

Housing Strategy

**2004-07
DRAFT**



Winchester
City Council

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Foreword by Dominic Hiscock

Portfolio Holder for Housing



Shaping up for the Future – Promoting Quality, Availability and Choice

I am very pleased to introduce Winchester City Council's Housing Strategy for 2004 – 2007 *Shaping up for the Future – Promoting Quality, Availability and Choice*.

The Housing Strategy for Winchester sets out the Council's plans for meeting its community's housing needs over the next 3 years. In many areas the strategy builds upon the successful approach adopted in recent years with the aim of achieving the Government's new "Fit for Purpose" standard.

Despite the District's outward appearance of affluence there is considerable housing need throughout the area. A serious homelessness problem exists and the affordability situation is such that not only is owner occupation not possible for many people in our communities but even some form of part ownership is also difficult to achieve.

Housing is at the heart of the Council's Corporate Priorities. By its very nature housing impacts on all the main quality of life elements and affects all our life chances. As a consequence the links to other strategies both within the Council and outside to other agencies, is becoming an increasing focus.

We intend to meet our housing responsibilities but most of all we will try to fulfil the very modest aspiration that far too many people in our community have still failed to achieve:

The desire to have a decent affordable home of their own.

There are many pressing housing needs in the Winchester City Council area but our top priorities will be to provide more affordable housing and at the same time minimise homelessness and meet the Decent Homes Standard for our own housing stock.

We recognise that there will be a shortfall of resources to meet housing needs and we are undertaking a detailed Housing Options Appraisal to consider the potential of being better able to make a difference. I hope you will use our Housing Strategy and help us make it fit to fulfil the purpose of meeting one of the biggest needs facing our community today.

Councillor Dominic Hiscock
Portfolio Holder for Housing

Accessibility

This document can be viewed on www.winchester.gov.uk

The strategy can also be made available to you in a variety of formats including - Braille, large print or tape or audio compact disk and in languages other than English. For further information please contact – Sarah Drinkwater on 01962 848165 or email housing@winchester.gov.uk

Introduction



Winchester's Housing Strategy is an action-oriented plan with a clear vision and commitment to realising people's aspirations to be well housed. The Strategy is organised into three sections that follow national guidance in presenting the range of associated key issues that underpin local assessment of need, engagement with partners and the community and the improvement of services.

Section One: Strategic Development

This section highlights:

- 1.1 **Overview** - the developing background to the strategy through an overview of Winchester District, presenting population, economic and deprivation issues as well as identifying the current status of housing services
- 1.2 **Corporate Context** - a presentation of the corporate context of the strategic housing role then reflects the integral nature of the wider strategic role of the Council and includes links and reference to Council priorities and strategic developments
- 1.3 **Wider Priorities** - links to the wider priorities which impact upon the housing agenda set at the National, Regional and Sub-Regional levels
- 1.4 **Partnerships** - the level of active engagement and participation of local groups working in local partnerships which contribute to our strategic housing role.

Section Two: Housing Needs, Priorities & Options

This section highlights:

- 2.1 **Access and Choice** – by exploring the issues which underpin the availability of homes in all tenures to meet future housing demand
- 2.2 **Housing and Support** – through identification of local needs in order to ensure that people across all tenures have access to support so that they can live independently
- 2.3 **Decent Homes** – to develop local services to ensure homes across all tenures are maintained and managed to a good standard
- 2.4 **Sustainable Communities** – through work with communities and others in order to improve their social and economic well being and create safe and healthy towns and villages.
- 2.5 **Priorities and Options** –to identify key issues emerging from national and regional priorities and local housing need.

Section Three: Resources, Progress and Plans

This section highlights:

- 3.1 **Resources** – considers the level and availability of resources identified through financial forecasts, analysis and need and also in relation to the delivery of programmes, grants & staffing
- 3.2 **Progress in Recent Years** – identifies key developments through specific approaches which lead to success in needs based statutory service provision and the development of joint protocols , projects and services
- 3.3 **Action Plan** – describe headings on tables and reflect priorities

1.1 Overview - Winchester District



Description of area

The Winchester District lies at the heart of Hampshire, with good strategic road and rail links and easy access to air travel and the ports of Southampton and Portsmouth. It is primarily rural, covering 250 square miles (65,934 hectares) of countryside, from the top of Portsdown Hill in the south through to Micheldever Station in the north. The special quality of the natural and built environment is recognised both locally and nationally.

Winchester is the main settlement in the District and forms a focus for villages and communities in the north of the District, with the historic town of Alresford forming a smaller centre to its east. Residents in these areas will also look beyond the District for some of their needs.

Main settlements in the south of the District include the old market towns of Bishops Waltham and Wickham, the growing village of Denmead and the new communities at Whiteley and Knowle. Another major development area is planned in the south east of the District, abutting the town of Waterlooville in the Borough of Havant. Communities in the south of the District tend to look to major centres outside the District for work, shopping and larger leisure facilities.

The geography of the District also provides a challenge for communications, with different newspapers and local radio stations covering parts of the area and local transport networks focus on the nearest main centre of population. The District has the lowest population density in Hampshire, which gives particular challenges to the Council in terms of its service provision.

Population

The 2001 census found that the District was home to some 107,000 people of whom about half live in or around Winchester, with the remainder living in the market towns, rural villages and countryside. The population is predominantly white, with 2.2% coming from black and minority ethnic backgrounds. A further 3.0% of people come from non-British or Irish white backgrounds.

The age profile of the population shows a bias towards the older age groups, in particular those aged over 75, with a slightly lower percentage in the 25 – 59 age range and in under 10s. The 18 – 24 age groups are in line with the national average, possibly benefiting from the presence of further education establishments in the District.

A focus on specific concerns across local population groups with local partners in health, social services, education and the voluntary sectors identify increasing needs for a range of particular groups which includes:

- Young Persons/Lone Parents/Care Leavers
- People with learning disabilities
- People with mental health and drug and alcohol related problems
- Persons with physical disability
- Ex offenders

There is a concern about the ageing population and the implications this has for care for the very elderly.

The Council is also developing better information about the extent and nature of single homelessness in its district and acknowledges the pressing needs of this vulnerable group.

Local Economy

Business within the District is currently dominated by the service sector and especially public services. Skills and labour availability shortages exist in some service employment sectors. With its small manufacturing base the District is vulnerable to even a small decline in the manufacturing sector.

The District benefits from potentially excellent communications links to airports (Heathrow and Southampton), rail and road. However public transport connections to these from the majority of the District are poor or non-existent, and peak hour road congestion is a constriction. There is a perception that congestion is now adversely affecting 83% of businesses in Hampshire. The District has the highest percentage of people working from home in Hampshire –12% - the average being 9.1%.

Overall levels of unemployment are low, although there is variation between different parts of the District. While a number of Parishes enjoyed unemployment rates as low as 0.2% and 0.3% in June 2003, four of the six town Wards and three areas in the south of the District, had unemployment at over 1% and in one town Ward this rose to over 2%. The pattern of work is complex, with many who live in the District commuting to London and elsewhere, while those living elsewhere commute into the District, in particular to Winchester and Whiteley.

Housing Stock

There are some 44,600 homes in the District. Overall the housing stock, both privately and publicly owned, is in good condition, with energy efficiency ratings above the national average. Constant investment is required to ensure that this continues to be the case.

The Council provides a management and maintenance service to 5,300 council properties throughout the Winchester District. The housing stock is mainly traditional built low-rise houses. Winchester has always sought to deliver a high quality housing service and over the years has achieved the investment needs of its housing stock. From working closely with tenants and leaseholders, it is satisfying to know that the Council is also meeting their expectations in this respect. The current challenge for the Council is to meet the Government's key corporate priority, the 'Decent Homes' standard (DHS) by 2010.

The Council's highest priority is the provision of affordable housing, resulting from the study of housing needs and the outcome of public consultation. The planning system has a significant role to play in the supply of affordable housing locally including that of the social rented sector.

Policies on affordable housing in the Local Plan Review have been modified from those in the adopted Plan, to seek to increase provision to meet the needs identified. Minimum percentage targets are set, as are site size thresholds.

Cost of Housing

House prices are high, creating a barrier to first time buyers. Nearly 30% of households rent their accommodation, with over half of these renting from the Council or a Registered Social Landlord (RSL). This proportion of rented accommodation is higher than the average for Hampshire and the south east. The general characteristics of the local housing market in Winchester are unlikely to change significantly. Property prices are high even in the context of the South East Region and the County.

The City Council recognises that housing market conditions have a major detrimental effect on local employers being able to attract staff. Certain categories of employees who provide essential services within the District have been defined by Government as Key Workers e.g. health officers, police officers, teachers with recent extension to include other public service workers. In Winchester this designation could be extended further to most categories of worker who need help to buy a home within a reasonable distance from work.

Areas of disadvantage

Overall the population is better educated, more affluent and healthier than in the south east in general. The Index of Multiple Deprivation (IMD) identified half of the Wards that then existed in the District as being in the 10% least deprived in England, with none falling below the 50th percentile. (The District has since had a boundary review.) Notwithstanding this, deprivation does exist within the District, with 10% of households in receipt of Housing or Council Tax Benefit and four former Wards falling within the most deprived 10% in terms of access to basic facilities. The affluence of the area makes this relative deprivation more keenly felt. The Council recognises that people living in deprived circumstances usually need greater financial support from the public sector and consume higher levels of public services. They often suffer from greater ill-health and deprived communities frequently suffer from higher levels of anti-social behaviour and crime, with the consequent cost of policing.

Higher levels of deprivation tend to be found in communities with a high proportion of socially provided housing. But it is important to recognise that by no means all of those people suffering deprivation are in easily identifiable locations. Someone living in tied accommodation on a private estate or an elderly person living in their own home may also suffer from a low income and other pressures. In Winchester District, higher levels of deprivation are concentrated in four wards:

- St Luke
- St Bartholomew
- St John and all Saints
(all in Winchester itself)
- and in the village of Wickham .

These four areas have a distinctly 'higher' score in the IMD. Their more deprived status has been identified for many years and a number of different initiatives have sought to target improvements. Deprivation and poor access to services can be found in rural parts of Winchester and social excluded groups live in all forms of tenure. Many households living in social housing are low wage earners and reliant upon welfare benefits including state pensions.

1.2 Corporate Context



Corporate Strategy and Priorities

The Housing Strategy flows from and is an integral part of the Council's Corporate Strategy and as such is part of the wider strategic role of the Council. This in turn closely links with a range of non-housing strategies developed by the Council in partnership with others, taking into account the National, Regional and Sub-Regional context.

The Council's Corporate Vision

Through the City Council, local people elected by their community will provide leadership for the area and work with partners to ensure that services are provided in a way that will best meet its needs both now and in the future.

The aims and objectives contained in the Council's Corporate Strategy are integrated into all other Council Strategies. The Council's Corporate Management Team in conjunction with the Strategic Liaison Group (SLG) (Executive Members) work to ensure that a comprehensive and corporate approach is taken; with different service sections within the Council having the key task of developing, implementing and monitoring their individual strategies within the overall framework. **For a copy of the Corporate Strategy email cxoffice@winchester.gov.uk or access it from the web site at: www.winchester.gov.uk/libraries/documents.shtml**

In particular the Council will try to ensure delivery of the following key elements of its Corporate Priorities:

- **Homes and Environment**
To provide affordable homes in safe and pleasant environments for all sectors of our community.
- **Green Agenda**
To minimise pollution and waste and to make efficient use of resources.
- **Social Inclusion**
To ensure that everyone can play a full part in the life of their community.
- **Customer Service**
To provide a high standard of customer service in all that we do.
- **Economic Prosperity**
To achieve a strong and diverse urban and rural economy which builds on local strengths and offers opportunities for all.
- **Cultural and Leisure Opportunities**
To increase access to cultural and sporting activities.

Winchester adopted a Cabinet style decision-making structure to replace the committee model in 2000. One Executive Member is responsible for the Housing Portfolio enabling strong leadership on housing issues and representation at Cabinet level.

A Principal Scrutiny Committee and a number of Performance Improvement Committees (PIC) including one for Housing, compliment the Cabinet structure, which contribute to and drive policy development and scrutinise decisions and performance.

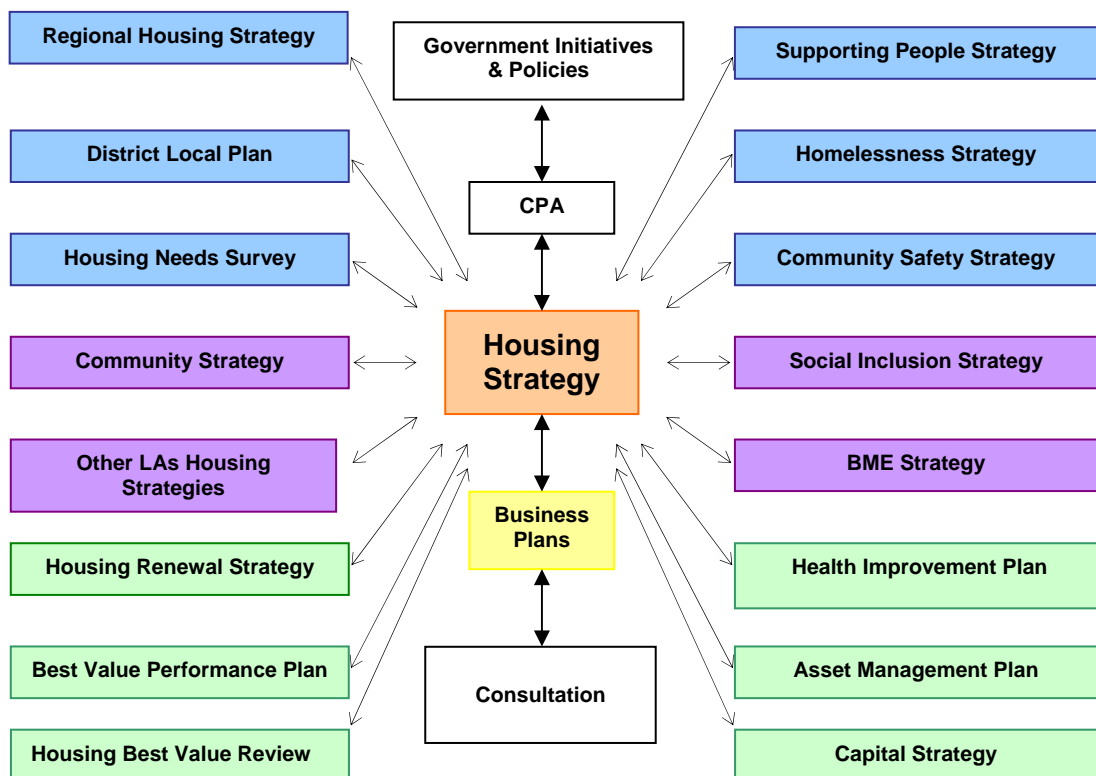
The Housing Strategy outlines how the Council with its partners aim to balance what we do and what we can enable each other to do. In doing so we will increasingly consider what other issues and strategies impact on or are affected by housing. These will include,

*Shaping up for the Future – Promoting Quality, Availability and Choice
Winchester City Council Housing Strategy 2004 -2007*

amongst others Economic Development, Social Inclusion, Community Safety, Planning and Development, Health Improvement, Sustainability. At the same time how a balance will be struck between some of the conflicting influences to ensure that the overall needs of the Winchester Community are met will have to be tackled.

Great importance is placed upon the Council's enabling and strategic roles and linking its policies and action with other strategies and service providers. The City Council works with partners, especially through the Community Strategy process, to ensure our strategies and plans dovetail and compliment each other to meet the needs of our communities. These strategies support the integrated nature of the housing role through their contribution to the **local assessment of need**, **engagement with partners and the community** and the **improvement of services**.

Being part of a larger whole and creating links to other important strategies, services, National and local policies etc. becomes a theme in its own right and the links are all used to guide our strategy process.



Local Assessment of Need

As well as the main Housing Strategy document itself, detailed statistical information about the District is set out in a range of other documents including the Housing Needs/Market Survey 2002, Private Sector Housing Stock Conditions Survey 2001, Homelessness Strategy 2003 which all help to shape our approach to the strategy. For information and links to other documents there are contact details including web site and e-mail addresses throughout the document.

Winchester City Council covers a 250 square mile area of central Hampshire. It has a population of approximately 107,000. Whilst 40% of households live in the Winchester urban area, the remainder of the District is mainly rural with settlements ranging in size from just under 100 to over 6,000. Despite the District's relative affluence and low level of

unemployment, Winchester experiences many of the problems associated with large cities and areas of extremely high housing pressure in London and the South East.

The District is faced with problems of homelessness, rough sleeping, serious disrepair and levels of unfitnes amongst private sector housing, as well as spiralling affordability problems for people trying to buy or rent. Winchester is also predominantly a rural area. Specific needs of rural communities are often concerned with access integrated local services and where households needing assistance find themselves isolated, leading to their social exclusion. The extent of these problems have been identified within the Homelessness Strategy which is concerned as much with prevention of homelessness as well as ensuring adequate accommodation and satisfactory support for individuals.

Despite these challenges Winchester prides itself on delivering good housing services which attempt to meet the community's expectations whilst aspiring to achieve national standards of excellence.

Engagement with Partners and the Community

Working with partners and listening to our communities have helped shape our Corporate Priorities. The Council will, through a continuation of these processes as well as effective working with partners, local communities and the public, maintain a high quality of life of the area and sustain the environment by trying to ensure the Corporate Priorities are met.

Since the late 1990's the Council has set out its overall vision for the District in a Corporate Strategy covering three year periods. This document is updated and rolled forward on an annual basis the most recent entitled Winchester District – The Way Forward 2004-07. The Community Strategy overarches the Council's Corporate Vision, which in itself aims to support the Community Strategy.

The development of Local Strategic Partnerships (LSPs) is seen to be a key feature of the National Strategy for Neighbourhood Renewal published in January 2001. The aims and ambitions of the Council are now being agreed with a range of partners and stakeholders in the development of the LSP. This is providing a clear strategic focus to enable improved joint working. Chaired by the Leader of the Council, it is the intention of the Winchester LSP to involve key local agencies, stakeholders and residents to now produce the Community Strategy identifying what is needed locally with a commitment to working together to achieve it. With this aim in mind, there is the obvious potential for it to contribute significantly to the delivery of shared strategic housing objectives.

Community Strategy Vision for Housing

Within our diverse and dynamic community we will achieve a wide range of housing in the Winchester District to enable everyone to have a decent home. We will promote neighbourhoods where there is a place for everyone with positive support for a diversity of people and places.

In October 2002, a major consultation exercise took place on the Community Strategy resulting in revision and realignment of the corporate priorities for inclusion in the Corporate Strategy 2004-07, bringing them into line with the issues emerging from the exercise.

The Housing Strategy reflects the increasing importance of the Community Strategy and

how its priorities reflect the needs and aspirations of the wide group of stakeholders represented by the LSP. Housing and, in particular, the delivery of more affordable housing, is a top priority for the LSP and is supported by direct evidence from a number of community consultation exercises carried out in recent years.

The Housing sector is led in the LSP by one of the Council's RSL partners and the sector has prepared a chapter for the Community Strategy currently out for consultation. The draft Housing Strategy, the Private Sector Housing Renewal Strategy and the Homelessness Strategy were all considered and endorsed by the Winchester LSP.

For the Housing Service, an inclusive approach to decision making is taken when possible so as to include consultation with tenants, interest groups and the community at large. Local ward Members continue to play an important role. They are in a unique position to bring local knowledge to day-to-day service delivery. The involvement of local Members ranges from the development of new affordable homes, the Council's housing planned maintenance programme through to dealing with housing management issues. Local Members also raise policy and service delivery issues that affect their local community.

Winchester has also benefited from Sub Regional working and joint commissioning in areas such as the West of Waterlooville Major Development Area (MDA), and the procurement of general needs housing as well as rural housing initiatives.

