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Date: Thursday, 26 October 2017

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Dear Member

HOUSING RENTAL COMPANY COMMITTEE - MONDAY, 30 OCTOBER 2017

I am now able to enclose, for consideration at the Monday, 30 October 2017 meeting of the Housing Rental Company Committee, the following reports that were unavailable when the agenda was printed.

Agenda No	Item	Page
7.	Housing Strategy Progress	(Pages 2 - 18)
8.	Business Plan Objectives	(Pages 19 - 30)
9.	Project Plan - Operational Management	(Pages 31 - 32)

Yours sincerely

Lisa Antrobus
Clerk

Housing Strategy Action Plan (231017)

Introduction:

On 20 July 2017, Council agreed that a Housing Rental Company Committee be created with the principal objective being to enable ambitious and progressive delivery of the Councils Housing Strategy. A Housing Rental Company Policy Framework Document outlining the governance and decision making arrangements of the company was also approved.

Separately, the Council has a Housing Strategy, which was approved at Council on the 3 February 2016 – A Housing Strategy Action Plan was developed to report on progress and this was previously reported to the Housing Partnership Steering / Monitoring Group.

Given the correlation between the Housing Rental Company Policy Framework, and the Housing Strategy Policy Framework, it was recommended to Council on the 19 October to simplify and streamline the governance arrangements so that the Terms of Reference for the Housing Rental Company Committee be expanded to include oversight of delivery against the Housing Strategy – this recommendation was approved.

Following the decision taken at Council on 19 October the Housing Strategy Action Plan will now be reported directly to the Housing Company Committee.

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
1. Provide Homes fit for the future at each stage of life	Develop community equipment service, home improvements, disabled facilities grants and assistive technology to prolong independence at home, avoiding unplanned hospital admissions and reducing delayed transfers of care and long term placements into residential care	Sarah Jones	2020	Project plan in development comprising: data analysis and research, followed by development of outline specification and consultation with stakeholders (including CCG, neighbouring LAs). Procurement plan and meetings with market and service users		
	Safe and Well Pilot to encourage public to purchase simple aids for daily living	Sarah Jones	2016	Safe and well launched Sept 2016. Guidelines and approach in use to extend asset based model within social work teams.		
	Housing Market Assessment update	Andrew Gunther	2018	Planned for 2018		
	Engage housing and support providers in delivery of housing strategy	Frances Mason	April 2018	Housing providers are now members of multi-provider forum. Develop housing reference group with local social landlords and other housing and related support providers		
	Community Housing Trust Fund	Frances Mason/Liam Montgomery	April 2019	Additional capacity identified to deliver. Work with community group to deliver homes including some accessible/supported housing in Brixham as first project		

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
2. Enable development on selected council sites, where this helps secure other policy objectives, such as: <ul style="list-style-type: none"> Helps support the local economy, for example construction Skills Promotes self- build homes, at various entry levels. Reduce demand on more environmentally ecologically sensitive sites Council can prove through the Local Plan it has a 5 year supply of deliverable housing land Deliver early wins for master plan delivery and regeneration 	The delivery of a minimum 400 homes p.a. over the next 2 years (to 2017) and a minimum of 495 homes p.a. to 2020, alongside new employment space and infrastructure	Planning	Every Year	2014/15 - 349 2015/16 – expected to be over 400, but final figures not available yet. Two year (rather than 3) time limits being placed on some major developments – to help speed up delivery. Continued work with landowners and developers to ensure a healthy pipeline of future projects.		
	Bring Forward at least two Council owned sites, before April 2017, for self- build, custom build and/or starter homes. Subject to the outcomes of these two (or more) pilot projects, bring forward at least two further housing projects before April 2018	Liam Montgomery	April 2018	Demand for Self Build housing insufficient to justify allocation of Council land. Review demand April 2017		
	Identification and delivery of development opportunities (at least 1 per CIA) in defined community investment areas, investment can be secured to pump prime projects in CIAs to help tackle socio-economic disadvantage.	Planning	April 2018	Masterplan delivery projects, in Torquay and Paignton Town Centres, will help deliver socio-economic benefits, use of local labour etc. and will pump prime other projects. Neighbourhood Forums should be identifying, in emerging Neighbourhood Plans, those projects that deliver socio-economic benefits and the development that will support those projects		

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
Page 5	Review our S106 and Affordable Housing SPD before end 2016 to ensure it is fit for purpose to secure more affordable housing on major development, including more starter homes for first time buyers (subject to national guidance / legislation)	Planning	Afford Housing 75 units pa predict comple tions 15/16 60 units 16/17 70 units 17/18 97 units End 2016	Proposals for a new S106 and Affordable Housing SPD will be taken to Council in Sept 2016. The Local Plan, adopted by Council in Dec 2015, requires 30% affordable homes on major development sites and less on smaller / brownfield sites. The new SPD cannot change that policy. A High Court ruling and new Government policy means that affordable housing cannot be required, by the Council, on small sites (of less than 10 units). This will result in fewer affordable homes on small greenfield sites. The Council's Local Plan does not require affordable housing on small brownfield sites. New regulations, requiring the Council to secure 20% starter homes on housing sites of 10+ units, are not yet in place but are due soon – to enact the Housing & Planning Act. This may have the impact of reducing the number of affordable homes delivered in Torbay.		

