

Members' briefing pack

Tuesday, 15 August 2023

Items in this briefing pack:

	Page nos.
1. Housing Strategy Contract Performance Summary 2022-23	1 - 58

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Community Wellbeing & Housing



Tuesday 18th July 2023

Title	<i>Housing Strategy Contract Performance Summary 2022-23</i>
Purpose of the report	To note
Report Author	<i>Gareth Richards – Housing Strategy Team Leader, Contract Management and Reporting</i>
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	<i>Not Applicable</i>
Corporate Priority	Community Affordable housing Service delivery
Recommendations	Committee is asked to: <i>Not Applicable – For information only</i>
Reason for Recommendation	<i>Not Applicable – For information only</i>

1. Summary of the Report

- 1.1 The report seeks to assess current contract performance to inform future contract management, renewal, and procurement.

2. Key Issues

- 2.1 This report summarises the Key Performance Indicators and other contract requirements for each of the Housing Strategy contracts for 2022-23, and details the performance of our partners and colleagues against those KPIs and other requirements in line with the Council's procurement policies and procedures relating to Contract Management.

3. Options Analysis and Proposal

- 3.1 To continue with contract performance management, renewal, and procurement in line with the Council's policies and procedures.

4. Financial Implications

- 4.1 Costs for services such as property management, cleaning and grounds maintenance, and competing demands for Council funding from providers of other services such as advice and support. For those services relating to White House and Harper House there are service charges to cover some costs, plus additional rental income for the Council. For those services providing advice and support there is a saving of resources (including staff

time, prevention through early intervention, etc.) which represents a cost saving to the Council, and these benefits should be weighed up against the costs to ensure the Council is getting best value for money.

5. Risk Considerations

- 5.1 Risk assessments are completed by the service providers and / or Spelthorne Borough Council for all services. The ongoing contract performance management alleviates the risk of poor service provision, and health & safety and safeguarding matters are addressed in all meetings.

6. Procurement Considerations

- 6.1 All contracts are awarded in line with the Council's procurement policies and procedures.

7. Legal Considerations

- 7.1 Contracts must be in place with defined KPIs and other requirements that performance can be measured against, and where the Council has recourse to take appropriate action should performance not be satisfactory. These must be reviewed and updated over time.

8. Other Considerations

- 8.1 Where the same service provider remains in place over time, there are considerations of their experience providing those particular services and their familiarity with the client groups when those contracts are renewed. Whilst this knowledge and experience is extremely valuable, and there are difficulties associated with training and "bedding in" new service providers, the Council should not become over-reliant on particular partners and should be prepared to consider alternative providers who may be able to provide better value when contracts are re-tendered. The Procurement Exemption process is followed where there is a lack of suitable alternative providers.

9. Equality and Diversity

- 9.1 An Equality and Diversity Impact Assessment is carried out for each of the contracts, in line with the Council's policies and procedures.

10. Sustainability / Climate Change Implications

- 10.1 There are sustainability and climate / change concerns for some contracts (such as for grounds maintenance, for example). However, the contract performance management process itself does not directly impact on the Council's sustainability / climate change position.

11. Timetable for Implementation

- 11.1 Contract performance management is ongoing. This report is for the financial year 2022/23, and there will be further reports for future years.

12. Contact

- 12.1 Housing Strategy and Policy Team: HousingStrategy@spelthorne.gov.uk

Background Papers: There are none.

Appendices: Spelthorne Borough Council Housing Strategy 2020-2025

HOUSING STRATEGY CONTRACT PERFORMANCE SUMMARY 2022-23

CITIZENS' ADVICE RUNNYMEDE & SPELTHORNE PERFORMANCE SUMMARY:

Citizens' Advice Runnymede & Spelthorne KPIs:

1. Number of Spelthorne clients per quarter: Target 125 clients
2. Number of issues in Spelthorne effectively supported per quarter: Target 250 matters
3. Annual Client Satisfaction Survey for Spelthorne area for 4 areas of service – Ease of Access, Way Forward Found, Problem Resolved, and whether clients would Recommend the Service: Target 80% for each area
4. Timely delivery of quarterly reports to SBC to show Spelthorne statistics to include details of number of volunteers and hours of client contact for Spelthorne clients
5. Reporting serious complaints/issues to SBC immediately: Target 100%
6. To maintain Advice Quality Standard accreditation

Citizens' Advice Runnymede & Spelthorne – Stats for SBC Clients, Issues & Outcomes:

Capital Grant:

Maximum of £60,000 annually from Housing capital grant, plus a further £40,000 from the Housing budget, and a further £46,000 to fund a Spelthorne-specific advisor.

Plus the rental costs for Sunbury library (but please note that they are due to move to Staines library).

1. & 2. Overall Spelthorne BC Clients, Issues & Caseload:

The KPI targets for the numbers of clients and issues supported have been exceeded for each quarter. Total numbers of clients, issues, activities, and cases for Spelthorne are shown below.

Note that the additional “simple queries” are straightforward queries which are resolved when the initial call is made without needing to create a full case (e.g., providing basic information on local services, signposting to other services, etc.).

	2022 – 2023 Q1	2022 – 2023 Q2	2022 – 2023 Q3	2022 – 2023 Q4	Total
Clients	548	485	545	656	2,234
Issues (e.g., benefits, housing, debt, legal etc.)	1,808	1,803	1,867	2,209	7,687
Activities	2,268	2,333	2,511	2,692	9,804
Cases	523	436	470	615	2,044
Financial Outcomes (e.g., debt relief, benefit / UC gain etc.)	£348,909	£370,152	£327,841	£528,788	£1,575,690
Simple Queries					816
Total Clients					3,050

3. Annual Client Satisfaction Survey:

CAR&S are below their 80% target for “Ease of Access” and “Problem Solved”, which is in line with the general national figures for CA due to the ongoing unprecedented demand for their services and increasing complexity of cases resulting from the cost of living crisis. CAR&S are above the CA national average for “Way Forward Found” and whether clients would “Recommend the Service”, achieving well above 80% in both these categories, and they have not fallen too far short of the 80% targets for the other categories despite the upsurge in demand and increasingly complex issues faced by clients:

	Ease of Access	Way Forward Found	Problem Solved	Recommend the Service
CAR&S	74%	90%	73%	89%
National CA	72%	83%	74%	85%

4. Report Delivery:

The quarterly reports have been delivered in a timely fashion ahead of the planned meeting dates. The number of volunteers and hours of client contact spent for Spelthorne clients is show below (please note that there is not total column due to overlap):

	2022 – 2023 Q1	2022 – 2023 Q2	2022 – 2023 Q3	2022 – 2023 Q4
CAR&S Volunteer Numbers	36	36	36	36
Volunteer SBC Client Contact Hours*	270	284	284	295
Volunteer SBC Client Casework & Follow-Up Hours*	530	566	566	590

*Estimated based on average; Does not include supervisor direct client contact time – variable by week and need, no current way of easily recording this.

5. Serious Complaints / Issues:

None to report.

6. Quality of Advice:

CAR&S advisors are trained to the standards for the national Advice Quality Standard (AQS), they have maintained this accreditation.

Overall Citizens’ Advice Runnymede & Spelthorne Service Provision:

1. & 2. The KPI targets for the numbers of clients and issues supported have been exceeded for each quarter.
3. CAR&S achieved well above the 80% target for the Annual Client Satisfaction Survey for 2 of the categories, and, although they did not meet this target for the other categories they have not fallen too far short of the target despite the upsurge in demand and increasingly complex issues faced by their clients due to the cost of living crisis, and they are in line with the CA national average for these categories.
4. The quarterly reports have been delivered in a timely fashion ahead of the planned meeting dates, detailing the number of volunteers and hours of client contact spent for Spelthorne clients.
5. There have been no serious complaints or issues to report.
6. Citizens’ Advice provide advice to the recognised accredited Advice Quality Standard, which includes legal advice and further help with progressing issues.

LOOK AHEAD CARE & SUPPORT – FLOATING SUPPORT PERFORMANCE SUMMARY:

Look Ahead Care & Support – Floating Support KPIs:

1. Acknowledgement of referral within 24 hours: Target 100%
2. Support provided to a minimum of 25 clients every month (including ongoing cases): Target 95%
3. % of clients achieving a minimum of 12 months tenancy sustainment: Target 90%
4. % of clients achieving improvements in independent living skills, mental and physical health after 12 months: Target 80%
5. % of applicable clients with reduced re-offending and anti-social behaviour after 12 months: Target 85%
6. % of applicable clients who have a support plan and are engaging meaningfully with identified support services (including a move from use of emergency services to planned appointments) after 12 months: Target 90%
7. % of clients with improved financial awareness and budgeting skills after 6 months: Target – 90% of clients have attended at least one financial awareness and budgeting skills training session
8. Safeguarding concerns reported to the correct social care team within 24 hours: Target 100%
9. Health & Safety performance reporting: Target – 100% of accidents and incidents recorded in Health & Safety log

Overall Look Ahead Care & Support – Floating Support Service Provision:

1. 100% – All initial responses to referrals have been within 24 hours.
 2. This target has not been possible to meet yet, as Look Ahead have only received a total of 37 referrals from Spelthorne BC (of which 19 were actively receiving support from Look Ahead at the end of the financial year, representing 76% of the target of 25).
 3. – 6. These are 12-month targets, and because the service has only been operating since 1st September 2022 these cannot be measured yet.
 7. Some clients were referred more than 6 months ago, but Look Ahead have suggested that the current target KPI is unrealistic for their client group; however, the KPI could be measured using targets such as support and advice provided to clients be in receipt of the correct benefits (maximising income), budgeting, better debt management (including referral to specialist organisations), etc.
 8. There has been 1 safeguarding concern, which was reported within 24 hours of Look Ahead becoming aware.
 9. No accidents and incidents to date.
- In addition to the quarterly contract review meetings, there are regular meetings and discussions between Look Ahead representatives and our Housing Options team.

METROPOLITAN THAMES VALLEY HOUSING – WHITE HOUSE & HARPER HOUSE PERFORMANCE SUMMARY:

Metropolitan Thames Valley Housing – White House & Harper House KPIs:

1. New resident sign-ups held and completed within one working day of void completion date: Target 100%
2. Personalised Support Plans for individuals completed within 48 hours of moving in: Target 100%
3. Number of Personalised Report Plans reviewed at least every 28 days: Target 100%
4. Occupancy charges collected as a % of gross charges raised: Target 98%
5. Housing Benefit is paid 4 weeks in arrears; collections to be passed on within the same 4-week delay: Target 100%
6. Complaints of anti-social behaviour logged with an initial investigation carried out within 2 Working Days of the complaint: Target 98%
7. Number of instances of Major Void works are required: Record only – no target
8. Void periods are kept to less than: 5 Working Days for Minor Voids; 10 Working Days for Minor Voids: Harper House Target 100%; White House: Record only – no target
9. % of repair requests completed within the Service Provider’s proposed response times: Target 100%
10. % of residents that move on to settled accommodation, in agreement with the Authority, within 6 months of arrival for Harper House, and within 12 months of arrival for White House: Target 100%
11. Achieve a 95% satisfaction rate from residents leaving the accommodation, who completed a satisfaction survey: Target 95%
12. White House Only: To achieve positive distance travelled on the Outcomes Star at the end of each placement: Target 100%

Metropolitan Thames Valley Housing – White House & Harper House Stats for Resident & Management Targets & Outcomes:

KPIs	Outcomes				
	Q1	Q2	Q3	Q4	2022/23
Resident sign-ups completed within 1 working day of void completion date	80% approx.	80% approx.	80% approx.	100%	85% approx.
Personalised Support Plans for individuals completed within 48 hours of moving in	100%	100%	100%	100%	100%
Number of Personalised Report Plans reviewed at least every 28 days	100%	95%	100%	100%	99%
Rent and service charge collection*	108%	88%	82%	82%	91%
Housing benefit passed on within 4-week payment period	Not recorded, but confirmed all is now in place				
Complaints of ASB logged and investigated within 2 working days	N/A	N/A	N/A	N/A	N/A
Major voids	N/A	N/A	3	0	3
Void turnarounds within target periods	85%	75%	50%	50%	63%
Repairs completed in line with priority response times	100%	100%	100%	100%	100%
White House: Move-on rate within 12 months**	100%	50%	72%	66%	89%
Harper House: Move-on rate within 6 months**	100%	100%	0%	100%	60%
Satisfaction rate from residents leaving the accommodation (who completed a survey)	100%	-	-	-	100%
White House Only: Support outcomes STAR Progress	-	100%	100%	100%	100%
Other Priorities (No targets, record figures)	Outcomes				
	Q1	Q2	Q3	Q4	2022/23
Health and Safety Incidents Reported on SHE	0	0	0	0	0
Staff training	98%	82%	68%	100%	100%

* This figure can be above 100% due to Housing Benefit claims being paid 4 weeks in arrears.

**Based only on those clients who have moved-on, does not account for those who remain as residents.

Overall Metropolitan Thames Valley Housing White House & Harper House Service Provision:

KPIs:

1. New resident sign-ups have typically been below target. This is partly because MTVH must follow the legal guidelines of up to 7 days to end the licenses, which delays some sign-ups where they may not have had a termination date. There is also an issue with staff availability for sign-ups done on MTVH systems, and they are looking to move to a more straightforward paper-based sign-up process.
2. & 3. The completion and review of Personalised Support Plans is on target, apart from a minor shortfall in Q2 for the reviews.
4. & 5. Occupancy charge collection is a concern. Some of the shortfall in Q2, Q3 and Q4 can be explained because of the delays in receiving Housing Benefit payments (this is paid 4 weeks in arrears, but it can also take 8 – 10 weeks to set-up for new residents). However, some of this shortfall is also due to arrears, although that is to be expected to an extent due to the nature of the client group.
6. There was only 1 serious complaint received during the year (in Q3) regarding a White House resident with PTSD unfortunately experiencing an episode in the community during the early hours, but this was not treated as ASB and support was provided for the resident. Another White House resident was evicted in Q4 after numerous general complaints about their behaviour when they had been drinking from other residents, but there was not a specific ASB incident to report.
7. The 3 Major Void works required in Q3 were for the disability adaptations for ground floor Pod A rooms in White House.
8. Void period turnarounds are not being met due to unplanned vacancies. There have been 8 evictions and 2 deaths during the year, as well as several abandonments, where deep cleaning was often required before new residents could be moved in.
9. 100% of repair requests were completed within the proposed response times. However, this does not include an outstanding external gutter repair at White House where the MTVH contractor requires scaffolding to complete the works.