Research has also been commissioned at the sub regional level to identify housing needs as well as their impact upon the Housing Market, and a county wide 'Supporting People' implementation team has been set up to include District Council housing authorities, Health and the Probation Service and Social Services.

Housing is closely linked to good health and social well-being but it also plays a significant part in such key issues as educational performance and community cohesion. One example of trying, through a housing initiative, to bring some of these elements together which demonstrates that these issues are taken very seriously, has been with the Council investing nearly £180,000 in a Community Planning exercise in two of the larger estates on the edge of Winchester.

This community engagement process has started to bring together the communities so that the cohesion will enable future working to fully reflect the needs and wishes of the local people. That work is now being developed and the patterns of working are being used in other parts of the district.

Community Planning Exercise

The money employed consultants to evaluate mechanisms and create firm plans to develop affordable housing. But at the same time the exercise attempted to meet the communities' wishes in relation to the wider environment, recreation and leisure activities.

Improvement of Services

The Housing Strategy sets out a series of objectives linked to clear annual targets, which in turn are included in all work programmes and ensures that it drives the work on Strategic Housing. The Action Plan is reviewed regularly and updated to reflect changing local, regional and national policy developments and also the corporate context. Winchester therefore seeks to produce an annual update to demonstrate this process of renewal.

The application of Best Value principles has resulted in a new focus and approach to the quality and scope of the services provided by the Council, challenging its old style service delivery. Winchester is now well advanced with its rolling programme of service and thematic reviews, which include housing services and functions.

The Council's performance management culture is much stronger with Members, Tenants and others scrutinising performance. Key priorities and actions within the Housing Strategy have been developed closely with members through regular (at least monthly) meetings with the Housing Portfolio Holder, draft reports to the Housing PIC (meets 4 times annually) and through informal officer member working groups addressing key issues such as Supported

Housing, Homelessness, Housing Options and Enablement. The Cabinet and other Members of the Housing PIC monitor performance against key tasks and actions every quarter. All targets within the Housing Strategy are incorporated into lower level service plans with named officers responsible for implementing them and reporting on progress.

For example, The Council's **Housing Revenue Account (HRA) Business Plan** highlights the investment needs of the Council's housing stock, the resources available to meet these needs and the steps taken to meet the 2010 DHS target. The Business Plan has been developed in accordance with this Housing Strategy, but with a clear recognition of the difference between the two documents and more importantly, their requirements and uses. Although the Business Plan covers a broad range of housing related issues, they are particularly relevant to the use and development of the HRA. However, it is clear that the detail within the Business Plan must reflect the overall strategy and contribute to the development and delivery of that strategy.

The Council published its **Capital Strategy** and **Asset Management Strategy** in July 2003. The Capital Strategy sets out the principal framework that underpins the Council's long term capital investment and expenditure proposals, to meet the Council's strategic objectives. The Capital Strategy outlines the capital programmes for all services delivered by the Council, including Tourism, Development Services, Waste Management, Contract Management, as well as Housing. The Strategy ensures that capital investment is directed at the Council's corporate priorities and sets out how capital investment needs are prioritised.

The Asset Management Plan details the management approach to the Council's valuable property portfolio, which includes the Council's housing stock, land for disposal, and property leased to Housing Associations for the provision of affordable housing. All detailed proposals for capital expenditure and asset disposal are reported to Cabinet with a thorough analysis of options considered, and reasons for the proposed course of action, and the consultation undertaken. *Copies of the Council's HRA Business Plan, Capital Strategy and Asset Management Plan are available on request by contacting rbotham@winchester.gov.uk or can be accessed on the web site at www.winchester.gov.uk*

Summary

The aims for the housing agenda to be met through Corporate and Community working can be summarised within the developing framework for the Housing Strategy which focuses upon assessment of need, engagement with partners and the community and the improvement of services.

Assessment of Need

- The continuous assessment of housing needs and production of strategies to meet those needs
- Ensure that all Council tenants have a decent home by 2010
- The provision of affordable housing to meet local, special and economic needs including Key Workers

Engagement with Partners

- The provision of advice services to prevent homelessness and provide information on a range of housing options
- Ensure that tenants both social and private receive an excellent service from their respective landlords
- Support for partnerships in the fulfilment of the aims

Improvement of Services

- An improved standard of physical environment to be clean, safe and attractive.
- Sustainability, by balancing housing growth with employment and regeneration
- Energy efficiency improvements to all dwellings in the district
- Improve conditions for vulnerable households living in the private housing sector
- Improvement in the housing services to rural communities
- The efficient use of existing housing stock and buildings to maximise resources

1.3 Wider Priorities



In considering the development of the Housing Strategy, the Council and its partners have taken into account the priorities set at the National, Regional and Sub-Regional level. The Council supports and will continue to contribute to meeting the key objectives contained within the South East Regional Housing Strategy launched on 31st July 2003.

The Strategy declares that Housing is about supply, quality and distribution. The right properties which are fit to live in, in the right places at the right price, with emphasis on helping the most vulnerable members of our community with basic housing needs.

The Regional Strategy outlines five key themes

- Housing Supply
- Affordability
- Regeneration and Neighbourhood Renewal
- Homelessness and Supported Housing
- Quality and Sustainability

In Winchester's context the key themes outlined in the strategy are already actions which are promoted and implemented at the local level through this and previous Housing Strategies.

The Housing Strategy has been devised taking into account four themes, which reflect the national and regional priorities as well as local issues. These cross tenure themes are used to help make sense of the respective issues and are further reviewed within Section Two of this document.

1. **Access and Choice**
To have enough homes in all tenures to meet future housing demand and to increase access and choice.
2. **Housing and Support**
To ensure that people across all tenures have access to support so that they can live independently.
3. **Decent Housing**
To ensure homes across all tenures are maintained and managed to a good standard.
4. **Sustainable Communities**
To work with communities and others to improve their social and economic well being and create safe and healthy towns and villages.

National Priorities Local Focus

Winchester has a responsibility to address local housing problems but also to respond to national and regional priorities. However, not all national policy priorities work well within the Winchester context. A number of key Government objectives will be challenging to meet. The links are shown in the table overleaf:

Theme	Government Policy
Access and Choice – to have sufficient homes in all tenures to meet future housing demand and so to increase access and choice.	Securing affordable housing through planning gain Choice Based Lettings Key Workers New Homelessness Legislation Promoting Empty Property Strategy
Housing and Support – to ensure that people across all tenures have access to support so that they can live independently.	Supporting People Safer Communities Fund Mandatory Grants (Disabled Facilities Grant) Joint Service Frameworks Older Persons.
Decent Housing – to ensure homes across all tenures are maintained and managed to a good standard.	Decent Homes Standard Stock Options Appraisal Tenant Compacts Houses in Multi Occupation Accreditation scheme. Fitness Health and Safety Rating
Sustainable Communities – to work with communities and others to improve their social and economic well being and create safe and healthy towns and villages.	Local Strategic Partners Rural White Paper Planning Policy Guidance 3 Tackling Anti-Social Tenants. Community Planning Process.

Local Assessment of Need

The Housing Needs Survey 2002, which will be covered in more detail in Chapter 4, highlights the fact that the proportion of private sector renters represents less than 6% of the total housing stock locally, compared to 8 or 9% nationally.

The Housing Needs Survey also reveals that on a rent of 30% gross income, a one bed flat in Alresford requires £13,500 pa and £16,000 pa in Bishops Waltham and Winchester.

Housing Needs Survey

Key Findings

89% of households live in adequate accommodation
There is an affordability problem
There is a House Type Supply/Demand mismatch
There are 6220 special needs households in the district
Over 700 new homes are needed each year
Over 600 concealed households form each year

For a copy of the District's Housing Needs/Market Study contact Andrew Palmer by email: apalmer@winchester.gov.uk or visit www.winchester.gov.uk.

Over the last 5 years the level of statutory homeless people has remained fairly constant with the two single greatest

causes of homelessness recorded as friends and families asking people to leave and insecurity in the private rented sector.

In 2001/02 some 36 households lost their private sector tenures with nowhere to go; yet last year 2002/03 this figure fell by over a third to 21. This trend coincided with a greater focus by the housing advice and homelessness service on early intervention with families before they become homeless.

The Council's ability to sustain this trend relies on maintaining closer relationships with private landlords and this at a time when private sector rents are rising and people are leaving the sector because the rent is too high.

Securing and maintaining a tenancy in the private sector is very difficult in particular for those households on housing benefit faced with an affordability problem.

Low Demand and Choice Based Lettings

There is yet no evidence of housing pressure diminishing or of low demand in Winchester. This means that the way in which the District enhances housing choice for those in housing need may be different. The pilot authority approaches to Choice Based Lettings is currently being reviewed.

Housing Linked into Regeneration

Whilst Winchester is relatively affluent with low levels of unemployment, there are pockets of deprivation and poverty, mainly in the rural areas of the District. Indeed, as an area with rural economic and social needs, the district is often frustrated by its inability to access valuable funds allocated on the basis of deprivation scores.

Given this (and the District's proximity to the larger cities of Southampton and Portsmouth) it will not always be possible for housing services in Winchester to link with the area based regeneration programmes active elsewhere in the region.

Tackling Racial Harassment and Discrimination – Rising to the Challenge

In an area where the Black and Minority Ethnic (BME) proportion of the population is estimated to be less than 1% it will be a difficult challenge to reach out to customers and service users from these communities. Individuals from BME communities can feel isolated in rural areas and unable to access the support and services they need.

As a consequence the Council has undertaken a number of initiatives to ensure that by engaging with relatively small numbers of people in minority groups the issues raised are not missed.

Rising to the Challenge

- All housing staff have undertaken training in race awareness.
- The development of a Black and Minority Ethnic Housing Strategy.
- Language line is available to all customers.
- Fully compliant with the Commission for Race Equalities Code of Practice in Rented Housing.
- Creation of a Focus Group with representation from the Black and Minority Ethnic Communities.
- A new corporate equalities action plan is also in place taking account of the commission for Racial Equalities' code of practice.

For a copy of the Black and Minority Ethnic Housing Strategy contact Janette Palmer at: jpalmer@winchester.gov.uk or visit the website at: www.winchester.gov.uk

Engagement with Partners and the Community

Winchester is always keen to develop an outward looking approach and seeks to develop policies and deliver services in partnership wherever possible. It does this by benchmarking with authorities within and outside the County, by forming county wide groups to address issues of common concern and by becoming actively involved in Regional and Sub Regional forums and structures. Examples of participation in Sub Regional partnerships include Strategic Housing Officer Group (SHOG), Hampshire and Isle of Wight Empty Property Forum, Southern Home Energy Conservation Action Network (SHECANE), Hampshire Supporting People County Core Group. These groups meet regularly to consider the various housing and housing needs issues that arise.

At the Regional level, Winchester seeks to forge strong links with the recently formed South East Regional Housing Board whilst maintaining its on going relationship with the Regional Development Agency.

Engaging at Regional Levels

Consideration being given to the development of housing at this site, as well as other community facilities, via a Local Improvement Finance Initiative Company (LIFICO) financing model, adds a new dimension to the Council's wider

The Council is currently working with the neighbouring local authorities, an RSL consortium and landowners, as well as the South East Region bodies in the development of the Major Development Area at the West of Waterlooville site.

The creation of a South East Regional Partnership comprising four districts Winchester, East Hampshire, Havant and Portsmouth has placed the consortium in a

strong position to take forward a strategy that links housing with employment growth, transport and service provision in the furtherance of the Government's Sustainable Communities agenda.

Winchester also works closely with the Housing Corporation and the relationship has been further enhanced by the development of a cross boundary commissioning partnership in connection with the West of Waterlooville MDA.

The Corporation's commitment to funding affordable housing through the Regional Housing Board in this and other such areas of economic growth and high housing demand is extremely important to Winchester as a sub regional centre.

Improvement of Services

Central to the implementation of the Strategy is an assessment of performance and delivery year on year. Each of the housing strategy tasks is monitored in accordance with the corporate performance management system. The level of monitoring depends upon the task. As part of each year's annual review process strategic targets are reviewed and amended deleted or revised. The annual review process also allows for the identification and inclusion of new targets when necessary.

All the Regional Priorities are matched in the Council's Corporate Priorities and as such are key issues for the Council to deliver on.

The Council is considering, with County partners, the South East Regional Housing Board's *Green Paper: the key issues* which is a first step in producing a more comprehensive housing strategy for the Region. A number of the key questions the Council is already focussing on to determine its strategic direction are included: Affordable Housing, Key

Workers, Supply, Rural Housing, Supported Housing and Investment Priorities. They are presented in the Green Paper with the difficult choices that the Council and partners will have to make decisions about in the future. The Council will be responding to the consultation and closely monitoring its development through the Hampshire SHOG so that we can address any changes and incorporate changed priorities in our plans.

Summary

In looking at our wider priorities and the issues and concerns that have been raised with the Council, we will try:

- (i). To increase the number of responsible landlords which offer good standard affordable accommodation.
- (ii). To increase access to private rented accommodation for households on low incomes and with support needs.
- (iii). To provide an excellent housing advice service where persons are given comprehensive advice and assistance on their housing options.
- (iv). To contribute to a multi agency strategic approach to tackling homelessness through the implementation of the new Homelessness Strategy 2003-08.

1.4 Partnerships



Working in Partnership

Winchester continues to operate its strong partnership approach to meeting housing needs.

Our success is built upon effective and accountable partnerships. Winchester's network of partners continues to grow and range from tenants and residents' groups to housing associations, private landlords, statutory and voluntary agencies and parish and town councils. This strategy has been developed as a result of the ongoing involvement of our main partners and stakeholders through regular forums and liaison meetings.

Our partners are important to us and at every opportunity are encouraged to actively engage and participate in our strategic processes. Whenever possible we seek their views on the methods of joint working and how to use constructive feedback. Most groups have commented on their appreciation at having been consulted and listened to. Increasingly we hope the Housing Strategy will become part of other groups' working documents and used in their own professional forums.

Local Assessment of Need

Working in partnership helps to underpin the model the Council has adopted for renewing its Housing Strategy which:

- Examines changing local needs;
- Considers any new national regulatory requirements;
- Reviews national, regional and sub regional policy developments;
- Incorporates new corporate strategies and plans a number of which come from best value service reviews and stakeholders involvement.

We Consulted:

- All City Councillors
- Other Council Departments
- Tenants and Council Together (TACT) – Tenants Forum
- RSL Partners
- Supporting People County Group
- RSL Development & Enablement Group
- West of Waterlooville MDA LA Group
- Joint Quarterly Member/Officer Group
- West Hants Enabling Group
- Corporate Housing & Planning Group
- Winchester Area Community Action (WACA)
- Private Sector Landlords Forum
- Joint Housing Register Partnership Steering Group
- Winchester District Inclusive Housing Forum
- Supported Housing Accommodation Panel
- Registered Social Landlord Development & Enablement Group
- Citizens Panel

In addition to regular consultees, Winchester has become involved in a number of new forums this year, which have informed the strategy.

These include the Older Persons Modernisation Strategy Team, the Older Persons Local Implementation Team through the Primary Care Trust (PCT), the Winchester Health for All Partnership and the LSP Partnership. Many of these forums provide opportunities for the increasing debate where housing and health interface issues are discussed

This has meant that the Council has been making less use of special or specific consultation events to underpin its strategy. Instead there is genuine ongoing consultation with local partners who are actively involved in policy development. Additionally the best value process places service users views and experiences at its heart.

Engagement with Partners and the Community

In an effort to ensure that effective improvements in community engagement are developed not only through comprehensive consultation but wider recognition is given to the key importance of the Housing Strategy and its objectives the Council is to introduce a Housing Strategy Forum.

What We Have Changed as a Result of Consultation

- The way we now prioritise Supported Housing needs through WACA
- The programme of affordable and supported housing and community initiatives developed for the Stanmore and Highcliffe communities following a community planning process in 2002/03.

The Council is determined to develop further its work with partners so as to improve continually, performance and engagement. From 2004 the Council will, with its partners, present a Housing Strategy Conference as part of developing the Housing Strategy Forum, to improve joint working. In this way we hope to increase not only the opportunities to engage with the Council and its partners on Housing Strategy matters, but also to ensure that partnerships have clear aims,

objectives and, whenever possible agreed action plans, to ensure all strategies inter-relate.

Improvement of Services

The authority has been working with its neighbouring District Council's in Hampshire, its housing association partners, the Housing Corporation and the private sector to ensure a new supply of social housing for over 10 years. Success in providing new homes includes the development of nearly 500 rented and shared ownership homes since 1996. A number of initiatives are now providing a wider opportunity for partnership working through a recognition of common interest, shared approaches, joint working and shared resources.

Common Interest

- operating specific policies on affordable housing on allocated and rural exception sites
- providing robust evidence of housing need to substantiate affordable housing policies using housing need/market surveys, housing register data
- Participation in Local Plan Review advisory group to put forward the case for affordable housing
- encouraging the use of 'brownfield sites' and the conversion of office and commercial buildings to residential use.

Shared Approaches

- continuation of the Winchester Housing Association Partnership aimed at more efficient and effective development, and a move towards common and higher development standards
- adoption of a competitive joint commissioning selection process in connection with the West of Waterlooville MDA
- a shared approach to good practice in development and in particular partnering and Egan compliance
- development of standard heads of terms for section 106 agreements.

Joint Working

- A good track record for enabling affordable housing through the use of the planning system and negotiating planning gain
- work with Local Plan colleagues to commission external studies and joint policies on affordable housing
- active participation in SHOG (Hampshire) developing policies to improve delivery of affordable housing
- good corporate working of planning, housing, legal and financial services to bring affordable housing schemes to fruition.

Shared Resources

- providing free Council land and buildings
- providing capital investment each year in new Housing Association homes as part of the joint commissioning process with the Housing Corporation
- attracting additional funding as a result of good enabling performance and specific bids e.g. Safer Communities Fund, Starter Home Initiative (Key Workers), Home Buy
- investment in at least 10 number of rural housing schemes each year
- taking a proactive approach to identifying rural exception sites in partnership with the Countryside Agency, the Housing Corporation and five neighbouring authorities.

2.1 Access and Choice



This section provides the information and processes that underpin priority setting for providing homes in all tenures to meet future housing demands. The focus upon the key issues concerned with strategic development, needs assessment, work with partners and developing improvements continues as priority concerns are identified.

Local Assessment of Need

In 2002 a housing need survey was commissioned and undertaken in association with other Hampshire authorities - East Hampshire, Test Valley and Eastleigh. As well as providing detailed surveys for each local authority area it also provided the basis for a regional report on housing needs. A report providing a sub-regional housing needs assessment has been published in March 2004 based on this survey. The report will be considered by the Strategic Housing Officers Group and West Hants Enabling Group in the first quarter of 2004/05 to consider specific actions required. This Strategy will be updated to include relevant actions once they have been determined.

The purpose of this District wide survey was to update previous surveys, provide accurate information about present and future housing needs so as to guide policy and direction and to inform the District Local Plan debate.

The key objectives were to:

- Assess the level of need for affordable housing in the District until 2011
- Identify the need for various types of housing tenure in the District until 2011
- Inform the Council's housing strategy
- Give detailed and up to date analysis of need at a local level to inform and support affordable housing negotiations associated with planning applications.

The methods used to produce the report followed the Office of the Deputy Prime Minister (ODPM) Guidance in "Local Housing Needs Assessment: A Guide to Good Practice" and included:

- A postal questionnaire to 8,400 households in 7 sub-areas, for which there was an overall response rate of over 40%
- A housing market survey utilising information from estate agents, the Land Registry and the Halifax databases
- Secondary data analysis of information from the 1991 Census, City Council housing data and other national data.

The general characteristics of the local housing market in Winchester are unlikely to change significantly. Property prices are high even in the context of the South East Region and the County.

It is becoming increasingly accepted that it is difficult to sustainably cause the proportion of owner occupation to rise from current levels. However, if there could be

greater choice of tenures other than owner occupation, it would help address the affordability problem for some residents.