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
Page 6	Work with developers to ensure early delivery of affordable homes on c106 sites. Affordable Housing Coordinator to discuss delivery proposals with private development partners to look at ways at securing early delivery. Write to and meet with developers currently on site or about to be on site	Liam Montgomery	May 2016	S106 housing delivery is progressing. Pace is purely linked to market conditions. Liaison with developers is underway		
	Work with an RP partner to accelerate the delivery of affordable homes at Hatchcombe Nurseries. Look at options to unblock this site for affordable housing including close liaison with the HCA to maximise funding into the project. Work with an RP partner to produce a detailed timeline and action plan which will include tenure options and value engineering solutions.	Liam Montgomery	June 2016	Liaison with HCA ongoing. RP expected to provide detailed timeline and budget proposal beginning of July. Changes to housing subsidy resulted in delay and further negotiation with provider to achieve objectives (Oct 17)		

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
	Identify potential Council owned sites that could be used for affordable housing delivery. Identify possible sites in partnership with strategic land task group. Identify 2 x sites and produce a cost benefit analysis linked to the Council priorities. This will include the various outputs along with the level of receipt the Council would forgo by not disposing of these sites on the open market.	Liam Montgomery	Sept 2016	Resource yet to be identified to deliver this work stream		
Page 7	Investigate the benefits of using providing grant funding to RPs to assist with purchasing additional properties 'off the shelf'. Investigate opportunities to accelerate affordable housing delivery through providing grants to allow RPs to purchase of completed units on open market sites. Write to and meet with developers currently on site or about to be on site and assess VFM of providing grant funding to RPs to purchase clusters of properties to use as affordable housing.	Liam Montgomery	April 2016 and ongoing	Resource yet to be identified to deliver this work stream		

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
Page 8	Maximise the potential from the existing stock. Review allocation criteria to consider prioritising households that will be downsizing. Review current policy and consider prioritising all new affordable housing stock for 'downsizers' and/or increase priority within Devon Home Choice.	Liam Montgomery	December 2016	Resource yet to be identified to deliver this work stream		
	Incentivise downsizing. Use affordable housing grant to fund a suite of incentives to free up family accommodation from householders currently under occupying. Look at financial assistance measures to assist with removals, carpets, curtains, white goods. Consider officer support to assist with logistical issues of phone and services.	Liam Montgomery	December 2016	Letter has been produced. Awaiting outcome of the housing company transformation bid before circulating the letters.		
	Provide affordable housing grant to subsidise affordable housing delivery through Registered Providers. Provide subsidy to RPs to ensure the delivery of a variety of tenures and to unblock potentially unviable sites. Write to all RPs making them aware of grant availability for developments within Torbay.	Liam Montgomery	April 2016			

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
	The use of section 106 agreements to secure the use of local construction skills in 5 major development sites	Planning	End March 2017	These will be used on masterplan sites. Need to extend the target date – as Housing Strategy was not in place in time to allow use of S106 on previous major developments.		
Page 9	Annual publication of our housing monitoring, showing starts and completions, brown field and green field land, and sites included in the Council's 5 year land supply.	Planning	Annual	Starts and completions data for 2015/16 will be published shortly. The Council is one of the Government's (73) pilot authorities for production of a brownfield land register. The pilot register for Torbay will be published in July. The list of sites in the Council's 5 year land supply is published in the Local Plan. New sites are to be allocated by Neighbourhood Forums. The uptake of this requirement will be assessed in Sept 2016, when draft Neighbourhood Plans are submitted.		
3. Provide help when and where it's needed	To re-commission a home improvement agency to support vulnerable clients in applying for disabled facilities grants	Sarah Jones/Tara Fowler	2018	Extension of current HIA service to March 2018 agreed and improved practice agreed 2017. To form part of wider specification for equipment, aids and adaptations (see 1 above)		

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
	DFG service review	Tara Jones	2016	Housing Solution OT now operational, fast track DFG process established & new performance criteria to assess impact of service and savings to the system. To form part of wider specification for equipment, aids and adaptations (see 1 above)		
4. Make sure vulnerable people have access to a range of accommodation based care and support	Develop accommodation, care and support strategy, by April 2017	Jill Yersin	April 2017	Strategy finalised and uploaded to the Council website http://www.torbay.gov.uk/council/policies/housing-strategy/		
	Needs assessment	Public Health	2016	Identifying the need for specialist housing in Torbay (Sept 2016 http://www.torbay.gov.uk/council/policies/housing-strategy/		
	Future demand modelling/housing needs analysis: TSDFT- Identify housing fields on PARIS DPT- Identify recording of housing information	Jill Yersin/Claire Truscott	Nov 2017	Report on gaps to Nov Housing Group Consideration of new assessment process and tools Liaison with DPT accommodation officer and Homelessness discharge link worker	Not priority for TSDFT	
	Input to DCLG consultation on supported housing funding and plan for implementation of any policy/funding change	Justin Wiggin	Nov 2016	Response to consultation sent Nov 16.		

