

Housing Strategy Delivery Plan WDDC

Glossary: CAB – citizens advice bureau, CP – community protection, DCC – Dorset County Council, DFS – Dorset Fire service, HI – housing improvement, HIA – home improvement agency, HS – housing solutions, LA – lettings agents, OT – occupational therapists, P – police, PRS – private rented sector, RP – registered provider, R&B – revenues and benefits, SC – social care, SCP – Spatial and Community Planning, VS – voluntary sector, WEB – within existing budgets

Housing Strategy Theme	Sub-theme	Outcomes	Key Partners	Actions/ Outputs	Lead Officer	Timescale	Milestones	Resource Implication	Projected Output(s)
Sustainable Communities	Housing Choice	<ul style="list-style-type: none"> Reduced numbers of households becoming homeless 	P, RP, PRS, SC, CP	Support local interventions and work with communities to resolve ASB	HoCS	Annual Review		WEB – may have some specific project funding requirement	Reduced number of households being evicted for ASB
		<ul style="list-style-type: none"> Extended levels of housing choice 	PRS, RP, SCP	Deliver new affordable homes	HoSCP	Annual Review		May have capital implication	Review according to local needs
				Improve access into PRS	HoHS	Annual Review		WEB	Review according to local needs
				Develop local lettings policies	HoHS	Annual Review	As and when needed	WEB	Review according to local needs
		<ul style="list-style-type: none"> Increased levels of access into PRS 	PRS, HS, HI, LA	Develop Tenant-Ready Scheme	HoHS	2013		WEB	Accredited scheme jointly agreed with PRS
			PRS, HS, HI, LA	Review potential for Social Lettings Agency	HoHS	2014	Tender report brief – Sept 2013	HPG	Viability report on possible establishment of SLA
		<ul style="list-style-type: none"> Households able to remain independently in their homes where appropriate 	HHI, RPs, HIA, OT	Deliver effective programme of DFGs	HHI	Annual Review		WEB + Govt grant	Work with OTs, RP and SP to ensure DFGs delivered effectively – outcome for all funding to be used within the financial year available
			DFS, RP, PRS, HI	Intervention to ensure adequate quality and standards	HHI	Annual Review			Act on SCA data, plus respond to local intelligence of unfitness to resolve issues
			PRS, HIA, OT, HI	Support and promote access to loans	HHI	Annual Review		WEB	Commission WHIL to effectively promote and deliver loans scheme – increased level of loans provided
		HHI, DCC, HIA	Review structure and activities of HIA	HHI	2015		May have revenue implications depending on option chosen	Revised operational structure for HIA	
	<ul style="list-style-type: none"> Household members able to remain as a family unit where appropriate 	SC, RP, HS	Interventions to support household cohesion within suitable housing	HoHS			WEB		
	Housing and environmental standards	<ul style="list-style-type: none"> Good quality, fuel efficient homes across all sectors 	PRS RPs DEAC DCC NLA, RLA, NLAS, DFS	Review data from Stock condition Assessment (SCA)	HHI			Subject to data analysis	

		<ul style="list-style-type: none"> Physical environments with good access and mobility 	SCP, RP, OT, PRS	Deliver new homes within <i>lifetime neighbourhood</i> standards Address accessibility in existing locations	HoSCP HHI			May have capital funding implications	Review according to specific local needs and locations
		<ul style="list-style-type: none"> Improved health and well-being indicators 	DCC, NHS, CS, HI	Review outcome of Health Impact Assessment	HHI	2014	Common Health / Housing priorities established. HIA to influence JSNA.	WEB	Links and partnership working with GPs, health visitors, OTs, etc to address local health issues related to housing Informed Health and Wellbeing Board leading to potential health funded/ partnership housing initiatives.
	Social and Economic Inclusion	<ul style="list-style-type: none"> Improved indicators of financial and social inclusion 							
		<ul style="list-style-type: none"> Services and support reflecting diverse households and communities 							
		<ul style="list-style-type: none"> Increased numbers of members of 'deprived' households into work 							
		<ul style="list-style-type: none"> Reduced levels of benefits dependence 							
		<ul style="list-style-type: none"> Improved indicators of educational attainment 							
	Community Cohesion	<ul style="list-style-type: none"> Strong and vibrant communities 							
		<ul style="list-style-type: none"> Articulate communities with high levels of engagement 							
		<ul style="list-style-type: none"> Reduced crime levels, particularly in areas of multiple deprivation 							
		<ul style="list-style-type: none"> Indications of improved levels of social capital 							
		<ul style="list-style-type: none"> Thriving local networks 							

