

Hartlepool Housing Strategy Action Plan

2019 – 2024



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THEME 1 – MAXIMISING HOUSING GROWTH AND DELIVERING SUSTAINABLE NEW HOMES

INCREASE THE DELIVERY OF NEW HOMES		
PERFORMANCE INDICATOR	LEAD	ANNUAL TARGET (IF APPLICABLE)
Percentage of housing planning applications determined within government targets	Jim Ferguson	Monitoring
Overall housing provided (net additional dwellings)	Matthew King	410
Affordable homes delivered (gross)	Karen Kelly	74
Total number of affordable homes delivered by the Council	Amy Waller	32
Number of new build properties purchased by the Council for affordable rent/intermediate tenure	Amy Waller	8
Number of new build units provided by the Council for affordable rent/intermediate tenure	Amy Waller	15
Total number of Council owned and managed properties for Affordable Rent	Amy Waller	Monitoring
Number of new build units provided by RPs for affordable rent/intermediate tenure	Karen Kelly	Monitoring

INCREASE THE DELIVERY OF NEW HOMES		
KEY ACTIONS	LEAD	TIMESCALE
Continue to liaise with Homes England on securing grants to bring forward housing sites and improve the delivery of affordable housing	Matthew King / Amy Waller	Ongoing to 2024
Work with RPs to understand their plans for development and assess capacity to	Amy Waller / Karen Kelly	March 2020

develop smaller / larger schemes by establishing a baseline for their investment plans		
Deliver the Council's Housing Investment Strategy to rebalance the Housing Revenue Account	Tim Wynn	Ongoing to 2024
Maximise the use of all available funding to deliver new affordable homes by the Council	Amy Waller	Ongoing to 2024
Ensure delivery of new build schemes by the Council on Council owned land	Amy Waller	Ongoing to 2024
Ensure all S106 money that is spent is reported to the Monitoring Officer within Planning Services	Amy Waller	Ongoing to 2024
Monitor housing delivery test returns to track progress against housing need (objectively assessed need)	Karen Kelly	Ongoing to 2024
Monitor housing developments to see how they compare against nationally described space standards	Matthew King	Ongoing to 2024
Examine the use of modern methods of construction (MMC) and share learning from the use of the new technologies	Thirteen Group	Ongoing to 2024
Develop and adopt a multi-agency Housing Regeneration Strategy	Karen Kelly / Amy Waller	November 2020

DELIVER HOUSING THAT MEETS IDENTIFIED NEEDS		
PERFORMANCE INDICATOR	LEAD	ANNUAL TARGET (IF APPLICABLE)
Total number of new bungalows completed	Karen Kelly	Monitoring
Total number of units of student accommodation across Providers	Karen Kelly	Monitoring

DELIVER HOUSING THAT MEETS IDENTIFIED NEEDS		
KEY ACTIONS	LEAD	TIMESCALE
Review the Strategic Housing Market Assessment to enable us to thoroughly understand our housing needs in line with the review needs of the Local Plan	Karen Kelly	Ongoing to 2024
Deliver a range of accommodation for the increasing student population	Amy Waller	Ongoing to 2024
Complete and occupy Avondene Student Buildings	Amy Waller	December 2019
Provide a range of bungalow accommodation to meet the needs and aspirations of the disabled and ageing population	Registered Providers	Ongoing to 2024

THEME 2 – MAKING THE BEST USE OF EXISTING HOMES, REGENERATING AND IMPROVING COMMUNITIES

IMPROVE HOUSING STANDARDS, QUALITY AND CHOICE ACROSS TENURES		
PERFORMANCE INDICATOR	LEAD	ANNUAL TARGET (IF APPLICABLE)
Number of properties where identified HHSRS Category 1 and actionable Category 2 hazards are dealt with through formal or informal enforcement action	Joanne Burnley	Monitoring
Number of households which have benefitted from energy saving measures through Warm Up Hartlepool	Joanne Burnley	Monitoring
Number of properties visually improved through the implementation of a Section 215 notice	Joanne Burnley	Monitoring
Number of properties improved through the grants or loans schemes	Joanne Burnley	Monitoring
Repairs responded to within agreed response times	Amy Waller / Martin Spaldin	90%
% of tenants satisfied with the repairs service	Amy Waller / Martin Spaldin	90%
Value of capital expenditure on major repairs (£s)	Amy Waller	Monitoring
Average number of days to relet Council owned and managed properties (standard properties)	Amy Waller / Martin Spaldin	28 days
Void Loss (quarterly)	Amy Waller	Monitoring