10. There will always be a percentage of abandonments, deaths, and evictions which are not accounted for in the KPIs. But the 0% move-on rate for Harper House in Q3 is atrocious, and the move-on rates for White House for Q2, Q3, and Q4 are also well below target. This is largely due to rising rental prices and a reduction of the number of private rented properties after many mortgage products were withdrawn in the autumn. There are also problems with move-ons to A2 Dominion, where some residents have had an offer of social housing within a couple of months of moving in, but this then falls through or there are long delays of 6 months or more, and MTVH are not able to exclude those residents who are under offer from their stats precisely because offers may fall through.
11. There is some difficulty persuading residents leaving the accommodation to complete the satisfaction survey (particularly where they may be in arrears), so there are no figures for Q2, Q3, or Q4 yet, and the 100% satisfaction rate for Q1 is based on very low numbers.
12. The STAR support plan is proving difficult for complex needs clients at the White House, so an alternative support plan is now being used which is better suited for the client needs at the White House.

Other Priorities:

- There have been no Health & Safety incidents to report.
- Staff training is based on the percentage of staff who have completed mandatory training, including: Assessment, Support Planning and Risk Assessment, Professional Boundaries, Managing Challenging Behaviour, Mental Health First Aid, and Drug & Alcohol training.

Contract Management and Joint Working:

- In addition to the quarterly contract review meetings, there are regular meetings with MTVH and our Housing Strategy and Assets / Facilities teams to discuss management matters and raise any issues. They also work closely with our Housing Options team to support the clients, and there will be regular meetings with MTVH and the Housing Strategy and Housing Options managers going forwards.
- The MTVH managers work closely with the Housing Strategy and Assets / Facilities teams to deal with repairs and maintenance issues, including defects, and report back on how other contractors have performed (such as the cleaners, lift maintenance contractors etc.).
- Where there have been any issues, such as the delays with Housing Benefit claims, or concerns raised by some neighbours and councillors, MTVH have been proactive in resolving these issues, meeting and communicating with the relevant parties.

PROOF FACILITIES MANAGEMENT – CLEANING SERVICES AT WHITE HOUSE & HARPER HOUSE PERFORMANCE SUMMARY:

Cleaning Services at White House & Harper House KPIs:

1. Routine daily planned cleaning: Target 97% or above planned tasks executed in line with agreed process (measured monthly)
2. Routine weekly planned cleaning: Target 97% or above planned tasks executed in line with agreed process (measured monthly)
3. Periodic quarterly planned cleaning: Target 97% or above planned tasks executed in line with agreed process
4. All consumables are always available: Target 100% of the time available
5. All cleaning chemicals are stored correctly and conform to COSHH regulations: Target 100% of the time available
6. No justified notifications or adverse comments have been received concerning the quality of the Services: Target 97% or above planned tasks executed in line with agreed process
7. Any accidents or near misses reported? If any accidents occurred, were the correct procedures carried out in terms of reporting the accident and any remedial actions?: Target 100% of the time available (reported in incidence report records)
8. No complaints received relating to health and safety issues: Target 100% of the time available (reported in incidence report records)

Cleaning Services at White House & Harper House Contract Management and Review:

- The Contractor will be required to report monthly on agreed KPIs as a single report, to be submitted to the Authority no later than 5 Working Days after the last calendar day of each month of the Contract Term.

Overall Cleaning Services at White House & Harper House Service Provision:

- The MTVH managers have confirmed that all routine daily and weekly planned cleaning and all periodic quarterly planned cleaning is being completed in line with the KPIs, and they have also confirmed that all other KPIs are being met by Proof Facilities Management.
- Where there have been any issues raised with Proof FM in relation to the cleaning and other KPIs these have been resolved satisfactorily.
- Proof FM provide monthly reports to show whether the KPIs are being met, and to give reasons for any issues (e.g., any absences etc.). These reports are shown below for information.

KPI Overview for White House	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	TOTAL
KPI 1: Routine Daily Planned Cleaning													
KPI 2: Routine Weekly Planned Cleaning													
KPI 4: All Consumables are Always Available													
Visual Inspections (Daily)*	30	31	30	30*	29*	29*	29*	30	30*	31	28	31	358
Supervisor Visits (Weekly)	4	4	5	4	5	4	4	5	4	5	4	5	53
KPI 3: Periodic Planned Cleaning													
Kitchen Deep Clean – Ovens (Monthly)	6	6	6	6	6	6	6	6	6	6	6	6	72
External Window Cleaning (Quarterly)	0	0	1	0	0	1	0	0	1	0	0	1	4
KPI 5: Cleaning Chemicals Stored Correctly & Conform to COSHH Regulations													
Supervisor Visits (Weekly)	4	4	5	4	5	4	4	5	4	5	4	5	53
KPI 6: Notifications/Adverse Comments Concerning the Quality of Services													
Concerns/Complaints Received**	0	0	0	0	0	0	0	0	0	0	0	1	1
Discussed at Contract Management Meetings	0	0	0	0	0	0	0	0	0	0	0	0	0
KPI 7: Accidents/Near Misses Reported/Remedied													
Reported in Incidence Report Records	0	0	0	0	0	0	0	0	0	0	0	0	0
Discussed at Contract Management Meetings	0	0	0	0	0	0	0	0	0	0	0	0	0
KPI 8: Health & Safety Complaints													
Reported in Incidence Report Records	0	0	0	0	0	0	0	0	0	0	0	0	0
Discussed at Contract Management Meetings	0	0	0	0	0	0	0	0	0	0	0	0	0

*Absences:

31/07/2022 & 19/10/2022 – childcare issues; 28/08/2022 & 29/08/2022 – bus strikes; 25/09/2022 & 15/10/2022 – staffing issues; 25/12/2022 – Christmas Day.

**Complaints:

20/03/2023 – Weekend staff changed due to poor performance and timekeeping of previous cleaning operative.

KPI Overview for Harper House	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	TOTAL
KPI 1: Routine Daily Planned Cleaning													
KPI 2: Routine Weekly Planned Cleaning													
KPI 4: All Consumables are Always Available													
Visual Inspections (Daily)*	30	31	30	30*	29*	29*	30*	30	30*	31	28	31	358
Supervisor Visits (Weekly)	4	4	5	4	5	4	4	5	4	5	4	5	53
KPI 3: Periodic Quarterly Planned Cleaning													
External Window Cleaning	0	0	1	0	0	1	0	0	1	0	0	1	4
KPI 5: Cleaning Chemicals Stored Correctly & Conform to COSHH Regulations													
Supervisor Visits (Weekly)	4	4	5	4	5	4	4	5	4	5	4	5	53
KPI 6: Notifications/Adverse Comments Concerning the Quality of Services													
Concerns/Complaints Received	0	0	0	0	0	0	0	0	0	0	0	0	0
Discussed at Contract Management Meetings	0	0	0	0	0	0	0	0	0	0	0	0	0
KPI 7: Accidents/Near Misses Reported/Remedied													
Reported in Incidence Report Records	0	0	0	0	0	0	0	0	0	0	0	0	0
Discussed at Contract Management Meetings	0	0	0	0	0	0	0	0	0	0	0	0	0
KPI 8: Health & Safety Complaints													
Reported in Incidence Report Records	0	0	0	0	0	0	0	0	0	0	0	0	0
Discussed at Contract Management Meetings	0	0	0	0	0	0	0	0	0	0	0	0	0

*Absences:

31/07/2022 – childcare issues; 28/08/2022 & 29/08/2022 – bus strikes; 25/09/2022 & 15/10/2022 – staffing issues; 25/12/2022 – Christmas Day.

SPELTHORNE RENTSTART PERFORMANCE SUMMARY:

Spelthorne Rentstart KPIs:

1. Number of referrals assessed within five working days (which starts when all the agreed documents as part of the referral form are received): Target 95%
2. Number of referrals received by referral route: No target – reporting only
3. Number of referrals accepted by referral route: Target 99%
4. Number of referrals rejected by referral route and reason: Target 1% (no target around the reasons)
5. Number of clients housed by referral route and case type at the point of referral: Target 80 clients
6. Number of clients offered advice and guidance: No target – reporting only
7. Number of tenancies / placements ending by reason (acknowledging that some of this data may come from third parties): No target – reporting only
8. % of landlords retained year on year (based on tenancy renewals): No target – reporting only
9. % of tenancies sustained year on year: No target – reporting only
10. Tenancy sustainment for 12 months or more: No target – reporting only
11. Average length of stay: No target, reporting only
12. Average waiting time: No target, reporting only
13. Amount of funding sourced from external sources: No target – reporting only
14. Amount of deposits issued: No target – reporting only
15. Amount of deposits claimed: No target – reporting only
16. Customer satisfaction measurement to include complaints policy and monitoring of customer feeling: Target 75% positive response rate based on minimum of 25 clients across the year
17. Breakdown of client data base by protected characteristics in respect of Age, Disability, Gender Reassignment, Marriage or Civil Partnership, Race, Sex, Sexual Orientation as defined by the Equality Act 2010: No target – reporting only

Spelthorne Rentstart – Stats for Spelthorne BC Clients, Targets & Outcomes:

No. of referrals assessed within 5 working days	194 referrals (100%)						
No. of referrals received by referral route	Spelthorne BC	Self	Family/Friend	Probation	Job Centre	White House	Other
	194	73	17	1	7	3	8
No. of referrals accepted by referral route	288 referrals (95%)						
No. of referrals rejected by referral route and reason	16 referrals (5%): 15 – Unable to contact; 1 – Rejected due to previous claim						
No. of clients housed by referral route and case type at the point of referral	Spelthorne BC	Self	Family/Friend	Probation	Job Centre	White House	Other
	Prevention	38	–	–	–	–	–
	Relief	7	–	–	–	–	–
	Not Stated	1	18	4	0	1	1
No. of clients offered advice and guidance	New clients – 299 Number of follow up actions – 3,803 (involving* 195 clients in Q1, 148 clients in Q2, 283 clients in Q3, and 306 clients in Q4)						
No. of tenancies / placements ending by reason (acknowledging that some of this data may come from third parties)	Planned Move – 5; Claim – 1; Other PRS tenancies – 4; Sheltered accommodation – 1; Moved to be near to mother who became unwell – 1; Overbearing landlord – 1; Returned to rough sleeping (due to noisy housemate, since been re-housed) – 1; Suicide – 1; Unknown – 5						
% of landlords retained year on year (tenancy renewals)	9% increase – 37 renewals (34 last year)						
% of tenancies sustained year on year	1% increase – 143 current tenancies (142 last year)						
Tenancy sustainment for 12 months or more	182 tenancies – 1,045 days average						
Average length of stay	655 days						
Average waiting time	41 days						
Amount of funding sourced from external sources	See table below						
Amount of deposits issued	24 with a total value of £19,267						
Amount of deposits claimed	4 totalling £2,691 (1 x £600 for arrears, 1 x £841 for damage, 2 x £625 for arrears and damage)						
Customer satisfaction based on at least 25 responses across the year Completed annually: – based on 31 responses for 2022-23:	How likely are you to recommend Rentstart?	Extremely Likely	Likely	Unlikely	Extremely Unlikely	Don't Know	
		58%	20%	4%	9%	8%	
Breakdown of client data base by protected characteristics as defined by Equality Act 2010	No target – reporting only; shown in separate tables below for information						

* Total annual number of clients involved not available – quarterly numbers are not mutually exclusive.

Spelthorne Rentstart – Fundraising Activities:

Spelthorne BC Funding:

Maximum of £50,000 annually, paid in 2 instalments of £25,000 on 1st April and 1st October 2022.

Additional Funding Source	Amount Applied For	Outcome of Application
National Lottery continuation funding	£466,513	Awarded – 5-year project
Staines Parochial Grant	£3,000	2 x £500 grants awarded on behalf of 2 clients 1 x £1,000 grant awarded on behalf of 1 client 1 x £1,000 grant awarded to Spelthorne Rentstart
Halloween Grotto	£265.72	Collected
Quiz Night	£339.47	Collected
Rotary Christmas Collection	£157	Collected
Better Neighbourhood grant – Cllrs John & Sue Doran	£300 – Rent in Advance	Received
Better Neighbourhood grant – Cllr Button	£300 – Rent in Advance	Received
Better Neighbourhood grant – Cllrs Dunn, Dunn & Spoor	£1,000 – Rent in Advance	Received
Better Neighbourhood grant – Cllr Grant	£1,000 – Rent in Advance	Received

Overall Spelthorne Rentstart Service Provision:

1. & 2. Spelthorne Rentstart have exceeded their target for referrals assessed within 5 working days, and recorded the total number of referrals received through the referral route.
3. & 4. They have not met their target rates for referral acceptances and rejections, but this was due to 15 clients who they were unable to contact. Despite this, they have not fallen far short of the 99% target for acceptances, at 95%.
5. They have only housed 71 clients, falling short of their target of 80%. They have reported significant difficulties in housing clients due to the current lack of affordable private rented accommodation following the withdrawal of many mortgage products in the autumn and rises in interest rates, with many private sector landlords selling up or raising room rents to unaffordable levels for their client group.
6. – 15. They have recorded the figures for all those KPIs for reporting only where there is no target. In the contract review meetings, they have also reported that they are seeing more clients coming to them with complex needs, such as mental health or addiction issues, who may not be able to live independently and are very challenging for their landlords, which is illustrated by the high numbers of clients being offered advice and guidance, and by the claims against their deposits for damage.
16. They have achieved their customer satisfaction survey response rate of at least 25 responses for the year, and when the service recommendation scores for “Extremely Likely” (at 58%) and “Likely” (at 20%) are added together (for a total of 78%) they had met their customer satisfaction target.
17. The equality data is provided in the separate tables below for information.
- Rentstart have secured significant additional funding from a variety of sources, which they have proactively sought out and applied for. This has helped to ensure that the Council is getting value for money for the contract.