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
5. People will have access to the right information to make an informed choice	Provision of a new Information and Advice Website (the ORB)	Community Development Trust, and Partners	April 2016	Plans to update social care information on web present an opportunity to refresh links to advice and information (Nov 17)		
6. Reduce reliance on council support and use of temporary accommodation	Explore Private Sector Leasing as an alternative to commissioned temporary accommodation	Tara Fowler	April 2016	Mears to provide leased accommodation for use for homeless households.		
	Deliver alternative model of temporary accommodation that is sustainable and provides better outcomes for the client	Tara Fowler	2018	Business case to be agreed December 2017. Delivery April 2018.		
	Commission accommodation based and outreach support for single homeless people by April 2016	Debbie Freeman	April 2016	Leonard Stocks re commissioned. New service started June 2016. Contract runs for 2 years with an option to extend for a further 2 years.		
	Submit bid to Nationwide Foundation for funding to look at how to transition away from hostel accommodation and to a tenancy led model	Debbie Freeman	2018	Bid to be submitted by November 2017. Decision by December 2017. Work to commence early 2018 if successful		
	Identify suitable model and implement at end of current Leonard Stocks contract (June 2020)	Debbie Freeman	June 2020			

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
7. Prevent homelessness and reduce rough sleeping	Explore ways to make outreach team and Safe Space sustainable	Debbie Freeman/Tara Fowler	April 2019	Current DCLG funding ends April 2019		
	Continue to develop volunteer programme to support people moving into the community	Debbie Freeman	Ongoing	with milestones in more detailed action plan		
	Develop Recovery College in Torbay	Debbie Freeman/System Optimisation Group	2018	Start Recovery College by April 2018		
	Continue to develop the multi-agency team/response around rough sleepers focusing on drug/alcohol and mental health support	Debbie Freeman/Tara Fowler	Ongoing	Milestones in more detailed action plan		
	Continue work with commissioned and non-commissioned providers through TESH (Torbay End Street Homelessness Campaign) to co-ordinate the response to rough sleepers across Torbay	Debbie Freeman	Ongoing	Milestones in more detailed action plan		

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
Page 13	Develop 2 year pilot to test Housing First model in Torbay.	Debbie Freeman	pilot start Jan 2018			
	Ensure appropriate tools and resources are in place to implement the Homelessness Reduction Act to increase homeless prevention activity. Sustain Vulnerability and Complex Needs officers within Community Safety addressing multiple needs to sustain and gain access to accommodation for individuals with history of failed accommodation options. To work closely with prison and impactions units to have planned release to suitable accommodation.	Tara Fowler	April 2018	Funding announced Oct 17. Paper to next Housing Group		
	Adults – Hospital discharge protocol (homeless strategy) by April 2016	Debbie Freeman	April 2016	Part time homeless hospital discharge worker now in place in discharge team at the hospital to identify people who are homeless prior to discharge to avoid delayed discharge and emergency presentations at Housing Options		

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
Page 14	To maintain housing options service with access to temporary accommodation for those in highest need. Operational service redesign	Fran Hughes	Jan 2016	Phase 1 of redesign complete within structure of the team. Other modifications being made in light of increased demand. Phase 2 of operational service redesign to be instigated in April 2017. New TA models of delivery currently being developed to address increase demand and supply issues within the market.		
	To review the provision of a Bond Scheme to facilitate access to accommodation	Fran Hughes	March 2016	Scheme due to go live in August. Communication with landlord and letting agencies to start in July. Scheme live and Bond Scheme fully operational. Added value obtained in raising the standards in PRS and savings to Crisis support.		
	Ensure the re-commissioning of young peoples' homelessness support services provides an appropriate range of services to prevent placement of 16/17 year olds in B&B by July 2016	SB	April 2017	Foyer contract ends 2019-Processes for Youth Homelessness Prevention Service will be aligned to this and Young Parents Service.		
	Explore ways to make volunteer co-ordinator posts sustainable	Debbie Freeman/Tara Fowler	Jan 2019	Current DCLG funding ends April 2019		

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8. Long term placements into residential care or adults and children are reduced <div>Page 15</div>	Design and deliver 64 units of extra care housing	Liam Montgomery/Frances Mason	2018	Revised plans to maximise value of scheme to support people with more complex needs and dementias. Negotiations with current developer in progress Sheltered voids at Whitley Crt to be re-designated extra care (Oct 17)	Impact of reduced housing subsidy on social landlords may impact on viability of scheme	
	Extra care housing care and support provider tender	Sarah Jones	2016	Care Support selected as preferred provider 1 July 2016.		
	Development of TCP Housing Strategy for people with learning disabilities and poor mental health	Justin Wiggin	2018	Support commissioned by NHSE from Housing LIN		
	Re specify and commission Young Parents service as an alternative to high-cost complex placements out of area	Shirley Beauchamp	May 2016	Revised contract in place until April 2019		
9. To increase the stability of homes, education and community especially for children	Supporting Families and early needs assessments to Housing Options.	Vicky McGeough	2016	Supporting families has access to housing options database.		

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
	Commission a new framework for 16+ children's placements/supported accommodation to replace Peninsula Framework provision ending 31/3/18.	Shirley Beauchamp	2018	Foyer, Supported Lodgings, Young Parents (linking access to accommodation with employment and training) Link to youth homelessness pathway		
	Plan re-commissioning of domestic abuse in liaison with partners by September 2018	Shirley Beauchamp	Sept 2018	Refreshed DASV strategy drafted. Commissioning plan to be agreed aligned to delivery of DCLG and VAWG funded work.		
10. Create healthy homes, healthy you, healthy Bay Page 16	Undertake full assessment of the health needs of the homeless population of Torbay	Public Health	2016	Housing and Health Needs Assessment (2015) http://www.torbay.gov.uk/council/policies/housing-strategy/		
	Occupational Therapist (OT) post based in the Council Housing Office to identify need and match people with disability to suitable housing	Tara Fowler	2017	Housing Solutions OT now employed by Home Improvement Agency		
	Working in partnership with Torbay and South Devon NHS Foundation Trust and South Devon and Torbay CCG to include, housing and homelessness advice and support in multi-agency teams with primary care and other services by 2017	Tara Fowler	April 2017	Hub set up in progress		

