



Northumberland

County Council

CABINET

DATE: 29TH APRIL 2019

HOUSING STRATEGY FOR NORTHUMBERLAND 2019 - 2021

Report of Paul Johnston, Interim Executive Director, Place

Cabinet Member: Councillor John Riddle, Portfolio Holder for Planning, Housing & Resilience

Purpose of report

The following report presents members with the draft **Housing Strategy for Northumberland 2019-2021** providing details of the proposed strategic objectives for the Council's Housing Service for the following three years.

Recommendations

It is recommended that members approve the draft Housing Strategy, which outlines Northumberland's housing vision, priorities and ambitions, for consultation.

Link to Corporate Plan

This report is relevant to the "We want you to feel Safe, Healthy and Cared for" [LIVING] " priority included in the NCC Corporate Plan 2018-2021 which states

Having a decent roof over your head is fundamental to this health and well being. None of you should be forced to live on the streets, or in a "home" that is a health hazard or physically impedes independence... We acknowledge that this will mean increasing the supply of both affordable and specialist supported housing, including extra care housing for older people. This remains a priority for us but any new building needs to be in the right place, at the right scale and for the right end-user.

Key issues

1. The current Housing Strategy for Northumberland was developed in 2012, in place from 2013-2018 and now needs to be refreshed to reflect current corporate

priorities, regional and national Government priorities and the current financial climate.

2. The Corporate Plan 2018-2021 reflects the aspiration of the Council's leadership to support the delivery of affordable housing whilst supporting rural communities and encouraging community-led housing
3. The Northumberland Local Plan currently being developed will set a minimum requirement across the whole county. Planning policy on housing numbers and specifically affordable housing the delivery of which will be supported by the Housing Strategy.
4. Upon agreement of the draft a four-week consultation will be undertaken across the council and with partners and stakeholders to help shape the priorities presented in the housing strategy and develop an action plan for delivery. A final draft will then be presented to members incorporating the views and comments received at OSC & Cabinet in May & June 2019
5. A Delivery Plan profiling the plans for delivery of the Council's aspirations will be produced separately for discussion and approval by members following approval of the draft strategy.

Background

The Council's Housing Strategy 2013 -2018 detailed 3 key strategic priorities for the delivery of suitable homes for Northumberland residents. These were;

1. Priority 1: - Affordable and Quality Housing
2. Priority 2 - Healthy People
3. Priority 3 - Sustainable Economies & Communities

We achieved a great deal during the period of our last Housing Strategy, helping to shape and inform the quality, quantity, and choice of housing, and providing support to residents in Northumberland. The following is a summary of some of the achievements during the life of the previous strategy:

Priority 1 - Affordable and Quality Housing

- The Council's Housing Development programme, working in partnership with Private Registered Providers enabled the delivery of 1082 affordable homes to rent, of which 296 are council owned properties
- To enable increased homeownership a total of 426 affordable homes to buy or part buy have been delivered through the use of Discount Market Sales Units where their value is set at 70% of the open market value or Shared Ownership where the tenant buys a percentage of the property and rents the the remaining percentage from a Registered Provider.

- A successful bid of £1.314m to the Government's Community Housing Fund has enabled the Council to work in partnership with local communities to develop Community Led Housing.
- A range of energy efficiency measures such as the installation of solar photovoltaic panels have been installed on the Council's houses to improve the energy efficiency of its properties. As part of this project, NCC installed solar photovoltaic panels on 706 of their domestic properties
- A total of 902 empty properties have been brought back into use
- Using Empty Dwelling Management Orders the Council has brought nine properties back into use that had been empty for two years or more. They are managed by the Councils' Housing Management team.
- The arms-length housing management company Homes for Northumberland was brought back into the Council bringing over 8,500 homes directly under the Council's control

