



Housing Strategy

2015/16 and beyond

April 2015

take part, take pride



Foreword



It gives me great pleasure to present Sutton's new housing strategy, which reiterates the Council's vision for housing in the borough and sets out the aims and supporting objectives that will enable us to meet housing needs now and during the coming years.

The Council's corporate plan recognises the importance of housing and has set a broad objective for it, which is to "Increase the level of affordable housing and improve the quality of existing council housing in the borough". Although the Council has this and many other aspirations, over the next four years it will be facing a huge delivery challenge given unprecedented budget cuts that need to be made, totalling £38m.

Since the publication of the Council's last housing strategy, in 2011, there have been some major developments in terms of the housing policy context at a national and regional level and changes in the political and economic position of the country which will have a significant adverse impact on the funding of public services over the coming years. We therefore face a significant challenge to maintain an effective and high quality housing service.

There has been a notable reduction in the national Affordable Housing Programme compared to previous years but at the same time we have seen the reform of the national Housing Revenue Account (HRA) subsidy system and the 'reinvigoration' of the Right to Buy policy, which together have enabled the Council to start building new homes again for the first time in decades. Indeed new build council housing is a major item on our policy agenda, with a decision taken last year to progress this through a twin track programme of new homes developed within the HRA and further affordable homes being delivered via a council owned development company.

I would like to thank all who have contributed to the development of this strategy, particularly from those who responded to our formal consultation, from our partners and other stakeholders, the collective views of tenants and residents groups and the individual views of our residents across all housing tenures.

Cllr Jayne McCoy
Chair, Housing, Economy and Business Committee

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1 Introduction

- 1.1 Sutton Council has developed a new housing strategy for the borough. Our last housing strategy was published in 2011; since then there have been a number of national and regional developments that have had a significant impact on the housing landscape and the delivery of Council services. The wider policy context is discussed further in the next section.
- 1.2 The Council's overall vision for the borough is "*... a community in which all can take part and take pride*". Derived from this our vision for housing is...

"A community in which the housing needs of all households are met, now and in the future"
- 1.3 Contained in chapter 4 is a summary of the evidence base underpinning the strategy. This sets out our assessment of housing need in the borough and includes an analysis of the need for affordable housing over the coming years. It derives in large part from the latest Strategic Housing Market Assessment commissioned jointly by the Council's housing and planning services in the autumn of 2014.
- 1.4 Resourcing of the strategy is detailed in chapter 5. The key point of note here is that the Authority is facing substantial cuts in the funding provided by Central Government. Over the next four years Sutton Council will need to make savings of around £38m, this on top of substantial cuts already made. These are having a significant impact on the delivery of the Council's services, including statutory housing services.
- 1.5 In section 6, deriving from our analysis of need, we have set out our proposed aims and objectives for meeting housing need in the borough and delivering on our vision. To help formulate our priorities we sought the views of a wide range of stakeholders, including borough residents, our partner organisations and neighbouring local authorities; the results of this consultation are summarised in chapter 3.
- 1.6 The last chapter discusses how we propose to deliver on the aims and objectives of the strategy over the coming years. It covers briefly the processes that will be put in place to oversee and monitor delivery and also how the strategy will be reviewed in due course.
- 1.7 Finally, it should be noted that although addressed in broad terms in this document, investment in the Council's housing stock is dealt with in detail in the latest iteration of our Housing Revenue Account (HRA) Business Plan, which is set to be published around the same time as this new housing strategy.

2 Policy Context

National Context

- 2.1 At the national level the policy context for housing is set principally through the National Planning Policy Framework (NPPF) and the National Housing Strategy. The NPPF, published in 2012, greatly simplified Government planning guidance and, importantly, set a presumption in favour of sustainable development. Planning authorities, including Sutton, are now in the process of revising their local plans.
- 2.2 *Laying the Foundations: a Housing Strategy for England* was published in late 2011 and seeks to address concerns across the housing market and improve fairness in social housing. Essentially it aims to:
- get the housing market moving again
 - create a more responsive, effective and stable housing market
 - support choice and quality for tenants
 - ensure that homes left empty for years are lived in once again
 - improve environmental standards and design quality
- 2.3 Unfortunately, as a result of the economic situation following the crash of 2008, the amount of government funding available for investment in affordable housing has fallen considerably. The 2011-15 Affordable Housing Programme was allocated just £4.5bn compared to over twice this much during the previous period. For 2015-18 the programme has received £2.9bn nationally, sufficient to build around 164,000 homes compared to an estimated national need of 240,000 homes per annum.
- 2.4 The Coalition Government has attempted to boost house building and also promote home ownership in other ways, notably through its Help-to Buy scheme, which was extended to first time buyers seeking second hand homes in 2014. The ‘reinvigoration’ of the Right-to-Buy (RTB) policy has sought to increase ownership amongst existing council tenants while at the same time provide new affordable housing to replace the stock sold.
- 2.5 Along with far higher levels of RTB receipts, the reform of the Housing Revenue Account (HRA) in 2012 has resulted in further resources becoming available to councils for investment. This has meant that for many local authorities, particularly those who have achieved or are close to achieving 100% stock decency, there is now the opportunity, for the first time in decades, to invest in new council housing.
- 2.6 But housing is also affected by the wider social policy agenda. The programme of welfare reform, for example, has had a profound impact, especially in the private rented sector where the number of properties available to households on housing benefit has been cut significantly through the restrictions placed on Local Housing Allowances. The social sector restrictions (often referred to as the ‘bedroom tax’) have also had their effects in terms of encouraging downsizing where this is possible but also hardship where it isn’t. At the same time the total benefit cap has placed considerable pressure on some larger households while the transition to Universal Credit has revealed serious issues and financial risks for both tenants and landlords.

- 2.7 As well as cuts in affordable housing investment and welfare benefit payments, the economic situation has meant much reduced Government support for measures to improve home energy efficiency and address fuel poverty. Previous Exchequer-fund schemes such as Warm Front have now largely been disbanded, with reliance increasingly placed on support directly from energy suppliers, and thus indirectly from the consumer, in the form of the Green Deal and the Energy Company Obligation. Although a draft national fuel poverty strategy was published in 2014 it has yet to be finalized.

Regional Context

- 2.8 Since our last housing strategy was published the Mayor of London has acquired substantial new housing powers including the allocation of funding for affordable housing development in the capital. The Mayor is also responsible for regional planning and in 2011 published a further iteration of the London Plan, the spatial development strategy for Greater London, which contains his policies in relation to residential development, including affordable housing requirements.
- 2.9 The London Plan is subject to Further Alterations, currently being consulted upon, contained in which are proposed new housing targets. The Mayor is seeking the delivery of at least 42,000 net new homes per year, of which 17,000 are to be affordable. Of the affordable element 60% is expected to be for social and affordable rent, 40% for intermediate rent or sale. The Further Alterations also contain revised targets for each London borough in relation to the minimum number of net new homes that should be delivered each year over the next 10 years. Sutton's requirement is set to be lifted from 210 to 363.
- 2.10 A new housing strategy for London was published by the Mayor in 2014. It reiterates the London Plan supply targets, including for affordable homes, and of the 60% rented element requires that half of the homes be let at 'discounted' rents (i.e. affordable rent set at 80% of market rents) and half be let at 'capped' rents set at 50% of market rents.
- 2.11 The London Housing Strategy seeks to improve housing design and the quality and energy efficiency of the capital's existing stock through retrofit measures. But there is also a strong desire to support both home ownership, with a number of measures proposed, and the private rented sector which has become an increasingly important tenure in the capital. The strategy also aims to improve access to and mobility within social housing, better meet the housing needs of older and younger people, tackle overcrowding and address homelessness.
- 2.12 An overarching focus of the London Housing Strategy is to bring forward land and promote housing development within the capital. To assist with this the Mayor is setting up a number of Housing Zones, to be established jointly with boroughs, in order to find ways, including through the use of GLA funds, to unblock stalled sites and increase development capacity, particularly in areas close to transport hubs and town centres.
- 2.13 Both the London Plan and the Mayor's housing strategy are key documents that need to inform the Council's own housing strategy and associated planning policies. Importantly, the borough local plans and housing and related strategies need to be in general conformity with the London Plan and the London Housing Strategy.

