

# **HOUSING STRATEGY ACTION PLAN MONITORING SHEET**

**Last updated 26<sup>th</sup> October 2005**

## Meeting Needs and Balancing Housing Markets

### 1) Improving understanding of housing trends

Action	Milestones / Specific Targets	End date	Lead responsibility (see key for abbreviations)	Update	Comments
To conduct Housing Needs and housing market assessments for the sub-region	Identify and bid for resources, Autumn 2004 for 2005/6. Discuss and develop joint approaches with Waveney DC.	2006	GYBC – HNW & HSPM	Now that Stock Options Appraisal is completed the Policy section can progress this work autumn/winter 2005.	
Continue to progress our 'housing trends model', with Waveney DC	Publication quarterly. Develop joint approaches with Waveney DC (2004)	Ongoing	GYBC – HSPM	The Housing and Social Policy Assistant is currently on maternity so will defer until temporary cover is identified.	
To conduct a private sector house condition survey	Draw up and commission by Sept. '04	2005	GYBC – RM & HES	Started week beginning 8 <sup>th</sup> August 2005.	Consultants have almost completed the field work / data gathering and will now begin the process of data analysis.
Complete public sector stock condition survey	Survey 30% of stock by April '04	July '04	GYBC – HHM	Ongoing	Carried out for stock options. Plans in place to continue

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Complete GY Housing and Support Strategy	Agree action plan and final document July '04  Progress action plan via GY Housing Support Group	Publish by Sept. '04  Ongoing	GYBC – HNW, HSPM	Completed	
Identify sub-regional priorities and contribute to new Regional Strategy	Housing Trends model development on sub regional basis by Sept. '04  Sub-regional strategy development by Sept. '04	Ongoing	GYBC – HNW, HSPM	Completed	

2) Enabling people to stay in their own homes

Action	Milestones / Specific Targets	End date	Lead responsibility (see key for abbreviations)	Update	Comments
Progress Renewal Policy framework	<p>Identify need in HIP submissions and sub-regional strategy</p> <p>Identify vehicle to bring in private sector resource – 2005</p> <p>Develop advice to home owners – 2005</p>	<p>Ongoing</p> <p>Ongoing</p>	GYBC – RM	Completed	
Develop handyperson scheme and improve long –term position of Safe at Home	Secure additional funding from SP and partners. Follow up prevention potential identified in recent study	2005	GYBC – RM	<p>Handyperson scheme developed</p> <p>PCT and Social Services funding in place.</p>	Waveney to be encouraged to adopt a Safe at Home scheme
Expand income maximisation	<p>Secure CLS specialist Quality Mark for benefits advice and CLS contract – expected by June '04</p> <p>Bid for DWP Partnership funds summer '04</p>	Ongoing	GYBC – NM	<p>Obtained</p> <p>Not successful with the bid</p>	<p>Renamed Financial Wellbeing Group</p> <p>Initial bid to DWP failed – CAB putting in bid</p>

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Further develop homelessness prevention role	NRF and Homelessness ODPM revenue resource secured, April '04  Restructure work in team	Ongoing	GYBC – NM	Ongoing – 50% there. NRF posts are now permanent.	
Continue to improve Benefits service	Great Yarmouth Borough Council revenue resource to make additional NRF posts permanent secured April '04  Follow up advice from DWP Help team, when available	Ongoing	GYBC – HRS	<ol style="list-style-type: none"> <li>1. Consolidated posts – stabilised benefits.</li> <li>2. Out sourced benefits backlog.</li> <li>3. Kendrick Ash appointed to improve in house benefits service.</li> <li>4. Changing IT system – live in Jan 2006 – will increase productivity.</li> </ol>	
Continue to monitor and develop floating support	Norfolk SP team reviewing commissioning and purchase arrangements, '04  Complete Quality Assessment Framework preparation  Facilitate inspection of GY services	Ongoing  2004	GYBC – NM & AHM   SHM, RH	Floating Support Consortium set up with block contracts, together with I.T. development.  Block contracts setup will be more flexible.	FS Development manager and admin appointed

