

Housing Strategy Delivery Plan 2015/16

Ref.	Objective	Key Actions / Milestones	Timescale	Resources	Lead Officer
Strategic Aim A: Increase the supply of affordable housing					
A1	Maximise affordable housing provision and achieve sustainable communities through the application of planning policies	A.1.1 Work with housing associations and developers in the marketing of sites to achieve the affordable housing target of 180 properties	Throughout 2015/16	Within existing resources	Housing Enabling Manager
A2	Accelerate the delivery of new homes of all tenures, including affordable homes, through being one of the Mayor's new Housing Zones	A.2.1 Secure a successful outcome to the Housing Zone Bid	July 2015	Within existing resources	Regeneration Manager
		A.2.2 Conclude negotiations with developers of the Zone's 'priority sites', with start on site dates agreed	March 2016	GLA grant and DevCo intervention	Regeneration Manager
A3	Identify and make use of land and other assets to support the provision of affordable housing	A.3.1 Maximise opportunities for affordable housing via the Buildings Utilisation Project	Throughout 2015/16	Within existing resources	Housing Enabling Manager
A4	Deliver a programme of building new council-owned homes making full use of net RTB receipts and other resources available	A.4.1 Appoint Employer's (Client) Agent	April 2015	Within existing resources	Housing Enabling Manager
		A.4.2 Obtain planning permission for Ludlow Lodge, Richmond Green and Century House sites (for start on site by end March)	January 2016	Within existing resources	Housing Enabling Manager
		A.4.3 Contract with design and build partner	March 2016	Within existing resources	Housing Enabling Manager
A5	Set up a Housing Development Company ('DevCo') to support the supply of new homes across all tenures	A.5.1 Appoint Interim Programme Director	May 2015	Within existing resources	Housing Strategy & Commissioning Manager

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		A.5.2 Develop project plan	May 2015	Within existing resources	Housing Strategy & Commissioning Manager
		A.5.3 Produce business plan	June 2015	Within existing resources	Housing Strategy & Commissioning Manager
		A.5.4 Establish company and appoint directors	July 2015	Within existing resources	Housing Strategy & Commissioning Manager
		A.5.5 Approve Council loan facility	July 2015	Within existing resources	Housing Strategy & Commissioning Manager
		A.5.6 Complete first property acquisitions (for letting in April 2016)	March 2016	Within existing resources	Housing Strategy & Commissioning Manager
A6	Ensure that an appropriate mix of sizes of affordable units is provided in a range of locations to best meet need	A.6.1 See actions under A1 and A4			Housing Enabling Manager
A7	Ensure that new affordable housing is built to high eco-levels, is of high quality and that it meets required design standards	A.7.1 See actions under A1 and A4			Housing Enabling Manager
A8	Support the development of Hackbridge as a district centre and sustainable suburb through the provision of additional housing built to the highest achievable environmental standards	A.8.1 Work alongside colleagues in Area Renewal and Planning to ensure new housing developments in Hackbridge are able to achieve the highest environmental standards possible	Throughout 2015/16	Within existing resources	Regeneration Manager

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Strategic Aim B: Invest in and make best use of the borough's existing housing stock					
B1	Regenerate existing council stock where appropriate to improve the quality of social housing in the borough	B.1.1 Identify and agree Council stock for potential regeneration	Throughout 2015/16	Within existing resources	Regeneration Manager
		B.1.2 Start on site for the regeneration of Corbet Close	July 2015	Within existing resources	Regeneration Manager
		B.1.3 Start on site at the remaining Carshalton Orlit site – Nightingale Close	September 2015	Within existing resources	Regeneration Manager
		B.1.4 Deliver Phase 2 of Elizabeth House regeneration	December 2015	Within existing resources	Supported Living Programme Manager
		B.1.5 Agree start on site dates for later phases of the regeneration of Durand Close	March 2016	Within existing resources	Regeneration Manager
		B.1.6 Start on site for the regeneration of Richmond Green (also see A.4.2)	March 2016	Within existing resources	Regeneration Manager
B2	Achieve and improve upon the decent homes standard across the Council's stock and invest in its long term future	B.2.1 Oversee SHP's delivery of the £25.5m 2015/16 major works programme	Throughout 2015/16	Within existing resources	Housing Strategy & Commissioning Manager
		B.2.2 Monitor the non-decent proportion of the stock	Quarterly throughout 2015/16	Within existing resources	Housing Strategy & Commissioning Manager
B3	Carry out remodelling, adaptations to and, where appropriate, redevelopment of sheltered housing schemes to better meet the needs of older people	B.3.1 Deliver Phase 2 of the review of older people housing and support	Throughout 2015/16	Within existing resources	Head of Service Quality Assurance

