

Housing Strategy 2006 - 2011 Action Plan as at 18 August 2009

Aim 1 : To increase the supply of affordable housing, both in Stratford Town and rural areas, to meet local needs.

Outcome: A reduced gap between the number of households in need of affordable housing and the amount of affordable housing available by 472 households between 1 April 2008 and 31 March 2012.

68 additional affordable homes provided to date.

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|--|---|--|---|--|----------|
| To enable a minimum of 472 affordable homes between 2008 and 2012 | 1. Review model s106 legal agreements to secure appropriate affordable housing | March 2009 | Head of Revenues and Housing with Head of Member Services | Housing Policy & Development Team and Legal Services | Achieved |
| | 2. Consult residents about allocating sites exclusively for affordable housing via the Core Strategy Preferred Options consultation | Start April 2006 Complete by Jan 2009 | Head of Revenues and Housing, with Head of Planning | Housing Policy & Development Team and Planning Policy Team | Achieved |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|--|--|-----------------|-------------------------------------|--|-----------------|
| <p>To enable a minimum of 472 affordable homes between 2008 and 2012</p> | <p>Work to ensure that the Core Strategy plans for appropriate levels, type, distribution and specification of market and affordable housing across the district</p> | | | | |
| | <p>Housing Team to contribute to the development of the Core Strategy Local Development Document in accordance with most recent Core Strategy timetable:</p> | | | | |
| | <p>3. Feed into Preferred Options document before publication</p> | <p>Nov 2008</p> | <p>Head of Revenues and Housing</p> | <p>Housing Policy & Development Team</p> | <p>Achieved</p> |
| | <p>4. Respond to Preferred Option consultation document</p> | <p>Jan 2009</p> | | | <p>Achieved</p> |
| <p>5. Feed into preparation of Submission Core Strategy and respond to outcome of consultation on this document</p> | <p>Spring / summer 2009</p> | | | <p>Green (still ongoing)</p> | |
| <p>6. Submit evidence, and if required, appear for Public Examination</p> | <p>Spring / summer 2010</p> | | | <p>Green</p> | |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|--|---|---|--|---|---|
| | 7. Review the Housing Partnership Agreement to focus partnership activity on delivery of the housing strategy and meeting the Council's broader strategic objectives. | Start January 2007 Complete Sept 2009 | Head of Revenues and Housing | Housing Policy & Development Team | Red - will not be achieved |
| To enable a minimum of 472 affordable homes between 2008 and 2012 | 8. Bring empty private sector properties back into use, in order to create additional affordable housing. | 50 homes between 2008 and 2011 | Head of Revenues and Housing and Head of Member Services | Private Sector Housing Team SDC capital funding to provide grant incentive | Green (16 homes brought back into use 2008-2009) |
| | 9. Review Tackling Empty Homes 2007-2010, Interim Empty Homes Strategy | Complete Dec 2008 | | | Achieved |
| | 10. Facilitate / instigate local housing needs surveys to identify unmet housing needs in local communities | 6 local housing needs surveys to be completed each year | Head of Revenues and Housing | Rural Housing Enabler | Achieved 2008/2009 (7 surveys) Green 2009/2010 |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|-----------|---|-------------------------------------|------------------------------|---|--|
| | <p>11. Facilitate / instigate site canvassing exercises to secure land in towns/villages where an unmet housing need has been identified.</p> | 5 exercises instigated each year | Head of Revenues and Housing | Local communities with the support of the Rural Housing Enabler | <p>Achieved 2008/2009 (5 exercises)</p> <p>Green 2009/2010</p> |
| | <p>12. Promote development plan policies aimed at boosting supply of affordable housing in rural areas, i.e. promote 'local choice' and 'rural exception' schemes:</p> <p>Provide guidance for local communities to encourage production of parish/ town plans, especially including actions to address local housing needs.</p> | Twenty communities advised annually | Head of Planning | Planning Policy Team & Rural Housing Enabler | <p>Achieved 2008/2009 (Approx. 25 communities)</p> <p>Red - will not be achieved 2009/2010</p> |

Aim 2 To enable more people to live independently in better quality homes

Outcome(s): 10% fewer unfit properties in the District by 2011 (there were 685 unfit properties in 2006).
An extra 50 people living independently each year.

2008- 2009 - 246 people assisted to live independently. 71 people had their homes repaired / made safe by the Care and Repair handy person service, 95 people received disabled facilities grants to adapt their homes and 80 vulnerable people received discretionary grants to improve their homes. (Figures are not directly comparable to previous years because of changes to the way handy person services are recorded.)