Priority 2 - Healthy People

- A framework was developed and introduced to provide a greater range of supported accommodation for vulnerable young people, meaning that the right homes are sourced to meet their individual needs
- The Council's Common Allocation Policy has been amended and updated twice to reflect changes in government policy such as welfare reform and changes to the homelessness legislation
- Two additional supported accommodation services have been commissioned to address the needs of our most chaotic single homeless people and for young people with low support needs.
- A total of 1379 homeless applications were processed assisting 957 homeless households to be rehoused
- A total of 4077 households were prevented from becoming homeless through targeted prevention initiatives
- A joint scheme with the NHS in Haltwhistle delivered 12 'extra care' apartments
- 27 Refugee families (121 people, 48 adults, 73 children) have been supported to resettle in Northumberland
- The Gypsy Roma Traveller Service has managed 391 Unauthorised Encampments which included a total of 2016 trailers.
- To meet the housing needs of our GRT community the council has built 6 new pitches between Hartford Bridge and Lyneburn Cottages

Priority 3 - Sustainable Economies and Communities

- Through the Private Rented Property Accreditation scheme there have been 785 properties accredited, ensuring that the condition of a property meets certain standards and is a suitably managed property.
- Linking into the property accreditation scheme a Tenant Accreditation scheme has been developed to give landlords a free reference-checking service with a view to making the tenancy more sustainable and avoiding issues of anti-social behaviour and non-payment of rent. So far there has been 65 successful applicants
- To enable people to access to affordable housing in the private rented sector a Rent Deposit Guarantee Scheme has been developed and assisted 86 households in to private rented accommodation and ensuring that the private rented sector

- remains a sustainable housing option
- A total of 902 empty properties have been brought back into use through giving advice and assistance and utilising measures such as a lease and repair scheme and empty homes loans.

The ambition in the strategy was to provide an additional 1300 new affordable homes over the period of the strategy, stipulating who could access this housing, and the assumption that the properties must remain affordable into the future. During the period covered by the Housing Strategy there have been 1,405 affordable housing completions.

Housing Strategy for Northumberland 2019 - 2021

Our vision is to improve access and supply of affordable housing by delivering the right type of homes in the right places for both existing and future communities.

The new strategy supports the Council's aspirations for housing growth and the delivery of the Northumberland Local Plan which states;

Our strategic approach to housing provision is underpinned by the Government's NPPF requirement to positively seek opportunities to meet our identified needs for housing, significantly boosting the supply of housing to help support wider opportunities for economic growth while enabling sufficient flexibility to quickly adapt to changes in circumstances that may occur

Our ambitions will be achieved by extending housing choice across Northumberland through the delivery of homes for existing and future communities and to support the Northumberland economy, alongside providing well-designed and affordable homes to meet the diverse needs of an ageing population.

The updated Housing Strategy supports the delivery of the Council's Corporate Priorities and the delivery of the principle within the Northumberland Local Plan that having a decent home is fundamental to the health and wellbeing of everyone living in Northumberland.

The priorities identified within the updated strategy are;

1. Growing Our Communities
2. Supporting our Residents
3. Improving Homes and Communities

Priority 1 - Growing our Communities

Developing homes to meet the needs of residents and aspirations of the Council through the provision of affordable housing - *We want you to love where you live* [Enjoying]

Investing in building new homes creates and supports local jobs and businesses therefore the availability of the right type of housing in the right places is key.

The Council is committed to the delivery of 1000 new council-owned homes across Northumberland during the life of the strategy, recognising the needs of our ageing population and rural communities.

The delivery of affordable housing is important, but it is recognised that the delivery of all types of housing will support the wider economic growth and community benefits. Government guidance states that in order to create mixed and balanced communities affordable housing should be provided on-site and integrated with the market housing wherever possible. The Northumberland Local Plan supports this guidance stating that a minimum of 20% of homes on new permissions will be expected to be provided as affordable housing product and that on-site affordable housing provision will comprise of 50% affordable homes to rent and 50% affordable home ownership products.

The Housing Strategy supports that we will seek to secure affordable housing on all planning applications for 10 or more units. In the Northumberland Coastal Area of Outstanding Natural Beauty the contribution is expected to be on all developments of 5 or more units. Affordable housing will be secured through Section 106 planning obligation agreement and dependent upon the latest Strategic Housing Market Assessment and a number of other conditions such as viability and need.