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Preventing		<ul style="list-style-type: none"> Reduced number of households accepted as homeless 	VS, RPs, PRS, R&B,	Review impact of welfare reform on homelessness and housing need	HoHS	2014		WEB	Report to Management Team
		<ul style="list-style-type: none"> Reduced number of households in temporary accommodation 	RP, PRS, HS	Review use of temporary accommodation	HoHS	Sept 2013	Review scoping – July 2013	WEB	Review report – strategic and vfm approach to temporary accommodation
		<ul style="list-style-type: none"> Extended levels of housing choice 	RP, HS, LA	Work with RPs to develop consistent	HoHS	Annual Review		WEB	

Homelessness			and strategic shared approach to tackling homelessness.						
		<ul style="list-style-type: none"> Reduced waiting times for appropriate suitable housing 	RP, PRS, DCC, LA, HS, VS	Eliminate the use of B&B for 16 & 17 year olds	HoHS			WEB for option appraisal Potential resource implication for chosen option(s)	Protocol and plan for eliminating use of B&B for 16/17 year olds.
		<ul style="list-style-type: none"> Increased levels of access into PRS 	PRS, HS, HI, LA	Develop Tenant-Ready Scheme	HoHS	2013		WEB	Accredited scheme jointly agreed with PRS
			PRS, HS, HI, LA	Review potential for Social Lettings Agency	HoHS	2013		HPG	Viability report on possible establishment of SLA
			PRS, HS, HI, LA	Review incentives to landlords- including use of L'lord Accreditation Scheme	HHI	2014/15	Incentives review – November 2013	WEB	Improved range of incentives for landlords/owners to offer homes for rent through the housing register
		<ul style="list-style-type: none"> Easy access to advice and support services 	HS, CAB	Ensure the introduction and delivery of a money advice service	HoHS	2013		HPG	Easy access to high quality money advice for WDDC customers. Evaluation of vfm, numbers seen and outcomes to be monitored quarterly
			HS, LA, EDP	Minimise rough sleeper levels by maintaining assertive outreach service	HoHS	Annual Review		HPG	Maintain low levels (max 3) rough sleepers in WDDC
		<ul style="list-style-type: none"> Effective information and services to reflect the diversity of local communities 		Appraise Homelessness Prevention funding – carry out options appraisal if funding ends	HoHS	2015		WEB	
		<ul style="list-style-type: none"> Skilled, and customer-focused staff 	WDDC	Focused training and professional development programme	HSM	Annual Review	Training needs analysis through 1-2-1s and appraisals	Potential impact on training budget	High level of customer satisfaction and peer recognition
			WDDC	Attain Gold Standard for Homeless service	HoHS	2014	Toolkit Self assessment – Aug 2013	WEB?	Peer- assessed nationally recognised accreditation
		<ul style="list-style-type: none"> High levels of customer satisfaction 	WDDC	Review customer satisfaction data collection and analysis	HRPO	Annual Review	Corporate review of data collection methods	WEB	Annual analysis of customer satisfaction
		<ul style="list-style-type: none"> Household members able to remain as a family unit where appropriate 			HoHS	Annual Review		WEB	Case reviews ensuring effective partnerships, communications and support delivery
		<ul style="list-style-type: none"> Households able to remain independently in their homes where appropriate 	VS, RPs, PRS, HS	Use of homelessness prevention methods, including bonds, rent	HoHS	Annual Review		WEB	

				in advance, etc					
		<ul style="list-style-type: none"> Improved health and wellbeing indicators 			HHI	2014	Common Health / Housing priorities established. HIA to influence JSNA.	WEB	Links and partnership working with GPs, health visitors, OTs, etc to address local health issues related to housing Informed Health and Wellbeing Board leading to potential health funded/ partnership housing initiatives.
		<ul style="list-style-type: none"> Strong and vibrant communities 							
		<ul style="list-style-type: none"> Services and support reflecting diverse households and communities 							
		<ul style="list-style-type: none"> Thriving local networks 							
	<ul style="list-style-type: none"> Innovative and sustainable solutions 								