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|---|---|--|------------------------------|--|--|
| Improve the housing conditions of vulnerable people in private-sector housing. | 13. Consider introduction of a loans option service to help people maintain their homes in good repair | Start April 2008 Complete March 2009 | Head of Revenues and Housing | Private Sector Housing Team | Achieved |
| | 14. Introduce loans options service | April 2010 | | | Red - will not be achieved |
| | 15. Complete a private housing stock condition survey. | Start January 2007 Complete Autumn 2009 | Head of Revenues and Housing | Private Sector Housing Team with Housing Policy & Development Team | Green |
| | 16. 300 homes of vulnerable households to be improved to decent homes standard | 2011 | Head of Revenues and Housing | Private Sector Housing Team | Green (219 discretionary grants awarded to date) |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|---|---|---|--|--|---|
| Enable an extra fifty people to live independently each year. | 17. Reduce waiting time for a Disabled Facilities Grant 2008/2009 | Waiting time of 5.0 months by March 2009, then review | Head of Revenues and Housing | Private Sector Housing Team Disabled Facilities Grant | Achieved (waiting time) 2009/2010 Not achieved target waiting time for 2009/2010 |
| | 18. Following the review of the Care & Repair service, set a target for the number of people helped to live independently through the work of the handyman. | 2008/2009 75 people 2009/2010 75 people | Head of Revenues and Housing with Environmental Services Overview and Scrutiny Committee and Care & Repair, Warwickshire | Care & Repair | Not Achieved (71 people assisted) Red- will not be achieved |

Aim 3 To reduce homelessness

Outcome: 10% more cases of homelessness prevented each year.

In 2008-2009 there were 241 homeless preventions. This compares to 107 preventions in 2007-2008.

Where people do have to be accommodated in temporary accommodation, this will no longer be in bed and breakfast accommodation from April 2007, except in an emergency.

In 2008-2009 – one household accommodated in B&B. To date in 2009-2010 one household accommodated in B&B. Both households accommodated because of out of hours emergencies.

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|--|--|----------------------------------|------------------------------|-----------------------------------|----------|
| To annually increase by 10% the number of households where homelessness is prevented | 19. To use discretionary housing payments to support private sector tenancies. | 2008-2009 Spend 70% of budget | Head of Revenues and Housing | Benefits Team and Welfare Officer | Achieved |
| | | 2009-2010 Spend 80% of budget | | | Green |
| | | 2010-2011 Spend 90% of budget | | | - |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|---|---|---|-------------------------------------|---|--|
| <p>Continued: To annually increase by 10% the number of households where homelessness is prevented</p> | <p>20. Reduce the time it takes to process housing benefit claims</p> | <p>Average of 24 days for new claims 2008/09</p> <p>Average of 9 days for claim changes 2008/09</p> <p>Average of 22 days for new claims 2009/10</p> <p>Average of 7 days for claim changes 2009/10</p> | <p>Head of Revenues and Housing</p> | <p>Benefits Team</p> | <p>Achieved (21 days)</p> <p>Achieved (6 days)</p> <p>Green</p> <p>Green</p> |
| <p>To end the use of bed and breakfast accommodation for all households (except in an emergency) by April 2007</p> | <p>21. Increase the uptake of the Council's Rent Express Scheme</p> | <p>Number of successful applications</p> <p>2008/09: 40 2009/10: 50 2010/11: 50</p> | | <p>Housing Advice Team with Housing Benefits Team</p> | <p>Achieved 2008/2009 (135 applications)</p> <p>Achieved 2009/2010 (73 applications to date)</p> |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|---|---|--|---|---|---|
| To improve the choice of housing options | To improve awareness of different housing options | | | | Achieved 2008/2009 Green 2009/2010 |
| | 22. Promote shared ownership and other affordable housing options via housing press releases | 4 press releases each year | Head of Revenues and Housing with Head of Member Services | Housing Advice Team with Public Relations Team | Not achieved 2008/2009 Green 2009/2010 |
| | 23. Distribute newsletter to everyone on the housing waiting list as from June 2007. | Twice yearly newsletter | | £3,000 per annum for newsletter | Not achieved 2008/2009 Green 2009/2010 |
| | Ensure that people that are harder to reach are not excluded: | | | | Achieved 2008/2009 (16 people) Green 2009/2010 |
| | 24. To engage with people sleeping rough each year | 10 new clients each year | | | |
| | 25. Number of people sleeping rough assisted by the Housing Advice Team to obtain accommodation (revised action) | 6 people each year | Head of Revenues and Housing | Homeless Prevention Officer & Private Sector Housing Team | Green 2009/2010 |
| | 26. To attend two community events for older and vulnerable people each year | Engage with at least 150 older and vulnerable people each year | | | Achieved 2008/2009 (160 people) Green 2009/2010 |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|--|---|--------------------------|---|--|----------------------------|
| <p><i>Continued:</i> To improve the choice of housing options</p> | <p>27. Introduce a choice-based lettings scheme.</p> | <p>Introduce by 2010</p> | <p>Head of Revenues and Housing with Head of Change and Performance</p> | <p>Housing Team with ICT development team and local housing associations</p> | <p>Achieved (Dec 2008)</p> |