Equality Data:

	Q1 2022-23	Q2 2022-23	Q3 2022-23	Q4 2022-23
Clients:				
Total	62	83	64	77
Gender:				
Male	43	58	44	48
Female	19	25	19	29
Non-Conforming	–	–	1	–
Age Group:				
Under 25	7	18	11	12
25-34	21	12	15	17
35-55	25	44	29	33
55+	9	8	9	12
Gender Reassignment:				
Gender Reassignment	1	1	–	–
Marital Status:				
Single	39	48	49	53
Married	1	5	1	9
Cohabiting	6	5	2	3
Divorced	6	5	5	6
Separated	8	18	6	4
Other	2	1	1	2

Equality Data (Continued):

	Q1 2022-23	Q2 2022-23	Q3 2022-23	Q4 2022-23
Ethnicity:				
Arab	–	–	1	–
Asian / British Bangladeshi	1	1	–	–
Asian / British Indian	1	1	3	3
Asian / British Pakistani	2	2	–	–
Asian / British Other	1	–	4	3
Black / British African	2	6	4	4
Black / British Caribbean	–	1	–	–
Black / British Other	2	2	1	3
Kurdish	–	1	–	–
Mixed White Black African	–	1	1	–
Mixed White Black Caribbean	–	1	1	–
Mixed Other	1	1	2	–
White British	52	55	41	54
White Irish	–	1	–	–
White Other	–	9	4	6
Did not wish to disclose	–	–	2	4
Sexuality:				
Heterosexual	55	78	53	67
Gay Man	–	–	2	2
Gay Woman / Lesbian	2	2	–	2
Bisexual	–	–	3	2
Asexual	–	–	1	–
Pansexual	–	1	–	–
Other	1	–	–	–
Did not wish to disclose	4	1	5	4

SPELTHORNE BOROUGH COUNCIL NEIGHBOURHOOD SERVICES – GROUNDS MAINTENANCE SERVICES AT WHITE HOUSE AND HARPER HOUSE PERFORMANCE SUMMARY:

The grounds maintenance at White House and Harper House is done by our own Neighbourhood Services team, and there is a specification of works detailing the frequency of the various tasks (e.g., grass cutting, planting, weeding etc.).

- The attendance and performance has been satisfactory and as agreed.
- There were some issues with the original soil provision and planting by the developers at both sites, and subsequently with fast-growing weeds and planting in the sunny weather, where additional work or extra visits have been required at additional cost.
- These issues have been discussed with the Neighbourhood Services team and are being addressed, with some amendments and additions to the original specifications where required.
- None of these problems are a result of the service from the Neighbourhood Services team, and their performance has been highly satisfactory.

OTHER SERVICES PERFORMANCE SUMMARY:

Intensive Floating Housing Support:

- Spelthorne BC does not provide a Housing First service due to the current lack of affordable private rented accommodation and concerns around property purchases following the withdrawal of many mortgage products in the autumn and subsequent rises in interest rates, which has seen a significant rise in the cost of borrowing, with many private sector landlords selling up or raising rents to unaffordable levels for our client group.
- Instead, to be able to make use of government funding for Housing First schemes, SBC replaced Housing First with Intensive Floating Support (as agreed with the government) to our most vulnerable clients.
- This Intensive Floating Support service is provided in-house, led by our own dedicated Intensive Support Housing Officer, with out of hours, weekend, and absence support provided externally by Browns Community Services.
- Browns Community Services also provide support to 2 allocated clients to maximise the capacity of the service.
- The service began on 2nd January 2023, and so has not yet been running for long enough to objectively measure the performance of Browns Community Services, but regular quarterly performance review meetings are taking place to ensure the quality of the service.

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Spelthorne Borough Council

Housing Strategy

2020-2025



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 www.spelthorne.gov.uk



I am pleased to introduce you to Spelthorne Borough Council's new Housing Strategy for 2020-2025. It outlines in detail how we propose to improve residents' access to suitable, affordable

housing in Spelthorne, with three key strategic priorities.

We believe that residents having somewhere to call home, which is suitable and affordable, is fundamental to having a good quality of life and contributes directly to sustainable and cohesive communities.

This ambitious strategy offers exciting opportunities to work with our partners and stakeholders to maximise the delivery of a range of housing options for our residents. It tackles homelessness and rough sleeping issues in Spelthorne, and it encourages the promotion of independent living and wellbeing to support residents to stay in their own homes for longer.

We also want to make sure the keyworkers who provide our essential local services, for example in our hospitals and schools, are able to live in the area where they work, so that they don't have to spend hours getting to work every day.

As Portfolio Holder for Community Wellbeing and Housing I would like to thank our residents, service users, stakeholders and staff members for helping to feed in to and design, what sets out to be, an ambitious housing strategy for the next five years.

Cllr Amar Brar
Portfolio Holder for Housing

- Introduction and overview of Spelthorne..... 3**
 - Borough statistics4
 - How the strategy links in with the Council's wider work.....6
 - How the strategy was developed6
- Spelthorne Housing Strategy 2014-2019: Review of Action Plan..... 7**
- The national context and our current housing challenges 13**
 - The national policy context..... 13
- The Spelthorne context 14**
 - Homelessness..... 14
 - Affordability and delivery of new affordable housing 15
 - Supply and demand of existing affordable rented housing 16
- Welfare reform 18**
- Austerity 20**
- Gypsies, Travellers and Travelling Showpeople..... 20**
- Empty homes..... 20**
- Local Community Infrastructure 21**
- Heathrow expansion 21**
- Our strategic priorities for the next five years 22**
 -  **Priority 1: Enabling the delivery of more affordable homes.....22**
 -  **Priority 2: Promoting independence and wellbeing24**
 -  **Priority 3: Prevent homelessness and rough sleeping24**
- Delivery and monitoring of the strategy: Action Plan..... 25**
- Monitoring of the strategy 34**
- Glossary 35**

Introduction and overview of Spelthorne

With excellent transport links, unique employment opportunities, plenty of green open spaces, we believe that Spelthorne is a successful place, where people want to live, work, and visit. However, we recognise that access to a range of appropriate, affordable housing options is vitally important to ensure that we can sustain and build upon that success.



Spelthorne is located on the south-west edge of London and in the north-west of Surrey, neighbouring the boroughs of Slough, Windsor and Maidenhead, Runnymede, Elmbridge, and the London Boroughs of Richmond upon Thames, Hounslow and Hillingdon. The north of the Borough borders London Heathrow airport. Spelthorne is densely populated and has five main urban areas: Ashford, Shepperton, Staines-upon-Thames, Stanwell and Sunbury.

Outside Spelthorne urban areas:

65% of Spelthorne is Green Belt
(Source: Spelthorne Planning Monitoring Report 2017)

30% of the total area is either flood plain or reservoir

17% of the Borough is water
(Source: Spelthorne Planning Monitoring Report 2017)

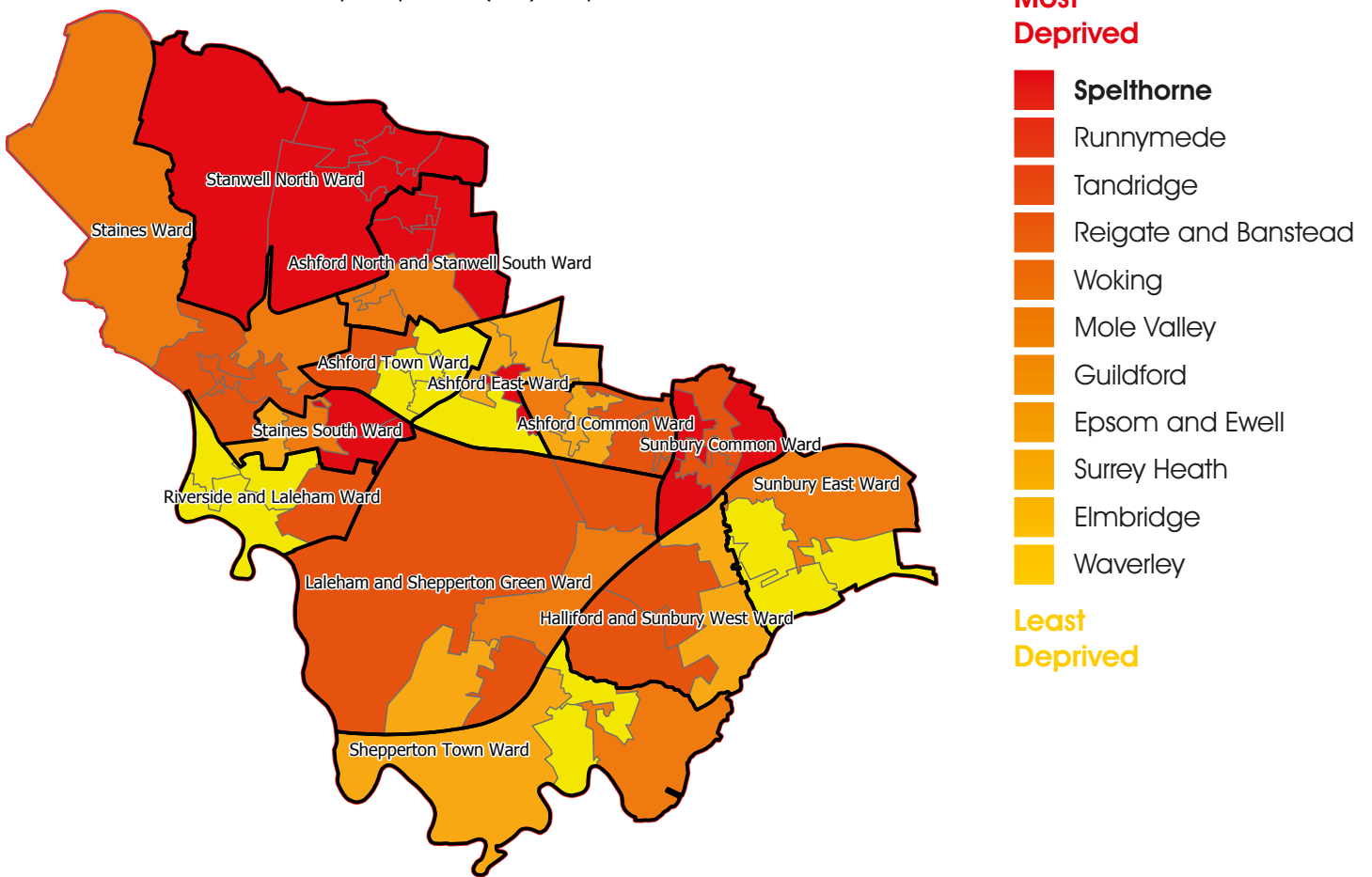
12 miles River Thames frontage



Borough statistics

Almost half of Surrey’s 20 most deprived super output areas are in Spelthorne. Three are in the ward of Stanwell North, two in Ashford North and Stanwell South and one in each of Ashford East and Sunbury Common. Spelthorne has the highest number of lone parent families and the highest level of child poverty in Surrey; it also has the highest under-18 conception rate in the county. That said, residents are largely healthy, with life expectancy for both males and females slightly above the national average.

Index of Multiple Deprivation (IMD) for Spelthorne 2019



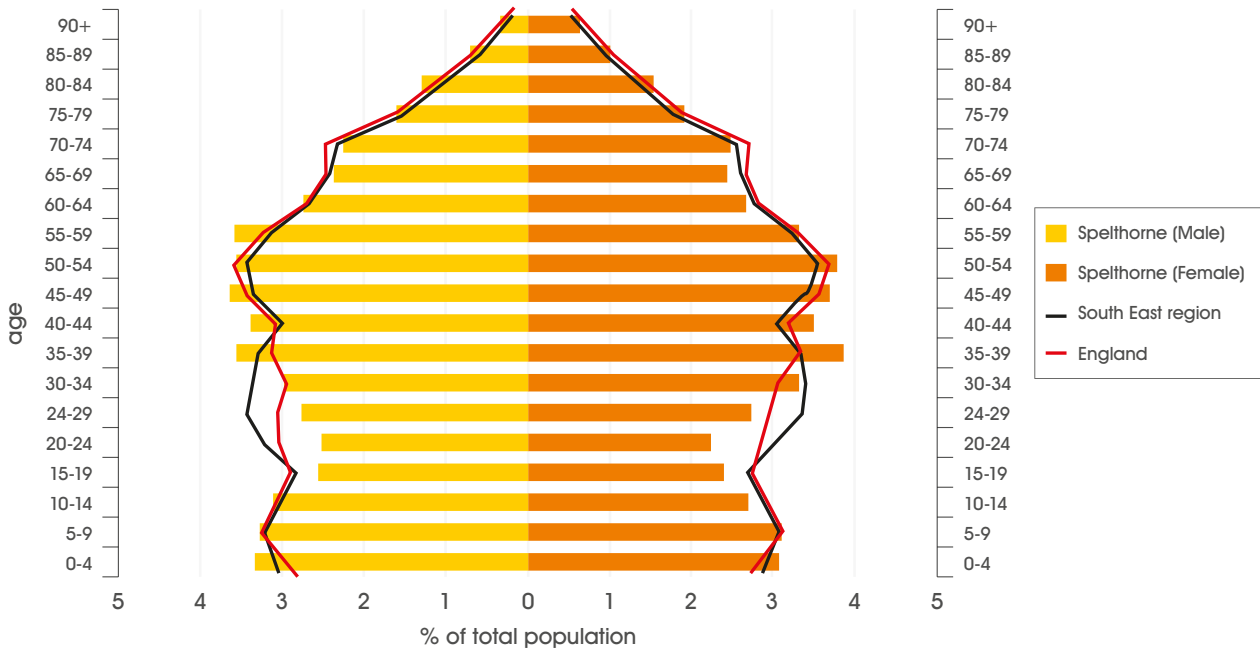
Whilst house prices remain well above the national average, most residents are owner-occupiers, followed by private rented and social rented.



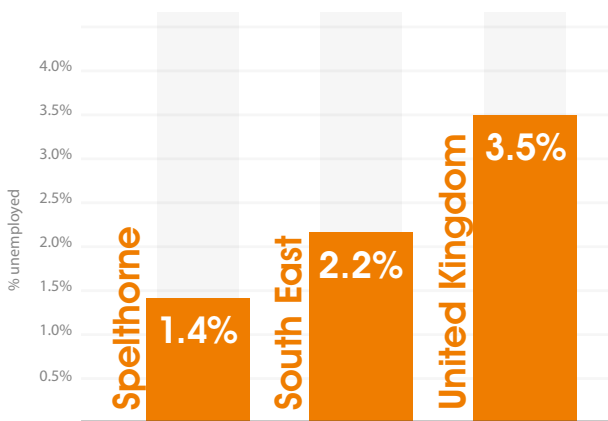
*(Source: Spelthorne Annual Planning Monitoring Reports)

Borough statistics

Spelthorne has a slightly lower population of under-30s (34%) compared to the rest of the country (37%), and a slightly higher population of 30-69 year olds (42%) compared with the UK average of (40%), The number of 70+ is 23%, which is broadly in line with the rest of the UK (24%).



