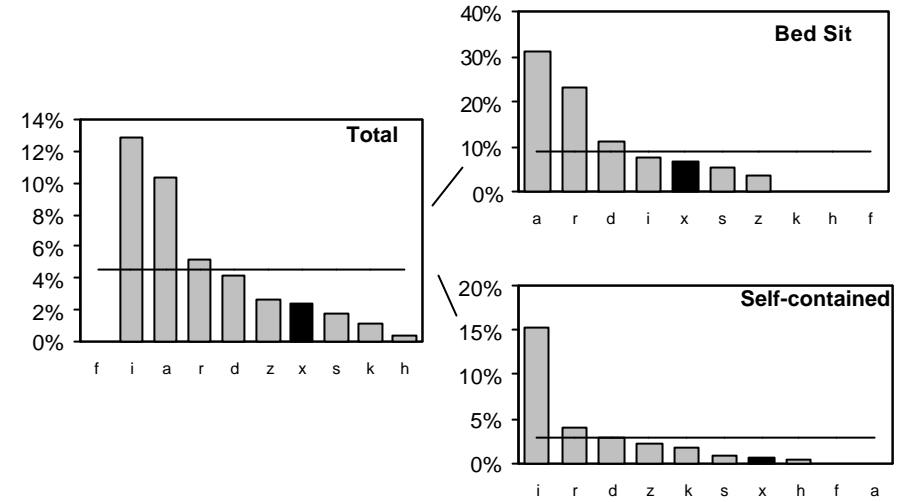
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SHELTERED DWELLINGS

Proportion of Stock



Percentage Void



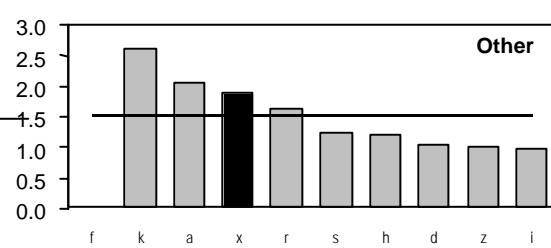
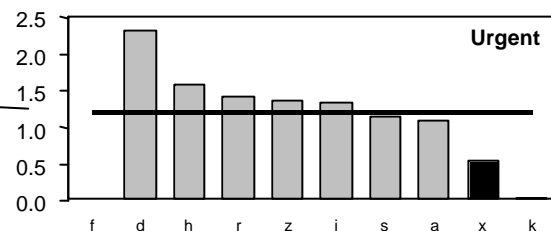
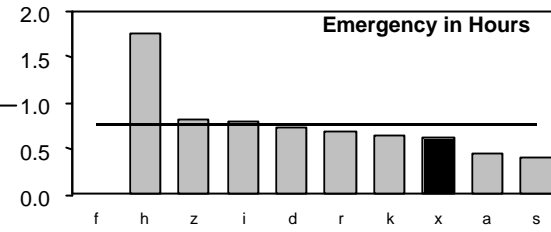
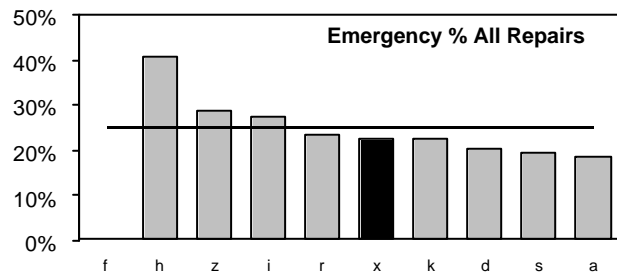
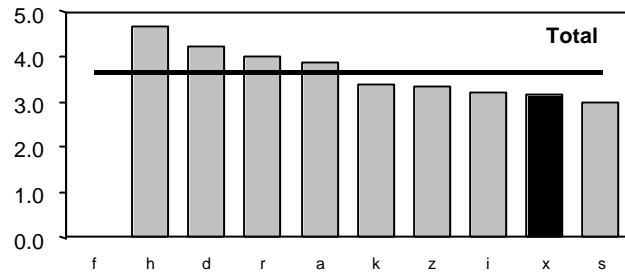
Total Stock 5,430

Sheltered Dwellings

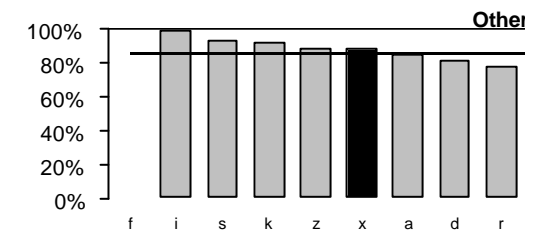
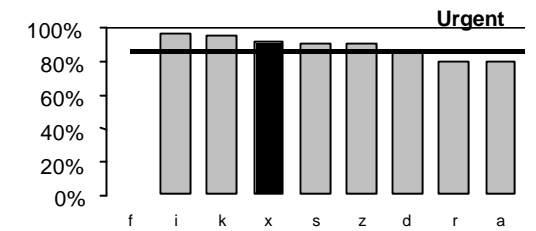
	N	% stock	avg	% void	avg
Bed sit	218	4%	3%	7%	9%
Self-contained	537	10%	11%	1%	3%
Total	755	14%	13%	2%	5%

REPAIRS

Repairs per Dwelling



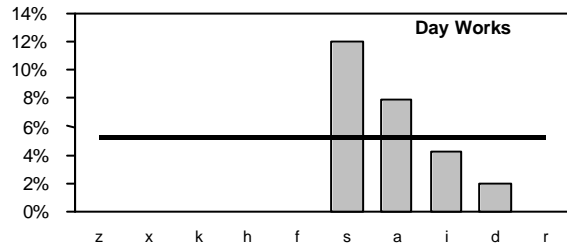
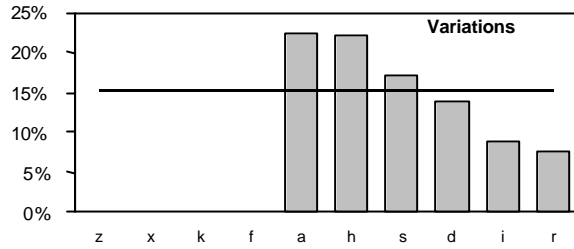
% Repairs on Time



	Number of Repairs	N	per dwelling	Avg	% on time	Avg
Number of dwellings	5,430					
Emergency out of hours		520	0.10	0.17	98%	96%
Emergency in hours		3,404	0.63	0.76	98%	94%
Urgent		3,030	0.56	1.21	92%	86%
Other		10,279	1.89	1.52	88%	85%
Total		17,233	3.17	3.66		
Emergency % All Repairs			23%	25%		

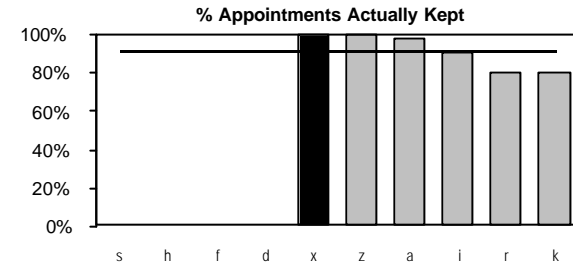
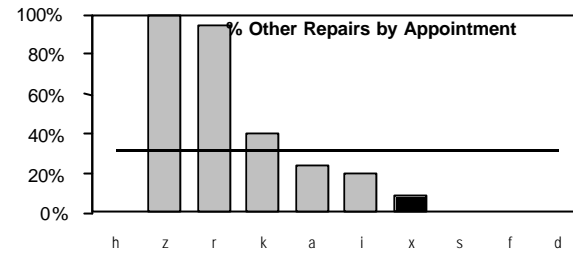
Variations & Day Works

% of Total Repairs Expenditure



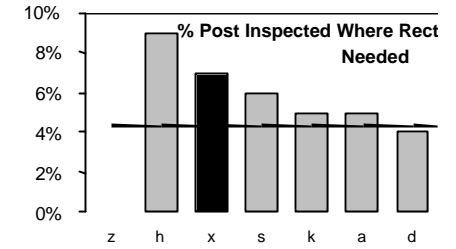
	value	% all repairs	avg
All repairs	£1,625		
Variations	nk	na	15%
Day works	nk	na	5%

Appointments



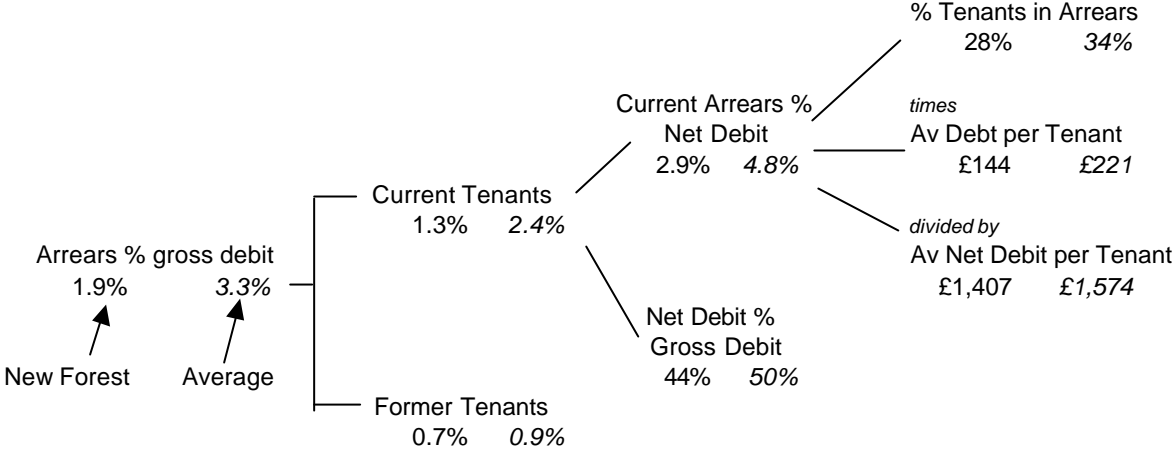
Appointments		9%	32%
% other repairs by appointment			
% appointments actually kept	100%	91%	

Rectification



% post inspected where rectification needed	7%
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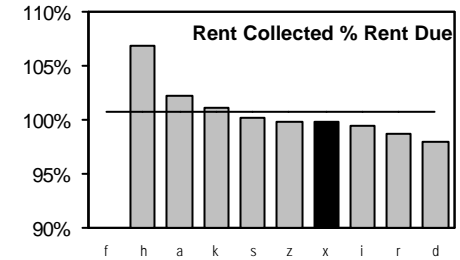
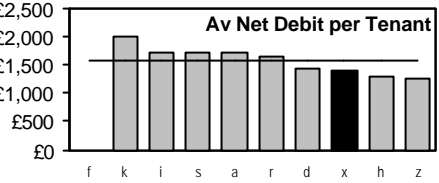
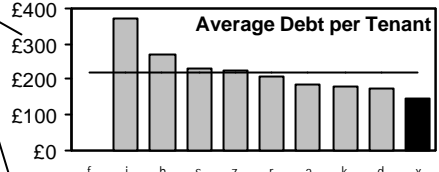
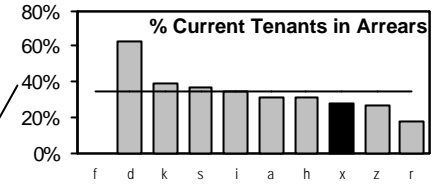
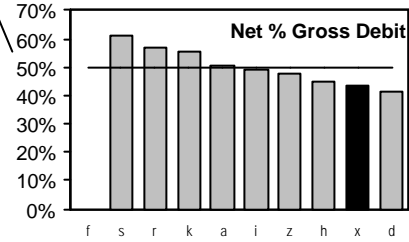
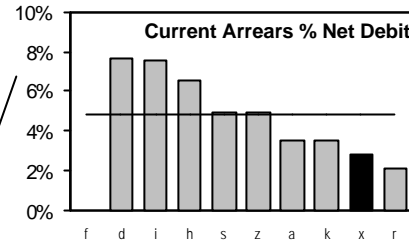
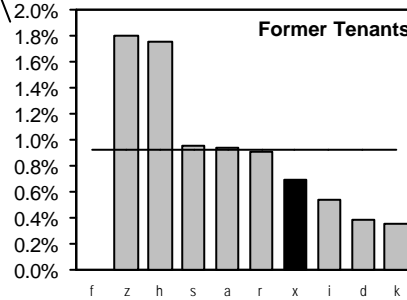
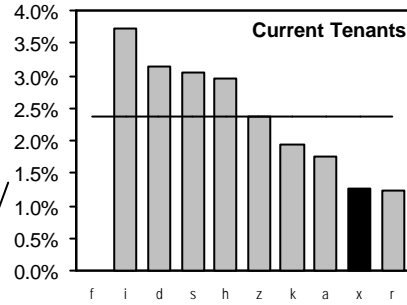
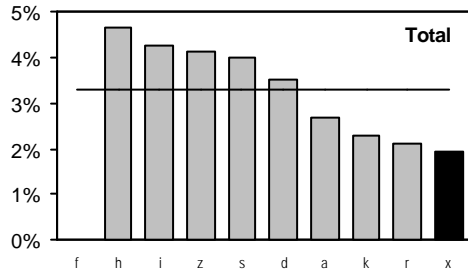
RENT COLLECTION



void loss

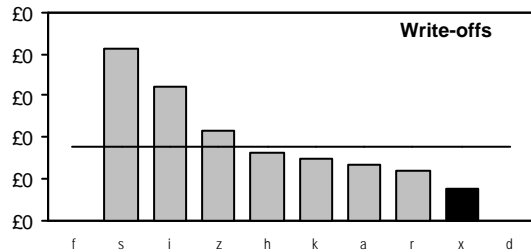
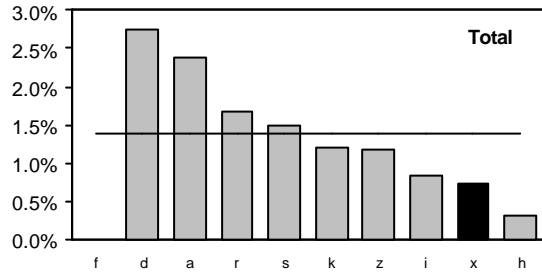
Arrears 31/3/01	£000		£000	
Former Tenants	120	Rent due	17,361	
<u>Current Tenants</u>	<u>219</u>	Rent Collected	17,326	
Total arrears	339			<i>avg</i>
		% collected	100%	101%
Gross Debit (12-mnth)	17,488			
Net Debit	7,639			
Total Tenants	5,430			
Tenants in Arrears	1,521			

