

Appendix A – Improvement Delivery Plan

PRIORITY 1: INCREASING THE SUPPLY OF HOUSING					
Objective	Action	Outcome and Timeframe	Target	Head of Service/ Lead	December 2023 update
1.1 Increase the development of housing	<ul style="list-style-type: none"> • Purchase land for development and/or develop new housing on Council owned surplus land (where feasible) for those in housing need; for market, private rent, affordable rent, low cost market options, including shared ownership. • Purchasing, developing and/or facilitating the delivery of ‘stalled’ sites that are vital to the delivery of affordable housing, using Compulsory Purchase Orders (CPO) as a last resort where other options have failed. • To acquire in partnership, or develop where appropriate, council owned Temporary Accommodation (TA) provision to meet the varied needs of homeless households in Rother. • To support ESCC and registered housing providers in meeting the needs of those requiring supported housing, for example older people, care leavers, people with mental health issues. • Development and Site Allocations document (DaSA). • Local Plan Review (2019-2034) To provide housing as required by the Local Housing Needs Assessment under the NPPF. 	<p><u>Outcome 2:</u> Bring forward Blackfriars site and other suitable sites for housing.</p>	<p>Start on Site to be achieved on at least five council owned sites by 2024.</p> <p>To deliver at least 334 homes by the end of 2024/25.</p>	<p>Director – Place and Climate Change</p>	<p>Action to achieve target in progress</p> <p>Blackfriars update: Blackfriars forms the first site of the Housing Company development programme. This 200 dwelling scheme demonstrates significant progress towards achieving the 1,000 home target. At November 2023 Cabinet it was resolved in item CB23/41 that the Housing Company Board decision to apply to Planning Committee to deliver a wholly open market sale scheme be noted.</p> <p>Officers have completed the initial investigation phase of the first two sites as part of RDC’s Council Led Developments programme where funds were previously agreed by Cabinet CB18/73.</p> <p>Old Lydd Road, following its updated designation for housing a development of 10 units, has now secured planning and the site is being prepared for a tendered conditioned disposal to deliver a wholly affordable housing scheme to include shared ownership and rented homes.</p>

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					<p>The King Offa Residential development has been allocated for up to 52 homes and the outline planning permission RR/2019/430/P has been approved. The s106 is now complete and the land transfer / swap from ESCC has been completed. Consideration of routes for bringing the site forward for development or conditioned disposal are currently being evaluated.</p>
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PRIORITY 2: ROUGH SLEEPING, HOMELESSNESS AND MEETING HOUSING ASPIRATIONS					
Objective	Action	Outcome	Target and Timeframe	Service Area	December 2023 update
2.1 Reduce homelessness by improving the provision of housing related support	<ul style="list-style-type: none"> Design and deliver initiatives to improve the provision of employability and tenancy readiness support for people in housing difficulty and promote greater opportunities to sustain and access suitable long-term housing solutions (subject to funding availability). Work with specialist providers to enable the delivery of accommodation-based support services that meet the needs of vulnerable groups unable to access general needs accommodation. Work with commissioning and delivery partners to expand the provision of housing related floating support services to assist households to sustain existing accommodation or access new accommodation which meets their housing needs. 	<p><u>Outcome 4:</u> Increase the number of adaptations made to the homes of disabled people to support them to sustain their accommodation through the provision of DFGs.</p>	By April 2022 – 150 DFGs actioned annually.	H&C	<p>Achieved - Targets to be monitored</p> <p><u>2022/23</u> The total DFGs actioned was 151, however, 42 did not progress as they were refused, cancelled or applicant died. The final spend was £1,446,382.57 on 93 grants. We approved 120 cases but these will be completed into 23/24.</p> <p><u>April – December 2023</u> We have received 166 referrals to action with 130 DFGs having been approved thus far, with 82 DFGs completed. There has been a huge increase in demand and Occupational Therapist referrals this year. There is a shortage of contractors for the Home Improvement Agency and they have had difficulties with surveyor recruitment but this has been rectified by graduate surveyor recruitment. The Home Improvement Agency contract is due for re-tender (in conjunction with HBC) for 2024.</p>

