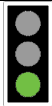


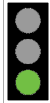






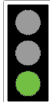
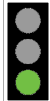
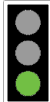
APPENDIX 2



BROMSGROVE DISTRICT COUNCIL STRATEGIC HOUSING DISTRICT ACTION PLAN – April 2011 - 2016





GOAL 1 – BETTER USE OF EXISTING HOMES				
<u>KEY PERFORMANCE INDICATORS</u>				
Number of empty private sector dwellings brought back into use. (10/11 Target = 25 pa)				
Action and Priority (H,M,L)	Target Completion Date and Officer Responsible	Milestone	Progress upon implementation of action	Status
CHALLENGE - Increase the number of empty homes brought back into use				
1.1 Support the development a countywide toolkit for bringing empty homes, including flats above shops, back into use. M	April 2012 JD	Worcester City Council setting up a working group.		
1.2 Appoint a temporary part time Private Sector Housing Options Officer (funded by Homelessness Grant) to liaise and assist landlords	June 2012	Approval having been given to		


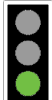

<p>to provide housing in multiple occupation to homeless clients restricted by new Housing Benefit regulations.</p> <p>H</p>	<p>AC / AG</p>	<p>proposals for use of Government Homelessness Grant to BDC.</p>		
<p>1.3 Work with HCA Investment Manager to access HCA funding for RSLs to convert empty accommodation over shops in Town Centre for affordable housing.</p> <p>H</p>	<p>April 2013</p> <p>AC</p>	<p>Identification of empty accommodation where landlords are willing to provide long enough lease to RSL to make scheme viable.</p>		
<p>1.4 Pro actively seek out empty homes that could be converted to HMO's.</p> <p>H</p>	<p>April 2011 – March 2016</p> <p>KSF</p>	<p>Appointment of temporary Private Sector Housing Options Officer using Homelessness Grant</p>		

<p>1.5 Look to support and encourage the owners of empty space within Bromsgrove town centre to convert to residential and bring back into use.</p> <p>H</p>	<p>April 2011 – March 2016</p> <p>JD/KSF</p>	<p>Achieving HCA /other funding to encourage landlords to convert their properties.</p>		
<p>CHALLENGE - Reduce the level of under occupation in affordable housing</p>				
<p>1.6 Work with RSL and Care & Repair Agency partners to support the development of a Countywide scheme to support and encourage households who are under-occupying to downsize and access alternative accommodation through Choice Based Lettings.</p> <p>H</p>	<p>April 2014</p> <p>AG/JD</p>	<p>Inclusion of a support service within the HIA specification when the contract is renewed in June 2013</p>		
<p>1.7 Identify / bid for funding to provide incentives to support countywide under occupancy support scheme when established.</p> <p>H</p>	<p>March 2014</p> <p>AC</p>	<p>Establishment of Countywide support service within HIA.</p>		
<p>CHALLENGE - Increase the use of the private rented sector</p>				

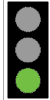
<p>1.8 Work with colleagues in North Worcestershire to consider benefits of developing a joined up approach for liaising with landlords, including newsletters and landlord's forums.</p> <p>M</p>	<p>April 2012</p> <p>JD/KSF</p>	<p>Housing Initiatives Officer to set up a working group</p>		
<p>1.9 Continue to hold annual Landlords Forums to promote good practice, LL training opportunities and use of CBL to maximise knowledge of private letting opportunities to clients on the Housing Register.</p> <p>H</p>	<p>April 2011 – March 2016</p> <p>JD</p>			
<p>1.10 Develop a handbook for Houses in Multiple Occupation to include all information needed for a landlord when looking to set up this type of let.</p> <p>H</p>	<p>Oct 2011</p> <p>KSF</p>	<p>Appointment of temporary Private Sector Housing Options Officer using Homelessness Grant</p>		
<p>1.11 Look to actively encourage the conversion of properties into Houses in Multiple Occupation to meet the predicted increased need</p>	<p>April 2011 – March 2016</p>	<p>Appointment of temporary Private</p>		

