



Delivery Plan

2020/21

This Delivery Plan sets out the key actions for the Housing Revenue Account (HRA) within the Bournemouth Neighbourhood for 2020/21.

While work has begun to develop a new Housing Strategy for BCP Council, the actions within this document are linked to the Refreshed Bournemouth Housing Strategy 2017 – 2020 which set out the following five key priority areas.

1. Increase the right supply of new homes to meet local needs, including affordable housing.
2. Ensure housing stock is managed and maintained efficiently, safely and effectively, including improvements to the private rented sector.
3. Supporting area-specific regeneration plans.
4. Preventing homelessness and improving health and wellbeing through housing.
5. Making best use of resources and developing additional commercial opportunities.

The actions are also linked to the Council's new Corporate Strategy which sets out the following priorities:

- **Sustainable Environment** – Leading our communities towards a cleaner, sustainable future that preserves our outstanding environment for generations to come.
- **Dynamic Places** – Supporting an innovative, successful economy in a great place to live, learn, work and visit.
- **Connected Communities** – Empowering our communities so everyone feels safe, engaged and included.
- **Brighter Futures** – Caring for our children and young people; providing a nurturing environment, high quality education and great opportunities to grow and flourish.
- **Fulfilled Lives** – Helping people lead active, healthy and independent lives adding years to life and life to years.

The Council's strategy also seeks to develop a **modern, accessible and accountable council** committed to providing effective community leadership.

The Delivery Plan will support the Council's priorities through increasing the supply of new homes; ensuring that we provide, safe, well managed and maintained properties; contribute to area regeneration; reduce evictions by helping tenants maintain their tenancies; ensure effective use of existing Council homes to meet housing need and that we have efficient processes in place to manage our homes.

Key priority 1 - Increase the right supply of new homes to meet local needs, including affordable housing.

| What we will do | Actions to help us achieve this | Link to Corporate Strategy | Q1 RAG | Q2 RAG | Q3 RAG | Q4 RAG |
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| Increase the supply of new Council housing through new build and purchase on the open market. | 1. Publish a Housing Development Strategy for the Housing Revenue Account. | Dynamic Places | | | | |
| | 2. Maximise and collate medium term, (5 to 10-year delivery) housing development pipeline on HRA land. | Dynamic Places | | | | |
| | 3. Commence the development of over 120 mixed tenure homes on the Princess Road site in Westbourne. | Dynamic Places | | | | |
| | 4. Redevelopment of Northbourne Day Centre to provide 9 homes for rent including 1 and 2-bedroom flats and 2-bedroom houses. | Dynamic Places | | | | |
| | 5. Demolish garages on Barrow Way and commence construction of 3, 2-bedroom houses for rent. | Dynamic Places | | | | |
| | 6. Demolish garages on Ibbertson Way and commence construction of 2, 2-bedroom houses and 1, 3-bedroom house for rent. | Dynamic Places | | | | |
| | 7. Commence construction of 11, 1 and 2-bedroom flats for rent on the Cabbage Patch car park. | Dynamic Places | | | | |
| | 8. Commence work to replace existing Council homes at Luckham Close with new more modern homes for rent. The scheme will provide 6, 1 and 2-bedroom flats and 3, 3-bedroom houses. | Dynamic Places | | | | |
| | 9. Agree the scale of social rented homes within the new build programme based on detailed financial assessment of options. | Dynamic Places | | | | |
| | 10. Examine modern methods of construction to reduce costs and ensure that property purchases on the open market represent value for money. | Dynamic Places | | | | |

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| | 11. Explore opportunities to build new homes in areas of low density Council owned properties to support regeneration. | Dynamic Places | | | | |
| | 12. Explore opportunities to sell HRA land to private developers where it is not financially viable for the Council to build and where this brings sustainable land assembly opportunities for developers to provide much needed additional homes. | Dynamic Places | | | | |
| | 13. Consider the purchase of private land to create opportunities for future development of Council owned homes. | Dynamic Places | | | | |
| | 14. Agree a strategy to develop energy efficient homes that help reduce fuel poverty and contribute to the Council's CO2 reduction target. | Sustainable Environment | | | | |
| Key priority 2 – Ensure housing stock is managed and maintained efficiently, safely and effectively. | | | | | | |
| What we will do | Actions to help us achieve this | Link to Corporate Strategy | Q1 RAG | Q2 RAG | Q3 RAG | Q4 RAG |
| Ensure that we provide safe, well managed, maintained properties and that best use is made of Council homes to meet housing need. | 1. Implement identified service improvements to ensure maintenance and improvements carried out to Council homes deliver value for money. | Modern, accessible and accountable Council | | | | |
| | 2. Complete 95% of routine repairs on time. | Modern, accessible and accountable Council | | | | |
| | 3. Agree new terms of reference for the cross tenure BCP Fire Safety Group to ensure that our homes are safe places to live and contribute proactively. | Modern, accessible and accountable Council | | | | |
| | 4. Review the resources required to maintain our programme of safety inspections of our blocks of flats including Senior Living accommodation and ensuring high standards of estate management. | Modern, accessible and accountable Council | | | | |
| | 5. Implement any new recommendations from the Governments "Building a Safer Future" consultation. | Modern, accessible and accountable Council | | | | |

