



## **Housing Strategy**

**2014 – 2017**

**Delivery Plan**

Ref	Action	2014/15	2015/16	2016/17
1.1	Working with Warwickshire County Council as it identifies its priorities for housing-related support services that have in the past been funded by the Supporting People regime, such as people with mental health problems, people suffering domestic abuse, substance mis-users, and homeless people with support needs.	Implement		
1.2	Being fair and supportive but firm. This means using all available means to provide help and support to those who need it but also using our enforcement powers as a local authority for those who are causing problems (to themselves or to others) if they refuse to engage with or respond to our offer of help.	Develop	Implement	
1.3	Working with our partners across all sectors to support people in financial difficulties.	Develop & implement	Implement	
1.4	Redesigning our service structure, reviewing policies and procedures across the service and developing service level agreements, internally and with service providers, to deliver better outcomes for customers.	Develop	Implement	
1.5	Reviewing and updating the homelessness strategy.	Develop	Implement	
1.6	Working with Warwickshire County Council on its extra-care programme providing more flexible housing-with-support options for older people.	Implement		
1.7	Continuing to provide grants/loans to help low-income owner-occupiers with essential repairs or to rectify dangerous conditions.	Develop	Implement	
1.8	Working with partners to raise awareness and educate residents on energy efficiency issues, assisting with grants and loans where appropriate and seeking to raise energy ratings, particularly in the private rented sector using the Housing, Health & Safety Rating System.	Implement		
1.9	Continuing to seek a proportion of properties built to the Lifetime Homes Standard on new-build schemes.		Develop	Implement
1.10	Expecting new developments to achieve “secured by design” standards for the estate layout.		Develop	Implement
1.11	Requiring new-build affordable housing to meet a minimum of Code For Sustainable Homes level 3 standard.		Develop	Implement
1.12	Gaining a better understanding of the support needs of our tenants through annual customer visits, making every contact count by using feedback from repairs and gas servicing contractors to prioritise visits to customers.	Develop	Implement	
1.13	Reviewing the information provided to tenants and applicants		Develop	Implement
2.1.1	Updating and broadening our understanding of district and local housing markets and needs and responding to the findings of the new Joint Strategic Housing market Assessment.	Develop	Implement	
2.1.2	Completing the development of the new Local Plan to identify the land needed to deliver the housing that the district needs.	Develop		
2.1.3	Ensuring that larger housing schemes include an appropriate proportion of affordable housing and a sustainable mix of property types and sizes.	Develop	Implement	
2.1.4	Working with our partner housing associations to ensure that new affordable homes are provided by a mixture of social landlords across the district.	Implement		
2.1.5	Creatively using the council’s assets and finance to deliver further new homes working in partnership with Waterloo Housing Group through the W2 Joint Venture.	Review	Implement	
2.1.6	Investigating the best way of using the new financial freedoms to build new council housing.	Develop	Implement	
2.1.7	Looking to provide for the identified gypsy and traveller needs through the planning system.	Develop	Implement	
2.1.8	Restricting rents on Affordable Rent homes so that the average on any scheme is no more than the mid-point between average social rent and 80% of average market rent.	Implement		
2.1.9	Refreshing our approach to the provision of rural housing, taking account of the new scheme for neighbourhood planning.	Develop		Implement
2.2.1	Developing a “Buy To Flip” policy whereby the council and its housing association partners consider purchasing existing homes for sale to let them on social or affordable rents.	Develop	Implement	
2.2.2	Reviewing the housing allocations policy, giving consideration to prioritising existing tenants, local connection policies, the potential use of fixed term tenancies and the handling of applicants with no housing need.	Develop	Implement	
2.2.3	Looking for new ways to incentivise people who are under-occupying their homes to move to more appropriate accommodation.	Develop	Implement	
2.2.4	Reviewing and updating our strategy for bringing empty homes back into use.	Develop	Implement	
2.2.5	Looking for opportunities to create more appropriate housing with a higher degree of energy efficiency by the modernisation, remodelling or regeneration of existing housing schemes and estates.	Implement		
3.1	Working to develop ways to inform and advise private landlords and tenants of their rights and obligations.	Review	Implement	
3.2	Developing an enforcement policy for private sector housing to be followed where landlords fail to engage or respond to more informal approaches.	Review	Implement	
3.3	Refreshing our data on Houses in Multiple Occupation (HMOs) and investigating whether to extend the licensing of HMOs to other HMOs not currently covered.	Bid for resources	Develop	Implement
3.4	Investigating whether to introduce additional licensing for buildings converted into flats and also for shared houses.	Bid for resources	Develop	Implement
3.5	Completing a pilot scheme remodelling Home Improvement Agency services on a cross-tenure basis across southern Warwickshire and evaluating the results.	Complete and review	Develop & implement	Implement
3.6	Building on our working relationship with the University of Warwick in relation to student housing in the district.	Implement		Review
3.7	Reviewing the Housing Revenue Account Business Plan to ensure that our approach to managing, maintaining and improving our own stock remains relevant and up-to-date.	Implement		
3.8	Engaging with our council tenants to develop a WDC Standard for homes and neighbourhoods that exceeds the Decent Homes Standard and that embraces customer choice where possible.	Develop	Implement	
3.9	Looking at how to creatively manage our housing assets by developing a new Asset Management Strategy.		Develop	Implement
3.10	Reviewing our management of leaseholder properties.	Develop	Implement	