Priority 2 - Supporting our Residents

Supporting vulnerable groups and providing specialist housing for older people and those with support needs - *We want you to feel safe healthy and cared for [Living]*

Northumberland has an ageing population with the number of the over 65's set to increase by 42.4% by 2031¹ which is greater than predicted for the rest of the North East at 37.2% and England 41%. This presents challenges to make sure older people are properly housed and supported.

Information taken from the Director of Public Health Annual Report (2017) states that approximately 3,000 people report that they have housing needs, and 800 wheelchair users are thought to be living in accommodation that is unsuitable to their needs. Furthermore, around 34,000 households in Northumberland have at least one family member with a physical disability; half are over 65 years of age. Housing provision for an ageing population and households with disabilities and other long term conditions and ensuring affordability are key areas for the strategy actions.

There will be a need to ensure that our own housing stock as well as homes provided by developers and Registered Providers are suitable and adaptable to changing needs as well as being affordable and in the right locations. This is supported by the main objectives outlined in the **Northumberland Extra Care and Support Housing Strategy (2018)**.

¹ Know Northumberland Issue 26 – Population and Health March 2018

The Council's **Homelessness Strategy (2016 -2021)** sets out the priorities and future actions for tackling homelessness over the next five years. Future levels of homelessness will be influenced by the wider economic and social environment and tackling these issues comes at a time when the Council is faced with making significant budget savings.

The Homelessness Reduction Act came into force in April 2018. The aim of the Act is to reform the homelessness duties placed on local authorities, placing greater focus on preventing and relieving homelessness. These new duties require a cultural change across the homelessness services which support residents to find the best solutions to prevent or resolve their homelessness.

The Council will ensure services are delivered with a renewed strategic focus on preventing homelessness and rough sleeping, through the development of a specific strategy which identifies the resources, prevention and relief activity and the supply of settled and temporary accommodation to meet local needs.

Priority 3 - Improving Homes and Communities

Making better use of existing housing stock - *We want to be efficient, open and work for everyone [How]*

Empty and derelict properties are a wasted resource that could be better used to relieve homelessness and address housing needs. Empty homes can also have a negative impact on their surrounding communities.

Consequences of long term empty properties can include attracting crime, thereby reducing the value of neighbouring properties, being an eyesore, costing time and money to local authorities and being costly for the owner to maintain. There are clear economic and social benefits in overcoming these problems by returning empty homes to occupation. To address these issues in Northumberland a number of initiatives are currently being delivered by the Private Sector Housing team with funding secured from Homes England. By 2021 a total of 35 empty properties will be brought back into use through the following schemes:

- **Empty Dwelling Management Order (EDMO)** - Through the use of EDMO powers 30 long term empty properties will be brought back into use. The Council will then manage the property for a period of up to seven years
- **Purchase and Repair Scheme** - Under this scheme 5 properties that have been empty for more than six months will be purchased, repaired and managed by the Council.

As part of our drive to meet housing demand, achieve sustainable communities across the county and secure lifetime homes we will work to ensure the best use of existing homes across all tenures in the County.

- When appropriate we will use statutory enforcement powers to enforce the legislation to improve housing standards and ensure the health, safety and welfare of all private sector tenants
- We will promote landlord self-regulation in the private rented sector through the Northumberland County Council Property Accreditation Scheme and the Landlord Forum

The **Private Sector Housing Strategy for Northumberland 2015-2020** outlines Northumberland County Council’s plans to meet people’s housing needs by maintaining and improving the existing private housing stock in the County, contributing to the delivery of the Council’s Corporate priorities.