Affordable Housing

The annual rate of house price inflation in the Halifax Index in the South East Region at 30th September 2003 was 20.2% slightly below the UK average of 21%.

The Land Registry data for average price for all dwellings in Winchester District during the last year was around £260,905. House prices have risen significantly, by 170% for flats and 94% for terraced houses in the last 4 years since the 1999 Housing Needs Survey. Information on sales volumes is given in the table below:

Housing Sales in the District		
Type	Average Value	Proportion of Total
Detached	£312,276	35.7%
Semi Detached	£210,781	27.6%
Terrace	£200,675	24.5%
Flats/Maisonettes	£174,275	12.4%

The local needs survey and anecdotal evidence suggests a growing need for low cost home ownership solutions which could be met by more shared equity, low cost market, and ‘key worker’ homes.

Incomes of £23,500 are needed to buy a one bedroom flat and £35,000 for a two-bedroom terrace in Bishops Waltham, the cheapest location. Although almost half of the Housing Register applicants have expressed an interest in low cost home ownership only a small percentage of these can realistically afford to take part in such schemes.

The need for new affordable housing continues to far outstrip supply. The key findings in relation to ‘affordability’ resulting from the Housing Needs Survey was that for many households it was a significant issue due to the house price/income relationship.

Key Workers

Winchester in common with its neighbours is an area of high demand and inevitably high house prices and, this has made and continues to make it increasingly difficult for people to buy their own homes.

Ordinarily citizens in ordinary jobs earn ordinary salaries yet face extraordinary house prices. Housing market conditions therefore have a major detrimental effect on local employers being able to attract staff.

It is generally accepted however there is a lack of information and understanding about key worker forms of tenure among many households, and more work needs to be done to develop and promote awareness of their availability.

Certain categories of employees who provide essential services within the district have been defined by Government as Key Workers e.g. health officers, police officers, teachers with recent extension to include other public service workers; in Winchester this designation could be extended further to most categories of worker who need help to buy a home within a reasonable distance from work. Hence the Council’s Key

Worker Strategy extends to most categories of employee.

Analysis of supply and priority need reveals the following position: -

The total affordable housing need annually is for 1259 units. Re-lets of existing social stock (Council and Housing Association Dwellings) average 480 units and this is the major means of addressing the scale of need identified. Even after allowing for this level of supply there will be an annual affordable housing shortfall of 779 units which projected over the year period to 2011 is a total of 7011 units.

This level of need is more than 7 times the number of units likely to be delivered from acquisitions new delivery or conversions currently planned at around 100 units per annum in the Housing Strategy, resulting in growing levels of unmet need each year. To address in part this scale of need a target of up to 35% of new units should be negotiated as subsidised affordable housing including rented accommodation on all suitable sites.

The following developments are now impacting upon our opportunities to improve access and choice for all tenures:

Debt Free Status

In April 2002, the Council achieved Debt free status with the aim of devising a three-year affordable housing programme with the potential of delivering over 200 homes per annum between 2002-03 – 2004-05.

Following the Government's decision to abolish Local Authority Social Housing Grant (LASHG) on the 1 April 2003, the Council has endeavoured to secure as much of its housing programme for 2003-04 as possible through the transitional funding arrangements.

The recent changes to the housing capital finance regime has however demanded a radical rethink of the Council's future housing capital investment programme to meet new affordable homes.

The Council has set an initial target of a minimum of 100 units of new affordable housing per annum until 2007. It of course recognises that such a commitment will not meet the expected need as predicted in the Housing Needs Survey 2002 of 779 affordable units per annum.

The figure of 100 units also depends upon securing land at "nil" value through the planning process and obtaining the necessary subsidy through the Social Housing Grant system.

Social Housing Grant System

As a matter of urgency, the Council is investigating alternative means of procurement, as the anticipated levels of Social Housing Grant over the period of the Strategy are totally inadequate to meet the deficit of 779 homes per annum.

Affordable Housing – Local Planning Role

The Council's highest priority is the provision of affordable housing, resulting from the study of housing needs and the outcome of public consultation. The planning system

has a significant role to play in the supply of affordable housing locally including that of the social rented sector

The statutory Local Plan (adopted in 1998) is being replaced by the Winchester District Local Plan Review (deposit published October 2001, Revised Deposit May 2003). The adopted Plan has enabled adequate housing land to be provided to meet Structure Plan housing requirements to 2001 and the Local Plan Review makes provision to meet Structure Plan Review housing requirements to 2011.

This includes planning for the development of a Major Development Area at West of Waterlooville (part “reserve”) and a ‘reserve’ MDA at Winchester City (North). Other housing allocations have been reviewed and carried forward where appropriate, and remaining housing requirements will be met by ‘urban capacity’ sites.

A range of new policy and partnership initiatives which support improvements are currently being developed.

Priority Concern

Corporate Housing Enablement Group (CHEG)

The Council's Housing and Development Services departments have established a new liaison group for housing, community, development control and local plan officers to meet regularly and discuss affordable housing and planning policies and their impact on the delivery of the Council's affordable housing programme.

As part of the brief to the consultant who undertook the most recent housing needs survey, a report was commissioned to look at the sub regional housing market involving Winchester and three neighbouring authorities.

The information will assist the District in negotiating for new affordable housing as well as informing the development of other affordable housing solutions.

Policies on affordable housing in the Local Plan Review have been modified from those in the adopted Plan, to seek to increase provision to meet the needs identified by local studies. Minimum percentage targets are set, as are site size thresholds. Due to the scale of housing need and the nature of future housing supply in the District, the Council will be aiming to gain the Local Plan Inquiry Inspector's support for the targets/thresholds, despite the fact that the thresholds fall below those in Government advice. Achieving a Better Housing Mix' Supplementary Planning Guidance (SPG) has been adopted to influence the size and type of housing being developed, and applies to market as well as affordable housing. This seeks a

minimum of 50% of units as small units (2 bedroom or less), in order to address imbalances in the housing market. This SPG has now been reflected in the Local Plan Review and is consistent with the general need to develop smaller units to meet the needs of smaller households, as well as assisting the policy aims of increasing housing density and helping to some extent with housing affordability.

Where developer contributions are likely to be sought on a regular basis this is made clear in the Local Plan Review. Provision is made for contributions towards affordable housing but only in exceptional circumstances, as the priority is for affordable housing to be provided on-site. There is a general requirement for new development to contribute towards any facilities or infrastructure that can be directly attributed to it

The Plan has a clear theme within its housing elements of meeting strategic housing requirements in the most sustainable way, in accordance with a sequential approach and by making efficient use of land within the District's built-up areas. The strategy emphasises the provision of affordable housing and the achievement of a better housing mix.

The Local Plan Review includes an 'exceptions' site policy, which has been modified from the equivalent policy in the adopted Plan so as to make it more positive. The Council has held a seminar for Parish Councils, led by planning and housing officers, in order to encourage more exceptions schemes and works with the County Council's Rural Housing Enabler. The Parish guidance on exceptions schemes has been simplified and parishes are encouraged to hold workshops on exceptions sites to help establish the level of need and look at possible sites.

In summary the Local Plan Review will put forward the following measures:

- i) Increasing the proportion of affordable housing negotiated on housing sites from 30% to 35% in large settlements (3000+ population) and 50% in smaller settlements, with the increase being directed mainly at achieving Key Worker housing. Higher proportions would be justified and have been investigated but it has been concluded that they could not be realistically negotiated, although consultants have been appointed to advise further on viability issues.
- ii) Reducing the size of thresholds on which a proportion of affordable housing will be sought to five dwellings in larger settlements and two dwellings in smaller settlements. The Council believes there is strong justification for such a reduction even though it departs from figures in Circular 6/98.

These measures will need to be implemented through the Local Plan Review process and will not therefore have any significant impact in the short to medium term as the Local Plan Review will not be adopted before 2006. *For a copy of the Local Plan Review contact Steve Opacic at: sopacic@winchester.gov.uk. or visit the website at: www.winchester.gov.uk*

Priority Concern

Reducing the Stigma of Affordable Housing

The Council has adopted a number of key principles, which will be part of new policies in the Local Plan Review. In the implementation of this approach in policy guidance for developers, the intention is to reduce the stigma of affordable housing, support the development of balanced communities and improve the quality and design of new homes.

Elements of this approach include:

- the development of smaller pockets of affordable housing on large private development sites.
- a mixture of affordable homes for rent and shared ownership wherever possible.
- to require developers to provide affordable housing on site rather than offering off site provision or contribution.
- to require developing housing associations to meet Housing Corporate Scheme development standards.

Empty Property (Private Sector Housing)

Analysis of Council Tax data shows that at April 2002 less than 1% of the properties in the District were empty for 6 months or more. Some of these may be empty for good reason but others could generate much needed housing for local communities.

In trying to provide or enable the development of enough homes in all tenures to meet housing demands so as to increase Access and Choice, the Council will be focussing its efforts in the following ways:

Priority Concern

Access for All

- Giving Housing Advice
- Adopting a Homelessness Prevention Strategy
- Trying to ensure affordability
- Working with Private Landlords and other housing providers to encourage investment and letting to people in housing need
- Developing minimum standards for private landlords to meet
- Produce Local Plan policies on low cost home ownership
- Working with RSLs on low cost home ownership
- Advising on equity release for older persons
- Bringing together Land, Finance and Planning policies to enable the development of affordable housing

Social Housing

Given the housing problems in the district, Social housing provided by the Council and RSLs is an extremely valuable resource. In terms of meeting housing needs the Council and partners will be:

- Making the best use of the stock
- Being more innovative in the use of temporary accommodation
- Extending choice in the letting of Council homes
- Creating joint planning and housing objectives for mixed tenure communities
- Reviewing the allocations policy with RSL partners on the Joint Housing Register

Making the Best Use of Council's Housing Stock

Winchester seeks to make best use of its own stock by reducing void periods and improving its average re-let times to place its performance within the top quartile of local authorities.

However one of the main causes of delay is the high number of refusal rates on older persons sheltered accommodation, which is the only part of the housing stock that demonstrates any evidence of low demand.

Consideration of Choice Based Lettings Approach

In recognition of the fact that more can be done by the Council to enhance choice in the lettings process, the Housing PIC has programmed into its annual schedule, time to consider the results of the choice based lettings pilots. How the Council's service

might be developed to provide additional choice but still retain the crucial safety net for those in housing need in an area of high demand will be resolved during the year.

Priority Concern

Maximising Choice in the Lettings Process

The Government is promoting the idea that social landlords introduce more choice for Customers when letting their homes. Winchester in collaboration with its Joint Housing Register Partners is to explore how such a policy would work within the context of a high demand area including scope for greater use of Information and Communication Technologies (ICT.)

Temporary Accommodation

With a consistently high rate of statutory homeless households, combined with constant re-let and low new build rates there has been a resulting increase in the use of temporary accommodation.

Winchester seeks to minimise people's stay in temporary accommodation and endeavours to ensure that temporary accommodation is of a decent standard, with some choice over where they live. This is achieved by: -

- using bed and breakfast accommodation only for cases of emergency or short stay
- offering temporary housing in Winchester and the southern rural parishes so that people can stay close to the area where they were previously living
- providing hostel accommodation of a high standard with play facilities for children
- using the private sector as a source of temporary accommodation by promoting the private sector-leasing scheme operated by the Drum Housing Association in partnership with the Council
- seeking to re-house statutory homeless households through the Housing Register based on housing need and other competing registered demands

Temporary Accommodation for Homeless Households

The Council is committed to a 'pilot' study of allocating 'difficult to let' ground floor sheltered accommodation unattractive to older persons to young homeless households thus avoiding the use of the Councils' Homeless Hostel and bed and breakfast accommodation.

It is proposed that the bedsitting flats at the homeless hostel released as a result of the pilot be converted to provide specialist units of temporary self contained accommodation for young vulnerable persons.

This will provide a much higher standard of accommodation than bed and breakfast. Support workers funded under the 'Supporting People' programme will help these young persons to consider their housing futures and link them into other services.

- providing temporary accommodation with support for vulnerable groups such as women fleeing domestic violence.

Summary

In concluding the Access and Choice section of this Chapter and, looking at what the Council and partners can do to meet the housing needs that exist, we will endeavour to:

- Make further land allocations to meet the estimated demand for new homes.
- Encourage developers to provide a range of housing, including housing for persons on lower incomes and those with particular physical/social care needs.
- Increase the availability of and access to low cost home ownership in the main towns and rural areas.
- Assist owner-occupiers who are in threat of losing their homes.
- Increase the supply of social rented housing in the main towns and rural areas.
- Make optimum use of the social housing stock to best meet the District's housing needs.
- Reduce the number of empty properties in social housing stock.
- Improve access and choice in the letting of social housing.
- Provide a good standard of temporary accommodation and minimise people's stay

2.2 Housing and Support



The Council tries to ensure that people across all tenures are able to secure and sustain their independence in a home appropriate to their needs. This involves providing advice on such things as adaptations, repairs, providing floating support where that is most appropriate or seeking supported lodgings. The Council also operates its Community Alarm service, with its Lifeline system, helping older people in particular, in a range of tenure types.

Engaging with partners and the community

The Council working closely with the Winchester Housing Forum, has identified the need for a range of supported housing for particular groups:

- Young Persons/Lone Parents/Care Leavers
- People with learning disabilities
- People with mental health and drug and alcohol related problems
- Persons with physical disability
- Ex offenders

The Council is developing better information about the extent and nature of single homelessness in its district and acknowledges the pressing needs of this vulnerable group. Historically, the voluntary sector in collaboration with the statutory agencies have met the needs of the single homeless.

Many single people become homeless because their private tenancies or lodgings (in some cases with parents) breaks down and Winchester District Inclusive Housing Forum, comprising local agencies, RSLs and service users has identified the need for extending 'floating support'.

A tenure neutral scheme would enable some tenants/lodgers to continue to live independently rather than occupying more intensively managed housing or losing their accommodation and becoming homeless.

Most supported housing schemes need adequate move on arrangements with other housing providers to ensure that specialist housing and support is targeted at individuals who will gain the most benefit – last year via the Joint Housing Register, the Supported Housing Panel referred 14 individuals to permanent housing stock from supported housing schemes.

Breaking the cycle of homelessness is not just somewhere to stay, but linking back into the community and having some meaningful occupation. Winchester Social

Supporting Vulnerable People

Moving into a Council, Housing Association or private sector tenancy can be a daunting and lonely experience for some persons and yet they wish for and need independence. Many people are able to keep their home, providing they can find extra help. Winchester will, wherever possible, help develop "floating support" schemes to assist vulnerable people to acquire living skills and receive emotional and practical support from volunteers in the community

Inclusion Strategy is involved with voluntary and statutory agencies to ensure that people, including the homeless, can access employment and training opportunities.

Older People

Census information indicates that 23% of all people living in their own homes in the District are over 60 years of age. Furthermore it is predicted that there will be an increase of 3576 persons aged over 65 years between 2006 – 2011 with the older retirement age group, 80 years and over rising by 1582, a projected rise of 32% to 6548 over the period 1996 – 2011.

In view of the relationship between increasing age and dependency older people are much more likely to have support needs. Currently 16% of applications on the Housing Register are from older people, yet their housing aspirations are changing. They want to remain in their own homes and after working and saving all of their lives want their homes to be of the highest quality with sufficient rooms to accommodate relatives and grandchildren. Registration on the waiting list tends therefore to be “an insurance policy”. Over 50% of those persons registered have been offered and subsequently refused sheltered accommodation.

Evidence from the Housing Needs Survey 2002 supports this phenomenon suggesting that the indigenous older population prefer to continue to live in the area/surroundings they know and within their own home for as long as possible. Only 14% of respondents to the survey showed any interest in Council or Housing Association sheltered housing, a requirement for 341 households. This change in aspiration has led to low demand for some of the District’s older persons sheltered accommodation in both Council and Housing Association ownership.

Conversely taking this factor into account there will be an inevitable rise in the numbers of older owner occupiers’ demand for Home Repairs Assistance and Disabled Facilities grants. These older owner occupiers will also need extra support to remain living at home and with the introduction of Supporting People the type and number of services they should be able to access should increase.

Business Opportunities

Winchester is always striving to deliver best value services. The review of the Community Alarm Service concluded that it was possible for the service to diversify its activities and to reduce overhead costs. With the latter factor in mind, it was agreed to explore whether the Closed Circuit TV Service could be merged with the Community Alarm Service sharing accommodation, and some equipment and staff resources. With this innovative approach, it may be possible to make financial savings should the proposal be successfully implemented.

For a copy of the Community Alarm Service Best Value Review email:
housing@winchester.gov.uk

Joint Planning and Health Improvement Plan (HIMP)

HIMPs are the local strategies for improving health and health care in each PCT through the NHS and its partner agencies. The Council is committed to reducing health inequalities, securing health gains, protecting vulnerable people and promoting independence. The Health Improvement Plan highlights need for the prevention and reduction of avoidable injury, cancer, coronary heart disease and diabetes, mental ill-health and suicide, substance misuse HIV and teenage

pregnancy. We are, therefore, working closely with Social Services and Health to joint fund initiatives such as Homecheck, Stay on your Feet, Home Improvement Agency, as well as the post of the Health Improvement Partnership Manager. Contributions concerning the wider implications for health and housing issues are also raised through the Winchester Health for All Partnership.

For a copy of the Winchester Health Improvement Plan contact smarkwell@winchester.gov.uk

Supporting People

Since April 2003 supported housing and housing related support have been delivered within the Supporting People framework which, involves housing supporting agencies working jointly to meet identified needs. The main objective is to allow support to be provided to clients regardless of where they live. The Hampshire Supporting People team includes a local co-ordinator that serves Winchester and Test Valley.

Funding the provision of housing and support services for vulnerable people which promotes their independence, is a part of the Supported People frame work. Supporting People funds a broad range of services from the provision of ex-offenders housing to those fleeing domestic violence and sheltered housing for older persons.

Priority Concern

Supporting People Programme

Supporting People will mean for the first time any new supported housing provision will have to demonstrate that it is a strategic response to a previously unmet need. All supported housing services currently funded through the Supporting People programme will be subject to a Supporting People review within the next 3 years. The review will assess the services' strategic relevance, the demand for the service, its cost effectiveness and quality.

It is also seen as a vehicle for closer collaboration between agencies. The programme is regarded as a working partnership between Health, Social Services, Probation and Housing. Hampshire County Council in consultation with the County district councils has developed the Hampshire Supporting People Strategy and the Winchester Supporting People Strategy.

All providers will be accredited with the Supporting People team and will be required to report to the Supporting People team on service usage availability and the staffing levels.

For a copy of the Supporting People Strategy Winchester contact awilshire@winchester.gov.uk

Homelessness Prevention and Provision of Housing Advice

The provision of homeless services is one of the key front line roles that the Council performs. The Homeless Act 2002 requires Local Housing Authorities to undertake a homelessness review of their District and to formulate and publish a Homelessness Strategy based upon the results on the results of their homelessness review.

This strategy has 3 clear aims

- The prevention of homelessness
- Ensuring sufficient accommodation for homeless people
- Ensuring sufficient support for people who are homeless or who need support to prevent them from becoming homeless again.

Winchester Homelessness Strategy contains a number of key priorities of which two rely upon effective partnerships: -

1. The development of future housing with support and move on arrangements.
2. The development of effective protocols and mechanisms for partnership working with other statutory and non-statutory organisations.

Priority Concern

Preventing Homelessness

Key focus of strategy:

- Developing protocols for inter-agency working to assist vulnerable groups
- Use of empty homes strategy to assist homeless families
- Setting up mechanisms to identify repeat homelessness

For a copy of the Homelessness Strategy: dcooper@winchester.gov.uk

Future Delivery of Supported Housing

The Supported Housing Development Programme will follow the priorities set through the Winchester Inclusive Housing Forum and the Supporting People County Core Group and is included in the Council's Housing Strategy. The Winchester Inclusive Forum has for some time been

identifying need, prioritising needs groups and considering suitable models of provision including the involvement of users. The Council will work in partnership with the Inclusive Forum to ensure that the agreed priorities are met.