# 1. Enabling and providing services that help people to sustain their homes

- 1.1 Working with Warwickshire County Council as it identifies its priorities for housing-related support services that have in the past been funded by the Supporting People regime, such as people with mental health problems, people suffering domestic abuse, substance mis-users, and homeless people with support needs.**

<b>Resources:</b>	An officer with responsibility for taking this forward will need to commit perhaps 2 – 3 days per month in 2014/15 reducing to 1 – 1.5 days per month for 2015/16 and 2016/17.
<b>Manager:</b>	Abigail Hay
<b>Funding:</b>	General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>• Regular meetings with WCC staff</li> <li>• Reviewing local data and defining local needs</li> <li>• Providing local data on request</li> <li>• Briefing local service providers on a regular basis</li> <li>• Supporting bids to provide services that meet defined local needs</li> </ul>

- 1.2 Being fair and supportive but firm. This means using all available means to provide help and support to those who need it but also using our enforcement powers as a local authority for those who are causing problems (to themselves or to others) if they refuse to engage with or respond to our offer of help.**

<b>Resources:</b>	Staff time – initial briefing by managers to staff and dealing with occasional queries on application of the approach
<b>Manager:</b>	All
<b>Funding:</b>	General Fund/Housing Revenue Account
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>• Implementation during 2014/15: managers of staff who deal with members of the public will need to think through how this relates to their service area and the enforcement powers that they have.</li> <li>• They will then need to brief their relevant staff that this approach has been approved by the council and how it should be applied.</li> </ul>

- 1.3 Working with our partners across all sectors to support people in financial difficulties.**

<b>Resources:</b>	Existing staff working with other partners
<b>Manager:</b>	Jacky Oughton and Abigail Hay
<b>Funding:</b>	General Fund/Housing Revenue Account
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>• Investigate the potential of developing a programme of regular Money Advice sessions in partnership with other housing providers in the area (initial pilot at Brunswick Healthy living Centre) by June 2014</li> <li>• Develop a series of practical energy saving advice sessions to be delivered in the community on a regular basis, targeting “fuel poor” (initial pilot aimed at Brunswick Healthy living centre by June 2014</li> <li>• Develop a programme of handy money advice tips to deliver to all “mother and toddler” groups across the District by September 2014</li> </ul>

