

Theme 1 – Housing and Regeneration Priorities/Increasing the supply of housing

Action	Outcome	Lead	Timescale	Resource Implications	Page in Homes Strategy
Explore and deliver a regeneration programme for the Canal Quarter which includes mixed tenure residential housing	To increase the supply of high quality and energy efficient homes in the city centre to meet a wide range of local housing need. Contributes towards climate change mitigation	Strategic Projects Manager	SRF prepared 2019 – project scope/length not determined yet	Prudential borrowing – costs to be determined	31
Explore and take forward a new programme of housing acquisitions in Morecambe	To improve the existing housing stock and to increase the choice and quality of housing in Morecambe. Contributes towards climate change mitigation	To be identified	Feasibility commenced 2020	Prudential borrowing - £3M initially committed	33
Identify options to provide a comprehensive regeneration scheme for Mainway following detailed consultation with tenants, residents and key stakeholders	To significantly improve the quality, thermal efficiency and design of housing provided. Contributes towards climate change mitigation	Head of Housing/Asset Manager	Feasibility commenced 2019/ Consultation 2020/ project period not determined yet but will be beyond Strategy period	Borrowing through the HRA - £30M estimated	34
Explore and bring forward a purpose-built extra care scheme in north Lancaster	Will meet the local need identified and aligns to the Care and Support Strategy 2019. Increases the choice and quality of housing for older people. Contributes towards climate change mitigation	Principal Housing Strategy Manager	Feasibility commenced 2020	Borrowing through the HRA -£5-7M estimated	89

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Seek authority to consult on regeneration options for Ridge Square, identify suitable options and mechanisms that could be taken forward	To improve the quality of the existing housing and provide a more suitable layout seeking to retain services for local residents	Head of Housing/Asset Manager	2023/24	Still to be ascertained	35
Implement a programme of refurbishment to Mellishaw Caravan Park	To bring about comprehensive improvements to the standard and quality of the site	Head of Housing/Repairs and Maintenance Manager	Consultation May 21 Construction Jan 22 – March 23 anticipated	GF reserves already committed - £1.2M	77
Review opportunities to acquire or develop new build housing in Morecambe if the Future High Streets bid is successful	Would increase the portfolio of housing delivered through the LATCo and contribute to regeneration priorities for Morecambe	Director of Economic Growth and Regeneration	April 22	GF through prudential borrowing – costs unknown as yet	32
Explore residential schemes identified through the Capital Investment Strategy process on a case by case basis and subject to having necessary resources	Would increase the portfolio of housing delivered through the LATCo and could meet a local housing need	Strategic Projects Manager/Principal Housing Strategy Officer	As and when identified	GF through prudential borrowing and subject to business case	46
Appoint legal and financial consultants to investigate and recommend options to create a new Local Authority Housing Company (LATCo)	To generate the necessary finance to bring housing projects into fruition. To clearly understand the legal and financial implications of setting up the LATCo	Head of Housing/Principal Housing Strategy Officer/ Legal Services/Financial Services	Consultants appointed July 2020	£40K from GF approved at July Cabinet for specialist reports. A further £50K required for actual set up costs	46
Undertake analysis of the HRA borrowing opportunities	To establish the potential headroom to fund schemes identified	Head of Housing	Consultants appointed July 2020	£10K through HRA	46
Increase development capacity by creating	Interim MD will be required of the LATCo within existing	Chief Exec/Head of Housing	April 2021	Existing resources if this proves possible	46