The Social Exclusion Unit set a target that by 2003, no under 18 teenage lone parent should live independently without support. The annual report from Hampshire County Council's Teenage Pregnancy Unit highlighted that most housing authorities in Hants do not have a large number of young parents to house. Where needs have been identified, these tend to cover large rural areas and the unit is keen not to uproot a young person from their community to relocate them in a designated unit elsewhere as this may be detrimental to their well-being. It has therefore been agreed that they will work with the Strategic Housing Officers Group in 2004/5 to develop a "preferred model" for the housing of young parents in Hampshire. Support for the principles of reintegration and support highlighted by the Hampshire Teenage Pregnancy Strategy will be developed through future service provision.

The highest priority identified for the Winchester area is the provision of a "Wet Shelter" for street drinkers. The last Rough Sleeper survey conducted by the Council in February 2001 identified fewer than 10 people as sleeping rough. Past history indicates that a high percentage of those persons had been banned or excluded from the Night Shelter as a result of behavioural problems arising from drug or alcohol dependency. The purpose of undertaking the most recent survey in November 2003 was to determine the present extent of the problem with the aim of tackling it proportionately when in competition with other supported housing priorities.

The count revealed one single rough sleeper but the Council is aware through its liaison with the Trinity "drop in" Centre that individuals are sleeping rough in the City. Additionally it will be necessary for the Forum to reprioritise a number of housing projects which were previously identified for development and directly linked to resources both capital and revenue through the Safer Community fund. These schemes included supported accommodation for:

- Homeless young women
- Ex-offenders
- Alcohol and substance mis-users

- Mother and baby

Decisions concerning new provision should be developed following the completion of the Supporting People review that may identify possibilities for decommissioning other support services that are obsolete. This exercise is currently underway but isn't anticipated to reach completion until 2006. Despite levels of unmet need for supported housing, priorities must be established given the limited amount of funding capital and revenue and the long development process. It is becoming more difficult to find suitable sites for supported housing projects, partly due to risk assessment factors and the need to address local concerns. Wherever possible, the Council has made the best use of existing housing stock for example by remodelling /re-designating existing housing schemes. Additionally, the Council has adopted the dispersed and cluster models of provision which do not have such a significant impact upon the community.

The Challenge for Winchester and its partners who provide supported housing schemes are issues raised by the public controversy that can surround proposals for a planning application for a new scheme. Winchester carries out a feasibility exercise with its partner housing association to assess the suitability of the site and design of the housing scheme itself. The Council, in addition, is funding research to determine a 'best practice' model for future development.

Summary

In looking at Housing and Support the Council has a number of aims:

For private and voluntary sector housing in particular, the Council has been aiming to:

- i) Enable more persons with support needs to live independently in private rented accommodation
- ii) Encourage private landlords to offer accommodation to homeless people with support needs
- iii) Increase the supply of move-on accommodation.

In relation to older people and in keeping with the Department of Environment, Transport and the Regions (DETR) – Department of Health published Strategic Framework "Quality and choice for Older Persons Housing", the Council aims to

- i) Extend floating support to older persons on low incomes on a tenure neutral basis.
- ii) Meet demand for Disabled Facilities Grant funding for older persons on low incomes on a tenure neutral basis.
- iii) Increase awareness of the range of and access to supported housing services assisting older persons to make informed choices regarding meeting their housing and support needs.
- iv) Expand the Community Alarm Services to older persons and explore, with partners, the Older Persons Modernisation Strategy Team (Mid Hants PCT), its potential to provide 'Telecare' services to the frail.
- v) Target Housing Repair assistance at older persons on low incomes on a tenure neutral basis.

Finally, we aim to:

- i) Implement and derive maximum benefit from the Supporting People programme to meet the housing and support needs of individuals.
- ii) Provide appropriate supported accommodation for ex offenders.
- iii) Collaborate in the improvement of co-ordination and effectiveness of service delivery and strategic planning between Housing, Health and Social Services widening customer choice for all disadvantaged and vulnerable persons.

2.3 Decent Homes



The Council aims to ensure homes across all tenures are maintained and managed to a good standard.

Winchester's private rented sector is less significant than that in neighbouring authority areas with around 7% of households renting their homes from a private landlord. Nevertheless the Council recognises that the sector plays an important role in meeting some of the District's housing need. Not just those households dependent upon benefit who cannot secure a social tenancy but also for a number who cannot afford home ownership. Conditions within the sector vary dramatically with just under 9% dwellings deemed unfit.

The 2001 Private Sector Stock Condition Survey also revealed that additionally there were over 600 Houses in Multiple Occupation (HMOs) with 21% exhibiting some of the poorest housing conditions and 56% without adequate fire precautions. With fewer professional landlords with a property portfolio and an increasing number of landlords with single properties, there is a need to raise awareness of the management standards required.

Despite the varying quality of private rented accommodation in the District, Winchester appreciates the role it is playing and will continue to play in meeting the housing needs of the district.

For a copy of the Private Sector Stock Condition and Energy Efficiency Survey contact anairn@winchester.gov.uk

Joint Working

King Alfreds College, Winchester and the Winchester College of Art have expanded rapidly over the last few years, with the knock on effect of rising demand for student accommodation. The Private Sector Housing Service has extended its role to work with the Colleges with a marked success in recent years that most landlords' approach the Council for advice on standards for student lets. This joint working gave rise to the development of the HMO accreditation scheme with the objective of improving the safety and quality of student accommodation in the City.

Private Sector Housing

Owner Occupation

The 2001 private sector house condition survey for Winchester revealed the following key findings:

The rate of unfitness within the District is 3% and is concentrated within older housing, 6.4% of pre 1919 dwellings, which represent a quarter of the District's total housing stock. There are a further 2.8% of the dwellings within the District, which are classed as borderline fit.

The cost of immediate repairs to make the unfit dwellings fit for habitation in Winchester is £4.4 million. The cost of putting the unfit dwellings into reasonable repair (carrying out immediate repairs to make fit and renewing elements, which need replacement within 10 years) is £8.9 million.

The cost of bringing those dwellings that are borderline fit up to a reasonable standard (immediate repairs plus renewal of elements, which need replacement within 10 years) is £6.1 million.

The total cost of bringing the private sector dwellings in Winchester up to a reasonable standard is £26.5 million.

The problem is exacerbated by a lack of investment by individuals. Households aged over 65 and on low incomes occupy 21% of unfit housing.

13.8% of all private sector dwellings are occupied by persons aged 65 and over and need immediate repair works carrying out to their homes. The majority of those dwellings require works costing up to £2,000, which could possibly be aided by Home Repair Assistance Grant.

Each year literally thousands of older persons die needlessly because they cannot afford to heat their home. Minimising household expenditure on energy is therefore a key goal in the Council's Home Energy Conservation Strategy.

A sample home energy audit of the private sector housing stock revealed that the Standard Average Procedure (SAP) rating for properties in Winchester is 51.2 much higher than the UK average SAP rating which is 44.

However, the highest proportion of dwellings in the private sector showing a high level of heat lost is amongst dwellings built prior to 1944.

Those dwellings, which are predominantly occupied by older persons and dependent upon welfare benefits, thus demonstrating a strong correlation between poor energy efficiency and low income levels.

Winchester's approach to housing renewal

Winchester is committed to improving housing conditions across all sectors and regards the provision of grant aid as making a contribution to this objective.

However, the Council faces a difficult challenge in delivering renewal policies across a wide geographical area 250 square miles, where properties in poor condition are dispersed throughout a large number of settlements. There are generally very few areas with significant concentrations of unfit housing and, for this reason, Winchester considers a strategy of area renewal is inappropriate for its District.

Winchester is an authority, which has decided to continue to provide discretionary

Priority Concern

Private Sector Renewal

In the production of its Private Sector Renewal Strategy, Winchester explored how better targeting of its discretionary grants might bring about wider community benefits, deciding to fund initiatives such as Homecheck, its HMO Accreditation Scheme, and the proposed Home Improvement Agency, with the potential of creating an equity release scheme with loans for housing renewal purposes.

grant funding to private sector housing following review in connection with the production of its Private Sector Housing Renewal Strategy. However, it does so against a backdrop of extreme pressure on its capital resources.

The Council's limited capital funding makes it difficult to implement a significant and meaningful comprehensive private sector renewal strategy.

Apart from expanding its mandatory disabled facilities grants service to meet increased demand, the Authority's policy is to give smaller Home Repairs Assistance grants targeted at over 65 age households and those who either vulnerable and/or in receipt of welfare benefits.

Such grants prevent properties falling into further disrepair, but fail to adequately tackle major disrepair and unfitness, and there is, therefore, a danger that greater problems may be experienced in the future.

Energy Efficiency

Winchester's Home Energy Conservation Strategy seeks to improve energy efficiency within the District's housing stock. The Strategy includes wide ranging measures for securing such improvements which in turn play a central role in Winchester's Sustainability initiatives contributing to its key corporate priority the Green Agenda; minimising pollution and waste and making efficient use of resources.

Priority Concern

Energy Efficiency

The Council's 7th annual progress report Home Energy Conservation Act 2002/03 to the ODPM shows that incremental progress has been made in improving energy efficiency and tackling fuel poverty in the private sector. However, to achieve the 'significant improvement' required by the Secretary of State i.e. In an overall energy saving of 30% on the Council's area base line level at first of April 1996 within a 10-15 year time frame, would require a substantial and unachievable level of investment.

The strategy aims to combat the environmental impact of inefficient domestic energy use and to reduce the incidence of health and social problems attributable to 'fuel poverty' and poor living conditions, directly linking in with Health for All Initiatives and the HIMPS.

The Private Sector Team's service in connection with Energy Efficiency covers:

- The provision of advice and information to owners on ways of improving efficient energy use and thereby reducing bills.
- Take referrals from partner organisations and administer grants targeted at the worst accommodation and poorest people, in line with the agreed eligibility criteria.
- Carry out schools awareness programme.
- Promote energy forums/presentations for private sector landlords.
- Promote Home Energy Efficiency Schemes and grants run by energy suppliers.
- Offer discounted energy efficiency measures through partnerships with manufacturers and installers.
- Work with community and voluntary groups.

For a copy of the Home Energy Conservation Strategy Report 2003 contact anairn@winchester.gov.uk

Social Housing

Housing Association Homes

There are over 1900 housing association dwellings in the District. The majority of these homes have been newly built or recently acquired and been improved and/or modernised over the last 10 years.

The 2001 Private Stock Condition Survey estimated that 85 dwellings 4.5% in housing association ownership would be classified 'unfit' with more in the 'border line' unfitness category.

A high percentage 95.5% of housing association dwellings are therefore, likely to meet the decent homes standard. As a high demand area there is also no evidence of low demand or abandonment within the sector, particularly as the stock is general needs family accommodation.

Energy Efficiency

Housing Association stock, as already indicated, is mainly new build and therefore meets the current Building Regulations standard. In the main this means that housing associations tend locally to have minimal energy efficiency investment needs.

Council Homes

The Council provides a management and maintenance service to its 5,300 council tenants throughout the Winchester District. The housing stock is mainly traditional built low-rise houses. However the Council retains ownership of over 200 non traditional properties but these have had structural improvements carried out. The average age of the Council's housing stock is 50 years old.

Winchester has always sought to deliver a high quality housing service and over the years has achieved the investment needs of its housing stock. From working closely with tenants and leaseholders, it is satisfying to know that the Council is also meeting their expectations in this respect.

The current challenge for the Council is to meet the Government's key priority, the 'Decent Homes' standard by 2010. During 2003-2004 a sample stock condition and asbestos survey was carried out. Data from the surveys has been used to calculate the investment needs of the stock and to look at ways in which the level of investment could be resourced through the Housing Options Appraisal Process.

The objective is to submit the options appraisal to the Government Regional Offices, Government Office for South East (GOSE) for sign off by the July 2005 deadline.

The aspirations of both the tenants and the Council are being taken into account in the assessment of the investment requirement to meet the Government's Decent Homes and Decent Homes Plus targets over the 30 year period of HRA Business Plan. Furthermore, the Options Appraisal will test the ability of the options to deliver a wider range of Council Objectives, including increasing the provision of affordable housing.

Winchester's Approach to Repairs and Maintenance - Asset Management

A complete Stock Re-Valuation in line with Government guidance was completed in 2000/01 and with a capital value in excess of £280M, the Council's Housing stock is recognised as a strategically critical resource.

The exercise has also resulted in a comprehensive asset register being developed in a format that has supported both best value reviews and effective performance monitoring and also be in accordance with the Council's Corporate Asset Management Plan.

Following a stock condition survey in 1988 and well-targeted investment since, the housing stock has been subjected to a 'second' survey by Surveying Consultants David Adamson (DAP) in 2003.

The survey based on national methodologies recommended by the ODPM has involved three distinct yet inter-related stages:-

A 30% sample house condition survey statistically structured to represent dwelling types in Winchester.

A 100% tenant stock condition and housing survey, conducted by Questionnaire.

An impressionistic and desk top survey programme reviewing non-residential housing assets and historical patterns of recurrent Council expenditure on responsive, cyclical and void property maintenance.

The Consultant Surveyors assess the repair condition of the housing stock as good. Where disrepair is evident this is generally localised or minor in nature.

This tends to be due externally to the need for ongoing routine maintenance and internally to the general ageing of services and fittings and of normal occupancy wear and tear.

Based on the 2479 (47%) of Tenant Questionnaires returned the tenant population is generally satisfied with housing conditions, the residential environment and overall services provided by the Council.

Further issues that will influence how the stock is managed over the period of this plan will include:-

Priority Concern

Housing Conditions

Approximately 90% of tenants are either very or quite satisfied with housing conditions. Criticisms of housing conditions reflect the general ageing of internal finishes and services rather than major physical problems. Approximately 10% of tenant households are less than satisfied with estate conditions, including anti-social behaviour, vandalism, litter and parking.

The results of the Housing Best Value Reviews, including Property Maintenance, Void management, and Disabled Adaptation works.

Future availability of revenue and capital resources to support and underpin the Council's Housing Works Investment Plan, detailed in para 9.2.3 of this report.

Decent Homes Standards and Investment Needs

The 2003 stock survey has “benchmarked” the Council's housing stock against the Government's DHS.

The results of this assessment in headline form is as follows:-

As at 2003, around 3700 dwellings (70%) of the housing stock comply with all requirements of the DHS and are by definition Decent.

The remaining 1600 dwellings (30%) fail at least one matter of the standard and are, therefore, non-decent. It is estimated that to bring these properties up to standard by 2010 will cost £1.664M.

In energy efficiency terms, the housing stock achieves a SAP rating of 65 significantly above the current national average of 51. The equivalent National Home Energy Rating (NHER) rating is estimated at an average of 7.9, again significantly above the national average.

When allowing for future major repairs, repairs to achieve decency, “catch-up” repairs, contingent major repairs and recurrent expenditure (eg responsive, voids, cyclic maintenance) and disabled adaptation works, the Council will need to invest approximately £219M over the next 30 years.

In tabular form the Housing Works Plan and Investment Profile 2004-2033 is as follows:-

Housing Works Plan and Investment Profile 2004-2033 (£000's)							
Works Element	Planning Period (years)						Total £000's
	2004-2008	2009-2013	2014-2018	2019-2023	2024-2028	2029-2033	
Catch up repairs	3.791	--	--	--	--	--	3.791
Future major repairs	9.716	16.361	21.675	15.629	14.693	18.787	96.861
Action to achieve decency	1,664	--	--	--	--	--	1.664
Non-Residential Hsg Assets	2.247	1.719	1.601	1.601	2.703	2.368	12.239
Contingent Major Repairs	0.552	0.552	0.802	0.552	0.552	0.552	3.562
Recurrent Repairs Expenditure	14.775	14.775	14.775	14.775	14.775	14.775	88.650
Disabled Adaptation Works	2.000	2.000	2.000	2.000	2.000	2.000	12.000
Total	34.745	33.407	40.853	34.557	34.723	38.482	218.767

The above table excludes any elected member or tenant aspirations, general contingencies or inflation. The works investment profile will achieve Decent Housing by 2010, but does not achieve “full compliance” until 2033.

It can be seen that over the next 10 years expenditure to meet identified objectives totals £70.152M, an average spend of approximately £7M per annum.

Currently the available resources to finance identified expenditure taken at 2004/05 budget levels are as follows:-

Major Repairs Allowance	= £3.200
Revenue funded repairs	= £2.910
Revenue funded Disabled Adaptations	= £0.300
Capital funded sewerage works	= <u>£0.200</u>
Total funding available	= <u>£6.600M</u> p.a.

Priority Concern**Stock Options Appraisal Exercise**

A comprehensive Housing Options Appraisal is currently being undertaken to identify elected member and Tenant aspirations that may also need to factored into the Housing Works Investment Plan. This will then in effect become an agreed "Winchester Standards" plan.

The Appraisal will also focus on how this "inclusive" Housing Works Investment Plan can be funded. The 2004/05 budget of £6.6M against identified expenditure of £7.0M shows a shortfall of approximately £400,000 p.a.

In the longer term, within the Housing Works Investment Plan in years 2014-2023 and 2024-2033 expenditure is anticipated to rise to £75.57M and £73.21M respectively, averaging approximately £7.5M per annum.

The 2004/05 Housing Property and Enhancement Programme and Beyond

The nature and extent of the programme to achieve DHS by 2010 commencing April 2004 has now been determined by the results of the 2003 Stock Condition Survey. As part of the Housing Option appraisal however, any further works generated by elected member or tenant aspirations will be additional to those determined by the survey.

Pending the final outcome of the Housing Options Appraisal later in 2004 and 2005, the 2004/05 works programme is proposed to follow a similar balanced approach to the current and previous years' programmes. However, specific works identified by the stock condition survey relating to achieve DHS by 2010, will also need to be considered, and incorporated into this and subsequent years programmes. The value of this work is estimated at £1.664M.

Business Planning

Winchester has produced a Business Plan for its Council owned housing stock which sets out the strategic objectives and projected income and expenditure plans for the Council's housing stock and service over a 30 year period. The Business Plan is based upon an assessment of the Council's future stock investment needs and expenditure needs and tenants' expectations for service delivery.

Winchester is making good progress in improving its stock, and can succeed in achieving the Government's DHS for all properties by 2010.

Priority Concern**Tenant Involvement**

Winchester is committed to involving tenants and leaseholders fully in decisions, which affect the management of their homes. It has now become an every day occurrence for tenants to be at the centre of the decision making process. Nowhere was this more evident than in the appointment of their Tenant Advisor, TPAS (Tenant Participation Advisory Service) in the autumn of 2003 in connection with the review of investment options for the housing stock to reach the DHS by 2010.

Energy Efficiency

Tenants attach a high priority to the need for energy efficiency works, which is reflected in our housing stock's current SAP rating which is in the top quartile. A significant proportion of Winchesters overall HRA capital programme has been spent on installation and replacement of central heating systems and double glazing.

This targeted investment has resulted in improved level of comfort and physical health.

For a copy of the Housing Revenue Account Business Plan contact rbotham@winchester.gov.uk

Priority Concern

Raising the Standard of Housing Management

In 2004-05 it is proposed that the Council's landlord service together with the housing association partners in the District to form a Winchester Housing Management Forum.

The objective of the group is to raise the standard of housing management by sharing good practice and networking. The intention is to hold quarterly meetings with guest speakers and workshop sessions focusing on particular aspects of housing management.

The desired outcome is the development and adoption of key housing management principles and a forum through which the performance of major landlords is monitored annually.

