



Broxtowe  
Borough  
COUNCIL

# Housing Strategy 2015 -2020

*Developing people, homes and communities, partnerships and services*





Hall Drive - new affordable homes completed in 2014

# CONTENTS

page

<b>Broxtowe</b>	<b>2</b>
<b>Housing in Broxtowe</b>	<b>3</b>
<b>Achievements from Housing Strategy 2010-2015</b>	
• Delivering Decent Homes	5
• Providing New and Affordable Homes	6
• Developing Safe and Inclusive Communities	7
• Special and Supported Housing	8
<b>Legislation</b>	<b>9</b>
<b>HRA Business Plan</b>	<b>10</b>
<b>Developing people to provide the best possible service</b>	<b>11</b>
<b>Developing homes to meet the needs of our residents</b>	<b>13</b>
<b>Developing communities to achieve their potential</b>	<b>15</b>
<b>Developing partnerships to deliver improvements</b>	<b>17</b>
<b>Developing services to an excellent standard</b>	<b>19</b>
<b>Performance monitoring</b>	<b>21</b>
<b>Consultation</b>	<b>23</b>
<b>Supporting documents</b>	<b>25</b>

# Foreword

---

The housing environment has changed significantly since the last housing strategy was produced in 2010. We are proud of what we achieved. For the next five years we intend to build upon this success and raise our aspirations even higher.

Local authorities have been given increased freedom in how we operate our Housing Revenue Account. The introduction of self-financing has allowed us to plan long-term for investment in our own stock and for new affordable homes. Changes in legislation have given us greater control over the allocation of social housing and enabled us to work with the private sector to assist homeless households.

We understand that our role in Broxtowe is far greater than managing the properties we own and irrespective of which method of ownership people choose. This is reflected throughout the housing strategy, such as initiatives to improve energy efficiency, work closer with private landlords and work to bring empty homes back into use.

Our services must adapt to meet the changing needs of our customers. We will support our tenants to sustain their tenancies and will co-ordinate the work of our partners to provide additional assistance, such as help into work.

The success of this strategy depends on close partnership working. We will explore new finance opportunities, strive to increase our income and maximise efficiency. This will enable us to strengthen our housing revenue account whilst remaining focused on delivering decent quality housing that meets the needs of Broxtowe residents.



**Cllr Eric Kerry**  
*Portfolio Holder  
for Housing*



# Broxtowe

## Skills

The borough has a highly skilled workforce, with 36.6% of residents holding a degree qualification or higher, in contrast 10.7% of residents have no qualifications.

## Health

Life expectancy in the borough is greater than the national and regional average - male life expectancy is 79.2 and female life expectancy is 83.2

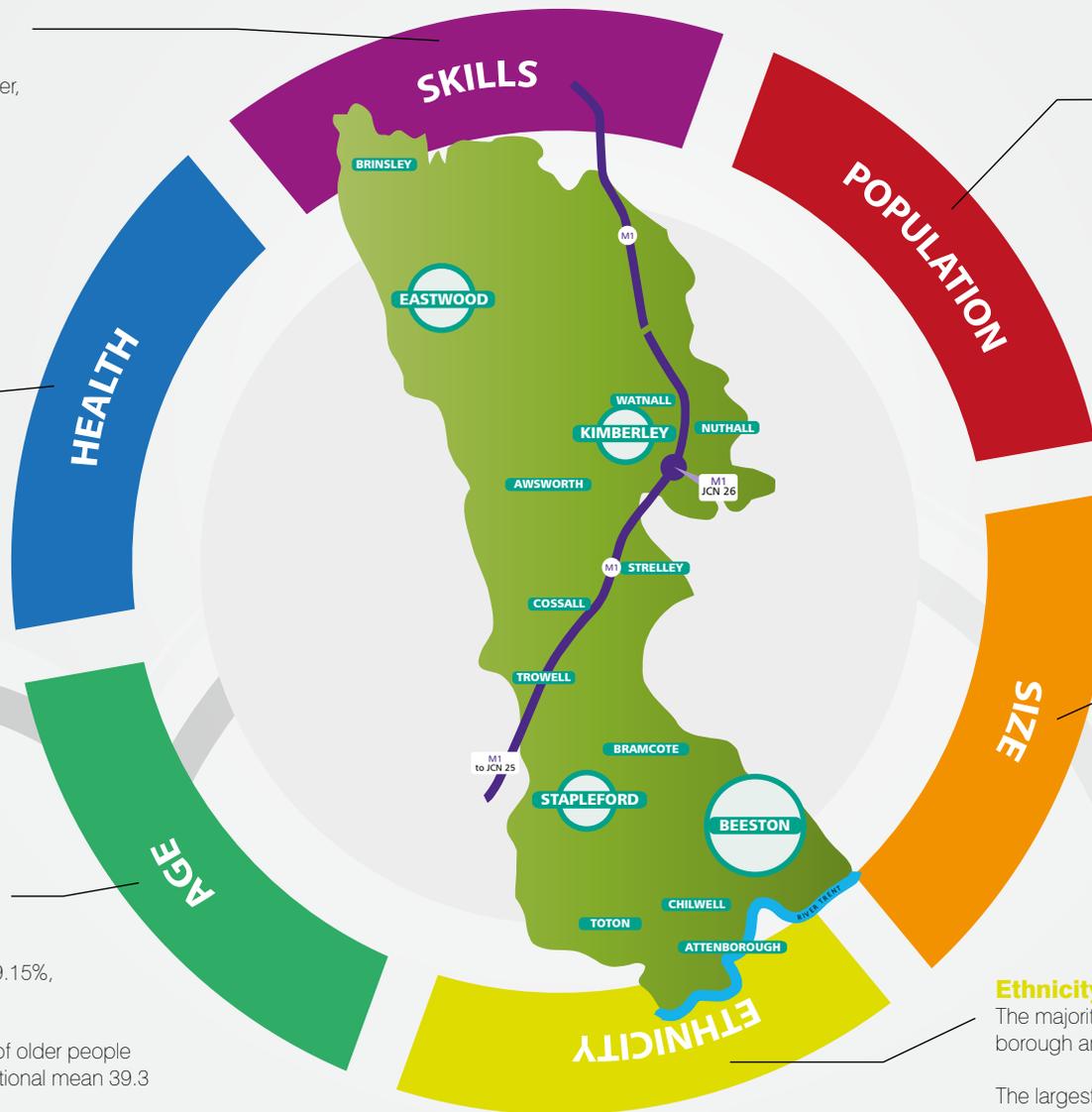
26% of households in the borough have at least one person living with a limiting long-term illness