<p>due to changes in Housing Benefit.</p> <p>H</p>	<p>JD / KSF</p>	<p>Sector Housing Options Officer using Homelessness Grant</p>		
<p>1.12 Survey tenants of Step Up scheme to gauge level of satisfaction and any concerns that may exist around this tenure.</p> <p>L</p>	<p>April 2012</p> <p>JD</p>			
<p>CHALLENGE - Reduce the number of people living in overcrowded conditions</p>				
<p>1.13 Improve our knowledge of levels of overcrowding in the District and work with countywide colleagues to develop a toolkit to address overcrowding and make best use of Choice Based Lettings to enable applicants to move on to more suitable accommodation.</p> <p>H</p>	<p>March 2013</p> <p>AG</p>	<p>Improve our knowledge of levels of overcrowding in the District</p>		
<p>CHALLENGE - Enable people to make the right choice of home and where appropriate repair / adapt to meet the needs of the occupants.</p>				

<p>1.14 Encourage landlords with adapted properties to approach the local authority for assistance in finding suitable tenants.</p> <p>M</p>	<p>April 2011 – March 2016</p> <p>KSF</p>	<p>Promotion at landlords forum and in landlords newsletter</p>		
<p>1.15 Investigate how we might support improvements in the housing options service.</p> <p>H</p>	<p>April 2012</p> <p>AG / JB</p>	<p>Review Enhanced Housing Options package with Abrisas Sept 2011</p>		
<p>1.16 Seek authority to allocate a proportion of private sector renewal funding to the West Midlands Kick Start Scheme to enable continuation of a Worcestershire Kick Start Equity Release Scheme service.</p> <p>H</p>	<p>June 2011</p> <p>AC</p>	<p>Approval of a Private Sector Renewal Capital Budget continuing to be made available.</p>		
<p>1.17 Improve housing opportunities for single people by developing a shared housing living model across all tenures – see 1. 2 above.</p>	<p>June 2012</p> <p>AC/AG/JD/JB</p>	<p>Approval having been given to proposals for use of Government Homelessness Grant</p>		

H	/KSF	to BDC.		
CHALLENGE - To create move on opportunities within supported housing and floating support services				
1.18 Continue to lobby the HCA to grant fund one bedroom units to assist in providing 'move on' for single applicants currently residing in supported accommodation. M	April 2011 – March 2016 AC			
1.19 Ensure that clients in supported accommodation are assisted and correctly banded through Choice Based Lettings to maximise their opportunities for accessing 'move on' accommodation. H	April 2011 - March 2016 JD /AG/JB			
1.20 Work with RSL's to assist and encourage them to review and re-designate low demand sheltered accommodation. M	April 2011 - March 2016 AC / JB			

CHALLENGE - To address the issue of over/under and inappropriate supply of sheltered and supported housing within the county

<p>1.21 Work with RSL's to assist and encourage innovation when reviewing low demand sheltered accommodation with a view to creating more appropriate accommodation for older people and other client groups.</p> <p>M</p>	<p>April 2011 - March 2016</p> <p>AC / JB</p>			
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GOAL 2 – DELIVERING NEW HOMES





KEY PERFORMANCE INDICATORS




Number of additional affordable housing units delivered. (Target =80 pa)




Action and Priority	Target Completion Date and Officer Responsible	Milestone	Progress upon implementation of action	Status
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CHALLENGE - Attract external investment to support maximum delivery to meet the needs of the diverse community.

<p>2.1 Continue to update the local Investment Plan (LIP) with the HCA to ensure that opportunities for HCA funding compliment section 106 cross subsidy and support from other agencies as land is released through the Core Strategy.</p> <p>H</p>	<p>April 2011 - March 2016</p> <p>AC</p>			
<p>2.2 Finalise and gain approval of policy for the provision of affordable housing within Core Strategy and a subsequent SPD to guide potential developers upon the Council's requirements for the provision of affordable housing within growth areas.</p> <p>H</p>	<p>March 2012</p> <p>MD</p>			
<p>2.3 Work with RSLs to develop a New Affordable Rent Strategy to maximise their ability to apply rent levels that increase their borrowing power to enable them to deliver more affordable housing.</p> <p>H</p>	<p>December 2011</p> <p>AC</p>			
<p>CHALLENGE – Embed 'fit for purpose' strategic arrangements to enable delivery of affordable housing.</p>				
<p>2.4 Monitor and review implementation of local investment</p>	<p>April 2011 -</p>	<p>12 monthly</p>		