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		<ul style="list-style-type: none"> Delivering planned homes as projected in Local Plan 	Landowners and developers	Aim to deliver 80? Affordable homes per annum during the next five years	Housing Enabling Team Leader	80 p.a. over 5 years	Annual monitoring		Supply of new affordable housing (80 per annum)
				Adopt new local plan with new housing development land allocations for the next twenty years, and revised affordable housing policies	Head of Spatial Policy & Implementation	By April 2014	Public examination Sept/Oct 2013		Adopted local plan providing certainty over land allocations for new housing development
			Landowners and developers	Ensure there is a five-year supply of land for new housing	Head of Spatial Policy & Implementation	Annual monitoring			Five-year supply of land for new housing development
			Landowners and developers	Aim to maximise affordable housing provision through negotiations with developers on section 106 agreements	Development Services / s106 officer within SP&I team / Housing Enabling team leader				35% affordable housing achieved on development sites (25% on Portland)
New Homes				Secure required policy % of social rented/affordable and % intermediate affordable housing (e.g. shared ownership) in homes delivered, and in permissions granted	Development Services / s106 officer within SP&I team / Housing Enabling team leader				Appropriate mix of affordable housing tenure on development sites, to meet local needs
				Work with the HCA and local RPs to lobby for maximum potential grant for future schemes in West Dorset	Housing Enabling Team Leader				Successful bids for national funding towards affordable housing developments within West Dorset
				Identify/utilise Council owned sites for affordable housing development	Property Services / Housing Enabling team leader				New affordable housing through use of council owned or other public land
				Support communities preparing their own Neighbourhood Plans and Community Right to Build schemes	Head of Spatial Policy & Implementation				Adopted Neighbourhood Plans, prepared and supported by local communities, allocating new areas of land for housing development
					Encourage the development of	Housing Enabling Team			

			more Community Land Trusts	Leader				schemes supported by local communities
			Prepare a Rural Exceptions Site toolkit to provide guidance to communities, clarify the process of developing these sites, and spread best practice	Housing Enabling TeamLeader /RuralHousing Enabling Officer				Achievement of rural exception site developments on appropriate sites, supported by local communities and enabling local people on low incomes to continue living in the area
	<ul style="list-style-type: none"> Creating new local jobs in the construction industry 							
	<ul style="list-style-type: none"> Investing in existing Homes – improving PRS/ bringing empty properties back into use 		See HQ&S	HHI				
	<ul style="list-style-type: none"> Support environmental initiatives – fuel efficiency/planning 							
	<ul style="list-style-type: none"> Supporting local Economy through housebuilding 							
	<ul style="list-style-type: none"> Good quality, fuel efficient homes across all sectors 		See HQ&S	HHI				
	<ul style="list-style-type: none"> Increased levels of access into PRS 							
	<ul style="list-style-type: none"> Physical environments with good access and mobility 							
	<ul style="list-style-type: none"> Improved health and wellbeing indicators 							
	<ul style="list-style-type: none"> Strong and vibrant communities 							
	<ul style="list-style-type: none"> Services and support reflecting diverse households and communities 		Seek integration (possibly through planning obligations) of supported housing within new developments on, or within, suitable sites.	Planning				
	<ul style="list-style-type: none"> High levels of customer satisfaction 							
	<ul style="list-style-type: none"> Innovative and sustainable solutions 							

