

## **CABINET**

**19 OCTOBER 2010**

### **HOUSING STRATEGY ANNUAL REVIEW**

Portfolio Holder: Councillor Howard Doe, Housing and Community Services

Report from: Neil Davies, Chief Executive

Author: Matthew Gough, Head of Strategic Housing

#### **1 Budget and Policy Framework**

- 1.1 The Housing Strategy was developed in partnership with the Medway Strategic Housing Partnership Board and forms part of the LSP Structure. Work undertaken as part of this strategy contributes directly and indirectly to a number of Local Area Agreement targets, including:
- NI 154 - Net additional homes provided
  - NI 155 - Number of affordable homes delivered
  - NI 156 - Number of households living in temporary accommodation
  - NI 187 - Tackling fuel poverty
- 1.2 The Housing Strategy is consistent with the Policy Framework and a review of progress is a matter for Cabinet.

#### **2 Background**

- 2.1 The Housing Strategy was approved in August 2008. It was subsequently reviewed and its action plan improved by Cabinet in October 2009. The strategy contains a commitment to annually review and assess progress against the targets, which this report seeks to do.
- 2.2 The Housing Strategy sets the direction for housing in Medway until 2011 and has five strategic aims:

<b>Aim 1</b>	<b>Maximising the supply of suitable and affordable housing and meeting housing need</b>
<b>Aim 2</b>	<b>Enabling vulnerable people to live independent lives</b>
<b>Aim 3</b>	<b>Improving the quality and energy efficiency of homes</b>
<b>Aim 4</b>	<b>Developing sustainable communities and promoting neighbourhood renewal</b>
<b>Aim 5</b>	<b>Promoting better and fair access to housing services</b>

- 2.3 The Medway Strategic Housing Partnership Board is responsible for the monitoring of performance against the Strategy and related Action Plans and for the housing related targets agreed as part of the Local

Area Agreement. The Board is part of the Local Strategic Partnership Structure, with the Chairman representing the Board on the Medway Renaissance Partnership.

- 2.4 The Board includes representation from a wide range of stakeholder and partner organisations and receives quarterly monitoring reports on progress against the Action Plan.

### 3 Achievements

- 3.1 Across all aims there has been significant progress against the priority actions. A total of 30 actions have been completed and 37 are on target to be delivered by August 2011. A detailed report of the progress against each of the aims is given below.

<b>Aim 1: Maximise the supply of suitable and affordable housing to meet housing need</b>			
<b>Total Action Points</b>	<b>Actions Completed</b>	<b>Actions on Target</b>	<b>Actions off Target</b>
9	1	7	1
<ul style="list-style-type: none"> <li>Exceeded the LAA target NI 155 for the delivery of affordable housing achieving 422 homes.</li> <li>Exceeded the LAA target NI 156 for the net additional homes provided to deliver 972 homes.</li> <li>Secured £45m investment in affordable homes in Medway last year</li> <li>147 units of affordable housing were secured through S106 agreements.</li> <li>In 2009/10, 71 households were helped into home ownership via HomeBuy schemes.</li> <li>The Homes and Communities Agency is currently reviewing the future National Affordable Housing Programme, resulting in this action point being off target.</li> <li>There is uncertainty over various funding streams such as the Regional Housing Board, Disabled Facilities Grant and Homelessness Grant.</li> <li>There is also uncertainty over how services will be affected by the cap on Housing Allowance.</li> </ul>			

<b>Aim 2: Enable vulnerable people to live independent lives</b>			
<b>Total Action Points</b>	<b>Actions Completed</b>	<b>Actions on Target</b>	<b>Actions off Target</b>
17	10	6	1
<ul style="list-style-type: none"> <li>Met the LAA target NI 156 for the number of households in Temporary Accommodation by reducing the number to 120 (as at July 2010) against a target of 315.</li> <li>Invested £1,857,513 to adapt the homes of disabled people to allow them to remain living at home during 2009/10</li> <li>Commissioned a new Home Improvement Agency on 1 November 2009.</li> <li>Over 1,500 referrals were made through the Supported Housing Gateway during 2009/10 helping to improve the accommodation options available to vulnerable people.</li> <li>Delivered a range of specialist accommodation including wheelchair</li> </ul>			

accommodation and homes for clients with Learning Disabilities.