Arrears % Gross Debit



New Forest

LOST RENT DUE TO VOID PROPERTIES:
% of Gross Rent

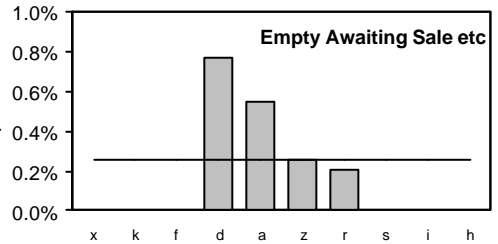
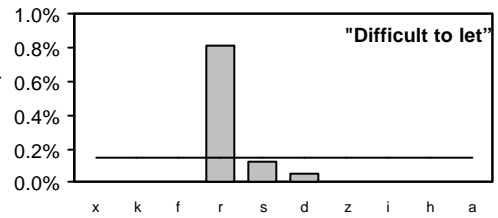
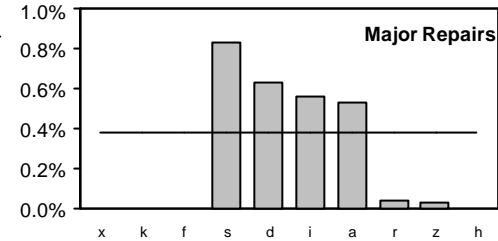
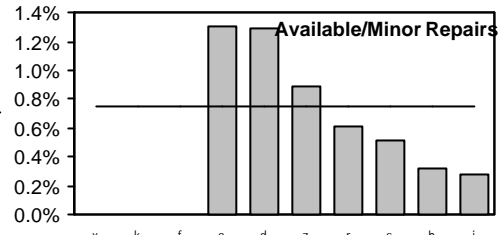


Gross rent due

17,361

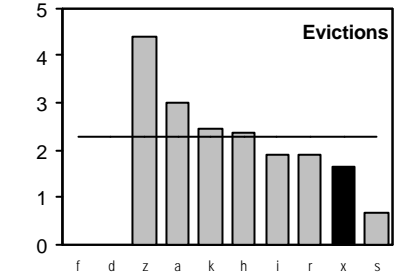
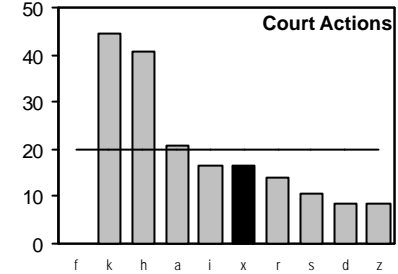
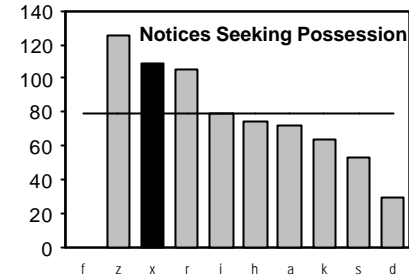
% Gross

	£000	rent	avg
Voids Available/Minor Repairs	nk	na	0.7%
Voids Awaiting Major Repairs	nk	na	0.4%
"Difficult to Let"	nk	na	0.1%
Empty Awaiting Sale etc	nk	na	0.3%
Total	128	0.7%	1.4%
Write-offs	27	0.2%	0.4%



Enforcement

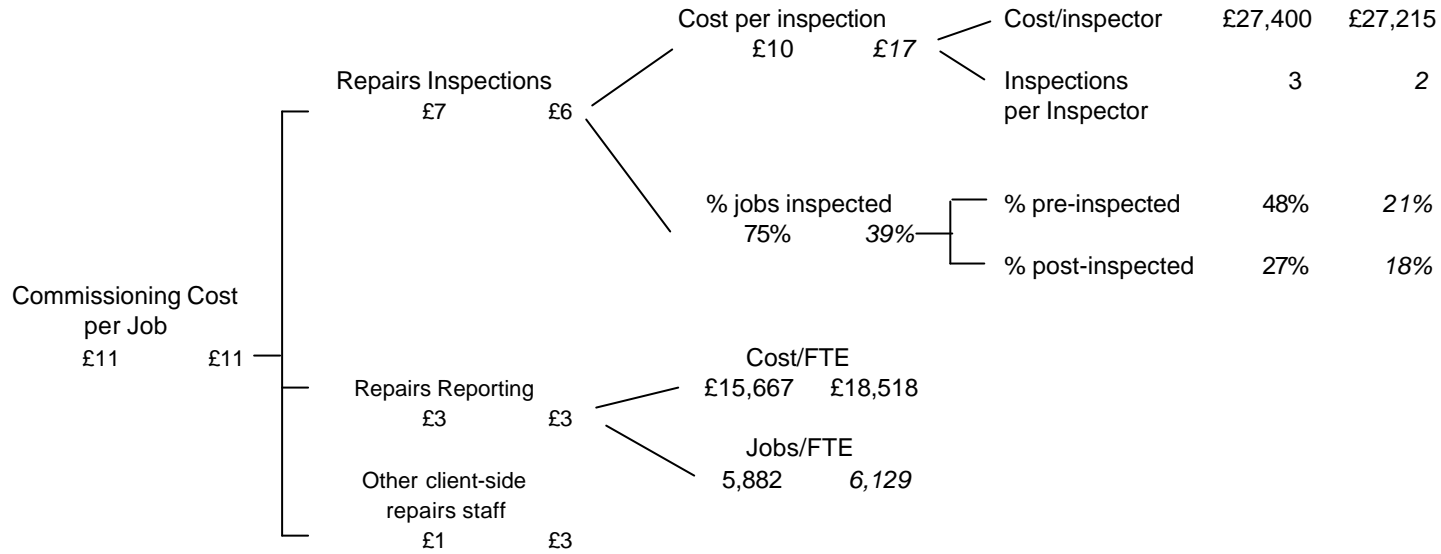
Actions per 1000 Tenants



	per 1000 tenants		
	N		avg
Notices seeking possession	591	109	79
Court actions	90	17	20
Evictions	9	1.7	2.0

New Forest

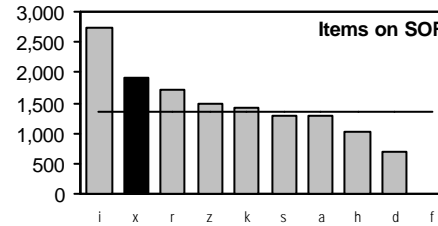
REPAIRS COMMISSIONING



	Cost £000	fte
Repairs inspection	£130	4.75
Repairs reporting	£47	3.00
Other client-side staff	£25	0.75
Total	£202	8.5

Total cost of responsive maintenance £2,166

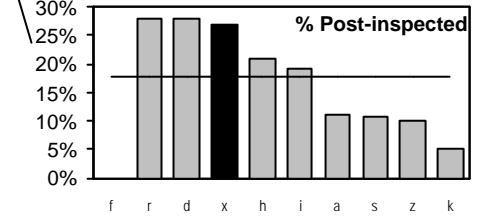
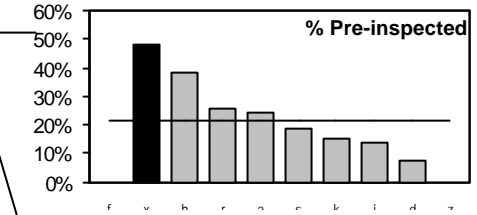
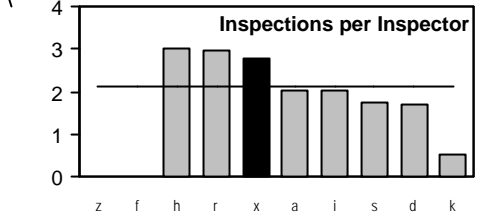
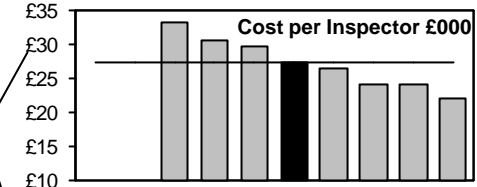
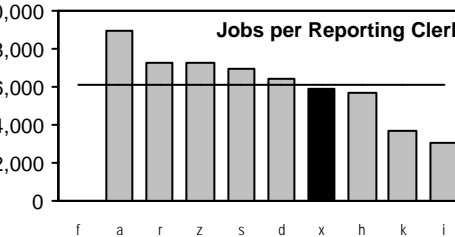
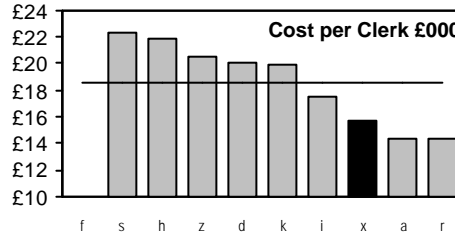
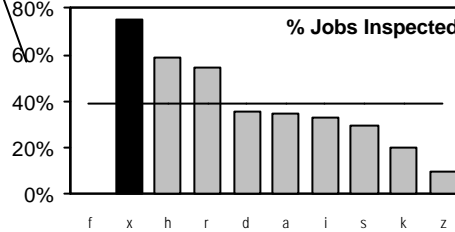
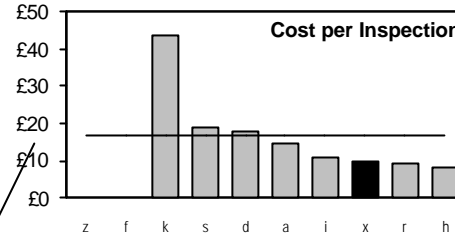
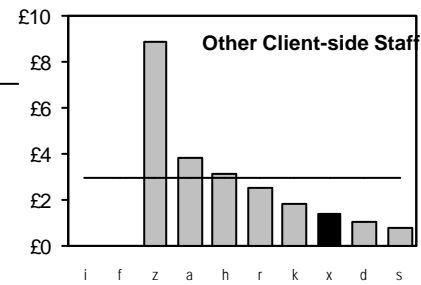
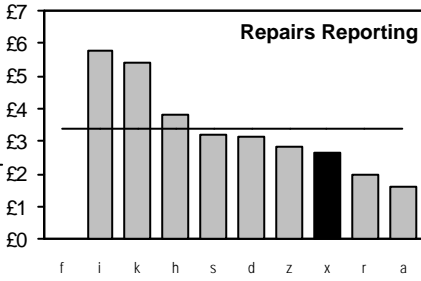
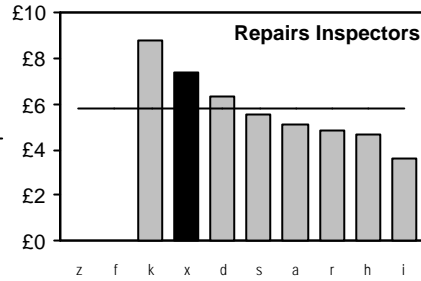
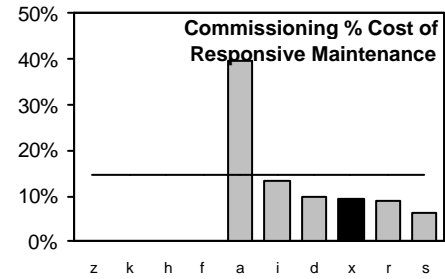
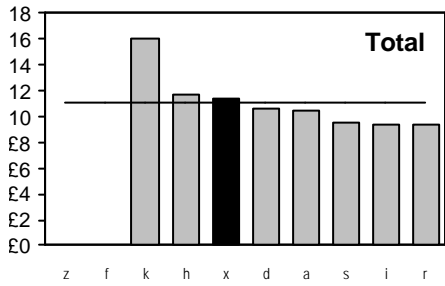
No. day-to-day repairs 17,645



Number of Items on SOR 1,918 *Average* 1,359

ANNUAL INDICATORS - REPAIRS COMMISSIONING

Commissioning Cost per Job



ANNUAL INDICATORS - COST OF REPAIRS

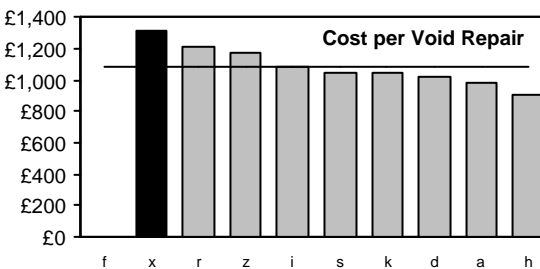
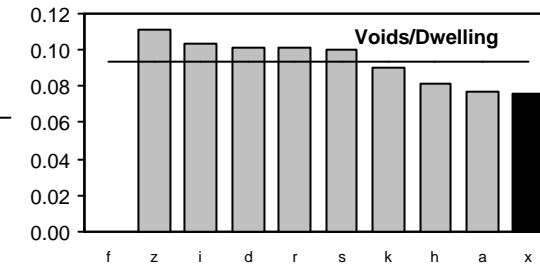
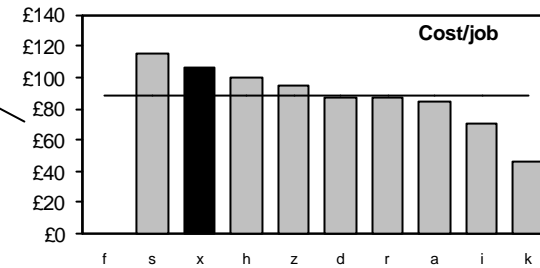
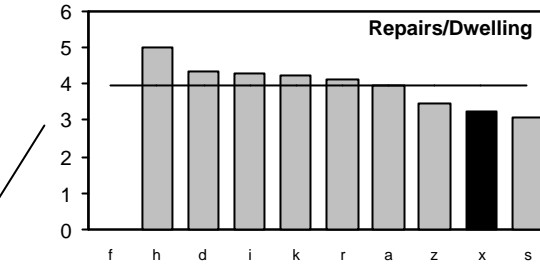
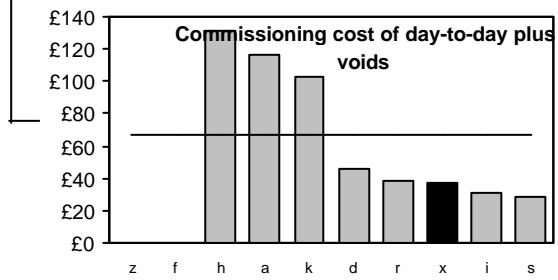
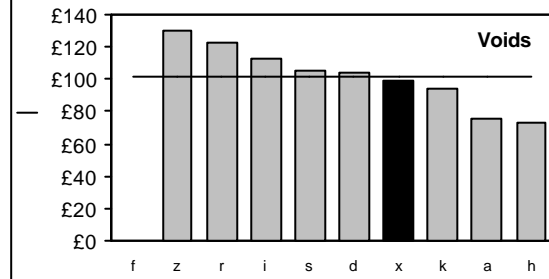
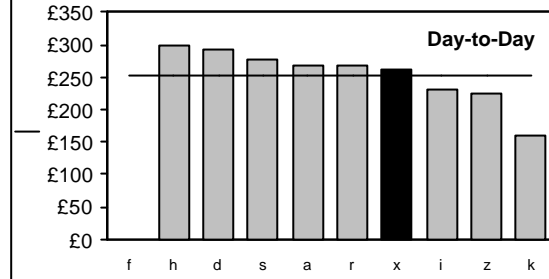
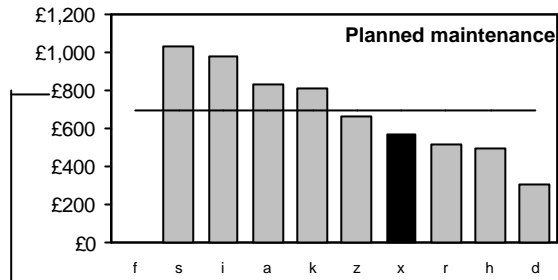
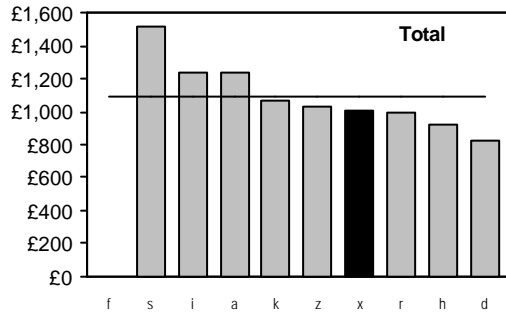
	Planned Maintenance	Revenue		
	£569 £686	£481 275		
		Capital		
		£88 411		
Repairs cost/dwelling	£1,005 £1,092	Day-to-day	Repairs/dwelling	2.45 3.97
		£261 £253	Cost/job	£106 £88
Responsive Maintenance	£399 £393	Emergencies	Repairs/dwelling	0.72 0.93
			£38 £57	Cost/job
Commissioning cost of day-to-day plus voids	£37 £67	Voids	Cost/void	£1,313 £1,088
			£100 £102	% voids

