

Report of	Head of Commercial Services	Author	Karen Paton
Title	A New Housing Strategy for Colchester 2015-2020		
Wards affected	All wards		

This report concerns the adoption of a new Housing Strategy for Colchester

1. Decision(s) Required

- 1.1 To adopt a new Housing Strategy for Colchester for 2015 to 2020.
- 1.2 To adopt the Housing Strategy Delivery Plan 2015 to 2020.
- 1.3 To recommend to full Council that the Housing Strategy be adopted as part of the Council's Policy Framework.

2. Reasons for Decision(s)

- 2.1 The Council has a statutory responsibility to produce and publish a Housing Strategy based on a review of housing in the borough.

3. Alternative Options

- 3.1 To not adopt the Housing Strategy. There are however clear risks to not having a robust evidence based strategy in place such as not achieving local priorities, not being able to evidence and articulate Colchester Borough Council's wider vision for housing and not providing a strong focus to our partners about their contribution to meeting our priorities.

4. Supporting Information

- 4.1 The Housing Strategy is intended to be the local housing authority's vision for housing in its area, its objectives, targets and policies on how it intends to manage and deliver its strategic housing role. It forms the overarching framework against which the authority considers and formulates other policies on more specific housing issues.

The Housing Strategy is a key strategic document for the Local Authority. It does not just cover affordable housing but will also set out what Colchester Borough Council and its partners will do to address the key housing issues facing Colchester.

Working in Partnership to deliver a Housing Strategy for Colchester

- 4.2 A Housing Strategy Partnership made up of key stakeholders was set up to identify ways in which the Council and its partner organisations could work together to develop a Housing Strategy for Colchester. The first meeting of the Partnership was held in May 2014.

The Partnership included members from:

Colchester Borough Council
Colchester Borough Homes
Registered Providers - Colne Housing Society and Family Mosaic
Housing Developers - Mersea Homes and Dove Jeffrey Homes
Floating Support – One Floating Support
Private Landlords
Citizens Advice Bureau
Essex County Council.

In order to fulfil its remit the Partnership:

- Compiled an evidence base bringing together all available data on all aspects of housing in Colchester to underpin the strategy and delivery plan.
- Researched national and local drivers that may impact on the strategy.
- Undertook Involvement and consultation to identify residents' and organisations' priorities for housing.
- Highlighted key issues and determined long term goals and priorities for housing in Colchester.
- Developed a Delivery Plan that sets out the actions to achieve the priorities identified for the strategy.

4.3 The overarching vision for the new Housing Strategy is to:

Make Colchester a place where people choose to live in a decent, safe home which;

- *meets their needs,*
- *at a price they can afford and,*
- *in locations and neighbourhoods that are sustainable and desirable.*

Work to improve the quality of life of local residents.

4.4 The Partnership identified 8 key priorities for the Housing Strategy as detailed below:

- Maximise the supply of housing to meet local needs.
- Work with partners and residents to create mixed communities which are economically, environmentally and socially healthy and resilient.
- Prevent homelessness and rough sleeping.
- Improve the life chances of Colchester's residents including their Health and Wellbeing.
- Work with customers to help them make informed choices about their housing options.
- Make the best use of existing homes.
- Work to ensure that existing and new homes are healthy, safe and energy efficient.
- Ensure that housing and related services meet a range of specialist needs.

The new Housing Strategy makes clear links to both national and local strategies and policies and takes into account government legislation and initiatives.

Monitoring and Review

- 4.5 The new Housing Strategy describes how Colchester Borough Council intends to use its resources and work with and influence partners in the public and private sector to help achieve its strategic priorities.

The strategy will be a live document that will achieve its aims and objectives through the implementation of a 5 year Delivery Plan, which will be updated on a regular basis.

A progress report on the Delivery plan will be produced annually and presented to the Portfolio Holder with responsibility for Housing and circulated to key stakeholders.

5. Proposals

- 5.1 It is proposed that Cabinet adopt the Housing Strategy 2015 - 2020 and in doing so support the implementation of the delivery plan, which will deliver the strategy, within the timescales set out.
- 5.2 That Cabinet recommend to full Council that the Strategy be adopted as part of the Council's Policy Framework.

6. Strategic Plan References

- 6.1 The Housing Strategy will help to achieve the following goals from the Council's Strategic Plan 2015 - 2018:
- Provide opportunities to increase the number of homes available including those that are affordable for local people and to build and refurbish our own Council houses for people in significant need.
 - Be clear about the major opportunities to work in partnership with public, private and voluntary sectors to achieve more for Colchester than we could on our own.
 - Cultivate Colchester's green spaces and opportunities for health, wellbeing and the enjoyment of all.
 - Ensure Colchester is a welcoming and safe place for residents, visitors and businesses with a friendly feel that embraces tolerance and diversity.

7. Consultation

- 7.1 The Housing Strategy has been the subject of consultation, including:
- An on-line survey with residents and organisations on the key priorities for the Housing Strategy (with paper copies available on request).
 - A workshop session with Colchester Borough Council Tenants and Leaseholders to capture their views on the proposed priorities.
 - An opportunity for key stakeholders to comment on the draft Housing Strategy, Evidence Base and Delivery Plan.
 - An all Councillor and Board Member briefing session.
 - An opportunity for Colchester Borough Homes Board to review the documents.