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
	Provide support on bidding on Devon Home Choice – It is felt that Devon Home Choice is not accessible enough and there is perception by people in the community that it is not accessible.	Tara Fowler	2018	Consider the potential role of Health and Wellbeing Co-ordinators in delivering housing support and advice in Health and Wellbeing teams (LMATs)		
	Provide Support to help clients who are identified as needing to move to new housing but need resettlement support	Jill Yersin		Consider the potential role of Health and Wellbeing Co-ordinators in delivering housing support and advice in Health and Wellbeing teams (LMATs)		
11. Good quality homes through energy efficiency Page 17	Facilitate access to energy efficiency measures through the Energy Company Obligation scheme	Fran Hughes	April 2016	Cosy Devon work related to Central Heating Fund. Resulting in 76 installs in Devon. 12% have been in Torbay.		
	Work in partnership with other local authorities to facilitate access to government funding for other energy efficiency measures e.g. central heating	Tara Fowler	Ongoing	Part of Cosy Devon Partnership with other LA in Devon. Work reliant on external funding opportunities.		
12. Reduce the number of empty and/or under-used properties by encouraging landlords to bring their properties back into use	Target empty properties to purchase and bring back into use 150 empty properties per annum.	LM	April 2017/Annual	Tranches of letters have been sent. Visits to properties is underway to identify suitable		

Key Deliverable	What are we going to do/enable?	Who is responsible	By When	Updates	Risks	RAG
	Explore the potential for redevelopment / reuse of care homes that want to exit the care market, to help deliver more family homes and more contemporary 'villa' homes.	Planning	April 2017/Annual	Ongoing, with care home owners as sites become available.		
13. Ensure that housing landlords act responsibly and ensure that the properties they manage meet the minimum statutory thresholds for quality and safety Page 18	Continue to target poor quality accommodation and management through the Rogue Landlords Programme Service redesign	Tara Fowler	April 2016	Op Vector visiting 51 properties involving 325 dwellings, resulting in 18 Prohibition Orders, £30k worth of benefit fraud identified 3 cautions... Review being undertaken on new enforcement strategy in light of new legislation (Housing & Planning Act) and opportunities.		
	Prioritisation of high risk complaints about poor quality accommodation	Fran Hughes	Ongoing	Ongoing		
	Target Private Sector properties of highest risk, including Community Investment areas	Fran Hughes	Ongoing	Ongoing		
	Redesign of crisis support for rent deposits.	Tara Fowler	April 2017	Scheme due to go live in August. Communication with landlord and letting agencies to start in July.		

Torbay Housing Company – Update and Business Objectives

Caroline Taylor

October 2017

On 22 September 2016, Council agreed the principle of setting up a new wholly owned housing company to develop and own homes with the overarching aim of maximising income back to the Council as well as supporting objectives set out in the Council's Housing Strategy.

Following the decision taken in September 2016 a number of options were explored, and proposals evolved (including a decision taken at Council in February 2017 to approve the establishment of the Housing Rental Company (and also the Housing Development Company and a Holding Company)) At the Council meeting in July 2017 a revised Policy Framework document was approved establishing a Housing Rental Company (RentCo).

Since July 2017 the following key activities have been completed:

July:

- 20 July – Council approval to establish a Housing Rental Company with £50k allocation from the Transformation Fund to enable an overarching business plan and individual business cases to be prepared
- Project Team created to support the work to establish the Housing Rental Company (Caroline Taylor, Anne-Marie Bond, Martin Phillips, Liam Montgomery and Lisa Chittenden)
- Housing Company Committee established

August:

- Initial scoping meeting held to begin to understand the detail required for the Housing Rental Company Business Plan
- Initial data request sent to begin gathering information for the Housing Rental Company Business Plan (including requesting updates to the Torbay Housing Needs Assessment)
- Company Directors approved at SLT, namely Caroline Taylor, Anne-Marie Bond and Martin Phillips

September:

- First Housing Company Directors meeting held - 4th September 2017
- Housing Rental Company application placed and company legally registered
- Report prepared for 19 September Council & approval of the following recommendations:
 - That the terms of reference for the Housing Rental Company Committee be amended to include oversight of the delivery of the Council's Housing Strategy.
 - That the governance arrangements of the Housing Rental Company Committee be changed so that the Executive Lead with responsibility for Housing is a member of the Housing Rental Company Committee.
 - That the Chief Executive, in consultation with the Housing Rental Company Committee, be given delegated authority to allocate parts of the Affordable Housing Capital Budget to the Housing Rental Company to facilitate the delivery of affordable housing while ensuring that any funding conditions/obligations associated with the Affordable Housing Capital Budgets are met - with any final decisions on the spend

of the Affordable Housing Capital Budget to be presented to the most appropriate decision maker.

October:

- Second Housing Company Directors meeting held on the 9th October
- Tax/VAT advice being sought re tax efficient company structure
- Torbay Housing Needs Assessment update completed to support the development of the Housing Company Business Plan
- 30 October – First Housing Rental Company Committee meeting to be held

Business Objectives:

The principal objective of RentCo will be to support the objectives of the Council to enable ambitious and progressive delivery of the Council's Housing Strategy.