<b>1.4 Redesigning our service structure, reviewing policies and procedures across the service and developing service level agreements, internally and with service providers, to deliver better outcomes for customers.</b>	
<b>Resources:</b>	Being identified through the redesign project but is likely to result in an overall saving.
<b>Manager:</b>	All
<b>Funding:</b>	General Fund/Housing Revenue Account
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>Sustaining Communities and Business Support redesigns to be substantially complete by September 2014</li> <li>Asset Management redesign to commence when Asset Manager has been appointed and completed to a later timetable.</li> </ul>
<b>1.5 Reviewing and updating the homelessness strategy.</b>	
<b>Resources:</b>	Approximately 45 working days at senior officer level for review and updating. Resources for implementation will be identified in the new strategy.
<b>Manager:</b>	Other costs: hospitality for meetings, printing and stationery, publicity, oncosts and admin
<b>Funding:</b>	Abigail Hay
<b>Specific actions &amp; milestones:</b>	General Fund <ul style="list-style-type: none"> <li>Draw up project plan for strategy development including homelessness review and consultation arrangements by 30/4/2014</li> <li>Set up Steering Group by 30/4/2014</li> <li>Review current strategy action plan by 31/7/2014</li> <li>Implement project plan to develop new strategy by 31/12/2014</li> <li>Report to Executive by 31/3/2015</li> <li>New strategy takes effect from 1/4/2015</li> </ul>
<b>Comments:</b>	This is a statutory strategy and a new one is required to take effect from 1 <sup>st</sup> April 2015.
<b>1.6 Working with Warwickshire County Council on its extra-care programme providing more flexible housing-with-support options for older people.</b>	
<b>Resources:</b>	Time commitment of Housing Strategy & Development Officer, approximately 10 days per year, capital if required. Capital funds to come from commuted sums if possible, otherwise to be bid for.
<b>Manager:</b>	Abigail Hay
<b>Funding:</b>	General Fund/Capital Programme
<b>Specific actions &amp; milestones:</b>	Ongoing actions across the three-year period: <ul style="list-style-type: none"> <li>Regular meetings with WCC staff</li> <li>Appraise demands in light of new SHMA and WCC data analysis</li> <li>Assess current and projected supply</li> <li>Agree numbers required</li> <li>Consider sites as they arise</li> <li>Work with WCC &amp; RP partners to deliver schemes</li> </ul>
<b>1.7 Continuing to provide grants/loans to help low-income owner-occupiers with essential repairs or to rectify dangerous conditions.</b>	
<b>Resources:</b>	Existing staffing resources to review policy. Capital budget for 2014/15 already in the budget process. Bids for future years to be assessed in light of new policy.
<b>Manager:</b>	Asset Manager
<b>Funding:</b>	General Fund/Capital Programme
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>Update the website</li> <li>Review the existing policy</li> <li>Undertake consultation</li> <li>Report proposals to Executive by September 2014</li> <li>Prepare to implement policy by 1<sup>st</sup> April 2015</li> </ul>
<b>Comments:</b>	This action may be subject to change when the redesign of the asset management side of the housing service is progressed.

<b>1.8 Working with partners to raise awareness and educate residents on energy efficiency issues, assisting with grants and loans where appropriate and seeking to raise energy ratings, particularly in the private rented sector using the Housing, Health &amp; Safety Rating System.</b>	
<b>Resources:</b>	
<b>Manager:</b>	Asset Manager/Sustainability Officer
<b>Funding:</b>	General Fund/Capital Programme
<b>Specific actions &amp; milestones:</b>	This action will be developed further following the appointment of a Sustainability Officer and the redesign of the of the asset management side of the housing service.
<b>1.9 Continuing to seek a proportion of properties built to the Lifetime Homes Standard on new-build schemes.</b>	
<b>Resources:</b>	Housing Strategy & Development Officer's time in conjunction with Planning Policy
<b>Manager:</b>	Abigail Hay
<b>Funding:</b>	General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>• Await the outcome of the government's Housing Standards Review</li> <li>• Consult with RPs, to be concluded within 3 months of conclusion of government review</li> <li>• Develop new affordable housing policy (or Supplementary Planning Document) for the Local Plan</li> </ul>
<b>Comments:</b>	This is the continuation of an existing policy. It will be considered within the Local Plan process.
<b>1.10 Expecting new developments to achieve "secured by design" standards for the estate layout.</b>	
<b>Resources:</b>	Housing Strategy & Development Officer's time in conjunction with Planning Policy
<b>Manager:</b>	Abigail Hay
<b>Funding:</b>	General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>• Await the outcome of the government's Housing Standards Review</li> <li>• Consult with RPs, to be concluded within 3 months of conclusion of government review</li> <li>• Develop new affordable housing policy (or Supplementary Planning Document) for the Local Plan</li> </ul>
<b>Comments:</b>	This is the continuation of an existing policy. It will be considered within the Local Plan process.
<b>1.11 Requiring new-build affordable housing to meet a minimum of Code For Sustainable Homes level 3 standard.</b>	
<b>Resources:</b>	Housing Strategy & Development Officer's time in conjunction with Planning Policy
<b>Manager:</b>	Abigail Hay
<b>Funding:</b>	General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>• Await the outcome of the government's Housing Standards Review</li> <li>• Consult with RPs, to be concluded within 3 months of conclusion of government review</li> <li>• Develop new affordable housing policy (or Supplementary Planning Document) for the Local Plan</li> </ul>
<b>Comments:</b>	This is the continuation of an existing policy. It will be considered within the Local Plan process.
<b>1.12 Gaining a better understanding of the support needs of our tenants through annual customer visits, making every contact count by using feedback from repairs and gas servicing contractors to prioritise visits to customers.</b>	
<b>Resources:</b>	IT systems, and staffing, buy in from contractors etc.
<b>Manager:</b>	Jacky Oughton
<b>Funding:</b>	Housing Revenue Account
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>• Implementation to commence in April 2015</li> <li>• Devise and set up a rolling programme of timetabled visits to all Warwick District Council tenancies, aiming for annual visits by 2017</li> <li>• Identify triggers for early visits required for those tenants experiencing difficulties sustaining their tenancy</li> </ul>