Local Context

- 2.14 This new housing strategy is set in the context of a range of strategies and strategic objectives at the local level. These include the Council's corporate plan, the Local Development Framework (the suite of documents which collectively comprise the Council's spatial planning strategy), the One Planet Action Plan, focussed on creating an environmentally sustainable borough, and the Opportunity Sutton programme that works with partners to deliver solutions to the challenges faced by businesses in the borough. Housing will also play an important role in delivering locally on a wide range of other cross cutting objectives such as improving the health of the borough's population, tackling crime and addressing worklessness.
- 2.15 Last year the Council agreed its new corporate plan, covering the years 2014/15 to 2018/19. Under the theme of "A fair Council" two key priorities have been set: building safe, strong and healthy communities; and increasing economic growth and investment in Sutton, making it a place of choice to live and work. As part of the latter the Authority has set a broad objective for housing, which is to: "Increase the level of affordable housing and improve the quality of existing council housing in the borough".
- 2.16 Although the Council has this and many other aspirations, over the next four years it will be facing a huge challenge to deliver on them given unprecedented budget cuts that need to be made, totalling £38m. Some aspects of housing are not directly affected by this, notably the landlord service, investment in the local authority stock and the delivery of new Council housing in the Housing Revenue Account (HRA), all of which are funded through other sources. However, other areas are greatly affected, notably the statutory housing functions of homelessness administration and temporary accommodation, and also the various forms of housing related support provided to vulnerable households.
- 2.17 An internal change affecting the position of housing within the Authority is being introduced in 2015/16 whereby the service will be moved to the new directorate of Environment, Housing and Regeneration. This will result in closer working between housing, planning and economic development and thus help to facilitate the delivery of the Council's development and regeneration objectives, in particular the delivery of new council housing.
- 2.18 New build council housing is a major item on the Authority's housing agenda, having taken the decision last year to progress this through both a programme of HRA new build, using its own available land, and also through the setting up of a development company or 'DevCo' to build or acquire new homes using General Fund borrowing. In addition, the Council has submitted a bid to the GLA to set up a Housing Zone in the borough covering Hackbridge and Sutton town centre.

3 Consultation

- 3.1 As a prelude to developing a new housing strategy for the borough, a consultation document outlining our vision for housing and the proposed priorities and goals for meeting housing need in the borough was published.
- 3.2 During November and December 2014, to ensure the widest possible involvement in the development of this new strategy, the consultation document was placed on the Council's website for public comment. Posters and fliers were distributed in libraries and community halls across the borough and emails sent to a diverse range of partner organisations, residents groups, statutory and voluntary agencies and neighbouring boroughs seeking comments and suggestions.
- 3.3 Feedback from the consultation, along with the Council's response to the comments made, has been summarised and published separately on the Council's web site alongside this strategy document. The Council will take into account, in the delivery of the identified priorities and objectives, a balance of the views that have been received from respondees. However, in the main, responses supported the priorities and goals that we had identified, as outlined in section 6.
- 3.4 Below are summaries of a few examples of the comments we received:
- We should seek to secure stability of housing and communities through targeted and coordinated intervention to support the most vulnerable and high risk groups - e.g. dealing with instances of domestic abuse, offender management, tackling anti-social behaviour and issues relating to mental illness, drug and alcohol abuse etc.
 - There is a need for suitable infrastructure (e.g. schools, transport etc.) to support any new affordable housing, and this should be balanced against the environmental impact of development.
 - There is a need to ensure that the quality of older people's housing is good and that it remains fit for purpose, taking into account the profile and projected needs of older people, including active older people and people with dementia.
 - There is a need for greater focus on bringing the condition of the private rented sector stock up to a good standard as well influencing the cost of rents being charged by private landlords.
 - Greater involvement of borough residents is needed in the development of housing and planning decisions of the Council.
 - There needs to be a regular and robust audit of allocations and housing management systems to prevent fraud and make best use of social housing.
 - Greater integration of support services is needed - e.g. housing, health, the voluntary sector, and we need to maximise the use of assistive technology to promote independence.
 - There is a need for greater emphasis on information and advice and early intervention to prevent crises.
 - The economic benefits afforded by having a housing stock should be conserved

- 3.5 Partly in response to the consultation the Council has commissioned research into the housing needs of older people living in the borough. This is due to be completed by June 2015 and will inform the remodelling of existing social housing stock in the borough to ensure that it is fit for purpose and designed to a standard that will respond to the needs of people as they age as well as providing housing designated specifically for more active older people.

4 Housing Need

- 4.1 This section summarises the evidence base for the housing strategy, which can be found on the Council's website. The Evidence Base document itself contains an extensive range of information on demographic projections, current housing supply, the private housing market and the need for affordable housing, this set in the wider context of the London housing market of which Sutton forms a part. It also focuses on the housing and support needs of specific client groups, the need for temporary accommodation and the condition and energy efficiency of the borough's housing stock.
- 4.2 A number of sources of information were used to inform the Evidence Base. These include the London Strategic Housing Market Assessment (GLA, 2013) and an accompanying data source document - *Housing in London* (GLA, 2014). The Council's recently published Market Position Statement was used to obtain information on the use of supported housing and projected population size of certain client groups. Most importantly, Sutton Council commissioned its own Strategic Housing Market Assessment (SHMA) in October 2014, and the results of this have provided much of the information at the local level, in particular the assessment of the need for affordable housing based on the government-prescribed methodology (see below).

London-wide Overview

Population

- 4.3 London's population is set to grow to around 10m by 2031 while best estimates suggest that household numbers will rise from 3.3m in 2011 to 4.4m by 2041. At the same time the average household size is expected to resume its long term trend and begin to fall from the current level of just under 2.5 persons.

Tenure

- 4.4 Over the 10 years following the 2001 Census owner-occupation in the capital dropped to below 50% while private renting has overtaken social renting, accounting for 26% of the market in 2011, the latter having dropped to 24%.

House prices, rents and affordability

- 4.5 According to the ONS the mean average price of a home in London reached £450,000 in December 2013, 73% higher than the national average and a 12% increase on the previous year. Regarding the perhaps more relevant median average measure, in 2012 this was £308,000 while the lower quartile price at that time was £230,000. There are, however, huge variations according to location, with average prices in Inner West parts of the city three times or more of those in cheaper areas.
- 4.6 Within London, median private rents vary considerably, from around £850 pcm for a two bedroom home in Bexley to around £2,700 pcm for a similar size property in Kensington and Chelsea. Sutton's rents fall towards the lower end of the spectrum with a median rent of around £950 pcm. Social or target rents have increased notably in recent years to an average across all sizes of home to just over £100 pw or about £425 pcm, while Affordable Rents in the housing association sector are averaging at around £160 pw or about £690 pcm.