The principal objective of RentCo will be to support the objectives of the Council to enable the ambitious and progressive delivery of the Council's housing strategy which may include:

- (i) Increasing the number of affordable homes delivered;
- (ii) Increasing standards in the private rented sector;
- (iii) Providing greater flexibility when dealing with housing needs for local people;
- (iv) Increasing the level of adapted accommodation to allow more people with care and support needs to live in specialist housing;
- (v) Unlocking stalled sites in and around the town centre to assist with regeneration and increase footfall in the areas town centres; and
- (vi) Assisting with regenerating areas of deprivation;
- (vii) Provide a private sector leasing option for private landlords.

Whilst there is the potential for RentCo to provide revenue income to the Council in the future, it is not the main objective of the policy framework. It is however important to set out that any decisions will be cost neutral to the Council over the lifetime of that home or group of homes (i.e. over a maximum of 25 years).

The Council wants to raise the bar on delivery and ensure that it supports the housing needs of local people, through a variety of tenures and house types to enable the provision of and choice of homes, where people can thrive.

The Council will use its own stock where appropriate to provide a greater flexibility in meeting its strategic housing needs and statutory obligations.

To support the business objectives outlined as above the following action was approved at the Council meeting in July 2017:

“That Council allocate up to £50,000 from the Transformation Budget to enable an overarching business plan and individual business cases for the Housing Rental Company to be prepared”

Since the beginning of August 2017 the Council has started to gather information to help it develop its Business Plan, and more recently has started to undertake discussions with external companies that may be able to support the Council in the progression of its Business Plan.

As such, the Council has been updating its existing Housing Needs Assessment to support the development of its business plan – the updated position can be found at appendix one.

Background Documents:

Report to Council – Transformation Project – Generating Income through Housing dated 20 July 2017:

<http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=163&MIId=7448&Ver=4>

Report to Council – Transformation Project – Generating Income through Housing dated 23 February 2017:

<http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=163&MIId=6622&Ver=4>)

Report to Council – Transformation Project – Generating Income through Housing dated 22 September 2016:

<http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=163&MIId=6615&Ver=4>

Appendix One:

HOUSING NEEDS ASSESSMENT UPDATE AND REFRESHED HOUSING STRATEGY ACTION PLAN

BACKGROUND

Our Vision is;

“We want to enable the provision and choice of homes where people can thrive, this helps our economy by offering security and settled homes for longer, promoting health and wellbeing and reduces the impact on the environment. We want to help our communities to recognise and tackle the inequality faced by families and the vulnerable.”

Torbay Councils' current Housing Strategy 2015 to 2020 and the accompanying Needs Assessments can be found here <http://www.torbay.gov.uk/council/policies/housing-strategy/>

SUMMARY OF NEED FROM NEEDS ASSESSMENTS THAT SHAPED THE HOUSING STRATEGY ACTION PLAN

The Housing Strategy needs assessment information can be found in the [Torbay Housing Strategy 2015 to 2020](#), the [Specialist Housing Needs Assessment](#) and the [Housing and Health Needs Assessment](#). To develop the strategy information was also used from the [JSNA](#), demand market modelling work we completed for our Market Management Strategy for adult social care, and our Adult Social Care [Market Position Statement](#).

Key points from these needs assessments which impact on levels of need for housing are

- Numbers of homeless people is increasing. (See detailed statistics below.)
- Levels of deprivation in Torbay are increasing. The Indices of Multiple Deprivation, 2015, ranks every small area in England and every local authority. Torbay is identified as the most deprived district local authority in the South West. The number of Torbay residents living in the top 20% most deprived areas in England number approximately 42,000 in 2015, compared to approximately 18,150 in 2004.
- Numbers of older people are projected to increase and because of this numbers of frail older people and people with dementia are expected to increase. By 2030, it is estimated that one in three (32%) of Torbay's population will be aged 65 years and over (44,700), compared to 22.4% across England. (Source ONS 2014 based population projections Torbay Market Position Statement.)
- Locally there has been a general rise in the number of patients with a learning disability known to their GP. The rate of patients known to have an LD per 10,000 registered patients is higher across Torbay compared to England. (Source Market Position Statement). This could suggest higher levels of recognition within primary care in Torbay however, there are still estimated to be people with an LD not known

to primary care. The picture across age ranges for this group is more complex because the increases projected are largely in the older age groups over 65, with reductions projected in most under 65 age groups. Source www.pansi.org.uk