- Social Care is currently reviewing the future requirement for extra care accommodation and therefore this action point is off target.

**Aim 3 - Improving the quality and energy efficiency of homes**

<b>Total Action Points</b>	<b>Actions Completed</b>	<b>Actions on Target</b>	<b>Actions off Target</b>
18	5	13	0
<ul style="list-style-type: none"> <li>• Category 1 hazards were removed in 420 properties during 2009/10 and the number of vulnerable households living in non-decent homes was reduced in 2009/10 by 362.</li> <li>• Private Sector Renewal Assistance Policy was approved by Cabinet</li> <li>• All but four HMOs are now licensed and the revised HMO policy was approved by Cabinet in January 2010 to include non-licensable HMOs, with action being taken against these.</li> <li>• Medway has joined the Kent Landlords Accreditation Scheme (KLAS), which recognises good landlords and agents who have the skills needed to run a successful rental business and provide good quality, safe accommodation.</li> <li>• Continuing to work in partnership with Creative Environmental Networks to improve life for those in fuel poverty. Currently working with the PCT to deliver a programme of training events to Health Advisors</li> </ul>			

**Aim 4 - Developing sustainable communities and promoting neighbourhood renewal**

<b>Total Action Points</b>	<b>Actions Completed</b>	<b>Actions on Target</b>	<b>Actions off Target</b>
8	3	5	0
<ul style="list-style-type: none"> <li>• The Strategic Housing Market Assessment has been completed. This work will be used to inform the Local Development Framework and future Housing Strategy.</li> <li>• Continuing work to regenerate existing neighbourhoods. 276 empty properties were brought back into use in 2009/10 and the number of empty properties have remained below the target of 1.6%.</li> <li>• Purchase and Repair scheme has been developed which returned 20 empty properties back into use in 2009/10.</li> <li>• In Focus project underway to prioritise our resources in the Luton and All Saints area.</li> </ul>			

<b>Aim 5 - Promoting better and fair access to housing services</b>			
<b>Total Action Points</b>	<b>Actions Completed</b>	<b>Actions on Target</b>	<b>Actions off Target</b>
17	11	6	0
<ul style="list-style-type: none"> <li>• Tenant Involvement Charter is now in place and the Resident Involvement Strategy is being finalised.</li> <li>• 85% of all households living in temporary accommodation are visited within two weeks.</li> <li>• Joined Kent Homechoice in May 2010, ensuring a more equitable and efficient way of allocating properties. In 2009/10, 1,145 properties were let through the system.</li> <li>• Two dedicated housing services advisers were appointed as part of a GOSE funded project to help manage the transitional impacts of migration, however this funding has now been stopped.</li> </ul>			

#### **4 Further Work needed**

- 4.1 The Strategy has a life of three years and many of the actions will be delivered over this period, whilst in most areas good progress has been made there are some areas where work has just started or it will take a longer period to achieve the targets set.
- 4.2 Areas where work is either at an early stage or is still on-going include:
- Review of the affordable housing target is being undertaken as part of the Local Development Framework, which is due for adoption in October 2011.
  - Work has begun on our In Focus project, which is a multi-agency partnership set up to improve housing standards, choice and affordability, improve health, well-being and reduce health inequalities. This is a long-term project and will be carried out over the next 5-10 years.
- 4.3 Work in these areas continues with progress being reported quarterly to the Medway Strategic Housing Partnership Board.

#### **5 Advice and analysis**

- 5.1 The Housing Strategy has proved a useful and effective framework in delivering real improvement to lives of people within Medway by:-
- helping people to *benefit from the areas regeneration*, whilst
  - assisting *older and vulnerable people maintain their independence* and,
  - creating a *cleaner and greener environment*, and where
  - people feel *safer in their community*.
- 5.2 The Strategy is relevant and useful and provides the basis on which to continue to improve services, attract resources and invest in Medway.

## 6 Risk Management

- 6.1 Risk management is an integral part of good governance. The Council has a responsibility to identify and manage threats and risks to achieve its strategic objectives and enhance the value of services it provides to the community.