---

**1.13    Reviewing the information provided to tenants and applicants**

---

<b>Resources:</b>	Staff time, printing costs, IT time for web development
<b>Manager:</b>	Jacky Oughton/Abigail Hay
<b>Funding:</b>	Housing Revenue Account/General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"><li>• Set up a Working Group and wider “reading group” during 2015/16</li><li>• Collect and review all published information for tenants and applicants during 2015/16</li><li>• Re-write as necessary during 2016/17</li><li>• Consult, finalise and produce new information for use with effect from 1/4/2017</li></ul>

---

## 2. Meeting the need for housing across the district

### 2.1 By addressing the need for more homes:

#### 2.1.1 Updating and broadening our understanding of district and local housing markets and needs and responding to the findings of the new Joint Strategic Housing market Assessment.

<b>Resources:</b>	Staff time. £10k per year for Rural Housing Enabler to undertake rural needs surveys
<b>Manager:</b>	Abigail Hay
<b>Funding:</b>	General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>• Develop new affordable housing policy to support the Local Plan</li> <li>• Incorporate new policy into new Affordable Housing Supplementary Planning Document</li> <li>• Continue programme of rural surveys through WRCC</li> <li>• Re-procure the Rural Housing Enabler service annually</li> </ul>

#### 2.1.2 Completing the development of the new Local Plan to identify the land needed to deliver the housing that the district needs.

<b>Resources:</b>	Already in place within Planning Policy.
<b>Manager:</b>	Dave Barber (Planning Policy)
<b>Funding:</b>	General Fund (non-housing)
<b>Specific actions &amp; milestones:</b>	Subject to a separate action plan and timetable.

#### 2.1.3 Ensuring that larger housing schemes include an appropriate proportion of affordable housing and a sustainable mix of property types and sizes.

<b>Resources:</b>	Staff time
<b>Manager:</b>	Abigail Hay
<b>Funding:</b>	General Fund/Capital Programme
<b>Specific actions &amp; milestones:</b>	<p>This will be part of the affordable housing policy to inform the new Local Plan/Affordable Housing Supplementary Planning Document.</p> <p>It follows on from 2.1.1 above.</p>

#### 2.1.4 Working with our partner housing associations to ensure that new affordable homes are provided by a mixture of social landlords across the district.

<b>Resources:</b>	Time commitment for Housing Strategy & Development Officer. Capital if necessary from commuted sums and future bids
<b>Manager:</b>	Abigail Hay
<b>Funding:</b>	General Fund/Capital Programme
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>• Ongoing across the three-year period</li> <li>• Review the Joint Commissioning Partnership during the second half of 2014.</li> <li>• Actions to follow this review</li> </ul>

#### 2.1.5 Creatively using the council's assets and finance to deliver further new homes working in partnership with Waterloo Housing Group through the W2 Joint Venture.