- 4.7 In terms of affordability of home ownership, the ratio of average first time buyer prices to average earnings in London reached 7.5x by 2013, this compared to just 4.5x across England. Households renting privately typically pay around 46% of their (head of household and partner) income in housing costs compared to 41% for social tenants (who on the whole are likely to earn less) and just 16% for owner-occupiers with mortgages.

Homelessness and overcrowding

- 4.8 Although by 2010/11 homelessness in London had reduced considerably compared to its high point in the previous decade it has since risen, reaching nearly 15,000 statutory acceptances in 2012/13. Similarly the numbers of households in temporary accommodation have been increasing lately, topping 40,000 in 2013. Since the mid 1990s there has also been a gradual increase in overcrowding within both the private rented and social rented sectors, the latter particularly so, affecting 13% of all households by 2011/12.

Housing waiting lists

- 4.9 Across London boroughs there is considerable variation in the number of households on housing registers or waiting lists. Since the Localism Act was passed, which allowed councils greater flexibility regarding who they allowed to go on to their registers, overall numbers have dropped considerably. Those with the largest lists tend to be the inner London boroughs such as Camden, with over 20,000 households waiting for a home as at 1 April 2014. Outer London boroughs such as Sutton generally have far fewer, with numbers ranging from less than 100 to around 5,000.

Borough Demographic Information

Population and household projections

- 4.10 Sutton's population at the time of the 2011 Census was estimated at just over 190,000. The most likely projections suggest this figure will rise to 227,000 by 2031. Since the 2001 Census the ethnic breakdown of the borough population has changed significantly with non-White groups accounting for 21.4% in 2011, compared to just 10.8% previously.
- 4.11 The 2011 Census also recorded 78,176 households living in the borough, with an average size of 2.4 people. GLA projections of household numbers at the year 2041 vary considerably, from 87,000 (based on land capacity constraints) to 104,000 (central demographic trend), with the most likely figure considered to be somewhere between these two.

Migration patterns

- 4.12 Latest available figures, for 2011/12, saw a net out-migration from the borough of around 760 people during that year. In-migration was mainly from the boroughs of Wandsworth, Lambeth and Merton while out-migration was mainly to Croydon, Epsom and Ewell and Reigate and Banstead.

Employment and economic activity

- 4.13 ONS 2013 estimates suggest that just under 65% of the population of the borough is of working age (16 - 64), a slightly lower proportion than that of London as a whole.

However, Sutton has a greater proportion of its working age population in employment - 85% compared to 77% across London.

- 4.14 In 2013 median annual earnings for the resident working population of the borough were around £27,000 p.a.; the equivalent for the work place population (i.e. people who work in Sutton) is somewhat less at approximately £24,000 p.a. The lowest 20% of earners (accounting for a fifth of the working population) have an income of £15,000 p.a. or less. Compared to other London boroughs Sutton's resident working population's incomes fall in the middle of the range while for the workplace population incomes are somewhat less than the London average.

Deprivation

- 4.15 As the Evidence Base document shows, deprivation in the borough, while relatively low overall, tends to be concentrated in the Northern wards and Beddington South. Unsurprisingly it also aligns very closely with the distribution of social housing.

Housing Stock and Support Services

- 4.16 The 2011 Census showed that two thirds of homes in the borough are owner-occupied, either outright or through a mortgage, while 14.6% are rented from social landlords and 15% rented from private landlords. Trends since the previous Census show that there has been a huge increase in private renting, largely at the expense of owner-occupation, this reflecting a wider regional and national phenomenon. The large majority of the stock comprises two and three bedroom homes, with far fewer one and four or more bedroom dwellings.
- 4.17 The Council's own stock of rented homes fell to just below 6,000 in April 2015. Over the years the housing association stock in the borough has increased gradually and is now estimated to comprise some 5,700 rented homes. Historically the social stock has been slowly declining in numbers, largely due to Right-to-Buy sales of council housing. In future, although the level of sales may outstrip the building of housing association homes, this may be balanced to some extent by local authority new build.
- 4.18 The borough also contains a stock of 1,120 older people's supported housing units of varying types, largely traditional sheltered housing. In addition, there are around 312 units within a number of supported accommodation and supported living schemes, these having varying levels of support, both short and longer term, and serving a variety of client groups such as people with learning disabilities, ex-offenders, single young homeless people etc.
- 4.19 As well as providing accommodation-based support, in 2014/15 the Council commissioned 318 'units' of floating support, via a number of housing support providers, largely aimed at helping individuals to maintain their tenancies and avoid homelessness. Again, these services are provided to a range of client groups such as people with mental health issues, those resettling from institutional care settings etc.
- 4.20 The borough also hosts some 89 residential care and nursing homes, providing a total of 1,361 bed spaces. Around 22.5% of these are Council-funded, 17.4% funded by other local authorities, 10.2% funded by the NHS, 0.9% funded by the Sutton Clinical Commissioning Group (intermediate care beds) and 35.7% funded directly by individuals buying their own care (self funders). Between 2010 and 2013 there has

been a 31% reduction in the use of care home beds by the Council. This together with the level of funding by other authorities and a current vacancy rate of approximately 13% shows that there is a surfeit of care home provision in the borough.

Market Housing - Supply, Cost and Affordability

Housing supply

- 4.21 Figures show that over the last ten years the Council exceeded its planning target for net new additional dwellings by 34%. However, compared to London and even Outer London Sutton's growth rate over the period has been significantly lower than its borough counterparts.

Housing costs

- 4.22 The average property price in the borough as at June 2014 was just over £290,000. Along with Croydon, Sutton's house prices are considerably lower than those in other SW London boroughs, the next cheapest being Kingston with an average price of £391,000. Allowing for market fluctuations a calculation has been made of both the borough mean and median prices of properties sold during the period January 2013 to June 2014, these being respectively £260,000 and £299,000.
- 4.23 The trend in median house prices within London since 2008 shows that while prices have gradually increased everywhere in the capital; Sutton's prices have consistently been below both London and Outer London. However, all three areas have seen significant growth since the third quarter of 2013 and the median price in Q2 of 2014 (£280,000) is the highest figure to date.

House sales

- 4.24 In Sutton as elsewhere there was a significant drop in house sales following the economic crash of 2008. Since that time sales have remained stubbornly at no more than 60% of their pre-crash levels, albeit there has been a slight upward trend in recent years. At its height in the autumn of 2013 there were around 330 sales per month taking place in the borough but this dropped to just 230 in March 2014. The fall in sales since late 2013 has been countered by a commensurate rise in prices.

House price affordability

- 4.25 Since 1997 the average ratio of lower quartile incomes to lower quartile house prices in the borough increased from just under 4x to over 9x by 2008. By 2013 this had dropped slightly, to around 8.5x. However, in 2013 the average ratio in Outer London was higher still at over 10x. When comparing median earnings with lower quartile prices, arguably a more realistic relationship to consider, the ratio in Sutton drops from 8.5x to around 6x. The equivalent for Outer London is 6.6x suggesting that Sutton is one of the more affordable boroughs, at least within London.

Private renting - costs and affordability

- 4.26 The average (median) rent for a two bedroom property in the borough (over the year to September 2014) was £1,003 per calendar month. The average rental values in Sutton have increase by 16% in the period 2011 to 2014. By comparison, rental values in Outer London increase by 19% during this period, values in London increased by 14%

and England by 3%. There has been a slight decline in average rental values of approximately £7 per month during the last twelve months.

