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Iain Phillips      Chief Executive

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28<sup>th</sup> August 2006

Dear Councillor,

I hereby give you Notice that a Meeting of the **HOUSING SERVICES COMMITTEE** will be held in the **COUNCIL CHAMBER, CIVIC CENTRE, CROOK** on **WEDNESDAY, 6 SEPTEMBER 2006 at 6.00 P.M.**

### AGENDA

	Page No.
1. Apologies for absence.	
2. To consider the Minutes of the last Meeting of the Committee held on 5 <sup>th</sup> July 2006 as a true record – copies previously circulated.	Copies previously circulated.
3. To consider the draft 2006/09 Wear Valley Housing Strategy.	1 – 24
4. To consider an update on the risk register for the Housing Services Department.	25 – 34
5. To consider such other items of business which, by reason of special circumstances so specified, the Chairman of the meeting is of the opinion should be considered as a matter of urgency.	

Yours faithfully

**Chief Executive**

Members of this Committee: Councillors Bailey, Mrs Burn, Mrs Douthwaite, Ferguson, Gale, Harrison, Mrs Jones\*, Kay, McKellar, Murphy\*, Mrs. Pinkney, Mrs Seabury, J. Shuttleworth, Sinclair, Stonehouse, Strongman and Mrs Todd

\*ex-officio, non-voting capacity

Chair: Councillor Gale

Deputy Chair: Councillor Sinclair

TO: All other Members of the Council for information  
Management Team

## HOUSING SERVICES COMMITTEE

6 SEPTEMBER 2006

### Report of the Strategic Director for the Community 2006 – 2009 HOUSING STRATEGY

#### **purpose of the report**

The purpose of this report is to consider the draft 2006 – 2009 Wear Valley Housing Strategy.

#### **background**

1. All customers of Wear Valley district should have the opportunity of a decent home at a price they can afford in a place in which they want to live and work, the 2006 - 2009 Housing Strategy should be at the heart of achieving this
2. The powers to request a Housing Strategy is provided under Section 87 of the Local Government Act 2003. In March 2006 a request was made under this act to produce a Housing Strategy by the 30<sup>th</sup> June 2006.
3. It was outlined in the recent Housing Inspection that the strategic element of that remains with the Council should produce a robust Housing Strategy. In addition the Audit Commission have changed their 2<sup>nd</sup> Key Line Of Enquiry (KLOE) to; Strategy and enabling. This Housing Strategy will help us achieve a high score under this KLOE.
4. As members will be aware the current Housing Strategy was produced in 2002 and will run until 2007. Since 2002 there has been considerable changes to the Housing Sector, house prices have doubled in some areas, affordability is now a massive issue, homelessness and changes in Government Legislation are all areas that needed to be re-visited and addressed.
5. Government Officer for the North East (GONE) gave all Councils a set criteria relating to what should be included within the Strategy. In addition the guidance stated that the strategy should be specific and focussed, therefore to achieve this GONE stated that a condensed strategy of 10 pages could be produced. It was felt that due to the diversity of the district a more robust strategy was required.
6. It is a requirement for GONE to assess our Housing Strategy, our overall aim is to achieve the highest classification of the strategy being 'Fit For Purpose.'
7. In the time leading up to this deadline, the draft strategy was produced and submit to GONE for their feedback and consideration. All comments and suggestions were taken into account and included. On the 14<sup>th</sup> August 2006 GONE gave us the feedback that the draft housing strategy now meets the 'Fit For Purpose' Criteria. Wear Valley District Council are one of the first to

be awarded this classification for the 2006 Housing Strategy. They stated that they are happy with the core text and that all comments have been taken on board.

### **proposal**

8. GONE have evaluated the Strategy and have awarded the draft document as achieving 'Fit For Purpose.' The draft document is now ready for consultation with partners.
9. It is proposed that the Housing Strategy will be consulted with Councillors, the Local Strategic Partnership, Customers, Staff and any external partners for their comments.
10. Once the consultation process has been completed it is proposed that the final document will be submit to GONE for their endorsement in October 2006. We will then adopt the new strategy and work towards achieving the targets it sets out.

### **financial implications**

11. There are no financial implications in producing the Housing Strategy, However it does outline previous budget commitments that have been agreed through the budget process. It would be detrimental to the success of the Housing Strategy if that funding was reduced.

### **legal implications**

12. The powers to request a Housing Strategy is provided under Section 87 of the Local Government Act 2003. We have fulfilled this obligation.

### **human resource implications**

13. There will be a monitoring role of the Housing Strategy that can be completed through existing staff resources.

### **information technology**

14. The Strategy will be available on the Wear Valley and Dale and Valley Homes Web Site, this will be arranged in conjunction with our Management Support Unit.

### **crime and disorder and other implications**

15. A section of the Housing Strategy focuses on Crime and Anti-Social Behaviour. This section has been completed through consultation with the Principal Tenancy Enforcement Manager and partner organisations to ensure it is reflective of the needs of the district.

### **timescale**

16. There are a number of timescales and targets that need to be met contained within the Action Plan element of the strategy.
17. A timescale to adopt this strategy has been set for October 2006.

## monitoring

18. It will be the responsibility of the Principal Housing Strategy Officer to monitor and ensure the Housing Strategy is achieved.

## conclusion

19. It is essential that we are happy with the draft strategy and believe it reflects the needs of the district.
20. It is concluded that GONE have given their feedback and are happy with the strategy and its contents. In addition they have awarded the document as being 'Fit For Purpose.'
21. The next stage is to gain any feedback and submit a final draft to GONE for it to be fully endorsed.

## RECOMMENDED

- 1 Committee scrutinise the strategy and relay any feedback
- 2 Committee agree with GONE that the strategy is 'Fit For Purpose' and meets the housing needs of the District.

## background information

The following documents have been considered in producing the draft Housing Strategy, this is not an exhaustive list.

- Housing Service Plan
- Regeneration Service Plan
- Durham Coalfield Programme
- Local Development Framework (work to date)
- 2002 Wear Valley Stock Condition Survey
- Wear Valley Public Sector Stock Condition Survey
- 2005 Sustainability Index
- Barker Review
- Homeless Act 2002
- Sustainable Communities Plan
- 2004 Housing Act
- Planning and Compulsory Purchase Act 2004
- Regional Spatial Strategy (Draft)
- Regional Housing Strategy

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**Officer responsible for the report**  
Michael laing  
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Ext 264

**Author of the report**  
Richard Roddam  
Principal Housing Strategy Officer  
Ext 514

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# **Wear Valley District Council**

## **Housing Strategy 2006 - 2009**

**Draft**

## Introduction

All customers of Wear Valley district should have the opportunity of a decent home at a price they can afford in a place in which they want to live and work; this strategy highlights how this will be achieved.

Wear Valley District Council is one of seven local authorities that form the County of Durham. It is set in the heart of County Durham and spans for over 30 miles, the main towns of Bishop Auckland and Crook are complimented with the rural settings of Weardale which makes the Wear Valley a unique area. The Wear Valley is 50,500Ha in size and has a population in the region of 61,300. Almost half of the district falls into within the quality landscape of the North Pennines Area of Outstanding Natural Beauty (AONB).

Sustainable communities is essential to achieving and monitoring a more attractive environment throughout the district; the influence of available housing has on the quality of life and sustainable communities is key. Therefore this document highlights our targets for improving the quality, choice and range of housing throughout the district.