The responses to consultations have been positive. Where comments, amendments and suggestions have been made these have been incorporated where appropriate.

8. Publicity Considerations

- 8.1 The Housing Strategy documents will be published on the Council's website. A communications plan is being developed to publicise the Strategy and generate interest and commitment to the Delivery Plan.

9. Financial implications

- 9.1 The strategy sets out a challenging and ambitious vision for housing which will be delivered against a backdrop of significant reduction in funding for local government. In the current financial climate of reduced resources, the Council will need to look carefully at how it will use these resources to deliver the strategy from existing budgets.
- 9.2 The Council will work to encourage its partners to commit their resources to meeting the priorities set out in the strategy. As many of the organisations are members of the Housing Strategy Partnership they have already helped to shape the strategy and shown their commitment to its delivery.

10. Equality, Diversity and Human Rights implications

- 10.1 An Equality Impact Assessment on the Housing Strategy has been completed and a link to the document can be found below.

<http://www.colchester.gov.uk/CHttpHandler.ashx?id=17028&p=0>

11. Community Safety Implications

- 11.1 It is anticipated that with the implementation of the Housing Strategy Delivery Plan there will be a positive benefit for Community Safety.

12. Health and Safety Implications

There are no Health and Safety implications.

13. Risk Management Implications

There are no risk management implications

Appendices:

Housing Strategy Brief Summary

Housing Strategy Delivery Plan 2015 - 2020

Background Papers

Housing Strategy 2015-2020

Evidence Base

Colchester's Housing Strategy 2015-2020

The Housing Strategy 2015 – 2020 provides an important summary of how the Council and its partners will achieve its **vision** to:

- Make Colchester a place where people choose to live in a decent, safe and healthy home which; meets their needs, at a price they can afford and in locations and neighbourhoods that are sustainable and desirable
- Work to improve the quality of life of local residents.

Achievements since the last strategy...

- Built a total of 4,573 market homes and 1,166 affordable homes to meet the housing needs of Colchester and its residents.
- Used our own land and assets to deliver the first new council homes in 20 years.
- Attracted grant funding of £27.4 million into the borough as well as investing £537,000 of our own funding and £1.06 million of S106 commuted sums to enable the delivery of new affordable homes.
- Completed and published a Strategic Housing Market Assessment (SHMA) in 2014.
- Developed a Strategic Tenancy Strategy which set out our response to fixed and flexible tenancies and affordable rent.
- Developed a Financial Assistance policy to encourage landlords and owners of private sector property to keep it in good repair.
- Set up a number of initiatives to bring empty homes back into use.
- Achieved the Decent Homes Standard for the Council's own stock and invested over £34 million during the lifetime of the strategy.
- Produced a new Homelessness Strategy in 2014, in partnership with voluntary and statutory organisations.
- Achieved the Government target to halve the number of households in temporary accommodation by December 2010.
- Prevented 2,152 households from becoming homeless over the life of the strategy.
- Reviewed the Council's temporary accommodation for households who were homeless and as a result embarked on a programme to bring our temporary accommodation up to today's standards.
- Reviewed the Council's sheltered housing to make it fit for the future and fully refurbished two schemes.
- Promoted modern energy efficient building methods and ensuring homes consume fewer resources.

Key Priorities

Maximise the supply of housing to meet local needs by:

- Maximising the supply of affordable housing on new developments by Implementing Colchester's Local Plan.
- Delivering Market and Affordable Housing to meet housing need and demand.
- Ensuring that housing which is built is attractive and meets the needs of Borough residents, creating neighbourhoods and communities which are sustainable.
- Encourage new initiatives including housing products, which meet housing need and demand from affordable and social rented through to home ownership.
- Maximise the use of the Council's land and assets to deliver new housing by producing a Development Strategy.
- Continue to review the Council's existing sheltered housing stock to implement the Colchester Standard.
- Promote a positive message about the need for new housing and align with the need for Homelessness Prevention in the borough and the need for affordable housing of all tenures.
- Increase the role of the private rented sector in meeting housing need.

Work with partners and residents to create mixed communities which are economically, environmentally and socially healthy and resilient by:

- Working with local communities and the voluntary sector to improve information, access and support to facilitate integration into the local community.
- Delivering quality neighbourhoods and meet the infrastructure needs of proposed housing developments.
- Encouraging housing providers and other organisations to participate in Community Engagement.
- Create neighbourhoods and communities that are sustainable by working in partnership with residents, the voluntary sector and community organisations.
- Improve the external environment on the Council's housing estates by developing an Asset Management Strategy.
- Reduce and tackle anti-social behaviour in partnership with other agencies.

Prevent Homelessness and Rough Sleeping.

Preventing homelessness and rough sleeping are addressed in the Homelessness Strategy 2014 - 2019.