Implications

Policy	Supports the delivery of the Corporate Plan and Local Plan
Finance and value for money	Additional / new revenue or capital investment may be required to deliver the aspirations within the strategy. Costs will be determined as part of the delivery plan development
Legal	The strategy meets the legal obligations determined by relevant legislation
Procurement	Any procurement identified for new development of capital works will be procured following appropriate regulations.
Human Resources	none
Property	Details the council’s ambitions for housing services delivery, both in social housing & private housing, for the next 3 years. This is likely to lead to an increase in council-owned stock.
Equalities (Impact Assessment attached) Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A <input type="checkbox"/>	As part of the consultation an EIS will be completed to ensure that fair access to housing for all residents is considered.
Risk Assessment	none
Crime & Disorder	none

Customer Consideration	Enables provision of suitable accommodation for all residents
Carbon reduction	The strategy recognises the need for consideration of Modern Methods of Construction and energy efficiency to contribute to carbon reduction
Wards	All

Background papers:

Housing Service service statement 2018 - 2021 (appendix 1)

Report sign off.

Authors must ensure that officers and members have agreed the content of the report:

	initials
Monitoring Officer/Legal	LH
Executive Director of Finance & S151 Officer	AS
Relevant Executive Director	PJ
Chief Executive	DL
Portfolio Holder(s)	JR

Author and Contact Details

Julie Stewart
 Strategic Housing Manager
 01670 623076 / 07771 974 112
julie.stewart@northumberland.gov.uk

Housing Service

Service Statement 2018 – 2021

Service Director: Paul Jones
Head of Service: Philip Soderquest
Lead Member: John Riddle

March 2018

Housing Service

Purpose:

To lead the Council's place shaping role in promoting housing growth across the region.

To manage, maintain and repair the dedicated housing stock for Council tenants and leaseholders.

To secure the provision of decent homes for all residents and to create sustainable communities across the County.

Primary functions - Strategic Housing.

- Housing Options and Homelessness Service (including Out of Hours Service)
- Private Sector Housing Initiatives
- Refugee and Asylum Seeker Service
- Policy & Strategy
- Management of Unauthorised Encampments
- Community-Led Housing

Primary functions - Housing Delivery.

- Estate Management
- Income Management
- Anti-Social Behaviour management
- Gypsy Roma Traveller Service
- Homefinder Service
- Leaseholder Management
- Resident Involvement
- Right to Buy Management
- Tenancy Management
- Voids and Allocations Management
- Welfare and Advice Service

Primary functions - Housing Maintenance.

- Responsive Repairs and Maintenance Service
- Emergency Out of Hours Service
- Annual gas and solid fuel statutory testing
- Management of planned work programmes

Service Parameters

Key Service Facts and Figures – Strategic Housing.

- Monitors long term empty homes throughout the County;
- Brought back to use 128 empty private properties in 2017/18
- Processed 279 Homelessness applications in 2017/18;
- Provided support to 575 people to be housed through the Homelessness service in 2017/18;
- Supported 15 Refugee families (63 people, 26 adults, 37 children) to resettle in Northumberland during 2017/18
- Managed 70 Unauthorised Encampments (313 trailers) during 2017/18
- Approved 5 applications for Community Housing Funding in 2017/18

Key Service Facts and Figures – Housing Operations.

- Manages the Council owned social housing portfolio consisting of 8,559 rented homes and 259 leaseholders;
- Manages 2 Gypsy Roma Traveller sites in Hartford Bridge and Lynemouth;
- Allocated 750 council properties in 2017/18;
- Processed 85 Right to Buy applications in 2017/18;
- Provided financial and tenancy sustainability advice to over 1000 Council tenants in 2017/18;
- Provides a variety of opportunities for Council tenants and Leaseholders to directly engage with the service via a dedicated Resident Involvement team;
- Collects and manages an annual rent debit of £32,000,000 and collected 98.49% of this debit during 2017/18
- Provided support to 2,643 people to be housed through the Homefinder service in 2017/18;

Key Service Facts and Figures – Housing Maintenance.