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		<p><u>Outcome 5:</u> New RP managed supported TA is delivered in Rother.</p>	<p>Deliver 12 new supported TA units by March 2023.</p>	<p>H&C</p>	<p>Achieved target – to be monitored</p> <p>We have purchased an additional 19 properties in 2023 which is a total of 42 units of owned TA, with 39 occupied and three under refurbishment. There are a further five units under offer due for completion by end of March 2024. Inclusive of the 42 units of accommodation are 12 units of accommodation that are used for Housing First, supporting former rough sleepers, and for which external grant has been secured from Homes England.</p> <p>Although we have not appointed an RP to deliver our supported accommodation, we deliver the support in-house through our Housing Management Officer, but also with the employability broker that starts in October and the PRS team. For former rough sleeper tenants, we also have the RSI contract who support the occupants of our accommodation with Move On. For LAHF accommodation we also</p>

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					<p>have the Resettlement Team who support the tenants.</p> <p>We were allocated further grant funding from DLUHC for purchases under the Local Authority Housing Fund (LAHF) grant for TA, and to support the housing demand in relation to Afghans and Ukrainians. By end of March 2024, we will have 15 units of LAHF accommodation.</p>
		<p><u>Outcome 6:</u> The present level of floating support in East Sussex is sustained or increased.</p>	<p>The existing level of floating support available in Rother is increased.</p>	<p>H&C</p>	<p>Achieved - Targets to be monitored</p> <p>ESCC and local housing authorities commission a Floating Support Service. We have a co-located support worker from that service within the housing department. There is also increased capacity in this service to deliver floating support to the Homes for Ukraine scheme.</p> <p>We have recruited in-house three Prevention Officers who support those who are threatened with homelessness and also continue to deliver tenancy sustainment by the Rother Tenant Finder (PRS) team.</p>

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<p>2.2 Reduce homelessness through closer joint working</p>	<ul style="list-style-type: none"> • Establish regular local multi-agency homelessness forum to design, deliver and monitor homelessness prevention measures. • Restructure ESHOG to provide additional capacity to support partnership working across housing, development and homelessness services. • Review eviction protocols and procedures with social landlords and private letting agents operating in Rother. • RE-commissioned Homeless Unity Group (HUG) to improve community provision of rough sleeper support services. • Work with Social Care and Health partners to develop a whole –system approach to supported housing delivery that meets the range of housing related support needs across the county. • Create systems change through a pan-Sussex governance structure (Changing Futures). • Deliver the Accommodation for Ex-Offenders (AFEO) project to support people who are leaving prison, and those who are homeless after leaving prison within the last 12 months, access accommodation in 	<p><u>Outcome 5:</u> Improve access to the PRS for ex-offenders and provide additional tenancy sustainment services</p>	<p>By January 2022 commission specialist service to work with ex-offenders</p>	<p>H&C</p>	<p>Achieved</p> <p>Through Accommodation for Ex-Offenders (AFEO) we have additional financial resources until March 2024 – this is aimed at people who have left prison within last 12 months.</p> <p>Rother Tenant Finder (RTF) offers tenancy sustainment for tenants placed into PRS under the RTF scheme. The support is aimed at those most at need of being resettled into the community or have limited tenancy experience.</p>
		<p><u>Outcome 6</u> Levels of homelessness are minimised.</p>	<p>Sustain the number of homeless applications at existing levels and reduce the average cost per unit of TA placements.</p>	<p>H&C</p>	<p>Action to achieve target in progress</p> <p>In Oct 21 to Sep 22 we prevented 59 incidents of homelessness, but we have increased that to 95 for the same period in 22/23 – an increase of 61%.</p> <p>We have seen significant increases in homeless applications and a need to place in TA. The</p>