At a local level the Housing Strategy will ensure that the housing needs and aspirations of people are identified, and available resources are spent on meeting local objectives. At a higher level the strategy acknowledges the regional aims of the Regional Housing Strategy (RHS), and the importance of developing a sub-regional housing strategy and identifying the evidence that is required for such a document

Since the last Housing Strategy there have been some exciting times, the pinnacle of this has been the successful establishment of the Arms Length Management Organisation to manage the Council's Housing Stock, this company has been very aptly named 'Dale and Valley Homes.' Customers, the Council and Dale and Valley Homes are all very excited and confident that some real changes to the public sector stock can be achieved.

However, we recognise there continue to be some exciting challenges ahead. Government statistics show that Wear Valley is the poorest rural district in England with some pockets of real deprivation. Such pockets cannot be mastered overnight, and the Council must continue to work hard and promote the interests of local people, wherever and whenever it can. Wear Valley's citizens need the highest quality public services that can be afforded if they are to get the opportunities they deserve to share the wealth and prosperity enjoyed elsewhere in Britain. This document will assist in achieving those aims as the provision of good quality affordable housing is paramount to the district as a whole.

This document links to a range of different strategies that must work together to achieve the overall vision of the district council, this includes the Council Plan, Community Plan and Service Plans, in addition it will run alongside the Local Development Framework Process.

## Vision and Objectives

The overall vision of the council is to become the best district in England and to achieve this there are a number of key drivers that need to be accomplished. This strategy sets out the key priorities in terms of housing and related services.

Addressing improved housing serviced cannot be achieved in segregation, this needs to be part of creating sustainable communities. This will cover:

- Provide Sufficient Housing, of the right Quality and Type, in the right Location and at the right Price to meet the Housing Needs of the District.
- Ensure all homes meet the Decent Homes Standard
- Identify and tackle areas of low demand
- Ensure access and wider choice of affordable housing through the district
- Prevent Homelessness
- Improve Access to Services for all Groups
- Addressing crime and ASB in targeted areas
- Delivering Improved Services through Partnership working
- Developing Land for Housing in an Efficient Manner

These priorities will link into the national agenda, and in particular the 'Communities Plan – Sustainable Communities: Building for the Future' and at a specific northern level will link into 'Creating Sustainable Communities – Making it happen: The Northern Way.'

The role of the council is experiencing significant changes, with strategic and landlord functions now managed separately. Whilst establishing the ALMO's role the council have identified a range of issues that need to be addressed.

### Objectives of the Housing Strategy

**The overall objectives of this strategy are:**

- 1 Improved choice of type, condition, location and price of housing to meet the changing aspirations of residents
- 2 Provide safe and secure neighbourhoods in well managed sustainable communities
- 3 Provide accommodation and support appropriate to the needs of Wear Valley's diverse customers
- 4 Achieve social inclusion and more opportunities for resident involvement

### How will we achieve these objectives?

To ensure that these wider objectives can be achieved we have developed key housing priorities, which reflect the current targets within the housing and Sustainable Communities agenda. We will work with local, sub-regional and wider partners to ensure that these priorities can be addressed in a coordinated and linked manner.

These priorities do not act independently of each-other and as such their linkages are essential to the objectives highlighted above.

There have been 9 key priorities identified to enable the council to achieve its overall aims and objectives.



This Housing Strategy will take into account all national, regional and sub regional priorities and projects to ensure that this strategy is truly reflective of Wear Valley and also ensures that those larger objectives are taken forward for the benefit of our customers.

## **The National and Regional Housing Agenda**

Over the past few years a significant focus has been placed on the provision of houses and the drive to improve housing conditions throughout the country. A number of key factors have prompted this focus, mainly the significant increase in house prices over the last 4 years, these increases have been extremely prominent in the North East of England. A number of key documents need to be taken into account and have influenced this document. Those key documents are summarised below;

### **The Barker Review**

This review looked at, and reviewed the shortage of housing across the country. The aim of the research was to find out the current housing position in terms of supply and demand. The outcome of the review concluded that there was a shortage of housing and in particular a shortage of affordable housing for first time buyers. It is essential that the outcome of the Barker Review is used in policy development and more importantly through the Local Development Framework (LDF) process.

### **Sustainable Communities Plan**

The Sustainable Communities Plan was published in 2003 and sets out the Government aims and a number of long term objectives for delivering sustainable communities across the country. The plan looks at prioritising housing supply, regeneration, affordable housing, low demand and the decent homes standard. However it goes into much greater detail and although published in 2003 it is still at the top of the government's agenda. In 2005 a new five year plan was published 'Sustainable Communities; Homes for All.' The aim of this document is to 'offer everyone a decent home at a price they can afford.'

The revised programme looks more holistically as it is evident that house prices are not going to decrease to affordable levels. Shared Ownership, rented accommodation and the governments aim of building properties for £60,000 are all ideas that this housing strategy can grasp and take forward. A document that runs in tandem to these proposals is 'Sustainable Communities: People, Places and Prosperity. This document looks more at revitalising and strengthening neighbourhoods and ensuring everyone has access to decent affordable housing in areas where they want to live and work.

### **The Housing Act 2004**

The thrust of the 2004 Housing Act is to be more pragmatic and more focussed on ensuring that properties in the private sector are managed by the Local Authority more effectively. The main areas of focus are:

- The mandatory licensing of Houses in Multiple Occupation (HMO)
- The introduction of the Housing Health and Safety Rating System (HHSRS)
- Home Buyers packs to be used in the selling of properties in the private sector
- Changes to the right to buy regime to counter profiteering
- Greater powers for the Housing Corporation
- Strong powers for the Local Authority to bring empty properties back into use
- A requirement for Local Authorities to consider the needs of Gypsies and Travellers.

## **Planning and Compulsory Purchase Act 2004**

The Government had radically reformed the planning system and now require Local Authorities to develop a robust Local Development Framework (LDF) that will ensure that customers have a greater say and better understanding of the planning process. The Act also aims to simplify the planning process and deliver faster decisions. The Council is committed to the production of the LDF and have agreed the Local Development Scheme with Government Office for the north East, this will guide production of key documents including the Core Strategy which will be produced during 2006/07.

## **The Northern Way**

The Northern Way Growth Strategy was published in 2004 and it is significant in that the document outlines how the North will succeed and grow. It sets out 2 City Regions which are the Tees Valley and Tyne and Wear regions. The strategy that is developed needs to consider the impact that these city regions will have on Wear Valley and vice versa. Therefore much stronger links have been developed with our colleagues at neighbouring Local Authorities.

## **Regional Spatial Strategy**

The draft Regional Spatial Strategy (RSS) sets parameters for future planning policy. Of significance to the district is its focus on strengthening rural communities ensuring they grow and prosper.

The RSS also sets the number of new houses that can be built in the district up to 2021. Wear Valley District Council, other authorities and stakeholders are working alongside the North East Assembly to ensure this provision meets the needs of the District.

The number of houses allocated in this document gives us, as well as County Durham as a whole, a stable, not growing population, the aims of the district is to encourage inward migration. This will present major challenges for the district in future years.

## **Regional Housing Strategy**

The Regional Housing Strategy (RHS) was published in 2005 and looks at developing the housing market across the region. The RHS has, in consultation with local authorities, focussed on 4 main areas, these are:

- Rejuvenate the housing stock
- Ensure new houses give choice to our customers
- Improve current accommodation and maintain thereafter
- Target specific community and social needs.