IMPROVE HOUSING STANDARDS, QUALITY AND CHOICE ACROSS TENURES		
KEY ACTIONS	LEAD	TIMESCALE
Continue to participate and promote the Warm Up Hartlepool scheme to deliver	Joanne Burnley	April 2022

energy efficient measures in the private sector		
Promote the requirement to meet energy efficiency standards in the private rented sector and follow up with enforcement action where necessary	Joanne Burnley	Ongoing to 2024
Explore additional funding opportunities for energy efficiency projects and initiatives	Joanne Burnley	Ongoing to 2024
Continue to make the best use of recycled funding (through loans repayments) to assist vulnerable owner occupiers and households in need	Joanne Burnley	Ongoing to 2024
Contribute to the production of the Corporate Enforcement Policy and its sub policies	Joanne Burnley	November 2019
Contribute to the production of the Corporate Enforcement Policy and its sub policies	Lynda Igoe	November 2019
Develop and link a fuel poverty strategy to the Council's anti-poverty strategy	Joanne Burnley	March 2020
Support tenants in the private rented sector to report poor housing conditions and/or poor management practices	Penny Thompson / Lynda Igoe	March 2020
Explore new models for targeted tenancy support in the private rented sector and how this would be funded	Penny Thompson / Lynda Igoe	December 2020
Review the government's findings on Selective Licensing and respond appropriately to any recommendations	Lynda Igoe	July 2020
Evaluate the effectiveness of the second selective licensing designation and	Lynda Igoe	July 2020

respond appropriately to any recommendations		
Review and improve the Good Tenant Scheme with the introduction of an on-line service and matching service for tenants to private rented sector properties	Lynda Igoe	December 2020
Undertake an annual stock condition survey sample of Council owned and managed properties	Amy Waller	Ongoing to 2024
Implement and complete the annual planned maintenance programme for Council owned and managed properties	Amy Waller	Ongoing to 2024
Carry out annual health and safety inspections for Council owned flats	Amy Waller	Ongoing to 2024
Undertake monthly estate inspections of Council owned and managed properties and monitor outcomes with regard to fly tipping, anti-social behaviour and external property conditions	Amy Waller	Ongoing to 2024
Ensure all housing staff are trained on the new Tees Valley Lettings Partnership system to ensure timely and effective allocation of properties	Gemma Day	March 2020
Explore opportunities for on-line housing management services	Gemma Day / Amy Waller	Ongoing to 2024
Ensure the timely review of all housing management policies and procedures	Gemma Day	Ongoing to 2024
Ensure the Council owned housing stock is well managed by regularly reviewing and monitoring service delivery through the use of satisfaction surveys	Gemma Day	Ongoing to 2024

Review the service delivery offered by the Council through the social lettings' agency	Gemma Day	September 2020
Undertake regular events to promote Registered Providers operating in Hartlepool	Karen Kelly	Ongoing to 2024
Develop an information directory for RPs, tenants, stakeholders with key contacts for social housing areas	Karen Kelly	March 2020
Obtain Registered Provider's investment plans for social housing areas to monitor delivery and assess outcomes	Karen Kelly	March 2020
Continue to deliver physical, community and environmental investment in social housing areas	All RPs / Karen Kelly	Ongoing to 2024
Carry out annual health and safety checks and implement recommendations from the Hackitt Review	All RPs	Ongoing to 2024

SUPPORT REGENERATION ACTIVITY IN AREAS IDENTIFIED AS IN NEED OF INTERVENTION		
PERFORMANCE INDICATOR	LEAD	ANNUAL TARGET (IF APPLICABLE)
Number of units completed through the Housing Heroes project	Amy Waller	1

SUPPORT REGENERATION ACTIVITY IN AREAS IDENTIFIED AS IN NEED OF INTERVENTION		
KEY ACTIONS	LEAD	TIMESCALE
Work in partnership to intervene in areas of high anti-social behaviour and associated issues	Karen Kelly / Amy Waller / Nick Stone	Ongoing to 2024
Continue to undertake targeted days of action where appropriate	Nick Stone	Ongoing to 2024
Develop a series of indicators to identify the vitality of neighbourhoods	Karen Kelly / Amy Waller	November 2020
Implement any schemes that emerge from gathering evidence from the Housing Regeneration Strategy	Karen Kelly / Amy Waller / Registered Providers	Ongoing to 2024
Support appropriate groups who wish to develop community-led housing proposals	Amy Waller / Gemma Day	Ongoing to 2024

MANAGE THE IMPACT OF LONG-TERM EMPTY HOMES		
PERFORMANCE INDICATOR	LEAD	ANNUAL TARGET (IF APPLICABLE)
Number of EPPS 3 properties delivered	Amy Waller	10