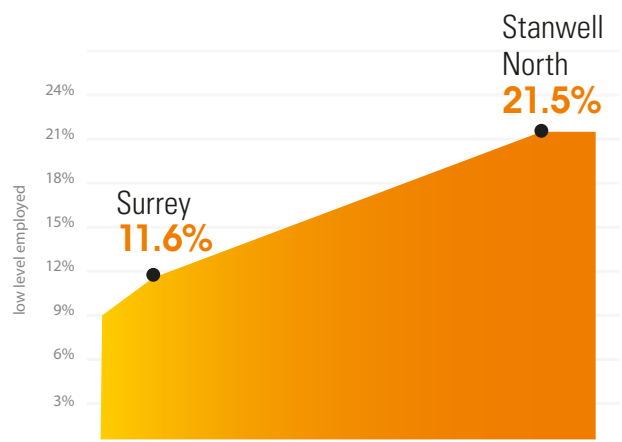
Although the number of VAT and/or PAYE-registered business has fallen slightly over the past four years, Spelthorne has a low rate of unemployment: 1.4% of those economically active aged 16 to 64, compared to the South East (2.2%) and UK as a whole (3.5%).



Heathrow Airport is a significant local employer, with 8.3% of Spelthorne's working population employed there.



Significantly, 21.5% of those in work in Stanwell North are in low level employment compared to an average of 11.6% in Surrey.



Average wages are slightly above regional averages at £630 per week for full-time employees.

How the strategy links in with the Council's wider work

Housing is one of the Council's four corporate priorities, and this strategy is the foundation for our approach to meeting our corporate aim:

"To strive towards meeting the housing needs of our residents, providing working families and others in housing need within the Borough with suitable accommodation."

Our corporate priorities:



The Housing Strategy outlines the way in which Spelthorne will ensure that its work supports the aim of ensuring that we have the types of homes that we need, where we need them, at prices which residents can afford. We recognise that we cannot do this alone, so within the strategy, we set out how we plan to engage with partners and residents to support achieving our aims.

How the strategy links in with the Council's wider work

Using grant funding from the Local Government Association through their Housing Advisers Programme, the Council worked with a consultant service to independently review the Council's delivery of affordable housing. This strategy was developed by a working group of elected councillors and relevant council officers, which considered the findings from the report.

Spelthorne Housing Strategy 2014-2019: Review of Action Plan

Strategic priority 1: Increase the supply of new homes and improve the tenure mix especially the provision of private rented accommodation

No.	What we said we would do	How we said we would do it	What progress we have made
1.1	Increase the supply of new homes.	Encourage registered provider partners and private developers to develop and manage new homes in the Borough.	Encouraging registered providers to develop outside of s106 sites remains a challenge due to the high cost, and availability, of land locally. Historically, we haven't been very proactive in engaging with RPs. A2Dominion are the only registered provider who have recently engaged in non-s106 development within Spelthorne. These developments yielded six affordable rented houses locally.
		Develop and maintain a pipeline supply of development sites in the Local development plan.	The Strategic Planning team is progressing the Local Plan in accordance with the timetable set out in the Local Development Scheme. The team is currently assessing all possible sites, for allocation in the new plan, primarily for housing development to meet our identified needs. We will be consulting on this work and the draft plan in October 2019.
		Work with partners to identify requirements for specialist housing and ensure requirements are included in Local development plans.	As above, work on the new Local Plan is progressing. Once potential housing allocations have been identified, the Strategic Planning team will be working with the Housing team, developers and affordable housing providers to assess the need for and quantum of specialist housing that can be delivered on specified sites and included within the Local Plan.
1.2	Develop a SBC housing company or Special Purpose vehicle for the purpose of developing new affordable homes for rent.	Identify SBC (Spelthorne Borough Council) landholdings that could be used for the development of new homes.	Knowle Green Estates was set up in May 2016 following the purchase of Harper House in Ashford. Since then, the Assets team has significantly expanded it's portfolio, and is currently working on six sites which will yield 283 privately rented homes, a number of which will be available to the Council's housing department for nomination. Overall, KGE has ambitious plans to deliver approximately 20% of the Borough's housing need over the next five years, subject to planning.
		Commission a study on the options for developing a SBC housing company.	
		On the basis of the options, move to develop a starter scheme.	

Spelthorne Housing Strategy 2014-2019: Review of Action Plan

Strategic priority 2: Improve the quality of existing homes

No.	What we said we would do	How we said we would do it	What progress we have made
2.1	Ensure that all social housing landlords comply with the decent homes standard.	Seek confirmation from all operating registered providers on their compliance with the decent homes standard and their timetable for achieving the standard.	<p>As of 1 April 2018, there is one property in the Borough which fails the decent homes standard. We are engaged with the landlord of that property to resolve this.</p> <p>The Council's Environmental Health department has worked with social landlords to ensure that social homes achieve the decent homes standard. To April 2019, Environmental Health have assisted in ensuring 48 social homes brought to their attention achieve the standard.</p>
2.2	Develop a comprehensive Private Sector Housing strategy and implementation plan.	Private sector strategy and action plan agreed by Cabinet.	The Private Sector Housing Strategy was adopted in 2014, and has a strategy action plan which is reviewed by the Environmental Health service.
2.3	Improve access to the private rented homes in order to prevent homelessness, and to discharge the housing duty into the private rented sector.	Develop a local lettings agency to offer management services to the private rented sector.	<p>The Rent Assure Scheme was set up in 2016 to offer competitive market rent to landlords who offer their properties to the Council for homeless families for at least two years. This was in addition to the pre-existing Bond Scheme which was set up in 2007.</p> <p>Number of households housed via Rent Assure: 2016/17: 5 2017/18: 26 2018/19: 48</p> <p>To April 2019, there are 59 landlords signed up to the rent assure scheme, across 78 properties.</p> <p>In addition, the Bond Scheme has supported a total of 90 households to access the private rented sector.</p> <p>2014/15: 38 2015/16: 21 2016/17: 29 2017/18: 1 2018/19: 1</p>

Spelthorne Housing Strategy 2014-2019: Review of Action Plan

Strategic priority 2 (cont.): Improve the quality of existing homes

No.	What we said we would do	How we said we would do it	What progress we have made
2.4	Maintain commitment to bringing empty homes back into use.	Bring 15 homes back into use through interventions.	<p>Aside from the statutory Council Tax collection function, there is currently no dedicated resource to supporting empty property owners bringing their properties back into use. Until March 2015, there was a 0.2 FTE resource, funded through grant, to work on Empty Homes. Since that grant funding ended, there has been no resource available to progress this action through enforcement.</p> <p>Number of homes brought back to use:</p> <p>2014/15: 5 2015/16: 0 2016/17: 0 2017/18: 0 2018/19: 0</p>
		Increase the levels of enforcement action and ensure that potential CPOs are pursued.	<p>There is currently no enforcement action taken against the owners of empty homes. Spelthorne has issued no CPOs to date.</p> <p>2014/15: 0 2015/16: 0 2016/17: 0 2017/18: 0</p>

Strategic priority 3: Prevent homelessness

No.	What we said we would do	How we said we would do it	What progress we have made
3.1	Develop and adopt a comprehensive homelessness strategy that is compliant with the 'Gold standard'.	Homelessness strategy and action plan agreed by Cabinet.	<p>The existing 14-19 strategy was commissioned at Cabinet on 15 July 2014, with the final version approved by Cabinet on 30 September 2014.</p> <p>Due to workload pressures at the time, SBC never underwent a peer review in advance of applying for the Gold standard. In any event, the Gold standard programme is now obsolete following the introduction of the Homelessness Reduction Act 2017, and to be replaced with a new NPSS self-assessment tool.</p>

Spelthorne Housing Strategy 2014-2019: Review of Action Plan

Strategic priority 3: Prevent homelessness

No.	What we said we would do	How we said we would do it	What progress we have made
3.2	Develop a local lettings agency	Develop a local lettings agency to offer management services to the private rented sector.	To date, no management service has been set up for the Rent Assure scheme, but is something which is being actively considered by the Housing Options team. Given that in order to be competitive, the management service would need to cost very little to the landlord, the investment required to set up such a service, including rent accounting systems, and repairs contracts for example, generally make it cost-prohibitive presently.
3.3	Agree a policy that enables the discharge of the homelessness duty into the private sector.	Agree policy.	Policy to enable to discharge of the homelessness duty into the private sector was approved at the same time as the Homelessness Strategy in September 2014.
		Communication strategy in place to enable the rollout of the strategy and to increase public awareness of the role of the housing options team.	The Housing Options team make all applicants aware that any duty accepted could be discharged into the private rented sector, and that there should be no assumption that a homelessness duty results in an offer of social housing.
3.4	Devise housing pathways for vulnerable households and individuals.	Through the SBC Housing Forum, work with partners to identify vulnerable groups and to devise 'care pathways' to support their housing needs.	<p>As a result of the Homelessness Reduction Act 2017, the Council is required to have pathway plans for a number of different client groups including:</p> <ul style="list-style-type: none"> a) persons released from prison or youth detention accommodation, b) care leavers, c) former members of the regular armed forces, d) victims of domestic abuse, e) persons leaving hospital, f) persons suffering from a mental illness or impairment, and g) any other group that the authority identify as being at particular risk of homelessness in the authority's district. <p>These pathway plans have been created in partnership with the relevant partner agency, and are 'living documents' which can evolve in time.</p>

Spelthorne Housing Strategy 2014-2019: Review of Action Plan

Strategic priority 3 (cont.): Prevent homelessness

No.	What we said we would do	How we said we would do it	What progress we have made
3.5	Seek to end the use of bed and breakfast accommodation.	Through the work of the Housing Options team and the local lettings agency ensure that all homeless applicants, or those vulnerable to becoming homeless are directed to PRS accommodation.	<p>Given the rise in homelessness locally and nationally, the continued rise in the costs of privately renting accommodation, and the desire of private landlords to convert their properties to 'nightly paid' accommodation - which is much more profitable for the landlord, but much more costly for the Council - achieving the aim of ending the use of bed and breakfast accommodation remains a significant challenge.</p> <p>Number of different placements: 2014/15: 115 2015/16: 146 2016/17: 126 2017/18: 149 2018/19: 135</p> <p>The number of all placements (including moves) in B&B over the past five years has been: 2014/15: 138 2015/16: 213 2016/17: 200 2017/18: 233 2018/19: 219</p> <p>The average length of stay in B&B over the past five years has been: 2014/15: 33 weeks 2015/16: 30 weeks 2016/17: 23 weeks 2017/18: 27 weeks 2018/19: 18 weeks</p>
3.6	Develop a three Borough response to providing winter shelters.	Develop a project, including external funding to provide a winter shelter.	<p>Each year, SBC contribute towards the cost of Transform Housing and Support running a winter shelter.</p> <p>2014/15: Whiteley Village, Hersham (£5,000 SBC contribution) 2015/16: Fairways, Staines-upon-Thames (£5,000 SBC contribution) 2016/17: Fairways, Staines-upon-Thames (£5,000 SBC contribution) 2017/18: Hersham Road, Walton-on-Thames (no SBC contribution)</p> <p>Unfortunately in 2017/18, the winter shelter had to close early as a result of staffing shortages. As a result, there was no financial contribution from SBC in this year. SBC are currently reviewing their role in the winter shelter project.</p>

Spelthorne Housing Strategy 2014-2019: Review of Action Plan

Strategic priority 4: Support residents to access affordable, well-managed market rent and social rented properties (only includes elements not covered in action plan above)

No.	What we said we would do	How we said we would do it	What progress we have made
4.1	Ensure that all residents approaching the Council for housing advice receive comprehensive advice on options including moving outside the Borough.	Continue to provide specialist training and approach for SBC staff.	Everyone approaching the Council for housing advice receive a comprehensive initial assessment of housing need. During this appointment, all options are discussed and include options such as re-locating. Under the Homelessness Reduction Act 2017, SBC is required to complete a written assessment of housing need for everyone who is assessed as eligible and either threatened with homelessness, or actually homeless. This has bolstered the service offer given to clients.
4.2	Ensure full implementation of the Council's policy on discharge of homelessness duty into the PRS.	Consult with partners and appropriate agencies to the changes with the policy and implement.	The policy has been in place since 2014, and all clients are made aware that any accepted duty can be discharged into the private rented sector. Over the past few years, we have achieved the following numbers of discharges into the PRS, either through Rent Assure or the Bond Scheme: 2014/15: 38 2015/16: 21 2016/17: 34 2017/18: 27 2018/19: 49
4.3	Ensure all social housing tenancies in the Borough are let through choice based lettings and let on fixed term tenancies.	Implement of new scheme via our system Locata.	All social housing vacancies are let through the Council's Housing Allocations Scheme, which was most recently updated in 2018. The current scheme allows for direct lets of accommodation to be made in certain circumstances. Aside from those circumstances, all other vacancies, to which the Council have nomination rights, are let through choice based lettings. The tenure on offer to applicants depends on the relevant landlord's policy, although they must have regard to SBC's Tenancy Strategy which was last updated in 2012.

The national context and our current housing challenges

Whilst housing is one of our corporate priorities, a number of factors influence our ability to deliver our housing vision for Spelthorne. Many of these are as a result, both directly and indirectly, of national government policy and legislation.

The national policy context

Welfare reform has been ongoing since 2009, introducing a wide package of measures to reduce expenditure on benefits, and to promote the concept of 'making work pay'. Such measures have included:

- The overall benefit cap
- Introduction of Universal Credit
- Removal of the spare room subsidy
- Freeze on the Local Housing Allowance rates

Austerity has meant that local government services have received significant funding cuts over the past five years, including to:

- Revenue Support Grants - the money granted to local authorities to fund local services.
- Housing related support services – such as supported accommodation and floating support services, and changes to the way services are commissioned.

Significant changes to the law on homelessness were implemented in April 2018 through the **Homelessness Reduction Act 2017**. This piece of legislation amended the legal duties with Spelthorne, as the local housing authority, has towards certain people who find themselves homeless or threatened with homelessness. Changes included:

- Extending the time in which a household is defined as 'threatened with homelessness' from 28 days to 56 days.
- Placing homelessness prevention on a statutory basis regardless of priority need or whether someone may be intentionally homeless.
- Requiring authorities to provide personalised assessments and housing plans in all eligible cases, which contain 'reasonable steps' for both the authority and the applicant to take to prevent or relieve homelessness.

A national review of the Homelessness Reduction Act 2017 is to be undertaken by the Ministry of Housing, Communities and Local Government in 2019/20, which will assess the effectiveness of the changes in reducing homelessness overall.

In August 2018, the Government released its **Rough Sleeping Strategy** which set out how it would seek to halve rough sleeping by 2022 and eliminate it by 2027. It makes 61 commitments, which focus on three key themes: prevention, intervention, and recovery. A Delivery Plan was published in December 2018 which provided more detail on how the target would be met.