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B4	Improve energy efficiency in the borough's housing stock across all tenures	B.4.1 Oversee SHP's delivery of the energy efficiency works contained within the 2015/16 major works programme	Throughout 2015/16	Within existing resources	Housing Strategy & Commissioning Manager
		B.4.2 Monitor the SAP (energy efficiency) rating of the stock	Quarterly throughout 2015/16	Within existing resources	Housing Strategy & Commissioning Manager
B5	Reduce under-occupation and overcrowding in the borough's social rented stock	B.5.1 Promote and facilitate access to re-housing schemes available to existing tenants: Housing Moves, Mutual Exchange, Seaside and Country Homes	Throughout 2015/16	Within existing resources	Homeless Prevention and Housing Need Service Manager
		B.5.2 Deliver Sutton Help to Buy scheme to release 10 units of Social Housing for households on the housing register	March 2016	Within existing resources plus CLG funding	Homeless Prevention and Housing Need Service Manager
		B.5.3 Facilitate 60 under occupation moves and utilise vacancies to assist over-crowded households on the housing register	March 2016	Availability of suitable void properties and Incentive funding	Homeless Prevention and Housing Need Service Manager
B6	Operate efficient and effective turnaround of empty or void properties, tenant transfers and nominations within the social rented stock	B.6.1 Maintain sufficient numbers of active households on the Housing Register	Throughout 2015/16	Within existing resources	Homeless Prevention and Housing Need Service Manager
		B.6.2 Meet the standards set for nominating households to housing association properties	Throughout 2015/16	Within existing resources	Homeless Prevention and Housing Need Service Manager

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		B.6.3 Work with SHP to ensure they monitor and deliver an effective lettings process throughout the year	Throughout 2015/16	Within existing resources	Housing Strategy & Commissioning Manager
B7	Operate an effective housing allocations policy to ensure that households who cannot meet their housing needs in the private sector are assisted	B.7.1 Develop an annual lettings plan to meet the competing demands on the supply of available properties	May 2015	Within existing resources	Homeless Prevention and Housing Need Service Manager
		B.7.2 Collect management information on a quarterly basis regarding supply, activity, household profile and need	Quarterly throughout 2015/16	Within existing resources	Homeless Prevention and Housing Need Service Manager
		B.7.3 Regularly review mechanisms to manage risk and safeguard vulnerable households	Throughout 2015/16	Within existing resources	Homeless Prevention and Housing Need Service Manager
B8	Make best use of private sector housing to meet the needs of homeless and other housing applicants	B.8.1 Develop the in-house Private Rented Sector Accommodation scheme to become an accredited social lettings agency.	September 2015	Homelessness Grant available to offer landlord incentives, rent in advance and deposit guarantees	Homeless Prevention and Housing Need Service Manager
B9	Work with property owners to bring empty properties back into use through the application of grants, loans or enforcement activity	B.9.1 Identify empty properties and bring them back into use using former HCA/Targeted Funding Stream funding or through enforcement work	Throughout 2015/16	Within existing resources	Head of Regulatory Services/ Supported Living Programme Manager