- 4.27 Over the four years the number of private lettings in the borough dropped significantly, reaching around 40% of its October 2011 level a year later. A bounce back began to occur from around December 2013, with transactions achieving 80% of their October 2011 level by June 2014.
- 4.28 For the purposes of calculating Local Housing Allowance (LHA) the majority of the borough falls within the Outer London South Broad Rental Market Area (BRMA), with the maximum rate of benefit payable for a two bedroom let currently standing at £880 pcm (as of 2014/15). LHA limits are intended to be set at the 30th percentile for each property size and within each BRMA. However, since the borough is considered to be an area where accommodation is at risk of becoming unaffordable, the LHA rates for all bedroom sizes in the Outer London South BRMA will rise by 4% in 2015/16.
- 4.29 Data from the Council's SHMA indicates that there is a significant difference between the maximum 2014/15 Outer London South LHA rates and actual lower quartile rents across all dwelling sizes. The room only lower quartile rent exceeds the relevant LHA rate by 19%, for one bedroom the excess is 7%, for two bedrooms it is 8%, for three bedroom properties it's 11% and four bedroom properties it's 15%. This means that some households who are seeking LHA to pay for private rented housing in the borough will find it difficult to secure private rented accommodation at or below the maximum that they can claim in housing related benefits. Even with the 4% uplift, based on current lower quartile private sector rent figures, LHA rates for all bedroom sizes are likely to be insufficient.

Affordable Housing – Supply, Demand and Need

Existing stock relets

- 4.30 There are currently approximately 11,700 social rented homes in the borough, comprising around 6,000 local authority and 5,700 housing association properties. Relets within the social stock have been in the order of 580 – 780 p.a. over the last four years.
- 4.31 Over the next six years over a hundred new Council homes are proposed to be built within the HRA with the large majority of these likely to be rented units. In addition, there are over 300 new housing association social rent and Affordable Rent homes in the pipeline. Set against these, however, are the projected stock losses from RTB sales and regeneration programmes, totalling over 300 units throughout the next five years. Furthermore, there are, as yet unquantified, disposals and demolitions of housing association stock anticipated. The net effect of these stock changes is that social relets are likely to average around 740 p.a. over the coming few years.

Presented need and demand for social housing

- 4.32 In terms of presented need and demand for social housing, the Council's housing register comprised 768 active applications as at 1 April 2015, these spread across four 'Priority Bands'. A further 551 applications were held on 'sub-lists' where the household was considered to have no need for re-housing, these being, principally, existing tenants wishing to transfer and older people seeking sheltered

accommodation. Under the Council's housing allocations policy households who are deemed to be able to find their own housing solution within the market are assisted to do so but are not considered for social housing.

- 4.33 Within the priority bands the largest numbers of households are in Band A ('urgent need for re-housing) and Band C ('living in unsatisfactory conditions'). In terms of the size of properties required by households on the register, demand is greatest for one and three bedroom properties. Of those existing tenants wishing to transfer, the demand is greatest for one and two bedroom properties.

Calculation of affordable housing need

- 4.34 Notwithstanding the above analysis of supply and demand, as part of the work of producing the SHMA a calculation was made of the need for affordable housing over the 18 year period, 2015 to 3031, based on the government-prescribed methodology (CLG 2007). This was done by firstly calculating gross housing need by aggregating current need, need from newly-forming households and existing households living in unsuitable accommodation, then taking account of arising need from newly forming households and existing households falling into need. The supply of affordable (social and affordable rent) relets and intermediate housing relets were then deducted from the gross housing need figure to arrive at the net estimated housing need of 1,018 per annum.

Homelessness and rough sleeping

- 4.35 Since 2009/10 homelessness acceptances have gradually risen, from 144 in that year to 277 in 2014/15. In 2014/15 over 80% of accepted households were families, of which 69% were lone parent families. Nearly 15% of accepted households had a mental or physical disability. Approximately 50% of homeless households are working, either full or part time, but well over 90% are in receipt of welfare benefits.
- 4.36 Compared to Inner London boroughs Sutton has very low numbers of people sleeping rough, with only 35 separate incidents counted over the year leading up to March 2014 and 8 during the last street count of rough sleepers that took place in October 2014. Actual numbers are likely to be higher than this since rough sleepers usually try to avoid coming into contact with authorities.

Temporary accommodation

- 4.37 At the end of 2014/15 there was 24% uplift in the number of temporary accommodation placements compared to 2013/14. Despite this increase, the Council has managed to contain the number of applicants applying as statutory homeless due to the effectiveness of its prevention service, which involves negotiations with private landlords and advice to promote alternative housing solutions.
- 4.38 Further factors influencing the Council's ability to manage the demand for temporary accommodation are the ongoing impact of welfare benefit reforms and the gap between private sector rents and LHA rates. As previously mentioned, there is due to be a 4% increase in the LHA rates in 2015/15; it is estimated that nine out of 10 lets in Sutton will benefit from this.
- 4.39 Assuming the minimum predicted increase in homelessness acceptances (23%) and taking into account the current level of social housing lets it is estimated that between

172 and 221 units of temporary accommodation will be needed in 2015/16, these consisting of 6% one, 83% two, 10% three and 1% four bedroomed properties. A temporary accommodation strategy is being developed and will be completed in early 2015/16. This will be underpinned by a procurement plan to deliver additional units of temporary accommodation.

Housing needs of specific client groups

- 4.40 The Council expects to maintain the current level of demand for supported housing and housing related support services. However, the projected need for supported housing for a number of client groups e.g. young people in transition from Children's to Adult Social Services, currently requires more evidence, an issue that will need to be addressed in the short term. Research into the housing needs of older residents, including people with dementia has been commissioned and will inform future provision and remodelling of existing social housing for older people.
- 4.41 As set out clearly in our Adult Services Market Position Statement, the Council has a strong strategic commitment to provide support to enable people to live independently in their own home for longer and where appropriate to enable people to move from residential care into supported accommodation in the community. Demand for residential care services is expected to continue to decrease as a proportion of overall social care spend is replaced with a greater focus on responsive and accessible mainstream services that support people to stay well and independent for as long as possible.

Stock Condition and Energy Efficiency

- 4.42 Our latest British Research Establishment (BRE) modelling of housing stock in the borough was undertaken in 2015, with a focus on private sector housing. The stock modelling revealed that 4,786 (7%) of homes in the private sector have a Category 1 Health and Safety Rating System hazard, including 1,087 (9%) private rented homes. The highest concentrations of fuel poverty and excess cold in the private sector stock are found in the wards of St Helier, Carshalton Central and Stonecot and Wallington North, Sutton Central and Wallington South. Using Landmark Energy Performance Certificate (EPC) data, the average Standard Assessment Procedure (SAP, energy efficiency) rating is estimated by to be in the region of 58 out of 100 for owner occupied housing and 65 for private rented accommodation compared to the our estimated average SAP rating of 71 for the Council's stock and a rating of 77 for Registered Provider properties in the borough.
- 4.43 To ensure that standards are maintained in the private rented sector the Council continues to respond to complaints of Category 1 Hazards. During the first nine months of 2014/15 468 complaints were received, with 13 formal notices served and 30 Category 1 Hazards successfully removed following an approach by the Council.