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| | 6. Provide an effective voids management service with a re-let time of 20 days for standard voids. | Modern, accessible and accountable Council | | | | |
| | 7. Develop a Sustainable Strategy for Housing and Construction in respect of new build and retrofitting of existing HRA stock. | Sustainable Environment | | | | |
| | 8. Ensure that our asset management strategy is up to date and due consideration is given to sustainable maintenance / construction, `zero carbon` housing operation by 2030 and how new homes will be heated beyond 2025 should the government ban the installation of gas boilers. | Sustainable Environment | | | | |
| | 9. Publish a tenancy fraud policy to ensure that homes are occupied by the lawful tenant and that checks are in place to detect fraud when homes are sold. | Modern, accessible and accountable Council | | | | |
| | 10. Review the policy and procedure for the recovery of rechargeable repairs. | Modern, accessible and accountable Council | | | | |
| | 11. Collect 98% of the rent due from tenants while minimising evictions. | Modern, accessible and accountable Council/Fulfilled Lives | | | | |
| | 12. Review service charge options for tenants and leaseholders including changes to levels and frequencies of services provided. | Modern, accessible and accountable Council | | | | |
| | 13. Complete ongoing programme of works covering all actions arising from Fire Risk Assessments. | Modern, accessible and accountable Council | | | | |
| | 14. Consider any recommendations or changes to legislation following consultation on the 2018 Housing Green paper "A new deal for social housing". | Modern, accessible and accountable Council | | | | |

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| | 15. Demonstrate effective compliance with the Regulatory standards for registered providers of social housing. | Modern, accessible and accountable Council | | | | |
| | 16. Demonstrate reassurance that compliance of the housing stock with regards to water quality, gas safety, asbestos, electrical safety, fire safety and lift safety is at good levels and well within the legal requirements. | Modern, accessible and accountable Council | | | | |
| | 17. Engage with residents to develop services and policies and enable tenants to scrutinise the service we provide. | Modern, accessible and accountable Council | | | | |
| | 18. Explore the benefits a membership of Housemark to enable benchmarking would bring. | Modern, accessible and accountable Council | | | | |
| Key priority 3 – Supporting area specific regeneration plans. | | | | | | |
| What we will do | Actions to help us achieve this | Link to Corporate Strategy | Q1 RAG | Q2 RAG | Q3 RAG | Q4 RAG |
| Contribute to area regeneration strategies and corporate with other stakeholders to achieve strategic aims. | 1. Continue to work with the West Howe Regeneration Partnership to achieve the aims set out in its Vision for West Howe. | Connected Communities | | | | |
| | 2. Explore opportunities to build new homes or redevelop existing ones that contribute towards the regeneration of specific areas working closely with Communities colleagues. | Dynamic Places | | | | |
| | 3. Facilitate the use of land within the HRA by local groups and charities where this has a potential benefit for Council tenants. | Connected Communities | | | | |
| | 4. Encourage residents to look after their neighbourhoods and take pride in where they live. | Connected Communities | | | | |

| Key priority 4 – Preventing homelessness and improving health and wellbeing through housing. | | | | | | |
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| What we will do | Actions to help us achieve this | Link to Corporate Strategy | Q1 RAG | Q2 RAG | Q3 RAG | Q4 RAG |
| Reduce evictions by helping tenants maintain their tenancies and help create good neighbourhoods. | 1. Contribute towards the development of a new BCP allocations policy and agree approach to IT software. | Dynamic Places | | | | |
| | 2. Implement agreed options for increased tenancy sustainment so that vulnerable tenants can be supported to maintain their tenancies including the provision of additional Housing First tenancies. | Connected Communities | | | | |
| | 3. Identify training needs and provide resources for staff to help manage tenants with complex needs. | Connected Communities | | | | |
| | 4. Explore options for the provision of additional adapted housing to meet specific and bespoke housing need. | Connected Communities | | | | |
| Key priority 5 – Making best use of resources and developing additional commercial opportunities. | | | | | | |
| What we will do | Actions to help us achieve this | Link to Corporate Strategy | Q1 RAG | Q2 RAG | Q3 RAG | Q4 RAG |
| Ensure effective use of existing Council homes to meet housing need and that we have efficient processes in place to manage our homes. | 1. Review policies, procedures and strategy with Poole Housing Partnership and agree scope to align. | Modern, accessible and accountable Council | | | | |
| | 2. Review our approach to fixed term tenancies and feed into the Council's wider Tenancy Strategy. | Dynamic Places | | | | |
| | 3. Review our use of Independent Senior Living accommodation to ensure that it is meeting housing need and consider if schemes should be decommissioned working closely with PHP in the Poole neighbourhood. | Dynamic Places | | | | |
| | 4. Review our use of incentives to encourage tenants to downsize to a smaller home. | Dynamic Places | | | | |

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| | 5. Be actively involved in the Councils organisational design around one operational model with a single service process and way of delivering services taking into account feedback from staff HRA workshop. | Modern, Accessible and Accountable council | | | | |
| | 6. Document and communicate processes and procedures to staff to ensure a consistent approach. | Modern, Accessible and Accountable council | | | | |
| | 7. Effective monitoring of the HRA budget through the accurate production of the annual accounts, completion of statutory returns, accurate reporting of right to buy receipts and reporting of income managed on behalf of the general fund e.g. garages and photovoltaic cells. | Modern, Accessible and Accountable council | | | | |
| | 8. Increased use of the Northgate Housing system to record and manage customer contact. | Modern, Accessible and Accountable council | | | | |