## Age

Proportion of residents aged 0 -14 is low at 15.81%, national average is 17.64%

Proportion of residents over 65 is high at 19.15%, national average is 16.45%

The borough contains a higher proportion of older people than national average – mean age 41.4, national mean 39.3



## Population

109,487 (2011 census)  
Between 2011 and 2021 - population anticipated to increase by 7.6%, households projected to increase by 8.8%

## Size

81.08 sq km, average of 1,350 people per sq km - one of the most densely populated boroughs in the East Midlands

## Ethnicity

The majority of people in the borough are White British – 89.51%

The largest Black and Minority Ethnic (BME) groups in the borough are Indian and Chinese

# Housing in Broxtowe

The majority of people in Broxtowe live in a house they own or where they currently have a mortgage.

Owner occupied	73.2%
Council	8.95%
Renting from other social landlord	2.2%
Private rented	15.66%

Source: 2011 Census

There are large variations between property prices in different parts of the borough. Proximity to and connectivity with Nottingham adds a premium to properties in the South of the borough. Toton, Chilwell and Beeston will all benefit from better connectivity with the opening of the Nottingham Express Transit tram. There is a notable difference in the types of dwelling in Broxtowe compared to nationally. There is a higher proportion of detached houses and bungalows and a lower proportion of terraced houses and flats.

Property type	Average price
Detached	£199,460
Semi-detached	£129,283
Terrace	£105,015
Flat	£79,676
Average	£144,902

Source: Profile of Broxtowe, July 2014



## Household projections

	2011	2021	Increase/ decrease	Percentage change
Number of households	46,900	51,050	4,150	8.8%
<b>Household structure</b>				
One Person	13,281	14,613	1,332	10%
Couple and no other adult	22,590	23,835	1,245	5.5%
Couple and one or more other adult	5,190	5,626	436	8.4%
Lone parent	2,772	3,238	466	16.8%
<b>Households with dependant children</b>				
No dependant children	34,714	38,329	3,615	10.4%
One dependant child	5,631	6,294	663	11.8%
Two dependant children	4,653	4,433	-220	-4.7%
Three or more dependant children	1,910	1,995	85	4.5%

Source: CLG, 2011

## Household Market Assessment

Broxtowe Borough Council's Housing Market Assessment was originally completed in 2006 and updated in April 2012. Findings include:

- 498 households per year (52%) of emerging households within the borough are unlikely to be able to afford private rented or owner occupied housing based on income levels alone
- Most of the need for affordable housing (61%) comes from emerging households, such as adults living with their parents, rather than people already on the housing register

## Rapid Needs Assessment

In 2013 a Rapid Needs Assessment was completed for Broxtowe. Rapid Needs Assessment is a public health technique for assessing population needs by using readily available data as evidence. Data indicators were selected from the Public Health Outcomes Framework, Community Safety Partnership Reports and NHS emergency admissions reports. It found that areas with the highest needs for all indicators were Eastwood and Stapleford.





# Achievements from Housing Strategy 2010 – 2015

## Delivering Decent Homes

### Where we were in 2010

By 2010 Broxtowe Borough Council had already met the Decent Homes Standard set out by government for social housing.

	2010	2015
Properties meeting Broxtowe Standard	59.4%	88.6%
Dwellings in the private sector occupied by vulnerable people that meet the Decent Homes Standard	67.3%	71.47%
Satisfaction with Repairs Service	87%	97%
SAP rating for council properties (measure of energy efficiency)	55.2	66.5

Work had begun to achieve the 'Broxtowe Standard' which provided improvements of a higher standard than required by government. In 2010 almost 60% of tenants had benefited from this work which included providing better security and replacing kitchens, bathrooms and boilers earlier than the minimum required to meet the Decent Homes Standard. In contrast only 69.9% of properties in the private sector met

the Decent Homes Standard. This was typical of the national picture where private rented dwellings had the highest rate of non-decency. The stock condition survey completed in 2006 showed that this was a particular problem in dwellings occupied by vulnerable people. In 2010 only 67.3% of private dwellings occupied by vulnerable people were decent. In 2010 Broxtowe was also working to test properties for radon due to information provided by the Health Protection Agency that there were high risk areas within the borough.

