

Appendix X: Housing Strategy 2006 -2011 Action Plan as at 12 December 2007

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 250 households by March 2008.

As from July 2007: revised Corporate Strategy target of 350 additional affordable homes 2005 -2008.

To date: 311 additional affordable homes provided of which 179 Stratford town, 109 rural, 4 outside district.

Objective	Actions	Target	Who is responsible?	Resources	Progress
<p>Updated objective in light of revised Corporate strategy target of 350 additional affordable homes in the district 2005-2008:</p> <p>To enable a minimum of 205 homes in Stratford town between 2005 and 2008</p> <p>(original objective 190 homes)</p>	<p>1.1 In light of emerging government planning policy, local and regional development plans, and the joint Stratford-on-Avon & Warwick District Councils housing assessment (scheduled for completion in 2006):</p> <ul style="list-style-type: none"> review the amount, type and location of homes required in the District over the life of the strategy, then: determine who the key workers are locally, update current housing Supplementary Planning Guidance and adopt housing Supplementary Planning Documents (SPD) as mechanisms to improve the quality and sustainability of housing. <p>Adopt Meeting Housing Needs Supplementary Planning Document</p>	<p>Start April 2006 Complete by April 2007</p> <p>Start April 2007 Complete by Feb 2008 (revised target)</p>	<p>Head of Revenues and Housing, with Head of Planning</p>	<p>Housing Policy & Development Team and Planning Policy Team</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved Local Choice SPD adopted.</p> <p>Green</p>

Objective	Actions	Target	Who is responsible?	Resources	Progress
<p>Continued: To enable a minimum of 205 homes in Stratford town between 2005 and 2008</p> <p>(original objective 190 homes)</p>	<p>1.2 Set new targets for affordable housing in line with the results of the housing assessment when the Corporate Strategy is reviewed.</p> <p>Consult residents and decide on allocating sites exclusively for affordable housing.</p>	<p>Start April 2006 Complete by April 2008</p>	<p>Head of Revenues and Housing, with Head of Planning</p>	<p>Housing Policy & Development Team and Planning Policy Team</p>	<p>Green</p>
	<p>1.3 Enable the development of 170 of the 250 affordable homes through negotiations that result in their development without public subsidy.</p> <p>New action <i>(in light of revised Corporate Strategy target of 350 additional affordable homes 2005-2008)</i></p> <p>Enable the development of 200 of the 350 affordable homes through negotiations that result in their development without public subsidy.</p>	<p>Started April 2005 Complete by April 2008</p>	<p>Head of Revenues and Housing, with Head of Planning</p>	<p>Housing Policy & Development Team and Planning Policy Team</p>	<p>Achieved 175 homes August 2007</p> <p>Achieved 205 homes 12 Dec 2007</p>
	<p>1.4 Review the Housing Partnership Agreement to focus partnership activity on delivery of the housing strategy and meeting the Council's broader strategic objectives.</p>	<p>Start January 2007 Complete by Dec 2007</p>	<p>Head of Revenues and Housing</p>	<p>Housing Policy & Development Team</p>	<p>Not achieved Proposed new target March 2008</p>

Objective	Actions	Target	Who is responsible?	Resources	Progress
<p>Continued: To enable a minimum of 205 homes in Stratford town between 2005 and 2008</p> <p>(original objective 190 homes)</p>	<p>1.5 Bring empty private sector properties back into use, in order to create additional affordable housing.</p> <p>1.6 Review location and target of number of empty properties to be brought back into use, following assessment of opportunities arising from Housing Act 2004.</p> <p>Review Tackling Empty Homes 2007-2010, Interim Empty Homes Strategy</p>	<p>2 homes provided between 2006 and end 2007</p> <p>Start April 2006 Complete April 2008 (revised target)</p> <p>June 2008 (revised target)</p>	<p>Head of Revenues and Housing and Head of Member Services</p>	<p>Private Sector Housing Team using enforcement and compulsory purchase powers.</p> <p>SDC capital funding for period 2005/08 to be used to provide grant incentive</p>	<p>Not achieved. Target to be reviewed when Empty Homes officer in post.</p> <p>Amber</p> <p>Amber</p>
<p>Updated objective in light of revised Corporate strategy target of 350 additional affordable homes in the district 2005-2008:</p> <p>To enable a minimum of 145 affordable homes in rural areas between 2005 and 2008.</p> <p>(original objective 60 homes)</p>	<p>1.7 To identify housing needs in individual local communities</p> <p>1.8 Instigate site canvassing exercises to secure land in rural areas for affordable housing.</p>	<p>6 local housing needs surveys to be completed each year</p> <p>5 exercises instigated each year</p>	<p>Head of Revenues and Housing</p> <p>Head of Revenues and Housing</p>	<p>Rural Housing Enabler</p> <p>Local communities with the support of the Rural Housing Enabler</p>	<p>Achieved 2006/2007: 6 surveys.</p> <p>2007/2008: Green</p> <p>Achieved 2006/2007: 5 exercises.</p> <p>Achieved 2007/2008: 7 villages</p>