- The numbers of people with multiple complex conditions and chronic conditions is increasing.
- Torbay has one of the highest incidents of reported domestic abuse in Devon and Cornwall. Despite local investment in domestic abuse support services, there continues to be a high prevalence of domestic abuse in Torbay. Rate of domestic abuse per 1,000 residents across South Devon and Torbay, 2013/14 (Source: 2014/15 JSNA)
- There are high numbers of people on benefit in Torbay (claimants of JSA/UC: 1.8% of population aged 16-64, compared to 1.9% in England at September 2017, (Source www.nomisweb.co.uk, using mid-2015 resident population), as well as lower levels of income for people who are in work in Torbay. In 2015, the average (median) earnings of Torbay residents who are full time workers were around £5,450 p.a. less than the figure for England as a whole at £22,380. (Source Annual survey of hours and earnings, www.nomisweb.co.uk, Figures are gross annual pay.)
- Comparatively high numbers of young people are in care in Torbay and therefore require housing when they leave care. Wider risk factors include poor education and employment prospects, poor housing, peer pressure, drug and alcohol abuse. Young people leaving care are three times more likely to become young parents (Public Health England 2016).
- The private rented sector “is playing an increasing role in accommodating those who might otherwise be housed in the social rented sector as an answer to ever-growing waiting lists and problems of accommodating homeless households. In recent years the sector has increased its role as a provider of housing for young people and low-income households” (Source 2014/15 JSNA). This is where most young people will live due to the limited availability of social housing and supported accommodation, however the impact of welfare reforms makes the private sector an unaffordable option for young people who are unemployed or in low paid work. Social housing as an option for young people will be severely limited as a result of welfare policy changes and the proposed rent caps in social housing. Private sector landlords are already reluctant to accept young people with no references, tenancy history or support. In addition, some landlords refuse the bond scheme run by the Council and young people are unable to raise the deposits and rent in advance required.
- Housing is less affordable in Torbay than other areas in the country. In 2014, 7.7 times the average (median) annual salary is needed to buy the average priced house in Torbay, higher than the equivalent across England, meaning housing is less affordable in Torbay compared with England. (Source Ratio of median house price to lower quartile earnings, Land Registry and the Annual Survey of Hours and Earnings, Table 577, earnings relate to the respondents place of work rather than place of

residence).

- Some of the housing stock in Torbay is not fit for purpose for the future, especially if the higher levels of disability expected locally are taken into account. See Torbay Housing Condition Survey work done in 2011. Nearly a third of the people on the Torbay housing register identify themselves as having a physical disability. (See Housing and Health Needs Assessment. Data is from 9 January 2015, source, Devon Home Choice.)

HOMELESSNESS STATISTICS FOR TORBAY

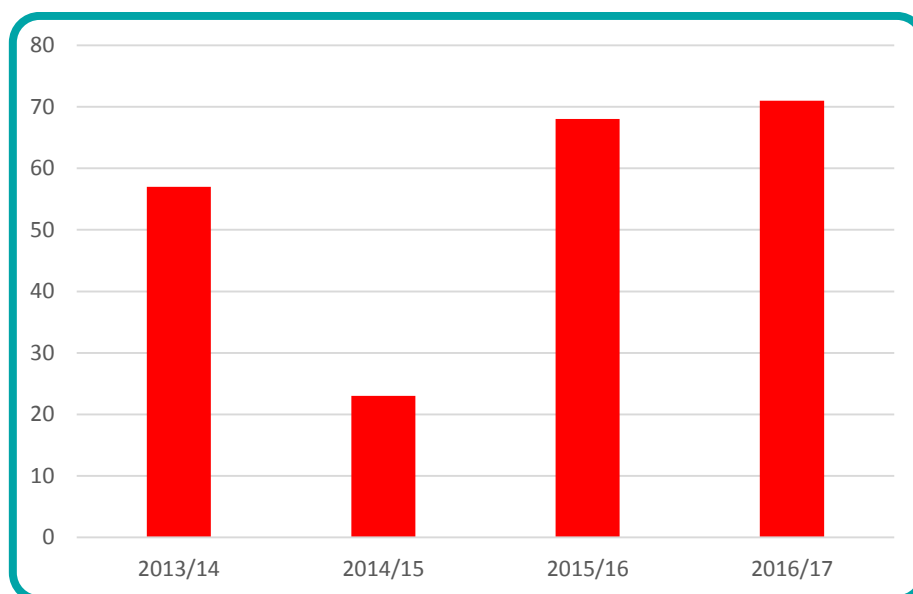
The number of people in temporary accommodation in Torbay has been rising. See graphs and tables below.

Total households in temporary accommodation as on 31 March

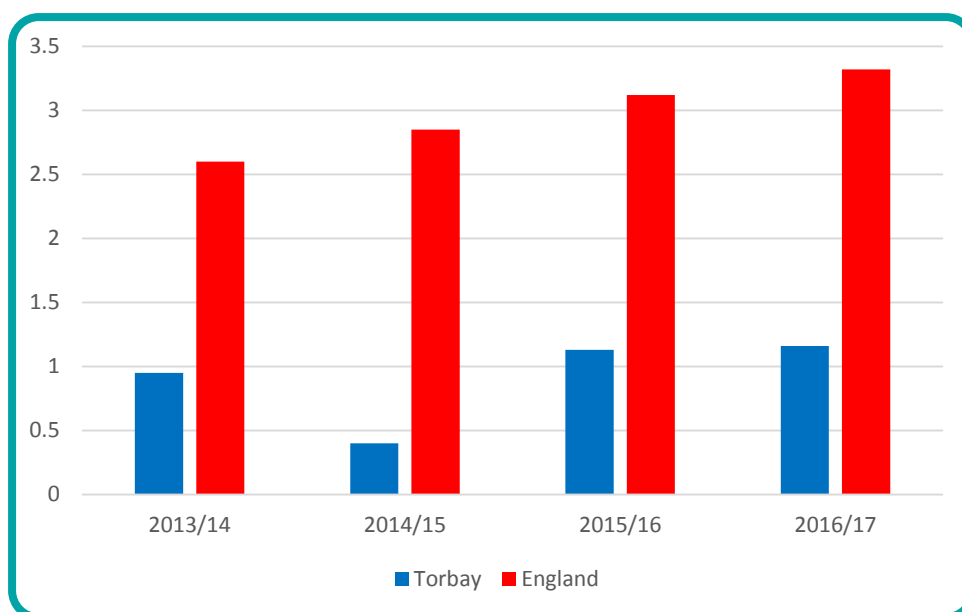
2013/14	2014/15	2015/16	2016/17
57	23	68	71

