

Appendix 1: Housing, Homelessness and Rough Sleeping Strategy, 2018-23 - Action Plan

No.	Key action	Monitoring notes and targeted completion date/s	Responsible service area	Year 1 progress (at Nov. 2019)
Priority 1: Increase the supply and choice of good quality homes that local people can afford.				
Outcome 1.1 Produce a programme of council owned development sites to meet local housing need.				
1.1a	Identify council owned housing land and other sites, suitable for the development of new council homes.	Project started September 2018. Phases 1a/1b into Phase 2 to continue into 2020 and likely 2021.	Regeneration & Property	<p>154 council sites inspected and assessed for housing potential through 2019. As of September 2019 agreement received to proceed as follows:</p> <p><u>Phase 1a</u> - (due diligence, including estimating site capacity, costs and viability). Proceed with 2 of the most promising standalone sites (up to 13 housing units). Press forward with several clusters of small sites (up to 45 housing units). Seek outline planning permission and market land on 2 further sites. Possible small self-build site for 2 dwellings. Possible rural community led housing development.</p> <p><u>Phase 1b</u> - (for sites that pass financial viability test). Package sites as single package for easy procurement and management. Recruit employers' agents, cost consultants and architects.</p> <p><u>Phase 2</u> - (continue programme of</p>

				inspections and assessment). Securing planning consents as appropriate. Present progress report and proposals for subsequent phases.
1.1b	Identify council owned land and other sites, suitable for self build and custom build	Ongoing (as above)	Regeneration & Property Planning	This action follows on from Action 1.1a (above).
Outcome 1.2 Deliver new housing				
1.2a	Deliver housing using HRA funds	Phases 1 & 2 24 social units underway with 13 units ready for occupation in Dec. 2019 and additional 11 units ready by Feb. 2020. Refurbishment of further 37 units is currently out to tender. These would be ready for occupation in autumn 2020. £425K Homes England grant secured towards costs of social housing to date. Further £600K applied for.	Property and Regeneration	£10 million spent between 2015/16 and 2017/18 to acquire 47 properties. £18 million of HRA funds spent in 2018/19 buying Parham Phases 1 & 2. Further £5.3 million in budget for 2019/20 for remodelling work to Phases 1 & 2 and buy Phase 4 + associated land. Phases 1 & 2 projects to provide 61 additional council homes. Phase 3 had offered potential to convert student accommodation into circa. 150 self contained units. This remains on hold. Phase 4 to provide a further 20 temporary accommodation units.
1.2b	Deliver housing using general fund and regeneration powers	To be confirmed at completion of action 1.1	Property and Regeneration	Tivoli, Kingsmead Fields and Riverside projects in progress. HRA intends to buy the S.106 affordable housing contribution of General Fund regeneration projects: 5 social rent homes at Kingsmead Field, Canterbury and 10 flats at The Tivoli, Herne Bay.

1.2c	Identify enough suitable sites for custom and self build housing to meet our obligations	To be confirmed at completion of action 1.1	Planning	Planning has provided informal high-level planning advice for sites in 1.1a, which informed the proposals.
1.2d	Support appropriate community led housing initiatives	Ongoing into 2020	Regeneration & Property Planning	Partnership conference and training events held June 2019, raising the initiative's profile. Developing a grant application process to support future community projects. Community-led housing scheme being explored for HRA-owned former Sturry Road Community Centre with CDS Cooperatives. Pre-planning application advice in place. Following on from action 1.1a additional small rural sites identified that may be suitable for CLH.
1.2e	Work with representative community organisations to encourage the development of rural affordable homes	Ongoing into 2020	Regeneration & Property Planning	All Parish councils approached to discuss affordable housing potential. In talks with Barham, Adisham, Herne and Blean parish councils regards potential projects including a rural exception site.
1.2f	Work with housing providers and developers to identify barriers to housing delivery and develop a delivery action plan	Ongoing into 2020	Regeneration & Property Planning	Housing delivery test results published Feb 2019. The district has passed so does not need to prepare a delivery action plan, CCC has prepared plan as good practice. Its work and methodology have been taken forward by the Planning Advisory Service as a National Pilot and highlighted as an exemplar at the National Chief Planners Conference (Sept.2019). Other potential barriers to delivery identified. New procedure for dealing with Designated Protected Area waivers in place to support