The key priorities identified in the Homelessness Strategy are:

- Preventing homelessness by sustaining tenancies
- Mitigating the negative impacts of welfare reform

- Improving the Health and Wellbeing of homeless people
- Changing the perception and culture of social housing through education – managing expectations
- Rough Sleepers

The delivery plan for the strategy can be found below:

<http://www.colchester.gov.uk/homelessnessstrategy>

Work in partnership to improve the Life Chances of Colchester's residents, including their health and well-being by:

- Improving the health & wellbeing of Colchester residents through greater integration of housing, health and social care services.
- Undertaking targeted activity to support the most vulnerable members of the community who live in the poorest quality housing. Demonstrating how housing improvements can have cost savings to the NHS and wider society as well as improving health.
- Providing advice and support with fuel debt relief and help to reduce fuel poverty.
- Maximising resources available for adaptations work by agreeing protocols with Registered Providers.
- Supporting and encouraging residents to take up work to lower the rates of unemployment in the Borough.
Increasing the employability skills of 25-35 year old entrenched unemployed in the most deprived wards in the borough.

Work with customers to enable them to make informed choices about their housing options by:

- Managing clients' expectations and provide support to enable them to resolve their housing issues.
- Ensuring that young people understand the housing options available to them and the risks of leaving home in an unplanned way.
- Increasing housing options in the private rented sector by encouraging, supporting and incentivising private landlords.
- Improving tenancy sustainment and work proactively with residents to provide advice and assistance around budgeting, work and debts
- Supporting residents affected by Welfare Reform by providing proactive support to those households that are affected.

Make the best use of existing homes by:

- Maximising the use of council homes and reducing under-occupation by using incentives to encourage tenants to downsize.
- Reducing the levels of overcrowding in affordable housing by encouraging and promoting the use of mutual exchange to tenants.
- Helping people whose independence may be at risk to remain in, or return to their home.
- Maintaining and where possible reduce the currently low levels of long term empty properties in the borough.
- Ensuring that houses in multiple occupation (HMOs) are safe and well managed.

Work to ensure that existing and new homes are healthy, safe and energy efficient by:

- Commissioning a Private Sector Stock Condition Survey.
- Encouraging private landlords & managing agents to provide good quality and well managed properties by Increasing the number and percentage of accredited landlords.
- Encouraging and support homeowners to maintain and repair their homes and introduce energy efficiency measures.
- Improving the Energy Efficiency of private sector housing in Colchester and contribute to a reduction of households in fuel poverty.
- Improving the energy efficiency of the Council's housing stock by implementing the Green Strategy, part of the Asset Management Strategy.
- Increasing the take up of the Government's Green Deal scheme across the borough.

Ensure that housing and related services meet a range of specialist needs by:

- Working in partnership with other providers to ensure a sufficient supply of housing for older people, including extra care.
- Ensuring a co-ordinated approach to supported housing across the council, social care and health.
- Identifying and supporting the need for adapted properties as part of new developments.
- Increasing the use of assistive technologies for Council tenants by publicising the benefits to tenants to remain in their own homes.

Housing Strategy Delivery Plan 2015 to 2020

1. Maximise the supply of housing to meet local needs.

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it
Deliver Market and Affordable Housing to meet housing need and demand	<p>Complete the full review of the Local Plan and produce a new plan which is in compliance with the National Planning Policy Framework.</p> <p>Work in partnership with Parish Council's, the Rural Community Council of Essex (RCCE), Registered Providers and private developers to enable the delivery of affordable housing in rural areas.</p>	<p>Ensure the Council's planning policies are updated to provide a robust basis for guiding future growth in the Borough.</p> <p>Delivery of more affordable housing in rural areas of Colchester</p>	<p>Local Plan adopted 2017</p> <p>2015-2020</p>	<p>CBC Planning Policy Team</p> <p>CBC – Housing Strategy Team Parish Council's, RCCE, Registered Providers and private developers</p>
Maximise the supply of affordable housing on new developments	<p>Implement Colchester's Local Plan which seeks 20% of all new homes to be affordable on sites with over 5 homes in rural areas and more than 10 in urban areas</p> <p>Influence the allocation of S106 contributions to ensure the delivery of affordable housing is maximised not compromised</p>	<p>Affordable housing target of 426 homes between 2015 and 2020.</p>	<p>2015-2020</p> <p>2015-2020</p>	<p>CBC – Affordable Housing Development Officer, Development Team, Planning Officers, Registered Providers</p>

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it
	<p>Ensure a balance is reached between delivering new homes and the need for affordable housing by considering viability.</p> <p>Consider if commuted sums can be used to deliver affordable housing elsewhere in the borough</p> <p>Explore how we can use the Affordable Housing New Homes Bonus to increase the supply of housing</p> <p>Work with Registered Providers to seek HCA funding to help deliver more affordable units on new schemes</p>	<p>Different ways of delivering affordable housing</p> <p>Use the New Homes Bonus to deliver new affordable homes</p>	<p>2015 - 2020</p> <p>2015</p>	CBC Housing Strategy Manager, Affordable Housing Development Officer
Understand and identify the housing needs in terms of number, size, tenure, quality of properties and associated facilities.	<p>Clearly set out the level of housing required in the borough to meet housing need and demand through the development of an Objectively Assessed Need figure, as required by the National Planning Policy Framework</p> <p>Ensure that the new Local Plan includes policies to secure good quality design and space standards for new homes</p> <p>Consult with the University of Essex</p>	<p>Robust Objectively Assessed Need figure is established to inform production of the local plan</p> <p>5 year housing land supply is established and maintained which provides certainty for developers and ensures new</p>	<p>2017</p> <p>Ongoing</p>	CBC Planning Policy Team