Support to Maintain Independent Living

- 4.44 The Council supports a number of initiatives, the majority funded locally, to help people to remain healthy and living in their own homes, avoiding unnecessary admissions to hospitals and care homes. The national Warmer Homes, Warmer People scheme, introduced and funded by the Department of Health in 2012/14 and 2013/14 assisted 50 clients. The scheme continued to run in 2014/15 with funding from Public Health.
- 4.45 Other initiatives, including the Referral to Response Service, providing a range of assistive technology solutions, assist people with community alarms, mobile response and other telecare services to enable vulnerable people to lead safe and independent lifestyles. Further support includes the Short Term Reablement and Assessment Team that works with people on discharge from hospital or to prevent hospital admission. New referrals are currently being received at a rate of 100-120 per month.

5 Resources

- 5.1 This chapter provides an assessment of the resources available for delivering our housing strategy as far as these can be known and projected. These include both capital funds for new investment and revenue funding for ongoing services. The assessment also covers both the Authority's own resources and those from external sources such as the GLA's Affordable Housing Programme. In addition, account is taken not only of financial resources but other resources such as land and buildings and the Council's planning powers to secure contributions towards affordable housing provision from developers.

Summary of Funding Sources

- 5.2 Set out below is a brief summary of the main sources of funding available for housing services and capital investment in the borough.

Sources of Council Capital Funding

Borrowing

- 5.3 Although under the Prudential Borrowing regime councils are generally free to borrow to invest subject to their being able to meet the borrowing costs, in Sutton this has been constrained for housing schemes due to the limited revenue streams, both within the General Fund and the Housing Revenue Account (HRA). The HRA self-financing settlement resulted in the Council's taking on an additional £141.1m of debt in March 2012. Under the self-financing settlement the Council was left with 'headroom' to borrow up to a further £14.9m. It has successfully secured a further £4.1m of borrowing headroom via the Local Growth Fund which will supplement resources in 2015/16 and 2016/17.

Capital Receipts

- 5.4 Following the Government's 'reinvigorated' Right-to-Buy policy, introduced in March 2012, the Council entered into an agreement with the CLG to retain additional or 'net' receipts for investment locally. The receipts must be spent within three years of their arising or returned to the exchequer with a high level of interest payable. A further restriction is that RTB receipts can be used to fund no more than 30% of the cost of new housing including the cost of land acquisition.
- 5.5 By the end of 2014/15 around £7.2m of reinvestable receipts are expected to have arisen. Over the next five years it is predicted that a further £11m of reinvestable receipts will arise.

HRA Revenue

- 5.6 With the introduction of HRA self-financing the Council retains all of its rental income; in 2015/16 this is estimated to be £38.4m. After the costs of revenue services and debt management are deducted there remains each year a substantial sum available for investment, either in major repairs and improvements to the existing stock or in new build. More detail on this is contained in the HRA Business Plan, which can be found on the Council's website.

Decent Homes Backlog Funding

- 5.7 In February 2011 the Council was awarded £62.420m of decent homes backlog funding for the next four years by the GLA. Sutton has been successful in drawing down on this funding with the final £24.420 being claimed during 2014/15. During 2014/15 the GLA announced the availability of further Decent Homes Backlog funding for 2015/16 and Sutton was successful in securing a further 7.2m, to be spent on the refurbishment of Chaucer House during 2015/16.

Funding for Disabled Facilities Grant

- 5.8 In recent years the Government has provided resources to local housing authorities specifically to cover the cost of funding disabled facilities grants (DFGs). DFGs are available to households with a disabled person who need to have adaptations carried out to their property and must be paid where there is an entitlement, although it is subject to a means test. The amount of funding available to councils has been set according to an assessment of need determined nationally.
- 5.9 Sutton received an allocation of £568k for 2014/15 and £661k for 2015/16. To augment this, since 2011/12 the Council has allocated £83k p.a. from its capital pot for both mandatory and discretionary DFGs in the private sector. Additionally, around £400k p.a. has been set aside within the HRA capital programme to fund disabled adaptations to the local authority stock.

Regeneration Funding

- 5.10 Substantial capital investment has also been secured to support the Lavender Partnership regeneration programme. This is a major programme, costing in excess of £140m and attracting significant investment from our housing association partner, Affinity Sutton as well as the GLA. The Council has contributed its own land to support the supply of new housing, the former Durand Close and the related sites, Elizabeth House, Franklin House and Oakleigh.
- 5.11 The Council's own capital programme has been used to support its regeneration programme and to ensure a supply of emergency temporary accommodation in the borough. Additionally, s106 funding accrued in lieu of affordable housing although small amounts have been used to deliver 12 units of housing for adults with learning disabilities.
- 5.12 A summary of the funding within the Council's General Fund capital programme is set out in the table below.

	2013/14 Outturn (£000s)	2014/15 Budget (£000s)	2015/16 Budget (£000s)	2016/17 Budget (£000s)	2017/18 Budget (£000s)	2018/19 Budget (£000s)
Expenditure						
Temporary accommodation	37	400	141	0	0	0
Lavender Housing Partnership	2,709	1,905	3,625	85	0	0
Lavender Housing Partnership – temporary accommodation	68	0	0	0	0	0
Travellers site improvements	0	208	0	75	75	0
Elizabeth House Regeneration	1	98	19	0	0	0
Procurement of Housing Centre IT system	15	67	0	0	0	0
Camperdown (new development)	0	71	71	0	0	0
Affordable Housing s106 – unallocated funds	0	0	63	0	0	0
Total	2,830	2,749	3,919	160	75	0
Resources						
Borrowing / use of Capital Receipts	145	642	2,162	96	75	0
Private developer / housing association contributions	2,666	1,960	1,623	64	0	0
s106 contributions	19	71	134	0	0	0
Revenue contributions	0	76	0	0	0	0
Total	2,830	2,749	3,919	160	75	0

General Fund Revenue

5.13 As well as other Council services, the General Fund is used to cover the costs of non-landlord related activities such as providing housing advice, homelessness administration and temporary accommodation. The estimated Housing General Fund budget for 2015/16 amounts to £5,763,100.

Affordable Housing Programme

5.14 Under the GLA's Affordable Housing Programme 2011-15, 84 units of affordable housing were funded in Sutton. All rented units were let at Affordable Rent and some intermediate housing was provided. Within the 2015-18 programme there are 77 units due to be developed in the borough either as Affordable Rent (both capped and discounted) or as intermediate housing.

Housing Association Funds

5.15 In previous years housing associations have contributed to the provision of new affordable housing in the borough through the use of their own funds. Many have drawn on their reserves, used Recycled Capital Grant or borrowed or re-mortgaged their housing assets to, for example, purchase land and/or subsidise additional affordable units on s106 schemes. However, with the recession and the downturn in the market, housing associations have become more risk averse and reluctant to invest in new schemes.

Homelessness Grant

- 5.16 The Council received over £400,000 of homelessness revenue grant during 2013/14 and 2014/15 to support the prevention of homelessness and is due to receive £393,833 in 2015/16. Although Homelessness Grant is no longer ring-fenced, Member commitment has enabled the retention of this funding for services that assist the prevention of homelessness. Additional sums have also been provided to mitigate the potential effects on homelessness of the welfare reform measures that have been introduced, while the Council also received funds of £100,000 in 2013/14 and 2014/15 to support work in tackling social housing tenancy fraud and recovering homes for the use of homeless households.

Sub-regional Funding

- 5.17 A further source of funding for housing locally comes from the SW London sub-regional allocations. These resources mainly cover works in the private sector e.g. bringing empty properties back into use but has also funded a programme of extensions on existing stock.