<b>Risk</b>	<b>Description</b>	<b>Action to avoid or mitigate risk</b>
Changes to the environment in which the strategy operates.	Possible impact on service demand, funding and opportunities for intervention.	Action Plan reviewed quarterly, with action being taken to mitigate risk.

## 7 Financial and legal implications

- 7.1 There are no legal implications arising from the review and the Strategy and Action Plan will be used to support bids to secure additional resources for the area.

## 8 Recommendation

- 8.1 That Cabinet notes the progress against the aims of the Housing Strategy.

## 9 Suggested reasons for decision(s)

- 9.1 The Housing Strategy and its Action Plan sets the strategic direction for Housing Services in Medway, contributing to the Council's core values and strategic priorities and giving context for the attraction and investment of resources.

### Lead officer contact

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### Background papers

Housing Strategy 2008-2011 (Copies of the strategy are available via the Council's website: [www.medway.gov.uk](http://www.medway.gov.uk))  
Housing Strategy 2008-2011 Action Plan Update

## **Housing Strategy Action Plan 2008-11**

**Monitoring Report Update July 2010  
Quarter 1 (2010/11)**

# Introduction to Action Plan

This document details specific actions, which will assist in achieving the desired outcomes for our five strategic aims. Under each strategic aim are action clusters and a series of actions points. Where possible the actions are SMART:

- Specific
- Measurable
- Achievable
- Realistic
- Time Bound

## **Performance Indicators**

These sections of the plan identify the measurable outputs to assess the impact that is being made against the desired outcome. The indicators may be either National Indicators, which are set by Government and reflect their national priorities, or our local performance indicators.

## **Monitoring the Action Plan**

The Strategic Housing Partnership Board (SHPB) monitors the action plan on a quarterly basis. The Housing Strategy and Development Service Manager is responsible for updating the performance report, which will be undertaken by using the Covalent Performance Management System. The overall purpose of the SHPB is to ensure that progress is made against each action and any changes are made to ensure that the Housing Strategy remains relevant and up-to-date.

## Aim 1: Maximise the supply of suitable and affordable housing to meet housing need

**Action Cluster:** Planning of Affordable Housing

**Desired Outcome:** Secure affordable, suitable accommodation through the planning process

**Performance Indicators:** 25% affordable housing secured through planning system

**Target**  
25%

**Actual 2009/10**  
44%



Green

**MEDWAY COUNCIL'S PRIORITY: EVERYONE BENEFITING FROM THE AREA'S REGENERATION**

STATUS	ACTION	LEAD	TARGET OUTCOME	ACHIEVEMENTS TO DATE	2008/09			2009/10			2010/11				
					Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
On Target	Secure at least 25% of newly built homes as affordable on any site meeting the Council's size threshold	HSDS	25% affordable housing achieved	No S106 agreements were completed in Quarter 1	☺	☺	☺	☺	☺	☺	☺				
On Target	Review the target for affordable housing on S106 sites from 25% to be in line with Regional targets	HSDS	Review the affordable housing requirements as part of the LDF, which also consider thresholds	Being undertaken as part of the LDF	☺	☺	☺	☺	☺	☺	☺	☺			
Completed	Identify provision to help rural housing need as identified within Rural Housing Needs Surveys	HSDS	Complete Rural Housing Needs Surveys by Oct 2009, and identify suitable development opportunities	New Target Surveys completed in 10 parishes which has identified a total need of 88 additional units				☺	☺						
On Target	Seek a balanced approach with regards to tenure and unit type on a scheme-by-scheme basis for affordable housing	HSDS	60% rented 40% Shared Ownership 40% one bed 30% two bed 20% three bed 5% four bed 5% five bed	Quarter 1 32% one bed 36% two bed 16% three bed 10% four bed 6% five bed	☺	☺	☺	☺	☺	☺	☺	☺			



On Target	Every affordable housing scheme to meet Secured by Design standard	HSDS	100% affordable homes meet Secured by Design standard	Monitored and reported in the QMR	☺	☺	☺	☺	☺	☺	☺	☺			
Off Target	Work with affordable housing providers and HCA to develop an affordable housing programme for Medway	HSDS	Secure over £20m of investment in affordable housing per annum	£39m of investment secured 2009/10. Future programme uncertain	☺	☺	☺	☺	☺	☺	☺	☹			