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it
	<p>when assessing the demand for housing to ensure student needs are addressed.</p> <p>Consult with the Adaptations Manager to consider the building of specially adapted properties to accommodate those with specific needs.</p>	<p>development happens in the right locations</p> <p>Ensure that housing delivered in the market is attractive and meets the needs of Borough residents, creating neighbourhoods and communities which are sustainable. Particular groups include larger families, older people and supported housing for vulnerable people.</p>		CBC Housing Strategy Team
Encourage new initiatives, including housing products, which meet housing need and demand between affordable rented and home ownership.	<p>Implement Colchester's Planning Policies which seek 20% of all affordable housing to be provided as Intermediate housing</p> <p>Explore increasing the number of equity share properties available</p> <p>Publicise and support national initiatives which seek to bridge the gap between affordable rented and outright home ownership</p>	<p>A range of products and initiatives available to meet housing need</p> <p>A fully functioning housing ladder where demand meets supply at a price that is affordable to households in Colchester.</p>	<p>2015-2020</p> <p>2015/2016</p> <p>2015 -2020</p>	CBC Affordable Housing Development Officer
Maximise the use of the Council's land and assets to	Produce a development strategy which sets out the Council's	Delivery of new housing on Council	2015/16	Housing Development

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it
deliver new housing.	<p>aspirations, a pipeline of development and the funding required to deliver the strategy</p> <p>Identify council owned housing that is no longer viable and consider its potential to enable the development of new homes</p>	owned sites to increase housing numbers	2015-2020	<p>Officer</p> <p>Joint CBC/CBH Asset Management Group, Housing Development Officer</p>
Continue to review the Council's existing sheltered housing stock to implement the Colchester Standard	<p>Carry out major refurbishment of the Sheltered Housing Stock identified in the 2010 Review.</p> <p>Review the remaining Sheltered housing stock through condition surveys and assessing their viability</p>	<p>Colchester Standard achieved on all schemes identified</p> <p>Up to date surveys and viability assessments completed on schemes.</p>	<p>1st scheme completed March 2015.</p> <p>2nd scheme starting April 2015</p> <p>Annual reviews</p>	CBH Asset Management Team
Promote a positive message about the need for new housing and align with the need for Homelessness Prevention in the borough and the need for affordable housing of all tenures	Publicise the community and economic benefits of new homes and the need for housing to meet local needs through press releases, consultation, committee reports	A better understanding amongst residents as to why additional housing is required	2015-2020	Communications Team, Planning Policy, Registered Providers
Increase the role of the private rented sector in meeting	Improve access for those who traditionally face barriers to the	Increased provision of Private Rented homes	2015-2020	CBH - Housing options Team, CBC – Private

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it
housing need	private rented sector (PRS) Work with landlords to improve the sometimes poor image of the PRS through implementing the Essex wide landlord accreditation scheme	to meet housing needs Landlord Accreditation scheme implemented and perception of the PRS improved	2015/16	Sector Housing Team, Private Landlords

2. Work with partners and residents to create mixed communities which are economically, environmentally and socially healthy and resilient

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it
Facilitate integration into the local community for the incoming population.	Work with local community and voluntary sector to improve information, access and support (especially ethnic minorities)	Community groups set up. Incoming population successfully integrated into the community	2015-2020	CBC Community Initiatives Team
Deliver quality neighbourhoods with adequate infrastructure.	<p>Inform and consult the relevant infrastructure providers including education services of proposed housing developments so they have the opportunity to comment and influence outcomes.</p> <p>Work in partnership with ECC and the South East Local Enterprise Partnership (SELEP) to deliver integrated and sustainable transport projects</p>	<p>High quality communities</p> <p>Projects delivered – Infrastructure needs met</p>	<p>2015-2020</p> <p>2015-2020</p>	CBC Planning Policy and Transportation Team, Development Management, Community Development Team
Encourage Community Engagement with housing providers and other organisations	Introduce a co-ordinated approach to community engagement with voluntary sector and housing providers	<p>Community projects established</p> <p>Projects delivered including Crucial Crew for older and young</p>	2015-2018	Police, Crime Commissioners, CCVS,CBH, Registered Providers