Modernisation work completed	2010	2015
Bathrooms	0	482
Kitchens	250	293
Doors	280	891
Heating replacements	140	889

### Our achievements over the last five years

- Broxtowe Warm Zone completed over 4,600 improvements to private homes including loft and cavity wall insulation
- Completed our programme of radon gas testing for both private and public sector homes
- Developed and delivered an asset management plan for council housing
- Reviewed our services and made changes when needed, such as bringing our gas servicing team 'in-house'
- Work with Wildlife Trust to provide bird and bat boxes as part of roof replacements
- All council properties have double glazing
- Tenants are offered more choice as part of modernisation works, including level access and walk-in showers for tenants living in Retirement Living schemes
- Satisfaction with modernisation work remains high at 93% despite significant increase in work completed

# Achievements from Housing Strategy 2010 – 2015

## Providing New and Affordable Homes

### Where we were in 2010

Broxtowe Borough Council had begun to build new council housing again, with 12 new homes completed in 2008.

Funding had been secured from the Homes and Communities Agency to build 25 new homes in 2010/11. Empty homes had been identified as a problem within the borough and an initiative had been launched to bring long term empty properties back into use through a combination of grants and enforcement.

### Our achievements over the last five years

- The Core Strategy was adopted in 2014 and provides a basis for planning for the borough up to 2028. The inspector found that an appropriate number of houses had been planned and that the distribution was justified and consistent with sustainable development
- In 2013 an ambitious project to build 114 new properties over seven sites begun in partnership with Nottingham Community Housing Association and Derwent Living. Phase one of this project has been completed, and work has begun on phase two
- Through our effective partnership working with NCHA two retirement living complexes have been decommissioned as they were no longer fit for purpose and the land is being used for new affordable homes
  - Energy saving measures on newly built properties, including



photovoltaic roof panels  
and ground source heat pumps

- All new affordable housing meets level 4 of the Code for Sustainable Homes
- The Homelessness team has worked proactively with private landlords. By 2015 68 landlords signed up to the rent guarantee scheme and over 80 new lettings have been made to people on the Council's housing register or those most likely to have been made homeless
- Through the use of grants and enforcement action 195 empty homes were returned to use within the borough



# Achievements from Housing Strategy 2010 – 2015

## Developing Safe and Inclusive Communities

### Introduction of Choice Based Lettings

In 2011 following a major publicity and awareness campaign HomeSearch was launched in partnership with Gedling and Rushcliffe Borough Councils. This allowed waiting list applicants to bid for all social housing vacancies both with the Council and with registered social landlords within the borough. This has given applicants greater opportunity to decide where they live and the ability to bid for housing outside the borough. It has also given people a better understanding of the limited stock within Broxtowe and helped develop realistic expectations. As applicants are able to see their position on the list for each property they have bid for it provides greater transparency of the lettings process.

### Where we were in 2010

Reducing crime levels and tackling anti-social behaviour was top of residents' priorities in 2010. Crime levels in the borough were reducing through effective partnership working, although there was evidence that the fear of crime was having a detrimental effect on quality of life. The Housing service had introduced new tools for addressing anti-social behaviour. There was also a focus on improving residents' access to the services that Broxtowe provides, improvements were made by developing a hub for housing services in Eastwood and reviewing the information provided on the Council website.



### Our achievements over the last 5 years

- The Broxtowe Partnership of over 70 individuals and organisations has worked collectively to support the most vulnerable people in Broxtowe
- Joint partnership working with Community Safety Partnership, Youth Outreach and Youth Justice teams delivered better outcomes for communities
- Over 50 community events have been organised, including community clean-up days and events for Healthy Living Week and Older Persons Week
- Proactively worked with the Fire Service to identify tenants at risk of fire
- Service Review Groups meet regularly with different teams within Housing, which brings a community perspective and helps improve service delivery
- Increased the variety of methods used to involve residents, including the use of interactive Qwizdom handsets

# Achievements from Housing Strategy 2010 - 2015

## Special and Supported Housing



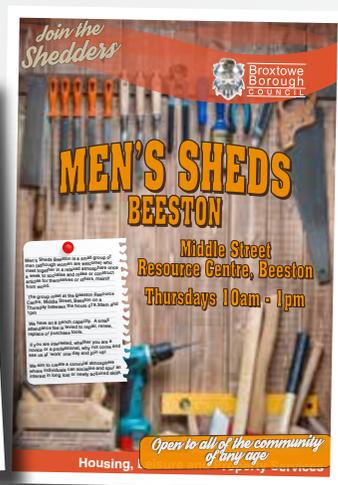
### Where we were in 2010

In 2009 the Homelessness service were successful in their bid for Trailblazer status and received £208,000 over a two year period to develop an Enhanced Housing Options approach with an emphasis on early intervention.

Work with the South Notts Domestic Abuse Strategic Partnership ensured that there was suitable accommodation and support for people fleeing domestic violence. Housing for older people had been identified as a priority as it was a key theme in the 2008 East Midlands Regional Strategy and it had been identified that 20% of the borough's population will be over 65 by 2025. Changes to supporting people funding in 2009 had given local authorities the freedom to spend the funding on the services that they choose based on local needs and priorities. Fuel poverty was identified as an issue that was affecting residents of the borough.

### A new Retirement Living Service

In 2012 the Sheltered Housing Service restructured to become the Retirement Living Service. Changes to funding and the withdrawal of all Supporting People funding in April 2013 led to a full service review looking at all aspects of the service. This provided an opportunity to modernise and improve the service provided. This was done through the amalgamation of existing roles of Scheme Managers, Area Visiting Officers and Community Visiting Officers into a new structure comprising of Retirement Living Officers and three team leaders. A new post of Retirement Living Marketing Officer was also created to address the issue of falling demand for some schemes and to promote the newly rebranded service.