**Action Cluster: Delivery of Affordable Housing**

**Desired Outcome: Increase the number of affordable homes delivered**

**Performance Indicators: NI 155 Number of affordable homes delivered (gross):**  
**NI 154 Net additional homes provided:**

**Target**  
**617**  
**2445**

**Actual 2008/11**  
**849**  
**1886**



Green

**MEDWAY COUNCIL'S PRIORITY: EVERYONE BENEFITING FROM THE AREA'S REGENERATION**

STATUS	ACTION	LEAD	TARGET OUTCOME	ACHIEVEMENTS TO DATE	2008/09			2009/10				2010/11			
					Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
On Target	To increase the number of affordable homes delivered over the next 3 years	HSDS	Deliver at least 617 additional affordable homes by 2011 - 177 units in 2008/9 - 195 unit in 2009/10 - 245 units in 2010/11	57 units delivered in Quarter 1	☺	☺	☺	☺	☺	☺	☺	☺			
On Target	Secure 100% nominations on S106 and non-S106 sites	HSDS HC	Secure 100% nominations rights	100% achieved in Quarter 1	☺	☺	☺	☺	☺	☺	☺	☺			
On Target	Increase the number of people taking up HomeBuy	HSDS	Increase the number of HomeBuy applications by 25% over the next 3 years	In Quarter 1, 209 applications were made and there were 17 HomeBuy completions	☺	☺	☺	☺	☺	☺	☺	☺			

## Aim 2: Enable vulnerable people to live independent lives

**Action Cluster:** Suitable Accommodation

**Desired Outcome:** A range of specifically designed housing to meet the needs of older and vulnerable people

<b>Performance Indicators:</b> NI 145 Adults with learning disabilities in settled accommodation	<b>Target</b> NT	<b>Actual 2009/10</b> 54.4%
NI 156 Number of households living in Temporary Accommodation	250	118



Green

### MEDWAY COUNCIL'S PRIORITY: OLDER AND VULNERABLE PEOPLE MAINTAINING THEIR INDEPENDENCE

STATUS	ACTION	LEAD	TARGET OUTCOME	ACHIEVEMENTS TO DATE	2008/09			2009/10			2010/11				
					Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
On Target	Reduce the number of households accommodated with temporary accommodation	HOS	Use of temporary accommodation reduced to 100 by 2010/11	120 households year to date	☺	☺	☺	☺	☺	☺	☺	☺			
On Target	Produce a range of specifically designed housing for people with disabilities	HSDS	24 Wheelchair accessible homes by 2011	8 homes completed	☺	☺	☺	☺	☺	☺	☺	☺			
Completed		HSDS	12 units for individuals with low support needs by 2011	13 homes completed	☺	☺	☺	☺	☺	☺	☺	☺			
Completed		HSDS	Provide 5 homes for people with a high level of disability requiring full wheelchair accessible accommodation by 2011	6 homes completed	☺	☺	☺	☺	☺	☺	☺	☺			
Completed		HSDS	Provide up to 6 units for people currently living at home or planning to move from residential care 2011	6 homes completed	☺	☺	☺	☺	☺	☺	☺	☺			
Off Target		HSDS	Provide 300 extra care units 2012	60 units being developed at Victory Pier. Future requirements being reviewed by Social Care	☺	☺	☺	☺	☺	☺	☺	☺	☹		

Completed		HSDS	Secure 8 specially designed supported housing for clients with Autism 2011	Frinsbury Road scheme completed	☺	☺	☺	☺	☺						
Completed		HSDS	Secure 6 specially designed supported housing for clients with learning disabilities by 2010	6 homes complete	☺	☺	☺	☺	☺	☺	☺	☺			

**Action Cluster:** Achieving Independent Living

**Desired Outcome:** Supporting more people to live independently in their own home

**Performance Indicators:** NI 141 Number of vulnerable people achieving independent living  
NI 142 Number of vulnerable people who are supported to maintain independent living