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dedicated officer resources to lead on key priorities and to work alongside existing staff.	resources. Existing Technical Officer vacant post to incorporate some operational development activities and then capacity to be reviewed again by April 22	Services/Repairs and Maintenance Manager			
Acquire Investment Partner Status/explore Registered Provider Status for the LATCo through Homes England	To draw down Affordable Homes Programme Grant and any other available funding	Head of Housing/Principal Housing Strategy Officer	March 2021 for Investment Partner Status in HRA RP status for LATCo April 22 to undertake feasibility/cost benefit & risk analysis	Existing resources	46
Purchase the ProVal development appraisal system	To run development appraisals that demonstrate viability	Head of Housing Services/Principal Housing Strategy Officer	April 2021	£10-£20K depending on user licences through HRA	46
Review of the Meeting Housing Needs SPD	To provide greater interpretation and implementation of policies in the newly adopted Local Plan	Planning Officer (Housing and Communities)	April 2021	Existing resources.	43
Investigate the Implementation of a Fixed Transfer Policy for Affordable Housing Units	Provides a level playing field for all Registered Providers and simplifies the negotiations for affordable housing	Principal Housing Strategy Officer/Planning Officer (Housing and Communities)	April 22	Will form part of the Local Plan Review Viability Study	43
Support the development of two Community Led Housing schemes in Halton and support any emerging community led schemes that are identified	Will provide 26 affordable homes for local people including 2 accessible, and 14 market sale. Will support community cohesion and independent living among the over 55s	Principal Housing Strategy Officer/Community Housing Officer	Start on site expected April 2021	Existing resources	46

Theme 2 – Improving Housing Quality

Action	Outcome	Lead	Timescale	Resource Implications	Page
Purchase the BRE housing stock condition module and consider the merits of the preparation of a Private Sector Housing Renewal Strategy when data is available	To obtain comprehensive data on the existing dwelling stock which will allow detailed analysis and the targeting of poorly performing properties	Principal Housing Strategy Officer	April 2021 onwards	£67K – reserves set aside in 20/21 budget but being redirected into LATCo setup and will be considered in 2021/22 budget process	49
Create a new Retrofit Advisor officer post within the HIA	To increase existing staff capacity to be able to undertake independent assessments of properties in need of energy measures – contributes to climate change mitigation	Home Improvement Agency Manager	April 2021	New post would be fixed term for 12 months funded from HIA reserves	52
Implement the Service Improvement Plan for the HIA to introduce a new charging system for able to pay residents whilst continuing to deliver free core services to the most vulnerable	Will ensure future services are sustainable and that free services can continue for those that need it	Home Improvement Agency Manager	April 2021	Should be delivered through existing resources and income generation	92
Review whether the council should implement Selective Licensing in Morecambe and if approved, use the data to review whether Article 4 Direction could be	An additional tool to increase the quality and management of private sector housing stock in a designated area	Housing Standards Manager	September 2021 to start consultation	Would require funding for two full time officer posts – one for the full five years of the lifetime of the Licensing scheme and one fixed term.	49

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applied to better control applications for HMO's					
Continue to pro-actively reduce the number of empty homes and explore funding opportunities wherever possible and investigate a programme of acquiring empty homes, refurbishing and selling or retaining through the LATCo.	To reduce the number of empty homes in Lancaster district	Empty Homes Officer	Ongoing	Existing resources Borrowing through LATCo subject to business case.	54
Develop a new social lettings agency either delivered in-house or through a new partnership	To increase the supply of good quality private rented accommodation.	Head of Housing/Principal Housing Strategy Officer/Principal Housing Options Manager	October 2021	Existing resources and through a future bid (MHCLG Next Steps Accommodation)	68
Develop and implement a retrofit action plan for existing council housing stock	To understand the costs and delivery of options/measures to increase the energy performance of all council housing to a minimum of EPC C – contributes to climate change mitigation	Head of Housing/Technical Manager	March 2022 – 2030	Review of existing HRA Capital Programme/bids for government funding	59
Create a new Energy Advice Officer within Council Housing Services	To support tenants by providing advice on heating systems, budgeting and implementing new energy measures to combat fuel poverty – contributes to climate change mitigation	Head of Housing	March 2021	HRA	56, 71 and 86

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Arrange Retrofit Assessor Training to RMS staff who have completed the Domestic Energy Assessor Training.	To ensure compliance to PAS 2035/Trustmark accreditation – contributes towards climate change mitigation	Repairs and Maintenance Manager	April 2021	HRA - £1-£2K	72
Investigate/develop a disposal policy for existing HRA stock	Where properties are uneconomical to maintain/improve and the capital receipt could be used to build/purchase other more suitable dwellings – contributes towards climate change mitigation	Head of Housing/Neighbourhood and Support Services Manager	April 2021	HRA but could be cost neutral	59