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it
		people.		
Create neighbourhoods and communities which are sustainable	<p>Develop partnerships with residents, the voluntary sector, community organisations and wider local service providers, especially on new housing schemes/developments.</p> <p>Work in partnership with the Community Police to implement new legislation from the ASB Police and Crime Act and undertake enforcement action as necessary</p> <p>Maximise employability funding from the SELEP to support the Economic Growth Strategy</p>	<p>Partnerships set up</p> <p>Continue to hold events including 'Days of Action' and 'Make a difference day', to bring communities together. (8 make a difference days held a year)</p> <p>Funding bids submitted and agreed</p>	<p>2017</p> <p>Ongoing</p> <p>2020</p>	<p>Zone Wardens, Community Police, Community Initiatives, CBH, Registered Providers, CBC – Private Sector Housing, Environmental Protection, Animal Services.</p> <p>CBC - Economic Growth Team, Enterprise and Tourism Team</p>
Improve the external environment on the Council's housing estates	<p>Develop an Estate Management Strategy for the external environment within the Council's housing estates</p> <p>Complete a pilot project at Scarfe Way to test the impact of improvements around blocks of flats.</p>	<p>Estate Management Strategy produced with recommendations that can be implemented</p> <p>Pilot project completed</p> <p>Results of the pilot used to inform an ongoing estate improvement</p>	2017	Zone Wardens/CBH

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it
		programme		
Reduce and tackle anti-social behaviour in partnership with other agencies	<p>Challenge antisocial behaviour and use appropriate sanctions against those who cause a nuisance</p> <p>Work with others to offer a range of interventions to help people change their behaviour</p> <p>Provide support to witnesses and victims of antisocial behaviour</p>	Reduction in antisocial behaviour	2015-2020	CBH anti-social behaviour team, Neighbourhood action panels, Police, CBC Community Initiatives Team, Environmental Protection, Animal Services.

3. Prevent homelessness and rough sleeping

Preventing homelessness and rough sleeping are addressed in our Homelessness Strategy 2014-2019. The Delivery plan for the strategy can be found by following the link below:

<http://www.colchester.gov.uk/homelessnessstrategy>

What we want to achieve	Key Actions	Outcomes	When it will be done	Who will do it
Progress on the actions set out in the Homelessness Strategy Delivery plan monitored and updated annually.	Consult with Homelessness Strategy Project Group and other key organisations on progress on actions.	Delivery plan updated and progress report completed and published on website.	Annually	Housing Strategy Officer
To produce a new Homelessness Strategy for Colchester.	Project Group set up with key stakeholders to carry out a review of Homelessness in Colchester and develop a new Homelessness Strategy and Delivery plan.	A new Homelessness Strategy written and published.	2019/2020	Housing Strategy Officer

4. Work in partnership to improve the Life Chances of Colchester's residents, including their health and well-being

What we want to achieve	Key Actions	Outcomes	When it will be done	Who will do it
Improve health & wellbeing of Colchester residents through greater integration of housing, health and social care services.	Engage with partner services and identify opportunities for joint working and service delivery to tackle housing as a long term barrier to health.	Joint working established between housing, health and social care	2015-18	CBC Private Sector Housing, Registered Providers Essex County Council
	Explore opportunities for additional Public Health funding.			NEE CCG
	Establish effective multidisciplinary care/referral pathways	Pathways established and referral processes improved	2015-2020	
	Reduce the number of home hazards most likely to have a negative impact on residents' health and safety.	Home hazards reduced by 300 per annum	2015 - 2020	
	Work with local community and voluntary sector organisations to improve information, access and support for household health checks.	Regular Forums established, Tenancy audits in place to identify vulnerable tenants	2015-2020	Customer Services Solutions, Private Sector Housing
Undertake targeted activity to support the most vulnerable	Establish and pilot new referral pathways between Private Sector	Pathways established	2014-16	CBC Private Sector Housing,

What we want to achieve	Key Actions	Outcomes	When it will be done	Who will do it
members of the community who live in the poorest quality housing containing Category 1 and significant Category 2 hazards	<p>Housing & Customer Support Team</p> <p>Work with Clinical Commissioning Group and Health and Social Care Services through the Care Closer to Home Strategy to tie Environmental Health into care planning and patient discharge to</p>	<p>Progress to achieving an annual target of improving 300 dwellings occupied by vulnerable people including those with long term health conditions.</p> <p>Facilitate quick and ready access to services which resolve property-related barriers to returning to/staying at home.</p>		<p>Registered Providers</p> <p>NEE CCG</p> <p>ECC ACE</p>
Achieve cost savings to the NHS and wider society as a result of housing improvements on health.	Purchase housing health cost calculator and populate with data for each intervention or housing assistance case where housing hazards have been removed.	£80,000 NHS Cost savings delivered annually	<p>Cost calculator purchased 2014</p> <p>Cost saving ongoing</p>	CBC Private Sector Housing
Reduce fuel poverty in the borough.	<p>Promote Warm Home Discount and Priority Services Register for vulnerable residents.</p> <p>Provide fuel poverty advice to households & signpost customers to income maximisation and fuel tariff/debt advice.</p>	<p>Increased take up of Warm Home discount.</p> <p>Reduction in fuel poverty in the borough</p>	<p>2015-2020</p> <p>2015-2020</p>	<p>CBC Private Sector Housing</p> <p>CBC – Community Initiatives Team, Voluntary sector Energy suppliers Energy Savings Trust</p>