A range of measures to **raise standards in the private rented sector**:

- **Homes (Fitness for Human Habitation) Act** which gives tenants the right to take their landlord to court in cases where their rented property poses health risks. The Act applies to all tenancies created after 20 March 2019, with all existing tenancies being covered from 20 March 2020
- **Extension of HMO licencing** to include all properties which accommodate five or more people, from two or more separate households.
- **Tenant Fees Act 2019** which bans certain letting agent fees, and capping the level of tenancy deposits required. The aim is to reduce the costs that tenants can face in accessing and sustaining a tenancy.
- **Proposal to abolish 'no fault' evictions** in the private rented sector. Section 21 notices currently allow a landlord to terminate a tenancy without a specific reason, outside of the initial fixed term. A consultation on this proposal is expected in the second half of 2019.

The Spelthorne context

Spelthorne’s overall need for housing dominates the list of current housing challenges, fuelled by:

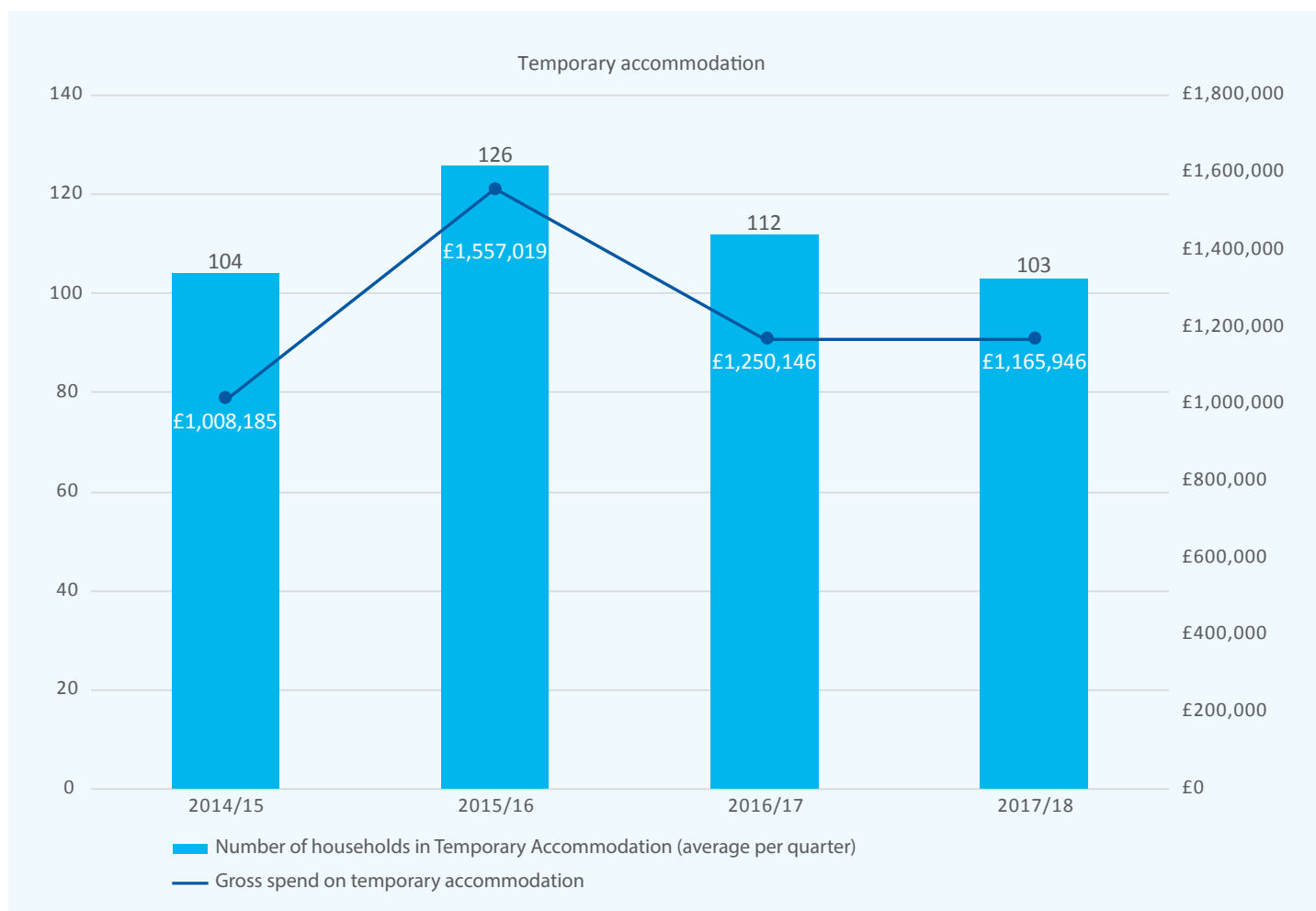
- The level of homelessness and use of temporary accommodation
- Affordability of the private sector
- Demand on the limited supply of social housing
- The limited number of active affordable housing providers

Homelessness

In common with other areas across the country, homelessness has been a growing issue. Since 2009, the numbers of statutorily homeless households has increased significantly¹, although the number has remained relatively stagnant over the past four years.

	2014/15	2015/16	2016/17	2017/18
Number of statutorily homeless households	123	120	115	116

Over the same period, the average number of households in temporary accommodation per quarter has seen a correspondingly significant increase², meaning that the authority’s gross spend on temporary accommodation is now regularly over £1million per year.



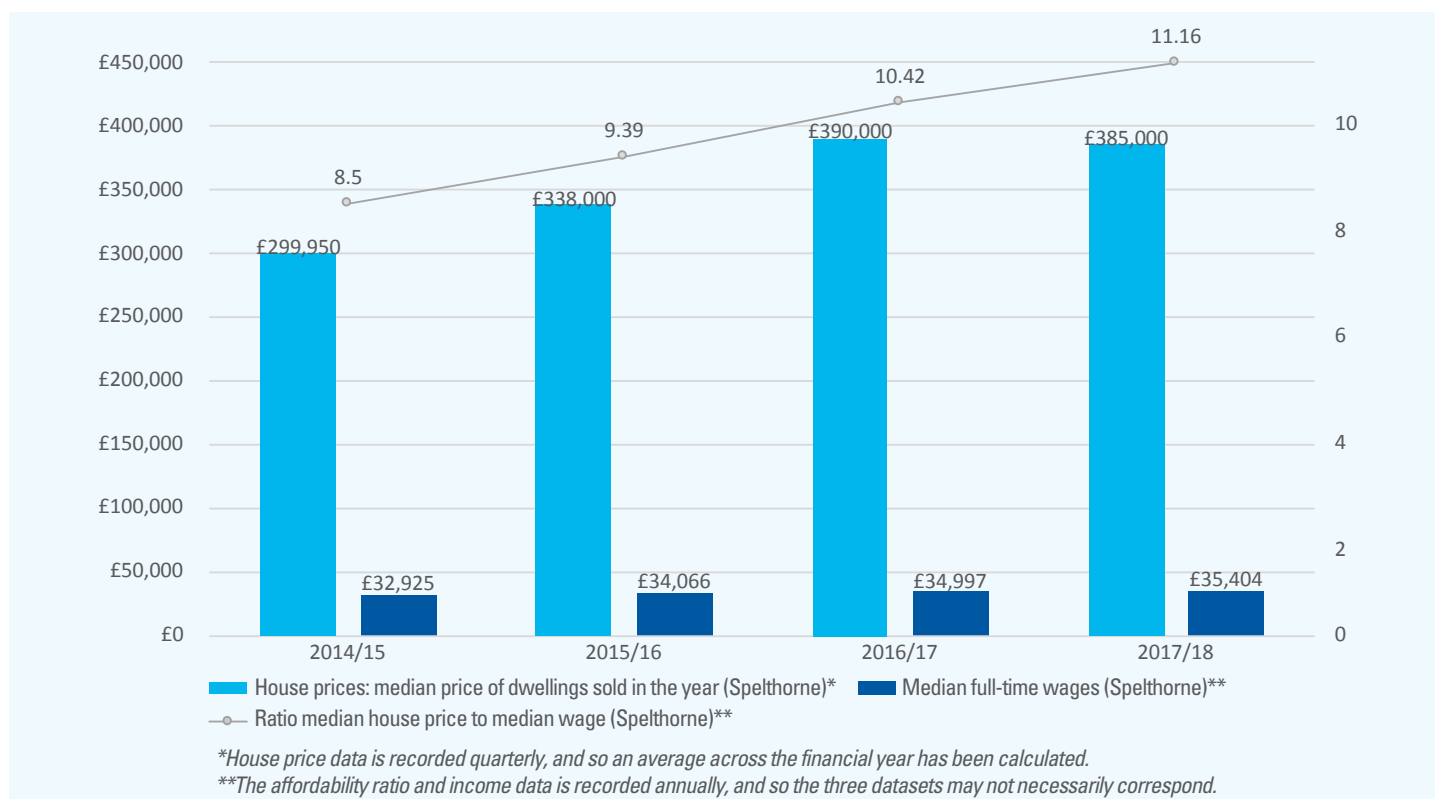
¹Ministry of Housing, Communities and Local Government: Detailed local authority level homelessness figures. Section 1, Column e11g

²Ministry of Housing, Communities and Local Government: Detailed local authority level homelessness figures. Section 6, Column e69c

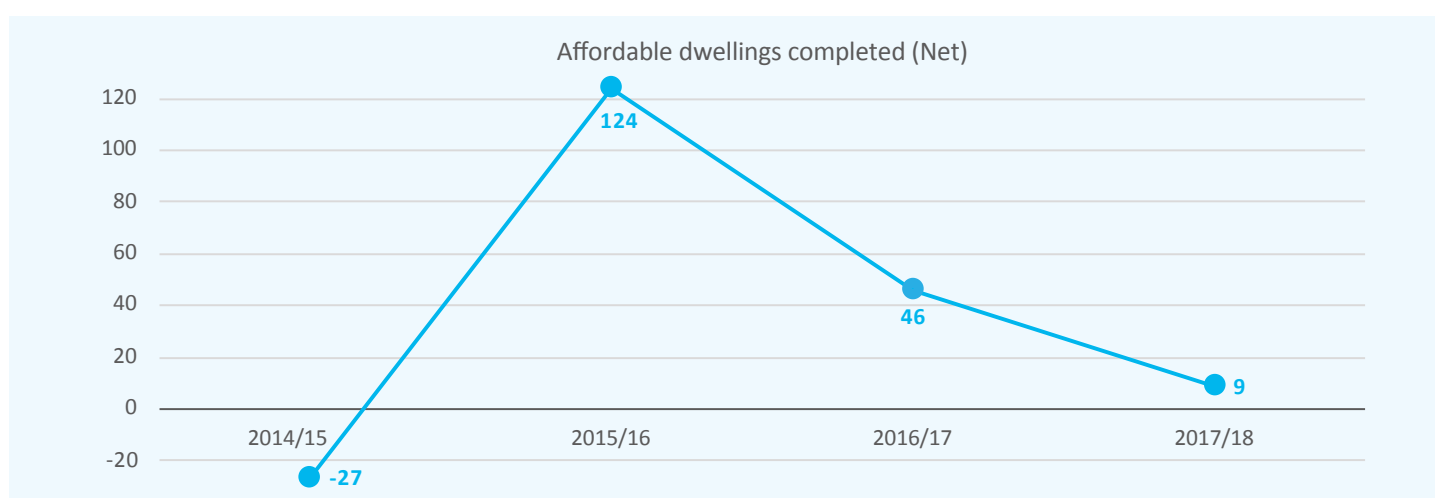
The Spelthorne context

Affordability and delivery of new affordable housing

Affordability of accommodation remains a serious issue for local residents. The median house price in Spelthorne has increased by 42% over the past five years³, to £385,000⁴. With a median annual salary of £35,404, a local resident would need over 11 times this amount to purchase an average home on the open market⁵.



Delivery of affordable housing has also been sluggish over the past four years, with only nine affordable dwellings completed in the 2017/18 financial year⁶.



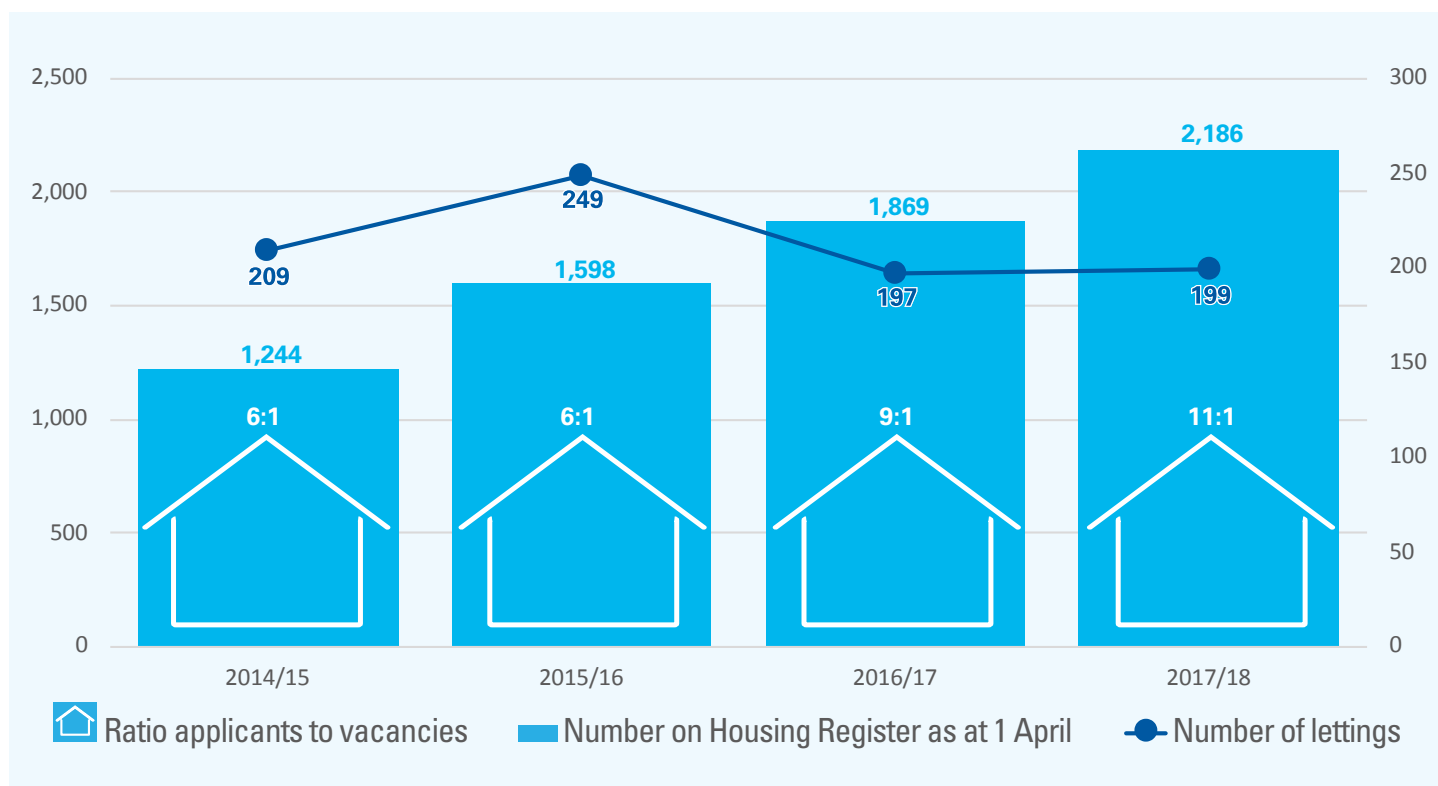
This performance pales in comparison to the need. The Council's Strategic Housing Market Assessment (SHMA) Update Report, prepared for the purposes of revising the Council's Local Plan, suggests an overall need of 459 additional affordable homes per year to 2035 - the vast majority being affordable or social rented instead of affordable home ownership⁷.

