

## **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
<b>1. Provide Homes fit for the future at each stage of life</b>	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		

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<p><b>2. Enable development on selected council sites, where this helps secure other policy objectives, such as:</b></p> <ul style="list-style-type: none"> <li>Helps support the local economy, for example construction</li> <li>Skills</li> <li>Promotes self- build homes, at various entry levels.</li> <li>Reduce demand on more environmentally / ecologically sensitive sites</li> <li>Council can prove through the Local Plan it has a 5 year supply of deliverable housing land</li> <li>Deliver early wins for master plan delivery and regeneration</li> </ul>	<p>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</p>	<p>Planning</p>	<p>Every Year</p>	<p>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.</p>		
	<p>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</p>	<p>Liam Montgomery</p>	<p>April 2018</p>	<p>Demand for Self Build housing insufficient to justify allocation of Council land. Review demand April 2017</p>		
	<p>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.</p>	<p>Planning</p>	<p>April 2018</p>	<p>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</p>		

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	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.		

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	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)		

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	<p>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.</p>	Liam Montgomery	Sept 2016	Resource yet to be identified to deliver this work stream		
	<p>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.</p>	Liam Montgomery	April 2016 and ongoing	Resource yet to be identified to deliver this work stream		

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	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			

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	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.		
	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.		
<b>3. Provide help when and where it's needed</b>	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)		

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	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)		
<b>4. Make sure vulnerable people have access to a range of accommodation based care and support</b>	Develop accommodation, care and support strategy, by April 2017	Jill Yersin	April 2017	Strategy finalised and uploaded to the Council website <a href="http://www.torbay.gov.uk/council/policies/housing-strategy/">http://www.torbay.gov.uk/council/policies/housing-strategy/</a>		
	Needs assessment	Public Health	2016	Identifying the need for specialist housing in Torbay (Sept 2016 <a href="http://www.torbay.gov.uk/council/policies/housing-strategy/">http://www.torbay.gov.uk/council/policies/housing-strategy/</a>		
	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.		

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<b>5. People will have access to the right information to make an informed choice</b>	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)		Green	
<b>6. Reduce reliance on council support and use of temporary accommodation</b>	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.		Green	
	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.		Yellow	
	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.		Green	
	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		Yellow
	Identify suitable model and implement at end of current Leonard Stocks contract (June 2020)	Debbie Freeman		June 2020			Yellow

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<b>7. Prevent homelessness and reduce rough sleeping</b>	Explore ways to make outreach team and Safe Space sustainable	Debbie Freeman/Tara Fowler	April 2019	Current DCLG funding ends April 2019		Yellow
	Continue to develop volunteer programme to support people moving into the community	Debbie Freeman	Ongoing	with milestones in more detailed action plan		Green
	Develop Recovery College in Torbay	Debbie Freeman/System Optimisation Group	2018	Start Recovery College by April 2018		Yellow
	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		Green
	Continue work with commissioned and non-commissioned providers through TESH (Torbay End Street Homelessness Campaign) to coordinate the response to rough sleepers across Torbay	Debbie Freeman	Ongoing	Milestones in more detailed action plan		Green

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	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		

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	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.		Green
	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.		Green
	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.		Green
	Explore ways to make volunteer co-ordinator posts sustainable	Debbie Freeman/Tara Fowler	Jan 2019	Current DCLG funding ends April 2019		Yellow

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<b>8. Long term placements into residential care or adults and children are reduced</b>	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	Yellow
	Extra care housing care and support provider tender	Sarah Jones	2016	Care Support selected as preferred provider 1 July 2016.		Green
	Development of TCP Housing Strategy for people with learning disabilities and poor mental health	Justin Wiggin	2018	Support commissioned by NHSE from Housing LIN		Yellow
	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		Green
<b>9. To increase the stability of homes, education and community especially for children</b>	Supporting Families and early needs assessments to Housing Options.	Vicky McGeough	2016	Supporting families has access to housing options database.		Green

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	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.		
<b>10. Create healthy homes, healthy you, healthy Bay</b>	Undertake full assessment of the health needs of the homeless population of Torbay	Public Health	2016	Housing and Health Needs Assessment (2015) <a href="http://www.torbay.gov.uk/council/policies/housing-strategy/">http://www.torbay.gov.uk/council/policies/housing-strategy/</a>		
	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		

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	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)		
<b>11. Good quality homes through energy efficiency</b>	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.		
<b>12. Reduce the number of empty and/or under-used properties by encouraging landlords to bring their properties back into use</b>	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		

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	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.		
<b>13. Ensure that housing landlords act responsibly and ensure that the properties they manage meet the minimum statutory thresholds for quality and safety</b>	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.		