

# TMBC Housing Strategy Action Plan Year 2, 2023-24

Priority 1: Making best use of existing homes, improving housing quality and sustainability		
1.1 Ensure efficient use of existing housing stock		
Action	Notes and 2023-24 target	Lead
Investigate occupation levels (under-occupation and overcrowding) to inform projects to encourage and enable downsizing or mutual exchanges	Analyse information from Registered Providers, the housing register and housing needs research and consider options to address under-occupation.  Update members through an information report during 2023-24. Investigate a pilot project in partnership with Registered Providers and support agency.	Housing Strategy and Enabling Manager
Design and implement Empty Homes Policy	New Policy agreed and re-start internal corporate empty homes group meetings. Policy to be implemented by March 2024	Housing Improvement Manager
1.2 Improve property conditions to provide safe, healthy homes		
Action	Notes and 2023-24 target	Lead
Engage with RP partners to agree a Memorandum of Understanding on how property condition complaints are dealt with	Implement agreed joint working with Registered Provider partners to address complaints relating to property condition.	Housing Improvement Manager
Home Upgrade Grant funding phase 2 (HUG2); provide energy efficiency upgrades and clean heating systems to low-income households.	Participate in the Greater South East Net Zero Hub consortia scheme. Procure a turnkey Managing Agent to deliver HUG2 scheme on behalf of TMBC. Upgrade 15 eligible homes (domestic off-gas grid dwellings with an EPC rating of band D or lower) this financial year under the TMBC scheme.	Housing Improvement Manager
Report considering the impact of the Renters Reform Bill on the private sector housing service	Report to members about the Bill including recommendations to meet new duties or burdens, such as potential introduction of Decent Homes Standard, by March 2024 or sooner if needed in line with progression of the Bill.	Housing Improvement Manager
Review process and approach to licensing of HMOs	Review data relating to HMOs and current process. Implement necessary actions for HMO licensing during 2023-24	Housing Improvement Manager
Priority 2: Improving housing options and opportunities to prevent homelessness		
2.1 Develop a Homelessness and Rough Sleeping Strategy and action plan		
Action	Notes and 2023-24 target	Lead
Use local intelligence and data to develop a Homelessness and Rough Sleeping Strategy	Strategy and action plan developed and approved by end of 2023-24	Housing Solutions Manager
2.2 Provide housing options advice focussing on homeless prevention through a personalised approach		
Action	Notes and 2023-24 target	Lead
Seek customer feedback to inform service provision and improve customer experience	Ensure people feel supported and listened to when accessing services and that they can access services with ease. Ensure collaborative working across teams to provide consistent efficient services	Housing Solutions Manager
Promote and improve awareness of duty to refer and improve monitoring of referrals	Deliver informal training to less engaged partners about the duty to refer and promote it through attending meetings for relevant organisations to share and improve understanding of the duty to refer. Improve our data collection and monitoring of cases resulting from a duty to refer.	Housing Solutions Manager
2.3 Work with voluntary and statutory partners to help rough sleepers off the streets into settled accommodation and prevent rough sleeping		
Action	Notes and 2023-24 target	Lead