3) Making best use of available resource

Action	Milestones / Specific Targets	End date	Lead responsibility (see key for abbreviations)	Update	Comments
Continue to develop empty property private sector leasing and conversion schemes	<p>First 25 private lease units secured May '04</p> <p>Agree further 25 with partner RSL</p> <p>Progress conversion, lease and management schemes with private landlords</p> <p>Review Empty Property Strategy with Waveney DC</p>	<p>April '05</p> <p>Dec. '04</p> <p>April '05</p>	<p>GYBC – HSPM</p> <p>GYBC – NM</p> <p>GYBC – HSPM</p>	<p>Took place.</p> <p>Produced further 10 – affected by problems in Ipswich.</p> <p>Had to look at other types of leasing schemes - Target 200 Up to 98 or 162 when including those in the pipeline.</p> <p>Awaiting outcome of Government consultation. Looking to review Winter 2005.</p>	<p>Redirected resources to prevention scheme allowing damage deposit scheme which assisted 80 people. Looking at solutions for single person homelessness.</p>

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Improve council house void turn-round	<p>Develop improvement plan – July '04</p> <p>Monitor new partnering repairs contract and new procedures – '04 and continuing</p> <p>Review Homeselect procedures to ensure performance – July '04 and ongoing</p> <p>Implement IT system monitoring – July '04</p>	Achieve 04/05 targets and set new targets	GYBC – HNW, HHM, HAS	Reduced from 45 to 17 days	Good success
Assist tenants and home-owners to move to more suitable accommodation	<p>Make effective use of tenant incentive scheme</p> <p>Further develop application of relocation assistance in private sector</p>	Ongoing	<p>GYBC – NM &amp; AHM</p> <p>GYBC – RM</p>	<p>No update available</p> <p>Safe at Home currently assisting 24 households per year to move to more suitable dwellings</p>	Have been instances but hasn't released large amounts of accommodation.
Continue "Difficult to Let" capital schemes		Ongoing to 2010	GYBC – HHM, HAS and HNW	Continuing	Mainly sheltered housing – first floor

4) Stabilising housing markets

Action	Milestones / Specific Targets	End date	Lead responsibility (see key for abbreviations)	Update Comments	
Progress joint enforcement work ref private sector housing	<p>Joint enforcement protocols finalised and agreed – June '04</p> <p>Joint Enforcement Group monitors and progresses action</p> <p>Explore potential of new HMO licensing scheme under forthcoming Housing Act</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>GYBC – NM, HES, BPO, HLS, RM, HSPM</p>	<p>Interest from new developers in 3 targeted CPOs (HMOs). Proceeding with enforcement.</p> <p>Joint Enforcement group created.</p> <p>HMO licensing scheme being developed.</p>	<p>Private Sector WP looking at Codes of Guidance</p>

<b>Action</b>	<b>Milestones / Specific Targets</b>	<b>End date</b>	<b>Lead responsibility</b> (see key for abbreviations)	<b>Update Comments</b>	
Develop advice to landlords and explore accreditation scheme	<p>Explore potential links with Waveney DC – by Dec. '04</p> <p>Re-institute meetings with landlords and develop joint LL forum as appropriate – 2004/05</p> <p>Undertake feasibility work on accreditation – April '05</p>		GYBC – HSPM & NM	<p>Deferred until summer 2006</p> <p>Included in Homelessness Innovation Bid to ODPM in concert with Waveney DC</p>	<p>Landlords do contact</p> <p>Taken back seat due to new licensing scheme</p> <p>Accreditation needs level of resources which are not available.</p>
Continue to work with RSLs to encourage involvement in private rented sector	<p>First phase private leasing up and running April '04</p> <p>Second phase to start June '04</p> <p>Intermediate renting scheme secured April '04</p> <p>RSL accommodation agency linked with Homeselect</p>	Ongoing	GYBC – HSPM & NM	Ongoing	

<b>Action</b>	<b>Milestones / Specific Targets</b>	<b>End date</b>	<b>Lead responsibility</b> (see key for abbreviations)	<b>Update Comments</b>	
Develop other sources of affordable and sub-market housing	<p>Make best use of key worker resource</p> <p>Liase with Waveney DC to develop more workable markets for shared ownership – by end of '05</p> <p>Develop better local sub-regional definitions of key worker, low cost and affordability – by end of '05</p>	Ongoing	GYBC – HNW, HSPM & NM	<p>Ongoing</p> <p>Ongoing</p> <p>Not started Affordable Housing working group created. Due to report to Council Dec 2005.</p>	