## **Partnership Working**

The council recognises that this Housing Strategy will not be successful if tackled in isolation; we must ensure that the actions in this strategy are achieved through partnership working, both within the district and within the wider geographical context.

This partnership working will not be solely restricted to the public sector and the council aim to work with voluntary and community groups to ensure that all residents receive the services they desire and deserve, through consultation and engagement.

As a small Local Authority it is essential that some of our priorities are tackled at a sub-regional level, and that all districts work towards ensuring additional investment is brought into County Durham. This will include assessing housing markets, migration patterns

between the districts, assessment of provision of Housing Need, and the provision of renewal and regeneration for the more deprived formal coalfield sites within the county.

On a wider basis the district will work towards making the North East a more attractive and sustainable environment for current and future residents. Following on from the RHS, four key aims for the region have been identified and hence require support from all those within the sector.

One of the Key Areas of partnership working that will drive the Housing Strategy forward is through the Local Strategic Partnership, and in particular through the Housing Thematic Group.

Wear Valley District Council has taken a lead road in the formation of the Durham Dales Home Improvement Agency. Since its formation the Council continue to play a major part on the Advisory Committee and are committed to working in partnership with its partners to ensure its success.

**Priority 1 - Provide Sufficient Housing, of the right Quality and Type, in the right Location and at the right Price to meet the Housing Needs of the District.**

We want to understand the factors that influence people leaving and migrating into the district, or between different localities of the district. Migration patterns do not conform to administrative boundaries and hence interpretation of the housing market needs to reflect this. This will help us to identify areas which are pressured and may require additional affordable supply, and those areas where demand is lowering and hence intervention and marketing maybe required.

This is essential to ensure that funding can be allocated appropriately and local priorities delivered. Notwithstanding this the council acknowledge the importance of a good understanding of wider and influencing housing markets.

The County Durham Housing Market Assessment Team have been developed to identify housing market boundaries and are working together to commission a sub-regional housing market assessment. This document, upon completion, will give us a good overview of our housing market and the housing markets of our neighbouring Local Authorities. This study will ensure that we better understand a number of aspects of our housing market including, Inward and Outward Migration and Travel to Work Areas. More importantly it will aim at rejuvenating areas and stock and meeting the needs of the district.

Wear Valley District Council play a major role in the County Durham Housing Market Assessment Team and in its infancy took a lead on the project for County Durham. It is envisaged that this project will be completed towards the end of 2006 and will inform policies after that date.

**Actions**

- Assist in producing the County Durham Housing Market Assessment
- Complete an updated Housing Needs Survey
- The LDF to adequately plan for the future housing needs of the district

## Priority 2 - Ensure all homes meet the Decent Homes Standard

Within the social rented sector the Council is setting targets that will ensure all social rented properties meet the decent homes standard by December 2010. Based on previous stock condition survey data the level of non-decent properties stands at 42% of council stock, with an additional 9% classed as potentially non-decent.

The quality of the housing within the social sector is of great concern to the council and is a key priority to the district, as this can have a negative effect on levels of demand. In addition we believe strongly that customers deserve to live comfortably in their home and that it meets the Decent homes Standard.

The quality and condition of properties can have significant impacts on the environment, crime and Anti-Social Behaviour, the sustainability of a neighbourhood and its reputation. In addition to this poor condition housing can lead to increased health problems, especially with the most vulnerable in society. Therefore it is essential that we can achieve decent homes, including tackling fuel poverty throughout the district.

To assist in this process, following a long stock option appraisal process, the Council and its stakeholders, have established an Arms Length Management Organisation (ALMO) called Dale & Valley Homes. Should Dale & Valley Homes be successful in being awarded two stars by the Housing Inspectors, there will be an additional £27 million worth of investment towards achieving decency up to 2010. Since 2003 the Council have already installed or improved -

Over 1800	Window and door replacements
In excess of 1100	Central heating replacements
Installed 310	New kitchens
Improved 200	Kitchen and bathrooms
Replaced 130	Roofs
Over 400	Demolished unwanted properties
Improved security	to over 300 homes
Repainted over	1000 homes

The target for private sector decency is also an important issue for us, especially given the current stock and population make-up. The target to reduce the numbers of vulnerable households living within non-decent private stock is currently being monitored. A robust stock condition survey will be completed that will take into account not only the structure of the property but will also look at the owners financial status to assess the needs of the district. From the most recent stock condition survey it can be seen that 84.3% of private stock is considered to be 'satisfactory'. Therefore we need to continue to monitor those most vulnerable groups and their living conditions, with links to social services and other relevant service providers. Determining vulnerable households within the private sector requires the support and commitment of other agencies.

The Private Sector have seen a considerable focus by us through the provision of grants to bring properties up to the fitness standard. Central Government have placed an emphasis on ensuring Private Sector Housing Stock is brought up to the Decent Homes Standard, In addition through the 2004 Housing Act a new regime has been developed to form part of the Decent Homes Standard for the Private Sector, The Housing Health and Safety Rating System is now fully adopted by the Council and ensures that any Category One hazards are acted upon without delay.

Through the introduction of the Durham Dales Home Improvement Agency (HIA) a more holistic grants service is delivered to customers. The HIA are committed to working with customers to assist in ensuring their homes are free from any hazards and are brought up to

the Decent Homes Standard. In addition Crime prevention and energy efficiency measures are taken into account and strong links with partner organisations have been established.

A Private Sector Stock Condition Survey will be commissioned in 2006/07, this will give an updated and precise overview of the quality of the private housing stock within the district. This survey will allow us to further our commitment and enable us to focus resources in a more pragmatic way.

Actions

- Achieve the target of meeting the Decent Homes Standard in the Public Sector by December 2010
- Commission Private Sector Stock Condition Survey
- Reduce the number of non-decent properties within the private sector

### **Priority 3 - Identify and tackle areas of low demand**

The supply of housing can act as the driver to the level of demand, and without suitable supply of housing issues such as abandonment, low-demand and ultimately neighbourhood failure can occur. In addition to this there is a commitment from the council to assess the wider drivers and impacts of housing supply and demand. This will be achieved through the local housing assessment, and continuous monitoring by the council.

A comprehensive Sustainability Index has been completed in 2005 and gives an overview of the sustainability of our neighbourhoods. The index takes into account social and material deprivation and ranks the neighbourhoods into three main categories, these being sustainable, Status Quo, Non Sustainable. The 2005 report concluded there are 2 areas that are classed as being unsustainable, these are

- Woodhouse Close
- Coundon

In addition to this there is a commitment from the authorities of County Durham to work together to identify and tackle the older private sector coalfield communities that require intervention. This will include a series of research projects that will assist in the renewal partnership meeting its objectives. Through the Coalfield Regeneration Study, the settlement of Coundon is undergoing a master planning process and the plans will be taken forward over the next few years. This will ensure that a considerable focus will be made to ensure the Coundon settlement has a long term viable future. The Local Development Framework process has also prioritised the South and East of Bishop Auckland and will provide policies to ensure a sustainable community is developed.