Responsive Repairs	Cost £000	No. jobs
- Day-to-day	1,416	13,309
- Emergencies	209	3,924
- Voids	541	412
Total	2,166	17,645

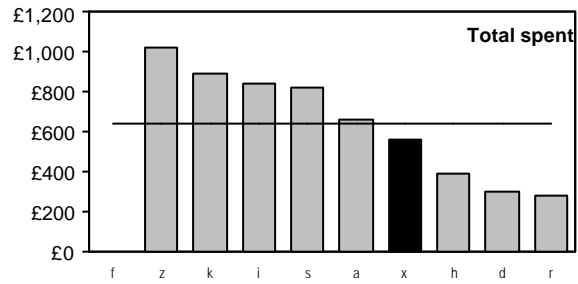
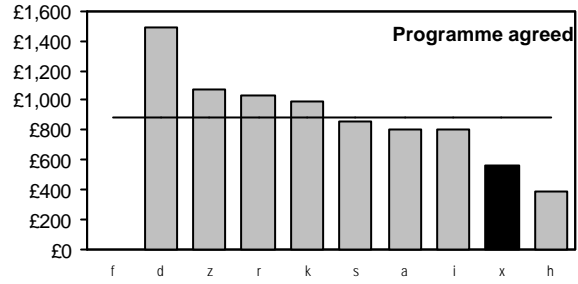
Overall Repairs cost	
- Commissioning	202
- Responsive Maintenance	2,166
- Planned maintenance - Revenue	2,610
- Planned maintenance - Capital	480
Grand Total	5,458

No of Dwellings 5,430

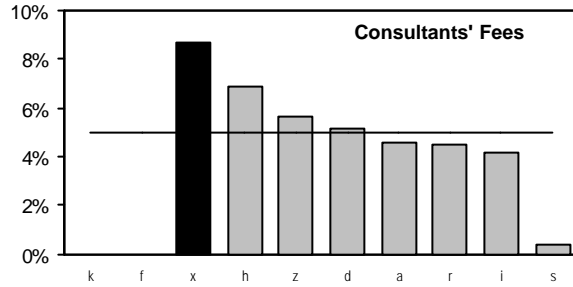
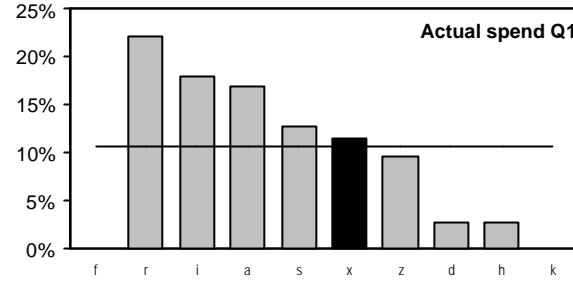
Repairs cost per House



**INVESTMENT PROGRAMME
per 1000 houses**



% Programme agreed



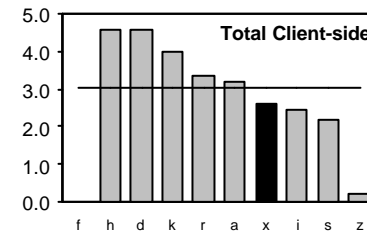
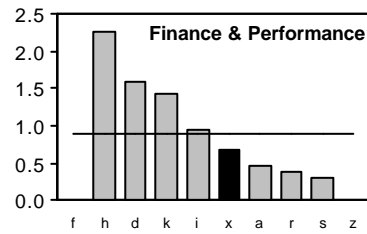
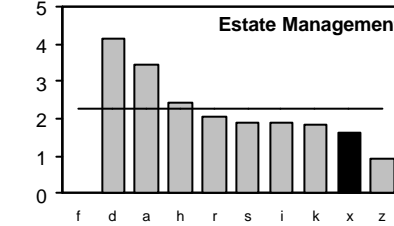
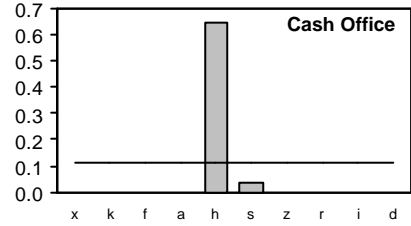
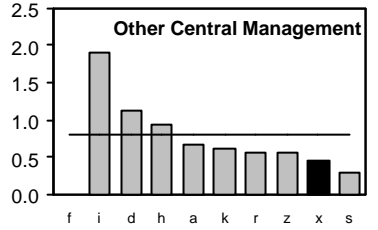
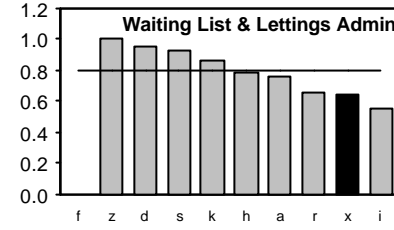
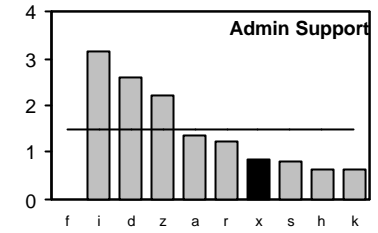
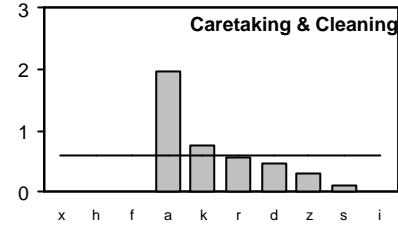
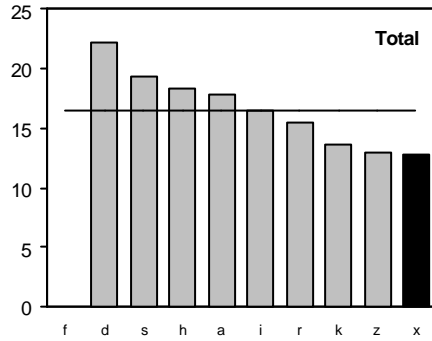
Housing stock	5,489		
		per 1000 houses	
	£000	avg	
Programme agreed	3,057	£563	£891
Total spent	3,070	£565	£642
		% Programme agreed	
Actual spend Q1	353	12%	11%
Consultants' fees	266	9%	5%

STAFFING

	fte	<u>fte/1000 dwellings</u>		<u>Service units per 1000 dwellings</u>		<u>FTE Staff per 1000 service units</u>		
		na	avg	na	avg	na	avg	
Caretaking & Cleaning	nk	na	0.59	na	92 ¹	na	9.65	Caretaking & Cleaning
Sheltered Housing Wardens	25.5	4.70	5.46	139	143 ²	33.77	40.79	Sheltered Housing
Cash Office	nk	na	0.11	262	108 ³	na	1.08	Cash Office
Rent Accounting	5.0	0.92	0.61	119	88 ⁴	7.73	8.31	New LA Lettings
Waiting List & Lettings Admin	3.5	0.64	0.79					
Homeless	-	-	0.18	na	47 ⁵	na	5.50	HL1 Acceptances
Temporary Accomodation	-	-	0.18	na	28 ⁶	na	19.13	Hostel Bedspaces
Aids	0.3	0.05	0.10	56	50 ⁷	0.82	1.95	Aids
Estate Management	8.9	1.64	2.26					
Participation	1.5	0.28	0.27					
<u>Service Units</u>								
Finance & Performance	3.7	0.68	0.90	¹ Dwellings with C&C				nk
Admin Support	4.6	0.85	1.49	² Dwellings with wardens			755	
Other Central Management	2.5	0.46	0.79	³ Rent collected via cash offices £k			4548	
subtotal	10.8	1.99	3.18	⁴ New Lets			647	
Client-side repairs								
a Responsive	7.0	1.29	1.57	⁵ HL1 acceptances				nk
b Cyclical & planned	4.5	0.83	0.89	⁶ Bed spaces in hostel and TA				nk
c Improvements	2.7	0.49	0.55	⁷ Value of aids & adaptations £k			305	
subtotal	14.2	2.62	3.02					
Total	69.7	12.84	16.58					

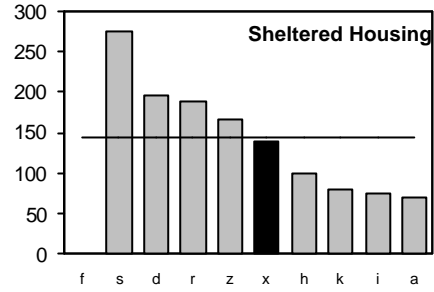
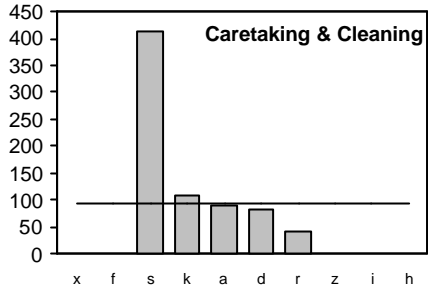
Dwellings 5,430

FTE staff/1000 dwellings

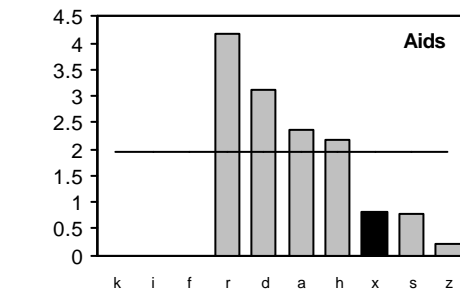
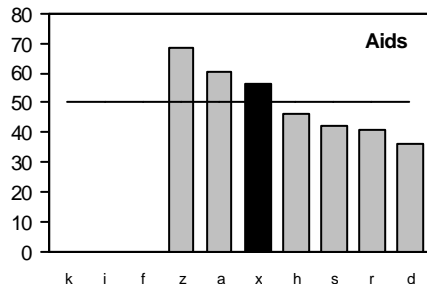
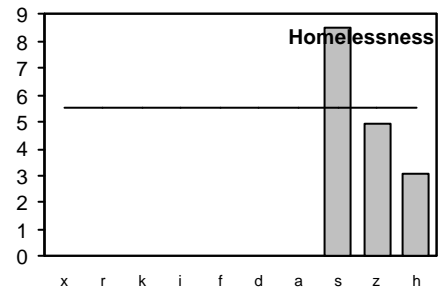
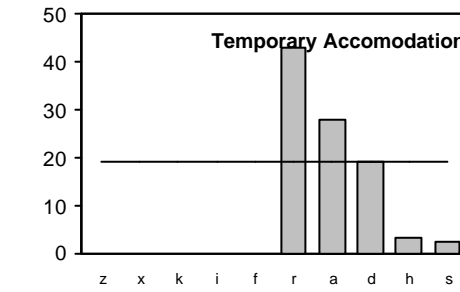
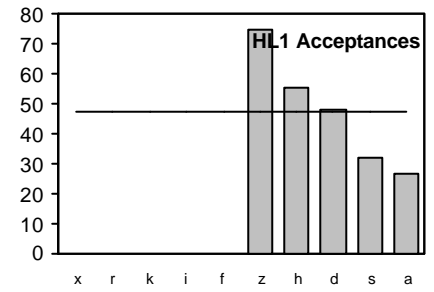
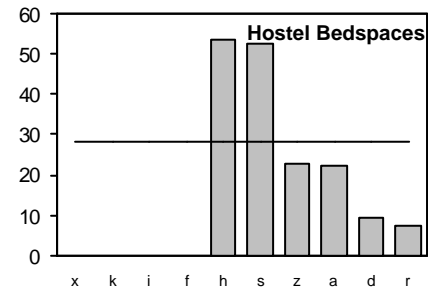
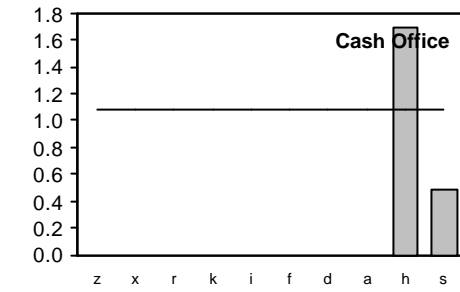
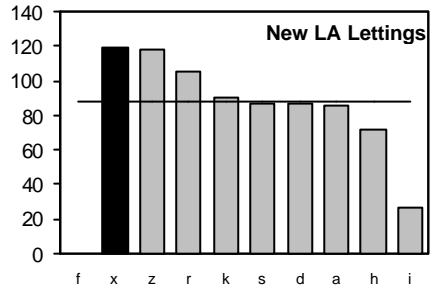
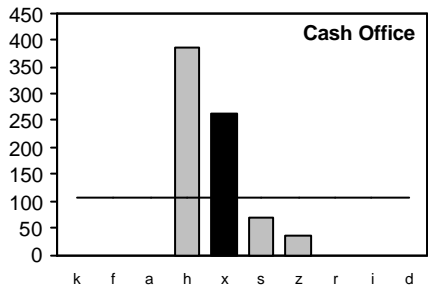
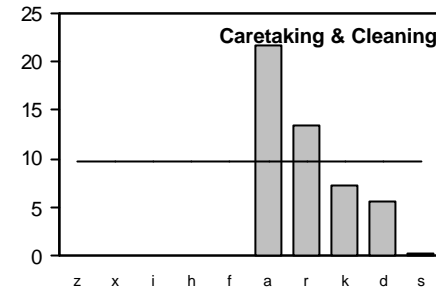


New Forest

Service Units per 1000 Dwellings



Fte Staff per 1000 Service Units



New Forest

Tenants and Residents' Associations

There are currently four associations operating within the District

New Forest Tenant and Resident Consultative Group.

This group meets monthly to provide a central forum for New Forest tenants, leaseholders and residents.

Tenants Contract Monitoring Committee.

This committee meets quarterly to monitor the performance of the Housing Management Contract, the Grounds Maintenance and Cleaning contracts. In addition two nominated tenant representatives meet monthly with Officers to monitor the performance of the Housing Management Service.

Compact Committee.

This committee was set up in September 1999 to review tenant participation arrangements and to draft the District wide Tenant Participation Compact. The committee has initiated Best Practice meetings with other housing organisations to assist their review and to consider good practice.

Tenant and Resident Panels.

Following a review of tenant participation arrangements by the Compact Committee, panels were introduced. These meetings are open to residents in a specific area and provide an opportunity for those attending to air their views and to ask specific questions on issues that were identified at initial planning meetings. There are currently two panels that have been set up within the District.

Special Tenant Working Groups

These have been used in the past to consider specific issues such as voids, neighbour nuisance and rent assessment. Currently tenant representatives are working with Officers considering the Grounds Maintenance Contract, abandoned cars and partnering arrangements with contractors.