Tender for the contract for Rough Sleeper Initiative funding service delivery	Tender and appoint by September 2023.	Single Homeless Projects and Rough Sleeping coordinator
<b>2.4 Ensure vulnerable groups and those with complex needs have access to support to maintain their tenancy</b>		
<b>Action</b>	<b>Notes and 2023-24 target</b>	<b>Lead</b>
Work with partners to ensure vulnerable people have the support they need - continue to engage in process of KCC transition funding for support services	Ongoing throughout 2023-24.	Housing Solutions Manager
<b>2.5 Improve links with landlords in the private rented sector to work together to prevent homelessness and increase housing options</b>		
<b>Action</b>	<b>Notes and 2023-24 target</b>	<b>Lead</b>
Develop our Private Landlord offer to make it effective in engaging landlords to work with us to prevent homelessness	Continue to develop and improve our Private Landlord offer.	Housing Improvement Manager
Improve and extend engagement with private landlords	Continue our work with neighbouring authorities to deliver the West Kent Landlord Forum events and information	Housing Improvement Manager
	Develop and trial local engagement options such as networking gatherings or workshops; hold local event/s during 2023-24 and gather feedback to inform future approach.	Head of Housing and Health
<b>2.6 Minimise the use of nightly paid accommodation to manage temporary accommodation costs and seek alternative provision, including property purchase or development</b>		
<b>Action</b>	<b>Notes and 2023-24 target</b>	<b>Lead</b>
Research and consider options for alternative provision such as property acquisitions and options to lease properties	Use Housing Advisor Programme funding to research options for sustainable temporary accommodation delivery. Use findings to establish preferred option/s through a report to members by end of 2023-24. Use preferred options to formulate a Temporary Accommodation Strategy. Seek Cabinet approval for implementation and required resources, NB this may be in year 3 of this action plan.  Secure 30-40 units the Council has control of and access to for use of for temporary accommodation.	Housing Strategy and Enabling Manager
Increase the supply of self-contained homes in council control for use as temporary accommodation		
Assess options and establish approach for the management of Council controlled Temporary Accommodation provision	Have an agreed approach to management and contract in place by November 2023, with ability to add more units to the arrangement in the future.	Head of Housing and Health
<b>Priority 3: Delivering the homes our residents need in the places they are needed</b>		
<b>3.3 Consider options for the Council to influence and take a pro-active role in housing delivery, including through a Local Housing Company.</b>		
<b>Action</b>	<b>Notes and 2023-24 target</b>	<b>Lead</b>
Reflect on findings and recommendations from HAP Sustainable TA delivery options project that are relevant and transferrable to affordable housing delivery more generally	Consider recommendations in the HAP sustainable TA delivery options report relevant to affordable housing delivery and provision, for example, long term action of a local housing company to be taken forward in year 3 action plan.	Head of Health and Housing
<b>Priority 4: Working in partnership</b>		
<b>4.1 Work in partnership with local authorities and partner organisations including active membership and engagement in Kent Housing Group to share best practice, learning and resources</b>		
<b>Action</b>	<b>Notes and 2023-24 target</b>	<b>Lead</b>

Engage with colleagues across the region through active participation in main Kent Housing Group and sub-groups	<p>KHOG (Kent Housing Options Group): Finalise implementation of Huume for CBL and active participation in protocols, policy and procedure development and reviews.</p> <p>Main KHG and sub-groups: Contribute to delivery of the Kent and Medway Housing Strategy.</p>	All teams within Housing Service
<b>4.2 Engage with Registered Providers and private developers through regular strategic and management/liaison meetings to ensure efficient and effective delivery of services</b>		
<b>Action</b>	<b>Notes and 2023-24 target</b>	<b>Lead</b>
Work with Registered Providers to maintain and improve housing management services and joint working with the Council and other agencies	Develop and agree an approach to monitoring and engagement between Registered Providers and the Council; including meetings to share staff and service updates, review specific cases and any areas of concern. Links to Priority 1 objectives	Head of Housing and Health
Develop an approach for regular engagement and monitoring of Registered Providers to ensure quality service provision and influence housing delivery in the borough	Set up strategic meetings with Registered Providers: bi-annual meetings with Registered Providers with large amounts of stock in the Borough, and annual meetings with Registered Providers with lower amount of stock. First meetings to be in 2023-24.	Housing Strategy and Enabling Manager
<b>4.3 Work with health colleagues and organisations to ensure preventative focussed work and improve wellbeing through links between services</b>		
<b>Action</b>	<b>Notes and 2023-24 target</b>	<b>Lead</b>
Work with local authority partners to jointly commission handyperson and hospital discharge schemes, including hoarding support services.	Investigate joint commissioning options with local authority partners for support services, with a report to members to update on proposed approach. Project proposal, commissioning and implementation to be completed by end of 2023-24.	Housing Improvement Manager
Work in partnership with health services to provide integrated services	Utilitise funding opportunities to deliver partnership projects. Continue to engage with the West Kent integrated care partnership.	Head of Housing and Health
<b>4.4 Maximise our joint working with local commissioned organisations and third sector partners to add value to our housing services</b>		
<b>Action</b>	<b>Notes and 2023-24 target</b>	<b>Lead</b>
Consider scope to commission specialist advice services to households in TA in partnership with the third sector.expertise of third sector partners to deliver financial related advice services commissioned using Housing Support Fund	Explore options for use of the Household Support Fund with Finance for a project to deliver debt advice to households in temporary accommodation.	Head of Housing and Health
Work with CGL to implement Tenancy Sustainment Project (KCC commisioned)	Work with CGL to deliver tenancy sustainment services, including possible hosting, ongoing engagement and referrals. This is a KCC commissioned project, using SMNTR grant.	Housing Solutions Manager