The Woodhouse Close Ward has seen a considerable focus over the past few years and the rewards of these initiatives are starting to become apparent. It is hoped that through the 2006 Sustainability Index process this will demonstrate the progress of the Councils joint intervention within Woodhouse Close

Given the diverse nature of the district there are issues of both affordability and low demand. Therefore the requirement to identify areas of reducing demand is essential to enable the council to tackle these neighbourhoods, before the issue of supply affects the desirability of the community. This will be achieved through a series of data collection and analysis exercises at local levels, in addition to consultation and engagement with communities.

#### **Action**

- It is essential to look more closely at these areas and to learn from those areas that are sustainable. Ensuring an upto date Sustainability Appraisal is completed.
- Ensure that the Local Development Framework is developed and ensure it assists in developing and maintaining sustainable communities.
- Continue to work alongside other Local Authorities and Partners to develop and drive forward the Durham Coalfield Programme.

#### **Priority 4 - Ensure access and wider choice of affordable housing throughout the district**

The 2003 Housing Needs Survey analysed the current Housing market and interviewed a large number of customers to enable a picture of the housing market and its associated demand to be highlighted. Analysis has highlighted the barriers that can be identified within the district in terms of housing cost within particular localities of Wear Valley. We aim to ensure that access to housing across all tenures is transparent and fair.

An updated Housing Needs Survey will be completed in 2006/07. This document will be a comprehensive study that will be carried out across the District and will give a more robust and updated position. Since the last Housing Need Survey there has been massive changes to the Housing Market, some properties throughout the district have more than doubled in value over the last 3 years. The updated Housing Needs Survey will grasp these changes and will give a clear picture on our supply, demand and affordability issues. This document will also be closely linked with the Local Development Framework and the Housing Market Assessment.

There is the need to monitor affordable units within all areas of our District, and the council will strive to provide affordable units where necessary through Section 106 Planning Obligation agreements. Alternative mechanisms that need to be investigated include the new Homebuy programme that covers a wide range of different options of affordable homes, and can assist in delivering mixed communities. There are strong strategic links with the Housing Corporation that have been developed over recent years, these links are also through Registered Social Landlords to assist in the provision of affordable houses throughout the district.

The issue of affordability is also high on the agenda of the Local Strategic Partnerships Housing Thematic Group. The group are committed to addressing this subject and to be a forum and catalyst to addressing it successfully. In addition there are issues surrounding second homes, over the past 5 years the prevalence of second homes have increased by 35%, this is adding further pressures on the housing market.

Through the new choice based lettings system social tenants will be given the opportunity to have a greater say in the home that they live in. This new system is a sub-regional based scheme, with the inclusion of a range of social housing providers; hence this has assisted in improving the partnership working within the county. Given the geographical spread of the scheme, this will enable residents from further a field to gain access to our properties. We aim to have this scheme fully operational by January 2008.

#### **Actions**

- Develop the LDF to provide robust policies to justify s 106's and ensure appropriate negotiations are carried out in the planning application process
- We will support bids by local housing associations to fund future affordable housing, and assist in identifying sites for suitable development.
- Develop a robust system of monitoring affordable housing units and second homes.
- Develop supplementary planning document within the LDF which directs ways of providing affordable homes.
- Develop local thresholds for the provision of affordable units on new housing developments (Section 106 Agreements)
- Produce an updated Housing Needs Survey to reflect the current housing market.
- Develop a Choice Based Lettings system to give customers a greater opportunity for where they live.



## Priority 5 - Prevent Homelessness

The Homeless Act 2002 increased the number of categories of potential users of the homelessness service who were to be considered as being in priority need and thus entitled to a full re-housing duty should they become homeless. These new groups included 16 and 17 year olds as well as older individuals whose vulnerability might be as a result of leaving long term institutions (including prison, hospital or the armed forces). These changes came into effect from 1<sup>st</sup> July 2003. The result of these changes was that for 2003/04 homelessness acceptances showed a considerable increase over previous years. However in the following two years approaches and acceptances have declined (see attached table).

The changes introduced by the 2002 legislation, combined with the requirements of base 1995 legislation, throw an increasing emphasis on homelessness prevention. In the light of this our priority is to prevent homelessness. This can be achieved through providing access to mediation, and effective advice and support services. This approach is especially relevant in respect of vulnerable young persons. The council will work to alleviate repeat homelessness by working with a range of service and accommodation providers.

The council will work in partnership to develop a homelessness prevention culture that delivers a reduction in homelessness and alleviates the harmful effects of homelessness by improving services. These services improvements will be achieved through partnership working of the County Durham Homeless Action Partnership, which includes the district councils, providers of social accommodation, representatives from the voluntary sector and the county's Supporting People team.

Year	Formal Homelessness Decisions taken	% Change year on year	Number of Cases accepted for a full Homelessness Duty to secure accommodation	% Change year on year
2002/03	325	N/A	60	N/A
2003/04	544	+67%	172	+ 186%
2004/05	481	- 12%	124	- 28%
2005/06	436	- 9%	117	- 6%

Source P1E returns

As part of the Local Area Agreement (LAA) 'Stretch Targets' there is an expectation that, based on 2003 figures, by 2009 across the whole of County Durham there will have been a reduction of 30% in the numbers of 16 and 17 year olds accepted as homeless. In addition there is a target of preventing a minimum of 550 homelessness cases through housing advice. This will be required to be evidenced by auditable case files.

### Actions

- \* Continue to play a role in the County Durham Homeless Partnership
- \* 30% reduction in number of 16/17yr olds accepted as homeless
- \* Prevent a minimum of 550 Homeless Cases through housing advice

## **Priority 6 - Improve Access to Services for all Groups**

Wear Valley covers a wide geographical area and as such there are issues of accessibility to some of the most vulnerable groups of the community. The council will work with partners to identify the support needs of all groups of people and address any gaps in provision. This will include the support and accommodation needs of the Gypsy and Traveller community.

Gaps in these services will be identified through the Supporting People programme, and as such will require partnership working through the county. In addition, support from health services and social services will be essential to this community.

An assessment of the support and accommodation service needs for Gypsies and Travellers will be undertaken at a sub-regional level. Given the scope of service provision for this group, and to ensure efficiency and Value of Money, the assessment will be undertaken at a sub-regional level, although it will still be able to identify specific local issues. Despite there being increase in the number of unauthorised sites within the district it is felt that a detailed assessment may highlight the requirement for site provision for this community.

The accessibility to access Council Buildings has been a focus for the past few years. In 2000 only 4.8% of our buildings were accessible to a person with a disability, in 2005 this had increased to 45%. We will continue this commitment until all of our buildings are easily accessible.

### **Actions**

- 65% of Public Council Buildings to be made accessible persons with a disability.
- Continue to work alongside partners in completing the assessment of the support service needs of Gypsies and Travellers at a sub regional level.

## Priority 7 - Addressing crime and ASB in targeted areas

The crime levels within Wear Valley differ quite considerably, with pockets of very low crime, compared to particular areas of deprivation. Although crime in general has decreased across the district, this is not consistent throughout the whole district. With the introduction of the respect agenda and in particular the respect standard for housing management it is essential to assess our approach to tackling crime and Anti-Social Behaviour (ASB). This will include working towards reducing the fear of crime.

We will work with police and the community, through the locality based community safety task groups, to '*significantly reduce crime and the fear of crime*', especially within the neighbourhoods most affected by drug and alcohol misuse, we are specifically focussing on managing nuisance, harassment and Anti-Social Behaviour, including youth nuisance. To ensure that these issues can be addressed within a structured and successful way, engaging with young residents is as important as challenging those who are causing fear and mistrust within the community.