Theme 3 Meeting the needs of Communities and Supporting Residents

Action	Outcome	Lead	Timescale	Resource Implications	Page
Implement the actions identified in the council’s Homelessness Strategy 2020-23 which seeks to improve the services provided to people who are homeless or threatened with homelessness	To prevent homelessness	Principal Housing Options Manager	2020-2023	Existing resources/future funding bids where possible	65-73
Utilise the award of revenue funding from the Next Steps Accommodation bid by planning additional winter provision, set up the Help2Rent Landlord incentive scheme, facilitate timely moves from supported housing and extend the intensive floating support services	To prevent rough sleeping	Principal Housing Options Manager	By April 2021	All funded through NSAP bid	70
Increase the supply of long-term accommodation available to people who are homeless either provided by the council or through a partnership/partner organisation/Private Sector Landlords	Reduces time in temporary accommodation, provides timely offers to people in supported housing schemes and prevents homelessness	Principal Housing Strategy Officer/Principal Housing Options Manager	Ongoing	Borrowing through the LATCo/HRA/Future bid (MHCLG Next Steps Accommodation) and through existing partnerships with RP’s/Community Groups	68

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Review the council's current allocation scheme	Will allow swifter offers of accommodation to be made to homeless households occupying temporary accommodation	Principal Housing Options Manager/Choice Based Lettings Manager	October 2020	Existing resources	71
Purchase a new Choice Based Lettings system	Allows better integration between the homelessness system and CBL system, more cost effective than upgrading existing system and will deliver an improved service to customers and greater range of housing choices	Principal Housing Options Manager/Choice Based Lettings Manager	September 2021	HRA – cost not identified yet	71
Investigate a retrofitting scheme for properties being acquired through the LATCo bringing together a model which includes council staff, local contractors and existing residents	Will increase the skills and experience of council staff and local contractors as well as tackling unemployment	Head of Housing/Economic Development/Development Team	2020 until 2023/24	Costs to be identified but could be capitalised.	72
Carry out an audit of existing council housing stock and options needed to increase digital connectivity	Will aid management of the housing stock and improve the life chances of council tenants.	Repairs and Maintenance Manager	March – September 22	Existing resources	73
Develop a detailed action plan and explore new ways of delivering services and best practice to be agreed by Housing Leads and Children's Social Care Commissioning Leads following the planned	To increase the supply of housing options for young people including children looked after.	Principal Housing Options Manager/Principal Housing Strategy Officer/Commissioning Leads at Lancashire County Council	April 2021	Primarily RP's but could include some provision through HRA/LATCo.	80

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re-tendering of services in Lancaster Wyre and Fylde					
To increase the supply of one-bedroom accommodation and where possible, in a dispersed setting for people with complex needs/ex-offenders	Will contribute towards community safety, offender management and prevent homelessness	Principal Housing Options Manager/Principal Housing Strategy Officer	Ongoing until 2025	HRA/LATCo/Future bids (MHCLG Next Steps Accommodation)	82
Pilot a bespoke Housing First model in Lancaster district	Will increase the treatment/housing options people who have a long-standing history of substance misuse	Head of Housing/Principal Housing Options Manager	March 2022	Existing resources	87
To work in partnership with Commissioning Leads at Lancashire County Council to bring forward supported living schemes for people with Learning and/or Physical Disabilities/Mental Ill Health	To increase the existing provision by a further 60 apartments over a five-year period	Principal Housing Strategy Officer	Ongoing until 2025	Envisaged to be delivered by Registered Providers	88
Increase the supply of purpose-built wheelchair properties where possible	To provide more specialist housing to people with physical disabilities	Principal Housing Strategy Officer	Ongoing until 2025	HRA/LATCo/RP's/Developers	88
To work collaboratively with Lancashire County Council Commissioning Leads to bring purpose built extra care schemes into fruition	To increase the housing options available to older people to allow them to live in an independent setting for as long as possible	Principal Housing Strategy Officer	Ongoing until 2025	HRA /Registered Providers	89