- Undertook 36,722 responsive repairs to council properties in 2017/18
- Carried out 8,800 gas services to council properties in 2017/18
- Carried out 180-solid fuel services to council properties in 2017/18
- Completed external painting of 1075 council properties in 2017/18
- Provided out of hours callout service to council housing and public buildings
- Provided repairs and maintenance across two gypsy roma traveller sites in Hartford Bridge and Lyneburn Cottages
- Delivered 190 handyman service jobs for the elderly to council properties in 2017/18
- Inspected 219 tenant improvement requests in council properties in 2017/18

Summary of Service Resources at 1 April 2018

Function	Number of FTE posts	Staffing Expenditure	Non Staffing Expenditure	Income	Capital investment
Housing Services (GF)	38.66	£1,342,340	£1,339,600	£989,500	£485,000
Housing Operations (HRA)	84	£1,805,300	£20,789,870	£32,682,080	£9,916,330
Housing Maintenance (HRA)	116.23	£3,949,200	£3,489,760	£181,090	£0
Total for Service	207.88	£7,096,840	£25,619,230	£33,852,670	£10,401,330

Contribution to the Corporate Plan

[How] We want to be efficient, open & work for everyone

The corporate plan requires us to be resourceful, making every pound count - we will review the structure of Housing Management Service to ensure income is maximised & complete a review of the Common Allocation Policy to maximise use of stock and increase income.

We will review our Tenant Involvement Framework with the intention of empowering residents within estates managed by NCC.

[Living] We want you to feel safe healthy & cared for

The Council wants to support people who are homeless or at risk of homelessness. Through development of the Homelessness Service and the implementation of the Homeless Reduction Act requirements the Council will support our vulnerable residents to ensure they have somewhere safe to live.

The Council invests in its housing stock through both capital investment and by providing an effective and responsive repairs and maintenance service, to enable tenants to live in an environment where they feel safe and comfortable.

We are reviewing our Sheltered Housing Service and our aim is to provide high quality housing in self-contained accommodation where tenants may live independently or with support and managed care when needed. Through this approach we wish to enable older people aged over 60 to live independently longer in the community and to reduce their reliance on health services and delay admission into long term care.

Through promotion of our Property and Tenant Accreditation schemes we will ensure that homes are safe and warm and suitable to live in whilst supporting tenants through accreditation to access properties in the private rented sector.

We support our vulnerable tenants to access all available benefits and budgeting advice through joint funding of a money advice worker with CAB. This worker works directly with our tenants to help maximise income. We also work with new and existing tenants who were once, or still are, part of our Armed Forces, with two Armed Forces Veteran Workers based in Housing Services helping veterans and serving personnel access the help and support they need.

The Housing teams actively support Safeguarding and contribute to both the Adult and Children Safeguarding Boards and sub-committees, ensuring that the workforce are appropriately trained to identify and support those at risk.

[Enjoying] We want you to love where you Live

We want people to be proud of where they live and have developed Estate Gradings for all of our Estates and we will roll out a new programme of Estate Inspections and Walkabouts with residents and partners to help develop and improve areas.

We are also developing a Volunteer Policy to work specifically with Asylum Seekers and Refugees living in Northumberland benefiting not only the families being supported, but also helping to engage with the local host communities where they live. The proposal will therefore have a strategic benefit in supporting the Council's wider objectives for community engagement.

The Council was allocated £1.314m in 2017 from the Department of Communities and Local Government (DCLG) Community Housing Fund (CHF). Housing Services will use this funding to work in partnership with local communities to develop Community Led Housing (CLH). The aim is to establish a new bespoke development vehicle to facilitate and encourage local communities to accelerate the construction of community led housing.

[Connecting] We want to have access to the things you need

Our new Housing Management system will introduce a Tenant Portal where tenants will be able to access their personal accounts, self-serve and access more services online

[Learning] We want you to achieve and realise your potential

We recognise that for our services to be sustainable and for succession planning it is important to have appropriate recruitment processes in place. We actively support the appointment of apprentices giving people in our county the opportunity to develop skills that will support future employability for the rest of their working lives.

We will contribute to a Joint North of Tyne ESF Bid to develop employment support for workless housing households, through a team of Employability Officers. We have a direct interest in supporting tenancies and our communities and have the mechanisms to engage directly with those of our tenants who are workless. We have an established relationship

with our tenants and operate in areas with high levels of deprivation.