**Target**  
69%  
  
70%

**Actual 2009/10**  
668 people  
  
93.12%



**MEDWAY COUNCIL'S PRIORITY: OLDER AND VULNERABLE PEOPLE MAINTAINING THEIR INDEPENDENCE**

STATUS	ACTION	LEAD	TARGET OUTCOME	ACHIEVEMENTS TO DATE	2008/09			2009/10				2010/11			
					Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
On Target	Increase the number of households who are able to benefit from an improved Home Adaptations Service	DFGT	Increase investment in adaptations to benefit 200 households per year	320 complete 2009/10, 67 completed in Quarter 1			☺	☺	☺	☺	☺	☺			
On Target	Through the Home Safe scheme provide minor works, safety and security checks to allow vulnerable people to feel safe within their own homes	HSDS	Provide assistance to 2,700 people per year	560 clients were assisted through the Home Safe scheme in Quarter 1			☺	☺	☺	☺	☺	☺			
Completed	Commission a Home Improvement Agency service that assists vulnerable households to undertake adaptations and repairs to their home including the provision of advice on benefits, energy efficiency and fuel poverty	HSDS	HIA service commissioned by November 2009 to provide assistance to 3,940 households per year	In Touch commissioned, contract to commence from 1 November 2009	☺	☺	☺	☺	☺						

On Target	Continue to provide and develop our housing related floating support	SP	Scheme developed and provide assistance to 390 vulnerable people	101 vulnerable people were assisted through floating support in Quarter 1	😊	😊	😊	😊	😊	😊	😊	😊			
Completed	Promote the most effective use of accommodation and support funded by supporting people and look to implement a more efficient system to handle referrals	HC	Supported Housing Gateway implemented with 1,400 referrals made per year	Supported Housing Gateway Implemented	😊	😊	😊	😊	😊						
Completed	Review the need for a deposit guarantee scheme and develop if needed	HOS	Review undertaken, findings implemented	New HomeBond Scheme in place			😊	😊	😊						
On Target	Continue to provide a Mediation service to resolve young peoples housing situations	HOS	Mediation service provided and assisting 100 households per year	51 young people were assisted in Quarter 1			😊	😊	😊	😊	😊	😊			
Completed	Review and improve the assistance given to disabled people seeking affordable housing	HC	Identify additional resources	Occupational Therapist recruited			😊	😊	😊	😊	😊	😊			
Completed	Provide advice and advocacy services for people with disabilities to assist them in finding or maintaining suitable accommodation	HOS	Procure advice and advocacy service to assist 67 households	Procured as part of larger advice and assistance service			😊	😊	😊						

### Aim 3: Improve the quality and energy efficiency of housing

**Action Cluster:** Access to Decent & Safe Homes

**Desired Outcome:** Improving the health of private sector residents by ensuring they have the access to decent and safe homes


**Performance Indicators:** NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating – low energy efficiency

<b>Target</b>	<b>Actual 2007</b>
NT	13.35%



#### MEDWAY COUNCIL'S PRIORITY: A CLEAN AND GREEN ENVIRONMENT

STATUS	ACTION	LEAD	TARGET OUTCOME	ACHIEVEMENTS TO DATE	2008/09			2009/10			2010/11				
					Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
On Target	Reduce the number of non-decent homes occupied by vulnerable households	PSH	Reduce the number of vulnerable households living in non decent accommodation by 300 per year	362 for 2009/10 94 for Quarter 1			☺	☺	☺	☺	☺	☺			
On Target	Reduce the number of dwellings with a Category 1 hazard.	PSH	Reduce the number of dwellings where category 1 hazards have been removed by 400 per year	420 for 2009/10 96 for Quarter 1			☺	☺	☺	☺	☺	☺			
On Target	Grants and financial assistance made available to assist vulnerable homeowners and private tenants to meet decent homes standards	PSH	Provide Assistance to 250 vulnerable homeowners and tenants	PSH Team = 183 grants paid to date. HIA = 1 Decent Homes Loan			☺	☺	☺	☺	☺	☺			
On Target	Clearly set out our approach to dealing with properties where enforcement work is needed to improve housing under the HHSRS where informal action has failed	PSH	Take formal action in all cases where we have been unable to work with landlords and owners to improve housing	235 for 2009/10 76 for Quarter 1			☺	☺	☺	☺	☺	☺			
Completed	Provide private sector renewal assistance for home improvements for residents who live in a property that has a category 1 hazard	PSH	Private sector renewal assistance policy adopted	New policy adopted by Cabinet. Working with CEN as delivery partner	☺	☺	☺	☺							