<b>Resources:</b>	Staff time plus capital, revenue and land as appropriate within the parameters laid down by the JV and subject to ongoing monitoring by the Project Board.
<b>Manager:</b>	Head of Housing & Property Services
<b>Funding:</b>	General Fund/Housing Revenue Account/Capital Programme
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>• Continue to work with WHG to produce new homes.</li> <li>• Continue ongoing monitoring through Project Board.</li> <li>• Review the J.V. by December 2014.</li> <li>• Decide whether, and if so how, to take the J.V. forward into 2015 and beyond</li> </ul>

**2.1.6 Investigating the best way of using the new financial freedoms to build new council housing.**

<b>Resources:</b>	Initial investigation will require officer and member time. Implications of decision will carry resource implications that will be considered as part of the investigation
<b>Manager:</b>	Head of Housing & Property Services
<b>Funding:</b>	Housing Revenue Account/Capital Programme
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"><li>• Review consultant's recommendations.</li><li>• Assess implications and follow-up actions required with support from an external facilitator.</li><li>• Report to council in March 2014.</li><li>• Implement council resolution.</li></ul>
<b>Comments:</b>	This needs to be link with the development of an Asset Management Strategy.

**2.1.7 Looking to provide for the identified gypsy and traveller needs through the planning system.**

<b>Resources:</b>	Resources for Local Plan development are already in place.
<b>Manager:</b>	Dave Barber (Planning Policy)
<b>Funding:</b>	General Fund (non-housing)
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"><li>• This will be developed through the Local Plan process</li></ul>

**2.1.8 Restricting rents on Affordable Rent homes so that the average on any scheme is no more than the mid-point between average social rent and 80% of average market rent.**

<b>Resources:</b>	Staff time.
<b>Manager:</b>	Abigail Hay
<b>Funding:</b>	General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"><li>• Implement from 1 January 2014</li><li>• Provide potential landlords with details of acceptable rents on schemes coming forward.</li><li>• Keep a record of agreed affordable rents.</li><li>• Monitor policy and bring forward recommendations for change as required in December 2014.</li></ul>

**2.1.9 Refreshing our approach to the provision of rural housing, taking account of the new scheme for neighbourhood planning and the new Local Plan policies on village housing options.**

<b>Resources:</b>	Time commitment of Housing Strategy & Development Officer and an officer in Planning Policy
<b>Manager:</b>	Abigail Hay
<b>Funding:</b>	General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"><li>• Meet with Rural Housing Enabler to discuss current arrangements and suggestions for improvement</li><li>• Consider the role of neighbourhood planning and how this connects with affordable housing and the Local Plan</li><li>• Review best practice in other areas/agencies</li><li>• Develop new policy approach to incorporate into Affordable Housing Supplementary Planning Document</li></ul>

## 2.2 By making the best use of existing stock:

### 2.2.1 Developing a “Buy To Flip” policy whereby the council and its housing association partners consider purchasing existing homes for sale to let them on social or affordable rents.

<b>Resources:</b>	Staff time within the landlord service will be needed to identify properties and process the purchases. Capital will be required, either upfront or borrowing against HRA income, to pay for the properties. Housing Strategy & Development Officer will need to liaise with partners to stimulate their involvement. Capital may be required to support their purchases and this would have to come from commuted sums.
<b>Manager:</b>	Abigail Hay
<b>Funding:</b>	General Fund/Housing Revenue Account
<b>Specific actions &amp; milestones:</b>	Establish legal position and delegated powers by 31/5/14 Identify preferred areas, property types, sizes and price range by 31/5/14 Liaise with RPs over their role by 31/5/14 Draft policy by 31/10/14 Report to Executive for approval by 30/11/14 Implement policy from 1/1/15
<b>Comments:</b>	This needs to link up with the development of an Asset Management Strategy.

### 2.2.2 Reviewing the housing allocations policy, giving consideration to prioritising existing tenants, local connection policies, the potential use of fixed term tenancies and the handling of applicants with no housing need.

<b>Resources:</b>	Officers time, admin costs for meetings: room hire, refreshments, printing of new stationery, IT time for systems development.
<b>Manager:</b>	Abigail Hay
<b>Funding:</b>	General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"><li>• Review current policy against new legislation and guidance by 30/3/2014</li><li>• Consult RPs as to how well the current policy meets their needs by 30/3/2014</li><li>• Identify areas where change is required by 25/5/2014</li><li>• Draft new policies by 6/7/2014</li><li>• Statutory consultation from 7/7/2014 to 28/9/2014</li><li>• Finalise policy and report to Executive for approval in November 2014</li><li>• Prepare for implementation by 1/4/2015</li></ul>

### 2.2.3 Looking for new ways to incentivise people who are under-occupying their homes to move to more appropriate accommodation.