				future rural delivery. Nominations agreement and lettings plan processes also being reviewed to encourage best use of stock.
Outcome 1.3: Ensure new housing development meets identified local needs				
1.3a	Monitor the profile (tenure and mix) of homes built and use this information to inform future policy, development and service delivery	Authority Monitoring Report published December 2018 Monitoring ongoing	Regeneration & Property Planning	Specialist advice (e.g. affordable housing) supplied to Planning to on tenure/housing mix to assist applicants at design stage.
1.3b	Monitor the profile (mix) of Affordable homes and use this information to inform future policy	Monitored regularly and reported annually or on request	Regeneration & Property Planning	The housing mix that has been delivered to date, (largely 2 bed homes with some 3 and 4 bed houses expected in 2019/20) predates the housing strategy. New planning applications are now increasingly meeting the preferred mix.
1.3c	Conduct a review of current and older person housing needs to inform policy	Forms part of Local Plan review through 2020	Regeneration & Property Planning	Literature and evidence review underway (October 2019). Review of products and assessment of market underway working with Kent's Older People's Housing Working Group.
1.3d	Consider how best to meet the identified needs of Gypsies and Travellers	Forms part of the Local Plan Review through 2020	Planning	The GTA Assessment prepared but may need further update through Local Plan review.
1.3e	Improve monitoring of student accommodation data, analysis and use to strengthen policy	Data monitored includes: student registration numbers, HMO numbers, New/existing PBSA	Regeneration & Property Planning	Student numbers and accommodation information for 2018 collected. New data to be collected in Nov. 2019. CCC system now in place for monitoring university accommodation, PBSA and shared student homes to inform planning

				and other council work areas. HE/FE & Community group has reviewed its action plan and agreed 2019/20 priorities. Latest monitoring data reported to HE/FE & Community Group in Sept. 2019.
Outcome 1.4: Ensure the Lettings Fee ban is enforced				
1.4a	Introduce an effective monitoring system to support letting fees ban when it comes into force.	Ongoing. Monitoring of reports and cases resolved locally/those escalated to Trading Standards.	Housing & Community Services	Waiting for Tenant Fees Bill Royal Assent. KCC Trading Standards is enforcing organisation. CCC has a power to enforce if it chooses to, and breaches will carry civil penalty charges. CCC liaises with Trading Standards on specific cases as they arise. By Nov. 2019 4 reports have been made to CCC. The landlords have since corrected their error and refunded the tenant where appropriate. No cases have been referred to Trading Standards. Private Sector Housing Policy amended to include change in legislation to allow CCC to enforce should we see it as being in the public interest.
Priority two: Make efficient and effective use of existing housing in the district and improve housing quality to ensure it meets current and future housing needs				
Outcome 2.1: Homes in the private sector are of high quality				
2.1a	Develop a programme of targeted interventions to improve private housing standards across the district using the Private Sector Stock Condition Survey as	Programme to be developed and implemented in 2020/21. Action plan to be in place by April 2020.	Housing & Community Services	Officers are currently reviewing the survey and will develop an action plan for 2020/21.

	evidence.			
2.1b	Work in partnership with local Landlords' Forum and Homestamp to improve standards in the private rented housing sector.	Ongoing - attendance and contribution Target two Landlord Forums per year	Housing & Community Services	Homestamp - regular quarterly Homestamp Board Meetings held and attended by CCC. One Landlords' Forum held in spring 2019 - Next one will be held in winter 2020.
2.1c	Implement extension to HMO licensing scheme.	Completed October 2019	Housing & Community Services	Scheme implemented. Historically there were 210 HMO licenses renewed on a five year basis. 578 new licenses issued in new scheme. These are in the process of being inspected. Further 87 licenses issued by Oct. 2019. Key geographic HMO clusters are being identified and monitored as are HMOs that have not applied for a license.
Outcome 2.2: Social housing tenants benefit from quality, affordable housing				
2.2a	Working with EKH pilot on an Energy Switching Scheme for EKH tenants. The scheme would be monitored and future options for wider community considered.	Pilot to begin in 2020	Commissioned services EKH	Project planned for Year 2 of action plan.
2.2b	Procure and implement work arising from fire risk assessment programme.	Ongoing	Commissioned services EKH	Work ongoing.
Outcome 2.3: The council encourages the efficient use of housing in the private sector				