Editorial Team

The Tenants newsletter "Round the Houses" is produced quarterly. Six tenant representative's form the editorial team together with five Officers and the producer of the paper.

Heather Road Residents Action

This group was set up following consultation with residents and other landlords on a multi-landlord estate to obtain improvements in the management and conditions on the estate.

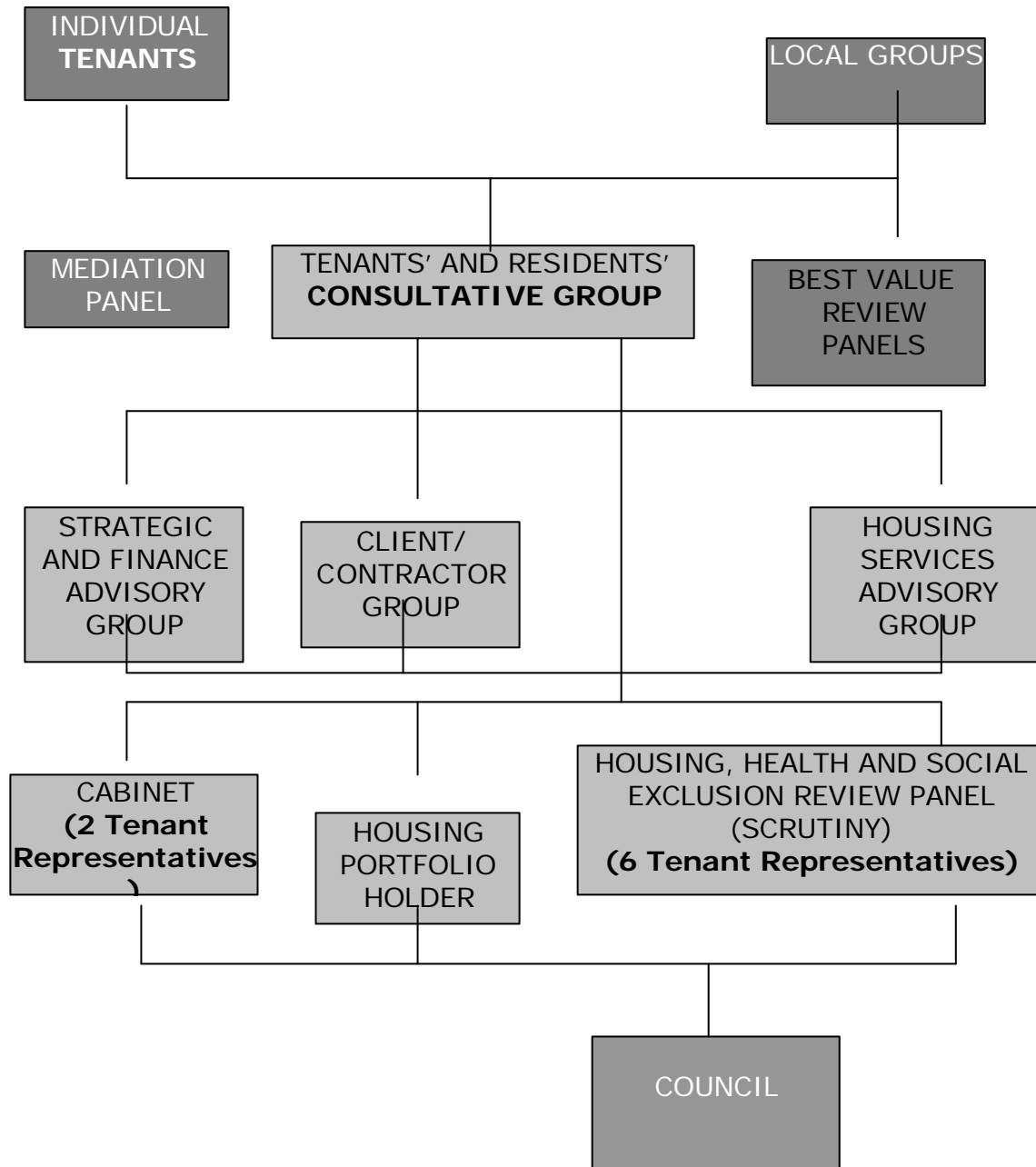
Following modernisation of the Council's structure, two representatives from the Consultative Group now attend Cabinet meetings. Six other tenant representatives attend the Housing Review Panel. In addition to this, three other working groups of tenants, officers and Councillors have been introduced. These are: -

Finance Working Group - This group considers and is involved in the overall housing budget, the rent setting process, options relating to the transfer of the stock and to review the overall housing finances.

Services Working Group - This group is reviewing aspects of housing and general services that are provided to tenants and leaseholders.

Strategic Working Group - This group is involved in on the review of all policies and the preparation of the overall Housing Strategy, allocations policies and the HRA Business Plan.

Revised TP Structure



REPAIRS AND MAINTENANCE STRATEGY

ASSET MANAGEMENT STRATEGY

In common with the Council's overall asset management strategy the aim of the housing asset strategy is to make the best and most economic use of all land and buildings.

The use of land and the existing stock is and will be based upon the demand for accommodation and the financial return that can be achieved by the letting of such property and land. The aim will be to achieve the best possible return on the investment.

Existing land holdings are small and generally of a type and location that does not lend itself to practical development. These small areas of land are generally given over to leisure and open space usage by estate residents.

However, a view is always taken that where existing small land holdings could be combined with other housing land that is currently under-developed to form a new site that could provide a better return (i.e. higher density housing) then future development would be seriously considered (if achievable). The issue to be overcome are the associated costs involved in demolishing existing accommodation and the difficulties in gaining vacant possession. In addition as a result of the Right to Buy actions over the past 15 years there are many privately owned homes scattered amongst council owned dwellings which, again, causes serious difficulties in freeing up land for further development.

The possibilities for future development depend primarily on the demand for housing in any particular area and the feasibility of obtaining vacant possession of land. These issues are always considered and a balanced view taken as to the practicalities of any proposals.

Garage sites have traditionally been used as sites for redevelopment particularly where existing garages are underused. The Council continue to regularly review garage sites and the vacancy rates to ensure that the best use of land is being achieved.

The Council have a number of non-traditional housing sites and these are considered possible development opportunities in the future. Many of the PRC homes are considered to have a limited life and will at some point in the future become either uneconomic to maintain or structurally unsound. The opportunity will then arise for the sites upon which these properties are to be redeveloped to a high density. Specialist consultants have been appointed and are currently carrying out a full structural investigation of all the Council's non-traditional stock. The results of these investigations will dictate the route that the Council will take in dealing with these properties.

The opportunity will also be taken to ensure that existing properties meet the current and future housing needs. This will include possible conversion and/or adaptation of existing properties to meet those needs, e.g. existing family units converted to single person accommodation.

Repairs And Maintenance Strategy

The asset management strategy is a major part of the business plan for New Forest Housing Landlord Services and is essential to the overall success of any business plan. The strategy is needed to ensure the protection of the stock to ensure that the maximum use can be obtained over the longest possible period at the most effective costs. Without the property being in good condition meeting the needs of tenants over the full period of the 30-year business plan the rental stream could be seriously affected and business plan forecasts found to be deficient. It is therefore essential that sufficient resources are made available to fund the repair and maintenance of the stock. The Major Repairs Allowance will be used effectively to meet the needs of repair, maintenance and improvement.

In terms of the repair and maintenance of the housing stock the necessary expenditure requirements can be split into two main areas. These are:

- Maintenance expenditure
- Renewal Expenditure

Maintenance Expenditure

Maintenance expenditure can be split between three main areas, i.e. reactive maintenance, cyclical maintenance and planned maintenance.

Renewal Expenditure

Expenditure in this area includes the complete renewal of building elements that can no longer be maintained by any of the various heads of expenditure mentioned above. The strategy employed by New Forest Housing Landlord services ensures that renewal expenditure is only undertaken when the costs of maintenance expenditure is no longer effective or can be economically be justified. The strategy aims to ensure that the decision to renew is taken at the most economically justified time. In this way scarce resources can be used to greatest effect.

Detailed Strategy

As previously mentioned the Council's stock is primarily of low rise traditionally built properties. It is in good condition as far as the fabric of the building are concerned and there are no significant identified backlogs in terms of the planned maintenance requirements for external repairs or replacements. This situation is not true for internal improvements to the properties. This position in respect of the important external condition of our stock has been achieved by the judicious use of scarce resources over the past 13 years (since effective planned programmes commenced in 1987) and the effective prioritisation of these scarce resources. This overarching strategy will be continued for the period of the business plan. The strategy will also make due allowance for the continued loss of dwellings through the Right to Buy.

The strategy used by New Forest Housing Landlord Services is a "Just in Time" strategy. This means that although initial programmes are prepared based primarily on the life cycle approach to the renewal of building elements and components no work is undertaken until and unless that particular element or component actually needs renewal at that time. This is achieved by pre-inspection of those elements and technical decisions taken by staff following that inspection. There are exceptions to this rule where major renewal programmes need to be spread over a number of years to avoid impossible work programmes. For example, since many of the Council's properties were built in the same period (in the 1950's) and therefore many major elements like roof coverings are expected to need renewal over a relatively short time span, the decision has been taken to spread these renewals over a slightly longer period to ensure a more balanced spread of expenditure. This will inevitably lead to some roof coverings being replaced in advance of need and some later than required.

New Forest Housing Landlord services have accurate and available data on the state of its stock. This has been obtained from a series of stock condition surveys first commenced in 1989/90. This first survey comprised a 100% internal and external inspection of all properties and was supplemented by a 10% survey undertaken in 1995/96. A further 100% internal and external survey was undertaken during 1998/99 and since that time a target of 20% of the stock being surveyed each year has been set and achieved. Therefore, information on the current state of the stock is considered accurate and up to date. All information is held on a computerised database. We have continued with the 20% survey throughout 2000/2001. The survey forms used have been updated to capture additional information about the general condition of the property both internally and

externally to ensure that tenants are seen to be fulfilling their tenancy conditions. This was instigated during 1999/2000 following discussion between tenant representatives and officers.

The information held on the condition of our stock has been used to devise a 10 year programme of planned maintenance and improvements. (see Appendix 12) This programme of work has been prioritised according to technical need and taking account of the likely level of resources available. Prior to the introduction of the Major Repairs Allowance resources were not available to meet the full requirements particularly in the area of internal improvements to our stock. Therefore the programme concentrates on ensuring that the external fabric of our properties is maintained. This strategy has created a backlog of work. With the advent of the MRA we now intend to tackle this backlog and at the same time continue with the necessary normal planned maintenance programmes. A new ten-year plan will be prepared to reflect this.

In the past investigations into the most effective means of gaining information on the Council's stock have been undertaken, in particular on the most effective way of using surveying resources. Costs of using consultants were examined and besides being more expensive it was considered that their lack of knowledge of our stock would not achieve the accurate data capture that we have been able to achieve using in house resources.

All property data is held on a central database within the integrated housing management computer system.

Maintenance expenditure is split between three heads, these are

- Reactive maintenance (including void works)
- Cyclical maintenance
- Planned maintenance and improvements.

Expenditure is initially targeted at reactive expenditure which is demand led from tenants requests for repairs. Our strategy aims to ensure that the level of reactive repairs is minimised since it is the most costly means of undertaking repairs. It is far more effective to carry out all repairs in a planned way using economies of scale wherever possible to group areas of like work together in larger contracts. Our strategy aims to ensure that reactive maintenance expenditure does not exceed 40% of the total of all maintenance expenditure on our stock.

The next call on resources is for cyclical maintenance. This is regular maintenance and servicing that occurs at regular intervals, often annually. Examples of work in this category are external decorations, annual gas appliance servicing, smoke detector servicing, electrical test and inspection programmes etc. All these areas of work are designed to obtain the maximum life of components or appliances.

The third major area of work that resources are targeted at is that of planned maintenance and improvements. In accordance with the recommendations of District Audit the aim is to ensure that 70% of all available expenditure on maintenance and repair is spent on this area of work.

Reactive expenditure is recognised as the most expensive form of maintenance expenditure and this area of work is carefully controlled by monitoring a number of crucial targets and by the deliberate investment in planned and cyclical expenditure.

The need to carry out improvements to our properties is also recognised as important in terms of improving the quality of life for our tenants and to meet the DTLR's targets for the provision of decent homes. Our planned improvement programmes will ensure this target is achieved by the provision of suitable investment levels each year.

It is essential with all aspects of our maintenance strategy that the tenants' view is listened to and that wherever possible our programmes of work meet their aspirations. However, the need for

meeting tenants requirements must, and will, be balanced against the technical need and our responsibilities to ensure that the stock is properly and effectively maintained.

Our strategy for the commissioning and implementation of the maintenance, repair and improvement programmes will encompass the principles of the Egan Report, "Rethinking Construction". This will mean that wherever possible we will ensure a partnering approach is taken and we will work closely with tenants, contractors and suppliers to achieve this aim. This approach will ensure we achieve maximum value for money.

The Landlord Service has an energy efficiency strategy linked and incorporated with the Council's HECA strategy. This aims to ensure that the Council's housing stock is repaired and improved and at the same time the energy efficiency is improved. Where necessary separate identifiable energy efficiency schemes will be carried out to improve individual property energy ratings.

The energy efficiency strategy for Council homes which is linked to the overall HECA strategy aims to:-

- Provide comfortable and healthy living conditions for tenants.
- Save energy and conserve fossil fuels.
- Make Council homes more energy efficient.
- Allow tenants a choice of heating system whenever possible.
- Raise the energy efficiency awareness of new and existing tenants.

The Landlord Service ensures energy costs are kept to a minimum by incorporating the following works in all new planned maintenance schemes:

- Additional loft insulation to current Building Regulation Standards.
- Double-glazing in all window replacements.
- Condensing boilers in all new heating systems.
- Cavity wall insulation when new or replacement heating is installed.

To ensure the maintenance service provides best possible value we will continue to benchmark all areas of our work with both the public and private sector whenever possible. From these benchmarking exercises we will ensure that best practice is identified and will adapt and alter our service where necessary to achieve high standards in quality and service in all areas of our work.

In order to ensure a professional approach to achieving our maintenance strategy we will endeavour to recruit technical and professional staff of the highest calibre. We will set both quality and quantity targets to ensure that we meet the targets in our maintenance strategy and that we achieve the programmes of work that are needed and as detailed in our 10 year maintenance and improvement programme.

Questionnaire Sent to all Tenants to enable their input into the Business Plan Strategies.

- 1 How can the Council encourage more people to return their satisfaction cards after repairs have been carried out to their homes?
- 2 The Council runs an appointment scheme for people needing repairs to their home. Do you find this useful?
- 3 Much of the improvements budget goes on new kitchens and bathrooms. Are you happy with this or would you prefer to see money spent on other types of improvements to your homes? Please list your suggestions.
- 4 Since the start of regular Estate Walkabouts by Housing Officers, do you think that problems like rubbish/dumped cars/graffiti/vandalism are getting better, getting worse or the same?
- 5 For the trial period ending in March 2002, Housing Officer Judy Baker who covers Marchwood, Hythe and Dibden areas, worked from home. If you live in these areas was the service better, worse or the same?
- 6 If the Council were to withdraw the door to door rent collection service, would this cause you difficulty in paying your rent?
- 7 The Council has one collection date for direct debits. This is usually between the 10th and 16th of each month. If more dates were offered would you be encouraged to switch your payments to the direct debit method?