MANAGE THE IMPACT OF LONG-TERM EMPTY HOMES		
KEY ACTIONS	LEAD	TIMESCALE
Use enforcement action where required to target problematic long-term empty homes	Joanne Burnley	Ongoing to 2024
Explore funding opportunities for empty homes initiatives	Amy Waller	Ongoing to 2024
Deliver the EPPS phase 3 scheme	Amy Waller	March 2022
Explore the opportunities to work with other providers to lease Council owned and managed properties for specific and supported accommodation	Amy Waller	Ongoing to 2024
Share the outcomes of new initiatives and incentives to bring back into use long term empty social rented properties	All RPs / Amy Waller	Ongoing to 2024

THEME 3 – SUPPORTING VULNERABLE PEOPLE WITH SPECIFIC HOUSING NEEDS TO ACCESS AND MAINTAIN APPROPRIATE HOUSING

TARGET THOSE MOST VULNERABLE TO HOMELESSNESS AND PROVIDE EARLY INTERVENTION WHERE POSSIBLE		
PERFORMANCE INDICATOR	LEAD	ANNUAL TARGET (IF APPLICABLE)
Number of households where homelessness was prevented	Lynda Igoe	Monitoring
Number of households where homelessness was relieved	Lynda Igoe	Monitoring
Number of households assessed through the main duty for homelessness	Lynda Igoe	Monitoring
Number of applicants on the Tees Valley Letting Partnership's waiting list	Karen Kelly	Monitoring
Number of lettings made in Hartlepool within each priority band	Karen Kelly	Monitoring

TARGET THOSE MOST VULNERABLE TO HOMELESSNESS AND PROVIDE EARLY INTERVENTION WHERE POSSIBLE		
KEY ACTIONS	LEAD	TIMESCALE
Review the first 2 years of the Homelessness Reduction Act to ensure people threatened with homelessness are provided with the appropriate levels of support.	Lynda Igoe	April 2020
Review compliance of identified bodies who are required to fulfil the Duty to Refer requirements	Lynda Igoe	April 2020
Work in partnership with the Tees Valley Lettings Partnership to develop and implement the new system for social housing allocations	Karen Kelly	April 2020

Review and monitor the new system for social housing allocations to ensure access, especially for applicants vulnerable to homelessness	Karen Kelly	April 2021
Work in partnership with Registered Providers to develop and ensure robust nomination agreements are in place	Karen Kelly	April 2020
Monitor the nominations agreements in place with Registered Providers to ensure that the agreed percentages are received by the Council	Karen Kelly	Ongoing to 2024
Complete the review of the eviction protocol	Lynda Igoe	December 2020
Undertake a full Rough Sleeper Count in winter 2019	Lynda Igoe	November 2019
Produce a separate Homelessness and Rough Sleeping Strategy	Lynda Igoe / Karen Kelly	March 2020
Establish a Homelessness Partnership to deliver the identified priorities	Lynda Igoe / Karen Kelly	October 2019
Monitor and analyse tenancy failure data and share findings to identify early intervention and best practice	Karen Kelly	Ongoing to 2024

SUPPORT RESIDENTS WHO CONTINUE TO BE AFFECTED BY WELFARE REFORM		
PERFORMANCE INDICATOR	LEAD	ANNUAL TARGET (IF APPLICABLE)

SUPPORT RESIDENTS WHO CONTINUE TO BE AFFECTED BY WELFARE REFORM		
KEY ACTIONS	LEAD	TIMESCALE
Target Discretionary Housing Payments to those residents who are directly affected by Welfare Reform	Penny Thompson	Ongoing to 2024
Work with the Financial Inclusion Partnership to ensure partners are tackling financial exclusion, income maximisation and promoting common issues	Penny Thompson	Ongoing to 2024
Continue to implement the Discretionary Housing Payments scheme for under occupying Council tenants	Amy Waller	Ongoing to 2024

IMPROVE ACCESS TO APPROPRIATE ACCOMMODATION FOR VULNERABLE RESIDENTS		
PERFORMANCE INDICATOR	LEAD	ANNUAL TARGET (IF APPLICABLE)

IMPROVE ACCESS TO APPROPRIATE ACCOMMODATION FOR VULNERABLE RESIDENTS		
KEY ACTIONS	LEAD	TIMESCALE
Scope out and consult on options for a Housing First model for Hartlepool	Penny Thompson / Lynda Igoe	July 2020
Develop an accommodation resource directory for care leavers / young people and one for adults over the age of 18	Lynda Igoe / Rachel Creevy	December 2019
Work with Commissioning to ensure accommodation is secured for residents with chaotic lives, substance misuse and those with support needs	Penny Thompson	April 2020
Reduce B&B use through an effective commissioning process which ensures accommodation is available for those that are in need.	Lynda Igoe	Ongoing to 2024
Investigate opportunities for alternative temporary accommodation provision including the use of long term empty council properties for people in exceptional circumstances	Lynda Igoe	April 2020
Share outcomes from the Key Steps project to assess and explore opportunities for shared accommodation	Thirteen Group (Karen Kenmare)	March 2020
Review existing supported living schemes for people with low level mental health needs	Neil Harrison	March 2020