### Our achievements over the last five years

- The Retirement Living team has completed over 200,000 visits per year to support older people within the borough
- An integration project run in partnership with Nottingham West CCG and Public Health was nominated in the Health Service Journal award for Improved Partnerships between Health and Local Government
- The Supported Plus initiative has assisted over 100 young women into their own tenancy
- Community cafe pilot project has created strong links between Council tenants and other residents of the borough
- Over 150 staff, members and residents have become dementia friends through attending training events
- Worked in partnership to provide housing to meet specific needs, including two dementia friendly bungalows and six properties for people with learning disabilities
- Introduced a 'Men in Sheds' project to alleviate loneliness, build confidence and improve the skills of the participants

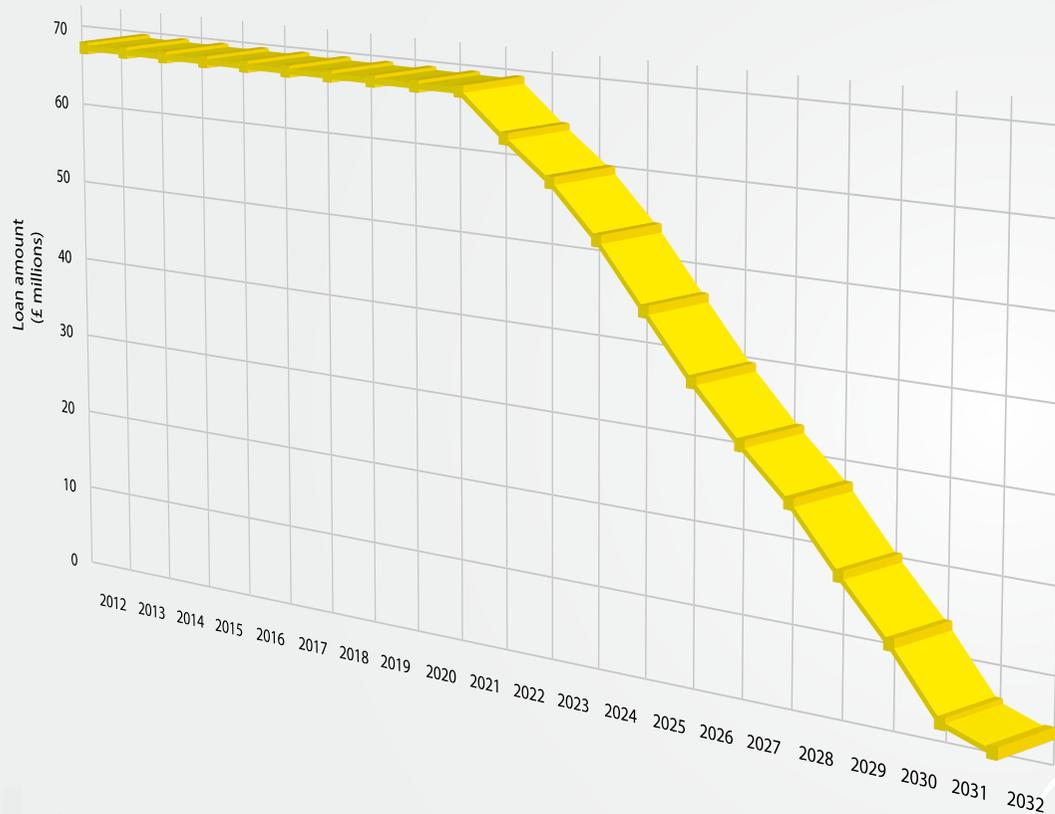
# Legislation

Since the publication of the last strategy in 2010 there have been significant changes in legislation which have had an impact on the way that the Housing service operate

Localism Act 2011	<p><b>Allocation reform</b> – councils are able to set own policies about who qualifies to join their waiting list; councils could introduce fixed term tenancies if they wished</p> <p><b>Reform of homelessness legislation</b> – councils can meet homelessness duty in the private sector</p> <p><b>Reform of council housing finance</b> – councils keep their own rental income, rather than the previous system of returning it to central government and receiving an allocation</p> <p><b>Regulation reforms</b> – housing complaints now considered by Independent Housing Ombudsman not Local Government Ombudsman</p>
Welfare Reform Act 2012	<p><b>Size criteria</b> – households who have a spare bedroom, according to government criteria, have their housing benefit reduced</p> <p><b>Benefit cap</b> – introduced a limit on the total benefit a person can claim</p> <p><b>Universal Credit</b> – introduced changes which will replace most existing benefits, there are many issues for tenants including the need for a bank account, in most cases benefit will not be paid directly to their landlord, they need to apply online and it will be paid monthly in arrears</p> <p><b>Non-dependent deductions</b> – a significant increase in the amount deducted from benefit if there is another adult living in the property other than the applicant's partner</p>
Anti-Social Behaviour, Crime and Policing Act 2014	<p><b>Civil injunctions</b> – allow for positive actions to be included as well as prohibitions</p> <p><b>Possession</b> – introduced new absolute grounds for possession of a property (eviction)</p> <p><b>Community trigger</b> – this provides victims with the right to request a review of the response to their complaint</p>
Care Act 2014	<p><b>Wellbeing</b> – promotes a preventative approach built around an individual's wellbeing, which includes the suitability of their living conditions</p> <p><b>Statutory relevant partner</b> – local strategic housing authority is included in the list of partners who should be working together to achieve the aims of the act</p> <p><b>Information and Advice</b> – agencies must work together to provide information and advice on services available, including those provided by the housing service</p>

# HRA Business Plan

On 28th March 2012 Broxtowe Borough Council borrowed £66.446m from the Public Works Loan Board (PWLB) in respect of the Housing Revenue Account (HRA) self-financing reform. The introduction of the HRA self-financing freed councils with housing to plan long-term for investment in their existing stock and new homes, supported by their full anticipated rent income.