What we want to achieve	Key Actions	Outcomes	When it will be done	Who will do it
	<p>Signpost customers to Green Deal offers and measures available.</p> <p>Enforce the provision of insulation and economic/efficient heating systems in privately rented properties to remove Category 1 and significant Category 2 hazards of Excess Cold.</p> <p>Provide grant/loan aid to owner occupiers (where alternative forms of assistance are not available) to remove Category 1 and significant Category 2 hazards of Excess Cold</p>	<p>Removal of 80 Excess Cold hazards in privately rented and owner occupied homes per annum.</p>	<p>2015 onwards</p> <p>Ongoing</p>	
Maximise resources available for adaptations work	Develop a protocol with RPs which sets out their financial contributions towards adaptations in properties they own for their tenants.	Protocol developed and contributions by RP's are implemented.	2015/16	CBC – Private Sector Housing, Registered Providers
A proactive approach to dealing with dampness and condensation in flats '.	Work with Registered providers and Green Deal providers to identify and improve dwellings through building fabric and behaviour change interventions	<p>Accommodation with damp and condensation problems identified and improved.</p> <p>Damp & Mold hazards mitigated</p> <p>NHS Cost Savings established</p>	<p>Pilot properties identified 2015</p> <p>2018</p> <p>Ongoing</p>	<p>Private Sector Housing</p> <p>Registered Providers</p> <p>Green Deal Providers</p>

What we want to achieve	Key Actions	Outcomes	When it will be done	Who will do it
Lower the rates of unemployment in the Borough by supporting and encouraging residents to take up work.	Operate weekly Work Clubs for advice, support and networking Develop education, employment and training opportunities for council tenants and other residents	Work clubs set up; premises and volunteers to run them identified	Ongoing	Community Initiatives Team CBH
	Develop the Local Support Services framework, in partnership with Colchester Job Centre Plus, Colchester Borough Homes, Customer Borough Council and other partners to promote employment opportunities and local support services	Unemployment reduced	Ongoing	CBH/CBC Customer Services Solutions.
Increase the employability skills of 25-35 year old entrenched unemployed in St Andrews and surrounding area	Implement Resilience Hub based in Greenstead Housing Office to offer training, work placements and motivational courses	Increase in 25-35 year olds into employment.	2015/2016	DWP, CBC,CBH, Colne Housing, GO4, Signpost, Children Centres and Family Solutions
Encourage better links between housing and crime prevention	Work with organisations to continue to arrange and hold events including; Terry's Army Days/Local ASB Forum/ASB Partnership event.	Events held quarterly	2015-2020	Colchester Borough Homes/Open Road/Police/Catch 22
	Make homes safer and reduce the fear of crime through mitigation of 'entry by intruder' hazards under the provisions of the Housing	Safer homes and reduction in fear of crime – Category 1 & significant category 2	2015-2020	CBC – Private Sector Housing Team

What we want to achieve	Key Actions	Outcomes	When it will be done	Who will do it
	<p>Health and Safety Rating System (HHSRS).</p> <p>Provision of Home Security Grants to lower income households for urgent home security works</p>	<p>'entry by intruder' hazards removed.</p> <p>Minimum 20 'entry by intruder' hazards removed per year by formal or informal enforcement action</p>		
Prevent and reduce Domestic Abuse	Work in partnership with Essex County Council to develop a Domestic Abuse Strategy for Essex	Domestic Abuse Strategy produced and implemented	2015	CBH, ECC, Registered Providers

5. Work with customers to help them make informed choices about their housing options

What we want to achieve	Key Actions	Outcomes	When it will be done	Who will do it
Manage customers' expectations and enable them to help themselves	Work with the CBC Customer Service Centre to help promote self serve	More customers able to self-serve More efficient service Financial savings	2015/16	CBH - Housing Options Team, Customer Services Solutions, CBC- Private Sector Housing
Ensure that young people understand the housing options available to them and the risks of leaving home in an unplanned way	Work in partnership with schools in the borough to educate young people and their parents about their housing options and the risks of leaving home in an unplanned way. Publicise COYOHO (Colchester Young Persons Housing) website which offers advice and information for young people on Housing problems.	School projects set up so young people are more informed about housing. Publicised to organisations and groups via e-mail and Social Media	Ongoing 2015/16	Yes/CCVS/Age UK/TACMEP/CBH – Housing Options Team Community Initiatives Team
Increase housing options in the private rented sector encouraging, supporting and incentivising private landlords	Set up a quarterly Landlords Forum Continue to offer a rent bond to landlords to provide affordable rented accommodation and to ensure housing standards are suitable.	Landlords Forum set up and good attendance maintained Increase in use of the Private Rented Sector – Monitor take up	Ongoing	CBH - Housing Options Team Lettings Officer, Private Sector Landlords, CBC – Private Sector Housing Team.