<b>Action Cluster:</b>	<b>Improving the Standard and Management of Housing</b>	 Green	
<b>Desired Outcome:</b>	<b>Fully licensed HMO sector and minimum standards met for temporary accommodation</b>		
<b>Performance Indicators:</b>	% of Licensable HMOs licensed or taking action % of temporary accommodation inspected and meeting relevant standards		

**MEDWAY COUNCIL'S PRIORITY: SAFER COMMUNITIES**

STATUS	ACTION	LEAD	TARGET OUTCOME	ACHIEVEMENTS TO DATE	2008/09			2009/10			2010/11				
					Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
On Target	Ensure that all licensable Houses in Multiple Occupation are licensed	PSH	Licence 100% of licensable HMO's and taking formal action against those failing to licence	All but 4 HMOs are now licenced. The revised HMO policy approved by Cabinet on 26 January 2010 to include non-licensable HMOs				☹	☺	☺	☺	☺			
Completed	Undertake a review of licensing of park home sites	PSH	Review of licensing completed and findings implemented by 2010	New model standards issued and consultation exercise currently being undertaken	☺	☺	☺	☺	☺	☺	☺	☺			
Completed	Introduce a Landlord Accreditation Scheme	PSH	Framework for accreditation scheme developed and 25 landlords accredited	Working with the Kent authorities on a joint landlord accreditation scheme	☺	☺	☺	☺	☺						
On Target	Raise awareness of fire prevention issues on Gypsy and Traveller sites	HRA	Undertake fire prevention visits and ensure compliance with standards for Gypsy and Traveller sites	Fire prevention leaflets and DVDs distributed to all tenants on the site	☺	☺	☺	☺	☺	☺	☺	☺			
On Target	Complete risk based inspections of Accommodation used by the public sector for Temporary Accommodation	PSH	Ensure all units of private sector accommodation used as temporary homeless accommodation is of an acceptable standard	Programme of inspections in place and on-going. Currently working with Avenues to access properties where the tenant is being obstructive to access			☺	☺	☺	☺	☺	☺			
On Target	Develop arrangements to enforce Housing Standards and bring empty properties back into use	PSH	System in place, action to be taken against 120 units per year	235 for 2009/10 63 for Quarter 1			☺	☺	☺	☺	☺	☺			

**Action Cluster:** Help Vulnerable Households Keep Their Home Warm

**Desired Outcome:** Vulnerable households to maintain healthy

**Performance Indicators:** NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating

**Target** NT  
**Actual 2007** 13.35%



**MEDWAY COUNCIL'S PRIORITY: OLDER AND VULNERABLE PEOPLE MAINTAINING THEIR INDEPENDENCE**

STATUS	ACTION	LEAD	TARGET OUTCOME	ACHIEVEMENTS TO DATE	2008/09			2009/10			2010/11				
					Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
On Target	Raise awareness of fuel poverty and energy advice for those working with Vulnerable Households	HSDS	Provide training to 60 people who work with vulnerable households and increase referrals by 20%	CEN are working with the PCT to deliver training to health advisors			☺	☺	☺	☺	☺	☺			
On Target	Target information and assistance on energy efficiency and affordable warmth to Vulnerable Households	HSDS	Achieve a 20% year on year increase in advice and assistance given	Working with Age UK to provide targeted referrals in the form of 3 workshops			☺	☺	☺	☺	☺	☺			
Completed	Improve the targeting of energy efficiency advice to alleviate fuel poverty and improve the level of decency in the housing stock	HSDS	Commission research to identify target neighbourhoods and action plans to provide recommendations for improved delivery by January 2009	'In Focus' assessment pilot complete now being rolled out into long term project	☺	☺	☺	☺	☺						
Completed	Established Area Based Affordable Warmth Scheme	HSDS	Start "Medway In Focus" project to identify target neighbourhoods and properties	In Focus project underway	☺	☺	☺	☺	☺	☺	☺				
On Target	Maximise take-up of Cold busters, Warm Front Top Up's and Energy Reduction Programmes	PSH	35 households assisted per year	21 households assisted via Cold Busters in Quarter 1		☺	☺	☺	☺	☺	☺	☺			