**'We look forward to seeing more councils inspire and deliver the change needed; to realise the potential to build the homes we need; and to create jobs and prosperity for the communities that they serve'**

**Natalie Elphicke and Keith House,  
Elphicke - House Report  
January 2015**



*'Councils with housing have a particular responsibility to ensure that the homes they own are managed to the highest standards'*  
ARCH/NFA, For a council housing renaissance

# Housing Strategy 2015 -2020

## Developing people to provide the best possible service

### Why this is important

The Housing service must be working in the most innovative, efficient and productive ways. An exceptional service must be provided to tenants. Once this is achieved the Housing Service can share their good practice with others working within the Borough and can highlight to the wider community the work that is being completed. Changes to the benefit system, such as the benefit cap and size criteria for housing benefit have led to residents' income being reduced. Further changes to the benefit system through Universal Credit will have an impact on residents' ability to pay their rent. This will impact on the Council, other social landlords and private landlords within the borough. Staff need to adapt the way they work to meet the new challenges.

### What we do now

As a founding member of ARCH, the Association of Retained Council Housing, we understand the importance of working with others and sharing ideas to improve the services offered to tenants. Our Homelessness Prevention Service is the best performing in the East Midlands. We are proud that we continue to offer an excellent face-to-face service to our Retirement Living residents despite funding cuts.

### By 2020 we will:

- Have accreditations for the Housing service to show the exceptional service we provide
- Improve the use of feedback to develop our services
- Achieve top quartile performance when measured against other social housing providers
- Have a Housing service that is structured in the best possible way to meet the changing needs of our customers
- Support residents of the borough through changes to their benefits to ensure tenancy sustainment and financial inclusion
- Through effective staff engagement have happy, motivated staff
- Have reviewed the tenancies offered by Broxtowe Borough Council

Outcome	How this will be achieved	Key teams involved	Year
Feedback is analysed, trends identified and used to improve the service provided to our residents.	Review of customer satisfaction surveys Improved analysis of complaints and compliments	Resident Involvement Strategy and Performance	2015/16
The structure of the Housing Service ensures efficient services, which provide the best possible service to our customers. Staff are engaged, happy and motivated.	Review of current housing structure to support focus on employability of tenants and tenancy sustainment Staff engagement Regular staff questionnaires	All teams within Housing	2015/16
Robust policies and procedures for all aspects of housing management ensure tenancy sustainment and excellent service.	Production of a Housing Management and Tenancy Sustainment Strategy Implementation of the Welfare Reform Action Plan Develop understanding of Universal Credit to be able to support residents of the borough Review of the tenancies offered by Broxtowe Borough Council Introduction of a tenant loyalty scheme	All teams within Housing	2016/17
Accreditations achieved by the Housing Service confirm the high quality services provided.	Review of Housing Service standards Review of services provided in line with accreditations sought for: Anti-Social Behaviour Repairs Complaints	All teams within Housing	2016/17
Top quartile performance is achieved in all areas when measured against other social housing providers	Introduce 'top ten' performance indicators Embed a performance culture within the Housing service Use APSE and HouseMark to benchmark our performance Promote the success of our performance to others through ARCH, APSE and HouseMark	All teams within Housing	2018/19



# Housing Strategy 2015 -2020

## Developing homes to meet the needs of our residents

### Why this is important

Broxtowe is one of the most densely populated boroughs in the East Midlands with an average of 1,350 people per sq km. Between 2011 and 2021 the population of the borough is anticipated to increase by 7.6% and the number of households projected to increase by 8.8%. There is already a high demand for affordable housing within the borough. The borough contains a higher proportion of older people (19.15%) than the national average (16.45%), therefore it is essential to understand the needs and requirements of this group. Understanding the needs of the communities within Broxtowe is central to the ability to provide appropriate housing. We must also consider the impact of any future developments on the environment and look to use disused land for housing when appropriate.

### What we do now

Broxtowe works with partners to build new affordable homes, both for council ownership and for registered providers. In partnership with NCHA we have successfully secured funding from the Homes and Communities Agency for the Affordable Homes Programme 2015 -18. The Housing department and the Planning department work together to ensure that the types of housing provided meet the needs of the residents in the borough.

### By 2020 we will:

- Review all garage sites to assess need and suitability for use as residential land
- Continue to work with registered providers to increase the supply of affordable housing within the borough
- Work with developers to ensure that housing provided meets the requirements of the area
- Implement a system of regular reviews of housing need by area
- Research the need and demand for a retirement village
- Proactively implement initiatives to prevent discrimination and ensure equality of access to housing services

*'Understanding and articulating housing needs across all tenures is central to the success of a council's role'* Elphicke - House report



*'Housing that is secure and accessible, set in pleasant and safe environments and well connected to facilities makes a significant contribution to helping people to live healthy and active lives, as independently as possible.'*

*Chartered Institute of Housing, How to develop quality housing and health partnerships*