Summary

The Council has a number of approaches to the way it hopes to achieve Decent Homes. In essence it will endeavour to ensure all homes in the district are Decent Homes and in particular:

In looking at the private sector stock, the Council aims to:

- Reduce the number of high risk HMO's
- Work in partnership with Private Sector landlords to improve conditions and the standard of management in private rented housing and particularly HMOs.
- Improve energy efficiency in the private sector targeted at the most vulnerable.
- Use discretionary grants in the furtherance of these objectives.
- Develop and promote advisory services to homeowners on home repair and improvements.
- Reduce the number of unfit properties and improve living conditions.
- Increase the options for investment in home repair and investment for persons on low incomes but asset rich.
- Further improve energy efficiency in owner occupied dwellings.
- Explore the scope for targeting energy efficiency improvements by neighbourhood/stock age category.

As far as social housing is concerned, the Council will aim to:

- Deliver cost effective housing management and maintenance services to standards set in conjunction with tenants and leaseholders.
- Increase the involvement of tenants in decisions relating to the provision and continuous improvement of Council housing services.
- Develop a comprehensive and accurate knowledge of property and stock condition.
- Maximise income and manage assets in the HRA.
- Develop and deliver a maintenance and renewal strategy and consider stock options to raise the quality of accommodation to the DHS.
- Improve energy efficiency and reduce fuel poverty
- Promote high standards of management amongst social housing landlords operating in the District.

2.4 Sustainable Communities



In considering the role of the Housing Strategy in relation to Sustainable Communities the aim has been to contribute to the achievement of the Local Strategic Partners' shared vision for the District of Winchester *'of diverse and dynamic communities, where people work together to ensure that everyone has the opportunity to live a fulfilling life now and in the future'*.

The Council has identified with partners three main areas of activity in promoting sustainable communities:

- Regenerating our Neighbourhoods
- Creating Safer Communities
- Rural Regeneration

Regenerating Winchester's Neighbourhoods

Winchester's LSP is in the process of producing its first Community Strategy which will contain a statement of its vision for making Winchester into a diverse and dynamic community where people work together to live a fulfilling life now and in the future.

It has engaged with the local community, statutory agencies and businesses with the aim of establishing a shared view of local priorities across the District.

The Community Strategy will be driven by the LSP to ensure that service delivery and investment by all public sector bodies and others is co-ordinated to ensure maximum benefit is derived by the community from their combined efforts and resources, ensuring action is joined up locally.

Through this process Winchester intends to meet many of the goals of the strategy for Neighbourhood Renewal and will facilitate a community-based approach to neighbourhood regeneration.

Highcliffe Housing Estate Winchester

Housing is playing a significant role in the proposed regeneration of this predominantly Council owned housing estate, one of the most deprived in the District.

Recently a Community Planning Exercise was completed on the estate in connection with assessing the community's view on the potential of providing much needed affordable social housing, on 'brownfield' sites identified on their estate in the Council Urban Capacity Study.

As well as identifying the Community's preferred options for development sites the exercise generated a number of ideas for improving overall conditions on the estate.

Over the next 12 months, a resident led community action group chaired by a Cabinet Portfolio Holder is to come forward with proposals for addressing the much broader issues of improvements to reduce crime and increase safety and investment proposals for environmental and recreational schemes.

Stanmore Housing Estate Winchester

In tandem with the Highcliffe Estate, a community planning exercise was also carried out on the Council's largest housing estate, Stanmore in Winchester.

The key challenge for the Council and the 'catalyst' for the exercise was the identification of potential development sites for the provision of affordable housing by the local community.

However, the need to improve environmental landscaping and address traffic management problems on the estate were highlighted by residents, with their recognition of the scope to incorporate new housing within some of their suggested improvements as part of any scheme.

It is proposed that the Council will develop a similar partnership with the community to the one, which exists on the Highcliffe estate, and led here by the Leader of the Council and that proposals to tackle the community's priorities for improvement will emerge as a result.

Local Housing Association partners are exploring the findings of the Community Planning Exercises conducted on the two estates to pursue the opportunities identified for affordable housing.

Recycling Land and Buildings

Central to an area/neighbourhood regeneration approach are improvements to the physical environment and the reuse of redundant buildings. Winchester does this through tackling empty properties particularly the conversion of former office and business premises into homes.

The study found that focussing on previously used land the Council could generate as many as 2117 dwellings across the district over the Local Plan period. The housing association partnership is exploring the findings and is pursuing all realistic development opportunities for new affordable housing on these sites.

Housing and Planning jointly commissioned an Urban Capacity Study in the District, a part of which concentrated on land in the Council's Ownership which identified sites which might be released in connection with the Council's affordable housing programme.

Creating Safer Communities

The Winchester Community Safety Partnership (CSP) has been in existence for 5 years and the Council is one of the lead agencies. The partnership has generated genuine close working relationships with the Police and the Hampshire County Council as well as the other agencies involved.

The partnership has produced a new Community Safety Strategy 2002-05 based upon the findings of a recent crime and disorder audit of local residents.

Although Winchester is one of the safest communities in the UK the partnership is not complacent and the new strategy document contains eight priority aims to tackle areas such as anti social behaviour domestic violence, burglaries, violent crime, misuse of drugs and fear of crime.

Much of the work to deliver the new strategy will involve co-operation with social landlords in Winchester particularly as one its key themes is anti social behaviour.

As a landlord Winchester already makes an effective use of a range of measures to tackle such behaviour amongst its tenants.

However, a new multi agency group is planned, comprising representatives from the Council partner housing associations and once set up, is intended to make a further contribution to tackling these priority areas for action, linked closely with the objectives of the corporate CSP.

The Council continues to focus on improving its approach to equalities issues in line with Home Office guidance. The implementation of new procedures and staff training is a target in the revised housing services best value improvement plan.

The BME population in the district is below 1%. However the Council recognises that incidences of racial harassment do take place in Winchester. The Council has procedures for responding to reported cases of racial harassment and staff are trained to ensure good practice.

For a copy of the Community Safety Strategy contact cxoffice@winchester.gov.uk

Priority Concern

Neighbourhood Wardens

The Council has approved the base budget for the appointment of three Neighbourhood Wardens. The wardens will initially operate in the Winnall and Highcliffe areas of the city. It is hoped, subject to a positive evaluation, to extend the scheme to other areas within the Council's area as funds become available. The wardens' role will be to work in and with the community, reduce crime and anti-social behaviour, provide a conduit to pass information to and from various agencies, assist in caring for the environment, foster community cohesion and thus reduce the fear from crime.

Tackling Rural Regeneration

The scale of urban deprivation means that urban problems are often given greater prominence and attract more funding and attention. Yet it is increasingly recognised that rural poverty is just as serious and is very often hidden and dispersed.

As a predominantly rural district in Hampshire Winchester is no exception and there is evidence of deprivation in some of the rural settlements.

The attractive rural landscape forms a part of the South Downs, and may in the future achieve designation as a National Park. As an area of outstanding natural beauty it

is very popular with migrating households who retire to the area or who seek an improvement in their quality of life.

This in migration factor has a consequential effect on house prices, making them strong amongst the second hand rural housing market with the consequence that local people find it hard to compete for housing for sale.

The impact of the Right to Buy policy has also been keenly felt in small rural communities only 21% of Winchester's Council homes are in rural areas, this factor has a significant effect on the competition for social housing accommodation resulting in some households leaving their villages and seeking housing in the main towns.

The development of new housing association schemes to replace the losses is a long and resource intensive process.

Identifying Rural Housing Needs and Setting Priorities

Winchester places great importance on accurately assessing rural housing need in its smaller parishes and settlements. Data are used both to support the development of 'exception' sites and to target larger village sites. Parish surveys and design statements including housing questionnaires are undertaken. In addition the Joint Housing Register is used to complement the analysis of demand.

The 2002 Housing Needs/Market Survey use of the Districts local lettings groups to provide accurate data down to parish and settlement level.

Housing and planning are working together to undertake site appraisals and identify shortlist of development sites in the priority settlements.

New Initiative – Rural Housing Enablers

Winchester is working in partnership with Community Action Hampshire, the Housing Corporation and a consortium of local authorities by joint commissioning two rural housing enablers.

Two full time posts have been established to work in each of the contributing districts on delivering new rural housing schemes.

The Council in common with its partners is identifying priority parishes to direct the work of the Enablers and is represented on a steering group to oversee their work programme.

Tackling Social Exclusion

By the very nature of rural areas, social exclusion is often hidden and dispersed in pockets.

Deprivation and poor access to services can be found in rural parts of Winchester and social excluded groups live in all forms of tenure. Many households living in social housing are low wage earners and reliant upon welfare benefits including state pensions.

Tenants who rent privately often suffer poverty because of high rent levels not covered by the housing benefit system. They can fall quickly into the affordability trap where valuable income is used to top up housing benefit. Private tenants may find themselves paying more for fuel costs and experience inadequate heating systems. The private rented sector can be an anonymous tenure where persons who are vulnerable or need support live hidden from the view of support agencies.

With rising house prices there are also many low income families who are marginal home owners affording their mortgage payments but with insufficient resources to properly repair and maintain their homes. Some of these families are at a much higher risk of losing their homes and becoming homeless.

Summary

In considering the Council's approaches to creating Sustainable Communities we will consider:

Where appropriate linking housing investment and projects to the regeneration of an area or village ensuring a multi agency and community based approach.

Targeting regeneration actively to the most deprived areas/neighbourhoods of the District.

Encouraging the involvement of our housing association partners in the Council's community regeneration schemes.

Facilitating partnership and ensuring there is no duplication of effort and waste of resources'.

Reducing the fear of crime and incidences of serious crime and racial harassment.

Responding effectively to incidences of crime and serious nuisance on Council estates.

Developing the Council's work with partners on producing Sustainable Communities, a number of housing related issues have emerged and will become part of our future work. They include:

1. To improve the delivery of the rural affordable housing programme.
2. To assist in sustaining rural communities by using local lettings policies for persons in housing need.
3. To increase the availability of and access to affordable housing and low cost home ownership in rural areas.
4. To provide an efficient and cost effective Housing Benefits and Council Tax Service and promote take up by eligible households.
5. To raise the overall quality of life for tenants by improving the physical and social environment on their estates.
6. The delivery of a preventative Homelessness Strategy
The provision of a comprehensive housing advice service including basic welfare rights with sign posting to other agencies

2.5 Priorities and Options



The Housing Strategy is a commitment to action and there are many tasks and targets associated with delivering it. It is therefore important that achievements are reported including areas where improvement is needed. It is also important to set out how the Council intends to deliver the Housing Strategy objectives over the period of its life.

Detailed housing service work programmes include all Housing Strategy targets within them to form a comprehensive action plan for each service. However within such a large work programme there is always a danger that some targets will not be met.

Developing Priorities for Action

Winchester seeks to prioritise tasks within the strategy mindful of the range of key issues emerging through needs assessment, engagement with partners and specific areas for improvement. These priorities emerge through Section Two in the review of Housing Needs and also link back to the Private Sector Housing Renewal Strategy, the Homelessness Strategy, Best Value Improvement Plan and the HRA Business Plan priorities.

Links to Strategic Theme

In prioritising a task, Winchester considers the key driver for its completion – is it a statutory requirement, is it a Regional or Sub-Regional priority, is it of corporate significance, will it develop the service, is it a best value related task or, an internal/administrative improvement. Strategic themes relating to priorities are also followed through in relation to:

- Access and Choice
- Housing and Support
- Decent Housing
- Sustainable Communities.

Areas of Responsibility

The action plan for 2004-05, 2005-06, 2006-07 is summarised in the Appendix to this document. It sets out 10 priority areas of action drawn from the work programme for the next three years.

	<u>Priorities for Action</u>	<u>Strategy Theme</u>	<u>Lead Section/Officer</u>
1	<u>Deliver Best Value Services and integrate best value principles in day to day work</u>	Cross Cutting Customer Care	All/Bob Merrett
	Five Housing Services have completed a best value review to improvement plan stage.		
	Each of the services housing management, housing maintenance, rent and service charges, homelessness and housing advice, community alarms have significant improvement plans to deliver.		

2	<u>Maximising the supply of affordable housing to meet local housing need</u>	Access and Choice	<u>Enablement</u> Andrew Palmer
	Priority action includes working with Planners to ensure that the Local Plan provides allocated sites and affordable housing policies, which improve the delivery of new homes. Housing Enablement team is also working with a range of providers including housing associations and private landlords to increase the supply of affordable housing.		
3	<u>Implementing the new preventative approach to Homelessness contained in the Strategy</u>	Access and Choice	<u>Housing Needs</u> Diane Cooper
	The Homelessness Strategy 2003-08 in response to the Homelessness Act 2002 focuses on the preventative approach adopted by the Council.		
4	<u>Maximising Choice in the Lettings Process</u>	Access and Choice	<u>Housing Needs</u> Diane Cooper
	The Government is promoting the idea that social landlords introduce more choice for Customers when letting their homes. Winchester in collaboration with its Joint Housing Register Partners is to explore how such a policy would work within the context of a high demand area including scope for greater use of ICT.		
5	<u>Implementing the Private Sector Housing Renewal Strategy and Energy Efficiency</u>	Decent Housing	<u>Private Sector Housing</u> Andrew Nairn
	The Private Sector Renewal Strategy in response to Regulatory Reform (Housing Assistance) Order 2002 focuses on the long-term approach to improve housing conditions in the Private Sector.		
6	<u>Undertake administrative strategic and financial tasks associated with implementation of Supporting People policy in Hampshire.</u>	Housing and Support	<u>Supported Housing/Enablement</u> Andrew Wilshire
	Winchester works closely with Supporting People Hampshire teams in the implementation of the new policy in 2003. Work includes, mapping needs, identification of obsolescence and gaps in provision. As service provider, work also includes development and implementation of charging mechanism for tenants receiving support.		
7	<u>Ensure production of a deliverable Business Plan</u>	Decent Homes	<u>Landlord Services</u> Richard Botham
	As a stock owning authority, Winchester has prepared a business plan, developed through consultation with stakeholders, which sets out future priorities, making accurate assumptions about rent restructuring and the impact of 'decent homes'. The Business Plan will be updated following Stock Condition Survey and the Stock Options appraisal exercise.		

- | | | | |
|----|--|-------------------------|---|
| 8 | <u>Implementing a maintenance and renewal strategy to ensure that the decent standard for all Council owned homes is reached by 2010.</u> | Decent Homes | <u>Landlord Services</u>
Clive Broomfield |
| | Winchester will develop a strategy that is consistent with the business plan based upon the results of its Stock Conditions Survey. | | |
| 9 | <u>Work with communities and others to improve their social and economic well being.</u> | Sustainable Communities | <u>Community Services</u>
All/Steve Tilbury/ Andrew Palmer |
| | The Housing Strategy rests within the Community Strategy and housing projects can contribute to a number of strategic objectives including social inclusion, neighbourhood regeneration, community cohesion, accessing non-housing services. | | |
| 10 | Achieve a stronger and more strategic approach by the Council to all housing across the District, public and private. | Cross Cutting | <u>Strategy & Policy</u>
All/Ken Kershaw |

Converting Priorities to Actions

The Housing Strategy Action Plan is set out in Appendix 1 to this document. All actions are clearly linked to priorities set out above and seek to identify expected outcomes over the life of the Strategy, resources identified to support the delivery of the Action Plan and lead officers responsible for managing and monitoring the delivery of the actions.

3.1 Resources



Background

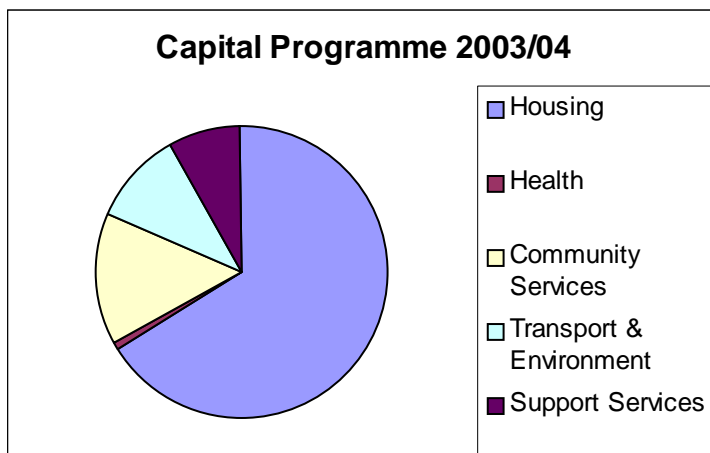
The Housing Strategy and the HRA Business Plan have been developed in line with the guidance and information issued by Central Government on the single capital pot and housing business plans. Both the Strategy and Plan are realistic about the likely resources available and give recognition to the fact that changes to capital funding arrangements will place restrictions on the Council's ability to resource key housing programmes. However, the Council has resolved to maintain its focus on clearly identified priorities and approved work programmes. Included in this process is a rigorous assessment of any additional demands on staff and financial resources.

It is intended that the inclusion of more information on the funding and staffing implications will indicate how service priorities and key tasks are linked to the internal allocation of funds and the decision to seek additional external funding. Detailed information on the resources employed in the delivery of the housing strategy is also included in the resources section of the Council's Budget Book 2004-05.

Delivering the Capital and Revenue Funded Programmes

Because of limited capital and revenue resources the Council prioritises its spending. It considers any capital projects through a Capital Strategy Group to ensure proposals meet corporate priorities and, revenue funding proposals are ratified through the budget strategy process which takes into account relative pressures and priorities. All capital projects require a Capital Project Appraisal report to be considered and accepted by the Council's Capital Strategy Group prior to consideration by Cabinet.

In broad terms, Housing capital spending from the HRA and General Fund makes up 65% of the £12.4M Capital Programme in 2003/4.



The HRA elements are largely made up of the Major Repairs Allowance of £3.2M. The General Fund elements consist of Social Housing funding, mandatory and discretionary Grant Aid and funds to upgrade the homeless hostel.

With regard to revenue funding, the HRA delivers housing repairs and

management service costing a net of £17.6 million funded by a balance of rents and subsidy and supported by a staffing establishment of 115 full time equivalent staff. The General fund element of revenue funding totals £3,025,000 and supported by 15.22 staff for 2004/05..

The approved capital programme for Housing is detailed in the table below.

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
	£000	£000	£000	£000	£000	£000
<i>Housing</i>						
<i>Housing Revenue Account</i>						
Sale of Council Houses Admin	50	50	50	50	50	50
Major repairs	3,896	3,205	3,215	3,215	3,215	3,215
Enhancements	80	0	0	0	0	0
Makins Court	146	0	0	0	0	0
Sewage Treatment Works	350	200	200	200	200	200
<i>Housing General Fund</i>						
Renovation Grants - Mandatory	450	450	450	450	450	450
Renovation Grants - Discretionary	170	170	170	170	170	170
Affordable Housing (LASHG)	180	1,575	1,186	450	0	0
Affordable Housing/Regeneration	0	500	500			
Homeless Hostel	250	0	0	0	0	0
Homeless Hostel - Sussex Street	40	460	0	0	0	0
<i>Total</i>	<u>5,612</u>	<u>6,610</u>	<u>5,771</u>	<u>4,535</u>	<u>4,085</u>	<u>4,085</u>

Alternative Sources of Funding

In addition to the resources identified above, it will be essential for the Council to consider alternative funding options if it is to meet its targets and priorities set out in the Strategy. Opportunities to secure Safer Communities funding in 2003 were not realised due to planning restrictions. However, the Council remains committed to securing additional funding opportunities through a range of options including:

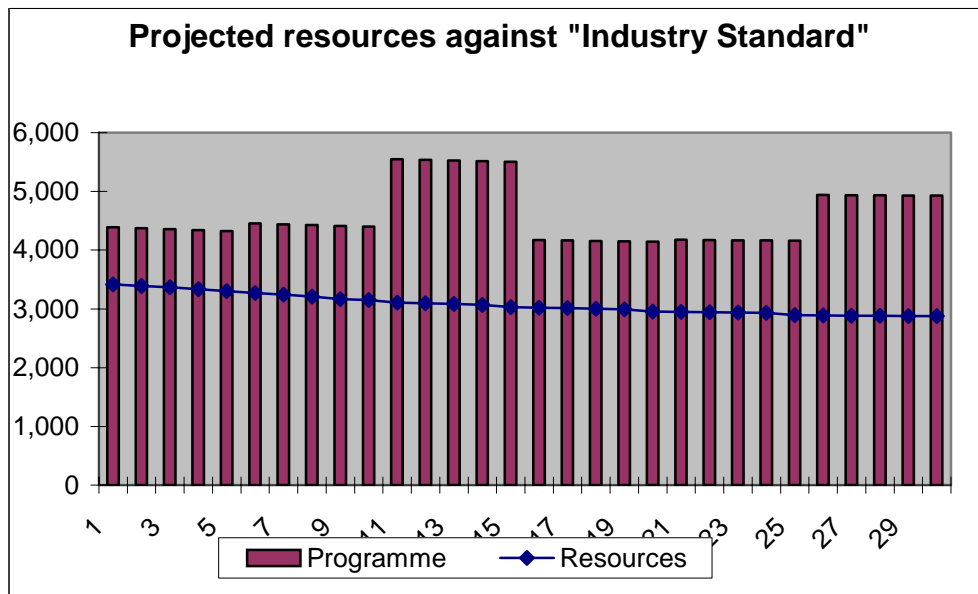
- Development of a Home Improvement Agency (HIA) with a neighbouring council and housing association
- Working with housing association partners to identify enablement opportunities making use of existing land holdings
- Working with partners to identifying options to secure additional Supporting People funding

The Council has also commissioned Butlers financial consultants to undertake a detailed review of all options for funding future Affordable Housing development in the district. This will include looking at the balance of funding that could be available from council resources as well as the scope for accessing regional housing resources, the use of currently owned assets (including the housing stock and other non dwelling assets), the scope for PFI and other specific programmes and the scope for continued use of S106 agreements.