Additional objectives and actions, including ongoing actions from the Audit Commission's inspection of the Housing Service

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|---|--|---|--|--|--|
| <p>To better understand the needs of diverse groups and develop services accordingly</p> | <p>Ensure customer diversity information is comprehensive by</p> <p>28. Rolling out Customer Relationship Management information technology software across the Council</p> <p>29. Undertaking annual diversity audits for front line housing services</p> | <p>Complete by December 2008</p> <p>Complete by June annually</p> | <p>Head of Revenues and Housing with Head of Customer Services</p> | <p>Revenues and Housing Team and Customer Services</p> | <p>Achieved</p> <p>Not achieved 2008/2009</p> |
| <p>To improve performance management and value for money</p> | <p>30. Partnership groups to monitor Housing Strategy, Homelessness Strategy and Private Sector Housing Strategy action plans</p> | <p>Twice yearly for each action plan</p> | <p>Head of Revenues and Housing</p> | <p>Housing Team</p> | <p>Achieved 2008/2009</p> <p>Green 2009/2010</p> |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|--|--|---|------------------------------|--|---|
| | <p><i>New action</i></p> <p>31. Work to ensure that the Council's new Sustainable Communities Strategy has a strong housing thread and is aligned to the Housing Strategy, and is based on up to date evidence</p> | April 2009 | Head of Revenues and Housing | Housing Policy & Development Team | Achieved |
| To improve performance management and value for money | <p>Ensure the Council and its partners have a good understanding of the local housing market</p> <p>32. Review with partners the existing evidence base each year</p> <p>33. Undertake or commission research identified as necessary in annual review</p> | <p>Annual report to Strategic Housing Officers' Group by Feb</p> <p>As identified in the review</p> | | <p>Housing Policy & Development Team and Strategic Housing Officers' Group</p> | <p>Achieved 2008/2009</p> <p>Green 2009/2010</p> <p>Achieved 2008/2009</p> <p>Green 2009/2010</p> |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|-----------|---|---|-------------------------------------|---|--|
| | <p>34. Annually review the Housing Strategy</p> <p>Housing Strategy Review 2009 to incorporate a private sector housing strategy, and in addition address</p> <ul style="list-style-type: none"> • Older people's housing issues • Accommodation needs of Gypsies and Travellers <p>Regularly monitor the housing strategy</p> | <p>By year end</p> <p>Report to every alternative Housing Advisory Panel</p> | <p>Head of Revenues and Housing</p> | <p>Housing Policy & Development Team and Housing Advisory Panel</p> | <p>Achieved 2008</p> <p>Green 2009</p> <p>Achieved 2008/2009</p> <p>Green 2009/2010</p> |
| | <p>35. Engage in strategic regional, sub-regional and countywide working to ensure the District's priorities and resource requirements are recognised</p> <p>Respond to consultations on strategies, including the Regional Housing Allocation Strategy</p> | <p>As appropriate, and by set deadline</p> | <p>Head of Revenues and Housing</p> | <p>Housing Services Manager with Policy & Development Team</p> | <p>Achieved 2008/2009</p> <p>Green 2009/2010</p> |

Homelessness Strategy 2008 – 2011 Action Plan as at 18 August 2009

The Homelessness Strategy action plan feeds into the Housing Strategy. Therefore, it should be read in conjunction with the Housing Strategy action plan and, in particular, with the objectives and actions listed above under Aim 3 of the Housing Strategy which is about reducing homelessness. As the actions in the Homelessness Strategy follow on from those in the Housing Strategy, the numbering of the actions in the Homelessness Strategy commences at action 36 to avoid confusion with actions in the Housing Strategy.

Outcomes

- 1) Ensure that Aim 3 of the Housing Strategy will continue to be met in the future i.e. Ten per cent more cases of homelessness will be prevented each year.

In 2008-2009 there were 241 homeless preventions. This compares to 107 preventions in 2007-2008.

Where people do have to be accommodated in temporary accommodation, this will no longer be in bed and breakfast accommodation from April 2007, except in an emergency.

In 2008-2009 – one household accommodated in B&B. To date in 2009-2010 one household accommodated in B&B. Both households accommodated because of out of hours emergencies.