<p>plan (LIP) with HCA and pursue opportunities for use of publicly owned land.</p> <p>H</p>	<p>March 2016</p> <p>AC</p>	<p>review</p>		
<p>2.5 Work with partner RSLs to develop agreed lettings procedures for both New Affordable Rents and Intermediate Rent products.</p> <p>H</p>	<p>Sept 2011</p> <p>AC /AG</p>	<p>Develop a Tenancy Strategy with RP's relating to the policy for New Affordable Rents, and the term of these tenancies.</p>		
<p>2.6 Extend the review of the Home Choice Plus allocations policy to take into account changes in legislation.</p> <p>M</p>	<p>Sept 2011</p> <p>AG</p>	<p>Report to Cabinet by June 2011</p>		
<p>2.7 To carry out annual satisfaction surveys of Home Choice Plus.</p> <p>L</p>	<p>April 2011 – March 2016</p> <p>AG</p>	<p>Send results to PMB by May 2011</p>		
<p>2.8 Work with developing RSLs to formulate local lettings plans to ensure sustainability of new developments in compliance with equalities legislation.</p>	<p>Sept 2011</p>	<p>Develop a local lettings plan for Perry Fields as a format for applications for future</p>		

H	AC / AG	developments.		
2.9 In response to proposed legislation that is likely to give increased flexibility upon who qualifies for inclusion upon housing waiting lists, work with partners to formulate a policy for Cabinet approval. H	March 2013. AC			
CHALLENGE – Develop provision to meet the diverse needs of the community.				
2.10 Work with Planners, RSLs and developers to deliver a multi tenure Extra Care Housing scheme within town centre or other central location. H	Sept 2012 AC	Achieving a viable scheme with developer/land owners.		
2.11 Analyse the outcomes of the Supporting People Strategic Review of key client groups. M	March 2013 AG			
2.12 Analyse results of updated Sub Regional Housing Market Assessment to guide provision of size, type and tenure of general needs housing requirements and maximise delivery opportunities through application of planning	March 2013			

policy. M	AC / AG			
CHALLENGE – Ensure that the right commissioning partners are engaged and encouraged to invest in the District.				
2.13 Enhance knowledge and data in respect of publicly owned land in the District that may be available for the delivery for affordable housing. H	March 2012 JB	Analysis of data currently held by County Council and HCA		
2.14 Continue to work with RHE, RSLs and Parish Councillors in rural locations where housing need has been established to enable and encourage development of proposals to provide appropriate levels of affordable accommodation. M	April 2011 - March 2016 AC / JB			
2.15 To support the RHE in approaching Parish Councils and in carrying out local community consultation to identify affordable housing needs in rural areas not previously surveyed. M	April 2011 - March 2016 AC / JB			
CHALLENGE – undertake further research to bridge gaps in the strategic housing evidence base.				




<p>2.16 Analyse the results of the updated Sub Regional Housing Market Assessment and use results to inform policy development and investment decisions.</p> <p>M</p>	<p>March 2012</p>	<p>Strategic Housing Officer to attend Commissioning meetings.</p>		
<p>2.17 Analyse the results of the Supporting People Strategic Reviews and use results to inform policy development and investment decisions.</p> <p>M</p>	<p>March 2013</p> <p>AG</p>			





GOAL 3 – IMPROVING THE CONDITION OF EXISTING HOMES





KEY PERFORMANCE INDICATORS

NPI 187 - Tackling Fuel Poverty - % of people receiving income based benefits living in homes with an energy efficiency rating of

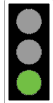

a) Less than 35 (10/11 Target = 7.3)



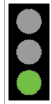

b)Greater than 65 (10/11 target 37.6%)				
Action and Priority	Target Completion Date and Officer Responsible	Milestone	Progress upon implementation of action	Status
CHALLENGE - Improve the property standards (inc energy efficiency) across tenures using all of the tools at our disposal.				
3.1 Develop the Uniform housing IT module to generate a routine inspection of previously inspected privately let properties. M	Sept 2011 KSF	Private Sector Team Leader to take forward		
3.2 Work with Worcestershire local authorities to develop a consistent approach to working with private sector landlords to improve the overall condition of accommodation. M	April 2011 - March 2016 KSF			
3.3 Re-inspect and review Fire Risk Assessment at Burcot Hostel. H	Sept 2011 KSF / JB	Private Sector Team Leader to complete assessment.		