The HRA Business Plan

The Council is currently undertaking a review of options for the future management of the Housing stock. The stock condition survey completed to inform this review has provided a clear picture of resource requirements over the long term to meet the DHS and to maintain the stock in reasonable condition in future years. This is

summarised in section 2.3 of this Strategy. When compared to resources available to the Council through the Major Repairs Allowance (MRA) and other sources, there is clearly a funding shortfall against these projections, as can be seen in the table below:



The resources identified as being required to achieve the DHS equate to just under £2 million between now and 2010/11. This relatively modest amount is however over and above requirements to maintain decent stock at or above the standard and the overall funding gap equates to approximately £7million by 2010/11 and up to £45 million over 30 years. A key task of the Options Appraisal process will be to identify how this funding gap will be closed, either by the securing of additional resources, reprofiling of the programme, or a combination of both. This will obviously be informed through extensive tenant consultation.

For 2004/05, a capital repairs programme of £3.4 million has been approved and, along with revenue resources will fund a balanced programme of £6.6 million. This work will contribute towards achieving the DHS. However, a clear programme of works to bring all non decent stock up to standard will be determined during the next year through detailed analysis of the stock condition survey data.

HRA Revenue Projections

Although the HRA is currently in deficit and reserves budgeted to fall to around £800,000 in 2004/05, the forecast suggests that the Council should be able to manage the account in balance, subject to appropriate financial controls, without the need for significant service savings.

The position for 2004/05 is improved in 2005/06 primarily due to a forecast increase in maintenance allowances in line with the recent recalculation of subsidy formulae.

The position deteriorates following 2005/06 primarily as a result of the real inflation assumptions for management and repairs, which are reflected also in the improvement of the in year position towards the end of the rent restructuring period when assumptions about service cost increases are at inflation only.

The HRA is therefore forecast to remain at or around the current in year position for the remainder of the rent-restructuring period. Providing an appropriate level of budgetary and financial control is exercised, there should be no major need for service savings during the period, despite a 5% drop in property numbers due to Right to Buy.

Options Appraisal

Along with all local authorities Winchester City Council is required by the Government to meet the DHS by the year 2010. This standard means that all our homes will need to have reasonably modern facilities, be wind and watertight and be warm in winter.

An Options Appraisal Review is required which will investigate the alternative options that are available, with the objective of identifying which option achieves the Decent Home standard along with **all** our other housing priorities.

The overall vision of this options review is **“Providing those who need it with a real choice of a decent home in a decent place where they choose to live for which they pay a truly affordable rent to a landlord who values them and delivers excellent value for money services”**.

An Options Appraisal Steering Group has been established. This group has agreed that the housing priorities to be investigated under the Options Appraisal Review are:

- Meeting the DHS by 2010
- Meeting Decent Homes Plus
- Meeting Tenant Aspirations
- Increasing Tenant Empowerment
- Delivering a Quality Landlord Service
- Undertaking Estate Environmental Improvements
- Ensuring a sustainable 30 year business plan
- Delivering More Affordable Housing
- Delivering the Council's other key Corporate Objectives

The Appraisal is well resourced, with officers, members and tenants on the Steering Group. Independent advisors to tenants have been appointed and the project is being funded through £83k provision in the 2004/05 HRA budget. The Appraisal is scheduled for completion in December 2004 and full details, along with the timetable are included in the HRA Business Plan 2004-34

For a copy of the Housing Revenue Account Business Plan contact Richard Botham:
rbotham@winchester.gov.uk

For a copy of the Council's Capital Strategy, contact Fred Lyon at
flyon@winchester.gov.uk

Alternatively, both documents can be accessed via the City Council's website on
www.winchester.gov.uk).

Private Sector Renewal and Renovation Grants

The Council's Private Sector and Renovation Grant strategy was subject to a comprehensive review by a Members/Officers Working Group and a revised Private Sector Housing Renewal Strategy was adopted in July 2003.

The Council's revised private sector renewal strategy is based upon the data and recommendations reported in the Private Sector House Conditions and Energy Efficiency Survey 2001. The Survey results will be used to assist in better targeting of resources to contribute towards the Council's strategic objectives as well as its statutory duties.

In the absence of a separate allocation for Private Sector Renewal the Council has allocated a total of £620,000 in 2003/04 and then £620,000 per annum over the next three years consisting of £450,000 and £170,000 for Disabled Facilities Grants and for discretionary Renovation Grants respectively.

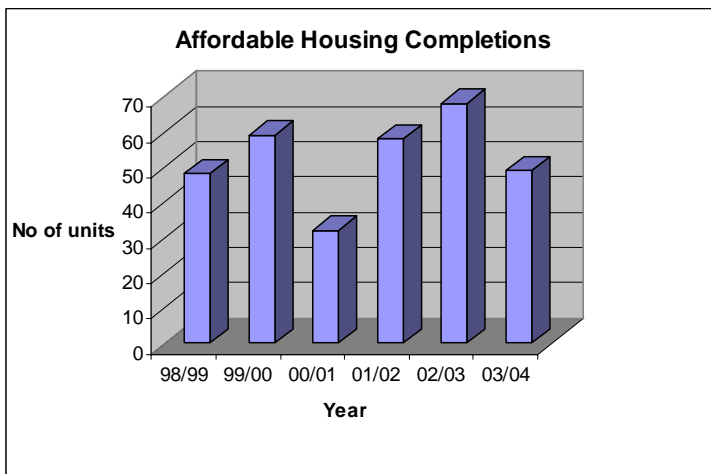
Provision of Affordable Housing

The Council's housing enablement policies are designed to maximise resources into the district and to optimise their use. The provision of all affordable tenures is supported but the greatest demand in the area is for social rented accommodation. Enablement policies are comprehensive catering for all client groups, for all tenures, for all parts of the District.

The Council in common with most local authorities has been using LASHG as the cornerstone of its programme for the delivery of new affordable housing for rent in an undisputed area of high demand.

As a 'debt free' authority, the Council's capacity to address the funding requirements of an adequate programme of new affordable homes was significantly improved, funding a £4.2 million programme in 2002/03 and delivering 200 units of affordable accommodation.

Actual completions in recent years supported through the Council's grant programme are summarised in the table below:



As a 'debt free' authority the Council was not required to set aside capital receipts from Council house sales and has hitherto been able to spend the grant again (on other Corporate priorities) or simply set it aside.

With the abolition of LASHG with effect from 1 April 2003, current programmes are limited to what can be funded through

reserved capital receipts, although transitional arrangements for 2004-07 does provide valuable resources to fund a programme for the next three years.

In light of the tapering of transitional arrangements and limited resources, the Council has commissioned Butlers, its treasury management consultants, to review what potential there is from available resources (both internally and regionally) to fund

future programmes. This will include a review of the Council's asset base as well as consideration of national and regional resources to support affordable housing.

Also, a Member Officer Working Party has been established to explore imaginative ways in which new build affordable homes can be funded in the future to address the District's housing needs.

In the meantime, the Council continues talking to social housing partners on how best to develop the Council's overall enablement policies to optimise the opportunity presented. It is probable that some form of constructive competition amongst potential social housing providers will take place. This will include an evaluation of different proposals which takes in the wider community, social and economic issues which have key strategic interlinkages to Social Housing.

Additionally, the proposed MDA West of Waterlooville, which was within the South East Priority Area for Economic Regeneration as designated in Regional Planning Guidance for the South East (RPG9) has in keeping with Government thinking (Sustainable communities – Building for the Future) lead to the creation of a partnership including Winchester and three of its neighbouring authorities, Havant, East Hants and Portsmouth City.

The creation of this South East Regional Partnership places the four districts in a strong position to take forward a strategy that links housing with employment growth, transport and service provision helping in the furtherance of the Government's sustainable communities agenda.

It is expected that the West of Waterlooville will provide some 2000 additional homes up to 2011 with a reserve of another 1000 new homes if required. More importantly, within this total evidence suggests 50% should be affordable housing with a significant proportion of this total being intermediate housing such as shared ownership and submarket rent and a further 20% intermediate market housing.

If these volumes are to be provided to meet the levels required in support of the Regional Housing Strategy it is vital financial resources are in place to support provision.

The Council would in conjunction with its partners expect a guarantee of financial support for what it considers authorities at the forefront of the Government's Sub Regional Agenda from the Single Regional Housing pot.

Performance Management

Performance against all housing services, including the delivery and progress against the Housing Strategy Action Plan, is monitored through the Council's Housing PIC. Tenants are represented as co-optees to this committee. In addition to four annual meetings of this group, performance against budget and key national and local indicators is also monitored by the Health and Housing Departmental Management team, the Council's Corporate Management team and regular meetings with the Cabinet Portfolio holder for Housing. Evaluation of Housing projects is carried out through reports both to the Corporate Management Team and to the PIC. Also, there is regular close liaison between the Enablement and Allocations team through team meetings to analyse the "liveability" and effectiveness of particular schemes. In response to particular tensions with some rural social housing schemes, there is a

need to carry out impact assessments of rural housing schemes and it is proposed that the Council works with rural housing enablers to study these impacts. Performance against key national and local indicators is detailed in the table below.

HOUSING REVENUE ACCOUNT PERFORMANCE INDICATORS - 2003/04

Indicator	Description	Actual 2002/03	Target 2003/04	Estimated 2003/04	Top 25%
BV63	Average SAP rating of Council owned dwellings	69	69	69	61
BV66a	Proportion of rent collected	99%	99.66%	95.90%	98.60%
BV74	Tenant satisfaction (%)	86.25%	90%	N/A	86%
BV74bn	Tenant Satisfaction (base number)	3200		N/A	New
BV74ci	Tenant Satisfaction (Confidence Interval)	1%		N/A	New
BV74 BME	Tenant satisfaction – BME	82.10%	90%	N/A	New
BV74 BME bn	Tenant Satisfaction – BME (base number)	39		N/A	New
BV74 BME ci	Tenant Satisfaction – BME (Confidence Interval)	N/A		N/A	New
BV74 ii	Tenant satisfaction - Non BME (%)	86%	90%	N/A	New
BV74 ii	Tenant Satisfaction – Non BME (base number)	3,153		N/A	New
BV74 ii	Tenant Satisfaction – Non BME (Conf. Interval)	N/A		N/A	New
BV164	CRE code of practice in rented housing	Yes	Yes	N/A	Yes
BV184 a	LA homes which were non-decent	N/A	24.60%	24.6%	New
BV 184 b	% Change in Decent Homes standard	N/A	0	0%	New
BV185	Responsive repairs where appt made and kept	88.60%	90%	82.40%	New
LPI HM 01	% of Repair jobs subject to Complaints	2.50%	2%	4.59%	
LPI HM 02	To complete Adaptations works within 33 days	80.09 days	32.5	59.79	
LPI RA 01	former tenant arrears at year end	£192,546	£100,000	£193,688	
LPI RA 02	Total rent owed at the end of the financial year	£106,835	£100,000	N/A	
LPI RA 03	Current tenants owing over 13 weeks rent	1.45%	1.35%	0.92%	
LPI RA 05	Current arrears as % of rent roll	0.64%	1.00%	1.25%	1.80%
LPI RA 06	Rent written off as % of rent roll	0.28%	0.43%	0.26%	0.20%
LPI RA 07	% Rent lost through dwellings becoming vacant	1.68%	1.46%	2.12%	0.90%
LPI HN 02	The stock empty at the end of the financial year	1.80%	<2%	1.73%	
LPI HN 03	Percentage of lettings made to older persons	39.10%	No target	35.79%	
LPI HN 04(a)	Average re-let time for general housing stock	19.1 days	15	43.5 days	
LPI HN 04(b)	% of general stock let within target	75.70%	90%	69.20%	
LPI HN 05	New tenancies given to vulnerable people	2.35%	No target	0.34%	
LPI HN 09	Average Re-let time (previously BVPI 68)	62.99 days	60 days	73.39 days	26

HOUSING GENERAL FUND PERFORMANCE INDICATORS - 2003/04

Indicator	Description	Actual 2002/03	Target 2003/04	Estimated 2003/04	Top 25%
BV62	Unfit private dwellings made fit or demolished	5%	5%	2.07%	3.90%
BV64	Vacant dwellings returned into occupation	1.16%	1%	1%	2.80%
BV164	CRE code of practice in rented housing	Yes	Yes	Yes	Yes
BV183 i	The average length of stay in bed and breakfast	15		2 weeks	New
BV183 ii	Average length of stay in hostel accommodation	43		31 weeks	New
LPI HN 01	% Homeless applicants obtaining housing	8.90%	<20%	19.29%	
LPI HN 08	Homelessness decision within 33 days	61.33%	80%	86.43%	97%
LPIPSH01	HMO Risk Assessment Inspections	64	>50	61	

3.2 Progress in Recent Years



In 2002 Winchester published its latest three-year housing strategy, which set out 12 key objectives and a fairly ambitious action plan, which has been updated annually with progress monitored and reported.

Progress against the Council's Strategic Housing Aims 2002/03, as set out in the Housing Strategy Supplement dated July 2002, which updated "Focusing on the Future", the Housing Strategy 2002-05, is set out in the table below:

TARGET	PROGRESS
Meeting the Need for Affordable Housing	
Deliver the Housing Association Development Programme 2002/03 to commission 201 units of accommodation totalling £5,159M LASHG, and £3,244M Housing Corporation Social Housing Grant (SHG)	Start on site achieved for 180 units
Pursue with partner local authorities a comprehensive needs assessment to establish priorities for the West of Waterlooville MDA.	Surveys conducted by external agencies to establish housing priorities for the partnership
Explore with the Council's LSP, issues relating to the Council's use of Planning Policy Guidance 3 (PPG3) sites in connection with the West of Waterlooville MDA	Ongoing discussions with strategic partners
Consult on assessment criteria for bids with landowners and developers from the RSL consortia for the affordable housing at the West of Waterlooville MDA	Selection process has taken place and work is proceeding with selected partners
Jointly commission with Planning and the neighbouring Local Authorities a Housing Needs Survey to re-assess current need	Survey commissioned and published. Regional report anticipated shortly
Commission and implement a Community Planning exercise to establish wider community needs, where 'good' development opportunities on Council estates have been identified.	Community Planning study completed. Implementation of findings currently being coordinated by local working groups
Homelessness and Meeting the Needs of those who require Supported Housing	
Ensure that new duties in the Homelessness Act 2002 are incorporated in a review conducted into the development of a Homeless Strategy:- <ul style="list-style-type: none"> To meet the requirement for housing and social services to take a strategic, multi agency approach to preventing homelessness and re-housing homeless applicants. To strengthen the current homelessness safety net for vulnerable householders. 	Homelessness strategy reviewed and new strategy approved in July 2003 Incorporated in the above Strategy Opportunity for Safer Communities Funding prevented due to Planning issues. However, trials set up at two sheltered schemes using "hard to let accommodation. Will be extended to other schemes if trial is successful
Contribute to the development and implementation of the Supporting People Strategy for Hampshire	County Strategy now approved and City Council represented on "Core Management" group.
Investigate and prioritise the provision of accommodation and support services for drink misusers within the Supporting People framework and via the Winchester Housing Needs Forum	In light of new evidence Inclusive Forum is to review priority for recommendation to the Core Group
Investigate with elected Members RSLs tenants merits of implementing a 'Choice Based Lettings Scheme' taking into account former Department for Transport, Local Government and Regions (DTLR) 'pilots'	Review still awaiting reports from pilot schemes

Improving the Quality and Sustainability of the Housing Stock	
Private Sector Housing	
<p>a. Review the Council's Private Sector Housing Grants strategy in light of the stock condition survey with the aim of contributing to the Council's strategic objectives and statutory responsibilities.</p> <p>b. Follow up survey work to assess HMO's by introducing an accreditation scheme and/or mandatory licensing system for HMOs</p> <p>c. Arising from Supporting People Strategy explore the potential for re-introducing a Home Improvement Agency (HIA) through opportunities for joint commissioning/funding with Social Services and a neighbouring local authority.</p> <p>d. Consider the possibilities for extending the Homecheck Scheme, to assist elderly infirm vulnerable occupants to continue to live in their own homes.</p> <p>e. Review the Council's Home Energy Strategy following the Government's revisions to the Home Energy Conservation Act 1995 (HECA).</p> <p>f. Explore equity release schemes or similar with appropriate agencies as alternative means of financing improvements for owner-occupiers and landlords of private rented accommodation.</p>	<p>Private Sector Housing Renewal Strategy approved in July 2003.</p> <p>HMO and student letting accreditation scheme now approved and being implemented.</p> <p>Home Improvement Agency to be established subject to ODPM funding. Full implementation due in October 2004.</p> <p>Homecheck scheme reviewed and additional funding secured from partners</p> <p>No Govt changes, HECA Strategy incorporated into Private Sector Housing Renewal Strategy</p> <p>To be addressed by Home Improvement Agency in 2004</p>
Public Sector Housing	
<p>a. Deliver a balanced programme of repairs for Council Housing Stock</p> <p>b. Commission and complete a comprehensive re-survey of the Council's housing stock</p> <p>c. Determining whether the Council will be in a position to achieve the Government's Decent Homes target by 2010 and informing the Housing Options Appraisal</p>	<p>2002/03 programme fully implemented with £6 million committed on repairs work from HRA revenue and capital budgets</p> <p>Stock survey commissioned and completed in December 2003</p> <p>Options Steering Group established and project underway</p>
Promotion of Sustainable Rural Communities	
<ul style="list-style-type: none"> • Identification Parishes where additional housing will help sustain the local community shops, post offices, schools • Encouragement of Parish Councils to include those details within village design statements. • The provision of affordable housing on 'exception' sites where housing needs are assessed and demonstrated. 	<p>Enablement team participates in the rural housing Enabler Steering Group where such issues have been progressed over 10 parishes are progressing schemes that are at various stages</p>
Black and Minority Ethnic Households	
<ul style="list-style-type: none"> • Review the written housing information to ensure it is accessible to all including black and minority ethnic communities, people with sensory disabilities, restricted literacy and language difficulties. • Include a sub survey on housing need among BME groups in the housing needs survey. • BME groups to be represented at the corporate Equalities Working Group when it undertakes its review of Council services with the aim of achieving the CRE's standard for service delivery 	<p>BME strategy for Housing approved by Council in April 2003.</p> <p>Focus Group established and meeting regularly to review housing related issues</p> <p>CRE standard for rented housing achieved and audited in 2003</p>
Best Value	
<ul style="list-style-type: none"> • To produce a prioritised and costed programme of key actions to achieve measurable service improvements 	<p>Improvement Action Plan for Housing Services approved in March 2003.</p> <p>Implementation monitored through Housing Performance Improvement Cttee each quarter and currently on track against targets</p>

Committing Resources

The table below shows the level of direct capital resources the Council has invested in recent years in the delivery of the Housing Strategy. Overall, delivery has been in line with targets, although variances are noted in 2002/03, including:

- Major Repairs (slippage of £600k was due to work commenced on a number of projects but delayed through inclement weather – all completed early in 2003/04);
- Makins Court – Work on scheme completed but final accounts still subject to negotiation (again all completed in 2003/04)
- Mandatory/discretionary Grants – Funding switched to mandatory grants in light of increasing demand
- Housing Association Grants – Ambitious programme achieved but start on site delayed on some schemes but beyond the Council's control

Capital Programme – Outturn in Recent Years				
DESCRIPTION	2000/01 Spend	2001/02 Spend	2002/03 Budget	2002/03 Spend
	£000	£000	£000	£000
<i><u>Housing Revenue Account</u></i>				
Major Repairs	-	2,593	3,692	3,031
Other Enhancements	553	18	152	93
Makins Court	646	1,061	350	64
Sewage Treatment Works	551	248	200	231
<i><u>Housing General Fund</u></i>				
Renovation Grants - Mandatory	240	196	275	325
Renovation Grants - Discretionary	283	235	280	216
Housing Association Grants	1,650	854	4,317	3,856
Total Housing	3,923	5,205	9,266	7,816

Other Key Achievements

The former strategy has been successful in meeting many of its objectives and a summary of our main successes is given below:

Comprehensive Performance Assessment (CPA)

The Council achieved a “fair” rating following CPA assessment in 2003. The “Balanced Housing Markets” Diagnostic was not assessed separately and achieved a

“C” score for the Decent Homes diagnostic. However, since that time, a stock condition survey has been completed and reported on and the Housing Options Appraisal project is now well underway with a clear timetable for action. Both of these issues were highlighted as major actions required as part of the assessment.