<b>Resources:</b>	To be identified. Committee approval will be sought once this has been done.
<b>Manager:</b>	Jacky Oughton
<b>Funding:</b>	Housing Revenue Account/General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"><li>• Investigate how we could use the Tenants Incentive Grant scheme budget differently, to enable more tenants to receive assistance that they made need by March 2015</li></ul>

### 2.2.4 Reviewing and updating our strategy for bringing empty homes back into use.

<b>Resources:</b>	Officer time, admin costs for meetings: room hire, refreshments, stationery, printing of new forms, booklets etc. The strategy itself will identify the resources needed to tackle empty homes.
<b>Manager:</b>	Asset Manager
<b>Funding:</b>	General Fund/Capital Programme
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"><li>• Review performance against existing strategy in first quarter of 2014/15</li><li>• Develop new strategy to include bid for resources during 2<sup>nd</sup> and 3<sup>rd</sup> quarters of 2014/15</li><li>• Implement new strategy from April 2015 subject to resources</li></ul>
<b>Comments:</b>	This action may be subject to change when the redesign of the asset management side of the housing service is progressed.

---

**2.2.5 Looking for opportunities to create more appropriate housing with a higher degree of energy efficiency by the modernisation, remodelling or regeneration of existing housing schemes and estates.**

---

<b>Resources:</b>	Ongoing staff time for considering regeneration opportunities. Specific regeneration projects will have substantial resource requirements that will be defined on a project-by-project basis and bids submitted at the appropriate time.
<b>Manager:</b>	Asset Manager & Abigail Hay
<b>Funding:</b>	Housing Revenue Account/Capital Programme/General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"><li>• Ongoing monitoring of council stock for regeneration needs and opportunities</li><li>• The redevelopment of Fetherston Court has a separate project plan in place and resources identified. The intention, subject to planning, is to start on site in the second half of 2014 with completion by mid-2016</li></ul>
<b>Comments:</b>	This should be tied into the development of an Asset Management Strategy.

---

# 3. Raising standards of management, repair and improvement of existing housing and neighbourhoods

## 3.1 Working to develop ways to inform and advise private landlords and tenants of their rights and obligations.

<b>Resources:</b>	Existing staffing. Additional resources may be needed if it is felt that the Tenants' Charter doesn't fully cover what it needs to.
<b>Manager:</b>	Asset Manager
<b>Funding:</b>	General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>Continue to inform landlords through presentations at Landlords' Forum</li> <li>Monitor government proposals for a new "Tenants' Charter"</li> <li>Consider what further information may be needed for tenants following the publication of the charter</li> </ul>
<b>Comments:</b>	This action may be subject to change when the redesign of the asset management side of the housing service is progressed.

## 3.2 Developing an enforcement policy for private sector housing to be followed where landlords fail to engage or respond to more informal approaches.

<b>Resources:</b>	Existing staffing resources.
<b>Manager:</b>	Asset Manager
<b>Funding:</b>	General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>Review existing policy and identify the changes needed</li> <li>Draw up new policy proposals</li> <li>Report to Executive for approval by September 2014</li> <li>Implement new policy</li> </ul>
<b>Comments:</b>	This action may be subject to change when the redesign of the asset management side of the housing service is progressed.

## 3.3 Refreshing our data on Houses in Multiple Occupation (HMOs) and investigating whether to extend the licensing of HMOs to other HMOs not currently covered.

<b>Resources:</b>	The data collection and analysis exercise is a substantial piece of work that will require additional resources of around £7,000.
<b>Manager:</b>	Asset Manager
<b>Funding:</b>	General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"> <li>Bid during 2014/15 for funding for data collection project</li> <li>Subject to resources carry out data collection and analysis exercise during 2015/16</li> <li>Draw up proposals</li> <li>Consult on proposals</li> <li>Policy decision and implementation to follow during 2016/17</li> </ul>
<b>Comments:</b>	This action may be subject to change when the redesign of the asset management side of the housing service is progressed.