³House prices: ONS, House price statistics for small areas, Datasets 9 and 24 ⁴House prices: ONS, House price statistics for small areas, Datasets 9 and 24
⁵Ministry of Housing, Communities and Local Government: Live Table 577: ratio of median house price to median earnings by district, from 1997
⁶SBC Authority Monitoring Report 2018 ⁷SBC SHMA Update May 2019, prepared by GL Hearn

The Spelthorne context

Supply and demand of existing affordable rented housing

The availability of existing social housing stock is severely limited. In 2017/18, there were eleven applicants for every social housing vacancy, on average⁸, over double the levels from four years prior.



An additional pressure is that over 90% of the social housing stock is with one provider, A2Dominion⁹, which results in us being overly-reliant on that provider's policies and activities. There is also a disproportionately high presence of large providers, with only one provider classified as 'small' (owning less than 1,000 units).

PRP name	Size of organisation	General needs, self-contained social stock	% of overall stock in area
A2Dominion South Limited	Large	4438	90.41%
Metropolitan Thames Valley Housing	Large	250	5.09%
London and Quadrant Housing Trust	Large	95	1.94%
Paragon Asra Housing Limited	Large	86	1.75%
Catalyst Housing Limited	Large	34	0.69%
Ability Housing Association	Small	3	0.06%
Notting Hill Genesis	Large	2	0.04%
Mount Green Housing Association Limited	Large	1	0.02%
Total		4909	

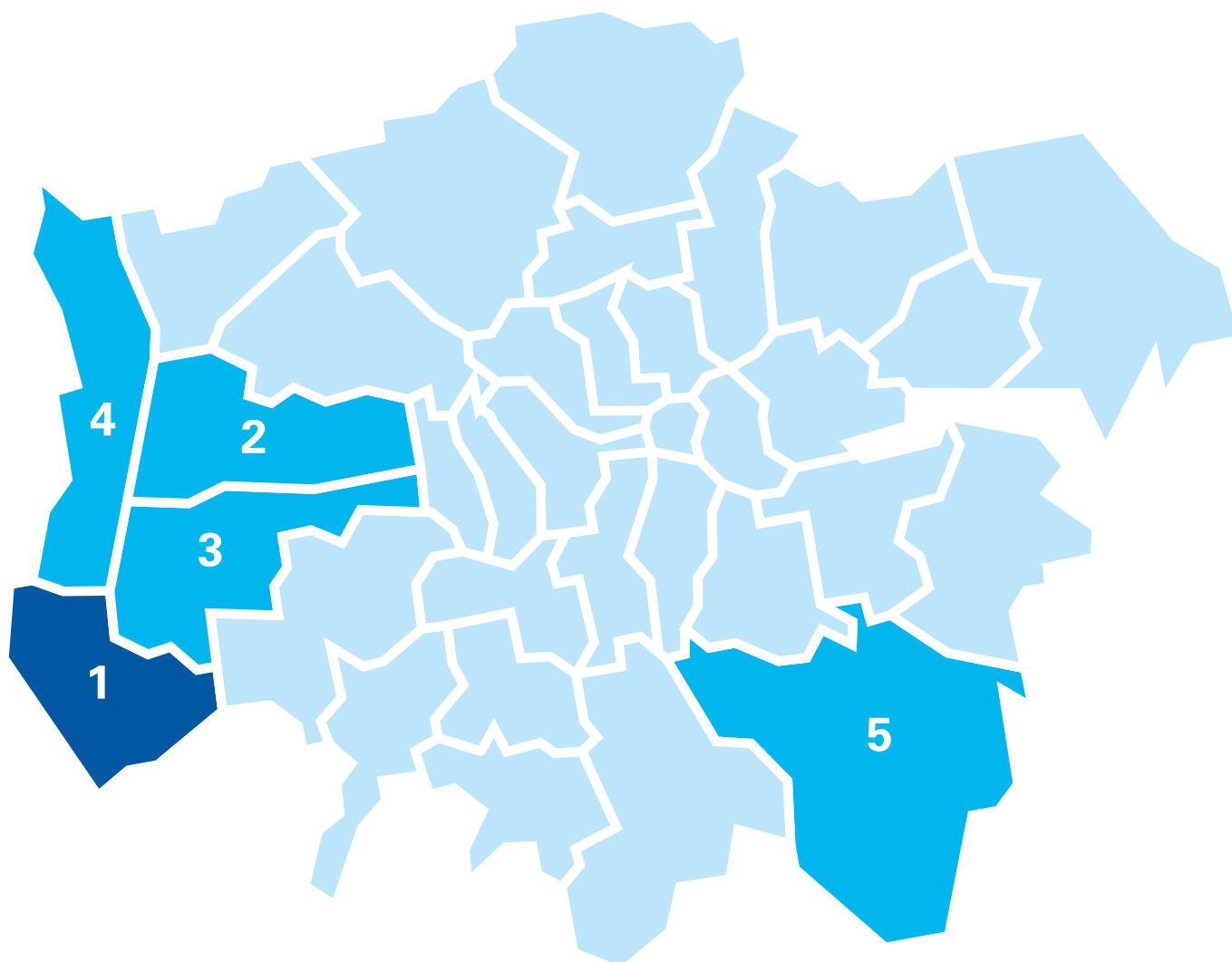
⁸Ministry of Housing, Communities and Local Government: Live Table 600: numbers of households on local authorities' housing waiting lists, by district: England, and in-house recording

⁹Regulator for Social Housing Statistical Data Release 2018. Retrieved from: www.gov.uk/government/statistics/statistical-data-return-2017-to-2018

The Spelthorne context

It's important to note that A2Dominion's stock in Spelthorne accounts for roughly 25% of its low cost rented accommodation stock across its entire portfolio, with more than twice as many properties in Spelthorne as the next highest stock holding area in the London Borough of Ealing¹⁰.

	Local Authority	No. of low rented homes
1	Spelthorne	4,435
2	Ealing	1,985
3	Hounslow	1,408
4	Hillingdon	1,238
5	Bromley	913



¹⁰Regulator for Social Housing Statistical Data Release 2018. Retrieved from: www.gov.uk/government/statistics/statistical-data-return-2017-to-2018

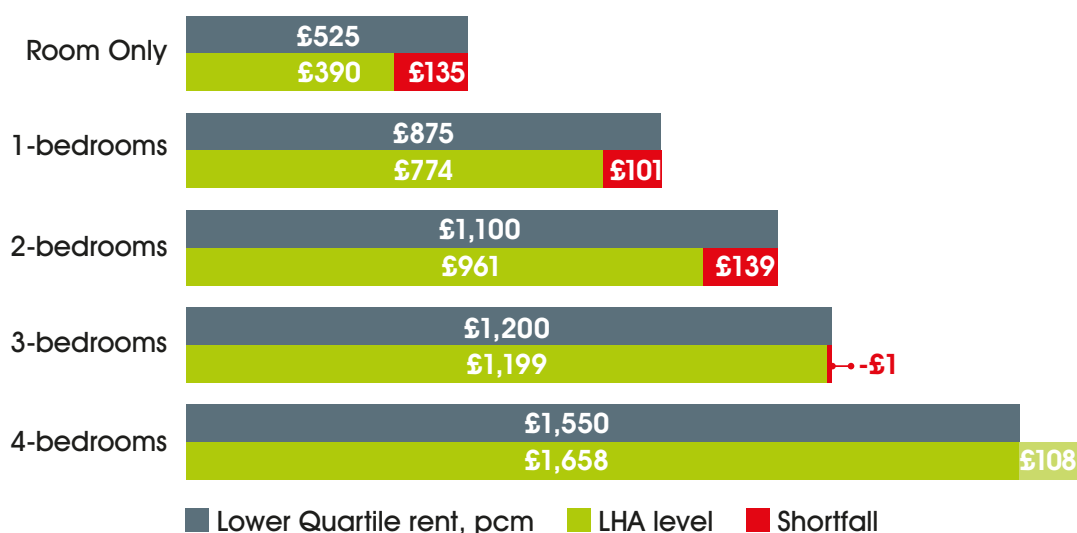
Welfare reform

The government's ongoing roll-out of welfare reform policies through the Welfare Reform and Work Act 2016 is affecting the way in which the Council can respond to local housing pressures.

Local Housing Allowance rate freeze

Local Housing Allowance was implemented in April 2007 and is the system for calculating housing benefit entitlement for tenancies in the private rented sector. The amount of LHA is calculated based on the 30th percentile of local rents in the local area. Since 2016, the levels of Local Housing Allowance (LHA) have been frozen, and will remain frozen until at least 2020. This, coupled with the fact that in the years before the freeze was implemented, the increases in LHA did not keep pace with market levels, means that there are large shortfalls between market rents and the LHA. Spelthorne is mentioned specifically in research published by Shelter in 2017, as at that time it was an authority with one of the top ten biggest shortfalls between LHA and market rents for both families needing two bedrooms, and single people or couples needing just one bedroom¹¹.

Using data from the Valuation Office Agency data from December 2018, lower quartile rents per month are higher than LHA levels by up to £139 per month, for all property sizes except for four bedroom properties.



Source: Valuation Office Agency Private rental market summary statistics: October 2017 to September 2018 <https://www.gov.uk/government/statistics/private-rental-market-summary-statistics-october-2017-to-september-2018--2>

Benefit cap

The government now has an overall limit of how much any single household can receive in welfare. In 2019/20, this amount is set as £20,000 for couples and families with dependent children, and £13,400 for single person households. As of February 2019, there were 102 households resident in Spelthorne who have been capped, with amounts of up to £200 per week deducted from their benefit allowances. 84% of these are single-parent households, and 64% of these have more than one child¹².

¹¹Shelter: Analysis: Local Housing Allowance Freeze, March 2017. Retrieved from: https://england.shelter.org.uk/_data/assets/pdf_file/0020/1349012/Final_LHA_analysis.pdf

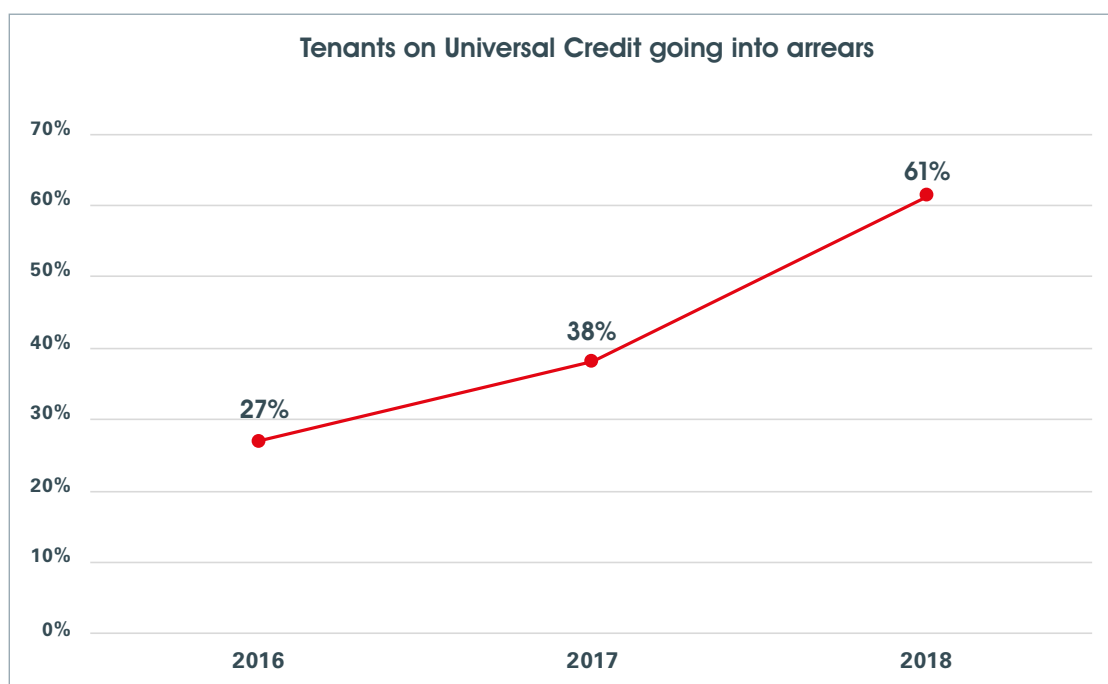
¹²DWP Benefit Cap Statistics: Households capped to February 2019 (2 May 2019)

Universal credit

The replacement of a range of 'legacy' benefits into one monthly payment, with the claimant being responsible for paying their housing costs represents a massive culture shift from the previous welfare system. All of Spelthorne is covered by Staines Job Centre Plus, which started a rollout of Universal Credit to new claimants as from November 2018. As of February 2019, there were 805 households claiming Universal Credit, of which 61% were not in employment¹³. This number will continue to rise until the end of the managed migration of all welfare claimants onto Universal Credit, which is currently scheduled for 2023.

Research undertaken by the Residential Landlords Association (RLA) in October 2018 found that 61% of landlords had experienced a tenant on Universal Credit going into arrears in the previous twelve months, up from 27% in 2016, and 38% in 2017. The amount owed to landlords was £2,390 on average, with 77% of possession claims involving a tenant on Universal Credit being primarily as a result of rent arrears¹⁴.