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	<p>the private rented sector.</p>			<p>impact of the cost of living has meant we have seen more landlords selling their let properties with vacant possession or tenants being unable to afford previously affordable accommodation.</p> <p>We have increased staff resources to increase the scale of the Rother Tenant Finder Scheme, support TA placements as well as three new Prevention Officer posts, harnessing external budgets.</p> <p>With the increase in RDC owned accommodation there is a reduction on the nightly cost, however, the level of demand for TA has increased, and more so for households with dependents. The average stay in TA has decreased for 2022/23 from 2021/22 for all households except 4 bed+.</p> <p>Employability Officer from ESTAR and SPFT housing specialist are co-located with the housing team.</p>
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		<p><u>Outcome 7:</u> Improve service level care pathways for all Changing Futures service users with Multiple Complex Needs.</p>	<p>25 successful engagements in Year 1.</p>	<p>H&C</p>	<p>Action achieved</p> <p>The Changing Futures programme is in operation and a confirmed nomination procedure is in place to accept clients onto the programme across all East Sussex Districts and Boroughs.</p>
<p>2.3 Reduce Homelessness</p>	<ul style="list-style-type: none"> • Review options that improve access to the private rented sector through closer partnership working with private landlords, to include: <ul style="list-style-type: none"> ○ Guaranteed Rent Scheme ○ Loans for rent in advance and deposit ○ Leasing • Improve the accessibility of the Housing Needs Service and its integration with related services through greater co-location, home visits and improved referral pathways under Duty to Refer. • Deliver effective social housing allocations through the implementation of a revised Housing Allocations Policy for Rother and by adjusting Rother Local Plan to prioritise the type of affordable housing delivered for those in Band A. • Develop a mediation service to 	<p><u>Outcome 2:</u> Performance review of new prevention measures completed and recommendations for future initiatives made by Nov 2022.</p>	<p>To deliver 100 tenancies per annum increasing to 200 tenancies per annum by 2024.</p>	<p>H&C</p>	<p>Additional Targets to be monitored:</p> <p>In Oct 21 to Sep 22 we prevented 59 incidents of homelessness, but we have increased that to 95 for the same time period 22/23 – an increase of 61%.</p> <p>In 2023, 82 tenancies were secured via the Rother Tenant Finder service. For the financial year 23/24, we are on target to achieve 100 tenancies.</p> <p>In Oct 21 to Sep 22 we prevented 59 incidents of homelessness, but we have increased that to 95 for the same period in 22/23 – an increase of 61%.</p>

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	<p>sustain tenancies.</p>	<p><u>Outcome 3:</u> Home visits carried out post-COVID-19 March 2022</p>	<p>To increase the levels of home visits.</p>	<p>H&C</p>	<p>Target Achieved</p> <p>Home visits are undertaken regularly by the Housing Team. With the introduction of Prevention staff in May 2023 we are also more visible in the community at events like ‘form filling Thursday’. Joint visits with housing staff and the co-located support staff for employability and floating support has enabled us to increase capacity for home visits.</p>
<p><u>Outcome 6:</u> Homelessness prevention rates increase.</p>		<p>To prevent evictions through positive interventions.</p>	<p>H&C</p>	<p>Achieved but monitor figures</p> <p>We introduced Prevention Officers in May 2023 which has had a positive impact on the capacity of the housing team to increase preventions.</p> <p>In Oct 21 to Sep 22 we prevented 59 incidents of homelessness, but we have increased that to 95 for the same time period 22/23 – an increase of 61%.</p>	