2.3a	Work with local Landlords to increase the number of homes available through Canterbury Lettings for households through both Part 6 and Part 7 of the Housing ACT 1996 (as amended).	Ongoing project Target of 10 homes per year (to be reviewed in 2020)	Housing & Community Services	By Oct. 2019 18 tenanted SLA properties were secured. All tenants are homeless households. Additional 4 properties to be matched with new tenants. The scheme will be expanded to 30 properties in 2020/2021. Review was undertaken to identify process improvements and assess value/impact. Focus is on securing access to an effective property management system, and establishing an invoicing process in the interim for rent collection.
2.3b	Proactively identify empty homes in the district and deliver a range of interventions, including where appropriate enforcement actions, to bring them back into use.	Ongoing. Quarterly updates to HWG. Annual progress report provided to Committee Target - 15 homes per year	Housing & Community Services	Year 1 progress reported to committee Dec. 2018. Summary: 20 properties brought back into use over year (target of 15). These include: 8 being refurbished, 3 sold, 3 became holiday homes, 2 secured planning permission and 3 are now occupied. 1 is now a retirement home. In Year 2 so far 5 empty homes have been brought back in to use.
2.3c	Investigate with local estate agents and partners the barriers locally, to older people wishing to downsize (link with actions 1.3c and 2.4a)	Year 2 project (Dec. 2019 - Nov. 2020)	Regeneration & Property	Action/s to follow wider review of current and older people housing needs.

Outcome 2.4: Social housing is used efficiently

2.4a	Pilot scheme to assist and incentivise social tenants to downsize to more suitable homes.	Target - to move 10 social tenants Project pilot to be completed by March 2020	Housing & Community Services Direct Services EKH	Project started April 2019. At Oct. 2019 6 moves were supported including 2 significant hoarders. Progress to be evaluated in winter 2020 and decision made on whether to continue.
2.4b	Explore additional measures to help facilitate mutual housing exchanges with a view to reducing under-occupation and overcrowding.	Project start date TBC	EKH Housing & Community Services	This is a joint project between EKH and CCC forming part of the Pilot scheme in 2.4a. Other elements will require revisions to the Council's Allocations and Tenancy Strategies before progressing.
2.4c	Hostels at 22-24 Old Dover Road Refurbishment project.	To be completed by March 2020	Housing & Community Services Direct Services	After consideration of cost and refurbishment options, the council has taken the decision to decommission both of these hostels, dispose of them and return capital to the HRA. The council has purchased 20 studio units at Parham to be used for temporary accommodation.
2.4d	Conduct a strategic review of CCC operated sheltered housing and consider options for alternative use, remodelling or regeneration.	Prepare draft delivery programme in Year 2 (Dec. 2019/ - Nov. 2020)	Housing & Community Services Commissioned services Property and Regeneration	Consultation on project likely to take place spring/summer 2020. Review to follow completion of consultation.
2.4e	Conduct a review of the council's hostel stock to ensure it is fit for purpose and identify appropriate options for improvement and refurbishment.	Scheduled as Year 3 project (Dec. 2020 - Nov. 2021)	Housing & Community Services Commissioned services	At this point the review is scheduled to start in Year 3 of the strategy's action plan.

			Property and Regeneration	
Priority three: Support vulnerable people to access and maintain housing including preventing and ending homelessness.				
Outcome 3.1: Cases of homelessness are prevented at the earliest opportunity				
3.1a	Develop protocols, pathways and effective referral mechanisms with partners to assist them in implementing the new, 'Duty to Refer', to improve homelessness prevention solutions.	Initial project took place Oct. 2018 - May. 2019. Ongoing updates provided to HWG.	Housing & Community Services	Guidance issued to organisations with statutory duty to prevent homelessness. Awareness raised locally and relationships developed. Clear direction for clients so that numbers/ outcomes can be effectively monitored etc.
3.1b	To review online advice for: <ul style="list-style-type: none"> • Private sector housing; • Housing Solutions; and • Housing Need Register <p>To raise the profile of advice services and ensure applicants are able to access information and self serve where required.</p>	Ongoing project - reports to HWG. Review to be completed by March 2020.	Housing & Community Services Digital Services	Private Sector Housing - work underway. Housing Solutions - working with Digital Team on website enhancements. Digital Homelessness Triage tool linked to Locata is fully functional. Housing Need Register - website up to date and digital pre-assessment & advice provision is operating linked to Locata. Pre-assessment tool has seen a reduction of 15% in applications needing to be assessed over the last 2 years (total 47).
3.1c	Deliver targeted project to reach single people who are sofa surfing or staying with various family or friends, to prevent them from becoming rough sleepers.	Ongoing project set to run into 2020. Progress report to be produced in 2020.	Housing & Community Services	Officer resource in place to take forward project.