Outcome	How this will be achieved	Key teams involved	Year
Non-operational land, such as garage sites, has been identified to be released to provide required land for additional affordable homes.	Consider recommendations from the review of garage sites	Planning Repairs Strategy and Performance	2015/16
The affordable housing needs of each area of the borough are fully understood to inform appropriate affordable housing development.	Research of available data from external partners and internal sources Regular reviews of our own waiting list Conduct surveys of our communities Use Broxtowe Maps to identify priority areas	Allocations Homelessness Planning Strategy and Performance	2015/16
The needs of older residents of the borough are understood in greater detail, including the demand for a retirement village.	Work with partner agencies to help identify demand Use the information provided by residents about their needs through the Retirement Living review Consider changes to Retirement Living schemes including: <ul style="list-style-type: none"> <li>• Age categories</li> <li>• Specialist schemes</li> <li>• Schemes for different support levels</li> </ul>	Allocations Retirement Living Strategy and Performance	2016/17
Planning and Housing work closely together to develop policies to achieve the highest possible delivery of new affordable homes	Consider different affordable housing targets for different sub-regions of the borough Publication of Part 2 Local Plan	Planning Strategy and Performance	2016/17
There is a supply of new good quality homes, made possible through effective partnership working. The needs of different groups within the borough have been identified	Release capital by considering selling off higher value properties Working with our preferred partners to deliver housing through the Affordable Homes Programme 2015-18 Continue to work with other local authorities to address the needs of gypsy and traveller communities Research the barriers that are preventing certain groups within our borough accessing appropriate housing that meets their needs Consider the feasibility of a private company to deliver market housing for sale and rent	Planning Strategy and Performance	2018/19

# Housing Strategy 2015 -2020

## Developing communities to achieve their potential

### Why this is important

Good housing is central to the success of a community. The quantity and quality of available housing has an impact on the sustainability and economic viability of an area. For individuals the housing they live in can affect their health and wellbeing, education and job opportunities. Broxtowe Borough Council has an important role to provide leadership within communities. It must ensure that needs are identified; all partner organisations are included in work to address those needs and monitor outcomes. The leadership role will also ensure that other organisations view the Council as an essential partner in their own work. Broxtowe Borough Council's Housing Service involvement in initiatives such as NHS health and wellbeing projects and police crime reduction activities will ensure that the best possible outcomes are achieved for the communities in the borough.

### What we do now

Broxtowe Borough Council works closely with communities, through initiatives such as our community café. We support communities through community clean-up days, which involve partner agencies. We work with a number of partners to build new build homes, provide support for vulnerable residents and maintain our properties. We involve residents in our decision making through service review groups. We are actively involved in the Broxtowe Partnership.

### By 2020 we will:

- Build upon our successful partnerships to provide innovative solutions to issues facing the residents of the borough
- Improve our retirement living facilities to meet the needs of older people within Broxtowe
- Ensure that we optimise the use of Council owned facilities to benefit the community
- Provide residents with support to improve their employability
- Provide residents with training and support to ensure that they have the skills to sustain their tenancies
- Ensure that residents have the skills and knowledge to effectively scrutinise the service provided
- Improve the condition of residents' properties, irrespective of tenure, to address issue of fuel poverty within communities

*'A well executed approach to tenancy sustainment can reduce tenancy failures, encourage tenant retention, improve tenant satisfaction and ultimately maximise income'*

*Chartered Institute of Housing,  
How to create sustainable tenancies*



*'Economic prosperity and social wellbeing go hand in hand'*

*Broxtowe Borough Council, Economic Regeneration Survey*

Outcome	How this will be achieved	Key teams involved	Year
Tenants receive training to help them to sustain their tenancy.	Pre-tenancy training – provide new tenants with the support to sustain their tenancy Tenancy sustainment training – support existing tenants to address issues to prevent the loss of their tenancy	Homelessness and Housing Advice Resident Involvement Tenancy Management	2015/16
Residents of the borough are encouraged to improve their skills and employability, opportunities are provided to assist residents into work.	Provide apprenticeships within Housing Explore opportunities for partnership working with a training provider Work with other agencies to enable residents to set up a social enterprise Opportunity to participate in RTB scheme	Resident Involvement Tenancy Management	2016/17
Retirement living facilities are modernised, and the use of communal facilities are optimised for the benefit of the wider community.	Implement findings from Retirement Living review The new role of Housing Inclusion Officer will identify how communal facilities can be used to benefit communities Partner organisations will be encouraged to use communal facilities with Retirement Living schemes Contribute toward the corporate priority to end loneliness	Capital Works Repairs Retirement Living	2017/18
Older residents within the borough are supported through effective partnership working and the use of innovative solutions to the issues facing this group.	Pilot of SMaRT Messenger telecare project with NCHA Through the Older Persons Sub Group continue to develop partnerships and projects Lead on the corporate priority to achieve dementia friendly communities Link with work being completed by Housing Commissioning Group and Health and Wellbeing Board	Resident Involvement Retirement Living	2017/18
Fuel poverty is reduced through a sustainable regeneration project for residents of council properties, private tenancies and owner occupiers.	Identify new partners and available funding Identify communities that would most benefit from this project Deliver a sustainable regeneration project to a community within the borough in partnership with others Consider use of solar panels, solid wall insulation and other emerging energy efficient technology Link with work being completed by Housing Commissioning Group and Health and Wellbeing Board	Capital Works Energy and Sustainability Private Sector Housing	2018/19

# Housing Strategy 2015 -2020

## Developing partnerships to deliver improvements

### Why this is important

Broxtowe Borough Council needs to consider how we are going to manage the available housing within the borough; and the influence that the Housing Service can have both on the stock they own and the stock owned by others. Housing owned by the Council must be used in the most efficient way. The Council must use opportunities in the private sector to assist residents of the borough, through negotiations and facilitating lettings for private landlords and bringing empty homes back into use. Close partnership working with other providers of affordable housing ensure that good practice is shared regarding the best way to manage issues that are increasingly affecting all social landlords, including supporting residents through benefit changes and the decline in support services available for residents with mental health problems.