There is a need to address the issue of domestic violence within the district in particular those incidences of repeat cases. This will include the delivery of increased support for victims of domestic violence and for the rehabilitation of perpetrators.

The Wear Valley and Tees Community Partnership, undertake a rolling audit to highlight key priorities for action in Wear Valley and Teesdale. By working in partnership with Teesdale we can ensure that crime and ASB is successfully reduced not simply moved on. In addition, the council is committed to working with other neighbouring authorities and is aware of the North East network group, ran by the Northern Housing Consortium, which looks at initiatives and Good Practice throughout the region to reduce crime and ASB.

Wear Valley District Council have also been extremely successful in the establishment of the 'Street Warden Scheme.' This scheme was initially developed in specific areas. Due to its success the scheme was rolled out throughout the district. This is an example of how we have taken the issue of crime and through partnership working, made a real impact throughout the district. In 2000 the Fear of Crime was 77.69%, in September 2005 this had reduced to 58.37% which further demonstrated this success.

Through the Local Development Framework the issues around 'Designing out Crime' will be addressed. This will ensure that future Housing Development are designed in a way that assist in eliminating the opportunity to commit crime.

### Actions

- Carry out Street Warden Survey to gauge customer satisfaction rates

## **Priority 8 - Delivering Improved Services through Partnership working**

The key to ensuring that the Housing Strategy is delivered effectively will be through a series of partnership working with both internal and external organisations. This will include the Local Strategic Partnership, County Durham Housing and Neighbourhoods group, and any Private Sector or Registered Social Landlords Forums.

All of these priorities and subsequent targets link into the sub-regional and partner responsibilities. This highlights that to achieve the overall aims and objectives of the district council then a joint working framework is essential. Every organisation involved in service provision or advice has a role to play in achieving the district's strategic objectives.

The increasing pressure for sub-regional and regional partnership working will not only improve delivery but will also assist in providing more effective services to residents, through efficiency savings. These partnerships will also enable us to identify service gaps and address these to fulfil our priorities to local and wider residents.

All of these partnerships have a responsibility to ensure that they assist in accomplishing these priorities and that the strategy is monitored and evaluated on a regular basis.

The preparation of this Housing Strategy has been completed in partnership with a range of customers and organisations.

### **Actions**

- Continue to ensure that customers are at the heart of the decision making process and that power is passed to customers wherever possible.
- Ensure that both the Council and Dale & Valley Homes work in tandem for the overall benefit of the District.
- Further steps are required to ensure partnership working within the Housing Sector is developed.

## Priority 9 - Developing Land for Housing in an Efficient Manner

We recognise that it is critical that new housing developments are directed to, and contributes positively to sustainable and mixed communities. We need to be more proactive in bringing former previously developed brownfield land to assist in attaining the most sustainable development possible.

Partnership working with other authorities including Registered Social Landlords, Private House builders and customer is critical in its success

The development of a Brownfield Strategy aimed at identifying and removing elements constraining development of previously developed sites for housing and their purposes.

It is anticipated that the development of a Brown Field Strategy in accordance with Planning Policy Statement 3 (PPS3) will assist in identifying and removing elements constraining development of previously developed sites. Such a strategy will be programmed into the Forward Planning work plan once appropriate central government guidance to accompany PPS3 is published. Furthermore we intend to develop a policy relating to density thresholds for new housing developments to be contained within the emerging Local Development Framework.

### Actions

- Development of a Brownfield Strategy
- Greater use of our compulsory purchase process and partnership working.
- Development of Density policy to deliver more efficient use of land for houses.

• **Action Plan**

**Priority One – Provide Sufficient Housing, of the right Quality and Type, in the right Location and at the right Price to meet the Housing Needs of the District.**

<b>Target</b>	<b>Timescales</b>	<b>Resources</b>	<b>Responsibility</b>	<b>Partnership Links</b>
Produce a County Durham Housing Market Assessment	March 2007	Officer Time  £5,000 allocation towards the management of the project	Principal Housing Strategy Officer  Principal Forward Planning Officer	County Durham HMA Group  Challenge 9 Group
Develop an updated Housing Needs Survey	March 2007	Officer Time  £30,000	Principal Housing Strategy Officer	Parish Councils  Dale and Valley Homes

**Priority Two – Ensure all Homes meet the Decent Homes Standard**

<b>Target</b>	<b>Timescales</b>	<b>Resources</b>	<b>Responsibility</b>	<b>Partnership Links</b>
Meet Decent Homes Standard within the Public Sector	December 2010	£36m Million	Dave Milburn Dale and Valley Homes	Wear Valley District Council Dale and Valley Homes
Continue making progress to achieve Decent Homes in Private Sector	Ongoing	£200,000 p.a	Principal Housing Strategy Officer	Private landlords Forum Registered Social Landlords House Builders
Commission Private Sector Housing Stock Condition Survey	December 2007	£100,000  Officer Time	Principal Housing Strategy Officer	Dale and Valley Homes Durham Dales Home Improvement Agency

<b>Priority 3 - Identify and Tackle Low Demand</b>				
<b>Target</b>	<b>Timescales</b>	<b>Resources</b>	<b>Responsibility</b>	<b>Partnership Links</b>
Update the Wear Valley Sustainability Index for 2006	December 2006	Officer Time	Principal Housing Strategy Officer	Dale and valley Homes
Develop Robust Local Development Framework	March 2009	Officer Time £000,000	Dale and Valley Homes Principal Forward Planning Officer	Local Community Dale and Valley Homes
Continue to work alongside other Local Authorities and Partners to develop and drive forward the Durham Coalfield Programme	Ongoing	Officer Time		County Durham Local Authorities English partnerships Registered Social Landlords Dale and Valley Homes
<b>Priority 4 - Ensure Access and Wider Choice of Affordable Housing Throughout the District</b>				
<b>Target</b>	<b>Timescales</b>	<b>Resources</b>	<b>Responsibility</b>	<b>Partnership Links</b>
Develop the LDF to provide robust policies to justify s 106's and ensure appropriate negotiations are carried out in the planning application process	April 2009	Officer Time	Principal Forward Planning Officer	House Builders Registeres Social Landlords
We will support bids by local Housing Associations to fund future affordable housing, and assist in identifying sites for suitable development.	April 2009	Officer Time	Principal Forward Planning Officer	Supporting People Team

Develop a robust system of monitoring affordable housing and second homes	April 2007	Officer Time	Principal Forward Planning Officer	Local Strategic Partnership
Develop supplementary planning document within the LDF which directs ways of providing affordable homes	April 2009	Officer Time	Principal Forward Planning Officer	
Develop local thresholds for the provision of affordable units on new housing (section 106 agreements)	April 2009	Officer Time	Principal Forward Planning Officer	House Builders Registered Social Landlords
Develop a Choice Based Lettings system for Dale and Valley Customers	January 2008	£50,000 p.a	Principal Neighbourhood Manager – Dale and Valley Homes	County Durham Choice Based Lettings forum.
Produce an update Housing Needs Survey (See Priority 1 above)				RSL Developers Housing Corporation
<b>Priority Five - Prevent Homelessness</b>				
<b>Target</b>	<b>Timescales</b>	<b>Resources</b>	<b>Responsibility</b>	<b>Partnership Links</b>
Continue to play a role in the County Durham Homeless Partnership	Ongoing	Existing Resources	Homeless Officer	County Durham Homeless Partnership
Prevent a minimum of 550 Homeless Cases through housing advice	2009	Existing Resources	Homeless Officer	Dale and Valley Homes Private landlords Registered Social Landlords Connexions
30% reduction in number of 16/17 yr olds accepted as homeless	2009	Existing Resources	Homeless Officer	Dale and Valley Homes Private Landlords Registered Social Landlords