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Supporting Independence		<ul style="list-style-type: none"> Thriving local networks 							
		<ul style="list-style-type: none"> Improved indicators of financial and social inclusion 	DCC RPs		SHPO	2013-2018	Engage proactively with Dorset Families Matter initiative		Improved: -NEET -School/college attendance -Youth unemployment -Rent arrears etc
		<ul style="list-style-type: none"> Households able to remain independently in their homes where appropriate 	SCP	Develop an Extra Care Scheme in Dorchester, identified within the Supporting People Strategy as being a priority location for an Extra Care Scheme	Housing Enabling Team Leader				
			HHI, DCC-SP, HIA, Dorset 2 nd tier councils	Review structure and activities of HIA <i>See HQ&S</i>	HHI				
			PRS, HIA, OT, HI	Support and promote access to loans when assessing clients options	SHPO	Introduce 2013/14, ongoing	Ensure loans considered in housing options assessments procedures for all supported housing clients		People able to remain independent at home
			HHI, RPs, HIA, OT, DFS	Deliver effective programme of DFGs <i>See HQ&S</i>	HHI				
			RPs, Support Providers and Advice Agencies	Consider affordability and support people through the impact of welfare benefit changes	SHPO	Introduce 2013/14, ongoing	All housing support cases to have affordability/welfare benefit support reviewed Work with partners to promote underoccupation initiatives		Sustained tenancies despite welfare benefit changes
			DCC- SP and SC, NHS	Review leaving hospital, and bed blocking, arrangements,	SHPO	2014/15	Comprehensive timely and enduring support plans in place, and Protocol agreed for assessment of urgent works to be done to allow return home Discharge		People able to leave hospital without delay and with support. Reduced 'bed blocking'

						arrangements to be considered from date of admission, not just prior to leaving hospital		
		SP, NHS, DCC-SC and SP	Investigate wider use of telecare and IT	SHPO	2014/15	Report, with active all-partner involvement, on cost/benefit of impact and practicality of utilising telecare/IT to enhance service delivery		Understand and assess the cost and opportunity to introduce telecare and IT in delivering services. If feasible produce programme for introduction
	<ul style="list-style-type: none"> Extended levels of housing choice 		Identify and deliver required transit pitches for Gypsies and Travellers	Planning				
		RPs, PRS L'lords,	Develop tenant Ready Scheme	HoHS		Tenant ready scheme tailored for Supported housing clients, assisting move on into PRS and social housing.		Clients able to move on from supported accommodation in a timely manner
		SCP	Seek integration (through planning obligations where appropriate) of supported housing within new developments on, or within, suitable sites.	SHPO	2013-2018	Develop and maintain an evidence base to support negotiation		More supported housing provided through planning obligations/negotiations
		RPs, PRS L'lords, Housing Support agencies.	Promote role of the private rented sector and general need social housing in meeting supported housing needs, to enable move on where appropriate.	HoHS/SHPO	2014/15	Agreement from PRS and social housing landlords to let their properties to appropriate supported housing clients.		Supported housing clients rehoused into mainstream housing
	<ul style="list-style-type: none"> Effective information and services to reflect the diversity of local communities 		Partnership funding for the revenue cost of providing a HIA required, offsetting cost to the Council. Secure continued Supporting People funding, and support from Magna H Ass. On-going					
	<ul style="list-style-type: none"> Easy access to advice and support services 	DCC-SC and SP, Housing Support Agencies, Advice	Coordinate access to and delivery of advice/support services, considering gaps and duplication	SHPO	2013-2018	Standardise referral forms and routes Co-located staff teams where appropriate		Consistent, comprehensive, and easy to access advice/services available