- 2) Having halved the number of homeless households living in temporary accommodation between 2004 and 2008, maintain the improvement to meet the Government target of reducing the number of households from the December 2004 baseline of 55 households to 27 households by December 2010.

As at June 2009 – 18 households in temporary accommodation.

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|---|--|--------------------------------------|------------------------------|-----------------------------------|----------|
| To work in partnership to maintain an understanding of the housing market | <p>36. Investigate the extent of overcrowding locally using the Private Sector Stock Condition Survey and other data sets, and feed into Housing Strategy Review 2009</p> <p><i>(Related to Housing Strategy action 15)</i></p> | Start Jan 2009 Complete Sept 2009 | Head of Revenues and Housing | Housing Policy & Development Team | Achieved |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|--|--|---|------------------------------|--|-------------------------------|
| To work in partnership to maintain an understanding of the housing market | 37. Following the embedding of Choice Based Lettings, review the need for developing a tenants' incentive scheme to encourage tenants to downsize where appropriate <i>(Related to Housing Strategy action 27)</i> If a scheme is required: | Start Autumn 2009 Complete June 2010 | Head of Revenues and Housing | Orbit Heart of England Housing Association and Housing Advice Team | Green |
| | 38. Assess feasibility of providing a suitable scheme | Start July 2010 Complete March 2011 | | | - |
| | 39. Implement a scheme if appropriate | Start April 2011 Complete March 2012 | | | - |
| To develop partnership working to make effective use of the private rented sector | 40. Seek the views of private sector landlords, via the Landlord Forum, to determine how the Council could improve its services. If appropriate, implement changes. As from 2009, tie in with the annual review of Rent Express Scheme | By end Dec 2008. From 2009 by June each year | Head of Revenues and Housing | Private Sector Housing Team and Landlord Forum | Achieved Achieved 2009 |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|--|--|--------------------------------------|------------------------------|---|--|
| To develop partnership working to make effective use of the private rented sector | <p>41. Incorporate the views of landlords and tenants into an annual review of the Rent Express Scheme; from 2009 the review will assess the impact of Local Housing Allowances</p> <p><i>(Related to Housing Strategy action 21)</i></p> | By end June each year | Head of Revenues and Housing | Housing Advice Team and Benefits Team | <p>Achieved 2008</p> <p>Not achieved 2009 (Review completed but did not consider impact of Local Housing Allowances)</p> |
| To work with housing associations to maximise the effective use of affordable housing stock | <p>42. Set up a Housing Association Management Liaison Group</p> | Start Feb 2009 Complete June 2009 | Head of Revenues and Housing | Housing Advice Team and LSP Housing Key Group | <p>Achieved (July 2009)</p> |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|-----------|--|--|-------------------------------------|---|------------------------------|
| | <p>43. Carry out a comprehensive review of temporary accommodation including funding, location, cost and tenure</p> <p>44. Reshape the provision of temporary accommodation to reflect the finding of the review</p> | <p>Start June 2008 Complete April 2009</p> <p>Start May 2009 Complete April 2010</p> | <p>Head of Revenues and Housing</p> | <p>Housing Advice Team and Orbit Heart of England Housing Association</p> | <p>Achieved</p> <p>Green</p> |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|---|---|---------------------------------------|------------------------------|--|----------|
| To work in partnership to increase housing options | 45. Council's Overview and Scrutiny Committee to explore the availability of, and need for, accommodation and housing related support for young people | Start April 2008 Complete Oct 2008 | Head of Revenues and Housing | Housing Policy & Development Team | Achieved |
| | 46. Report findings of Overview and Scrutiny Committee to LSP Housing Key Group | Complete Jan 2009 | | Housing Services Manager | Achieved |
| | 47. Identify through research and consultation the optimal package of housing accommodation and support for vulnerable young people in the District in preparation for commissioning additional improved provision; report findings to Housing Advisory Panel. | Complete March 2009 | | Housing Policy & Development Team, District Housing Forum | Achieved |
| | 48. Report Housing Advisory Panel recommendations to LSP Housing Key Group | Complete April 2009 | | Housing Services Manager | Achieved |
| | 49. Commission accommodation and or support for vulnerable young people | Complete 2011 | | Housing Policy & Development Team, Warwickshire Supporting People Commissioning Body, Local Strategic Partnership Core Group | Green |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|--|---|----------------------------|-------------------------------------|---|----------------------------------|