	Deliver housing standards regulation and management training to Private Sector Landlords.	Training delivered – better informed and broadly compliant landlords.	2015-16	
Support residents affected by Welfare Reform	Continue to develop internal and external partnerships to mitigate the effects of welfare reform. Continue to provide proactive support to those affected by the reform agenda.	More residents supported and where appropriate alternative housing options identified.	2015-2020	Housing Options Team, CBH, Customer Services Solutions.
Improve tenancy sustainment and work proactively with residents to provide advice and assistance around budgeting, work and debts	Promote pre tenancy workshops/early intervention for arrears Promote financial Inclusion to help tenants to budget and provide long term improvements for residents in financial difficulty and reduce long term dependency on discretionary funds	Increase in take up of workshops. Reduction in the take up of discretionary funds	2015-2020	CBH – Housing Options Team /Supported Housing Organisations/CBH - Tenant Support Officers

6. Make the best use of existing homes

What we want to achieve	Key Actions	Outcomes	When it will be done	Who will do it
Maximise the use of council homes and reduce under-occupation	<p>Implement revised tenant incentive scheme policy to encourage council tenants who are under-occupying to move to a home that better meets their needs</p> <p>Promote the use of mutual exchange, to better meet tenants housing needs including a mutual exchange fair where tenants from all landlords in Colchester can be matched to more suitable properties</p> <p>Continue to carry out tenancy audits to ensure tenancy fraud is minimised</p> <p>Ensure the Council's Sheltered Housing Stock is appropriately maintained in accordance with the Colchester Standard.</p> <p>Maximise take-up of sheltered housing through the major refurbishment programme to</p>	<p>Tenant Incentive Scheme implemented and more under occupied households using the scheme.</p> <p>Mutual exchange publicised and an increase in the number of households moving through the scheme. In 2013-14 there were 114.</p> <p>Target of 300 Tenancy audits completed a year. Tenancy fraud reduced.</p> <p>All stock meets Colchester Standard</p> <p>Reduction in sheltered voids.</p>	<p>Ongoing</p> <p>5 year and 30 year plan</p>	<p>CBH – Housing Options Team, Tenant Support Officers, Registered Providers</p> <p>CBH – Property Services</p>

What we want to achieve	Key Actions	Outcomes	When it will be done	Who will do it
	free up under-occupied properties			
Reduce levels of overcrowding in affordable housing	Promote the use of mutual exchange, to better meet tenants needs (see action above)		Ongoing	CBH Housing Options, Housing Management Teams, Registered Providers
	Assessment of 'crowding and space' under the provisions of part 1 of the Housing Act 2004 to ensure families are correctly prioritised for rehousing	Crowding and space hazards removed or sufficiently mitigated.	Ongoing	CBC – Private Sector Housing Team
Help people whose independence may be at risk to remain in or return to their home in both the private and public sector properties.	Increase use of the disabled adaptations in CBC properties to encourage independent living amongst older residents and residents with a disability	Increase in planned and unplanned adaptations 100% spend of DFG budget allocation	Ongoing	CBH Adaptations Manager, Registered Providers
	Respond to recommendations from ECC Occupational Therapy service to process Disabled Facilities Grants in private sector properties.			
	Participate and influence the recommissioning process for Home Improvement Agency services by ECC in 2015.	New HIA service or alternative provision in place from 2015	2015	CBC – Private Sector Housing with Home Improvement Agency support ECC

What we want to achieve	Key Actions	Outcomes	When it will be done	Who will do it
	Provide advice on welfare benefits to older people to help them maximise their income and remain in their own home.	Increase in older people able to remain in their own home	Ongoing	CBC Welfare Rights Team
Maintain and where possible reduce the currently low levels of long term empty properties in the Private Sector Provide information to residents on the reality of empty homes – manage the perception	<p>Respond to enquiries regarding long term empty properties and take informal or formal action as appropriate.</p> <p>Offer financial assistance to bring empty properties back in to use wherever possible or to reduce the affect of the property on the neighbourhood.</p>	<p>Reduction in the overall number of empty homes.</p> <p>Make safe and secure empty properties where there is a significant public health or safety impact on the community.</p>	Ongoing	CBC Private Sector Housing, Registered Providers

7. Work to ensure that existing and new homes are healthy, safe and energy efficient

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it
Target the work we do to improve homes in the private sector based on evidence and the best information	Commission stock condition survey to provide evidence base and influence future service planning and delivery activities. Purchase Housing Health Costs Calculator	Survey and final report completed and implemented HHCC purchased and in use to demonstrate savings to society resulting from housing interventions	2015/16 2015	Private Sector Housing Team
Encourage private landlords & managing agents to provide good quality and well managed properties	Adoption & Development of Essex Landlord Accreditation Scheme (ELAS) and Colchester's Student Accommodation Accreditation Scheme (SAAS) Review and improve housing conditions through the Housing Health & Safety Rating System (HHSRS) under the provisions of the Housing Act 2004 Part 1 Support landlords towards provision of broadly compliant housing accommodation through improved	Increase number and percentage of accredited landlords through ELAS and Colchester's Student Accommodation Accreditation Scheme (SAAS) Category 1&2 hazards removed. Minimum of 300 per annum. Update website with self-serve information.	Ongoing 2015 onwards 2015	CBC - Private Sector Housing Team ELAS Local Authority Consortium. Essex University CBC – Private Sector Housing Team