IMPROVE HOUSING OPTIONS FOR PEOPLE WITH SPECIFIC HOUSING NEEDS		
PERFORMANCE INDICATOR	LEAD	ANNUAL TARGET (IF APPLICABLE)

IMPROVE HOUSING OPTIONS FOR PEOPLE WITH SPECIFIC HOUSING NEEDS		
KEY ACTIONS	LEAD	TIMESCALE
Work with partners to explore the need to develop a more co-ordinated strategy for provision of supported housing	Lynda Igoe / Karen Kelly	March 2020
Monitor outcomes from Thirteen Group's accommodation Lifestyle pilot for women offenders	Thirteen Group (Karen Kenmare)	March 2020
Work with health and social care agencies to ensure housing is suitable for those with specific health needs including people with dementia, suffering life limiting illness and the effects of substance misuse.	Penny Thompson	Ongoing to 2024
Review all out of area placements for people with mental health needs to find appropriate accommodation in the town where possible	Neil Harrison	Ongoing to 2024
Respond to the Transforming Care Agenda (the closure of forensic inpatient beds and hospital beds for adults with learning disabilities) with a view to providing good quality local housing	Sarah Ward	Ongoing to 2024
Contribute to the refresh of the Tees Autism Strategy and identify gaps in provision/future needs for people on autistic spectrum disorders	Neil Harrison	Ongoing to 2024

Improve the accommodation and the uptake of technology to support people with a Sensory Loss to live independently in their own home	Neil Harrison	Ongoing to 2024
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ENABLE INDEPENDENT LIVING		
PERFORMANCE INDICATOR	LEAD	ANNUAL TARGET (IF APPLICABLE)
Average waiting time for a Disabled Facilities Grant to be completed (from first contact to works completed)	John Whitfield	Monitoring
Number of minor adaptations completed	John Whitfield	Monitoring
The number of disabled households rehoused into suitable or adapted accommodation	John Whitfield	Monitoring

ENABLE INDEPENDENT LIVING		
KEY ACTIONS	LEAD	TIMESCALE
Update and refresh the 2013 Housing Adaptations Policy	Eoin Carroll	April 2020
Implement recommendations from the DFG and Other Adaptations External Review	Eoin Carroll	April 2021
Explore the feasibility of establishing a service to project manage a private disabled adaptations service for residents	Eoin Carroll	December 2022
Continue to deliver disabled adaptations via DFG to enable residents to live independently and keep the waiting list under review through access to additional funding streams that are made available	Eoin Carroll	Ongoing to 2024

INCREASING DELIVERY POTENTIAL

PERFORMANCE INDICATOR	LEAD	ANNUAL TARGET (IF APPLICABLE)
% of Council tenants in arrears for more than 30 days	Gemma Day	Decreasing by 5% annually
% of rent collected (against rent collectable)	Gemma Day	100%

KEY ACTIONS	LEAD	TIMESCALE
Work in partnership with external partners to deliver the Strategy and associated plans	Karen Kelly	Ongoing to 2024
Work in partnership across the Council to uphold strong links and communication across all services who deal with housing ensuring housing representation on strategic partnerships	Danielle Swainston	Ongoing to 2024
Strengthen partnership working opportunities with statutory and voluntary agencies to ensure early intervention and the effective use of resources for homelessness prevention	Penny Thompson / Lynda Igoe	September 2020
Explore the impact on council resources of the Homeless Reduction Act and Duty to Refer	Lynda Igoe	April 2020
Reshape the Strategic Housing Partnership to deliver a refreshed vision with clear aims and objectives	Karen Kelly	December 2019
Consider the need for a joint Housing, Health and Wellbeing Board as suggested in recent policy	Penny Thompson	March 2020

Establish an Operational Housing Partnership with all Registered Providers working in Hartlepool to share information and best practice	Karen Kelly	December 2019
Maximise the income received by Strategic Housing Management (Housing) through the promotion of payment methods, promotion of rent in advance and awareness of the responsibility to pay for all housing related debts	Gemma Day	Ongoing to 2024
Undertake a review and update the HRA Business Plan	Amy Waller	August 2020
Review and increase Council housing rents, where appropriate, from April 2020	Amy Waller	Ongoing to 2024
Undertake GIS mapping of all Registered Provider stock in Hartlepool	Craig Temple	November 2020