Care Act and Better Care funding

- 5.18 The Care Act 2014 and the accompanying regulations and guidance outline how housing can support a more integrated approach and set out local implementation requirements to be in place by April 2015. Sums have been provided to local authorities to cover the costs of implementing the new legislation.
- 5.19 The Better Care Fund (BCF) offers opportunities to bring resources together to address the pressures on services and it lays the foundation for more integrated health and social care. It is important to note that the Fund comprises allocation of existing health and local authority budgets. The Sutton Clinical Commissioning Group and the Council will continue to work together, with relevant NHS Trusts and provider organisations, to determine how to spend the BCF and, where appropriate, housing will contribute to the delivery of services.

Planning Powers and Use of Land and Buildings

- 5.20 In previous years the Council has been successful in securing additional affordable housing through the planning system via s106 agreements. However, lately the number of completed units arising from planning gain has dropped considerably. Over the last five years (from 2009/10) affordable housing completions accounted for almost half (46%) of total net additional dwellings in the borough. However, in 2013/14 the proportion dropped to only 15% and none of the units were provided through s106 agreements. In future years this proportion is likely to remain low if a significant number of the Office to Residential Prior Approval permissions are implemented since none of these is required to include any affordable housing.
- 5.21 The Council introduced its Community Infrastructure Levy (CIL) on 1 April 2014 to pay for new infrastructure within the borough. It comprises a charge of £100 per sq m for new residential development (excluding affordable housing) and £120 per sq m for new convenience (i.e. day-to-day) retail development.

- 5.22 Consultants have estimated that the imposition of a CIL would represent only 3-4% of a scheme's total development costs. Furthermore the Sutton CIL charge was introduced following detailed viability modelling to ensure that the charge was not set at a level that would hinder development. Nevertheless, the Council will be monitoring the delivery of affordable housing over the coming years to ensure that the CIL has no adverse impact.
- 5.23 Analysis over the last 10 years has shown that 53% of all affordable housing delivery has been through development of council-owned sites and a further 26% has been through our enabling role with housing associations delivering 100% affordable housing on their own sites.
- 5.24 The borough's existing social housing stock also represents an important resource and has been or is being successfully used to facilitate regeneration, sheltered re-modelling and temporary accommodation projects. This is discussed further in the next chapter.

6 Strategic Aims and Objectives

6.1 As mentioned in chapter 1, our vision for housing is:

“A community in which the housing needs of all households are met, now and in the future”

6.2 To help work towards achieving our housing vision we have identified the following five priorities or strategic aims which have been derived from the wider policy context and our local assessment of need:

- A. Increase the supply of affordable housing**
- B. Invest in and make best use of the borough’s existing housing stock**
- C. Promote excellent housing management standards across all types of housing**
- D. Provide housing options advice and address homelessness**
- E. Provide housing support and improve the health and wellbeing of residents**

6.3 Below are the goals or objectives that we think will help us to deliver on each strategic aim, again derived from the detailed analysis and our understanding of housing need in the borough. Under each aim is a brief commentary including a summary of key issues and ongoing or planned activity.

A. Increase the supply of affordable housing

- 1. Maximise affordable housing provision and achieve sustainable communities through the application of planning policies**
- 2. Accelerate the delivery of new homes of all tenures, including affordable homes, through being one of the Mayor’s new Housing Zones**
- 3. Identify and make use of land and other assets to support the provision of affordable housing**
- 4. Deliver a programme of building new council-owned homes making full use of net RTB receipts and other resources available**
- 5. Set up a Development Company to support the supply of new homes across all tenures**
- 6. Ensure that an appropriate mix of sizes of affordable units is provided in a range of locations to best meet need**
- 7. Ensure that new affordable housing is built to high eco-levels, is of high quality and that it meets required design standards**
- 8. Support the development of Hackbridge as a district centre and sustainable suburb through the provision of additional housing built to the highest achievable environmental standards**

6.4 Although the aims in this strategy are not listed in rank order, the delivery of an increased supply of affordable housing is arguably the highest priority. As highlighted in chapter 4, supply from other sources reduced considerably in 2013/14 compared to

the previous four years and is likely to remain depressed in coming years. The Council is committed to do all it can to deliver new affordable homes through its planning policies and is now developing a new Local Plan to support higher levels of delivery with the right design and sustainability standards in place to ensure that the new dwellings are of high quality.

- 6.5 The Council is also planning to build new local authority-owned homes through two routes: (i) using net or re-investable receipts from Right to Buy sales alongside borrowing 'headroom' in the Housing Revenue Account (HRA) and (ii) through the creation of a wholly-owned housing development company or 'DevCo' which will intervene in the market where appropriate to accelerate and increase the delivery of new supply using General Fund borrowing.
- 6.6 The current position is that we plan to commence formal procurement of a development partner for the former route via the GLA's London Development Panel, appointing a partner in early 2015/16 and achieve planning permission and start on site on at least one location by the end of the year. We also anticipate that the DevCo will be ready to go live in early 2015/16, and that its first priority will be to focus on accelerating delivery on sites included in our Housing Zone bid to the GLA, alongside acquisitions of individual properties in the market.
- 6.7 The proposed Housing Zone incorporates Hackbridge and Sutton town centre, extending to Belmont in the south. It reflects the current and anticipated range of sites in private ownership which the Council wishes to see brought forward for development.
- 6.8 Our latest analysis suggests that market rents in the borough are becoming increasingly unaffordable even for working households on modest incomes. The challenge we therefore face is how to increase the supply of sub-market rent homes, alongside other forms of tenure such as shared ownership, which is genuinely affordable for low income families.

B. Invest in and make best use of the borough's existing housing stock

1. **Regenerate existing council stock where appropriate to improve the quality of social housing in the borough.**
2. **Achieve and improve upon the decent homes standard across the Council's stock and invest in its long term future.**
3. **Carry out remodelling, adaptations to and, where appropriate, redevelopment of sheltered housing schemes to better meet the needs of older people**
4. **Improve energy efficiency in the borough's housing stock across all tenures**
5. **Reduce under-occupation and overcrowding in the borough's social rented stock**
6. **Operate efficient and effective turnaround of empty or void properties, tenant transfers and nominations within the social rented stock**
7. **Operate an effective housing allocations policy to ensure that households who genuinely cannot meet their housing needs in the private sector are assisted.**
8. **Make best use of private sector housing to meet the needs of homeless and other housing applicants**

9. Work with property owners to bring empty properties back into use through the application of grants, loans or enforcement activity.

- 6.9 We anticipate commencing work on the final phases of The Lavenders (the former Durand Close), Corbet Close and the remaining Carshalton Orlit sites where new development is not already underway in early 2015/16. At the same time, we have successfully secured additional GLA funding to support delivery of the decent homes investment programme, supporting substantial external works to the Council's largest tower block, Chaucer House, and we envisage that all council-owned homes in the borough will achieve full decency by 2018/19.
- 6.10 We have recently embarked upon a review of older people's housing support services and the designation and condition of sheltered housing stock to meet the projected diverse range of older people's needs. This will have a strong focus on promoting and sustaining independent living.
- 6.11 Improving the overall energy efficiency of the council-owned stock continues to be a priority. We have also developed and put in place a Fuel Poverty Strategy which links action to support improvements to the energy efficiency of housing in other sectors prioritising support to the most "fuel poor" households (see also E below).
- 6.12 We will continue to dedicate resources to address under-occupation, and manage the way void properties are allocated in a cost-effective way the help meet the needs of those on the housing register. SHP aims to improve void turnaround as set out in its Delivery Plan for 2015/16.
- 6.13 The Council has recently undertaken a further review of its housing allocations policy to ensure that access to social housing is provided to the right range of people who approach us for assistance. In addition we have made changes to the lettings process to achieve the optimal use of empty homes within social housing stock.
- 6.14 We have a strong track record of averting homelessness through effective work with private landlords. However, this is becoming more challenging as a result of the growing affordability gap as rents continue to rise. We also have a strong track record in using grants to support private owners to bring empty properties back into use, thus assisting households in need. Regrettably resources from the GLA to support this activity are likely to reduce considerably after March 2015.