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Strategic Aim C: Promote excellent housing management standards across all types of housing					
C1	Ensure, through robust performance management, that the Council's ALMO, Sutton Housing Partnership (SHP) maintains an excellent standard of service in all areas	C.1.1 Monitor key performance indicators via monthly partnership meetings	Monthly throughout 2015/16	Within existing resources	Housing Strategy & Commissioning Manager
		C.1.2 Monitor all performance via the SHP balanced scorecard	Quarterly throughout 2015/16	Within existing resources	Housing Strategy & Commissioning Manager
		C.1.3 Monitor delivery of the service improvements contained within the SHP Delivery Plan 2015/16	Quarterly throughout 2015/16	Within existing resources	Housing Strategy & Commissioning Manager
C2	Promote excellent standards of service and, where appropriate, stock/management rationalisation within the housing association sector	C.2.1 Share good practice with housing associations regarding standards of service and utilise opportunity for stock management/rationalisation	Throughout 2015/16	Within existing resources	Housing Enabling Manager
C3	Work with landlords and tenants to ensure good standards of management in the private rented sector	C.3.1 Carry out an enforcement programme to identify and inspect unregulated HMOs in the borough	Throughout 2015/16	Within existing resources	Head of Regulatory Services
		C.3.2 Run the Council's annual private sector landlords conference	June 2015	Within existing resources	Head of Regulatory Services
C4	Work with SHP and housing associations with stock in the borough to ensure effective resident involvement	C.4.1 Promote continued resident involvement amongst housing associations via SutHAG and one-to-one liaison meetings	Throughout 2015/16	Within existing resources	Housing Enabling Manager
		C.4.2 Support the work of SHP's Resident Scrutiny Group	Throughout 2015/16	Within existing resources	Housing Strategy & Commissioning Manager

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		C.4.3 Support the development of and agree the final Resident Participation Compact	September 2015	Within existing resources	Housing Strategy & Commissioning Manager
Strategic Aim D: Provide housing options advice and address homelessness					
D1	Provide effective and comprehensive housing advice services across all tenures to ensure that people are aware of their housing options	D.1.1 Carry out quality assurance of the Sutton HomeChoice website to improve the user's navigation and access to pertinent information	September 2015	Within existing resources	Homeless Prevention and Housing Need Service Manager
		D.1.2 Increase the number of locations and the use of Advice Hubs throughout the borough.	October 2015	Within existing resources	Homeless Prevention and Housing Need Service Manager
D2	Prevent homelessness wherever possible	D.2.1 Evaluate the impact of any further welfare reform and identify a response that will mitigate that impact	Throughout 2015/16	Within existing resources	Homeless Prevention and Housing Need Service Manager
		D.2.2 Increase access points for delivery of targeted advice for single vulnerable households	October 2015	Within existing resources	Homeless Prevention and Housing Need Service Manager
		D.2.3 Investigate opportunities to respond to households threatened with homelessness at the earliest possible stage	October 2015	Within existing resources	Homeless Prevention and Housing Need Service Manager

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		D.2.4 Put in place a single homeless pathway to manage risk and safeguard vulnerable households who are threatened with homelessness or rough sleeping	October 2015	Within existing resources	Homeless Prevention and Housing Need Service Manager
D3	Work with private landlords to improve access to the private rented sector for low income and vulnerable households	D.3.1 Develop the in-house Private Rented Sector Accommodation scheme to become an accredited social lettings agency	September 2015	Homelessness Grant available to offer landlord incentives, rent in advance and deposit guarantees	Homeless Prevention and Housing Need Service Manager
D4	Provide suitable temporary accommodation for statutory homeless households	D.4.1 Develop a temporary accommodation strategy to identify future demand	June 2015	Within existing resources	Homeless Prevention and Housing Need Service Manager
		D.4.2 Develop a procurement plan to support the Council's Temporary Accommodation Strategy	September 2015	Within existing resources	Housing Enabling Manager / Supported Living Programme Manager
		D.4.3 Deliver the Oakleigh project to provide 43 emergency accommodation units for homeless households	November 2015	Within existing resources	Housing Enabling Manager
		D.4.4 Carry out feasibility of modular housing and identify potential sites	March 2016	Within existing resources and dependent on successful procurement	Supported Living Programme Manager