Results:

- Question 1 A variety of very good suggestions have been returned ranging from the creation of a prize draw for all returned cards to some tenants questioning the need for cards if the work is satisfactorily carried out in the first place.
- Question 2 71% found the appointment system useful, only 3.8% did not find it useful.
- Question 3 There was a consensus that the Council should complete programmes of central heating and window replacement programmes prior to carrying out kitchen and bathroom modernisation. However, many tenants also were concerned that they were living in homes where the bathroom and kitchen were over 40 years old and had not been modernised.
- Question 4 23.5% felt the estate walkabouts had improved the situation. 13% felt it had got worse and 46.5% could see no change.
- Question 5 Only 22 people responded to this question and of those only 3 stated the service had improved.
- Question 6 90% stated that it would cause them difficulty if the Council were to withdraw the rent collection service.
- Question 7 90% would not be encouraged to pay by direct debit if the Council changed the collection date.

ACTION PLAN

No	Subject	Action Proposed	Target date	Lead Officer (s)
1	Performance Indicators	Achieve all performance targets and wherever possible improve results	Continuous	Dave Brown Graham Prentice (Maintenance) Tracy Smythe (management) Sue Reynolds (Warden & CC Services) Angela Sleet (Tenant Participation)
2	Best Value	Undertake the Best Value Review for the whole of the Landlord Service.	Complete by 31/12/03	Dave Brown
3	Reactive maintenance service	Review processes and efficiency of existing service to gain improvements in service delivery, cost and customer satisfaction.	December 2002	Graham Prentice
4	Warden Services	Fundamentally review the requirements of service users.	December 2003	Sue Reynolds
5	Planned Maintenance	Introduce planned maintenance ICT package.	December 2002	Graham Prentice
6	Decent Homes Standard	Achieve decent homes standard across all properties.	2010	Graham Prentice
7	Stock Condition Survey	Adapt capture form to achieve further details required to enable decent home standard to be accurately assessed.	March 2003	Graham Prentice
8	Planned Maintenance	Achieve expenditure and work annually in accordance with the 10-year plan.	March 2003	Graham Prentice
9	Options Appraisal	Investigate and evaluate options to increase	July 2003	Dave Brown Kevin Green

		expenditure on the stock so that the decent homes standard can be achieved		
10	ICT	Investigate the opportunities for introducing hand held computers for maintenance work.	December 2003	Graham Prentice

PERFORMANCE INDICATORS

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**	Comments and actions
2 The percentage of repair jobs for which an appointment was both made and kept by the authority	6%		9%		0 - 23%	19%		
LOCAL PI The percentage of all current tenants owing over 13 weeks' rent at 31 March 2000, excluding those owing less than £250	1.76%	<1.8%	1.75%		1.8 - 4.4%			
LOCAL PI HOMELESSNESS: The average number of homeless households in temporary accommodation during the year in: Bed and breakfast accommodation	24	n/a	30		0 - 6.9			
LOCAL PI The average length of stay in bed & breakfast ?	6	n/a	8		2 - 7 weeks			
164 Does the authority follow the Commission for Racial Equality's Code of Practice in rented housing?	YES	YES	yes		yes			

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**	Comments and actions
62 The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	4.90%	3.50%	6%		1 - 3.6%	2.90%		
63 Energy Efficiency - the average SAP rating of local authority owned dwellings	54.08	54.11 +	59		49 - 59	53		
64 The proportion of private sector dwellings that have been vacant for more than 6 months at 1/4/00 that are returned into occupation during 2000/01 as a direct results of action by the local authority	1.26%	0.60%	0.76%		0 - 2.6%	3.30%		
66a The rent collected as a percentage of the rent due	98.30%	97.50%	98%		96.4 - 98.4%	97.20%		
66b Local Authority rent collection and arrears: rent arrears of current tenants as a proportion of the authority's rent roll	1.27%	<1.5%	1.40%		1.9 - 3.1%			

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**	Comments and actions
66c Local Authority rent collection and arrears: rent written off as not collectable as a proportion of the authority's rent roll	0.20%	0.40%	0.40%		0.2 - 0.56%			
67 Proportion of homelessness applications on which authority makes a decision and issues written notification to the applicant within 33 working days	95%	95%	95		79 - 97%			
68 The average time taken to relet dwellings available for letting or awaiting minor repairs	17.5 days	20 days	17.5 days		26 - 46 days			Govt Target of 25 days. 9th in country
69 The percentage of rent lost through properties being empty	1%	1%	0.90%		0.9 - 2.2%			
71 The number of local authority dwellings receiving renovation work during 2000/01 as a proportion of the number needing renovation work at 1 April 2000.	a) 5.35%	17.24%	a) 34% b) 31%		a) 18 - 52% b) 0.2 - 8.8%			
72 The percentage of relevant repairs completed within government time limits	95%	96%	96%		85 - 97%			

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**	Comments and actions
73 The average time taken to complete non-urgent responsive repairs.	23 days	28 days	21 days		12 - 27 days	22 days		
65a Energy Efficiency - the average annual change in the average SAP rating of local authority owned dwellings	n/a	maintain existing levels	-0.03		1 - 3.3			
65b The average time taken to decide whether to accept people as homeless	n/a	?	17 days					
65a Average weekly costs per dwelling for Management	£12.80	£14.04	Awaiting figures		£8.06 – 11.64	£10.08		
65b Average weekly costs per dwelling: Repairs	£17.75	£25.65	Awaiting figures		£10.33 – 13.23	£12.17		

10 YEAR PLANNED MAINTENANCE PROGRAMME
APPENDIX 15

Type of Work (revenue & capital work)	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/8	2008/9	2009/10
Pitched roof replacement	£366,000	£263,000	£378,000	£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	£345,000
Window replacement	£247,000	£400,000	£395,000	£300,000	£160,000	£160,000	£160,000	£160,000	£160,000	£160,000
Kitchen modernisation	£0	£0	£900,000	£1,050,000	£1,785,000	£1,785,000	£1,785,000	£1,785,000	£1,785,000	£1,785,000
Bathroom modernisation	£0	£0	£492,000	£492,000	£765,000	£765,000	£765,000	£765,000	£765,000	£765,000
New central heating	£64,000	£98,000	£70,000	£61,250	£61,250	£61,250	£61,250	£61,250	£61,250	£61,250
Electrical wiring upgrades	£122,000	£75,000	£50,000	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000
Repainting/rerendering	£149,000	£185,000	£50,000	£100,000	£300,000	£300,000	£300,000	£300,000	£300,000	£300,000
Low maintenance eaves	£108,000	£41,000	£0	£0	£0	£0	£0	£0	£0	£0
Door replacements	£216,000	£495,000	£550,000	£500,000	£290,000	£290,000	£290,000	£290,000	£290,000	£290,000
Replacement heating	£228,000	£343,000	£440,000	£347,000	£347,000	£347,000	£347,000	£347,000	£347,000	£347,000
Major sheltered works	£87,000	£303,000	£657,000	£300,000	£170,000	£170,000	£170,000	£170,000	£170,000	£170,000
Conversion of bedsits	£200,000	£100,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000
External refurbishments	£0	£0	£280,000	£280,000	£280,000	£250,000	£250,000	£250,000	£250,000	£250,000
Car parking improvements	£45,000	£95,000	£250,000	£250,000	£200,000	£150,000	£150,000	£150,000	£150,000	£150,000
Environmental improvements	£114,000	£100,000	£250,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000
Fencing	£15,000	£20,000	£20,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000
Garage block refurbishments	£45,000	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000
Asbestos removal	£30,000	£40,000	£40,000	£35,000	£30,000	£25,000	£20,000	£20,000	£20,000	£20,000
Miscellaneous	£113,000	£306,000	£286,000	£300,000	£300,000	£200,000	£200,000	£200,000	£200,000	£200,000
Total carried forward	£2,149,000	£2,964,000	£5,358,000	£5,090,250	£5,763,250	£5,578,250	£5,573,250	£5,573,250	£5,573,250	£5,573,250

**Type of Work
(Revenue & capital
work)
Cyclical**

PVCu window servicing	£0	£20,000	£76,000	£80,000	£80,000	£80,000	£80,000	£80,000	£80,000	£80,000
Smoke detector servicing	£57,000	£63,000	£60,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000
External decoration	£193,000	£210,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000
Lift servicing	£21,000	£45,000	£35,000	£35,000	£35,000	£35,000	£35,000	£35,000	£35,000	£35,000
Fire alarm servicing	£25,000	£28,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000
Internal decoration	£85,000	£60,000	£83,000	£83,000	£83,000	£83,000	£83,000	£83,000	£83,000	£83,000
Gas servicing	£243,000	£330,000	£330,000	£330,000	£330,000	£330,000	£330,000	£330,000	£330,000	£330,000
Solid fuel	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000
Total	£634,000	£766,000	£974,000	£983,000	£983,000	£983,000	£983,000	£983,000	£983,000	£983,000
Total brought forward	£2,149,000	£2,964,000	£5,358,000	£5,090,250	£5,763,250	£5,578,250	£5,573,250	£5,573,250	£5,573,250	£5,573,250
Grand total	£2,783,000	£3,730,000	£6,332,000	£6,073,250	£6,746,250	£6,561,250	£6,556,250	£6,556,250	£6,556,250	£6,556,250

**Total planned and cyclical costs
£58,450,750**

REVISED 10 YEAR PLANNED MAINTENANCE PROGRAMME
APPENDIX 16

Type of Work	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/8	2008/9	2009/10
(revenue & capital work)										
Pitched roof replacement	£366,000	£263,000	£378,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000
Window replacement	£247,000	£400,000	£395,000	£300,000	£160,000	£100,000	£100,000	£100,000	£100,000	£100,000
Kitchen modernisation	£0	£0	£900,000	£525,000	£892,500	£892,500	£892,500	£892,500	£892,500	£892,500
Bathroom modernisation	£0	£0	£492,000	£246,000	£382,500	£382,500	£382,500	£382,500	£382,500	£382,500
New central heating	£64,000	£98,000	£70,000	£61,250	£61,250	£61,250	£61,250	£61,250	£61,250	£61,250
Electrical wiring upgrades	£122,000	£75,000	£50,000	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000
Repointing/rerendering	£149,000	£185,000	£50,000	£50,000	£50,000	£50,000	£50,000	£50,000	£50,000	£50,000
Low maintenance eaves	£108,000	£41,000	£0	£0	£0	£0	£0	£0	£0	£0
Door replacements	£216,000	£495,000	£550,000	£500,000	£290,000	£290,000	£290,000	£290,000	£290,000	£290,000
Replacement heating	£228,000	£343,000	£440,000	£347,000	£347,000	£347,000	£347,000	£347,000	£347,000	£347,000
Major sheltered works	£87,000	£303,000	£657,000	£300,000	£170,000	£170,000	£170,000	£170,000	£170,000	£170,000
Conversion of bedsits	£200,000	£100,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000
External refurbishments	£0	£0	£280,000	£280,000	£280,000	£250,000	£250,000	£250,000	£250,000	£250,000
Car parking Improvements	£45,000	£95,000	£250,000	£250,000	£200,000	£150,000	£150,000	£150,000	£150,000	£150,000
Environmental improvements	£114,000	£100,000	£250,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000
Fencing	£15,000	£20,000	£20,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000
Garage block refurbishments	£45,000	£100,000	£100,000	£80,000	£80,000	£80,000	£80,000	£80,000	£80,000	£80,000
Asbestos removal	£30,000	£40,000	£40,000	£35,000	£30,000	£25,000	£20,000	£20,000	£20,000	£20,000
Miscellaneous	£113,000	£306,000	£286,000	£300,000	£300,000	£200,000	£200,000	£200,000	£200,000	£200,000
Total carried forward	£2,149,000	£2,964,000	£5,358,000	£4,154,250	£4,123,250	£3,878,250	£3,873,250	£3,873,250	£3,873,250	£3,873,250

Type of Work**(Revenue & capital work)****Cyclical**

PVCu window servicing	£0	£20,000	£76,000	£80,000	£80,000	£80,000	£80,000	£80,000	£80,000	£80,000
Smoke detector servicing	£57,000	£63,000	£60,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000
External decoration	£193,000	£210,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000
Lift servicing	£21,000	£45,000	£35,000	£35,000	£35,000	£35,000	£35,000	£35,000	£35,000	£35,000
Fire alarm servicing	£25,000	£28,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000
Internal decoration	£85,000	£60,000	£83,000	£83,000	£83,000	£83,000	£83,000	£83,000	£83,000	£83,000
Gas servicing	£243,000	£330,000	£330,000	£330,000	£330,000	£330,000	£330,000	£330,000	£330,000	£330,000
Solid fuel	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000
Total	£634,000	£766,000	£974,000	£983,000	£983,000	£983,000	£983,000	£983,000	£983,000	£983,000
Total brought forward	£2,149,000	£2,964,000	£5,358,000	£4,154,250	£4,123,250	£3,878,250	£3,873,250	£3,873,250	£3,873,250	£3,873,250
Grand total	£2,783,000	£3,730,000	£6,332,000	£5,137,250	£5,106,250	£4,861,250	£4,856,250	£4,856,250	£4,856,250	£4,856,250

Total Planned & Cyclical Costs £52,230-,750

Calculation of the numbers of properties failing the decent homes standard

2000/2001 was the start year of the ten year programme and figures for the decent homes standard were calculated at that time then. However these figures were revised late during 2001/2002 to take into account new data and new assumptions made on the numbers of properties that it was felt had inadequate layout within the kitchens.