## Aim 4: Develop sustainable communities and promote neighbourhood renewal

**Action Cluster:** Housing Markets

**Desired Outcome:** Markets work more efficiently and equitably. Reduce the number of empty and derelict properties and promote more sustainable neighbourhoods

<b>Performance Indicators:</b>	% of residents who consider themselves suitably housed	Target NT	Actual 2009/10
	% of new affordable residents satisfied with their new home	90%	95%
	% Private Sector Home Empty for more than 6 months	1.6%	1.6%
	Number of Empty Properties Brought back into use	NT	



Green

**MEDWAY COUNCIL'S PRIORITY: EVERYONE BENEFITING FROM THE AREA'S REGENERATION**

STATUS	ACTION	LEAD	TARGET OUTCOME	ACHIEVEMENTS TO DATE	2008/09			2009/10				2010/11			
					Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
Completed	Update and review Medway Strategic Housing Market Assessment	HSDS	Housing Market Assessment undertaken with annual review	SHMA completed	☺	☺	☺	☺	☺	☺	☺	☺			
Completed	Work closely with Medway Renaissance to develop sustainable communities	HSDS	Affordable housing standards and requirements clearly set out for all schemes and achieved	Standards agreed	☺										
On Target	Develop a range of options to help bring private sector empty and derelict homes back into use	PSH HSDS	Bring 120 empty properties back into use per year	276 for 2009/10 and 63 for Quarter 1			☺	☺	☺	☺	☺	☺			
On Target	Review the impact of Student Accommodation on the housing market in Medway	HSDS	Review undertaken and used to inform LDF and Strategies	Opinion Research have completed the study and a first draft has been received				☺	☺	☺	☺	☺			
Completed	Agree a policy on housing renewal and publish and distribute a summary	PSH	Policy adapted and published	Policy approved by Cabinet on 5 August 2008	☺										
On Target	Develop a robust framework to bring empty properties back into use where negotiations have failed	PSH	25 properties bought back per year	25 for 2009/10 5 for Quarter 1			☺	☺	☺	☺	☺	☺			

**Action Cluster:** Environmental Impact of Housing

**Desired Outcome:** Increase in the efficiency with which natural resources are used in housing development

**Performance Indicators:** NI 186 per capita CO<sub>2</sub> emissions in the LA area **Target**  
N/A **Actual 2007**  
2.7% reduction on 2005



Green

**MEDWAY COUNCIL'S PRIORITY: A CLEAN AND GREEN ENVIRONMENT**

STATUS	ACTION	LEAD	TARGET OUTCOME	ACHIEVEMENTS TO DATE	2008/09			2009/10			2010/11				
					Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
On Target	Ensure that new affordable housing schemes meet the Code for Sustainable Homes	HSDS	All new affordable homes meet at least Code for Sustainable Homes Level 3	100% in quarter 1	☺	☺	☺	☺	☺	☺	☺	☺			
On Target	Work with Medway Renaissance to reduce the environmental impact of Rochester Riverside	HSDS	Ensure that Rochester Riverside is developed in line with the Green Charter	The development of Rochester Riverside is ongoing	☺	☺	☺	☺	☺	☺	☺	☺			

## Aim 5: Promote better and fair access to housing services



Green

### MEDWAY COUNCIL'S PRIORITY: EVERYONE BENEFITING FROM THE AREA'S REGENERATION

STATUS	ACTION	LEAD	TARGET OUTCOME	ACHIEVEMENTS TO DATE	2008/09			2009/10			2010/11				
					Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
Completed	Work with communities in Prioritisation Areas to help address issues by effectively targeting resources	PSH	Identify resources to target Priority Areas	Area based approach adopted		☺	☺	☺	☺	☺	☺				
On Target	Monitor the number of empty homes within Medway	HSDS	Maintain the number of long term empty homes below 1.6%	On target currently 1.4%		☺	☺	☺	☺	☺	☺	☺			

**Action Cluster:** Customer Engagement

**Desired Outcome:** Ensure a range of people are able to influence local housing and neighbourhood decisions

**Performance Indicators:** NI 4 % of people who feel they can influence decisions within their locality      Target n/a      Actual 2009/10 23.1%