Households accommodated by the authority

	2013/14	2014/15	2015/16	2016/17
Torbay	0.95	0.4	1.13	1.16
England	2.6	2.85	3.12	3.32



Total households in temporary accommodation as on 31 March of each year.
Source Table 784, Department for Communities and Local Government,
www.gov.uk



Total households in temporary accommodation, per 1000 households, as on 31 March Source Table 784, Department for Communities and Local Government, www.gov.uk, using household projections

Street counts and estimates of rough sleeping, 2010-2016

Rough sleeping in Torbay is increasing. See table below.

Rough sleeping rate (per 1000 households, using 2014 based household projections):

England- 0.18, Torbay 0.33

2010	2011	2012	2013	2014	2015	2016
6	3	6	5	17	21	20

Torbay rough sleeping count/estimate 2010-2016 Source Street counts and estimates of rough sleeping www.gov.uk

Grey denotes the years that Torbay conducted a street count. The Autumn rough sleeping counts and estimates were carried out between 1 October and 30 November.

KEY CHANGES TO LEGISLATION

The [Homelessness Reduction Act 2017](#)

The Homelessness Reduction Act 2017 (the Act) sets out new duties on English local authorities with the aim of preventing homelessness.

- The Act significantly extends the duties of the council to provide housing advice and homeless prevention advice and specifically states that the service must be designed to meet the needs of the following groups:
- People released from prison or youth detention accommodation
- Care Leavers
- Former members of the regular armed forces
- Victims of domestic abuse
- Person's leaving hospital
- Person's suffering from a mental illness or impairment and
- Any other group that the authority identifies as being at particular risk of homelessness in the district

UPDATE ON PROGRESS AND HIGHLIGHTS THIS YEAR

In order to tackle some of the challenges above and meet the Council's statutory responsibilities in relation to housing and the prevention of homelessness the Council agreed to establish its own housing company and work with partners to maximise the benefit of this company through more pro-active intervention in the housing market to improve outcomes for local people.

The Council works with partners in the independent sector to ensure Torbay has the right quality of care homes and specialist provision to support the variety of needs individuals have. The Council intends to maximise external funding and investment opportunities to meet the needs of its population, this includes a bid to the Department for Communities and Local Government to pilot new initiatives to tackle homelessness. We will continue our "End Street Homeless" campaign and work with central government on reducing the vulnerability of those individuals who live chaotic lives in our community. The Council has a small number of other social care contracts which provide accommodation based and outreach support for vulnerable young people and families, those experiencing domestic abuse, people with complex needs, single vulnerable homeless people and rough sleepers.

It is important to note that housing and community safety are key elements in an integrated health and social care system so we cannot achieve our housing targets without the help of key partners.

New Housing Development and action to Tackle Homelessness

1. We aim to build 400 houses each year up to 2017 and 495 per year up to 2020. 326 homes were completed in 2016/17. Local planning authorities (LPAs) are required to maintain 5 years supply of deliverable housing land (National Planning Policy Framework (NPPF) paragraph 47). There is an undersupply of 222 dwellings against the requirement (1778 dwellings were completed against a requirement for 2,000). From April 2017, the Local Plan 5 year supply requirement will be for 2,739 dwellings. (495 per year), plus 5% or 20%, plus an allowance to meet backlog of undersupply.
2. We aim to build 75 affordable houses a year. Recently we have achieved around 40

affordable houses a year.

3. We were successful in a bid to the DCLG for £400,000 to tackle street homelessness. This funding aims to allow 550 people will receive an intervention within 24 hours and ongoing support and provide immediate accommodation for 234 individuals over the three year lifetime of the project.

Tackling housing and care needs

We have an emerging target to replace 75% of our long term care home beds with short term bed usage. This equates to 1,736 beds (Source CQC Sept. 2017) for the whole market of beds in Torbay, if self-funders and other local authority placements are taken into account. If the figure for only the beds purchased by Torbay statutory authorities is used this equates to approximately 75% of 836 beds i.e. 627 beds (April 2017 Source Torbay and South Devon NHS Foundation Trust). This suggests that we may need at least 627 specialist housing beds for the delivery of housing and care per year as an alternative to long term residential care for people referred home from a short term care home placement.

Further modelling needs to be carried out to take account of the higher through-put of short term placements in care homes, which is likely to mean that the number of units needed could be higher. We have recently been successful in bidding for funding from the Local Government Association and we have appointed Oxford Brookes University Institute of Public Care consultants to assist us in working on the detail of our Market Management Strategy for adult social care.

At the moment we have a target to build one new extra care scheme with 64 flats. This year we have been working to progress plans for the Hatchcombe site despite a difficult funding environment associated with new Extra Care developments.

A feasibility study on the St Kilda and Jewson's site in Brixham to assess whether the development of 20 x1 bedroomed properties with wheelchair access, a communal room and office space to accommodate adults with a learning disability and physical disability can be delivered. Out of the three towns the housing needs assessment shows that Brixham has the highest proportion of applicants on the housing register with mobility needs at 35%.