### What we do now

Make the best use of the private rented sector, by providing support to landlords to let to applicants from our waiting list and those in threat of homelessness. Over 40 private landlords attend our Landlords Forum which meets twice a year. Landlords are given information and guidance on a range of issues including energy efficiency, houses of multiple occupation regulations, credit unions and the letting agents redress scheme.

### By 2020 we will

- Look at a new business model for housing supply
- Promote mutual exchanges to residents of all social landlords within the borough
- Be working in partnership with other housing providers within the borough to address issues in our communities
- Have strengthened our accommodation based specialist domestic violence service provision
- Continue to address the issue of empty homes by introducing a 'matchmaker' service to match sellers of empty homes with potential buyers

*'One of the ways that we can also be more efficient is to work more closely with our partners across the public, business and voluntary sector. By joining forces with others we can make sure that we deliver improved outcomes'*

*Nottinghamshire County Council,  
Strategic Plan 2014 – 2018*

Outcome	How this will be achieved	Key teams involved	Year
Mutual exchange is actively promoted as an option for social housing residents of the borough to address their own housing needs.	Review of under-occupation and overcrowding within Council properties Work with other social landlords to identify residents to exchange between landlords	Allocations Tenancy Services	2015/16
Broxtowe will have a strong accommodation based specialist domestic violence service provision.	Work with other departments and other councils to use DCLG county wide funding Homelessness Team to provide information, advice and assistance	Communities Homelessness	2016/17
A full lettings service is provided to private landlords within the borough by the Council's lettings agency	Trial Home Lets as a local lettings agency for 18 months to identify demand from landlords within the borough for different services that can be offered	Allocations Homelessness	2017/18
Registered providers within the borough work in close collaboration with the council and each other to improve the service provided to residents.	Increased joint working with staff from other social landlords Identify areas where there a number of providers working within a small area who may be able to share resources and expertise Work with other providers to undertake housing management functions, such as joint scheme inspections and to address issues of anti-social behaviour	Allocations Retirement Living Tenancy Service Strategy and Performance	2017/18
Empty Homes within the borough are brought back into use by pro-active work with landlords.	Implement actions in the Empty Homes Strategy 2014 -19 Develop a 'matchmaker' scheme to match sellers of empty homes with potential buyers	Private Sector Housing	2018/19



# Housing Strategy 2015 -2020

## Developing services to an excellent standard

### Why it is important

It is equally important that the Housing Service operates in the most efficient way and represents value for money in the services provided. Influence over the wider housing market will only be possible if the Housing service can demonstrate that business intelligence is influencing the decisions made to improve and develop services.

### What we do now

We regularly review our services and make changes when necessary such as bringing our gas service in-house to improve services and save money. We benchmark the costs of our services against other stock retained councils and housing organisations. The change to self-financing has meant that we are able to offer more choice to our tenants. For example, prior to self-financing we asked tenants to prioritise the work to be completed in their homes. We are now able to offer a full range of improvements. Spending in this area has greatly increased. In 2011/12 planned capital spending on the Council's housing stock was £2.96m. In 2015/16 annual spending will reach £7.57m.

### By 2020 we will:

- Have reviewed our leaseholder service to ensure value for money
- Improved our voids performance
- Undertake a feasibility study for in-house electrical testing and void property repairs
- Produced a housing repairs strategy
- Reviewed and renewed our IT system to ensure that it is fit for purpose
- Have a commercial strategy for housing, with a social heart



*'Technology is very important in the delivery of housing services and the way that we communicate with tenant-customers'*  
Chartered Institute of Housing,  
New era, changing role for housing officers

*'Those local authorities that retain their social housing stock – managed directly or at arm's length – do so positively, because they see value in it'*  
HouseMark, A sense of purpose:  
defining value for money in council housing

Outcome	How this will be achieved	Key teams involved	Year
Effective and efficient leaseholder services are provided to all leaseholders of Broxtowe Borough Council.	<ul style="list-style-type: none"> <li>Appoint new Leaseholder Officer</li> <li>Research other organisations' approach to leasehold management</li> <li>Survey of all leasehold properties</li> </ul>	<ul style="list-style-type: none"> <li>Leaseholder Services</li> <li>Repairs</li> <li>Strategy and Performance</li> </ul>	2015/16
The process for re-letting properties is managed effectively to ensure quick turnaround of properties with a high lettable standard.	<ul style="list-style-type: none"> <li>Review lettable standard</li> <li>Review information provided to tenants</li> <li>Improve monitoring of refusals to understand the reasons and respond to problems identified</li> </ul>	<ul style="list-style-type: none"> <li>Allocations</li> <li>Neighbourhood Services</li> <li>Repairs</li> </ul>	2015/16
Work can be conducted in an efficient and systematic manner, as the IT system fully supports work conducted by the Housing service.	<ul style="list-style-type: none"> <li>Review of current system</li> <li>Assess how mobile working can improve the services provided</li> <li>Promote the use of IT to our tenants, with an emphasis on digital inclusion</li> </ul>	All teams within Housing	2017/18
Evidence shows that the service provided presents value for money, as the feasibility of offering these services in-house has been considered.	<ul style="list-style-type: none"> <li>Review of costs of Repairs service, including benchmarking</li> <li>Feasibility study of in-house services</li> <li>Work to increase the number of repairs completed at the first visit</li> </ul>	All teams within Housing	2017/18
As a top performing landlord, services can be sold to local people and other organisations.	<ul style="list-style-type: none"> <li>Rebrand of the Housing service</li> <li>Production of a price model, to evidence value for money and show price per job</li> <li>To enable opportunities for income generation</li> </ul>	All teams within Housing	2019/20



## Responsibility for monitoring performance and progress

The Housing Service Delivery Plan was approved by the Overview and Scrutiny Committee and progress is reported to the committee every 6 months.