Objective	Actions	Target	Who is responsible?	Resources	Progress
<p>Continued: To enable a minimum of 145 affordable homes in rural areas between 2005 and 2008.</p> <p>(original objective 60 homes)</p>	<p>1.9 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>	<p>Twenty communities advised annually</p>	<p>Head of Planning</p>	<p>Planning Policy Team & Rural Housing Enabler</p>	<p>Achieved 2006/2007</p> <p>Green 2007/2008:</p>
	<p>Adoption of parish or town plans where compatible with development plan policies.</p>	<p>18 plans over three years</p>			<p>Achieved 24 parish plans adopted by Aug 2007</p>
	<p>Review targets in line with the Corporate Strategy review.</p>	<p>Start January 2007. Complete by April 2008</p>			<p>Green</p>
	<p>Hold Parish Council event to promote rural housing</p>	<p>July 2007</p>			<p>Achieved 19 July 2007</p>

Objective	Actions	Target	Who is responsible?	Resources	Progress
<p><i>Continued:</i> To enable a minimum of 145 affordable homes in rural areas between 2005 and 2008.</p> <p>(original objective 60 homes)</p>	<p>1.10 Use the land banking facility to secure land for affordable housing. Consider use of Compulsory Purchase powers if appropriate.</p> <p>1.11 Review this target following confirmation of Council funding for 2008 to 2011.</p>	<p>1 site per year, on average, over life of strategy.</p> <p>Start April 2007. Complete by March 2008</p>	<p>Head of Resources with Head of Planning</p>	<p>SDC capital funding for period 2005/08</p>	<p>Amber</p> <p>Green</p>

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

Outcome(s): Ten percent fewer unfit properties in the District by 2011 (there are currently 685 unfit properties).
An extra fifty people living independently each year.

During 2006/2007 an extra 160 people were assisted to live independently. 70 people had their homes repaired/made safe by the Care and Repair handyperson service and another 90 people received disabled facilities grants to adapt their homes.

Objective	Actions	Target	Who is responsible?	Resources	Progress
Improve the housing conditions of vulnerable people in private-sector housing.	2.1 Review the private-sector housing strategy	Start April 2006 Complete by April 2007	Head of Revenues and Housing	Private Sector Housing Team	Achieved
	Consider introduction of a loans option service	Start April 2008 Complete March 2009			Green
	Review private sector housing strategy	Start January 2009 Complete Dec 2009			Green
	2.2 Complete a new housing stock condition survey.	Start January 2007 Complete by Dec 2008	Head of Revenues and Housing	Private Sector Housing Team	Green

Objective	Actions	Target	Who is responsible?	Resources	Progress
	2.3 Quantify the homes of vulnerable households to be improved to decent homes standard.	Research completed April 2006			Achieved
	2.4 Set a target for improvement.	By April 2007	Head of Revenues and Housing	Private Sector Housing Team	Achieved
	300 homes improved to decent homes standard	2011			Green
	2.5 Introduce a licensing scheme to cover houses in multiple occupation that fall into the compulsory licensing category.	Already started Complete by June 2006	Head of Revenues and Housing	Private Sector Housing Team	Achieved
Enable an extra fifty people to live independently each year.	2.6 Reduce the waiting time for obtaining a Disabled Facilities Grant.	Waiting time of 6 months by April 2007			Achieved
	2.7 Review the target for the waiting period for a Disabled Facilities Grant.	Start April 2006 Complete by March 2007			Achieved Target of 5.3 months by March 2008 then review.
	Reduce waiting time for a Disabled Facilities Grant 2007/2008	Waiting time of 5.3 months by March 2008	Head of Revenues and Housing	Private Sector Housing Team Disabled Facilities Grant	Green
	Agree target for 2008/2009	Start April 2007 Complete by March 2008			Green