C. Promote excellent housing management standards across all types of housing

- 1. Ensure, through robust performance management, that the Council's ALMO, Sutton Housing Partnership (SHP) maintains an excellent standard of service in all areas.**
- 2. Promote excellent standards of service and, where appropriate, stock/management rationalisation within the housing association sector.**
- 3. Work with landlords and tenants to ensure good standards of management in the private rented sector.**
- 4. Work with SHP and housing associations with stock in the borough to ensure effective resident involvement.**

- 6.15 The objectives to deliver this priority require use of effective influence over other organisations and landlords to achieve continuous improvement across all tenures. To that end we have a strong relationship with our ALMO, SHP, and after a period of poor performance in the key service area of repairs and maintenance, the organisation has strengthened its capacity to deliver a good quality service through new contractual and clienting arrangements.
- 6.16 We support stock rationalisation in the housing association sector through brokering relationships between organisations and, although we have carried out initial work to specify the management standards we wish to see all housing associations with stock in the borough attain, there is more to do in this field. We have paid particular attention to the proposed transfer of the stock at Roundshaw to the sole ownership of Metropolitan and have put in place mechanisms to ensure the association works with the local authority to meet resident needs and expectations.
- 6.17 We support good quality management in the private sector through a range of approaches to helping landlords to improve their knowledge and practice, including through our annual Private Landlords' Forum and the business club for landlords. At the same time we take action to tackle 'rogue landlords' and poor standards in the sector through available enforcement measures.
- 6.18 The tri-partite Resident Compact between the Sutton Federation of Tenant and Resident Associations, SHP and the Council is being reviewed and will be renewed in 2015/16. We recognise that there is more to achieve in driving up the standard of resident involvement across the social sector, and wish to see this addressed through work sponsored by the Sutton Housing Association Group (SutHAG).

D. Provide housing options advice and address homelessness

- 1. Provide effective and comprehensive housing advice services across all tenures to ensure that people are aware of their housing options**
 - 2. Prevent homelessness wherever possible**
 - 3. Work with private landlords to improve access to the private rented sector for low income and vulnerable households**
 - 4. Provide suitable temporary accommodation for statutory homeless households**
 - 5. Help residents adversely affected by current and future welfare benefit changes and prepare for forthcoming changes.**
- 6.19 Activity continues to take place to deliver an effective housing advice and prevention of homelessness service. Comprehensive casework assistance is offered to households across all tenures, including home owners. This is provided at the Civic Offices, via home visits in cases of parental eviction, and drop in advice sessions in conjunction with three children's centres across the borough, including the Sutton Centre for Independent Living and Learning.
- 6.20 Housing advice information is available via various mediums, including web based information, telephone advice, and face to face casework. A new "digital design" that will critically analyse the business processes that underpin the customer journey

between departments within the Housing Centre and the Council's generic Call Centre is being developed in order to improve the information available to customers.

- 6.21 A range of incentives has been developed to offer an attractive package to private landlords in order to maximise the flow through of available private rented properties. Landlords are supported to help deal with management issues for the duration of the tenancy and technical advice is offered regarding the letting of their property. The continued success of this service is dependent on the availability of staff and our ability to provide financial incentives.
- 6.22 The Homeless Prevention & Advice Team and the Vulnerable Adults Advice & Access Team both seek to address the causes of homelessness in order to maintain a client's existing accommodation wherever possible. This is achieved by identifying respective legal rights and responsibilities, but also through income maximisation, as well as complementary services such as advocacy and prosecuting rogue landlords who contravene the law. Imaginative solutions are used to resolve clients' housing needs, and incentives used to encourage landlords to keep existing tenants.
- 6.23 The recent rise in homelessness places a challenge on the provision of suitable temporary accommodation locally to avoid the use of out of borough bed and breakfast placements. This is being addressed via a number of routes including additional provision of emergency accommodation at the former Oakleigh care home site in Sutton and providing self contained short term temporary accommodation. Additional provision is being explored via the development of 'pop-up' off site construction homes, which could offer a quickly deployable, good quality source of temporary accommodation.
- 6.24 The Council continues to closely monitor the impact of the Government's welfare reforms on its residents, including the implementation of the social sector housing benefit size criteria restrictions (aka the 'bedroom tax'), the Council Tax reduction scheme and welfare benefit caps. As far as possible it seeks to minimise the impact. Intervention work by both the Council and its partners has meant that the number of tenants in local authority housing affected by the social sector size criteria restrictions has remained fairly static with no significant numbers moving into arrears. As Universal Credit is being rolled out in a part of the borough, the Council's processes are being modified to reflect and respond to this significant change.

E. Provide housing support and improve the health and wellbeing of residents

- 1. Support vulnerable households (including older people, people with disabilities and long-term conditions, people with a learning disability, people with mental health issues etc.) to find and keep a home in the community and reduce the need for care and nursing home placements**
- 2. Make use of assistive technology to enable older and disabled people to live independently in the community**
- 3. Ensure that housing plays its full part in the Council fulfilling its safeguarding and other responsibilities under the Care Act 2014**

4. **Provide sufficient and suitable accommodation for marginalised groups such as Gypsies and Travellers who are resident in the borough**
5. **Undertake initiatives in the social housing sector that support residents' health and well being**
6. **Help long term unemployed vulnerable people living in the most deprived areas into employment**
7. **Work with partner organisations to tackle and reduce fuel poverty across all housing tenures.**

- 6.25 The Housing service will continue to contribute to addressing a range of housing-related issues, albeit these may not be its direct responsibility. This cross-cutting approach should ensure that people have greater choice and control about the services they receive.
- 6.26 We support the provision of suitable accommodation to enable vulnerable households to live in the community by ensuring that such accommodation is fit for purpose. In addition, our assessment and allocation processes ensure that there is an appropriate match of needs and housing provision.
- 6.27 Housing will continue to support the delivery of the Council's assistive technology strategy by offering information about what is available and where it can be purchased. The use of telecare assistive technology is being utilised in two of our new build schemes for older people. Furthermore the design of properties to support the use of assistive technology as it is needed will continue to be addressed as new development opportunities emerge.
- 6.28 Housing will play an important role in supporting the delivery of the Care Act in terms of its responsibility to provide advice and information and to contribute towards an integrated assessment of need.
- 6.29 Consideration is being given to the needs of marginalised groups and where evidence of need is lacking this has been highlighted for action. Joint work across the Council has resulted in a successful approach to dealing with unlawful Traveller incursions in the borough
- 6.30 Links will be made with existing Public Health initiatives as well as the Council's community well-being programme to enable residents to support themselves and each other. Our partnership working with other social housing landlords will continue to promote wider community support networks across tenures.
- 6.31 The Council's 'Our Place' project is currently working with SHP to assist people with stable mental health problems to get back into work. This approach will enable people to develop job seeking and employment skills as well as contribute to their ability to maintain their tenancy.
- 6.32 The Council's Fuel Poverty Strategy aims to target action on addressing the needs of those in the greatest depth of fuel poverty (reflecting household type and size and age of property) and, notwithstanding the challenges to delivering on many of our planned activities due to lack of available resources, we remain alert to seeking additional external funding as opportunities arise to enable us to make progress.