## 3.4 Investigating whether to introduce additional licensing for buildings converted into flats and also for shared houses.

<b>Resources:</b>	See 3.3 above.
<b>Manager:</b>	Asset Manager
<b>Funding:</b>	General Fund
<b>Specific actions &amp; milestones:</b>	See 3.3 above
<b>Comments:</b>	This will be run in tandem with item 3.3 above. This action may be subject to change when the redesign of the asset management side of the housing service is progressed.

---

**3.5 Completing a pilot scheme remodelling Home Improvement Agency services on a cross-tenure basis across southern Warwickshire and evaluating the results.**

---

<b>Resources:</b>	Resources for pilot scheme already in place. Subsequent resource requirements will be identified in the review phase.
<b>Manager:</b>	Asset Manager
<b>Funding:</b>	General Fund/Capital Programme
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"><li>• Complete the pilot scheme by 31/12/2014</li><li>• Review the outcome of the pilot by 31/3/2015</li><li>• Report to Executive with further proposals in first part of 2015/16</li><li>• Implementation to follow in second part of 2015/16</li></ul>
<b>Comments:</b>	This action may be subject to change when the redesign of the asset management side of the housing service is progressed.

---

---

**3.6 Building on our working relationship with the University of Warwick in relation to student housing in the district.**

---

<b>Resources:</b>	Existing resources
<b>Manager:</b>	Asset Manager
<b>Funding:</b>	General Fund
<b>Specific actions &amp; milestones:</b>	<ul style="list-style-type: none"><li>• Continue with existing working arrangements</li><li>• Monitor their effectiveness</li><li>• Adapt as necessary over the three year period</li></ul>
<b>Comments:</b>	This action may be subject to change when the redesign of the asset management side of the housing service is progressed.

---

---

**3.7 Reviewing the Housing Revenue Account Business Plan to ensure that our approach to managing, maintaining and improving our own stock remains relevant and up-to-date.**

---

<b>Resources:</b>	Part of existing staffing responsibilities
<b>Manager:</b>	Abigail Hay
<b>Funding:</b>	Housing Revenue Account
<b>Specific actions &amp; milestones:</b>	Quarterly operational reviews Annual strategic review
<b>Comments:</b>	This needs to link with the development of an Asset Management Strategy

---

---

**3.8 Engaging with our council tenants to develop a WDC Standard for homes and neighbourhoods that exceeds the Decent Homes Standard and that embraces customer choice where possible.**

---

<b>Resources:</b>	Policy development will be done by existing staff but resources to deliver the new standard will be a consideration as part of the policy development process and will need to feed into the Asset Management Strategy and business plan.
<b>Manager:</b>	Jacky Oughton
<b>Funding:</b>	Housing Revenue Account
<b>Specific actions &amp; milestones:</b>	Plan to be in place by end of December 2014 New standards to be in place by April 2015
<b>Comments:</b>	This can be introduced as part of the service standards being developed out of the Tenant Panel Away Day Action Plan due to be in place by April 2015

---

---

**3.9 Looking at how to creatively manage our housing assets by developing a new Asset Management Strategy.**

---

<b>Resources:</b>	This will be led by the Asset Manager but may require external support from consultants, stock condition surveyors etc. A full project plan will be worked up by the Asset Manager and any new resources required will be subject to the normal bidding process.
<b>Manager:</b>	Asset Manager
<b>Funding:</b>	Housing Revenue Account
<b>Specific actions &amp; milestones:</b>	To be developed during 2015/16
<b>Comments:</b>	This is connected to a number of other actions as set out earlier in the plan and may be subject to change following the appointment of an Asset Manager.

---

---

**3.10 Reviewing our management of leaseholder properties.**

---

<b>Resources:</b>	Staffing resource in place. The review may identify a need for additional resources (or savings that could be made) and appropriate bids will be made if required.
<b>Manager:</b>	Abigail Hay
<b>Funding:</b>	Housing Revenue Account
<b>Specific actions &amp; milestones:</b>	Review IT systems by 1/6/14 Develop policies and procedures by 1/10/14 Prepare action plan for service improvement by 31/12/14 Implement action plan with new system to be fully operational by 31/12/15

---