We have developed two Learning Hives, one in Blyth and one in Alnwick in partnership with the Northern Learning Trust, and funded by Prosper. They provide an identified need in the community for help with finding work, improving skills and employability.

External Validation

Inspections

We are members of the Housing Quality Network who have introduced a number of accreditations for:

- Income Management
- Repairs and maintenance
- Estate Management Lettings

We will explore these over the next three years as they are a visible sign that the service meets or exceeds good practice standards and offers a best in class service to tenants.

We are actively engaged with The Tenant Participation Service (TPAS) through which we seek to develop and enhance current service delivery. We intend to explore accreditation for Tenant engagement, to evidence that we are actively working with, listening and responding to the needs of our tenants.

Customer Perception

▪ **Tenant Involvement Framework:**

The Homes and Communities Agency (HCA) is the regulator for all housing providers.

It promotes a co-regulatory approach to service delivery which underpins the need for tenants to be involved and included in how the services they receive are monitored and scrutinised.

A dedicated Resident Involvement Team was set up in July 2015 to engage specifically with Council tenants and Leaseholders. Their remit is to develop and deliver an overarching framework of engagement opportunities for customers to get more involved with Housing Services.

▪ **Benchmarking**

We continue to participate in informal benchmarking via the sharing of regular intelligence with other social housing providers throughout the North East and are looking to develop Regional benchmarking groups.

Priorities for 2018 – 2021

Priority Area	Key Milestones
<p>(Carried forward from 2017/18) Implement Northgate NPS Housing Management System</p>	<p>Complete solution design workshops and build new system utilising internal resources [July 2017]</p> <p>Develop robust testing programme and conduct User Acceptance Testing (UAT) with staff.</p> <p>R&M to undertake end to end testing from NPS through to Total Mobile Optimise</p> <p>Introduction of new repairs category A2 (14 calendar days) to go live with new Optimise roll-out designed to give tenants an improved service</p> <p>Programming of staff training in preparation for Optimise go live</p> <p>Conduct training needs analysis (January 2018)</p> <p>Develop and implement new documentation, letters and forms (March 2018).</p> <p>Develop training manuals and course content (April 2018).</p> <p>Provide training to Housing Services and Customer Service Centre staff (June 2018).</p> <p>Migrate OHMS data for Go Live (June 2018)</p> <p>Develop cutover plan for repairs (May 2018)</p> <p>Go live July 2018</p>

Priority Area	Key Milestones
<p>Develop Community engagement and social responsibility through partnership working.</p>	<p>Learning Hives</p> <p>Continue to support and monitor the Newsham Community Matters Project.</p>

	<p>Continue to support and monitor the Alwick Matters Project.</p> <p>Tenants/Residents Forum Review the role and membership of the Tenant forum</p> <p>GRT Community Develop engagement/support/training with GRT Communities in Hartford Bridge and Lynemouth</p> <p>Partnership Working</p> <p>Contribute to wider partnership events with other NCC Departments and initiatives on our Estates</p> <p>Continue to work with colleagues in the Youth Service and Adolescent Services in developing information for young tenants across the county, providing vital information in order to maximise sustainable tenancies (Ongoing)</p> <p>Explore the development of a Volunteer Policy to support the community engagement work with Refugees and Asylum Seekers</p> <p>Further develop routes into volunteering and employment for Refugee families settled under the SVPRS and VCRS schemes</p>
Review of HFN's Tenancy Agreements	Revise Council's Tenancy Agreement and its underpinning terms and conditions
Service review of Allocations Procedures	<p>Complete Service review of the Common Allocation Policy to ensure that it supports the delivery of the Council's statutory responsibilities and partners' priorities</p> <p>Complete service review of Void property process and procedures</p>
Develop Estate gradings and Neighbourhood profiles	<p>Develop an Estate Grading programme across all Council housing areas</p> <p>Roll out estate Grading programme with tenants</p> <p>Review Estate Walkabouts in partnership with wider services</p> <p>Develop neighbourhood profiles for every Council housing area</p> <p>Use profiles to tailor services to individual areas</p>