Therefore are baseline position has been that from 2001/2002

<p>Not meeting the statutory minimum standard for housing</p>	<p>Failing to meet one or more of the following requirements: 1) Free from serious disrepair 2) Structurally stable 3) Free from damp prejudicial to health 4) Adequate light heat and ventilation 5) Adequate water 6) WC for exclusive use of occupant 7) Have a bath or shower 8) Suitable facilities for preparing food</p> <p>Soon to be replaced with Housing Health and Safety Rating System (HHSRS) – will need to amend SCS form</p>	<p>1) Would be reported and dealt with by reactive or forwarded to planned 2) 2 flats at Merriemead 3) None fail 4) None fail 5) None fail 6) Hostels (33), Churchill Court (33) and Trafalgar House (22) all have shared WC facilities 7) None fail 8) None fail</p>	<p>The only areas that are likely to change from year to year are those properties falling into serious disrepair, becoming unstable and suffering from damp. It is very unlikely that a property would fall into serious disrepair due to the on-going surveys and planned programme of work. The structural problems can only be noted when they occur and properties with a bad damp problem will be identified from stock surveys and reactive inspections.</p>
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Not meeting the statutory minimum standard for housing

	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11
Free from serious disrepair	0									
Structurally stable	2									
Free from damp prejudicial to health	0									
Adequate light heat and ventilation	0									
Adequate water	0									
WC for exclusive use of occupant	87									
Have a bath or shower	0									
Suitable facilities for preparing food	0									

<p>Is it in a reasonable state of repair</p>	<p>One or more key building components old and need replacing i.e. External walls Roof Windows/doors Chimneys Boilers Electrics or Two or more building components old and need replacing</p>	<p>As part of our 5 yearly survey on all our properties surveyors note any elements that they feel require replacement or repair within the next 10 years. We have used this information to identify the numbers of properties falling into this category. i.e. Wall condition Roof condition – Window condition – Door condition – Chimney condition – Boilers – no data at present Electrics – surveys in progress</p>	
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Is it in a reasonable state of repair

	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
Wall condition	37				
Roof condition	4				
Window condition	30				
Door condition	39				
Chimney condition	0				
Boilers	0				
Electrics	0				

<p>Has it got reasonably modern facilities and services</p>	<p>Fails if it is lacking 3 or more of the following: 1) Kitchen > 20 years 2) Inadequate space and layout in kitchen 3) Bathroom > 30 years 4) Suitably located bathroom and wc 5) Adequate noise insulation 6) Adequate entrance areas to blocks of flats</p>	<p>Our database of stock information has details of the ages of our kitchens and bathrooms. From initial surveys carried out for our kitchen and bathroom refurbishment contracts it would appear that approximately 50% of our properties requiring refurbishment have poor layouts within the kitchen. We are not aware of bathrooms that are not suitably located. Those properties suffering from poor noise insulation are normally reported through reactive and then investigated by planned maintenance. At present we are aware of the flats at Davis Field and Efford Way where there is an issue with noise insulation. All flats have a suitable entrance lobby.</p>	
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Has it got reasonably modern facilities and services

	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11
Kitchen > 20 years	3180									
Inadequate space and layout in kitchen	1590									
Bathroom > 30 years	3180									
Suitably located bathroom and wc	0									
Adequate noise insulation										
Adequate entrance areas to blocks of flats	0									

<p>Does it provide a reasonable degree of thermal comfort</p>	<p>Does it have: 1) Efficient heating 2) Effective insulation</p>	<p>The majority of our properties have some form of central heating but we have noted here the number of properties that according to our records do not have central heating.</p> <p>Effective insulation – all our properties that have central heating have at least 50mm insulation except those with electric require a minimum of 200mm. The number highlighted here are those that fall below the 200mm standard</p>	<p>It should be noted that our current standards are well in excess of these minimum requirements i.e. energy efficient boilers, TRV's as well as programmers and 200mm loft insulation together with wall insulation as standard.</p>
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Does it provide a reasonable degree of thermal comfort

	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11
Efficient heating	140									
Effective insulation	400									

Summary

	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11
Statutory minimum standard for housing	90									
Reasonable state of repair	110									
Reasonably modern facilities	1590									
Degree of thermal comfort	540									

In order to further analyse the data available we need to improve our stock condition data form to enable us to collect more information. Such areas that need to be considered are:

Kitchen layout –

Data required for HHSRS – could be taken from the English house condition survey form

THE DECENT HOME STANDARD FOR NEW FOREST DISTRICT COUNCIL

The number of properties currently not achieving the decent home standard for New Forest District Council has been calculated on the basis of the document "Calculation of the number of properties failing the decent home standard" and is summarised here together with the projections to 2010:

- **Properties meeting the statutory minimum standard for housing**

Properties that do not meet the fitness standard

89 properties fail to meet this standard in 2001/2002 and it has been assumed that those that occur in the future will on the whole be dealt with within that year and existing budgets. The 89 properties identified have been programmed into future years.

- **In a reasonable state of repair**

Properties that have one or more key component i.e. wall, roof, windows, doors, chimneys, heating, electrics failing. 110 properties fell into this category and they have been programmed into the Planned Programme for the coming years. The identification of these is from the stock condition survey forms, which highlight work that is required for the next ten years. Therefore it is unlikely that any major works will be identified prior to 2010. Further work is still required on the heating and electrical installation analysis. However it is felt that sufficient budget has been allowed for a reasonable amount of replacement.

- **Reasonably modern facilities**

Although a large number of our properties do not have modern facilities the number that also have poor layout etc is small (approx 50%). 3180 properties require new kitchens and bathrooms due to age alone and it has therefore been estimated that 1590 properties have poor layout. Further work will be carried out to accurately identify these properties.

- **Reasonable degree of thermal comfort**

Under the proposed new criteria any property that does not have efficient heating or loft insulation is defective

We have approx 140 properties without central heating and another 400 properties with loft insulation below 50mm.

This figure is unlikely to increase over future years.

Decent homes standard - overview

	Totals
Fitness standard	89
State of repair	110
Modern facilities	1590
Thermal comfort	540
Total	2329

- The following table shows the number of properties at the end of each year that fail to meet the decent home standard in the section “Modern Facilities”

	Total number of properties below standard at beginning of year	Work carried out that year (those assumed with poor layout)	Additional K&B each year (assume 50% poor layout)	Total number of properties below standard at end of year
2001/2002	1590	0	211 (105)	1695
2002/2003	1695	200 (100)	91 (45)	1640
2003/2004	1640	300 (150)	22 (11)	1501
2004/2005	1501	510(255)	72 (36)	1282
2005/2006	1282	510(255)	61 (30)	1057
2006/2007	1057	510(255)	57 (28)	830
2007/2008	830	510(255)	105 (52)	627
2008/2009	627	510(255)	111 (55)	427
2009/2010	427	510(255)	58 (29)	201
2010/2011	201	510(255)	109 (54)	0

- The following table shows the number of properties at the end of each year that fail to meet the decent home standard for all sections on the assumption that the 10 year planned maintenance programme is achieved.

	Total number of properties below standard at end of year re min. standard for housing	Total number of properties below standard at end of year re state of repair	Total number of properties below standard at end of year re K&B	Total number of properties below standard at end of year re thermal comfort	Annual end of year totals
2001/2002	89	110	1695	540	2434
2002/2003	81	60	1640	480	2261
2003/2004	61	40	1501	420	2022
2004/2005	61	20	1282	360	1723
2005/2006	40	0	1057	300	1397
2006/2007	40	0	830	240	1110
2007/2008	20	0	627	180	827
2008/2009	20	0	427	120	567
2009/2010	10	0	201	60	271
2010/2011	0	0	0	0	0

Rent Increase	3.10%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%
	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
	£	£	£	£	£	£	£	£	£	£
Income										
Dwelling Rents	16,483,300	16,774,930	17,323,250	17,299,530	17,557,000	17,811,050	18,060,360	18,303,690	18,546,170	18,772,900
Non Dwelling Rents										
- Garages	413,890	423,510	433,120	442,690	452,270	461,890	471,470	481,060	490,660	500,280
- Land and Buildings	30,000	30,750	31,519	32,307	33,115	33,943	34,792	35,662	36,554	37,468
Charges for Services & Facilities	1,160,340	1,161,960	1,192,350	1,221,700	1,253,030	1,285,200	1,318,150	1,352,010	1,386,820	1,422,460
Contributions towards Expenditure	238,390	244,350	250,459	256,720	263,138	269,716	276,459	283,370	290,454	297,715
Other										
- Sales Administration Recharge	102,570	106,788	111,183	115,762	120,533	125,504	130,684	136,080	141,703	147,560
- Shared Amenities Contribution	105,000	107,996	111,086	114,272	117,557	120,945	124,440	128,045	131,764	135,601
Government Subsidies										
- Rent Rebates	9,478,720	10,002,670	10,343,570	11,036,130	11,464,100	11,907,260	12,246,850	12,560,860	12,882,920	13,213,240
- Housing	-7,370,010	-8,485,752	-9,500,800	-10,541,049	-11,717,316	-12,705,071	-13,650,303	-14,588,379	-15,492,233	-16,569,202
- Major Repairs Allowance	3,156,811	3,182,021	3,212,614	3,230,244	3,246,732	3,262,016	3,276,026	3,288,690	3,299,978	3,309,760
Housing Benefit Transfers	60,000	62,160	64,398	66,716	68,427	70,181	71,980	73,826	75,719	77,660
	23,799,011	23,611,383	23,572,749	23,275,022	22,858,586	22,642,624	22,360,908	22,054,414	22,090,509	21,345,442
Expenditure										
Supervision & Management										
- General Management	2,968,690	3,053,409	3,140,760	3,230,834	3,323,721	3,419,520	3,518,329	3,620,282	3,725,396	3,833,873
- Special Services	1,023,896	1,054,814	1,086,733	1,119,688	1,153,715	1,188,853	1,225,141	1,262,618	1,301,324	1,341,306
- Homeless Assistance	71,410	73,203	75,041	76,925	78,857	80,837	82,867	84,948	87,082	89,269
- Sale of Council Properties	103,520	107,777	112,213	116,834	121,649	126,666	131,894	137,340	143,015	148,927
Repairs and Maintenance										
- Contribution to Major Repairs	1,723,000	1,308,230	2,000,640	1,848,010	1,826,520	1,811,230	1,797,220	1,784,560	1,773,270	1,763,490
- Planned / Cyclical	977,000	983,000	983,000	983,000	983,000	983,000	983,000	983,000	983,000	983,000
- Disabled Facilities	336,000	344,400	353,010	361,835	370,881	380,153	389,657	399,393	409,383	419,618
- Reactive	2,389,000	2,342,067	2,294,172	2,246,277	2,198,382	2,150,487	2,102,592	2,054,697	2,006,802	1,958,907
Rents, Rates and Taxes	23,714	25,137	26,645	28,244	29,939	31,735	33,639	35,657	37,796	40,064
Rent Rebates										
- General	10,100,660	10,464,280	10,843,240	11,235,830	11,525,510	11,822,620	12,127,350	12,439,380	12,760,440	13,089,210
- Local Scheme	60,000	62,160	64,398	66,716	68,427	70,181	71,980	73,826	75,719	77,660
Capital Charges										
- Interest	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750
- Depreciation	3,156,811	3,182,021	3,212,614	3,230,244	3,246,732	3,262,016	3,276,026	3,288,690	3,299,978	3,309,760
- Debt Management Expenses	52,080	56,418	58,111	59,954	61,650	63,499	65,405	67,367	69,388	71,470
Provision for Bad Debt	30,000	30,531	31,529	31,486	31,954	32,417	32,870	33,313	34,300	34,167
	37,061,531	37,133,197	38,327,856	38,681,527	39,066,687	39,468,964	39,883,720	40,311,297	40,752,644	41,206,471
Net Cost of Services	13,262,520	13,521,813	14,755,107	15,406,505	16,208,102	16,826,340	17,522,812	18,256,883	18,662,135	19,861,029
Capital Charges - Interest	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750
Loan Charges - Interest	706,386	364,976	12,563	-	-	-	-	-	-	-
Amortised Premiums and Discounts	401,790	326,673	326,673	296,875	123,072	62,289	36,119	2,528	-	-
Interest Receivable										
- Mortgage Interest	8,910	-5,491	-4,060	-3,051	-2,441	-1,955	-1,564	-1,253	-1,153	-930
- Balances Interest	-139,020	-160,689	-105,496	-15,936	-	-	-	-	-	-
Net Operating Expenditure	177,016	1,532	939,037	1,638,643	2,282,983	2,840,924	3,511,617	4,212,408	4,615,232	5,814,349
Appropriations										
Appropriation relevant to depreciation and Housing Set Aside	199,261	128,099	44,263	-	-	-	-	-	-	-
Revenue Contribution to Capital	500,000	600,000	550,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
(Surplus) / Deficit	876,277	729,631	1,533,300	2,138,643	2,782,983	3,340,924	4,011,617	4,712,408	5,115,232	6,314,349
General Reserves as at 31 March	1,456,805	727,174	-306,126	-2,944,769	-5,727,752	-9,068,675	-13,080,293	-17,792,700	-22,907,933	-29,222,282
Maintenance Reserves as at 31 March	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145
Total Reserves as at 31 March	3,658,950	2,929,319	1,396,019	-742,624	-3,525,607	-6,866,530	-10,878,148	-15,590,555	-20,705,788	-27,020,137

Rent Increase	3.10%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%
	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
	£	£	£	£	£	£	£	£	£	£
Income										
Dwelling Rents	16,483,300	16,774,930	17,323,250	17,299,530	17,557,000	17,811,050	18,060,360	18,303,690	18,846,170	18,772,900
Non Dwelling Rents										
- Garages	413,890	423,510	433,130	442,690	452,270	461,880	471,470	481,060	490,660	500,280
- Land and Buildings	30,000	30,750	31,510	32,307	33,115	33,943	34,792	35,662	36,554	37,468
Charges for Services & Facilities	1,100,340	1,161,960	1,192,350	1,221,700	1,253,030	1,285,200	1,318,150	1,352,010	1,386,820	1,422,460
Contributions towards Expenditure	238,390	244,350	250,459	256,730	263,138	269,716	276,459	283,370	290,454	297,715
Other										
- Sales Administration Recharge	192,570	196,788	111,183	115,762	120,533	125,504	130,684	136,080	141,703	147,560
- Shared Amenities Contribution	105,000	107,996	111,086	114,272	117,557	120,945	124,440	128,045	131,764	135,601
Government Subsidies										
- Rent Rebates	9,478,730	10,002,670	10,343,570	11,036,130	11,464,100	11,907,260	12,246,850	12,560,860	12,882,920	13,213,240
- Housing	-7,370,010	-8,485,752	-9,500,990	-10,541,049	-11,717,316	-12,705,071	-13,650,303	-14,588,879	-15,492,333	-16,569,102
- Major Repairs Allowance	3,156,811	3,182,011	3,212,614	3,230,244	3,246,732	3,263,016	3,276,026	3,288,690	3,299,978	3,309,760
Housing Benefit Transfers	60,000	62,160	64,398	66,716	68,427	70,181	71,980	73,826	75,719	77,660
	23,799,011	23,611,383	23,572,749	23,275,022	22,858,586	22,642,624	22,360,908	22,054,414	22,090,509	21,345,442
Expenditure										
Supervision & Management										
- General Management	2,968,690	3,053,409	3,140,760	3,230,834	3,323,721	3,419,520	3,518,329	3,620,152	3,725,396	3,833,873
- Special Services	1,023,896	1,054,814	1,086,733	1,119,688	1,153,715	1,188,853	1,225,141	1,263,618	1,303,324	1,344,306
- Homeless Assistance	71,410	73,203	75,041	76,925	78,857	80,837	82,867	84,948	87,082	89,269
- Sale of Council Properties	193,520	197,777	112,213	116,834	121,649	126,666	131,894	137,340	143,015	148,927
Repairs and Maintenance										
- Contribution to Major Repairs	-	-	-	-	-	-	-	-	-	-
- Planned / Cyclical	977,000	983,000	983,000	983,000	983,000	983,000	983,000	983,000	983,000	983,000
- Disabled Facilities	336,000	344,400	353,010	361,835	370,881	380,153	389,657	399,398	409,383	419,618
- Reactive	2,389,000	2,342,067	2,294,172	2,246,277	2,198,382	2,150,487	2,102,592	2,054,697	2,006,802	1,958,907
Rents, Rates and Taxes	23,714	25,137	26,645	28,244	29,939	31,735	33,639	35,657	37,796	40,064
Rent Rebates										
- General	10,100,660	10,464,280	10,843,240	11,235,830	11,525,510	11,822,620	12,127,350	12,439,880	12,760,440	13,089,210
- Local Scheme	60,000	62,160	64,398	66,716	68,427	70,181	71,980	73,826	75,719	77,660
Capital Charges										
- Interest	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750
- Depreciation	3,156,811	3,182,011	3,212,614	3,230,244	3,246,732	3,263,016	3,276,026	3,288,690	3,299,978	3,309,760
- Debt Management Expenses	52,080	56,418	58,111	59,854	61,650	63,499	65,405	67,367	69,388	71,470
Provision for Bad Debt	30,000	30,511	31,529	31,486	31,954	32,417	32,870	33,313	34,300	34,167
	35,338,531	35,824,967	36,327,216	36,833,517	37,240,167	37,657,734	38,086,500	38,526,737	38,979,374	39,442,381
Net Cost of Services	11,539,520	12,213,583	12,754,467	13,558,495	14,381,582	15,015,110	15,725,592	16,473,323	16,888,865	18,097,539
Capital Charges - Interest	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750
Loan Charges - Interest	706,386	364,976	12,563	-	-	-	-	-	-	-
Amortised Premiums and Discounts	401,790	326,673	326,673	296,875	123,072	62,289	36,119	2,528	-	-
Interest Receivable										
- Mortgage Interest	-8,910	-5,491	-4,060	-3,051	-2,441	-1,955	-1,564	-1,253	-1,153	-930
- Balance Interest	-200,609	-303,351	-359,650	-391,093	-384,778	-346,686	-276,333	-170,128	-35,009	141,737
Net Operating Expenditure	-1,697,573	-1,449,360	-1,315,757	-584,524	71,685	683,008	1,438,064	2,257,720	2,806,953	4,192,596
Appropriations										
Appropriation relevant to depreciation and MRA	-	-	-	-	-	-	-	-	-	-
Housing Set Aside	199,261	128,099	44,263	-	-	-	-	-	-	-
Revenue Contribution to Capital	500,000	-	-	-	-	-	-	-	-	-
(Surplus) / Deficit	-908,312	-1,321,261	-1,271,494	-584,524	71,685	683,008	1,438,064	2,257,720	2,806,953	4,192,596
General Reserves as at 31 March	2,333,082	3,241,394	4,562,655	5,834,149	6,418,673	6,246,988	5,663,981	4,225,916	1,968,197	-838,757
Maintenance Reserves as at 31 March	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145
Total Reserves as at 31 March	5,443,539	6,764,880	8,036,294	8,620,818	8,549,133	7,866,126	6,428,061	4,170,342	1,363,388	-2,829,208