7 Delivering the Strategy

- 7.1 In order to ensure the delivery of our housing strategic aims and objectives we will incorporate them, and actions needed to achieve them, within service unit annual business plans and individual service managers' appraisal targets. In some cases, it may be that another agency or organisation (e.g. Sutton Housing Partnership) will be the appropriate body to deliver an objective or carry out specific actions to contribute to its delivery. In such cases, the Council, through its regular liaison channels, will seek to ensure that the partner organisation concerned incorporates the objective or action within its own business or service planning processes.

Monitoring and Review

- 7.2 The Council's Strategic Housing Service will lead on the monitoring and review of the strategy, working within established officer and Member level structures. In the former case, the main body that will oversee and monitor delivery is the Housing Strategy Group, which is lead and chaired by the Executive Head of Housing and Regeneration and comprises a number of senior officers from the Strategic Housing Service, Planning Policy, Environmental Services (responsible for the private sector housing functions) and Corporate Finance.
- 7.3 At Member level, monitoring will be carried out by the Housing, Economy and Business Committee. In order to facilitate this, the Strategic Housing Service, on a six monthly basis, will seek updates from the service manager responsible for the delivery of each objective. These will then be collated and reviewed by the Housing Strategy Group and then reported to the Housing, Economy and Business Committee.
- 7.4 The Housing Strategy Group will review the supporting objectives themselves and, where appropriate, propose to the Committee any required changes to these on an annual basis. It is envisaged that the strategic aims are likely to be relevant at least into the medium term, and for that reason, we would not anticipate any wholesale review of the strategy for at least three years.

Glossary

Affordable Housing	Housing that can be bought or rented for less money than it would cost on the open market
Affordable Rent	Rent set at up to 80% of market rent, with the additional income being used to help fund the development of new homes
Allocations Scheme (Choice Based Lettings)	A system for letting social housing which gives applicants a degree of choice in the property they get
Arms Length Management Organisation (ALMO)	One of the management options for local authorities to secure additional resources to deliver better social housing
Assured Shorthold Tenancy (AST)	A legal category of residential tenancy. A form of assured tenancy with limited protections. Introduced by the Housing Act 1988
Benefit Cap	Limit on the total amount of benefit that people aged 16 to 64 can get
Better Care Plan	A pooled budget for Health and Social Care services to work more closely in local areas based on an agreed plan
BRE (formerly British Research Establishment)	Expert, impartial research, knowledge and advice for the built environment sector and beyond.
Capped rent	Near social or target rent level
Category 1 Hazard	A hazard that presents a severe risk to the health and safety of a resident, that the local authority has a duty to take action on
Department of Communities and Local Government (DCLG)	Government Department usually referred to as CLG
Decent Homes	The Government standard requiring that all social housing must be fit, in reasonable repair, has reasonably modern facilities and be thermally efficient.
Disabled Facilities Grant (DFG)	A local authority grant to help towards the cost of adapting a person's home to enable them to continue to live there
Discounted rent	Rent set at 80% of market rent
Discretionary Housing Payments	Short term payment from the Council to help cover some housing costs that are not covered by Local Housing Allowance
Department of Work and Pensions (DWP)	Government Department responsible for welfare, pensions and child maintenance

	policy
Extra Care Housing	Specialist accommodation provided where care is provided or facilitated
Floating Support	A service that provides housing related support to vulnerable adults to enable them to maintain independence in their own home
Greater London Authority (GLA)	Top tier administrative body for Greater London, with a directly elected executive Mayor of London
Housing Health and Safety Rating System (HHSRS)	A tool used to assess potential risk to the health and safety of occupants in residential properties
House in Multiple Occupation (HMO)	A house occupied by two or more qualifying persons who are not related
Household reference person	Concept was introduced in the 2001 Census to replace the traditional concept of the 'head of the household'.
Housing Association	Private non-profit making organisations that provide low cost social housing for people in need of a home
Housing Development Company	A Council owned company that can build all kinds of council and private rented homes which will include affordable housing
Housing Register	The Council's waiting list for social housing
Housing Revenue Account	The statutory account for income and expenditure relating to the management and maintenance of local authority housing
Housing Revenue Account Business Plan	The local authority plan for the future management and maintenance of its housing stock
Housing with care	A tool used to assess potential risk to the health and safety of occupants in residential properties
Index of Multiple Deprivation	A multiple index, covering factors such as unemployment levels, overcrowding etc. used to assess an area's relative level of deprivation
Intermediate Housing	Housing falling below the cost of market housing but above the social housing
Job Seekers Allowance	A benefit paid to people who are unemployed and actively seeking work
Local Housing Allowance	The housing benefit that is paid to people who are renting private sector accommodation

Market Rent	A rent level that is comparable to the rent charged for other properties of a similar type, size and location in the private rented sector
Minimum Income Standard	The Joseph Rowntree calculation of 'adequate' income based on what the public think is enough money to live on to maintain a socially-acceptable quality of life
Northern Wards	Refers to the London Borough of Sutton wards of St Helier, The Wrythe and Wandle Valley, situation in the borough
Office of National Statistics (ONS)	A non-ministerial Government Department responsible for collecting and producing national statistics relating to economy, population and society of England and Wales
Broad Rental Market Area (BRMA)	Areas that determine the rate of Local Housing Allowance that is paid
Projecting Adult Needs and Service Information (Pansi)	Provides projections of the numbers, characteristics and care needs of people aged 18-64 in England at national, regional and council level
Projecting Older People Population Projection Information System (Poppi)	Demographic projections and the impact that certain conditions may have on people aged 65+
Registered care home	A residential home that is registered with the Care Quality Commission
Registered Social Landlord	A body set up to provide or manage affordable housing which is registered, funded and regulated by the Homes and Communities Agency
Right to acquire	A scheme giving eligible tenants of Registered Social Landlords the legal right to buy their home
Right to buy	A policy which gives secure tenants of the Council and some Housing Associations the legal right to buy, at a discount, the home they are living in
SAP	A method of assessing a property's energy efficiency
Section 106 Agreements	Refers to Section 106 of the Town and Country Planning Act 1990 which provides for local planning authorities to secure contributions from developers in relation to a planning agreement
Shared ownership	Involves the purchase of a share of a property e.g. 25%, 50%, 75% and the paying of rent on the remainder

Sheltered Housing	A housing scheme comprising flats under one roof and with communal facilities, resident wardens and lifts
Social rented housing	Rented housing provided by local authorities and registered social landlords at below market level cost
South West London Sub-Region	The seven boroughs in South West London that together form one of the five sub-regions of the capital
Statutory Homeless	A household that meets the legal definition of homeless, Housing Act 1996 as amended by the Homelessness Act 2002
Strategic Housing Market Assessment (SHMA)	A study that promotes the assessment of housing need and demand that can inform the development of local development documents and housing policies
Supported accommodation	Housing specifically designed, managed or adapted for people for whom standard accommodation is neither suitable nor appropriate
Sutton Housing Partnership	The Arms Length Management Organisation (ALMO) responsible for managing Sutton Council's rented and leasehold properties
Telecare	A range of equipment that can be fitted in people's homes to allow constant monitoring and access to help