| <p>To work in partnership to increase housing options</p> | <p>50. Identify through research and consultation the optimal package of housing accommodation and support for single homeless people in the District in preparation for commissioning additional improved provision; report findings to Housing Advisory Panel.</p> | <p>Complete March 2010</p> | <p>Head of Revenues and Housing</p> | <p>Housing Policy & Development Team, District Housing Forum</p> | <p>Red- will not be achieved</p> |
| | <p>51. Report Housing Advisory Panel recommendations to LSP Housing Key Group</p> | <p>Complete June 2010</p> | | <p>Housing Services Manager</p> | <p>Red- will not be achieved</p> |
| | <p>52. Commission accommodation and or support for single homeless people</p> | <p>Complete 2011</p> | | <p>Housing Policy & Development Team, Warwickshire Supporting People Commissioning Body, Local Strategic Partnership Core Group</p> | <p>Green</p> |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|--|--|---|------------------------------|---|---|
| Continued: To work in partnership to increase housing options | 53. Establish a multi agency county wide protocol to jointly assess the housing needs of 16 and 17 year olds | Complete Dec 2009 | | Housing Services Manager Warwickshire County Council LSP Core group | Green |
| | 54. Use <ul style="list-style-type: none"> • District Housing Forum • Landlord Forum • Housing Association Management Liaison Group for research, consultation and to explore housing options, and feed into LSP Housing Key Group | Each group to meet at least 3 times each year | Head of Revenues and Housing | Housing Policy & Development Team Private Sector Housing Team Housing Advice Team | Achieved 2008/2009 Green 2009/2010 |
| | 55. Adopt a more comprehensive approach to the recovery of Homeless Prevention Fund payments and set a target for repayment | Start August 2008 Complete April 2009 | Head of Revenues and Housing | Housing Advice Team | Achieved |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|--|---|--|------------------------------|---|--------------|
| Continued: To work in partnership to increase housing options | 56. Assess feasibility of enhanced working with the Credit Union to improve financial inclusion | Start August 2009 Complete April 2010 | | Housing Advice Team, Housing Policy & Development Team and Credit Union | Green |
| | 57. If appropriate, implement new joint working with Credit Union | Complete March 2011 | | Housing Advice Team and Credit Union | Green |
| To work in partnership to develop the Council's approach to addressing issues of housing debt | 58. Explore funding options for CAB to provide more debt advice in the district | Start April 2008 Complete Dec 2008 | | Housing Services Manager | Achieved |
| | 59. Train Housing Advice Team to increase its awareness of debt advice issues | Complete June 2009 | Head of Revenues and Housing | Housing Advice Team | Not achieved |
| | 60. Ensure Housing Advice Team is signposting the services of the Credit Union, Age Concern and similar agencies | Complete Sept 2009 | | Housing Advice Team | Achieved |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|--|---|--------------------------------------|------------------------------|---|----------|
| To ensure equality of access to the Council's housing service | 61. Agree standards for temporary accommodation, and make them available to service users | Start Jan 2009 Complete Sept 2009 | Head of Revenues and Housing | Service users, Orbit Heart of England and Housing Advice Team | Green |
| To ensure equality of access to the Council's housing service | 62. Council's Overview and Scrutiny Committee to review the impact of Choice Based Lettings in Stratford-on-Avon District on service users and partners, and publish the results | Start June 2009 complete Feb 2010 | Head of Revenues and Housing | Housing Advice Team, District Housing Forum, Housing Association Management Liaison Group and service users | Green |
| | 63. Review the operation of Choice Based Lettings sub-regionally <i>(Both actions are related to Housing Strategy action 27)</i> | Start June 2009 complete Feb 2010 | | Home Choice Plus Partnership (sub-regional Choice Based Lettings steering group) and Housing Advice Team | Amber |

| Objective | Actions | Target | Who is responsible? | Resources | Progress |
|--|---|--|------------------------------|--|---|
| To work in partnership with other agencies to ensure a joined up approach to preventing homelessness | 64. Continue to engage with young people | 3 engagements each year with schools, colleges and youth clubs | Head of Revenues and Housing | Housing Advice Team and Social Inclusion Team | Not achieved 2008/2009 Amber 2009/2010 |
| | 65. Contribute to, and implement, Warwickshire Move on Plan Protocol with partner agencies to facilitate successful transitions to independent living | Start April 2008 Complete April 2009 | Head of Revenues and Housing | Warwickshire County Council Supporting People Team, Housing Advice Team and District Housing Forum | Achieved |
| To work in partnership with other agencies to ensure a joined up approach to preventing homelessness | 66. Review the homelessness strategy annually, and report to Housing Advisory Panel | June each year | Head of Revenues and Housing | Housing Advice Team, Housing Policy & Development Team and District Housing Forum | Not achieved |