**Priority Six - Improve Access to Services for all groups**

<b>Target</b>	<b>Timescales</b>	<b>Resources</b>	<b>Responsibility</b>	<b>Partnership Links</b>
Ensure 65% of Public Buildings are accessible to customers who have a disability	March 2007	£200,000	Terry Carlton	
Work alongside partners in completing an assessment of the support service needs of Gypsies and Travellers at a sub regional level.	Ongoing	Existing Resources	Community Involvement manager	Northern Housing Consortium Gypsy and Traveller Community

**Priority Seven - Addressing Crime and Anti Social Behavior in Target Areas**

<b>Target</b>	<b>Timescales</b>	<b>Resources</b>	<b>Responsibility</b>	<b>Partnership Links</b>
Carry Out Street Warden Survey to gauge customer satisfaction rates	October 2006	Officer Time	Principal Tenancy Enforcement Manager	

**Priority Eight – Delivering Improved Services through Partnership Working**

<b>Target</b>	<b>Timescales</b>	<b>Resources</b>	<b>Responsibility</b>	<b>Partnership Links</b>
Ensure that customers are at the heart of the decision making process and ensure we empower our customers.	Ongoing	Officer Time	All Members of Staff	Dale and Valley Homes 2D The Community
Ensure that both the Council and Dale and Valley Homes work in tandem for the overall benefit of the District	Ongoing	Officer Time	All Members of Staff	Dale and Valley Homes
Continue with successful partnership working at a local, sub regional and	Ongoing	Officer Time	All Members of Staff	Continue working alongside all partner organisations.

regional level.

**Priority Nine - Developing Land for Housing in an Efficient Manner**

<b>Target</b>	<b>Timescales</b>	<b>Resources</b>	<b>Responsibility</b>	<b>Partnership Links</b>
Develop a robust Brownfield Land Strategy	(awaiting Government Guidance)	Officer Time	Principal Forward Planning Officer	
Ensure greater use of our compulsory purchase process and partnership working	Ongoing	Officer Time	Principal Forward Planning Officer  Principal Housing Strategy Officer	
Develop a Density Policy to deliver more efficient use of land for houses			Principal Forward Planning Officer	



**WEAR  
VALLEY**  
DISTRICT COUNCIL

## HOUSING SERVICES COMMITTEE

6 SEPTEMBER 2006

### Report of the Strategic Director for the Community **RISK REGISTER UPDATE**

#### **purpose of the report**

To inform Members of the progress in managing the risks of the Housing Services Department.

#### **background**

- 1 Members will recall that the Service Plan for the Department includes an analysis of the main risks facing the department. This report seeks to give assurance to Members of the management of those risks.
- 2 A key line of enquiry within the Use of Resources assessment, relates to the extent to which risks are managed and Members are kept informed of said management. The table below shows the risks as agreed within the Service Plan and progress in managing them. This report will be presented to Members at every other committee cycle to demonstrate ongoing improvement in the area of risk management.

<b>Type of risk</b>	<b>Risks to the Department</b>	<b>Actions to minimise</b>	<b>Progress to Date</b>
Political	<ul style="list-style-type: none"> <li>▪ Changes in Government legislation</li> <li>▪ Failure to achieve 2* inspection</li> </ul>	<ul style="list-style-type: none"> <li>▪ Keep up to date with current legislation</li> <li>▪ Attend appropriate seminars etc</li> <li>▪ Implement inspection recommendations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Key staff attend appropriate seminars and a summary report is circulated to all staff</li> <li>▪ Monitoring reports are prepared on a monthly basis to assess progress against the inspection recommendations</li> </ul>
Economic	<ul style="list-style-type: none"> <li>▪ Changes in housing market</li> <li>▪ Changes in Right to Buy Legislation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a marketing strategy</li> <li>▪ Ensure where applicable Wear Valley District Council have input to Consultation</li> </ul>	<ul style="list-style-type: none"> <li>▪ A Marketing Strategy has been developed and will be published later this month</li> <li>▪ No proposed changes to date.</li> </ul>

Type of risk	Risks to the Department	Actions to minimise	Progress to Date
		Documents	
Social	<ul style="list-style-type: none"> <li>▪ Access to services</li> <li>▪ Deprivation</li> <li>▪ Fear of Crime</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop Equalities and Diversity Strategy</li> <li>▪ Use decent Homes Standard to regenerate areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ A consultant has been appointed to assist in the development of an Equalities and Diversity Strategy this is being done in conjunction with an Access to Services Strategy.</li> <li>▪ Cross working between Tenancy Enforcement and the Capital Works programme have enabled the installation of certain safety devices to be fitted in target areas</li> </ul>
Technological	<ul style="list-style-type: none"> <li>▪ E-government Agenda</li> <li>▪ New communication technologies</li> </ul>	Keep up to date with technological advancements and legislative requirements	We are working closely with the web designer to ensure accessibility for our website and interactive forms should be available late June.
Managerial/ Professional	<ul style="list-style-type: none"> <li>• Loss of expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Identify capacity issues and formulate strategy to ensure current high standards are maintained</li> </ul>	PDP's have been undertaken and a comprehensive list of training needs has been developed.
Financial	<ul style="list-style-type: none"> <li>▪ Failed growth bids</li> <li>▪ Serious over/underspend</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop bids that effectively demonstrate potential benefits of proposed activity and reflect the needs of the customers</li> <li>▪ Develop strong working practices that ensure projects and spend are monitored regularly</li> </ul>	<ul style="list-style-type: none"> <li>▪ The bid process has been revised at a corporate level, briefing sessions will be delivered to staff to ensure they understand the process.</li> <li>▪ Performance reporting against targets and financial</li> </ul>
Legal Partnership/ Contractual	<ul style="list-style-type: none"> <li>• Relationships with LSP theme groups and the wider voluntary</li> </ul>	<ul style="list-style-type: none"> <li>• Build on existing good practice of partnership and joint working to achieve</li> </ul>	<ul style="list-style-type: none"> <li>• An action plan for the Housing Thematic Group is being developed in</li> </ul>