**MEDWAY COUNCIL'S CORE VALUE: PUTTING OUR CUSTOMERS AT THE CENTRE OF EVERYTHING WE DO**

STATUS	ACTION	LEAD	TARGET OUTCOME	ACHIEVEMENTS TO DATE	2008/09			2009/10			2010/11				
					Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
On Target	Maintain the level of satisfaction amongst new residents in affordable housing schemes	HSDS	90% of new residents of affordable housing to be satisfied	Scheme appraisals discussed at quarterly AHP Forum and best practice shared			☺	☺	☺	☺	☺	☺			
On Target	Increase opportunities that enable those who are currently unable to buy on the open market to move into home ownership	HSDS	Increase 20% year on year, Bi-annual HomeBuy products promoted	HomeBuy drop in event to take place on 5 August 2010 at Gun Wharf			☺	☺	☺	☺	☺	☺			
On Target	Provide opportunity for tenants to become actively involved in the management of their housing	HRA	Review tenants Compact and revise	Tenants Involvement Charter in place and Resident Involvement Strategy being finalised			☺	☺	☺	☺	☺	☺			
Completed	Understand the housing needs in the rural areas of Medway	HSDS	Undertake a rural housing needs survey by October 2009	Work completed development opportunities' being identified			☺	☺	☺						
Completed	Publicise and monitor specific strategic housing service standards that have been agreed with service users	SI	Standards are clear and easy to understand by service users	Targets set and monitored			☺	☺							

Completed	Work with partners to improve allocation of supported housing	HC	Access arrangements are more effective and waiting time for referrals has improved through the introduction of Supported Housing Gateway	Supported Housing Gateway completed			😊	😊								
Completed	Provide a range of information and advice on how standards and management in the private sector can be improved	PSH	Range of comprehensive information available in printed and electronic formats	Information available			😊	😊								
Completed	Ensure that those in temporary accommodation are visited and supported	HOS	85% of households visited within 2 weeks	Posts in place			😊	😊	😊	😊	😊	😊				

**Action Cluster:**

**Access to Housing Services**

**Desired Outcome:**

**Consistent and responsive services. Recognised good practice in housing services adopted wherever it meets residents requirements**



Green

**MEDWAY COUNCIL'S CORE VALUE: PUTTING OUR CUSTOMERS AT THE CENTRE OF EVERYTHING WE DO**

STATUS	ACTION	LEAD	TARGET OUTCOME	ACHIEVEMENTS TO DATE	2008/09			2009/10			2010/11					
					Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	
Completed	Undertake equality and diversity impact assessments on all strategies, policies and services	SI	EIA undertaken on all strategies, policies and services	Completed - system in place under take assessments on new documents		😊	😊	😊	😊							

Completed	Develop a more comprehensive understanding of and respond to BME housing needs/aspirations	HSDS	Establish the BME Housing Group to ensure that members of the BME community are involved in the planning and delivery of housing services	Group established in December 2008		☺	☺										
Completed	Information and advice on housing options is widely available and accessible	HOS	Information is provided in a range of formats and languages	Electronic and printed information available		☺	☺	☺	☺								
Completed	Join the sub regional Choice Based Lettings Scheme	HC	Join Sub Regional CBL to improve service provision	Joined Kent HomeChoice May 2010		☺	☺	☺	☺	☺	☺	☺					
Completed	Provide a range of information and advice on how standards and management in the private sector can be improved	PSH	Range of comprehensive information available in printed and electronic formats	In place		☺	☺	☺									
On Target	Promote awareness about the dangers of living in a cold home	HSDS PSH	At least 2 press releases annually and easily available information in a range of formats	PR work on-going and information available		☺	☺	☺	☺	☺	☺	☺					
On Target	Work to mitigate the impact of migration	HSDS	Bid for funding to enable a dedicated officer to be employed to work within the community	£88,103 awarded for 2008/9 and £85,074 for 2009/10 Implementation now underway	☺	☺	☺	☺	☺	☺	☺	☺					

Key	
HSDS	Housing Strategy & Development Service
HC	HomeChoice Team
HOS	Housing Options Service
DFGT	Disabled Facilities Grants Team
SP	Supporting People Service
PSH	Private Sector Housing Team
HRA	Housing Reveune Account
NT	New target
SI	Service Improvement Team