Objective	Actions	Target	Who is responsible?	Resources	Progress
	<p>2.8 Enable vulnerable people to live independently over the longer term by providing support and/or accommodation to sustain independent living. Assess feasibility of providing additional accommodation and/or support for the following groups:</p> <ul style="list-style-type: none"> • young people • single homeless (including emergency access) • ex-offenders • people with learning difficulties • people with mental ill health <p>2.9 Assess feasibility of enabling extra care housing for older people and develop an older people general housing policy and feed into new planning framework.</p>	<p>Start by April 2006 Complete by June 2007</p> <p>Start October 2006 Complete by April 2008</p>	<p>Head of Revenues and Housing</p>	<p>Housing Team with housing association partners.</p> <p>Warwickshire Supporting People Team</p> <p>Warwickshire County Council Social Services</p> <p>Planning Policy Team</p>	<p>Achieved but need to take forward as per Homelessness Strategy</p> <p>Green</p>
<p>Continued: Enable an extra fifty people to live independently each year.</p>	<p>2.10 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.</p>	<p>Ongoing. Complete by July 2006</p>	<p>Head of Revenues and Housing with Environmental Services Overview and Scrutiny Committee and Care & Repair, Warwickshire</p>	<p>Care & Repair</p>	<p>Achieved 2006/2007: 70 people assisted</p> <p>2007/2008: Green</p>

Aim 3 To reduce homelessness

Outcome: Ten percent more cases of homelessness will be prevented each year. 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.

Prevention of homelessness is Best Value performance Indicator 213, and is recorded as number of preventions per thousand of population. In 2005/2006 there was 1 prevention and in 2006/2007 there were 2 preventions. There were no homeless families in B&B accommodation by April 2007 (except in an emergency).

Objective	Actions	Target	Who is responsible?	Resources	Progress
To annually increase by 10% the number of households where homelessness is prevented.	3.1 To create a new homelessness strategy	Start April 2007 Complete by April 2008	Head of Revenues and Housing	Housing Policy & Development Team District Housing Forum	Green
	3.2 To use discretionary housing payments to support private sector tenancies.	Spend 100% of budget every year		Benefits Team and Welfare Officer	Annual target 2007/2008: Red <i>Review target for 2008/2009</i>
	3.3 Help an additional 250 residents obtain means-tested benefits Revised Corporate Strategy target: Help a total of 310 residents obtain means-tested benefits over the period 2005-2008	Start April 2005 Complete by April 2008 Complete by April 2008	Achieved May 2007 Green		

Objective	Actions	Target	Who is responsible?	Resources	Progress
	3.4 Reduce the time it takes to process housing benefit claims 2007/2008: <ul style="list-style-type: none"> achieve an average of 26 days for new claims achieve an average 12 days for claim changes 	Start April 2007 Complete by April 2008		Benefits Team	Annual target Green Green
To end the use of bed and breakfast accommodation for all households (except in an emergency) by April 2007	3.5 Add up to 6 properties to the stock of temporary accommodation	Already started Complete by April 2007	Head of Revenues and Housing	£600,000 of allocated £5.1m SDC capital funding for period 2005/08 to be used	Achieved 6 properties added
	3.6 Increase the uptake of the Council's Rent Express Scheme	40 successful applications a year.		Housing Advice Team with Housing Benefits Team	Achieved 2006/2007: 57 applications Annual target 2007/2008: Green
	3.7 Ensure single people under 60 years old get a fairer proportion of housing association properties. All local housing associations to let 2-bed properties to single people.	10% increase by April 2008 in number of single people under 60 years getting 2-bed properties over 2005/06 baseline of 59 people.		Housing Policy & Development Team with Housing Advice Team Housing Association Partners	Green