Type of risk	Risks to the Department	Actions to minimise	Progress to Date
	sector and community sector  <ul style="list-style-type: none"> <li>• Breaches of funding regulations</li> </ul>	corporate objectives <ul style="list-style-type: none"> <li>• Improve collaboration and forge further links with voluntary and community sector</li> <li>• Continue to develop citizen engagement</li> <li>• Ensure funding regulations are understood and financial management regularly reviewed</li> </ul>	partnership with key stakeholders. <ul style="list-style-type: none"> <li>▪ Work is ongoing to engage the citizens of Wear Valley through a number of different forums.</li> <li>▪ A review of current partnership arrangements is ongoing, including exit strategies</li> </ul>
Physical	Physical environment	<ul style="list-style-type: none"> <li>• Review and adopt outstanding health and safety policies</li> <li>• Adhere to policy and ensure accidents are reported and investigated.</li> </ul>	<ul style="list-style-type: none"> <li>• A comprehensive Health &amp; Safety Policy has been developed and is due to be reported to the Dale &amp; Valley Board at the next meeting.</li> <li>• Current reporting procedures are being adhered to.</li> </ul>
Legislative/Regulatory	FOI / Data Protection / Human Rights Act etc.	Effectively communicate legislative requirements throughout departments through briefings and training (eg. FOI briefings)	Training is undertaken whenever courses become available
Environmental	Loss of neighbourhood appeal	Continue with investment in housing stock and undertake estate inspections	Capital works programme continues to deliver improvements to the housing stock, The estate inspection process has been reviewed and updated, with more information being provided to Residents Associations.
Competitive	<ul style="list-style-type: none"> <li>• ALMO</li> <li>• Best Value Review</li> </ul>	Ensure actions are monitored and value for money can be evidenced	<ul style="list-style-type: none"> <li>▪ A comprehensive reporting method has been developed, reported to DMT and SHMT which all senior officers have agreed to and use.</li> </ul>

Type of risk	Risks to the Department	Actions to minimise	Progress to Date
			<ul style="list-style-type: none"> <li>▪ Reports are prepared on a monthly basis.</li> <li>▪ Emphasis is being placed on Value for Money.</li> </ul>
Customer/ citizen	<ul style="list-style-type: none"> <li>▪ Reputation</li> <li>▪ Equality and access to services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a marketing strategy and improve existing methods of communication.</li> <li>▪ Remove all barriers for hard to reach groups and ethnic minorities</li> </ul>	<ul style="list-style-type: none"> <li>▪ A marketing strategy has been developed in conjunction with an external consultant.</li> <li>▪ Ways and methods of including our hard to reach groups are being investigated</li> </ul>

### conclusion

- 3 From the above table it can be seen that a range of activities have been undertaken to address the actions to minimise risks to the department. Where time or skills have been limited, within the department, external consultants have been appointed to ensure the tasks were complete on time.
- 4 The adoption of a comprehensive reporting process will ensure that regular updates are given to the Housing Committee and Dale & Valley Homes Board Members to ensure information is shared.

### RECOMMENDED

- 1 Members agree to the actions set out in the risk register.

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**Officer responsible for the report**  
Michael Laing  
Strategic Director for the Community  
Ext 281

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**Author of the report**  
Michael Laing

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**HOUSING DEPARTMENT  
RISK REGISTER UPDATE REPORT**

**KEY**

<b>Probability of happening</b>	<b>Impact (on the service)</b>
1 – Low	1 – Low
2 – Medium	2 – Medium
3 - High	3 - High

<b>Type of risk</b>	<b>Risks to the Department</b>	<b>Actions to minimise</b>	<b>Progress to Date</b>	<b>Prob'ility of risk occurring</b>	<b>Lead Officer</b>	<b>Impact</b>	<b>Total Score</b>
Political	<ul style="list-style-type: none"> <li>▪ Changes in Government legislation</li> <li>▪ Failure to achieve 2* inspection</li> </ul>	<ul style="list-style-type: none"> <li>▪ Keep up to date with current legislation</li> <li>▪ Attend appropriate seminars etc</li> <li>▪ Implement inspection recommendations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Key staff attend appropriate seminars and a summary report is circulated to all staff</li> <li>▪ Monitoring reports are prepared on a monthly basis to assess progress against the inspection recommendations</li> </ul>	3	ML	3	6
				1	ML	3	4
Economic	<ul style="list-style-type: none"> <li>▪ Changes in housing market</li> <li>▪ Changes in Right to Buy Legislation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a marketing strategy</li> <li>▪ Ensure where applicable Wear Valley District Council have input to Consultation Documents</li> </ul>	<ul style="list-style-type: none"> <li>▪ A Marketing Strategy has been developed and will be published later this month</li> <li>▪ No proposed changes to date.</li> </ul>	3	J Dunn	2	5
				3	MR	3	6
Social	<ul style="list-style-type: none"> <li>▪ Access to services</li> <li>▪ Increased Deprivation</li> <li>▪ Increased Fear of Crime</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop Equalities and Diversity Strategy</li> <li>▪ Use decent Homes Standard to regenerate areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ A consultant has been appointed to assist in the development of an Equalities and Diversity Strategy this is being done in conjunction with an Access to Services Strategy.</li> <li>▪ Cross working between Tenancy Enforcement and the Capital Works programme have enabled the installation of certain safety devices to be fitted in target areas</li> </ul>	2	LB	2	4
				3	LB	2	5
				2	LB	2	4
Technological	<ul style="list-style-type: none"> <li>▪ Changes to the E-government Agenda</li> <li>▪ New communication technologies</li> </ul>	Keep up to date with technological advancements and legislative requirements	We are working closely with the web designer to ensure accessibility for our website and interactive forms should be available late June.	3	BA	1	4
				3	BA	2	5

Type of risk	Risks to the Department	Actions to minimise	Progress to Date	Prob'ility of risk occurring	Lead Officer	Impact	Total Score
Managerial/ Professional	<ul style="list-style-type: none"> <li>Loss of expertise</li> </ul>	<ul style="list-style-type: none"> <li>Identify capacity issues and formulate strategy to ensure current high standards are maintained</li> </ul>	PDP's have been undertaken and a comprehensive list of training needs has been developed.	3	BA	3	6
Financial	<ul style="list-style-type: none"> <li>Failed growth bids</li> </ul>	<ul style="list-style-type: none"> <li>Develop bids that effectively demonstrate potential benefits of proposed activity and reflect the needs of the customers</li> </ul>	<ul style="list-style-type: none"> <li>The bid process has been revised at a corporate level, briefing sessions will be delivered to staff to ensure they understand the process.</li> </ul>	2	MR	2	4
	<ul style="list-style-type: none"> <li>Serious over/underspend</li> </ul>	<ul style="list-style-type: none"> <li>Develop strong working practices that ensure projects and spend are monitored regularly</li> </ul>	<ul style="list-style-type: none"> <li>Performance reporting against targets and financial</li> </ul>	2	MR	2	4
Legal Partnership/ Contractual	<ul style="list-style-type: none"> <li>Relationships with LSP theme groups and the wider voluntary sector and community sector failing</li> </ul>	<ul style="list-style-type: none"> <li>Build on existing good practice of partnership and joint working to achieve corporate objectives</li> <li>Improve collaboration and forge further links with voluntary and community sector</li> <li>Continue to develop citizen engagement</li> </ul>	<ul style="list-style-type: none"> <li>An action plan for the Housing Thematic Group is being developed in partnership with key stakeholders.</li> <li>Work is ongoing to engage the citizens of Wear Valley through a number of different forums.</li> <li>A review of current partnership arrangements is ongoing, including exit strategies</li> </ul>	2	MR	2	4
	<ul style="list-style-type: none"> <li>Breaches of funding regulations</li> </ul>	<ul style="list-style-type: none"> <li>Ensure funding regulations are understood and financial management regularly reviewed</li> </ul>		1	MR	3	4
Physical	Poor physical environment	<ul style="list-style-type: none"> <li>Review and adopt outstanding health and safety policies</li> <li>Adhere to policy and ensure accidents are reported and investigated.</li> </ul>	<ul style="list-style-type: none"> <li>A comprehensive Health &amp; Safety Policy has been developed and has been reported to the Dale &amp; Valley Board.</li> <li>Current reporting procedures are being adhered to.</li> </ul>	2	TEC	2	4