		SCENARIO 2 - REDUCED KITCHEN AND BATHROOM PROGRAMME										APPENDIX 21
Rent Increase		3.10%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	
		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	
		ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	
		£	£	£	£	£	£	£	£	£	£	
Income												
Dwelling Rents		16,483,300	16,774,930	17,323,250	17,299,530	17,557,000	17,811,050	18,060,360	18,303,690	18,846,170	18,772,500	
Non Dwelling Rents												
- Garages		413,890	423,510	433,120	442,690	452,270	461,890	471,470	481,060	490,660	500,280	
- Land and Buildings		30,000	30,750	31,510	32,207	33,115	33,943	34,792	35,662	36,554	37,468	
Charges for Services & Facilities		1,106,340	1,161,960	1,192,350	1,211,700	1,253,050	1,285,200	1,318,150	1,352,010	1,386,820	1,422,460	
Contributions towards Expenditure		238,390	244,350	250,459	256,720	263,138	269,716	276,459	283,370	290,454	297,715	
Other												
- Sales Administration Recharge		102,570	106,788	111,183	115,762	120,533	125,504	130,684	136,080	141,703	147,560	
- Shared Amenity Contribution		105,000	107,996	111,086	114,272	117,557	120,945	124,440	128,045	131,764	135,601	
Government Subsidies												
- Rent Rebates		9,478,720	10,002,670	10,343,570	11,036,130	11,464,100	11,907,260	12,246,850	12,560,860	12,882,920	13,213,240	
- Housing		-7,370,010	-8,485,752	-9,500,800	-10,541,049	-11,717,316	-12,705,071	-13,650,303	-14,588,879	-15,492,233	-16,569,202	
- Major Repairs Allowance		3,156,811	3,182,021	3,212,614	3,230,244	3,246,732	3,262,016	3,276,026	3,288,690	3,299,978	3,309,760	
Housing Benefit Transfers		60,000	62,160	64,398	66,716	68,427	70,181	71,980	73,826	75,719	77,660	
		23,799,011	23,611,383	23,572,749	23,275,022	22,858,586	22,642,624	22,360,908	22,054,414	21,090,509	21,345,442	
Expenditure												
Supervision & Management												
- General Management		2,968,690	3,053,409	3,140,760	3,230,834	3,323,721	3,419,520	3,518,329	3,620,252	3,725,396	3,833,873	
- Special Services		1,023,896	1,054,814	1,086,733	1,119,688	1,153,715	1,188,853	1,225,141	1,262,618	1,301,324	1,341,306	
- Homeless Assistance		71,410	73,203	75,041	76,925	78,857	80,837	82,867	84,948	87,082	89,269	
- Sale of Council Property		103,520	107,777	112,213	116,834	121,649	126,666	131,894	137,340	143,015	148,927	
Repairs and Maintenance												
- Contribution to Major Repairs		768,190	537,230	735,640	573,010	551,520	536,230	522,220	509,560	498,270	488,490	
- Planned / Cyclical		977,000	983,000	983,000	983,000	983,000	983,000	983,000	983,000	983,000	983,000	
- Disabled Facilities		336,000	344,400	353,010	361,835	370,881	380,153	389,657	399,398	409,383	419,618	
- Reactive		2,289,000	2,342,057	2,294,172	2,246,277	2,198,382	2,150,487	2,102,592	2,054,697	2,006,802	1,958,907	
Rents, Rates and Taxes												
- General		23,714	25,137	26,645	28,244	29,939	31,735	33,639	35,657	37,796	40,064	
- Local Scheme		10,106,660	10,464,280	10,843,240	11,235,830	11,625,510	12,022,620	12,427,350	12,839,880	13,260,440	13,689,210	
Capital Charges												
- Interest		14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	
- Depreciation		3,156,811	3,182,021	3,212,614	3,230,244	3,246,732	3,262,016	3,276,026	3,288,690	3,299,978	3,309,760	
- Debt Management Expenses		51,080	56,418	58,111	59,854	61,650	63,499	65,405	67,367	69,388	71,470	
Provision for Bad Debt		30,000	30,531	31,529	31,486	31,954	32,417	32,870	33,313	34,300	34,167	
		36,106,721	36,362,197	37,052,856	37,486,527	37,791,687	38,193,964	38,608,720	39,036,297	39,477,644	39,931,471	
Net Cost of Services		12,307,710	12,750,813	13,480,107	14,131,505	14,933,102	15,551,340	16,247,812	16,981,883	17,387,135	18,586,029	
Capital Charges - Interest		-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	
Loan Charges - Interest		706,386	864,976	12,563	-	-	-	-	-	-	-	
Amortised Premiums and Discounts		401,790	326,673	326,673	296,875	123,072	62,289	36,119	2,528	-	-	
Interest Receivable												
- Mortgage Interest		-8,910	-5,491	-4,050	-3,051	-2,441	-1,955	-1,564	-1,253	-1,153	-930	
- Balances Interest		-184,915	-250,221	-274,147	-272,301	-237,136	-171,139	-73,641	59,024	219,969	422,626	
Net Operating Expenditure		-823,689	-859,000	-504,614	107,278	770,847	1,394,785	2,162,976	2,996,432	3,560,221	4,961,375	
Appropriations												
Appropriation relevant to depreciation and MRA		-	-	-	-	-	-	-	-	-	-	
Housing Set Aside		199,261	128,099	44,263	-	-	-	-	-	-	-	
Revenue Contribution to Capital		500,000	-	-	-	-	-	-	-	-	-	
(Surplus) / Deficit		-124,428	-730,901	-460,351	107,278	770,847	1,394,785	2,162,976	2,996,432	3,560,221	4,961,375	
General Reserves as at 31 March		2,333,082	2,457,510	3,188,411	3,648,762	3,541,484	2,770,637	1,375,853	-787,124	-3,783,555	-7,343,777	
Maintenance Reserves as at 31 March		2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	
Total Reserves as at 31 March		4,659,655	5,390,556	5,850,907	5,743,629	4,972,782	3,577,998	1,415,021	-1,581,410	-5,141,632	-10,103,607	

SCENARIO 3 - REVISED AND REDUCED PLANNED MAINTENANCE PROGRAMME											APPENDIX 22
Rest Increase	3.10%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	
	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	
	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	
	£	£	£	£	£	£	£	£	£	£	
Income											
Dwelling Rents	16,483,300	16,774,930	17,323,250	17,199,530	17,557,000	17,811,050	18,060,360	18,303,690	18,846,170	18,772,900	
Non Dwelling Rents											
- Garages	413,890	413,510	433,120	442,690	452,270	461,880	471,470	481,060	490,660	500,280	
- Land and Buildings	30,000	30,750	31,519	32,307	33,115	33,943	34,792	35,662	36,554	37,468	
Charges for Services & Facilities	1,100,340	1,161,960	1,192,350	1,221,790	1,253,030	1,285,200	1,318,150	1,352,010	1,386,820	1,422,460	
Contributions towards Expenditure	238,390	244,350	250,459	256,720	263,138	269,716	276,459	283,370	290,454	297,715	
Other											
- Sales Administration Recharge	102,570	106,788	111,183	115,762	120,533	125,504	130,684	136,080	141,703	147,560	
- Shared Amenities Contribution	105,600	107,996	111,086	114,272	117,557	120,945	124,440	128,045	131,764	135,601	
Government Subsidies											
- Rent Rebates	9,478,720	10,092,670	10,343,570	11,036,130	11,464,100	11,907,260	12,246,850	12,560,860	12,882,920	13,213,240	
- Housing	-7,370,010	-8,485,752	-9,500,800	-10,541,049	-11,717,316	-12,705,071	-13,650,303	-14,588,879	-15,492,233	-16,569,202	
- Major Repairs Allowance	3,156,811	3,182,021	3,212,614	3,230,244	3,246,732	3,262,016	3,276,026	3,288,690	3,299,978	3,309,760	
Housing Benefit Transfers	60,600	62,160	64,398	66,716	68,427	70,181	71,980	73,826	75,719	77,660	
	23,799,011	23,611,383	23,572,749	23,175,012	22,858,586	22,642,624	22,360,908	22,054,414	22,090,509	21,345,442	
Expenditure											
Supervision & Management											
- General Management	2,968,690	3,053,409	3,140,760	3,230,834	3,323,721	3,419,520	3,518,329	3,620,252	3,725,396	3,833,873	
- Special Services	1,023,896	1,054,814	1,086,733	1,119,688	1,153,715	1,188,853	1,225,141	1,262,618	1,301,524	1,341,306	
- Homeless Assistance	71,410	73,203	75,041	76,925	78,857	80,837	82,867	84,948	87,082	89,269	
- Sale of Council Properties	103,520	107,777	112,213	116,834	121,649	126,666	131,894	137,340	143,015	148,927	
Repairs and Maintenance											
- Contribution to Major Repairs	1,723,800	372,230	360,640	148,010	126,520	111,230	97,220	84,560	73,270	63,490	
- Planned / Cyclical	977,600	983,000	983,000	983,000	983,000	983,000	983,000	983,000	983,000	983,000	
- Disabled Facilities	336,600	344,400	353,010	361,815	370,881	380,153	389,657	399,398	409,383	419,618	
- Reactive	2,389,600	2,342,067	2,294,172	2,246,277	2,198,382	2,150,487	2,102,592	2,054,697	2,006,802	1,958,907	
Rents, Rates and Taxes	23,714	25,137	26,645	28,244	29,939	31,735	33,639	35,657	37,796	40,064	
Rent Rebates											
- General	10,100,660	10,464,280	10,843,240	11,235,830	11,525,510	11,822,620	12,127,330	12,439,880	12,760,440	13,089,210	
- Local Scheme	60,600	62,160	64,398	66,716	68,427	70,181	71,980	73,826	75,719	77,660	
Capital Charges											
- Interest	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	14,045,750	
- Depreciation	3,156,811	3,182,021	3,212,614	3,230,244	3,246,732	3,262,016	3,276,026	3,288,690	3,299,978	3,309,760	
- Debt Management Expenses	52,080	56,418	58,111	59,854	61,650	63,499	65,405	67,367	69,388	71,470	
Provision for Bad Debt	30,600	30,531	31,529	31,486	31,954	32,417	32,870	33,313	34,300	34,167	
	37,061,531	36,197,197	36,687,856	36,981,517	37,366,687	37,768,964	38,183,720	38,611,297	39,052,644	39,506,471	
Net Cost of Services	13,262,520	12,585,813	13,115,107	13,706,505	14,508,102	15,126,340	15,822,812	16,556,883	16,962,135	18,161,029	
Capital Charges - Interest	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	-14,045,750	
Loan Charges - Interest	706,386	364,978	12,563	-	-	-	-	-	-	-	
Amortised Premiums and Discounts	401,790	326,673	326,673	296,875	123,072	62,289	36,119	2,528	-	-	
Interest Receivable											
- Mortgage Interest	-8,910	-5,491	-4,060	-3,051	-2,441	-1,955	-1,564	-1,253	-1,153	-930	
- Balances Interest	-139,620	-160,689	-105,496	-15,936	-	-	-	-	-	-	
Net Operating Expenditure	177,016	-934,468	-700,963	-61,357	582,983	1,140,924	1,811,617	2,512,408	2,915,232	4,114,349	
Appropriations											
Appropriation relevant to depreciation and MIRA	-	-	-	-	-	-	-	-	-	-	
Housing Set Aside	199,261	128,099	44,263	-	-	-	-	-	-	-	
Revenue Contribution to Capital	500,000	-	-	-	-	-	-	-	-	-	
(Surplus) / Deficit	876,277	-806,369	656,700	61,357	582,983	1,140,924	1,811,617	2,512,408	2,915,232	4,114,349	
General Reserves as at 31 March	2,333,082	1,456,805	2,263,174	2,919,874	2,981,231	2,398,248	1,257,325	-554,293	-3,066,700	-5,981,933	
Maintenance Reserves as at 31 March	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	2,202,145	
Total Reserves as at 31 March	3,638,950	4,465,519	5,122,019	5,183,376	4,600,393	3,459,470	1,647,852	-864,555	-3,779,788	-7,894,137	

New Forest District Council Housing Strategy

Action Plans for: Physical Disability and Sensory Impairment Learning Disability Mental Health

The *New Forest Housing Needs and Market Assessment 2001* identified over 12,500 households with special needs requirements with a consequent need for additional supported housing and services. The *Assessment* revealed a high number of households with a mobility impaired member -around 6000 households. It also revealed that almost 1000 households contained a member with a mental health problem and 500 households a member with a learning disability. While not all of these households will require specialist housing or support further research carried out by specific working groups has demonstrated there is a pressing need to improve supported housing provision and related services in the District.

The New Forest Supported Housing Forum, which includes the public sector, voluntary agencies and user groups, is working to devise multi-agency responses to these problems.

This document contains action plans that will be used as work programmes and as a basis for future strategies.

This document can be made available in large print, in languages other than English and on tape or audio compact disk.

To request a document in one of these formats, a summary leaflet or further information please contact:

Phone: 023 8028 5126

Minicom/Text: 023 8028 5416

Email: housing.strategy@nfdc.gov.uk

Post: Community Services (Housing), New Forest District Council, Appletree Court, Lyndhurst, SO43 7PA.