<p>(Carried forward from 2017/18) Complete service review of Sheltered Housing Accommodation</p>	<p>Prepare report on results of review for informal Cabinet and Implement recommendations and next steps</p> <p>Work with Adult Services to identify the priorities for the provision of housing for older people and contribute to Extra Care and Supported Living Strategy</p>
<p>Consider the Introduction of Service Charges in Sheltered Accommodation</p>	<p>Research and develop a process for Service Charges</p> <p>Prepare report to Informal Cabinet to include recommendations and next steps</p> <p>Develop implementation plan and carry out consultation exercise with residents</p>
<p>(carried forward from 2017/18) Develop an Action Plan to mitigate the roll out of universal Credit</p>	<p>Review and revise structure/resources to support the full service introduction of Universal Credit</p> <p>Review policies and procedures i.e. rent and allocations</p>
<p>Review all Housing Management procedures in line with current legislation</p>	<p>Develop review plan</p> <p>Carry out review of all relevant procedures</p>
<p>Consider use of Council's hard to let properties for temporary accommodation</p>	<p>Determine the existing gaps in existing temporary accommodation provision and identify the need & type required</p> <p>Review the existing hard to let properties to determine suitability of type & locations</p> <p>Conduct a pilot of one property, bringing it into use, reviewing its effectiveness and usage on a rolling monthly basis, applying any learning to any subsequent properties brought online</p> <p>Work with other Supported Accommodation providers to identify if any properties would be suitable for use with their clients.</p>
<p>Review all existing Housing Strategies to identify whether they are still fit for purpose and reflect the implications of new legislation including the Housing & Planning Act, Homeless</p>	<p>Refresh the Housing Strategy for Northumberland 2013 – 2018</p> <p>Refresh the the Homelessness Strategy for Northumberland 2016 - 2021 and its associated Action Plan to ensure that the priorities remain appropriate following the implementation of the Homeless reduction Act and the priority detailed in page 6 of the Corporate Plan</p>

<p>Reduction Act etc</p>	<p>“We want you to feel Safe, Healthy and Cared for”</p> <p>Monitor the implementation and delivery of the Private Sector Housing Strategy for Northumberland 2015 - 2020 Action Plan [March 2019]</p> <p>When final guidance is issued, update the Tenancy Strategy to reflect the requirements within the Housing & Planning Act for the implementation of flexible tenancies [September 2018]</p>
<p>(carried forward from 2017/18) Implement a process for temporary stopping places for the GRT community</p>	<p>Final sites to be agree by Head of Service and Policy Board Member</p> <p>Completion of Remedial Works to identified sites to be progressed</p> <p>Implementation to be progressed during 2018</p>
<p>(carried forward from 2017/18) Completion of Lease and Repair and Acquisition and Repair scheme to be achieved</p>	<p>The application of the EDMO process for 30 properties to ensure the achievement of the Lease and Repair scheme in line with HCA funding requirements [March 2019]</p> <p>The acquisition of 5 properties to ensure the achievement of the Lease and Repair scheme in line with HCA funding requirements [March 2018]</p> <p>Housing Operations Team to manage these properties on a daily basis</p>
<p>Allocation of the Government grant to support Community-Led Housing across the county to support the delivery within the Council’s Corporate Plan [page 10] “We want to Attract More and Better Jobs”</p>	<p>Review in consultation with Director and Portfolio Holder the opportunities and options to support development through use of NCC land assets</p> <p>To work with Development Management to identify and encourage landowners/developers able to support provision of CLH either as part of larger or individual developments</p> <p>To work with Registered Providers to encourage and support provision of CLH either as part of larger or individual developments</p>
<p>Continue to implement the Council’s offer to support the re-settlement of 48 families under the revised Syrian</p>	<p>Additional 33 families to be resettled in Northumberland by December 2019</p>