5) Maximising opportunities to bring resource

Action	Milestones / Specific Targets	End date	Lead responsibility (see key for abbreviations)	Updates	Comments
Work with RSLs to progress development to meet housing need	Identify and develop opportunities with RSLs	Ongoing	GYBC – HNW, HSPM, NM	Meetings held with all RSL's held to mapping out opportunities.  Sub regional RSL forum formed.	
Review the Council's contribution to development	<p>Review approach to S106 agreements – short term by April '05, medium term by 2006</p> <p>Review LAs landbank and holdings of other agencies by 2005</p> <p>Reviewing planning policy about residential use in tourist areas</p> <p>Increasing overall level of housebuilding in the district in light of Regional Planning Guidance</p> <p>Formulating local</p>	Sept. '04	<p>GYBC – BPO, HNW, HSPM</p> <p>CD(SP), HPS, HNW</p> <p>CEO, CD(SP), BPO</p>	<p>Work begun, anticipate outcome.</p> <p>Underway</p> <p>Secondary tourist area review completed resulting in 12 recommendations</p> <p>Affordable Housing Working Group created due to report Dec 2005.</p> <p>Secondary Holiday Area Regeneration Board in process of being created.</p>	Beginning to work closer with planning

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	development framework	Agreeing figures December 2004  [to identify]	BPO  BPO		
Continue to contribute a strong voice to the County's Supporting People strategy and development to maximise revenue funding for housing support options	<p>Attending commissioning group and Core Strategy Groups</p> <p>Contributing to strategy particularly via GY Housing Support Strategy</p> <p>Linking to ongoing reviews and development of services</p>	Ongoing  2004	<p>GYBC – CD(SP)</p> <p>GYBC – HSPM</p>	<p>Floating Support under review</p> <p>Commissioning body attendance ongoing.</p>	

Action	Milestones / Specific Targets	End date	Lead responsibility (see key for abbreviations)	Updates	Comments
Contribute to development of Waveney/GY URC	To be identified	Ongoing	GYBC – HRgS	Ongoing – executive officers being put in place	
Complete stock options appraisal and progress outcomes	Appraisal to be completed Spring '05	June 05	GYBC – CD(SP), HSPM, HHM, HNW, HAS	Completed	
<i>New action point</i> Deliver stock retention action plan	Project plan identified. Capital programmes re-prioritised. Rate of affordable housing production increased. Significant improvement in tenant participation	Sept 06	GYBC – HHM, HNW, HSPM	Deferred until Jan 2006	

## Putting People First

### 1) Empowering staff

Action	Milestones / Specific Targets	End date	Lead responsibility (see key for abbreviations)	Updates	Comments
Continue to progress staff empowerment	Corporate action plan plus regular review by DMTs	Ongoing	CEO, CD(SP), all heads of department and managers	Corporate programme ongoing	

### 2) Resident consultation and participation

Action	Milestones / Specific Targets	End date	Lead responsibility (see key for abbreviations)	Updates	Comments
Progress fully communication and empowerment strategies as part of stock options appraisal	Tenant Support Officer appointed Dec. '03  Communication and empowerment strategies agreed May '04		GYBC – TSM, HHM, HSPM	Sign off achieved. Final newsletter and Reference group September/October 2005	

<b>Action</b>	<b>Milestones / Specific Targets</b>	<b>End date</b>	<b>Lead responsibility</b> (see key for abbreviations)	<b>Updates</b>	<b>Comments</b>
Progress Tenant Compact and tenant involvement in service development	Review effectiveness of Tenant Compact, 2004.	Ongoing	GYBC – TSM, HHM, HNW, HAS and all service managers	Review completed	
Maximise potential input of community forums and other groups, including special needs groups, to service development		Ongoing	All heads of department and service managers	No update	
Continue to seek customer feedback on services	More detail needed	Ongoing	All heads of department and service managers	No update	

3) Offering choices

<b>Action</b>	<b>Milestones / Specific Targets</b>	<b>End date</b>	<b>Lead responsibility</b> (see key for abbreviations)		
Develop housing options and advice, information and opportunities for people in housing need or who wish to move.	Mutual exchange website under development  Agree priorities and development plan with Homeselect partnership	Dec. '04?  By Sept. '04	GYBC – NM, HNW, HSPM	Completed July 2005  Process begun. Agreed with Homeselect Partnership Board to create task and complete group Spring 2006.	New leaflet has been drafted Include in tenant newsletter
Progress action plan for the county for "This is my home" (housing plan for people with learning difficulties)	Project Officer starts July '04	2007	GYBC – HPSM	Housing Conference in GY – August 2005  Discussions being held with the Homeselect staff about potential new schemes.	