<p>3.4 Seek authority to allocate a proportion of private sector renewal funding to the West Midlands Kick Start Scheme to enable continuation of a Worcestershire Kick Start Equity Release Scheme service.</p> <p>H</p>	<p>June 2011</p> <p>AC</p>	<p>Approval of a Private Sector Renewal Capital Budget continuing to be made available.</p>		
<p>3.5 Review results of BRE private sector condition survey (if Kick Start funding bid is successful). Alternatively, review options/funding to update data.</p> <p>L</p>	<p>Sept 2011</p> <p>KSF</p>	<p>WM Kick Start being successful in bidding for funding for BRE Survey.</p>		
<p>3.6 BDC to lead on the development of countywide framework procurement of level access showers and stair lifts for inclusion in the Worcestershire Care and Repair Service SLA.</p> <p>M</p>	<p>March 2012</p> <p>KSF</p>			
<p>3.7 Finalise enforcement policy and develop report for Cabinet approval.</p> <p>L</p>	<p>Dec 2012</p> <p>KSF</p>			





<p>3.8 Investigate the resource implications of developing a Lettings Agents training programme.</p> <p>L</p>	<p>April 2012</p> <p>KSF / JD</p>			
<p>3.9 Undertake a procurement exercise with other Worcestershire local authorities to review the provision of energy efficiency advice service.</p> <p>M</p>	<p>March 2012</p> <p>KSF</p>			
<p>CHALLENGE – Attract investment to help improve property standards including energy efficiency.</p>				
<p>3.10 Work with Worcestershire local authorities to develop partnership arrangements with private industry to provide greater levels of funding and way to improve property standards.</p> <p>M</p>	<p>March 2013</p> <p>KSF</p>			
<p>CHALLENGE – Support households to take responsibility for improving their homes and reducing fuel poverty.</p>				
<p>3.11 Develop an online House Doctor Scheme whereby self help advice and assistance can be accessed by home-owners or tenants on the following areas:</p> <ul style="list-style-type: none"> ■ Energy Efficiency 	<p>April 2012</p>	<p>Appointment of temporary Private Sector Housing Options Officer using</p>		

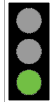
■ Home Maintenance M	KSF	Homelessness Grant		
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GOAL 4 – PROVIDING HOUSING RELATED SUPPORT				
<p><u>KEY PERFORMANCE INDICATORS</u></p> <p>Number of households prevented from becoming homeless as a result of housing case work. (10/11 target = 125)</p> <p>Number of homeless households to whom a duty to rehouse was accepted. (10/11 target == below 100)</p>				
Action and Priority	Target Completion Date and Officer Responsible	Milestone	Progress upon implementation of action	Status
CHALLENGE – Manage financial reductions to the Supporting People programme whilst continuing to meet housing related support needs in amore targeted way.				
4.1 Pursue delivery of multi tenure Extra Care Housing scheme within town centre or other central location. H	Sept 2012 AC	Achieving a viable scheme with developer/land owner		
4.2 Working with SP, St Basils and neighbouring north Worcestershire authorities to investigate options for providing appropriate housing for	Sept 2012 AG / JB			

clients with chaotic lifestyles. L				
CHALLENGE – To mitigate risks of increasing levels of homelessness and to address the needs of those who become homeless.				
4.3 Investigate how we might support improvements in the housing options service. H	April 2012 AG / JB	Review Enhanced Housing Options package with Abritas Sept 2011		
4.4 Work with bdht officers to review and if appropriate update written protocols and procedures relating to the homelessness service. M	April 2012 AG /JB			
4.5 Resolve procedures regarding private tenants suffering illegal eviction policy by making contact with Redditch to compare. H	Sept 2012 JB	Housing Enabling and Monitoring Officer and Private Sector Team Leader to take forward		
4.6 Continue to oversee and assess clients for eligibility for Mortgage Rescue service and monitor those who are threatened with re-	April 2012 AG / JD	Outcomes to be reported to Cabinet annually.		

possession. H				
4.7 Review the outcomes of the Teenage Parent Family Support worker pilot scheme and make recommendations as appropriate. L	Oct 2011 AG	Strategic Housing Officer to attend meetings with Teenage Pregnancy and Parenting Manager		
4.8 Re-assess the need to carry out a Rough Sleeper Count in co-ordination with neighbouring authorities . M	Sept 2011 JB / AG			
4.9 Look to actively encourage the conversion of properties into HMO's to meet the predicted increased need due to changes in housing benefit. H	March 2016 JD / KSF			
4.10 Support pilot STAMP scheme with St Basils and review continuation of service subject to funding. L	April 2012 AG / JD / JB	First sessions delivered by Oct 2011		