<p>Vulnerable Persons Relocation Scheme (SVPRS) & the Vulnerable Children Resettlement Scheme (VCRS)</p>	
<p>Develop the services available for Asylum Seekers placed in Northumberland, working closely with the contract provider (currently G4S) to support vulnerable people.</p>	<p>In partnership with other services & agencies to develop services to support Asylum Seekers including access to Education for children and ESOL provision for adults</p>
<p>Continue to promote Safeguarding across the Housing workforce, particularly with regard to recognising the signs of Domestic abuse, Modern Day Slavery and Sexual Exploitation</p>	<p>Ensure all appropriate training is delivered to staff and that the Record of Learning is completed</p> <p>Develop effective pathways to ensure that all staff are aware of the correct routes for referrals</p> <p>Develop an Housing Offer to support the Police Protocol when working with victims of Modern Day Slavery (MDS) or Sexual Exploitation.</p> <p>Work in partnership with DAHA to ensure that the housing offer for council tenants recognises and supports victims of Domestic Abuse</p>
<p>Contribute to the development and delivery of the Local Plan</p>	<p>Work in Partnership with Strategic Planning colleagues to determine the offer for Housing, contributing to the development of the Local Plan</p>
<p>Contribute to the delivery of the Housing Offer specified within the NoT Devolution agreement.</p>	<p>Consider the use of Shared Ownership on Rural Exception Sites</p> <p>Consider the role of Housing Associations plus partnerships with local communities</p> <p>Completion of a county-wide housing needs assessments and the locating of potential rural development sites</p> <p>Robust plan for liaison with land owners including Church of England (Diocese of Newcastle) and redundant community assets or empty homes</p> <p>Develop the role of the NE Community led Network to support groups and broker conversations</p>

Develop Income Generation Opportunities to contribute to the Housing Services General Fund budget	Develop a proposal for a Managed Services Scheme for private landlords Review the Private Landlord Property Accreditation Scheme and opportunities for charging within that.
Complete a review of the internal stores service to ensure value for money is achieved	Conduct an audit of the existing process and benchmark against other providers produce recommendations for the stores service
Complete a review out of hours call-out service within R&M	Reviewing existing out of hours call centre SLA and operations trades terms and conditions to establish value for money and tenant's service level produce recommendations for the OOH service
Working in partnership with asset management team to share information regarding properties condition to more effectively maintain and upgrade stock	R&M using Operatives feedback and Team Leader knowledge to update Capital Team on areas of Housing Properties that require major works to improve tenants homes interrogate total mobile and nps to identify numbers of repairs types to properties
Health and Safety - New working practices and workforce investment	Continued professional development in workforce to ensure safe working practices for employees and stakeholders Complete evaluation of application of health and safety training requirements to ensure compliance with legislation
Review of delivery of R&M service to explore opportunities and apply best practice in line with industry standards	benchmark existing service against peer organisations monitor industry new initiatives and best practices coming through as part of industry developments

Performance framework

Measure	Outturn 2016-17	Outturn 2017-18	Target 2018-19	Target 2019-20	Target 2020-21
% of current tenant rent collected	98.28%	98.49%	98%	98%	98%
% rent lost through vacant council housing	1.36%	2.08%	1.5%	1%	1%

% of Homefinder applications registered within 10 days	75.91%	64.02%	90%	90%	90%
Number of private sector dwellings vacant for more than 6 months returned into occupation	181	128	160	160	160
% of priority unauthorised encampments moved on within 10 working days of arrival	91.67%	98.55%	90%	90%	90%
% of solid fuel servicing certificates completed	100%	100%	100%	100%	100%
% of gas servicing certificates completed	100%	100%	100%	100%	100%
% of emergency repairs completed within 24 hours	96.85%	99.43%	99.2%	TBA	TBA
% of responsive repairs completed within target time	96.15%	99.31%	98%	TBA	TBA
% of Homelessness cases prevented within 56 days (new performance indicator)	n/a	n/a	to be agreed	to be agreed	to be agreed
% of Homelessness cases relieved within 56 days (new performance indicator)	n/a	n/a	to be agreed	to be agreed	to be agreed
% of Homelessness cases where a Homeless decision has been made (new performance indicator)	n/a	n/a	to be agreed	to be agreed	to be agreed