Further research, published by the DWP in July 2018, suggested that Universal Credit was having a direct effect on claimants' ability to maintain rent payments:



Further research, published by the DWP in July 2018, suggested that Universal Credit was having a direct effect on claimants' ability to maintain rent payments:

"Slightly more than one third of claimants receiving UC payments towards their housing costs were in arrears in both surveys (36 per cent in Wave 1 and 35 per cent in Wave 2)".

Among those who were in arrears, two thirds (65 per cent) said they fell into debt after they made their claim for UC¹⁵.

¹³DWP Universal Credit statistics: claims, monthly starts and people on Universal Credit up to 14 March 2019, Table 3.2 People on Universal Credit by employment and Local Authority, February 2019 to March 2019

¹⁴Simcock, T.J., (2018). Investigating the effect of Welfare Reform on Private Renting. Manchester: UK. Residential Landlords Association. Retrieved from: <https://research.rla.org.uk/wpcontent/uploads/investigating-effect-welfare-reform-private-renting.pdf>

¹⁵DWP Universal Credit Full Service Survey by IFF Research. Retrieved from: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/714842/universal-credit-full-service-claimant-survey.pdf

Austerity



In line with other local authorities across the country, financial austerity is affecting the delivery of many local services. As a lower tier authority, Spelthorne is particularly sensitive to the financial situation of Surrey County Council. As reported in our Capital Strategy recently, the cost of offsetting budgetary cuts at county level is approaching £500,000.

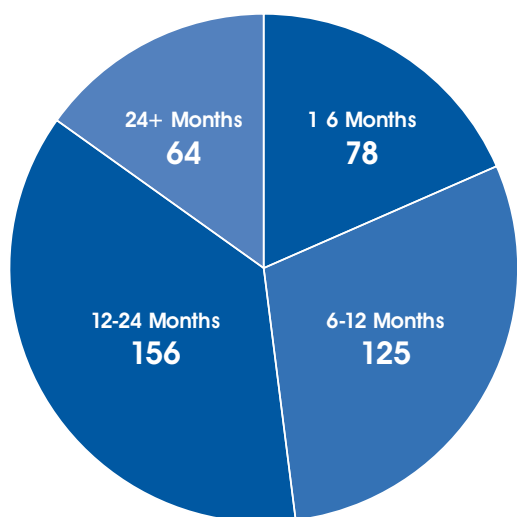
Gypsies, Travellers and Travelling Showpeople



As part of ongoing work on the new Local Plan for Spelthorne, a Gypsy and Traveller Accommodation Assessment (GTAA) was carried out in April 2018. This study identified the needs for up to 34 new Gypsy and Traveller pitches and Travelling Showpeople plots for the period up to 2041. How the Council will approach meeting this need will be contained within the new Local Plan.

Empty homes

As of May 2019, there were a total of 423 empty homes in Spelthorne.



Source: in-house monitoring

Properties	Category	Longest Empty (months)
20	Empty Uninhabitable/ Major Works	147
26	Empty Unoccupied and Unfurnished	15
311	Long Term Empty - Class C	23
66	Long Term Empty Premium	453

Source: in-house monitoring

Aside from the statutory Council Tax collection function, there is currently no dedicated resource to supporting empty property owners bringing their properties back into use. Until March 2015, there was a 0.2 FTE resource, funded through grant, to work on Empty Homes. Since that grant funding ended, there has been no resource.

With a total dwelling stock of approximately 42,000 in the Borough, the current level of empty properties suggests that approximately 1% of the Borough's properties are empty – although this would also include properties which would ordinarily be brought back into use without Council intervention. Whilst as a percentage this is low, when considered against the level of emergency accommodation use, and the numbers on the Housing Register, it becomes more significant.

Another point to note is that the 66 Long Term Empty Premium properties are those which are unfurnished and unoccupied, and have done so for at least the last two consecutive years. Whilst the numbers are relatively small in comparison to total dwelling stock, bringing this number of properties back to use would provide significant opportunities for the Council to support homeless households.



Local Community Infrastructure

We recognise the community concern around the need for local community infrastructure alongside the delivery of new homes. This matter is dealt with as part of the Local Plan work carried out by the Council’s Strategic Planning team. Much of the infrastructure needed to support the Local Plan will be identified through the Infrastructure Delivery Plan (IDP) and the Staines Masterplan. These studies will consider the Borough’s infrastructure requirements including social, physical and green and blue infrastructure. They will set out what is needed, where it is needed and when it is needed.

The Community Infrastructure Levy (CIL) is a levy that local authorities can choose to charge on new development in their area. Spelthorne started levying CIL on new developments from 1 April 2015. The money raised through CIL can be used to fund a wide range of infrastructure projects.

Most types of key infrastructure are the responsibility of bodies such as Surrey County Council, the NHS and other utility providers. In order to work effectively with Infrastructure providers we set up the Infrastructure Advisory Group, known as the IAG in early 2018. This group is made up of key officers and stakeholders who come in to discuss infrastructure provision. The purpose of IAG includes:

- To provide a forum for joint working on infrastructure projects and funding between officers across different teams within Spelthorne Borough Council, Surrey County Council and other infrastructure providers/partners

- To review bids and informal expressions of interest for CIL expenditure and other funding sources
- To make informal recommendations on future spend from CIL and S.106 monies
- To provide updates to Management Team on infrastructure funds, spending and future projects
- To advise the CIL Task Group of the Group’s informal recommendations for spending CIL
- To use the Group’s activities to inform the new Local Plan and the associated Infrastructure Delivery Plan

Since 2018, the IAG have met with a number of key infrastructure providers including Highways, Education and the local Clinical Commissioning Group. As a result, we have now published our ‘bidding form’ online and the CIL Task Group is now able to consider bids for CIL funding.

The CIL Task Group is established for Councillors and Officers to work jointly and collaboratively to advise the Spelthorne Joint Committee on CIL and make recommendations on bids for CIL monies allocated to it by the Borough Council. The membership of the Task Group includes:

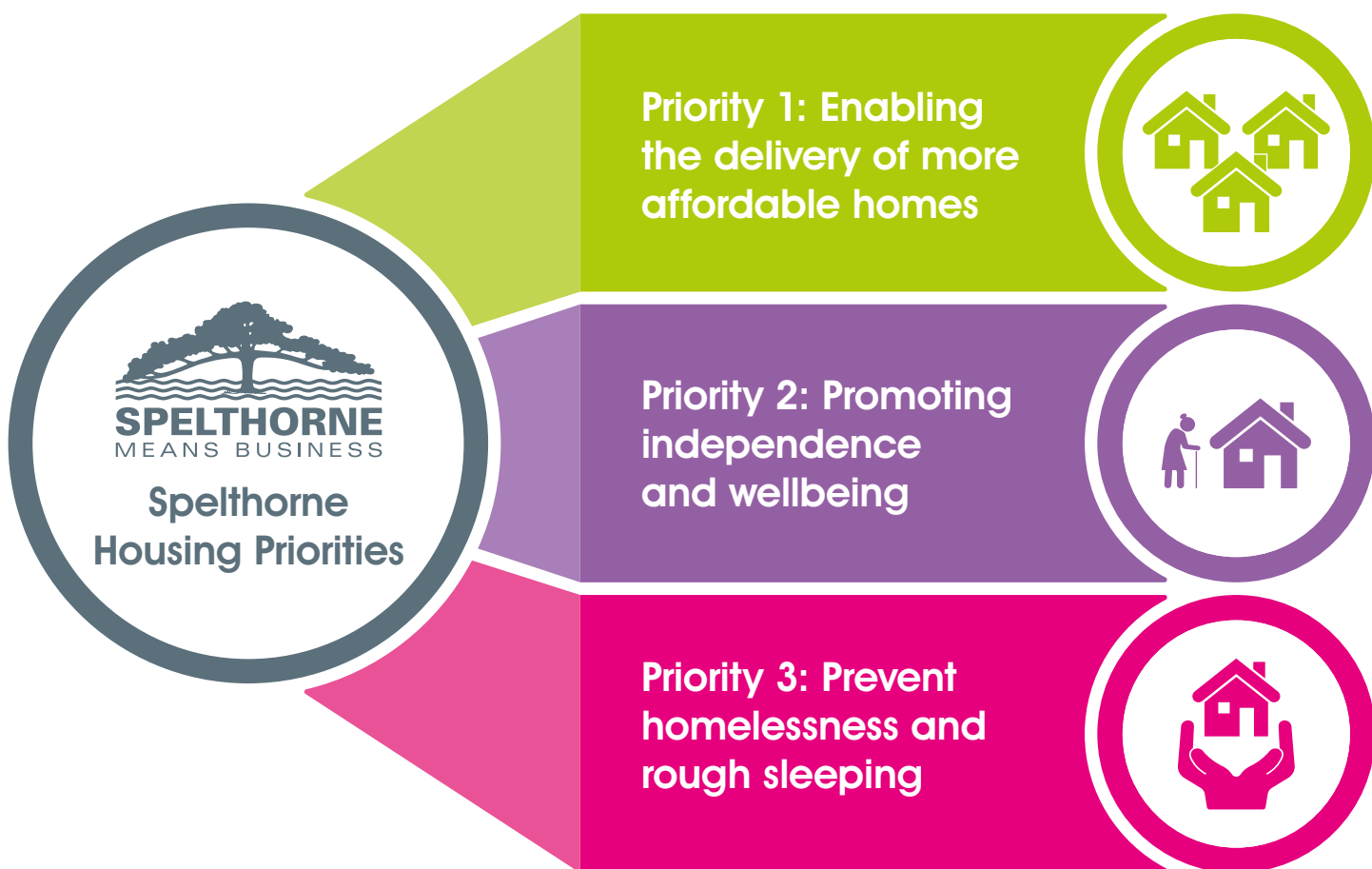
- Strategic Planning Manager (Chair)
- The Borough Council Portfolio holder for Planning and Economic Development
- A County Councillor for the Spelthorne Division who will be the Chairman of the Joint Committee where the Chairman is a County Councillor or the Vice Chairman where the Vice Chairman is a County Councillor



Heathrow expansion

Some joint work has already been undertaken across a number of Councils to understand the potential impact on Heathrow on the need for additional housing. Early indications are that it will not have a significant impact on the need for additional permanent housing in the longer term. Any emerging data will be fed into the strategy as required. However, there will be shorter term impacts from construction workers who require accommodation for the term of the expansion (up to 2050) which may affect the ability of the Council to access the private sector market as readily.

Our strategic priorities for the next five years (2020-2025)



Priority 1: Enabling the delivery of more affordable homes

What we plan to do

We need to make sure that our residents can access accommodation which meets their needs. We know that house prices and many private rents are at points which are out of reach to many who make valuable contributions to our community. We know that people in housing need have to wait far too long on our housing register before they are considered for affordable housing. We will therefore work to enable the delivery of more affordable homes. We have already taken the decision to use Knowle Green Estates where appropriate to support the delivery of new homes. What we need to ensure is that we support the delivery of a wide range of tenure options. We will support Knowle Green Estates to deliver a range of tenure options which meet the needs of local residents. These will include:

How we will achieve this

- Working with Knowle Green Estates to develop its tenure offer (as above), as well as using initiatives such as One Public Estate to unlock land opportunities, maximising the number of units delivered.
- Engaging with Registered Providers in a more proactive way, encouraging new providers to the area, reviewing the use of lettings policies and looking again at our Tenancy Strategy to ensure that social landlords are offering tenures which meet local need.



Priority 1: Enabling the delivery of more affordable homes (cont.)

What we plan to do

- **Emergency** accommodation to support local people who find themselves homeless. This will generally be accommodation on a very short term, usually nightly, basis. We will seek for this accommodation to be dispersed across the Borough to ensure that local neighbourhoods are sustainable.
- **Temporary** accommodation to support homeless people on a more medium term basis, whilst other longer term options are explored. We would expect this to be offered on an assured shorthold basis. Whilst we would seek to disperse this accommodation throughout the Borough, there is traditionally more stability in this tenure option when compared with emergency accommodation.
- **Affordable** private rented which will provide assured shorthold tenancies let at up to 80% of market rental levels, as per the Government's guidelines, and where possible capped at Local Housing Allowance levels. Initially, these tenancies will be offered to those moving on from temporary accommodation, and those owed a duty under homelessness legislation. We will seek to deliver this type of accommodation through the purchase of s106 affordable housing units on housing developments. The Council's vehicle for doing so is via Knowle Green Estates. Those units purchased under s106 will legally remain as affordable private rented housing in perpetuity. This will also include land-led developments where the Council will 'voluntarily' be providing affordable housing outside of any legal obligation to do so.
- **Private** rented accommodation on schemes, let at market rates. This accommodation will be offered on an assured shorthold basis.
- **Key worker** housing, through an in-depth study on the demand for such accommodation locally. We would anticipate that any such accommodation is offered on an assured shorthold tenure, at rents up to 90% of market levels, with schemes reserved for certain categories of public sector employees.

How we will achieve this

- Set up agreements with Registered Providers so that where they seek to dispose of affordable housing locally, that the Council is offered first refusal on any sale.
- Developing our approach to planning viability, making sure our staff and elected members maximise the number of affordable homes being provided in new developments, and ensure that they are equipped to robustly challenge developers who do not deliver affordable housing policy compliant schemes.
- Ensuring future s106 agreements meet local housing need, and support the Council's strategies on affordable housing.
- Reviewing the Council's approach to bringing empty homes back into use, including looking into the merits of an incentive scheme.
- Develop our approach to shared ownership as a tenure, to make sure that local households in housing need are prioritised for new schemes.
- Identifying the level of need for specific types of accommodation, such as disabled adapted, dispersed or accommodation for larger families, and developing an acquisition / delivery programme.
- Working with Knowle Green Estates to establish the demand for key worker accommodation locally, to address both current and future needs.



Priority 2: Promoting independence and wellbeing

What we plan to do

We know that we have an ageing population, and that there are huge social and economic benefits of supporting people to remain living independently in their own homes, rather than moving to residential care. We already have a number of services available to local residents to support them to retain independence and promote wellbeing. We want to include these services within our wider strategy of creating sustainable and affordable housing options for local residents.

How we will achieve this

- Reviewing the number, level and location of supported accommodation in the area.
- Work with Surrey County Council to review and progress the offer for Extra Care locally, and the scope for the development of further schemes.
- Promote the Disabled Facilities Grant service, and work with partners to lever in resources to further fund and deliver the scheme.
- Review the Spelthorne Personal Alarm Network service offer.
- Work with partner agencies and housing providers to support efforts with hospital discharge programmes.