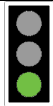

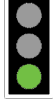
<p>4.11 Review outcomes and performance of Homelessness Prevention Services funded from Homelessness Grant and develop annual report to Cabinet with recommendations for schemes prioritised for future funding.</p> <p>M</p>	<p>January 2012</p> <p>AC / AG</p>			
<p>4.12 Continue to support the Foyer Steering Group and provide input to the allocation and management of the scheme.</p> <p>H</p>	<p>April 2011 – March 2016</p> <p>JB</p>			
<p>CHALLENGE – To provide equal access of opportunity to affordable housing and other housing options.</p>				
<p>4.13 Pursue delivery of multi tenure Extra Care Housing scheme within town centre or other central location.</p> <p>H</p>	<p>Sept 2012</p> <p>AC</p>	<p>Achieving a viable scheme with developer/land owner</p>		
<p>4.14 Continue to support people to access choice based lettings, particularly older people and people with support needs.</p> <p>M</p>	<p>April 2011 - March 2016</p> <p>AG / JD</p>			




<p>4.15 Review full range of housing service literature and website.</p> <p>M</p>	<p>March 2012</p> <p>JD/JB</p>			
<p>4.16 Carry out Equality Impact Assessments on any service changes and as per equality impact assessment timetable.</p> <p>M</p>	<p>March 2016</p> <p>AG / JB / KSF / JD</p>			
<p>CHALLENGE – To embed personalisation and the choice and control agenda within housing service provision</p>				
<p>4.17 Work with SP through the Commissioning Body to guide delivery of affordable housing in accordance with special needs identified.</p> <p>H</p>	<p>March 2016</p> <p>AC</p>			


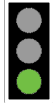

UNDERPINNING GOALS

KEY PERFORMANCE INDICATOR

Number of Rough Sleepers – (10/11 target Maintain rough sleeping in the zero – 10 category)

<p>Use of temporary accomodayion (Reduce use of temporary accommodation by 50% from 2004 – 2010 – 10/11 target = <20)</p> <p>DFG – Number of weeks - Referral to completion for BDHT and Private DFG's (referred after 1.04.07) broken down into 3 categories. (10/11 Targets – Cat 1 - 34 Wks, Cat 2 - 38Wks, Cat 3 – 38 Wks)</p>				
Action and Priority	Target Completion Date and Officer Responsible	Milestone	Progress upon implementation of action	Status
<p>CHALLENGE - To ensure that our plans contribute to the development of sustainable communities and economic success for Worcestershire having regard to the themes and cross cutting themes of the Sustainable Community Strategy, both within new housing developments and our regeneration activity</p>				
<p>U.1 Continue to support regular meetings of North Worcestershire Delivery Group and provide representation at Place Shaping and Housing Theme Groups.</p> <p>H</p>	<p>April 2011 - March 2016</p> <p>AC</p>			
<p>U.2 Update Portfolio Holder (as Homelessness Champion) on quarterly basis re: homelessness presentations and use of temp accom.</p> <p>H</p>	<p>April 2011 - March 2016</p> <p>AC</p>			
<p>U.3 To continue to support the Positive Mental Health LSP project group to raise awareness of mental health issues and how these might</p>	<p>April 2011 - March 2016</p>			

lead to homelessness. L	AG			
U.4 Annual Housing Bulletin update for Members. M	April 2011 - March 2016 AC			
CHALLENGE – To adopt a strategic commissioning approach, including identification of needs; gap analysis; prioritisation; outcome based commissioning; monitoring and review, to ensure the right solutions are provided.				
U.5 Through CHOG ensure opportunities are utilised to gain VFM solutions through consideration of joint commissioning where appropriate. H	April 2011 - March 2016 AC			
CHALLENGE – To embrace the diversity that exists within Worcestershire and ensure that we plan to meet the diverse needs of our communities.				
U.6 Carry out Equality Impact Assessments on any service changes and as per equality impact assessment timetable M	April 2011 - March 2016 AG			
CHALLENGE – To ensure that services are delivered efficiently balancing performance, customer satisfaction and cost.				

<p>U.7 Carry out customer satisfaction surveys on front line services.</p> <p>M</p>	<p>April 2011 - March 2016</p> <p>AG/JB/JD/KSF</p>			
<p>U.8 Finalise identification of customer service standards specific to housing services.</p> <p>M</p>	<p>September 2011</p> <p>JD</p>			
<p>U.9 Maintain set of key business plan performance indicators on a quarterly basis.</p> <p>M</p>	<p>April 2011 - March 2016</p> <p>JB</p>			
<p>U.10 Provide officer support and input to the development of a new specification in preparation for the re-letting of the Worcestershire Care and Repair Service from 2014.</p> <p>M</p>	<p>June 2014</p> <p>AC / KSF</p>			