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D5	Help residents adversely affected by current and future welfare benefit changes and prepare for forthcoming changes	D.5.1 See actions under D2			Homeless Prevention and Housing Need Service Manager
		D.5.2 Work with SHP and other social housing providers to share information and prepare for the further changes to the welfare benefits system	Throughout 2015/16	Within existing resources	Homeless Prevention and Housing Need Service Manager / Housing Strategy & Commissioning Manager
Strategic Aim E: Provide housing support and improve the health and wellbeing of residents					
E1	Support vulnerable households to find and keep a home in the community and reduce the need for care and nursing home placements	E.1.1 Work with social work teams to provide accommodation solutions across client groups	Throughout 2015/16	Within existing resources	Supported Living Programme Manager
		E.1.2 Deliver 10 units for reablement following hospital discharge	May 2015	Within existing resources	Housing Enabling Manager
		E.1.3 Facilitate independent living by assisting disabled clients to adapt their properties to enable them to continue living at home	March 2016	Within existing resources	Head of Regulatory Services
		E.1.4 See actions under D2			Homeless Prevention and Housing Need Service Manager

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E2	Make use of assistive technology to enable older and disabled people to live independently in the community	E.2.1 Continue to upgrade hardwired and/or replace with dispersed alarm to enable assistive technology in Council and housing association stock	Throughout 2015/16	Within existing resources	Head of Service Quality Assurance
E3	Ensure that housing plays its full part in the Council fulfilling its safeguarding and other responsibilities under the Care Act 2014	E.3.1 See actions under B7 and D2			Homeless Prevention and Housing Need Service Manager
E4	Provide sufficient and suitable accommodation for marginalised groups such as Gypsies and Travellers who are resident in the borough	E.4.1 Commence work of feasibility study on identified sites and report to Housing Economy and Business Committee	December 2015	Within existing resources	Housing Enabling Manager / Planning Policy Officer
		E.4.2 Procure a suitable managing agent for potential new and existing sites	March 2016	Within existing resources	Supported Living Programme Manager
E5	Undertake initiatives in the social housing sector that support residents' health and well being	E.5.1 See actions under E7			Housing Strategy & Commissioning Manager
E6	Help long term unemployed vulnerable people living in the most deprived areas into employment	E.6.1 Target households in temporary accommodation to use the Job Club to assist them to secure employment	Throughout 2015/16	Within existing resources	Homeless Prevention and Housing Need Service Manager
		E.6.2 Raise awareness of the Job Club amongst staff, stakeholder and service users	July 2015	Within existing resources	Homeless Prevention and Housing Need Service Manager

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		E.6.3 Improve the information on the Enhanced Housing Options system regarding opportunities to improve employment prospects	December 2015	Within existing resources	Homeless Prevention and Housing Need Service Manager
E7	Work with partner organisations to tackle and reduce fuel poverty across all housing tenures	E.7.1 Work in partnership with Public Health and partner organisations to deliver targeted interventions to improve the health and safety of vulnerable residents, including preventing excess winter deaths, falls and improving security	Throughout 2015/16	£50k Public Health funding	Head of Regulatory Services
		E.7.2 Carry out enforcement action under the Housing Act 2005 in private sector homes to reduce the number of Category 1 Hazards relating to excess cold	March 2016	Within existing resources	Head of Regulatory Services
		E.7.3 Reduce the incidence of fuel poverty in the borough by improving ten of the least energy efficient homes via the installation of first time central heating	March 2016	Subject to securing an award from the DECC Central Heating Fund	Head of Regulatory Services