Type of risk	Risks to the Department	Actions to minimise	Progress to Date	Prob'ility of risk occurring	Lead Officer	Impact	Total Score
Legislative/ Regulatory	Failure to adhere to FOI / Data Protection / Human Rights Act etc.	Effectively communicate legislative requirements throughout departments through briefings and training (eg. FOI briefings)	Training is undertaken whenever courses become available	2	MR	3	5
Environmental	Loss of neighbourhood appeal	Continue with investment in housing stock and undertake estate inspections	Capital works programme continues to deliver improvements to the housing stock, The estate inspection process has been reviewed and updated, with more information being provided to Residents Associations.	2	DM	2	2
Competitive	<ul style="list-style-type: none"> <li>• Failure of ALMO</li> <li>• Failure of Best Value Review to achieve 2*</li> </ul>	Ensure actions are monitored and value for money can be evidenced	<ul style="list-style-type: none"> <li>▪ A comprehensive reporting method has been developed, reported to DMT and SHMT which all senior officers have agreed to and use.</li> <li>▪ Reports are prepared on a monthly basis.</li> <li>▪ Emphasis is being placed on Value for Money.</li> </ul>	1 1	ML ML	3 3	4
Customer/ Citizen	<ul style="list-style-type: none"> <li>▪ Loss of reputation</li> <li>▪ Failure to achieve equality and access to services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a marketing strategy and improve existing methods of communication.</li> <li>▪ Remove all barriers for hard to reach groups and ethnic minorities</li> </ul>	<ul style="list-style-type: none"> <li>▪ A marketing strategy has been developed in conjunction with an external consultant.</li> <li>▪ Ways and methods of including our hard to reach groups are being investigated</li> </ul>	2 2	J Dunn J Dunn	2 3	2 5

<b>Type of risk</b>	<b>Risks to the Department</b>	<b>Actions to minimise</b>	<b>Progress to Date</b>
Political	<ul style="list-style-type: none"> <li>▪ Changes in Government legislation</li> <li>▪ Failure to achieve 2* inspection</li> </ul>	<ul style="list-style-type: none"> <li>▪ Keep up to date with current legislation</li> <li>▪ Attend appropriate seminars etc</li> <li>▪ Implement inspection recommendations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Key staff attend appropriate seminars and a summary report is circulated to all staff</li> <li>▪ Monitoring reports are prepared on a monthly basis to assess progress against the inspection recommendations</li> </ul>
Economic	<ul style="list-style-type: none"> <li>▪ Changes in housing market</li> <li>▪ Changes in Right to Buy Legislation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a marketing strategy</li> <li>▪ Ensure where applicable Wear Valley District Council have input to Consultation Documents</li> </ul>	<ul style="list-style-type: none"> <li>▪ A Marketing Strategy has been developed and will be published later this month</li> <li>▪ No proposed changes to date.</li> </ul>
Social	<ul style="list-style-type: none"> <li>▪ Access to services</li> <li>▪ Deprivation</li> <li>▪ Fear of Crime</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop Equalities and Diversity Strategy</li> <li>▪ Use decent Homes Standard to regenerate areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ A consultant has been appointed to assist in the development of an Equalities and Diversity Strategy this is being done in conjunction with an Access to Services Strategy.</li> <li>▪ Cross working between Tenancy Enforcement and the Capital Works programme have enabled the installation of certain safety devices to be fitted in target areas</li> </ul>
Technological	<ul style="list-style-type: none"> <li>▪ E-government Agenda</li> <li>▪ New communication technologies</li> </ul>	Keep up to date with technological advancements and legislative requirements	We are working closely with the web designer to ensure accessibility for our website and interactive forms should be available late June.
Managerial/	<ul style="list-style-type: none"> <li>• Loss of expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Identify capacity issues</li> </ul>	PDP's have been undertaken and a

Type of risk	Risks to the Department	Actions to minimise	Progress to Date
Professional		and formulate strategy to ensure current high standards are maintained	comprehensive list of training needs has been developed.
Financial	<ul style="list-style-type: none"> <li>▪ Failed growth bids</li>   <li>▪ Serious over/underspend</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop bids that effectively demonstrate potential benefits of proposed activity and reflect the needs of the customers</li> <li>▪ Develop strong working practices that ensure projects and spend are monitored regularly</li> </ul>	<ul style="list-style-type: none"> <li>▪ The bid process has been revised at a corporate level, briefing sessions will be delivered to staff to ensure they understand the process.</li> <li>▪ Performance reporting against targets and financial</li> </ul>
Legal Partnership/ Contractual	<ul style="list-style-type: none"> <li>• Relationships with LSP theme groups and the wider voluntary sector and community sector</li>   <li>• Breaches of funding regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Build on existing good practice of partnership and joint working to achieve corporate objectives</li> <li>• Improve collaboration and forge further links with voluntary and community sector</li> <li>• Continue to develop citizen engagement</li> <li>• Ensure funding regulations are understood and financial management regularly reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• An action plan for the Housing Thematic Group is being developed in partnership with key stakeholders.</li> <li>▪ Work is ongoing to engage the citizens of Wear Valley through a number of different forums.</li> <li>▪ A review of current partnership arrangements is ongoing, including exit strategies</li> </ul>
Physical	Physical environment	<ul style="list-style-type: none"> <li>• Review and adopt outstanding health and safety policies</li> <li>• Adhere to policy and ensure accidents are</li> </ul>	<ul style="list-style-type: none"> <li>• A comprehensive Health &amp; Safety Policy has been developed and is due to be reported to the Dale &amp; Valley Board at the next meeting.</li> </ul>

Type of risk	Risks to the Department	Actions to minimise	Progress to Date
		reported and investigated.	<ul style="list-style-type: none"> <li>Current reporting procedures are being adhered to.</li> </ul>
Legislative/Regulatory	FOI / Data Protection / Human Rights Act etc.	Effectively communicate legislative requirements throughout departments through briefings and training (eg. FOI briefings)	Training is undertaken whenever courses become available
Environmental	Loss of neighbourhood appeal	Continue with investment in housing stock and undertake estate inspections	Capital works programme continues to deliver improvements to the housing stock, The estate inspection process has been reviewed and updated, with more information being provided to Residents Associations.
Competitive	<ul style="list-style-type: none"> <li>ALMO</li> <li>Best Value Review</li> </ul>	Ensure actions are monitored and value for money can be evidenced	<ul style="list-style-type: none"> <li>A comprehensive reporting method has been developed, reported to DMT and SHMT which all senior officers have agreed to and use.</li> <li>Reports are prepared on a monthly basis.</li> <li>Emphasis is being placed on Value for Money.</li> </ul>
Customer/citizen	<ul style="list-style-type: none"> <li>Reputation</li> <li>Equality and access to services</li> </ul>	<ul style="list-style-type: none"> <li>Develop a marketing strategy and improve existing methods of communication.</li> <li>Remove all barriers for hard to reach groups and ethnic minorities</li> </ul>	<ul style="list-style-type: none"> <li>A marketing strategy has been developed in conjunction with an external consultant.</li> <li>Ways and methods of including our hard to reach groups are being investigated</li> </ul>