Provision of Affordable Housing

Using the Home Buy programme as a housing option for households seeking accommodation.

In partnership with RSL’s acquire funding through the Starter Home Initiative to help 45 Key Workers purchase accommodation, the second highest number achieved by a Hampshire authority.

Jointly commissioning a Housing Needs Study as part of the Waterlooville MDA in partnership with Havant Borough Council, East Hampshire District Council and Portsmouth City Council.

Actively targeting named and windfall housing sites and negotiating for the provision of an element of affordable housing including a proportion of low cost home ownership.

Seeking to ensure a continued supply of housing land. The adopted statutory Local Plan (1998) has enabled adequate housing land to be provided to meet Structure Plan housing requirements to 2001 and the Local Plan Review makes provision to meet Structure Plan Review housing requirements to 2011.

Clearly defining affordability in the context for rent and low cost home ownership initiatives. Housing provided with subsidy.

Encouraging the use of brownfield sites identified in the Urban Capacity Study for new development opportunities.

Providing robust evidence of housing need to substantiate affordable housing policies, including a common housing register, assessment of local need, a local and sub regional housing needs study including social housing supply and demand projections.

Adopting Local Plan Policies, which support the conversion or sub division of existing non residential properties to provide additional units of smaller accommodation.

Achieving a Better Housing Mix. SPG has been adopted to influence the size and type of housing being developed and applies to both market and affordable housing. A minimum of 50% of units are sought as small units (2 bedrooms or less) in order to address imbalances in the housing market.

Assisting people with mortgage arrears offering advice and advocacy, operating an early warning system for the intervention of advisory agencies.

Housing Advice and Homelessness

Winchester’s Housing Advice and Homelessness Service and other key agencies work collectively in preventing homelessness. With limited resources to meet housing demand, housing advice and the prevention of homelessness will continue to play a crucial role in the Council’ strategy.

Key components of the Housing Advice and Homelessness Service include:

- Undertaking an **advocacy role** offering options and negotiating with landlords family and tenders.
- Preventing the **illegal eviction** and harassment of tenants through intervention and negotiation with landlords.
- Giving basic **welfare rights advice** to maximise people's income and manage debt.
- Assisting people to find **private rented** accommodation by contacting letting and estate agents and landlords.
- Providing **rent deposits and rent guarantees** to certain potentially homeless households.
- Providing advice and assistance to **potential landlords** and in particular working with King Alfred's College.
- Meeting and working with the **Winchester Private Landlords Association** to overcome legislative administrative and other obstacles and deterrents to letting accommodation privately.
- Participating in **multi agency forum meetings** to develop local practices for preventing homelessness.
- Completion of a **best value review** of the housing advice service up to an improvement plan stage.
- Development of a **comprehensive case recording and performance management IT systems**.
- Establishment of the multi agency **Winchester Inclusive Housing Forum** and the production and adoption of Homelessness Strategy 2003/08
- Development and production of **joint protocols** with Social Services and other Agencies (Probation Health) for advice and rehousing of vulnerable homeless persons including 16 and 17 year olds.
- Continued operation of **Rent Deposit and Guarantee Schemes** enabling young and single person households to secure and maintain tenancies.
- Continued Partnerships with **voluntary housing sector organisations, such as Keystone, the Victoria Housing Project and the Night Shelter Committee** which provide much needed accommodation, particularly for non statutory homeless. At least 120 units of accommodation are provided by this route, all of which with some degree of care and support.
- Collaboration with Winchester Housing Group, Social Services, the Probation Service and the Housing Corporation on the provision of **9 direct access flats, the City Road Project**. The project's aim is to break the spiral of no job, no home, by providing accommodation with access to training and employment.

- Collaboration with the Domestic Violence Forum on the provision of a **Women's Refuge** funded by the Housing Corporation and City Council via the Safer Communities Fund offering housing support and advice to women and their children fleeing domestic violence.
- Primary revenue funders of the **Trinity Resource Centre** for vulnerable persons including the homeless, offering housing advice, training opportunities, health care and other services.
- Collaboration with the Winchester Inclusive Housing Forum, on the operation of the **homelessness monitoring system**. Agencies district-wide provide returns to the Council collating and analysing data which is used to inform strategies and support funding bids.
- **Working with the Supporting People** team in the supply of information on homeless persons with support needs in the development of Winchester's needs map and the development of a Supporting People Strategy.
- Providing **Housing Advice and Assistance** to single homeless persons.

More generally **to increase the supply of single persons accommodation** throughout the District, in keeping with a dispersed population across 250 square miles.

Managing Council Stock

Winchester has been hugely successful in recent years in its proactive approach towards making best use of stock. As well as a low void level, Winchester has a good track record for encouraging social housing tenants to move to smaller homes. Successful approaches include:

- **Re-letting Voids** on average, general needs housing in 18-23 days putting performance in top quartile of authorities.
- **Minimal Allocation Void Period** due to pre allocation of properties, holding accurate housing register information to prevent inappropriate allocations and responding immediately to and negotiating over refusals
- **Minimising the Void Repair Period**
- **Minimising Refusals** by implementing rigorous void standards agreed with tenants
- **Redesignating Low Demand Older Persons Accommodation** to meet priority demand from other groups.
- **Operating a common transfer register** – including housing association tenants
- Encouraging tenants who are **under occupying** their homes to move to smaller properties using cash incentives and priority in re-housing.
- **Building new accommodation** aimed specifically at the re-housing needs of under occupiers.

- Making maximum use of transfer activity of all social housing tenants in the District to meet both transfer demand and **create vacancies** for other priority need applicants.
- Taking a proactive approach towards **facilitating mutual exchanges**.

Choice and Access to Affordable Homes

Winchester has dedicated a lot of time and involved others in developing good practice allocation policies. This was partly in response to the strong interest of local communities and Members in ensuring that local people gain access to housing and have the choice to live in their own community.

However Winchester recognises that more can be done to enhance choice within the lettings process and has been observing a number of choice based systems to ensure that any new approach can make a real difference to applicants and work effectively within a high demand area.

Successes with the Joint Housing Register to date have included:

- Launching one of the first common housing registers with its local RSL partners.
- Use of a common application form, which is available from a number of different agencies and offices.
- Service level agreements for nominations to RSL's to ensure a fast and efficient re-housing service.

Within the points based register system Winchester already seeks to maximise choice. People seeking re-housing have

- the choice of landlords
- the ability to register an interest in rented and/or shared ownership housing
- an open housing register with the ability to make an application from outside the district
- the ability to say where they would prefer to live
- the assessment of support needs to enable them to successfully take up and maintain a tenancy
- a schedule of stock for each landlord and town and village to enable people to make an informed choice about their preferred landlord and areas to live.

Private Sector Housing

Key achievements include:

- Significant investment in private sector housing grants (mandatory/discretionary), improved energy efficiency throughout the District and good progress in maintaining and modernising the Council's housing stock.
- The operation of a high quality 24-hour **community alarm service** to all Winchester residents through the 'Lifeline' service. The service achieves extremely high levels of performance and customer satisfaction.

- The continued operation of **Homecheck** offering a minor repair service to older and disabled persons within the District.
- The use of **disabled facilities and home repairs assistance grants** to fund adaptation works to privately owned properties, enabling people to remain in their own home.
- Using **leaflets and undertaking presentations** to raise awareness of the Homecheck service amongst the public and voluntary agencies.
- Joint working with **Social Services, Mid Hants PCT and other voluntary and statutory stakeholders on the Older Persons Modernisation Strategy** Team to improve service delivery to older and disabled persons.
- Participation in the elderly care programme and representation at District wide groups on **Stay on your Feet**, a falls prevention service.
- **Targeting housing grants** and raising the fitness standard of properties and improving the living conditions for older and other vulnerable owner-occupiers.
- Taking a **proactive approach to identifying unfit housing** and poor housing conditions in the private rented sector and particularly HMOs.
- Improving housing conditions for the benefit of tenants through **constructive dialogue advice education and negotiation** with landlords and the use of landlord grants.
- Taking **enforcement action** including the use of control orders and compulsory purchase power where health and safety of tenants is at risk and when negotiation and all other alternatives have been exhausted.
- **Working with the Winchester Landlords Forum** presenting talks on legislative changes, consulting on new policies and development of new initiatives.
- **Establishing a HMO Accreditation Scheme** to include student lets, in partnership with the Winchester Landlords Forum.
- Promotion and encouragement of the **installation of sprinkler systems** as standard provision in HMO's and supported housing projects.
- **Giving advice prior to people becoming landlords** on the legislation and regulations affecting private rented accommodation.
- Active and widespread **promotion of energy and efficiency and heating grants** to households over 60 years or in receipt of welfare benefits.
- Promoting and raising awareness of the **Council's empty property strategy** amongst potential and existing landlords.
- Implementing a **risk assessment strategy** to identifying and prioritise properties for attention on a 'worst first' basis.

Supported Housing

Key achievements include:

*Shaping up for the Future – Promoting Quality, Availability and Choice
Winchester City Council Housing Strategy 2004 -2007*

- Joint commissioning of supported housing projects through Safer Communities Fund, Women's Refuge, Ex Offenders and extension of 'floating support' services to Council house tenants and homeless hostels.
- Development of a low to medium level **Floating Housing Support Scheme** dedicated to the social housing sector, enabling persons with support needs to maintain and live successfully in a secure/assured tenancy.
- **Front Line Liaison** with all agencies dealing with persons with mental health problems.
- The provision of an **adaptations service to existing Council tenants** to enable them to remain in their home, also reducing transfer demand for specially adapted accommodation.
- Supporting the development of **new build wheelchair or full mobility standard accommodation** by housing associations, where the existing private or public sector housing stock cannot meet the housing need.
- Operation of a **'fast track'** to 'move on' accommodation for local agencies providing supported housing.
- Investment in a continued **new supply of 1 bed units for single people** and couples.
- Operating **joint protocols** for assisting young homeless persons in need.
- **Joint working and case assessments** for older persons in recognition of the scope for closer working.
- **Commissioning a range of supported housing projects** including Women's Refuge and Hostel conversion for young single vulnerable persons.
- Joint commissioning of a high level regional **detoxification and rehabilitation centre** for alcohol and substance misusers.

Appendix One: Housing Strategy Action Plan



Strategic Link - All objectives in the Action Plan link directly to the key corporate priority of “Providing affordable homes in safe and pleasant environments for all sectors of our community” (see page 8).

Priority 1: Deliver Best Value Services and integrate best value principles in day to day work (see page 48)

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
Implement a Best Value Improvement Action Plan for the Community Alarm Service bringing about service improvements, achieving self financing status and increasing customer base	All costs and charges reviewed and amended as required	Community Alarm service moved from HRA to General Fund	Community Alarm service fully self financing	To be absorbed within existing staffing complement.	KK
Investigate and evaluate the impact of merging the Community Alarm Service and the Close Circuit TV(CCTV) Service under one roof	Review completed and way forward determined	Actions implemented		Absorb with current staffing resources may incur setting up costs if decision to proceed	KK
Explore potential for establishing a Home Improvement Agency (to include loan provisions, equity release schemes, etc) in conjunction with neighbouring local authorities and Supporting People Team	Setting up	On going management	On going management	£67,750 additional external funds from ODPM/Social Services-towards set up costs of the Agency.	KK
Consider greater use of Anti-Social Behaviour Contracts (ABCs)when letting social housing to young persons	To assist in the overall management of anti-social behaviour	To prevent any legal action being required against young persons	To integrate the policy for housing young persons into the housing performance	Possible resource issues (06/07)	LB
	To reduce the need for legal enforcement action being taken	To develop of a formal ABC protocol to include WCC, police and other housing providers	Develop other preventative methods of tenancy mgt to supplement ABCs	Possible resource issues (06/07)	LB

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
	To lower the number of tenancies that fail	To increase partnership working with police, social services etc			LB
	Improved officer training	To develop lifeskills training		Potential Resources issue (05/06 outcome)	LB
	Better information to residents on sign up				
	Further work with support providers				
To investigate the feasibility of extending pilot housing surgeries across the district to include other Council services	To pilot 'housing only' surgeries in the southern part of the district	To complete a review and evaluate the outcome of the pilot	To set up service in conjunction with other council services and also non-council representation such as the Citizens Advice Bureau (CAB)	Absorb within current staffing resources	LB
		To extend the housing surgeries district wide to include where appropriate all existing sheltered accommodation and homelessness hostels	District wide Multi-departmental surgeries	Possible resource issues (06/07)	LB
		To pilot scheme at other non-housing venues such as doctors surgeries / community centres		Potential resource issue	LB
		To enable Services other than Housing to be represented at surgeries		Potential resource issue	LB

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
Undertake a joint review with Supporting People team of existing low demand, unpopular sheltered housing schemes to access their scope for redevelopment to provide extra care accommodation for the frail / elderly or remodel / convert to meet the needs of other client groups	To achieve an accurate picture of occupation levels	To establish an action plan	To ensure better performance management	Resources have been identified HRA budgets	LB (04/05) BM (05/06)
	To complete 'workbooks' and other ongoing returns to the County as required under the Supporting People legislation	To rationalise sheltered accommodation	To secure 'long-term' funding from County	Resources have been identified HRA budgets	LB (04/05) BM (05/06)
	To complete the Quality Assessment Framework QAFs	To grade the sheltered service in line with Supporting People	To deliver the improvement plan	Resources have been identified HRA budgets (04/05) Possible resource issues (06/07)	LB
	To carry out a self audit of all sheltered accommodation, measuring performance against national requirements	To extend use of hard to lets to over 40s at all suitable schemes	To have void rates for service well within the top national quartile	Resources have been identified HRA budgets	LB (04/05) BM (05/06)
	To carry out pilot aimed at reducing current long term voids by using ground floor hard to let sheltered voids as temporary accommodation for homeless persons			Resources have been identified HRA budgets	KK/LB

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
Deliver Tenant Compact Targets	To develop links between TACT and BME user group	To complete the annual review of the Compact	To complete the annual review of the Compact	Within existing resources	LB
	To provide training to officers and elected members	To carry out actions as identified by the Tenant Compact Monitoring Group (TCMG) and contained within the action plan	To carry out actions as identified by the TCMG and contained within the action plan	Within existing resources (04/05) Possible resource issue (05/06)	LB
	To increase quality of information available to tenants			Within existing resources	LB
	To establish a benchmarking group			Within existing resources	LB
Complete review of low demand older persons sheltered accommodation analysing demand and future options to meet housing need	To establish the outcomes of the pilot scheme using hard to lets as homelessness accommodation	To complete an older persons strategy for the district and to align this with the information obtained from the Supporting People review of sheltered housing	To deliver the improvement plan	Possible resource issues (06/07)	KK
Deliver a 17 Point Best Value housing advice/homelessness service improvement plan aimed at improving access and quality of service through client protocols, customer satisfaction monitoring	All actions due to be delivered in line with targets set out in the Plan	All actions due to be delivered in line with targets set out in the Plan	All actions due to be delivered in line with targets set out in the Plan	£££ Additional revenue resources have been secured to increase operational capacity within the section.	KK
Create a web page that provides up to date housing advice.	Clear information within two layers on web site	Electronic forms available through the website		£££ Within existing resources – staff time. New money for IT development costs.	KK

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
Explore the use of Internet technology in the lettings process.	IT requirements of lettings process to be reported to ICT group			£££ Additional resources for ICT will have to be bid for in 2004/05 budget renewal.	KK
Increase the supply of temporary accommodation including the expansion of the private sector leasing scheme run by DRUM Housing Association.	Hard to let sheltered units to be used for homeless families in 8 schemes across district 10 additional units to be supported through partnership with Drum			- Subject to satisfactory 'Pilot Project' of letting ground floor sheltered flats to homeless households, scheme to be extended to further 8 sheltered housing complexes. - Additional resources for expansion of leasing scheme. £20,000 have been secured from B & B unit of ODPM.	KK KK
Implement the Best Value Improvement Action Plan for the Housing Advice/Homelessness Service achieving the proposed service improvements	All actions due to be delivered in line with targets set out in the Plan	All actions due to be delivered in line with targets set out in the Plan	All actions due to be delivered in line with targets set out in the Plan	£££ additional staff resources required to complete this task new secured.	KK
Continued commitment to the Older Persons Modernisation Strategy Team (mid Hants Primary Care Trust) to explore issues of common concern including older persons housing	Commitment continued	Commitment continued	Commitment continued	Absorb within current staffing resources	KK

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
Explore with partner housing associations the creation of a Winchester Housing Management Forum for social housing landlords	To establish an initial group to scope remit of forum	To work within the forum to ensure a 'joined up' and consistent approach to housing management issues	To integrate into the group other agencies such as the police	Absorb within current staffing resources (04/05) Resources from the CSP required if not sole HRA activity (05/06)	LB
	To provide named officers within each organisation responsible for the development of the forum	To establish an information sharing protocol	To have district wide protocols for Anti Social Behavioural Orders (ASBOs) / ABCs	Absorb within current staffing resources	LB
		To standardise use of policy and procedure documents	To establish the use of Problem Resolution In Multi-agency Environments (PRIME) in targeting crime reduction	Possible resource issues (06/07)	LB
		To carry out joint training			LB
	Consider further use of hard to let s as accommodation for the over 40s		To provide a quality service where supply is compatible with demand		BM/LB

Priority 2: Maximising the supply of affordable housing to meet local housing need (see page 49)