The Housing Performance Group is responsible for scrutinising and commenting on the Housing Strategy and formally monitoring progress.

The Housing Portfolio Holder is responsible for overseeing the

Housing Strategy and recommending to Cabinet policy changes and priorities.

We share our performance information with Service Review Groups. One of the actions from the housing strategy is to train our tenants to ensure that they have the skills to effectively scrutinise our performance and identify any areas where we could make improvements.

In the Housing Service Delivery Plan 2015-18 there are 30 performance indicators and 18 sets of service data reported. It is important that we continue to monitor all these areas but from 2015 we will also focus on a set of 'top ten' performance indicators within the Housing service. The 'top ten' performance indicators are chosen as areas where all members of staff can influence performance and all managers within Housing take joint responsibility to ensure that they are achieved.

## Housing Service Delivery Plan

This document explains how the Council's priorities for housing set out in the Corporate Plan will be achieved. It contains information on the teams who work together to deliver housing services. It also includes further details on the legislation that governs our services and full performance information.

In future years the actions required to achieve the outcomes in the housing strategy will be included as actions in the service delivery plan. Through this, the progress and success of the Housing Strategy will be closely monitored and we can ensure that the actions taken by the housing service help achieve corporate priorities.

The current Corporate Plan is for the period 2012-16. When the new Corporate Plan is written it is likely that new housing priorities will be identified.



# Consultation

To produce the Housing Strategy a wide range of consultation was carried out  
**Staff**

**Consultation workshops were held with staff with over 80 members of staff attending.**

Staff were asked to discuss their achievements from the last strategy and to recommend issues to be included within the next strategy. The insight that staff gave informed the actions that have been included.

Developing staff to meet the challenges set in this document is important. Staff will continue to be kept informed of progress of the strategy and given appropriate training to ensure that they are able to meet the objectives set.

Staff attended from the following teams:

- Tenancy Services
- Retirement Living
- Resident Involvement
- Homelessness and Housing Advice
- Allocations
- Caretaking and Cleaning Services
- Leaseholder Services
- Strategy and Performance
- Modernisations
- Capital Works
- Communities
- Private Sector Housing
- Planning
- Repairs

## Councillors

An event for Councillors was held with the Director of Housing, Leisure and Property Services and the Head of Housing. Staff views from the consultation workshops were shared and ideas for the future of the Housing service were discussed.



## Residents

The Service Review Groups comprise of tenants and leaseholders of Broxtowe Borough Council, who work with officers to improve the services offered. They were the first to be consulted in the process and their views were shared with the other groups throughout the consultation process. Another meeting was held to discuss the draft strategy before the final document was produced.

All residents of the borough were given the opportunity to share their views on the achievements of the last strategy and the actions for the new strategy through an online consultation. Over 50 responses were received.

---

## Partners

External partners were invited to an event to discuss their involvement with Broxtowe Borough Council and how we can work together to improve the housing of residents within the borough. Many of the actions in this strategy involve strong partnership working and our ambitions will not be achieved if we do not work successfully with others.

A number of partners are integral to the success of this strategy. We work with our partners on the development of new builds, support for our tenants and to access funding. Some of our key partners include:

NOTTINGHAM  
COMMUNITY  
HOUSING  
ASSOCIATION

 Derwent living

 framework  
A springboard for housing and affordable people

 Cedar Housing  
Hope for the future and support for-gone-there

 CanaanTrust  
Rebuilding lives

  
Nottingham City  
Clinical Commissioning Group

 BROXTOWE YOUTH  
HOMELESSNESS

 ageUK

# Supporting documents

---

A delivery plan and communications plan have been produced to support this document. Each of the outcomes also has a guidance sheet to assist officers in delivering the actions required. These documents provide further information on budgets, resources, lead officers and the performance indicators that will be used to monitor outcomes.

## **There are other documents that provide useful supporting information:**

Corporate Plan

Housing Revenue Account Business Plan

Housing Service Delivery Plan

Broxtowe Inter-Agency Homeless Strategy 2013-2018

Resident Involvement Strategy 2012 – 2015

Housing Allocations Policy

Empty Homes Strategy 2014 – 2019

Joint Tenancy Strategy 2012 (with Gedling and Nottingham City)

Health and Wellbeing Strategy for Nottinghamshire 2014 -2017

Anti-Social Behaviour Policy 2014

Aligned Core Strategy (with Gedling and Nottingham City)

Economic Regeneration Strategy 2015 -2019

Nottinghamshire County Council, Strategic Plan 2014 – 2018

Elphicke-House Report

For a Council Housing Renaissance, Association of Retained Council Housing/  
National Federation of ALMOs

How to create sustainable tenancies, Chartered Institute of Housing

How to develop quality housing and health partnerships, Chartered Institute of  
Housing

New era, changing role for housing officers, Chartered Institute of Housing

A sense of purpose: defining value for money in council housing, HouseMark





**This document is available in large  
print upon request**

Follow Broxtowe with social media



[www.broxtowe.gov.uk/socialmedia](http://www.broxtowe.gov.uk/socialmedia)



**Broxtowe  
Borough  
COUNCIL**

**Broxtowe Borough Council**  
Council Offices, Foster Avenue,  
Beeston, Nottingham NG9 1AB  
Tel: 0115 917 7777  
email: [hpls@broxtowe.gov.uk](mailto:hpls@broxtowe.gov.uk)  
[www.broxtowe.gov.uk](http://www.broxtowe.gov.uk)

[www.broxtowe.gov.uk](http://www.broxtowe.gov.uk)