Improving our information about needs and tackling gaps in data

A new Market Assessment will be commissioned in 2018 to replace the existing work commissioned in 2006. The Torbay JSNA is also being refreshed.

In October 2017 a housing needs assessment was commissioned from the Housing Learning & Improvement Network as part of the Transforming Care Programme and this will be completed by the end of the year. Torbay and partners have decided to broaden this work to not only cover the Transforming Care cohort of people, but also to look at the needs of all people across Devon with learning disability, autism and mental health issues. This will help us refine and finalise delivery plans and to engage with potential housing delivery partners. The Housing LIN's work is commissioned by NHS England (NHSE) in relation to the national TCP programme. The NHSE requires TCPs to develop local housing strategies to:

- Develop and provide a choice of housing for people with learning disabilities and autism who display behaviour that challenges.
- To provide clarity and certainty about future housing commissioning plans.
- To stimulate local housing markets to develop housing solutions.

These housing strategies should identify:

- Evidence to support projections of future mainstream and specialist housing needs and requirements.
- Supply issues and suitability of existing stock; and requirements for additional housing.
- Delivery approach to securing the required housing.
- Funding streams and how to access capital grant (including affordable housing grant, NHS capital, other capital receipts and existing assets).

TORBAY HOUSING INFORMATION UPDATE

As of 17th October 2017 there are 1023 households on the Devon Home Choice waiting list in need of social rent and affordable rent accommodation in Torbay (there is a separate waiting list for those people who are interested in Shared Ownership). The graph below shows the bedroom need for those on the list.

Devon Home Choice households

Bedroom need							
	1	2	3	4	5	6	Total
Band A	0	1	3	0	0	0	4
Band B	109	60	13	17	10	1	210
Band C	64	91	102	37	7	0	301
Band D	345	117	40	4	1	0	507
Band E	1	0	0	0	0	0	1
Total	519	269	158	58	18	1	1023

Below shows the average number of days (from Band start date to Date set to Housed) it has taken for Torbay applicants to be housed since June 2014

	No. of Bedrooms					Total
	1	2	3	4	5	
Band A	329	195	158	291	n/a	261
Band B	626	456	404	608	n/a	533
Band C	596	389	609	1190	1147	541
Band D	430	263	801	827	777	414
Band E	570	539	419	1311	n/a	575
Total	565	407	510	752	962	512

Number of Torbay applicants housed since June 2014 by Band and Bedroom need

	No of bedrooms					
	1	2	3	4	5	Total
Band A	9	6	3	3		21
Band B	250	171	91	21		533
Band C	74	99	87	7	1	268
Band D	115	46	9	3	1	174
Band E	31	10	6	2		49
Total	479	332	196	36	2	1045

Wheelchair or part wheelchair homes let since June 2014

Mobility category	Bedrooms	Type	No of bids	Landlord
Wheelchair Accessible	3	House	13	Westward
Part Wheelchair	2	Ground Floor Flat	7	Westward
Wheelchair Accessible	2	Ground Floor Flat	25	Sovereign
Wheelchair Accessible	1	Ground Floor Flat	78	DCH
Part Wheelchair	2	House	56	Westward
Part Wheelchair	2	Bungalow	9	Sanctuary HA
Wheelchair Accessible	1	Maisonette	1	DCH

Affordable housing completions year on year

Year	Target	Achieved
13/14	100	195
14/15	100	113
15/16	100	46
16/17	100	42
17/18	75	Expected 40

Housing Company outline operational management plan

Context

The Council has established “Torbay Housing Company Limited” (10960992) as a Private Limited Company on 13th September 2017 as a housing rental vehicle to:

Enable delivery of elements of the Council’s Housing Strategy, which may include

- Increasing the number of affordable homes
- Increasing standards in the private rented sector
- Providing greater flexibility when dealing with housing needs for local people
- Increasing the level of adapted accommodation to allow more people with care and support needs to live in specialist housing

Generate revenue back to the Council, albeit over a longer period

In order to achieve these outcomes, it is important that the Housing Company moves at pace to implement appropriate structures and governance, to build the detailed business plans in support of the strategic objectives, to ensure the right level of resource (in particular staffing) is applied to the company, and to implement right-sized operational processes and systems to enable the company to perform effectively and efficiently.

Key progress and actions

Date	Action	Owner
17 th July 2017	Council agreement to establish Housing Company	
4 th September 2017	Housing Company Directors Appointed	Caroline Taylor Anne-Marie Bond Martin Phillips
4 th September 2017	First Housing Company Directors Meeting	
9 th October 2017	Housing Company Directors Meeting <ul style="list-style-type: none"> • Approval to receive VAT advice re tax efficient structure 	
19 th October 2017	Housing Governance Paper to Council – APPROVED	
20 th October 2017	Advice due on tax efficient structure – Received and under review	JW
30 th October 2017	Housing Company Committee	
31 st October 2017	Define governance for structure of companies e.g. Board membership, decision making authorities	CT
November 2017	Establish company structure as advised	JW
	Develop detailed Business Plan for Companies Adapt previous work to inform planning	JW + others
	Define roles and responsibilities i.e. Statutory, finance, banking, business development, etc	JW

	Operational process Implement systems and procedures – bank, FIMS, IT, etc	JW
December 2017	Define evolution of staff structure aligned to business plan	JW