		Agencies, NHS			2014/15	Encourage & promote sustainable local solutions in rural areas (e.g. support to community shops, home delivery) <i>Check list of funding sources, e.g. SSAFA and RBL for ex Forces</i>		
	• Reduced waiting times for appropriate suitable housing	DCC-SC and SP	Eliminate the use of B&B for 16 & 17 year olds	HoHS/SHPO	2014/15 2013/14	Report on alternative accommodation options Review rehousing protocol DCC/LAS		Minimise (eliminate) use of B&B for this age group.
		DCC- SC and SP, Housing Support Agencies, Probation, NHS	Develop role of specialist housing panels	HoHS	2013/14	All supported housing accessed via housing panels where appropriate.		Better needs matching to available properties, making more efficient use of limited accommodation available
	• Improved health and wellbeing indicators		Review outcome of Health Impact Assessment	SHPO		Develop services in light of HIA review		
	• High levels of customer satisfaction	WDDC	Review customer satisfaction data collection and analysis	HRPO	Annual Review	Corporate review of data collection methods	WEB	Annual analysis of customer satisfaction
		DCC- SP, Housing Support Providers	Improve mechanisms for obtaining feedback and views from service users	SHPO	2013-2018	Embed feedback mechanisms and service user involvement through SP		More effective services, better targeted and satisfied service users.
		DCC- SP	Review the effectiveness of current services and outcomes		2014/15	Outcomes review report completed with SP		
	• Skilled, and customer-focused staff	WDDC	Focused training and professional development programme	HSM	Annual Review	Training needs analysis through 1-2-1s and appraisals	Potential impact on training budget	High level of customer satisfaction and peer recognition
	• Innovative and sustainable solutions	DCC- SC and SP, NHS, Probation, Housing Support Agencies, RPs	Work proactively and flexibly in partnership to assess needs, share information, offer choices and options, and design and deliver services in		2013/14	Co-located staff teams Spend to save initiatives considered Review information		

				different ways		2013-2018	sharing protocols Range of new service delivery models evaluated		
			RPs, NHS, DCC- SC and SP	More flexible use of existing property assets, and consider pooled budgets	SHPO	2014	Pooled budgets to deliver services and offer preventative options (e.g. spend to reduce acute service expenditure) Consider extending community uses at sheltered housing communal facilities Consider use of e.g. sheltered housing units for other client groups		
			All	Maximise outputs/impacts from reducing budgets	All	2013-2018	Monitored		Services maintained/enhanced and outcomes improved
		<ul style="list-style-type: none"> Services and support reflecting diverse households and communities 	DCC- SP, NHS	Develop and maintain a good understanding of housing needs of vulnerable need groups to develop and target services and support.	SHPO		Improved databases of client group needs to inform service delivery		

Housing Strategy Theme	Sub-theme	Outcomes	Key Partners	Actions/ Outputs	Lead Officer	Timescale	Milestones	Resource Implication	Projected Output(s)
Housing Quality and Standards		<ul style="list-style-type: none"> Good quality, fuel efficient homes across all sectors 	PRs RPs DEAC DCC NLA, RLA, NLAS, DFS	<p>Stock condition Assessment (SCA) report considered.</p> <p>Priorities for action from SCA agreed.</p> <p>Consultation with stakeholders over the priorities from SCA</p> <p>Develop streamlined but transparent enforcement policy</p>	HHI	2013 /14	<p>Priority areas for action / assistance agreed.</p> <p>Comprehensive stakeholders consultation exercise completed.</p> <p>Increased enforcement activity with rogue landlords</p>	<p>WEB</p> <p>Loan pot with WRCC</p> <p>PSH Assistance policy funded support for PRS.</p>	<p>Effective targetting of Green Deal / ECO funding at priority households.</p> <p>Lower proportion of PRS properties failing to meet the decent homes criteria</p> <p>Reduced incidence of category 1 hazards within the PRS</p>
		<ul style="list-style-type: none"> Increased levels of access into PRS 	PRs RPs DEAC DCC NLA, RLA, NLAS, WRCC, DFS	<p>Review Landlords Accreditation Scheme in WDDC.</p> <p>Develop proposals for tenant accreditation within LAS</p>	HHI	2014/ 15 2014/15	<p>Review completed and implemented</p> <p>Preferred option approved and implementation timetabled</p>	WEB	<p>Effective landlord Accreditation Scheme operating.</p> <p>Tenants with good references accessing PRS supported by the council.</p>
		<ul style="list-style-type: none"> Investing in existing Homes – improving PRS/ bringing empty properties back into use 	PRs, HI, DFS	Deliver an effective, cost-neutral empty property service	HHI	2012-2015		£75k allocated to meet service cost over 3 years	NHB receipts resulting from LTE being brought back into use meeting cost of service
				Full review of LTE properties on C Tax register undertaken	HHI	2013 . Potentially repeated annually	Reduction in long term empty (LTE) properties on Council Tax return	Nil: Commission based contract agreed	X% reduction in LTE properties on C Tax records increasing NHB receipts.
				Increased public awareness of Empty property issues	HHI	Annual Review	Literature on website – 2013. Leaflets publicly displayed – 2013.	£75k allocated to meet service cost over 3 years	
				Maximised NHB receipts from reducing LTE properties	HHI	Annual	Year on year reduction in LTE properties on C Tax register	£75k allocated to meet service cost over 3 years	NHB receipts resulting from LTE being brought back into use meeting cost of service
				All owners of LTE property contacted and potential for re-use assessed	HHI	2013	Contact - 2013. Assessments - 2014.	£75k allocated to meet service cost over 3 years	Pipeline of programmed work established and records of LTEs established
				LTE properties brought back into use year on year as a result of council	HHI	2013- 2018	LTE properties returned to use as a result of council assistance	£75k allocated to meet service cost over 3	X properties / annum returned to use as a result of council intervention