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
Review the Local Plan land allocations to take account of the need for affordable homes to be provided during the planned period, and the results of the District wide Housing Needs Survey.	Achieve 40% affordable housing across all qualifying sites in the District	Achieve 40% affordable housing across all qualifying sites in the District	Achieve 40% affordable housing across all qualifying sites in the District	Within existing	KK
Develop new affordable housing and planning policies supporting mixed tenure schemes in both rural and urban locations	At least 50% of new affordable housing schemes to have mixed tenure units	At least 50% of new affordable housing schemes to have mixed tenure units	At least 50% of new affordable housing schemes to have mixed tenure units	To be accommodated within existing resources	KK
That the Council in conjunction with its Registered Social Landlord, partners progress the 'brownfield site' development opportunities identified in the Urban Capacity Study	Apply for planning permission on 5 sites	Apply for planning permission on 5 sites	Apply for planning permission on 5 sites	Existing Joint Funded Project Officer (Council & partner Housing Associations)	KK
Submission of annual bids over the period of the Strategy to the Regional Housing Board for Home Buy and Starter Home initiatives taking into account the results of the District wide Housing Needs Survey	Apply for home ownership funding of £1M	Apply for home ownership funding of £1M	Apply for home ownership funding of £1M	£££ Seek funding of £1M to produce an annual target of 50 Key Worker homes with a further £1M to produce an additional 40 shared ownership dwellings	KK
Investigate the various funding options which exist to deliver the long term required level of capital investment to meet the affordable housing needs	Agree most appropriate programme in light of resources available			Provision for appointing consultants included in 2003/04 budget	KK
Review the Local Plan, affordable housing policies and land allocations using the results of the recently commissioned housing needs/market survey	Present evidence to Local Plan Inquiry	Implement Local Plan new policies		Resourced from within the Local Plan Budget	KK

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
Provide approximately 20 new affordable homes for rent each year, of which at least 5 will be in rural areas	20 (5) units	>20 (5) units	>20 (5) units	Subject to the availability of sufficient Social Housing Grant funding via the Regional Housing Board	KK
Increase the supply of one bed affordable social housing to improve move on from specialist supported housing schemes	Develop at least 10 units of 1 bedroom accommodation	Develop at least 12 units of 1 bedroom accommodation	Develop at least 15 units of 1 bedroom accommodation	Requires additional capital funding from external and/ internal funding sources or re-designation/remodelling of existing stock.	KK
Undertake a review of the organisational, managerial and operational issues connected with the process of enabling the provision of supported housing	Review current service provision	Implement any recommendations		To be accommodated within current staffing resources	KK
Produce a list of rural priority parishes to be targeted for new affordable housing in next 3 years based on the results of the housing needs survey, parish surveys and rural enablers work	Apply for planning permission on 2 sites	Apply for planning permission on 2 sites	Apply for planning permission on 2 sites	To be incorporated in Affordable Housing programme	KK
To review recently published Sub Regional Housing Needs Assessment Report with Hants Strategic Hsg Officers group and West Hants Enabling group	Update Action Plan in light of agreed priorities			To be determined as part of the review	KK
Participate and Monitor the development work programme of the rural housing enabler	On going review of effectiveness. How many parishes visited – 5	On going review of effectiveness. How many parishes visited – 5	On going review of effectiveness. How many parishes visited – 5	To be absorbed within existing resources	KK

Priority 3: Implement the new preventative approach to Homelessness

Priority 3: Implement the new preventative approach to Homelessness contained in the Strategy (see page 49)

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
Convert part of the Sussex Street Hostel Winchester to provide six self contained units for young vulnerable homeless persons	Conversion competed			HRA and General Fund Capital Funding £1/2 M has been secured as well as Supporting People Revenue Funds	KK
Work with a range of local voluntary and statutory agencies in the implementation of the 5-year Homelessness Strategy.	Implementation of action plan in line with targets	Implementation of action plan in line with targets	Implementation of action plan in line with targets	A multi agency group the Winchester District Inclusive Housing Forum has been established.	KK
Seek additional funding opportunities to deliver new initiatives to support the Homeless Strategy.	Opportunities maximised	Opportunities maximised	Opportunities maximised	£££ Successful bid has been made to ODPM to extend the private sector leasing scheme operated by DRUM housing association £20,000pa 2002/03	KK
Implement the new preventative approach to Homelessness contained in the Council's adopted Homelessness Strategy 2003/08, ensuring that potentially vulnerable individuals covered by the new legislation are identified and their needs met.	Approach implemented	Implementation continued	Implementation continued	£££ Additional staff resources were required to deliver the service – now secured.	KK

Priority 4: Maximising Choice in the Lettings Process

Priority 4: Maximising Choice in the Lettings Process (See page 49)

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
Review the effectiveness of the current empty property strategy and adopt a revised strategy.	Review Empty Property Strategy	Gain approval for revised Strategy and agree timetable for actions	Implement Recommendations	Review to be accommodated within existing staffing resources	KK
Assess the housing needs strategy and enabling services against the Audit Commission's Comprehensive Performance Assessment of the Balanced Housing Market diagnostic	Investigate and report to Housing PIC on findings of CPA report			Work to be absorbed within existing staff resources	KK
Involve customers, RSL partners in developing and implementing a strategy to increase choice and accountability in the letting process	Partners involved as appropriate			£££ Funds will need to be identified in both the General Fund and the Housing Revenue Account to progress work.	KK
Review allocations in rural areas as part of developing and implementing a policy to increase choice and accountability in the letting process and explore use of IT.	Process reviewed and recommendations made to Housing PIC			£££ Introducing more customer choice has revenue and capital implications. HRA/General Fund funds would need to be identified.	KK

Priority 5: Implementing the Private Sector Housing Renewal Strategy

Priority 5: Implementing the Private Sector Housing Renewal Strategy and Energy Efficiency (see page 49)

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
Develop a stronger relationship with private sector landlords through the regular meetings/contact with the Landlord Forum and College Accommodations departments	On going commitment	On going commitment	On going commitment	Within existing resources - requiring additional staff time	KK
Set up an Accommodation register of private sector landlords who have obtained accreditation.	Initial setting up	Expansion of the register	Updating and reviewing	Within existing resources – dedicated staff time	KK
Implement the Private Sector Housing Renewal Strategy in accordance with the adopted Housing Grants Service following completed review	On going Strategy commitments	On going Strategy commitments	On going Strategy commitments	£190,000 additional resources both capital and revenue achieved for Disabled Facilities grants to accommodate growth in service	KK
Implement the newly established HMO student lettings Accreditation scheme contained in the Private Sector Housing Renewal Strategy	Setting up	Increasing the number of accreditations each year	Increasing the number of accreditations each year	Additional staff resources required have been secured. As well as capital funding in the sum of £20,000 from discretionary grants budget	KK
Implement the newly targeted discretionary housing grants strategy to meet the identified priorities	On going target/commitment	On going target/commitment	On going target/commitment	Additional staff resources required have been secured as well as capital for discretionary grant aid applications	KK

Priority 5: Implementing the Private Sector Housing Renewal Strategy

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
Develop a proactive approach to targeting discretionary grants to accommodation with poor energy efficiency ratings occupied by vulnerable or older person households or those in receipt of welfare benefits.	On going target/commitment	On going target/commitment	On going target/commitment	Discretionary grant assistance available within the annual capital allocation for home improvements/ home energy saving measures	KK
Implement the new Private Sector Housing Renewal Strategy grants assistance and enforcement policy	Ongoing Strategy commitment	Ongoing Strategy commitment	Ongoing Strategy commitment	Revenue and Capital resources have been identified and agreed	KK
Establish Home Improvement Agency in partnership with Test Valley Borough Council, East Hants District Council and the County Council, subject to set up funding from ODPM and Social Services (tba - March 04)	Set up	Ongoing Strategy commitment	Ongoing Strategy commitment	Revenue and Capital resources have been identified and agreed	KK
Investigate through the Home Improvement Agency - loan assistance and asset release schemes for funding home repairs and maintenance in the private sector	Set up	Expand options for financial assistance	Expand options for financial assistance	Providing Loans may have future revenue implications for the identified Lender organisation, through the new Home Improvement Agency	KK
Review the Home Energy Conservation Strategy in light of the results of the home energy surveys, conducted by Energy Sustainable Development Ltd (ESD) and residents self assessment questionnaires - District wide survey (as above)	On going Strategy commitment	On going Strategy commitment	On going Strategy commitment	£7,000 resources needed to analyse data from the District wide questionnaire surveys. Effective grant aided action is within the capital allocation for discretionary assistance. NB: recommendations in the ESD report to be further considered as/when appropriate	KK

Priority 6: Undertake administrative strategic and financial tasks associated with implementation of Supporting People policy in Hampshire (see page 49)

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
Assist the Supporting People Implementation Team to complete the task of identifying local housing with support needs assessing the suitability/effectiveness of current supply and determining gaps in provision	On going review programme of all local services 30 schemes per annum	On going review programme of all local services 30 schemes per annum	On going review programme of all local services 30 schemes per annum	The results of the exercise may have cost implications in future years in meeting the capital investment costs of remodelling obsolete schemes and/or new provision	KK

Priority 7: Ensure the production of a deliverable Business Plan

Priority 7: Ensure the production of a deliverable Business Plan (see page 50)

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
"Fit for Purpose" Business Plan with clear targets approved by Council and implemented throughout 2004/05	Objectives and targets implemented.	Plan updated as required	Plan updated as required	£17m gross expenditure HRA funded by rents/subsidy. £3.4 million capital programme funded mainly by MRA	RB

Priority 8: Implementing a maintenance and renewal strategy to achieve Decent Homes standard

Priority 8: Implementing a maintenance and renewal strategy to ensure that the decent standard for all Council owned homes is reached by 2010 (see page 50)

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
To refurbish our existing housing stock in order to meet the Decent Homes standard by the 2010 target date	The completion of the Options Appraisal project and submission of a robust Options study to the Govt Office for assessment which identifies best option for the future management of the Housing Service	Implement actions approved as part of the Options Appraisal review	Implement actions approved as part of the Options Appraisal review	£83k funding in 2003/04 budget and £50k funding in 04/05	RB
	The delivery of the approved annual Repairs and Maintenance programme for 2004/05	To deliver the approved annual Repairs and Maintenance programme for 2005/06	To deliver the approved annual Repairs and Maintenance programme for 2006/07	£6m capital & revenue funding included in 2004/05 budget	CB
	The reduction of the percentage of stock classified as non-decent by a further 25%	To reduce the percentage of stock classified as non-decent by a further 25%	To reduce the percentage of stock classified as non-decent by a further 25%	Incorporated in above funding	CB

Priority 9: Work with communities and others to improve their social and economic well being (see page 50)

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
Develop a 'Wet Shelter' for street drinkers; identified as first priority by the Winchester Inclusive Housing Forum	Identify funding	Secure property	Open	Bids to be made to ODPM Bed and Breakfast unit & Supporting People Team	KK
Contribute to delivering the agreed action plan for the regeneration projects on the Highcliffe and Stanmore housing estates	On going impact	On going impact	On going impact	To be accommodated within existing staff resources	KK
Contribute to the Mid Hampshire (PCT) Older Persons Modernisation Strategy Team and work towards developing a strategic framework with specific outcomes and targets for improving access, choice and quality of services for older persons	Develop targets for future years			Agreed outcomes may have resource implications in future years for housing	KK
Establish a corporate programme of neighbourhood regeneration projects based upon the locally identified needs at Highcliffe and Stanmore	Deliver action plans for Stanmore and Highcliffe	Deliver action plans for Stanmore and Highcliffe	Deliver action plans for Stanmore and Highcliffe	Capital Projects will require land and resources with attendant revenue costs – to be identified for budget prioritisation	KK
Review effectiveness of neighbourhood wardens on the Highcliffe and Stanmore Housing Estates, Winchester.	Monitor and review trial schemes for Stanmore & Highcliffe and report progress future recommendations to Cabinet by Dec 04	Implement recommendations		£90k joint HRA/Gen Fund/town account provision included in 2004/05 budget to fund 3 posts	

Priority 10: Achieve a stronger and more strategic approach by the Council to all housing across the District

Priority 10: Achieve a stronger and more strategic approach by the Council to all housing across the District, public and private (see page 50)

ACTION REQUIRED	EXPECTED OUTCOME			RESOURCES	LEAD
	2004/05	2005/6	2006/07		
The establishment of a dedicated “Landlord” team with a clear HRA/Strategic split established within the Health and Housing Department	Head of Landlord Services appointed Review potential for clearer separation of HRA and General Fund services, making recommendations to the Housing PIC in Dec 04	Key services reclassified from HRA to General Fund including Community Alarm and Joint Housing Register Other approved recommendations implemented		£39k growth included in 2004/05 budget	BM

Key to Officers:

BM	Bob Merrett	Director of Health and Housing
KK	Ken Kershaw	Head of Housing Strategy and Policy
CB	Clive Broomfield	Head of Property and Contracts
RB	Richard Botham	Head of Business Services
LB	Luke Bingham	Team Leader - Housing Management

Appendix Two: Strategies/Plans



Page Links for text references to Strategies/Plans

Strategies/Plans	Page No.
Asset Management Plan	12,38
BME Strategy	9,15,45,56,59,60
Best Value Performance Plan	9,11,18,19,30,38,45,48,49,63,67
Capital Strategy	9,12,51
Community Safety Strategy	9,44,45
Community Strategy	9,10,43,50
District Local Plan	9,21,24
Energy Efficiency Survey	34,54
Health Improvement Plan	30,36
Home Energy Conservation Strategy	35,36,78
Homelessness Strategy	9,10,11,17,31,32,47,48,49,58,62,75
Housing Best Value Review	9,38
Housing Needs Survey 2002	9,14,22,23,30,58,59,73,74
Housing Renewal Strategy	9,11,36,48,49,54,59,77,78
Housing Revenue Account Business Plan	12,37,41,48,52,56,60,76
Joint Housing Register	18,26,29,46,49,63,83
Local Plan (1998)	20,21,23,24,44,49,61,73
Local Plan Review (2001)	6,19,24,25,61
Private Sector Housing Renewal Strategy 2003	11,36,48,49,54,59,77,78
Private Sector Stock Condition Survey 2001	34
Regional Housing Strategy	9,13,16,56
Rough Sleeper Survey	32
Social Inclusion Strategy	9,30
Strategic Framework “Quality and Choice for Older Persons Housing” (DoH)	33,82
Structure Plan Review	24,61
WCC Corporate Strategy	8,10
WCC Key Worker Strategy	22
Winchester Supporting People Strategy	9,31,58,59,62

Appendix Three: Partnerships/Groups



Page links for text references to Partnerships/Groups

Partnerships/Groups	Meeting Frequency	Page No.
Citizens Panel	4 per year	18
Community Safety Partnership	4 per year	44,45
Corporate Housing Enablement Group	Monthly	24
District Tenants Forum (TACT)	Monthly	18,41,70
Housing Association Partnership	4 per year	20,50
Joint Housing Register Partnership Steering Group	4 per year	18,49
Older Persons Modernisation Strategy Team	4 per year	18, 64,71,82
Private Sector Landlords Forum	4 per year	18,65
RSL Development & Enablement Group	4 per year	10,18,26,29,58,60,64,76
Supported Housing Panel	Monthly	29
Supporting People County Core Group	4 per year	16,32
West of Waterlooville MDA LA Group	Bi-monthly	16,18,55,58,60,78
Winchester Area Community Action	4 per year	18,19
Winchester District Inclusive Housing Forum	4 per year	29,32,58,62,75,82
Winchester Health for All Partnership	Bi-monthly	18,31
Winchester Local Strategic Partnership	Bi-monthly	10,18,43

Appendix Four: Glossary of Terms



Glossary of Terms	
ABCS	<u>A</u> nti- <u>s</u> ocial <u>B</u> ehavioural <u>C</u> ontracts
ASBO	<u>A</u> nti – <u>S</u> ocial <u>B</u> ehavioural <u>O</u> der
BME	<u>B</u> lack <u>M</u> inority <u>E</u> thnic
CAB	<u>C</u> itizens <u>A</u> dvice <u>B</u> ureau
CCTV	<u>C</u> lose <u>C</u> ircuit <u>T</u> V
CHEG	<u>C</u> orporate <u>H</u> ousing <u>E</u> nablement <u>G</u> roup
CPA	<u>C</u> omprehensive <u>P</u> erformance <u>A</u> ssessment
CRE	<u>C</u> ommission for <u>R</u> acial <u>E</u> quality
CSP	<u>C</u> ommunity <u>S</u> afety <u>P</u> artnership
DAP	<u>D</u> avid <u>A</u> damson <u>P</u> artners
DETR	<u>D</u> epartment of <u>E</u> nvironment, <u>T</u> ransport and <u>R</u> egions
DHS	<u>D</u> ecent <u>H</u> omes <u>S</u> tandard
DTLR	<u>D</u> epartment for <u>T</u> ransport, <u>L</u> ocal Government and <u>R</u> egions
ESD	<u>E</u> nergy <u>S</u> ustainable <u>D</u> evelopment LTD
GOSE	<u>G</u> overnment <u>O</u> ffice for the <u>S</u> outh <u>E</u> ast
HECA	<u>H</u> ome <u>E</u> nergy <u>C</u> onservation <u>A</u> ct 1995
HIMP	<u>H</u> ealth <u>I</u> mprovement <u>P</u> lan
HIA	<u>H</u> ome <u>I</u> mprovement <u>A</u> gency
HMO's	<u>H</u> ouses in <u>M</u> ultiple <u>O</u> ccupation
HRA	<u>H</u> ousing <u>R</u> evue <u>A</u> ccount
ICT	<u>I</u> nformation and <u>C</u> ommunication <u>T</u> echnologies
IMD	<u>I</u> ndex of <u>M</u> ultiple <u>D</u> eprivation
LAs	<u>L</u> ocal <u>A</u> uthorities
LASHG	<u>L</u> ocal <u>A</u> uthority <u>S</u> ocial <u>H</u> ousing <u>G</u> rant
LIFTCO	<u>L</u> ocal <u>I</u> mprovement <u>F</u> inance <u>I</u> nitiative <u>C</u> ompany
LSP	<u>L</u> ocal <u>S</u> trategic <u>P</u> artnership
MDA	<u>M</u> ajor <u>D</u> evelopment <u>A</u> rea
MRA	<u>M</u> ajor <u>R</u> epairs <u>A</u> llowance
NHER	<u>N</u> ational <u>H</u> ome <u>E</u> nergy <u>R</u> ating
ODPM	<u>O</u> ffice of the <u>D</u> eputy <u>P</u> rime <u>M</u> inister
PCT	<u>P</u> rimary <u>C</u> are <u>T</u> rust
PIC	<u>P</u> erformance <u>I</u> mprovement <u>C</u> ommittee
PPG3	<u>P</u> lanning <u>P</u> olicy <u>G</u> uidance Note 3 revised in 2000 to encourage higher densities, low car parking standards, the negotiation of affordable housing sites.
PRIME	<u>P</u> roblem <u>R</u> esolution <u>I</u> n <u>M</u> ulti- <u>a</u> gency <u>E</u> nvironments
QAFs	<u>Q</u> uality <u>A</u> ssessment <u>F</u> ramework
RPG9	<u>R</u> egional <u>P</u> lanning <u>G</u> uidance for the South East
RSLs	<u>R</u> egistered <u>S</u> ocial <u>L</u> andlords
SAP	<u>S</u> tandard <u>A</u> ssessment <u>P</u> rocedure
SHECANE	<u>S</u> outhern <u>H</u> ome <u>E</u> nergy <u>C</u> onservation <u>A</u> ction <u>N</u> etwork
SHG	<u>S</u> ocial <u>H</u> ousing <u>G</u> rants

SHOG	<u>S</u> trategic <u>H</u> ousing <u>O</u> fficer <u>G</u> roup
SLG	<u>S</u> trategic <u>L</u> iaison <u>G</u> roup
SPG	<u>S</u> upplementary <u>P</u> lanning <u>G</u> uidance
TACT	<u>T</u> enants and <u>C</u> ouncil <u>T</u> ogether
TCMG	<u>T</u> enant <u>C</u> ompact <u>M</u> onitoring <u>G</u> roup
TPAS	<u>T</u> enant <u>P</u> articipation <u>A</u> dvisory <u>S</u> ervice
WACA	<u>W</u> inchester <u>A</u> rea <u>C</u> ommunity <u>A</u> ction