Priority 3: Prevent homelessness and rough sleeping

What we plan to do

Homelessness has remained a significant issue for Spelthorne, particularly in the face of growing rents, a limited amount of social housing stock, and out-of-reach house prices. We will work to prevent homelessness and rough sleeping through a range of measures which will be detailed more specifically in our Homelessness Strategy.

How we will achieve this

- Reviewing the Council's Homelessness Strategy.
- Developing our service offer to meet the needs of homeless people, particularly those who are single and childless, and those with multiple and complex needs.
- Maintaining a prevention focussed housing options service, and looking to introduce new ways of working where they have been successful in other authorities.
- Make best use of existing social housing stock, and working with social housing providers to ensure that their service offer is appropriately meeting the needs of those in housing need.
- Ensuring our offer to private sector landlords is competitive, robust, affordable, and suitable.
- Working with Surrey County Council to sustain the existing level of housing-related support.

Delivery and monitoring of the strategy: Action Plan

Priority 1: Enabling the delivery of more affordable homes

No.	Task	Aim/Measure	Lead	Timescales	Notes
	Review the Council's Tenancy Strategy	Social landlords are offering tenures which meet local need.	Housing Strategy and Policy Manager	December 2020	
	Review the Knowle Green Estates Tenancy Strategy, in response to the review of the SBC Tenancy Strategy to incorporate the range of tenure options needed.	Knowle Green Estates delivers the types of homes most in need.	Property and Development Manager; Housing Strategy and Policy Manager	July 2020	
	Set up disposal protocols for Registered Providers with stock in Spelthorne.	The Council safeguards affordable housing in the Borough.	Housing Strategy and Policy Manager	June 2020	
	Secure Investment Partner Status of Spelthorne Borough Council with Homes England	Secure ability to received grant funding for housing delivery.	Housing Strategy and Policy Manager	March 2020	
	Agree tenancy and management arrangements for Knowle Green Estates properties delivered as affordable housing.	To ensure service delivery meets or exceeds competitor's service.	Group Head Regeneration and Growth; Group Head Community Wellbeing	July 2020	
	Develop a procurement framework for the housing delivery programme	To procure under the housing delivery programme efficiently.	Property and Development Manager; Corporate Procurement Manager	June 2021	



Priority 1: Enabling the delivery of more affordable homes

No.	Task	Aim/Measure	Lead	Timescales	Notes
	Develop a Housing Charter and set up an Annual Housing Summit with A2Dominion.	Relationships between the Council and A2Dominion at a senior level are maintained and feed into a bi-annual operational liaison.	Housing Strategy and Policy Manager	June 2020	
	Set-up six monthly operational liaison meetings with relevant departments within A2Dominion.	Relationships between the Council and A2Dominion at an operational level are maintained and developed.	Housing Strategy and Policy Manager	December 2020	
	Hold meetings with five g320 Registered Providers to encourage them to develop in the area.	A more diverse range of RPs are attracted to develop in Spelthorne.	Housing Strategy and Policy Manager; Property and Development Manager	December 2020	
	Create a Shared Ownership Strategy to equip the Council to make the most effective use of the quantity of shared ownership coming forward from housing associations. To include: <ul style="list-style-type: none"> • Applicant priority framework for Registered Providers to follow. • To develop relationships with Registered Providers on re-sales. • Exploring the merits of a financial incentive scheme for households vacating social rented housing in Spelthorne. 	Local residents in housing need are prioritised for shared ownership schemes.	Housing Strategy and Policy Officer	December 2020	



Priority 1: Enabling the delivery of more affordable homes

No.	Task	Aim/Measure	Lead	Timescales	Notes
	Establish a working group involving key worker sectors, and housing providers, to investigate the demand for key worker housing in Spelthorne.	Key workers are prioritised for local housing.	Housing Strategy and Policy Officer	March 2020	
	Develop an Empty Property Scheme to include: <ul style="list-style-type: none"> • joint working protocols with relevant internal and external stakeholders. • the creation of an up to date and comprehensive database of empty properties, with established procedures to maintain an accurate database going forward. • the circumstances in which the Council will use the powers of enforced sale, compulsory purchase and empty dwelling management orders, using an objective risk-based approach. • financial incentives such as grants to owners of empty properties to encourage their renovation and use as residential accommodation for people in housing need. • consideration of financial disincentives, such as increased Council Tax premiums. • the benefits of working in partnership with an established housing provider. • opportunities for cross-boundary joint working. 	Interventions and resources are targeted effectively. To provide a balanced approach to the different requirements of individual empty properties.	Housing Strategy and Policy Officer; Senior Environmental Health Manager	September 2021	



Priority 1: Enabling the delivery of more affordable homes

No.	Task	Aim/Measure	Lead	Timescales	Notes
	Produce an information pack for owners of empty properties, downloadable from the Council's website.	Easily accessible and understandable information may assist with owners taking a proactive independent approach.	Housing Strategy and Policy Officer; Environmental Health	September 2021	
	Run a publicity campaign highlighting the problem of empty properties and the council's approach to reducing them.	Increased number of residents and stakeholders will be aware of the strategy leading to increased uptake of empty properties initiatives.	Housing Strategy and Policy Officer; Environmental Health	January 2022	
	Carry out a comprehensive review of our standard s106 agreements and nomination agreements to include, where possible: <ul style="list-style-type: none"> • pre-emption rights for Knowle Green Estates to be able to purchase affordable housing provided through s106 agreements • affordable rents capped at LHA 	Ensure that forthcoming affordable housing meets local need and supports the Council's strategies on affordable housing.	Principal Solicitor; Housing Strategy and Policy Manager; Property and Development Manager; Planning Development Manager	March 2020	
	Explore what steps we can take to improve our approach to planning viability.	We robustly challenge developers who fail to deliver affordable housing policy compliant schemes.	Planning Development Manager; Group Head Regeneration and Growth	June 2020	



Priority 2: Promote independence and wellbeing to enable people to remain in their homes

No.	Task	Aim/Measure	Lead	Timescales	Notes
	Carry out a comprehensive supported housing needs analysis in partnership with current housing providers and commissioners, to include Extra Care.	We have the right number of supported homes in the right place with the right amount of support in the right locations	Housing Strategy and Policy Manager	December 2020	
	Carry out a fundamental review of the SPAN service offer to future-proof the existing service and become an innovator in the use of new technology.	<p>Increase in subscribers by 15% over the course of three years</p> <p>Reduction in the number of calls going to call monitoring by 20% over five years with the addition of extra telehealth services.</p>	Senior Manager Independent Living	August 2020	
	<p>Review our DFG Policy to include:</p> <ul style="list-style-type: none"> a) the provision of additional services which enable people to live independently b) exploring opportunities around how DFG is spent c) a reflection of the Surrey Heartlands Digital Strategy d) methods of recycling grant and/ or kit a joined up service offer with health and social care 	A policy in place by April 2021	Senior Manager Independent Living	April 2021	



Priority 2: Promote independence and wellbeing to enable people to remain in their homes

No.	Task	Aim/Measure	Lead	Timescales	Notes
	Integrate hospital discharge with CCG social prescribing initiative, including the Ashford Hub, and the use of Homesafe packs.	Reduction in hospital re-admissions (measured by CCG)	Senior Manager Independent Living	Report progress to Health and Wellbeing Board by May 2020.	
	Establish access to EMIS to enable a holistic social prescribing service for residents.	Social prescribers can access appropriate information efficiently and provide an excellent service	Senior Manager Independent Living	December 2019	
	Carry out a review of the local service offer for Independent Living services, improve the mapping and signposting of local offers. This will include a needs analysis to determine any gaps which need to be filled.	Residents are able to access independent living services which are relevant to them.	Senior Manager Independent Living	March 2020	



Prevent homelessness and rough sleeping

No.	Task	Aim/Measure	Lead	Timescales	Notes
	Complete a comprehensive review of the Council's Homelessness Strategy	Appropriate efforts are made to reduce homelessness and rough sleeping. To be legally compliant.	Housing Strategy and Policy Officer	New strategy in place by April 2020	
	Carry out an annual lettings review to identify and inform any changes which may be needed to the Council's Housing Allocations Policy.	Those most in housing need can access social housing. Advancing equality of opportunity.	Housing Strategy and Policy Officer	Annually from December 2020	
	Work with A2Dominion to carry out a review of age-restricted accommodation in Spelthorne.	To ensure that the designation of social housing is in line with the demographics of those seeking it.	Housing Strategy and Policy Manager	September 2020	
	Review the Council's private rented sector offers to ensure value for money, whilst also attracting landlords to offer their properties to us.	To promote the use of private rented accommodation for homelessness prevention and relief. The Council obtains value for money.	Group Head Community Wellbeing	Ongoing, in time for 2021/22 budget preparations	



Prevent homelessness and rough sleeping

No.	Task	Aim/Measure	Lead	Timescales	Notes
	Lobby Surrey County Council for a continuation of the level of funding provided for housing-related floating support in Spelthorne.	To safeguard the Council from an increase in cost transference from Surrey CC.	Housing Strategy and Policy Manager	Occupation by April 2021	
	Complete the White House Hostel project which will provide the main supported housing for single homeless, including those with multiple and complex needs, including: <ul style="list-style-type: none"> a) Construction management b) Facilitate the service provider connecting with local service providers c) Securing funding from Homes England 	To improve the service offer to single people, particularly those with multiple and complex needs, supporting them to move onto independent living in settled accommodation. To meet statutory obligations.	Housing Strategy and Policy Manager	Annually from December 2020	
	Complete the Harper House rebuild project which will provide the main supported housing for homeless families, including: <ul style="list-style-type: none"> a) Construction management b) Procurement of new housing management and resident support provider c) Procurement of fixtures and fittings d) Revising relevant occupancy agreements, house rules, and check in/out procedures e) Securing funding from Homes England 	Provide good quality accommodation to local homeless families. To improve the move-on journey for families, reducing the length of stay in emergency accommodation.	Housing Strategy and Policy Manager	Occupation by April 2021	



Prevent homelessness and rough sleeping

No.	Task	Aim/Measure	Lead	Timescales	Notes
	Research and investigate possible ways of implementing choice-based lettings to Knowle Green Estates affordable housing to provide an effective option to prevent or relieve homelessness.	To give residents access to a diverse range of affordable accommodation. To ensure affordable housing is allocated to those most in need. To create balanced, sustainable community.	Housing Strategy and Policy Manager	April 2020	

Monitoring of the strategy

The responsibility for monitoring the implementation of this strategy and its action plan is delegated to the Council's Strategic Housing Group (SHG).

SHG exists to ensure that Spelthorne Borough Council has a focussed strategic approach on housing matters, in order that Spelthorne's housing need is identified and met.

The objectives of SHG are:

- To decide priorities and focus of the group for the coming year.
- Develop strategies for dealing with issues (which may translate into projects to be reviewed).
- To ensure all housing strategies dovetail with other relevant strategies e.g. Asset Management Plan, Capital Strategy, etc.
- Develop and monitor the progress of the Housing Strategy Action Plan.
- Monitor key areas of concern (such as emergency accommodation and shortage of affordable housing) and make strategic decisions on approaches to mitigate the impact.
- To make decisions on operational matters which impact the delivery of strategic priorities.
- To share information on housing and housing-related issues (including changes to legislation).
- To identify and allocate resources to help meet the priorities identified.
- To ensure key politicians and partners are effectively communicated with.
- To receive updates on Knowle Green Estates acquisitions and developments.
- To consider and agree corporate responses to government consultations which directly or indirectly affect housing.

Membership of SHG includes:

- Deputy Chief Executive(s) (Chair)
- Joint Group Heads Community Wellbeing (Vice-Chair)
- Portfolio Holder – Housing
- Portfolio Holder – Investment Portfolio and Management, and Regeneration
- Group Head Regeneration and Growth
- Head of Corporate Governance
- Deputy Group Head Community Wellbeing
- Housing Strategy and Policy Manager
- Housing Options Manager
- Housing Benefits Manager
- Senior Environmental Health Manager
- Accountant (Housing)

SHG meets approximately once per month, and will commit to reviewing the strategy Action Plan at least every quarter, making recommendations and decisions as necessary to ensure the delivery of the strategy.

Bed and Breakfast (B&B) - Accommodation which the Council sources for homeless households to live in whilst more longer term solutions are found. The Council usually pays for these placements on a nightly basis, and it cannot reclaim all of the cost of the placement from either the homeless household or the Government. As a result, it costs the Council a significant amount of money per year to pay for these placements.

Disabled Facilities Grant (DFG) - Monetary grants for property adaptations to meet the needs of a person with a disability which prevents them from otherwise living comfortably day-to-day.

Extra Care - Specialist housing that offers care and support services on-site, generally for those aged 55+. Care levels are usually higher than sheltered accommodation.

g15 - A body which represents the ten largest housing associations in London, including A2Dominion.

g320 - A body which represents smaller housing associations in London, defined as those with fewer than 1000 homes.

Homelessness Reduction Act 2017 - Legislation introduced to amend the legal duties placed on local authorities with an emphasis on earlier targeted homelessness prevention.

Key worker accommodation - Accommodation let to essential service public sector employees, usually at a discount of 10-20% off market rates.

Knowle Green Estates - A company wholly owned by Spelthorne Borough Council, set up to develop residential accommodation within the Borough.

Local Housing Allowance - These rates are used to calculate a tenant's entitlement for Housing Benefit or Universal Credit housing element. These levels are set by the Government and should be based upon the 30th percentile rents in the local area.

Pathway plans - a detailed support plan developed for persons deemed vulnerable (as outlined in 3.4 of the Housing Strategy 2014-2019 action plan review).

Registered Provider (RP) - Provider of social housing. For example, A2Dominion is a Registered Provider and owns the majority of social housing stock in Spelthorne.

SBC - Spelthorne Borough Council.

Sheltered accommodation - Accommodation which usually comprises self-contained units with some shared communal spaces. Schemes are generally designed for those aged 55+.

Supported housing - Accommodation that offers additional support. This type of accommodation is not usually age restricted, but specific schemes may be designed for residents with specific needs (i.e. alcohol, mental health).

S106 agreement - A legal agreement usually between a private developer and the Council to secure the delivery of one or more schemes to make a development proposal acceptable in planning terms. Schemes can include on-site or off-site affordable housing, play areas, travel vouchers or public transport initiatives.

Temporary accommodation - Accommodation offered to homeless households who are subject to some form of duty under homelessness legislation. In Spelthorne, this is likely to be a 6 month tenancy.

Viability - Process of assessing whether a site is financially viable, by looking at whether the value generated by a development is more than the cost of developing it. This includes looking at the key elements of gross development value, costs, land value, landowner premium, and developer return.

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