			intervention				years	
			Increase proportion of private sector housing reaching Decent Homes Standard (DHS)/reducing Category 1 hazards	HHI	Annual Review	Annual increase in loans for householders to achieve decent home standard. Green Deal / ECO funding used to improve homes	Capital pot with WRCC Officer time (WEB) to attract ECO funding	
	<ul style="list-style-type: none"> Support environmental initiatives – fuel efficiency/planning 		Promote Green Deal to landlords and PRS generally Encourage the use of ECO funding at vulnerable households in the council's area Support the use of renewable energy to improve the energy efficiency of poorly insulated / heated property					
	<ul style="list-style-type: none"> Households able to remain independently in their homes where appropriate 	HHI, RPs, HIA, OT, Key Contractors	Deliver effective programme of DFGs	HHI	Annually within budget levels	All applications decided within statutory timescales. Budgets met	Annual budget £584k (2013-14)	140 properties adapted to meet needs of disabled households / annum
		HI, WD C&R Magna H A	Effective assistance package to support independent living	HHI	2013 -2018	Vulnerable households assisted to remain living independently	Approx £50k / annum	Vulnerable households remaining living independently.
		PRS, HIA, OT, HI	Continue support and promotion of loans	HHI	Annual Review	Number and range of loans provided increasing annually	WEB Capital pot with WRCC	Vulnerable households remaining living independently in decent homes.
		HHI, DCC, HIA, Dorset 2 nd tier councils	Review structure and activities of HIA	HHI	2015	Council preferred option confirmed -2014. DCC tendering for new service completed 2015.	WEB for option appraisals. Potential cost of preferred option	Continued HIA service available across the district throughout the life of the strategy
			Aids and Adaptations Review 2011 developed	HHI	2014 onwards	Preferred option identified. 2014/15	WEB for option appraisal	Preferred option for the aids and adaptations service agreed with plans for implementation in place.
	<ul style="list-style-type: none"> Improved health and wellbeing indicators 	DCC, NHs, CS, HI, DFS	Review outcome of Health Impact Assessment	HHI	2013	Common Health / Housing priorities established. HIA to influence JSNA.	WEB	Informed Health and Wellbeing Board potentially leading to health funded/ partnership housing initiatives.
	<ul style="list-style-type: none"> High levels of customer satisfaction 	WDDC	Review customer satisfaction data collection and analysis	HRPO	Annual Review	Corporate review of data collection methods	WEB	Annual analysis of customer satisfaction
	<ul style="list-style-type: none"> Services and support reflecting diverse households and communities 							
	<ul style="list-style-type: none"> Skilled, and customer-focused 	WDDC	Focused training and	HSM	Annual	Training needs analysis	Potential	High level of customer satisfaction

		staff		professional development programme		Review	through 1-2-1s and appraisals	impact on training budget	and peer recognition
		<ul style="list-style-type: none"> Innovative and sustainable solutions 							