Objective	Actions	Target	Who is responsible?	Resources	Progress
<p>To improve the choice of housing options</p>	<p>3.8 To improve awareness of different housing options</p> <p>Four affordable housing press releases each year to promote shared ownership and other affordable housing options as from April 2006.</p> <p>Twice-yearly newsletter to everyone on the housing waiting list as from June 2007.</p>	<p>Annual 10% increase in number of people on the Housing Waiting List who are better informed of their housing options over June 2007 baseline</p>	<p>Head of Revenues and Housing with Head of Member Services</p>	<p>Housing Advice Team with Public Relations Team</p> <p>£3,000 per annum for newsletter</p>	<p>Annual target 2007/2008: Green – two press releases to date</p> <p>Green</p>

Objective	Actions	Target	Who is responsible?	Resources	Progress
<p>Continued: To improve the choice of housing options</p>	<p>3.9 Ensure that people that are harder to reach are not excluded:</p>				
	<p>To engage with people sleeping rough each year</p>	<p>10 new clients each year</p>			<p>Achieved 2006/07: 14 new clients. Annual target 2007/2008: Green</p>
	<p>To add people who have been sleeping rough onto the housing waiting list</p>	<p>10 new applications each year</p>		<p>Homeless Prevention Officer</p>	<p>Achieved 2006/2007: 10 new applications. Annual target 2007/2008: Green</p>
<p>To attend two community events for older and vulnerable people each year</p>	<p>Engage with at least 150 older and vulnerable people each year</p>	<p>Head of Revenues and Housing</p>	<p>Private Sector Housing Team</p>	<p>Achieved 2006/2007: 1,000 people at Shipston and Wellesbourne events, Supporting People 'Big Event', and Stratford College event- 'Stay Safe Stay Healthy'. Annual target 2007/2008: Green</p>	

Objective	Actions	Target	Who is responsible?	Resources	Progress
Continued: To improve the choice of housing options	3.10 Introduce a choice-based lettings scheme.	Start April 2006	Head of Revenues and Housing with Head of Change and Performance	Housing Team with ICT development team and local housing associations.	Achieved
		Scope by Jan 2007			Sub regional work
		Introduce by 2010			Green
		Review existing policy by December 2007			Achieved

Additional objectives and actions outstanding from the Housing Improvement Plan and or resulting from the Audit Commission's Housing Inspection

Objective	Actions	Target	Who is responsible?	Resources	Progress
To better understand the needs of diverse groups and develop services accordingly	4.1 Private Sector Housing Team to implement a new range of service standards	Complete by April 2008	Head of Revenues and Housing	Private Sector Housing Team	Green
	4.2 Review and implement all housing procedures	Complete by Sept 2007 (revised target)	Head of Revenues and Housing	Housing Advice Team and Private Sector Housing Team	Achieved

Objective	Actions	Target	Who is responsible?	Resources	Progress
<p>Continued: To better understand the needs of diverse groups and develop services accordingly</p>	<p>4.3 Ensure customer diversity information is comprehensive by</p> <p>Rolling out Customer Relationship Management information technology software across the Council</p> <p>Undertaking annual diversity audits for front line housing services</p>	<p>Complete by December 2007</p> <p>For 2007 only complete by Dec 2007 (revised target)</p> <p>From Jan 2008 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>Not achieved Proposed new target Dec 2008</p> <p>Green</p> <p>Green</p>
	<p>4.4 Undertake gap analysis of migrant workers to identify key issues</p>	<p>Complete July 2007</p>	<p>Head of Revenues and Housing</p>	<p>Social Inclusion Team</p>	<p>Achieved</p>
	<p>4.5 Undertake a Gypsies and Travellers needs assessment to identify key issues</p>	<p>Complete December 2007</p>	<p>Head of Environment with Head of Revenues and Housing</p>	<p>Environmental Protection Team and Housing Team</p>	<p>Green (on target to be achieved by end Dec 2007)</p>

Objective	Actions	Target	Who is responsible?	Resources	Progress
To improve performance management and value for money	4.6 Partnership groups to monitor Housing Strategy, Homelessness Strategy and Private Sector Housing Strategy action plans	Twice yearly for each action plan	Head of Revenues and Housing	Housing Team	2007 Green District Housing Forum the Homelessness Strategy 21 Nov 2007
	4.7 Develop a clear value for money strategy for housing services and engage in cost benchmarking to inform this work	Complete Nov 2007 (revised target)	Head of Revenues and Housing with Head of Resources	Housing Team and Finance	Achieved
	4.8 Annually review the Housing Strategy	By year end	Head of Revenues and Housing	Housing Team	Achieved 2007 Annual target 2008 Green