3.1d	Explore ways to improve relationships with private sector landlords and agents to prevent tenancies ending and give greater access to privately rented properties for those on low income or in receipt of benefits.	Project started April 2019 to run for 12 months. Outcome report due spring/summer 2020	Housing & Community Services	Lead officer in place within Housing Solutions team. Relationships developing with local agents. 57 private rented units secured by Oct. 2019.
3.1e	Raise awareness about housing options and the realities of youth homelessness, for young people attending activities at Lucerne and Spring Lane Neighbourhood Centres.	Scheduled as Year 2 project (Dec. 2019 - Nov. 2020)	Housing & Community Services	Delivery to be planned in Year 2 of strategy action plan.
Outcome 3.2: Vulnerable people are supported to access and maintain suitable accommodation				
3.2a	Periodically review requirements and need for Temporary Accommodation and increase provision within existing council stock, through acquisitions and exploring leasing arrangements.	Ongoing review in place. Quarterly updates to HWG	Housing & Community Services Property and Regeneration	Target to purchase 10 new units in Year 2 of action plan. First property acquired through auction in July 2019 and is now let. These properties will be managed by the Housing & Community Service.
3.2b	Deliver the council's commitment to resettling two Syrian families in the district per year.	10 families resettled by 2020 under the Government's Syrian Vulnerable Persons Resettlement Scheme	Housing & Community Services	8 families resettled to date with next family due in Nov. 2019. Govt has extended scheme. CCC agreed 2 families to be resettled per year as its target.
3.2c	Deliver support that enables people to make the transition into housing and sustain their housing by addressing support needs.	Ongoing programme	Housing & Community Services	33 clients supported (target of 30). By Oct. 2019 100% clients had maintained tenancy for 6 months or more. Support needs mainly mental health related.
Outcome 3.3: Ensure council policy and strategy are up to date and meet our priorities				

3.3a	Periodically review the council's Housing, Homelessness and Rough Sleeper Strategy and Action Plan.	Ongoing - reports to HWG Annually to committee.	Property and Regeneration	HWG to formally review and update action plan on a quarterly basis. Report on Year 1 progress to Community Committee in Nov. 2019
3.3b	Review council Tenancy Strategy and Policy.	Project underway. To run into Year 2.	Housing & Community Services	Pre-consultation process currently live. Draft to go to Community Committee in winter 2020 for agreement to consult. Final version to Community and Policy & Resources committees for adoption in 2020.
3.3c	Review council Allocations Policy.	Project underway. To run into Year 2.	Housing & Community Services	Pre-consultation process currently live. Draft to go to Community Committee in winter 2020 for agreement to consult. Final version to Community and Policy & Resources committees for adoption in 2020.
3.3d	Develop a council Temporary Accommodation Placement Policy.	Completed May 2019	Housing & Community Services	Policy adopted in April 2019.
3.3e	Refresh the Private Sector Housing policy to include Disabled Facilities Grants, private sector housing licensing and standards and empty homes.	Completed May 2019	Housing & Community Services	Policy adopted in April 2019.
Outcome 3.4: End Rough Sleeping				
3.4a	Produce an annual Rough Sleeper action plan to coordinate and target available resources to maximise impact.	Annual action plan in place from April 2019.	Housing & Community Services	Action plan in place. Full time Rough Sleeper Coordinator in post - works with partner agencies like Catching Lives and Porchlight. Individual support plans developed for each rough sleeper coordinator is in contact with.

<p>3.4b</p>	<p>Develop and deliver a proactive person-centric rough sleeper project to facilitate access to services, accommodation and to prevent them returning to the streets.</p>	<p>2 year project underway. Completion expected in July 2020 Quarterly updates to HWG</p>	<p>Housing & Community Services</p>	<p>Project started Sept. 2018 45 people helped to move from the streets. Canterbury has seen 45% fall in rough sleepers (South East fell 17%, UK fell 2%). Rapid Rehousing Grant funding secured to deploy Prison Navigators across Canterbury, Thanet, Maidstone and Medway. Project Coordinator appointed and navigators now in post.</p>
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