Or visit our web-site:
nfdc.gov.uk/housing_strategy

Physical Disability and Sensory Impairment Action Plan

Aim	Objective	Target Date	Leads
To complete supply mapping	<ul style="list-style-type: none"> To map existing supported accommodation 	<ul style="list-style-type: none"> 2003 	<ul style="list-style-type: none"> NFDC/SS
To complete needs identification	<ul style="list-style-type: none"> To identify out of county placements Investigate specific needs Discussion with clients Assess flows within existing stock Identify new provision – nos./type. Redesign Homesearch application forms to identify PD (incl. accessibility & Web Based) 	<ul style="list-style-type: none"> 2003 	<ul style="list-style-type: none"> SS SS SS NFDC/SS NFDC
To consult widely on the Action Plan	<ul style="list-style-type: none"> To ensure all relevant groups have the opportunity for input incl. HIMP, JIP, PD Planning Forums 	<ul style="list-style-type: none"> 2003 	<ul style="list-style-type: none"> PD Sub-Group
To produce Housing Strategy	<ul style="list-style-type: none"> Draft strategy Final strategy 	<ul style="list-style-type: none"> 2003 2003 	<ul style="list-style-type: none"> PD Sub-Group PD Sub-Group
To promote housing choice	<ul style="list-style-type: none"> Communicate options to clients To share information on known clients to see if they are registered on the Homesearch Register To promote housing options to those who do not have contact with a carer or support worker (leaflets – GPs, C&R etc). To establish a register of Council and RSL adapted properties & priority lettings to those properties Promote grant awareness and provide grant assistance for adaptations (incl. pooling resources) Investigate one stop shop/2nd hand equipment store 	<ul style="list-style-type: none"> 2003 2003 2003 2003 Ongoing 2003 	<ul style="list-style-type: none"> SS/NFDC SS/PCT PD Sub-Group NFDC NFDC/SS SS/PCT
To develop new	<ul style="list-style-type: none"> To work with RSLs to 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> NFDC/

housing provision	<p>identify and secure opportunities for new provision at affordable rents, including new development and buying into the existing housing stock</p> <ul style="list-style-type: none"> • To assess the skills of current RSL partners in delivering properties and services to meet identified needs, and to consider new partners should skill gaps be identified. 	<ul style="list-style-type: none"> • 2003 	<p>Supported Housing Forum/PD Sub Group</p> <ul style="list-style-type: none"> • PD Sub-Group
To consider new housing models.	<ul style="list-style-type: none"> • To consider the suitability of a range of models, including single dwellings and cluster developments new wheelchair standard housing • To investigate shared ownership model using private finance and explore how to facilitate (e.g. legal) • To investigate opportunities for equity release schemes, and parents/providers to develop land • Encourage partners to Investigate their land holdings and consider disposal policies • To communicate options to clients, providers etc e.g. new home/adaptations, land 	<ul style="list-style-type: none"> • 2003 • 2003 • 2003 • Ongoing • Ongoing 	<ul style="list-style-type: none"> • PD Sub-Group • PD Sub-Group • PD Sub-Group • PD Sub-Group • SS
To plan for future need.	<ul style="list-style-type: none"> • To develop methodology for forecasting future housing need and types of need. – Planing for Life • To develop options for individuals living with carers who are 70 yrs. old or more. • To plan for the future needs of young people/ in transition 	<ul style="list-style-type: none"> • 2003 • 2003 • 2003 	<ul style="list-style-type: none"> • PD Sub-Group • PD Sub-Group • PD Sub-Group

	<ul style="list-style-type: none"> • To plan for the future needs of older people • To plan for out of County returns • To investigate new lifetime home standards (incl gaps with Part M B. Regs) 	<ul style="list-style-type: none"> • 2003 • 2003 • 2003 	<ul style="list-style-type: none"> • PD Sub-Group • PD Sub-Group • PD Sub-Group
To promote sustainable tenancies and homeownership and maintenance	<ul style="list-style-type: none"> • To promote existing floating support arrangements and investigate opportunities for extending • To provide assistance with property maintenance (e.g. Care and Repair, handy man, approved contractors) and promote awareness 	<ul style="list-style-type: none"> • Ongoing • Ongoing 	<ul style="list-style-type: none"> • PD Sub-Group • SS/Care & Repair

Learning Disability Action Plan

Aim	Objective	Target Date	Leads
To complete supply mapping	<ul style="list-style-type: none"> To map existing supported accommodation 	<ul style="list-style-type: none"> June 2002 	<ul style="list-style-type: none"> NFDC
To complete needs identification	<ul style="list-style-type: none"> To identify out of county placements GP analysis – general needs and living with over 70 yr. old carers. Investigate specific needs Discussion with clients Assess flows within existing stock Identify new provision – nos./type. To break data down by New Forest, Hampshire, wider geographical area. Redesign Homesearch application forms to identify LD Hold stakeholders day to discuss needs and preferences (joint with LIG stakeholder day) 	<ul style="list-style-type: none"> Ongoing Sept. 2002 	<ul style="list-style-type: none"> SS PCT SS SS NFDC/SS LIG/LD Sub-Group LIG/LD Sub-Group NFDC SS
To consult widely on the Action Plan	<ul style="list-style-type: none"> To ensure all relevant groups have the opportunity for input incl. HIMP, JIP 	<ul style="list-style-type: none"> Sept. 2002 	<ul style="list-style-type: none"> LIG/LD Sub-Group
To produce Housing Strategy	<ul style="list-style-type: none"> To discuss with housing representatives from New Forest, Test Valley and Eastleigh Councils the opportunities for producing a co-ordinated strategy. Draft strategy Final strategy 	<ul style="list-style-type: none"> July 2002 Jan. 2003 Sept. 2003 	<ul style="list-style-type: none"> LIG/LD Sub-Group LIG/LD Sub-Group LIG/LD Sub-Group
To promote housing choice	<ul style="list-style-type: none"> Communicate options to clients Hold seminar for practitioners/users/carers To share information on known clients to see if they are registered on the Homesearch Register To promote housing options to those who do not have contact with a carer or support worker. 	<ul style="list-style-type: none"> Ongoing October 2002 	<ul style="list-style-type: none"> SS/NFDC SS SS/PCT/WHT LIG/LD Sub-Group

<p>To develop new housing provision</p>	<ul style="list-style-type: none"> • To work with RSLs to identify and secure opportunities for new provision at affordable rents, including new development and buying into the existing housing stock • To provide alternative provision following LBHU closures • To work with private sector landlords/letting agents to develop provision and promote understanding • To assess the skills of current RSL partners in delivering properties and services to meet identified needs, and to consider new partners should skill gaps be identified. 	<ul style="list-style-type: none"> • Ongoing • • • Dec 2002 	<ul style="list-style-type: none"> • NFDC/ Supported Housing Forum/LD Sub Group • WHT • LD Sub-Group • LIG/LD Sub-Group
<p>To consider new housing models.</p>	<ul style="list-style-type: none"> • To consider the suitability of a range of models, including single dwellings and cluster developments • To investigate shared ownership model using private finance and explore how to facilitate (e.g. legal) • To investigate opportunities for RSL market/sub-market renting using private finance • To investigate opportunities for equity release schemes • Encourage partners to Investigate their land holdings and consider disposal policies 	<ul style="list-style-type: none"> • • • • • 	<ul style="list-style-type: none"> • LIG/LD Sub-Group • LIG/LD Sub-Group • LIG/LD Sub-Group • LIG/LD Sub-Group • LIG/LD Sub-Group
<p>To plan for future need.</p>	<ul style="list-style-type: none"> • To develop methodology for forecasting future housing need and types of need. • To ensure that future housing options are an integral part of person centred planning • To develop options for individuals living with carers who are 70 yrs. old or more. • To plan for the future 	<ul style="list-style-type: none"> • • • 	<ul style="list-style-type: none"> • LIG/LD Sub-Group • LIG • LIG/LD Sub-Group

	needs of young people/in transition <ul style="list-style-type: none"> • To plan for out of County returns 	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • LIG • LIG/LD Sub-Group
To promote sustainable tenancies and homeownership	<ul style="list-style-type: none"> • To promote existing floating support arrangements and investigate opportunities for extending 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • LIG/LD Sub-Group

Mental Health Action Plan

Action points:	Responsible	Time
<p>Proposals for prospective Floating Support Schemes funded by Transitional Housing Benefit (THB)</p> <ul style="list-style-type: none"> NSF (rethink) to work up proposals with Supporting People Officer, NFDC. Initially to identify proportion of services provide are eligible. Long term view to be taken and incorporated into Supporting People contracts from March 2003 MJB Trust development also to be worked up as a prospective THB scheme 	<p>NSF Supporting People Officer, NFDC Social Services</p>	<p>September 02</p>
<p>North Close de-registration to proceed, with consideration for outreach into independent accommodation also to be funded through THB</p>	<p>Stonham Supporting People Officer, NFDC Social Services</p>	<p>March 03</p>
<p>Langdown Lawn development to proceed, as soon as funding known to be available</p>	<p>Hampshire Voluntary HA Social Services NFDC</p>	
<p>Opportunities for bidding for mental health-related schemes under Safer Communities programme or successor government programmes to be considered</p>	<p>RSL's NFDC</p>	<p>For 2003/4</p>
<p>Operational co-ordination:</p> <ul style="list-style-type: none"> The CMHT's to work with RSL's in relation to higher risk service users, including those in non mental health schemes Mental Health agencies need clear mechanisms to remain routinely in contact with developments in other needs groups, especially young people, women's refuges and refugees 	<p>RSL's CMHT's</p>	<p>Ongoing</p>
<p>Co-ordinated Planning</p> <ul style="list-style-type: none"> Need to aggregate and collate unmet needs in order to continue to demonstrate the case for capital and revenue funding for mental health housing and support. New ICPA to be tailored to this. 	<p>ICPA Manager CMHT's</p>	<p>2002/3</p>
<ul style="list-style-type: none"> Consideration to be given to a multi agency panel able to take an overview of need and provision locally, to include acute service, rehab service, housing and support providers, Social Services and NFDC 	<p>CMHT's inc Acute and Rehab Services Social Services RSL's</p>	<p>September 2002</p>

	NFDC	
<ul style="list-style-type: none"> • Consideration to be given to referrals panel to tackle bed blocking, out-of-area placements as well as routine referrals 	CMHT's RSL's	September 2002
<ul style="list-style-type: none"> • RSL's to keep abreast of other mental health developments, including rehabilitation and crisis proposals 	RSL's Supported Housing Forum	Ongoing
Consideration to be given to setting up specific arrangements for nominations from the local authority. The perception is that New Forest District Council is helpful, but lacks single person accommodation. This may be exacerbated if the new homelessness legislation, in prioritising people coming from institutions, increases competition for single person accommodation	NFDC Social Services RSL's Supported Housing Forum	September 2002

Abbreviations:

CMHT Community Mental Health Teams
LD Learning Disability
LIG Locality Implementation Group
PCT New Forest Primary Care Trust
PD Physical Disability
RSL Registered Social Landlord
SS Social Services
WHT West Hampshire Trust

Resourcing Options

Resource Source	Comments and Implications	Action
CAPITAL		
Housing Investment Programme Allocation	Major source of funding for new affordable housing provision. Year on year availability uncertain. There is unlikely to be sufficient funding available to meet needs and fund all deliverable schemes.	Maximise resources through the production of a high quality Housing Strategy and robust Capital Strategy. Investigate alternative sources of funding.
Revenue Contributions	Currently £0.5 million contribution is made from the HRA to support capital environmental enhancement schemes on the Council's estates.	Use HRA Business Plan to determine how long this strategy can be maintained given current level of HRA balances.
Capital Receipts	Useable capital receipts from the sale of Council housing are largely allocated to support Private Sector Renewal and Disabled Facilities Grants.	Review allocation of resources in the event of the authority becoming debt free.
Housing provided through the planning system	Planning polices can increase the supply of affordable housing and discounted land/building costs can result in better value for money.	Planning polices in the revised local plan will assist in maximising supply. Supplementary Planning Guidance will be produced to ensure the best value for money is being achieved. A review will be carried out of the discounted land value policy.
Housing Corporation Funding	Major source of funding for new affordable housing provision. Year on year availability uncertain. There is unlikely to be sufficient funding available to meet needs and fund all deliverable schemes. Success in supporting RSLs to secure Approved Development Programme funding and to access newer funding streams such as Safer Communities and Starter Homes Initiative.	Provide effective support to partner RSLs to bid for resources through thorough understanding of local housing market and collaboration on producing deliverable schemes. Secure resources from existing and any new funding streams.

Resourcing Options

REVENUE		
Major Repairs Allowance	Funding provided for work to Council stock.	Balance of the Major Repairs Account to be monitored as part of the HRA Business Plan.
General Fund	Spending on delivering the Strategic Housing Service, subsidising bed and breakfast and temporary housing initiatives, and other initiatives. Limited by competing priorities and Council Tax implications.	Continue to develop permanent and temporary alternatives to bed and breakfast. Ensure there is a robust corporate financial strategy.
Housing Revenue Account	Additional revenue contributions are made to the Major Repairs Account to fund the backlog of repairs. This additional contribution is not sustainable in the medium term. Also, spending on delivering the Strategic Housing Service through funding of floating support.	Monitor HRA balance and maintain the Business Plan to determine the long term viability of this policy.
Communities Against Drugs	3-year funding stream (2001-2004) to tackle the demand and supply of illegal drugs.	Intelligence led policing operation and youth related diversion projects.
OTHER CURRENT RESOURCES		
Partnerships and other funding sources	Ability to generate funding for capital and revenue projects, e.g. RSL privately financed sub-market rented, floating support, Nightstop, European Social Fund aid for training and education initiatives, Npower Power for Life partnership, Rural Housing Enablers	Continue to develop partnerships and explore opportunities for leveraging in funding.

Resourcing Options

POSSIBLE FUTURE RESOURCING OPTIONS		
Large Scale Voluntary Transfer	Ability to generate capital funding to provide additional affordable housing.	Undertake review of possible alternative sources of funding.
Arms Length Management Organisations	Ability to generate capital funding required to finance the identified backlog of repairs on the Council's stock.	Undertake review of possible alternative sources of funding
Private Finance Initiative	Improve ability to provide additional homes and to raise finance to fund a package of major repairs on the Council's own stock.	Undertake review of possible alternative sources of funding.
Debt Free	The Business Plan identifies that the authority will become notionally debt free in 2005/06.	Review of the financial implications of redeeming outstanding loans and becoming actually debt free.
Prudential Accounting	Ability to generate capital funding required to finance the identified backlog of repairs on the Council's stock. The governments' White Paper: "Local Government Strong Leadership – Quality Public Services" may provide authorities with new opportunities to access additional resources.	As legislation is introduced review the financial implications of entering into new forms of financing.
Commutation	Ability to generate capital funding to provide additional affordable housing.	Continue discussions with District Audit concerning an application to the ODPM for allocation of grant in respect of a commutation adjustment.
Review of existing assets	Any sale of existing assets will generate capital receipts. These could be directed to support an increased housing capital programme. In order to reduce costs and grant requirements land is generally transferred to RSLs at less than open market value.	Through the Capital Asset Management Group review the best use of existing assets, and incorporate Housing issues within the Capital Strategy.