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		<u>Outcome 7:</u> New Allocations Policy is operational.	Reduce the Rother Housing list from 1,600 (as at December 2019) to 1,200 by end 2023.	H&C	Action to achieve target in progress A new Policy has been to consultation, and is going through Council for approval.
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<p>2.4 Reduce rough sleeping through the development of a countywide rough sleeping accommodation pathway</p>	<ul style="list-style-type: none"> • Work with the voluntary sector to explore options for creating a street homelessness centre/hub in Bexhill, which improves the accessibility of services to rough sleepers, with outreach available to all areas of Rother. • Work across local authority boundaries with housing, health and social care partners to expand the East Sussex Rough Sleeping Initiative, delivering services targeted at those experiencing multiple complex needs who are rough sleeping or at high risk of rough sleeping. 	<p><u>Outcome 4:</u> Secure 3-year funding agreement for the RSI from DLUHC April 2022.</p>	<p>30 individuals prevented or relieved from rough sleeping during 2021/22 with the target reviewed annually relative to demand.</p>	<p>H&C</p>	<p>Target to be monitored annually</p> <p>We successfully secured a 3 year funding agreement for the RSI, and a new provider has been commissioned from October 2022. 29 former rough sleepers accommodated in the first half of 2022/23, with seven in RDC Rough Sleeper accommodation (RSAP/NSAP).</p> <p>RDC now owns a total of 12 Rough Sleeper accommodation units and have recently received further funding through the RSI for 3 units of 'off the street accommodation' and this will go live in January 2024.</p>
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<p>2.5 Improve the delivery and accessibility of support and advice services to better meet housing needs.</p>	<ul style="list-style-type: none"> • Improve staff training, to ensure front line officers, partners and Members are aware of the range of support available as part of the Anti-Poverty Strategy aim to improve the promotion of services. • Continue to improve the triage of homeless applicants to enable greater levels of self-service and improve service accessibility. • Put in place interventions that increase household incomes and improve tenancy access through raising the training and employment aspirations of those on low incomes - particularly those of young people and single parent households. • As part of the development of the Anti-Poverty Strategy development improve the accessibility of housing and homelessness advice services to local people. 	<p><u>Outcome 5:</u> Review remote access pilots in The Pelham and Rye Food Bank March 2022.</p>	<p>Have six remote access points in place by November 2022.</p>	<p>H&C</p>	<p>Action to achieve target in progress</p> <p>There are currently points at The Pelham, Battle Almonry, Rye Food Bank, Battle Foodbank, Bexhill Foodbank. More sites are being explored as part of the work in the Anti-Poverty Steering Group.</p>
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PRIORITY 3: IMPROVING THE QUALITY AND SUITABILITY OF EXISTING HOUSING AND NEWBUILD HOUSING					
Objective	Action	Outcome and Timeframe			December 2023
3.1 Reducing fuel poverty	<ul style="list-style-type: none"> Explore the opportunity of introducing affordable warmth methods of construction on any residential developments taken forward by the Council. 	<p><u>Outcome 1:</u> Modern Methods of Construction and High energy efficiency standards of provision of a mortgage scheme considered for all council led development, where possible.</p> <p><u>Outcome 2:</u> Action plan setting out additional tenure access initiatives.</p>	<p>To incorporate Modern Methods of Construction (MMC) on all council led delivery where feasible from 2021.</p> <p>Aim to achieve Housing Quality Mark (HQM) level 3 minimum on all council led housing schemes where feasible</p>	<p>Director – Place and Climate Change</p>	<p>Action to achieve target in progress</p> <p>This is being actively progressed at the design stage of the Reserved Matters application for Backlins. We are working alongside Rent Plus on a development site in Battle to enable tenants to have the opportunity to purchase the properties they are letting at varying intervals of their tenancy.</p>
2.6 Support households to meet their housing aspirations – in particular, home ownership	<ul style="list-style-type: none"> Put in place new initiatives which support households to access suitable and affordable housing, whether that be affordable rented, sub-market rent, shared ownership or other home ownership options. Working with registered providers to explore the opportunity for introducing affordable warmth methods of construction on all affordable housing. 	<p><u>Outcome 1:</u> Research feasibility of provision of a mortgage scheme considered for all council led development, where possible.</p> <p><u>Outcome 2:</u> Action plan setting out additional tenure access initiatives.</p>	<p>Action plan in place by November 2022</p> <p>from 2021.</p> <p>Modern Methods of Construction (MMC) considered for all registered provider and community led housing developments from 2020-21 where feasible.</p> <p>To grant CHF for at least one community led housing scheme per annum, where sustainable forms of construction and renewable energies are proposed.</p>	<p>H&C Climate Change</p> <p>Director – Place and Climate Change</p>	<p>Action to achieve target in progress</p> <p>Through a Register Provider Forum (Wealden Rother & Hastings) RDC continues to explore opportunities (including new funding opportunities) to incorporate MMC and improved energy efficiency standards (with the exception of s106 sites).</p> <p>The eligibility criteria for the councils Community Housing Fund (CHF) prioritises new housing schemes where community groups are employing sustainable/modern methods of construction</p>

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