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it
	communication and joint working - Identify common barriers to compliance and provide self service advice and guidance in order that resources can be targeted toward criminal landlords.	Landlord training delivered. Participation in Landlord Forums and other similar events.	Ongoing	
Ensure that houses in multiple occupation (HMOs) are safe and well managed	<p>Develop knowledge of the number and location of private HMOs in Colchester.</p> <p>Ensure HMOs are managed in accordance with the Management of Houses in Multiple Occupation (England) Regulations 2006 & (additional provisions) Regulations 2007</p> <p>Undertake statutory duty to license all mandatory HMOs under the provisions of the Housing Act 2004 Part 2</p> <p>Use enforcement powers to raise standards where landlords refuse to work with CBC or where landlords fail to licence properties as necessary.</p>	<p>Better quality accommodation - Improvement of HMO's from 30 to 50 per annum over the course of the strategy.</p> <p>Reduction in unlicensed HMO's</p> <p>Enforcement action and prosecution of non-compliant/criminal landlords.</p>	<p>2020</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	CBC - Private Sector Housing, Private Landlords
Encourage & Support homeowners to maintain and repair their homes and	Remove and mitigate significant hazards and fund energy efficiency improvements where no alternative	Improvement in energy efficiency of properties.	2015/16	CBC - Private Sector Housing

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it
introduce energy efficiency measures.	<p>form of assistance is available by providing financial assistance through grants and loans.</p> <p>Undertake review of Financial Assistance Policy and explore opportunities to further incentivise property improvements through provision of grants and loans.</p>	More grants and loans provided for property improvements.	2015/16	
Improve the Energy Efficiency of private sector housing in Colchester and contribute to a reduction of households in fuel poverty	<p>Undertake Housing Health and Safety Rating System (HHSRS) excess cold assessments and take appropriate action to ensure dwellings have an effective and affordable means of heating.</p> <p>Provide fuel poverty advice to households & signpost customers to income maximisation and fuel tariff advice.</p>	<p>80 excess cold hazards removed through formal/informal enforcement and financial assistance per annum.</p> <p>Promotional events and activities organised relating to the promotion of energy efficiency and renewable energies available to the domestic market.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>CBC - Private Sector Housing</p> <p>Energy/Green deal suppliers</p> <p>CBC - Community Initiatives Team</p>
Increase the take up of the government's Green Deal scheme across the borough, encouraging and supporting residents to make	Working in partnership with Green Deal installers to make direct contact with households, hold information session to allow residents to find out more about	<p>Information sessions held and grant funding accessed.</p> <p>Use existing funding and identify or draw</p>	2015/16	Community Initiatives Team, CBC Private Sector Housing

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it
improvements to their home increasing energy efficiency, and reducing fuel bills.	insulating their homes and where possible grant funding may be available. Use social media to promote Green Deal opportunities.	down available ECO or Green Deal funding. More residents benefit/make savings by joining the Green Deal		
Improve the energy efficiency of the Council's housing stock	Implement the Green Strategy part of the Asset Management Strategy, which provides a holistic approach to making homes more energy efficient.	Increase in homes that are more energy efficient.	2020	CBH Asset Management
	Utilise the Government's and the EU's energy grant and incentive schemes to maximise the amount of measures available to individual properties within the stock.		Ongoing	CBH Energy Initiatives Officer
	Continue the Solar PV installation programme with private investors to ensure every viable property within the housing stock has PV installed.	PV Panels installed, tenants save money on fuel bills.	Ongoing	CBH Asset Management
	Include energy saving measures within the Colchester standard and ensure procurement includes measures within specifications where appropriate.		Ongoing	CBH Asset Management

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it
Understand the viability of implementing new energy efficiency measures for the Council's housing stock	Energy assessments to be carried out on all properties with the Housing Stock.	Assessments completed, better understanding of costs to inform what new measures are implemented.	2019	CBH Project Surveyor (Energy)

8. Ensure that housing and related services meet a range of specialist needs

What we want to achieve	Key Actions	Outcomes	When it will be done	Who will do it
Work in partnership with other providers to ensure a sufficient supply of housing for older people including extra care.	Work with ECC to identify funding available and delivery options. Use information from the SHMA to identify the needs and aspirations of older people, where they want to live and type of accommodation	Funding Identified Needs and aspirations of older people identified and provision made within the Local Plan for suitable sites	Ongoing	CBC Housing Strategy Team, Housing Development Officer
Ensure a co-ordinated approach to supported housing across the council, social care and health	Continue to work with ECC and attend the Housing, Health and Social Care Forum to influence commissioning of supported housing and support services where possible. Review existing supply of supported housing in the borough including access to and support options.	Increase/improvement in supported housing and support services for Colchester. Directory of support services updated. Supported housing supply identified to inform commissioning process.	Ongoing Ongoing	CBC Housing Strategy Team
Identify and support the need for adapted properties as part of new developments	Negotiate the provision of homes built to wheelchair standards on sites where affordable housing is being provided	Increase in the number of wheelchair standard properties	Ongoing	CBC Housing Strategy Team
Increase use of assistive technologies for Council tenants.	Publicise the benefits of assistive technology to tenants to enable them to remain in their own homes.	More tenants using the service	2017	CBH

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