4) Improving service quality and accessibility

<b>Action</b>	<b>Milestones / Specific Targets</b>	<b>End date</b>	<b>Lead responsibility</b> (see key for abbreviations)	<b>Updates</b>	<b>Comments</b>
Progress equal opportunities action plan for housing	These are included in equal opportunities action plan	Ongoing	GYBC – HSPM and head of department	Working Group regularly reviewing EOps.  OHM's computer system database completed. Currently evaluating potential reports.	
Continue to improve the design and format of our information		Ongoing	GYBC – All heads of department and service managers	Tenant's handbook working group organised to look at format of information given out.	
Progress development of a central area housing office	Identification of site  Consultation	2005	GYBC – HHM	No progress at present	
Continue to improve service access and efficiency through e-gov	Document imaging and workflow management to be introduced for housing services by Dec. '04	Ongoing	GYBC – Manager for Change and heads of department	Ongoing – To be implemented early 2006.	

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Develop a mediation service to help tackle neighbour disputes	To be developed in partnership with other Norfolk LAs	April 2005	GYBC – TSM	No response from other Norfolk LAs  Tenancy Services Manager post vacant	Couple of pilot case studies gone well - New tenancy manager will have to pursue
Continue to sustain B&B targets and sustain/improve other performance indicators		Ongoing	GYBC – All heads of department	<ul style="list-style-type: none"> <li>• Never gone over 6 week rule.</li> <li>• Reducing families in B+B.</li> <li>• Single people in B+B still an issue</li> <li>• Other LAs still using our B+Bs – but has reduced</li> </ul>	

5) Partnership development

<b>Action</b>	<b>Milestones / Specific Targets</b>	<b>End date</b>	<b>Lead responsibility</b> (see key for abbreviations)	<b>Update</b>	<b>Comments</b>
Continue to develop joint planning and active joint working	More detail needed	Ongoing	GYBC – Heads of department and all service managers	Many strands to this – milestones needed	

**Improving conditions in the housing stock**

<b>Action</b>	<b>Milestones / Specific Targets</b>	<b>End date</b>	<b>Lead responsibility</b> (see key for abbreviations)	<b>Updates</b>	<b>Comments</b>
Continue to develop design and innovation in construction and procurement	Let further heat leasing contracts  Progress partnership construction schemes	Oct. 2004  Ongoing		Progressing. Partnership contracts delivered.	
Progress decent homes targets for public and private sectors	Ongoing review of Business Plan and resources  Stock options appraisal – complete Spring '05	2010	GYBC – HHM, HNW	On target to deliver by 2010	

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Continue to review delivery of adaptations across services	Continue joint working party meetings with PCT  Involve RSLs in discussions and possible adaptation of protocol  Put case for more resource for DFGs to Regional Housing board etc.  Agree priorities against budgets  Review budgets for 05/06	April '05  April '05  Summer '04  Sept. '04	GYBC – HNW, RM, HHM,	HNW not member of Community Health Board. Discussions ongoing  Being looked at nationally	

### **Delivering the Strategy**

<b>Action</b>	<b>Milestones / Specific Targets</b>	<b>End date</b>	<b>Lead responsibility</b> (see key for abbreviations)	<b>Updates</b>	<b>Comments</b>
Monitor programme delivery		Ongoing	GYBC – Heads of department	HAG regularly monitoring strategy action plan.	
Monitor action plan delivery of strategy and associated strategies		Ongoing	GYBC – Heads of department & HSPM	Social Directorate Management Team also monitoring action plan.	

Action	Milestones / Specific Targets	End date	Lead responsibility (see key for abbreviations)	Updates	Comments
Introduce Street Development Programme to improve housing and tenure mix in 'hotspots' of severe deprivation	Form multi-agency task group to evaluate issues and formulate action plan.  Submit bid for SHRP 5% top slice funding.	June 2006	HHNW	Intention to form group once Affordable Housing Working Group programme has been completed (Dec 05)  Bid being 'worked up'.	
<i>New action point</i> Bid for homelessness innovation funding for landlord development case working.	Submit bid.  Awarding funding.  Post recruited.	June 2006	Needs Manager	Bid submitted	
<i>New action point</i> Review of Supported Housing service	Complete Review  Change Implemented	April 2006	Supported Housing Manager	Draft report written	