

Housing Strategy Action Plan

Theme 1 – Increasing the Supply of Housing

Aim	Action	Target For Completion	Who is Responsible
Direct Delivery			
1.1 Develop a business case for a housing company with a view to providing the Council with a way of addressing some of the housing needs in the district. (Corporate Plan Action Plan 1.3.1)	1.1.1 The Council working with stakeholders will clarify what it aims to achieve through direct delivery/ a housing company – including delivery of new homes, improvement of existing homes and supporting different tenure options e.g. private rent.	Agreed objectives for direct delivery/ housing company. October 2021	Housing Strategy Manager
	1.1.2 Produce an updated business case for with options and recommendations to progress (or not).	Updated business case. December 2021 (Original target Business Case March 2020)	Housing Strategy Manager
Supporting Delivery by Others			
1.2 Investigate ways to support and assist affordable housing providers, including the potential for a Council loan scheme for Registered Providers to facilitate a supply of affordable homes for our communities, whilst supporting the Council's	1.2.1 Investigate option of allocating sites for affordable housing.	Report with Recommendation December 2022.	Planning Policy Manager
	1.2.2 Investigate options of making the planning process easier for affordable housing providers ¹ : <ul style="list-style-type: none"> • Provide free pre-application advice for exception housing schemes and other affordable housing led proposals. • Identify a dedicated officer resource to provide planning support for each proposal. 	Report with recommendation. March 2022.	Major Projects Manager

¹ This will form part of a Strategic Review of Major Projects pre-application advice and resources available for planning applications.

Aim	Action	Target For Completion	Who is Responsible
financial sustainability. (Corporate Plan Action Plan 1.5.1)	<ul style="list-style-type: none"> Better engage internal and external consultees (including highways, etc.) so that issues and constraints are identified early. 		
	1.2.3 Secure support from local communities to enable the successful delivery of affordable housing. <ul style="list-style-type: none"> The Council will work with Registered Providers, other developers and landowners to involve local communities in new housing schemes in their areas. The Council will work with Neighbourhood Plan groups to help identify sites for affordable housing. 	Every proposed exceptions housing scheme will include at least one community consultation event. (Annual monitoring). Offer support to all existing and new Neighbourhood plan group. (Annual monitoring).	Community Enabling Officer Community Enabling Officer
	1.2.4 Provide loan funding to help Registered Providers deliver affordable housing.	Pilot scheme in place by March 2021	Housing Strategy Manager
	1.2.5 Work with Homes England to make the case for higher grant rates and/or ability to use grant with cross-subsidy from market homes.	Pilot mixed funding scheme proposal to Homes England. December 2021	Housing Strategy Manager
	1.2.6 Use s106 commuted sums to provide top-up funding for affordable housing for schemes which would otherwise not be viable.	Annual budget approved. March 2021 – March 2025.	Housing Strategy Manager
	1.3 The Council will consider a range of actions to help de-risk housing development (including affordable housing) and bring back	1.3.1 Consider whether providing sites for ‘Coastal rollback’ linked to affordable housing developments helps deliver both.	Options and viability report. March 2022
1.3.2 Investigate de-risking options including gaining outline planning permission on selected sites.		Report with Recommendation March 2022.	Major Projects Manager

Aim	Action	Target For Completion	Who is Responsible
recommendations to implement the most effective.	1.3.3 Investigate ways we can encourage small and medium-sized enterprises (SME) to provide new housing (and employment) in the district.	Carry out research into barriers for SME builders/ developers. December 2022	Joint project Housing Strategy and Economic Development
Supporting New Types of Development			
1.4 Market rented homes are 'under-represented' in the district and build-to-rent could play an important role in increasing supply, inward investment and driving up standards within the private rented sector.	1.4.1 Investigate ways the Council can support the development of good quality market rented housing.	Undertake research and report with recommendations. September 2022	Housing Strategy Manager
1.5 Support the use of Modern methods of construction (MMC) where this brings demonstrable benefits.	1.5.1 The Council will encourage and support the use of MMC by helping to identify sites, liaison with planning and consultation with Town/Parish Councils and local residents.	MMC scheme on site by April 2023.	Housing Strategy Manager
1.6 Support the delivery of community-led housing in the district.	1.6.1 Help grow existing community-led organisations.	Four new affordable homes each year.	Community Housing Enabler
	1.6.2 Establish new community-led groups.	One new group by March 2023.	Community Housing Enabler

Theme 2 – Improving Housing Stock Condition in the Private Sector

Aim	Action	Target For Completion	Who is Responsible
Improving Energy Efficiency and Reducing Fuel Poverty			
2.1 Identifying and analysing the condition of private sector housing stock. (Corporate Plan Action Plan 1.2.3)	2.1.1 Report on housing stock condition in the district.	Condition survey March 2020.	
2.2 Identifying the most effective interventions to improve conditions and energy efficiency in private sector housing. (Corporate Plan Action Plan 1.2.2)	2.2.1 Employ a dedicated Energy Officer to work alongside the Environmental Policy Team to give focus to development and delivery of energy efficiency policy and schemes.	New officer in post. November 2021	Housing Strategy Manager and Environmental Policy Officer.
	2.2.2 The Council and partners to lobby government to secure long-term grant funding for energy efficiency works for both privately owned and privately rented homes.	Make evidenced case for continuity of funding. December 2022	Energy Officer
	2.2.3 The Council will work with Norfolk Warm Homes and other partners to produce a clear 'offer' for low income households (and landlords) to improve energy efficiency. This offer will include support from initial enquiry to final installation - to 'hand hold' through process.	Establishment clear offer of support & energy grants. March 2022 Improved take up of existing energy grants. Annual monitoring report.	Energy Officer
	2.2.4 The Council and Norfolk Warm Homes will actively promote energy efficiency measures. Promotion will be direct to residents and through intermediaries such as landlords, and parish and town councils.	Promotion in place March 2022 Raised awareness of availability of energy grants.	Energy Officer

Aim	Action	Target For Completion	Who is Responsible
		Annual monitoring report.	
	2.2.5 Working with Norfolk Warm Homes and other partners the Council will consider an accreditation scheme for contractors to help ensure capacity to deliver energy efficiency and to promote local employment.	Report with recommendations on potential benefits of scheme. September 2022	Energy Officer
	2.2.6 The Council will consider whether direct provision or guaranteeing work for contractors will help ensure contractors are available to carry out work.	Report with recommendations on potential benefits of scheme. September 2022	Energy Officer
	2.2.7 The Council will work with the district's country estates, other private landlords and owners to identify examples of good practice for making energy efficiency improvements to older/listed buildings. The Council will share and promote the good practice identified.	Report identifying good practice examples. March 2023	Energy Officer
2.3 Investigating the viability of methods to help reduce fuel poverty amongst vulnerable local residents. (Corporate Plan Action Plan 1.2.4)	2.3.1 The Council will work with landlords and the Eastern Landlords association to encourage landlord take up of energy efficiency improvement works.	Promotion campaign in place March 2022 Improved take up of energy grants. Annual monitoring report.	Energy Officer
	2.3.2 The Council will use the Building Research Establishment Stock Condition Database ² to target properties for energy efficiency improvement works.	Targeting approach in place March 2022	Energy Officer

² This database uses income and stock condition data to identify fuel poor households.

Aim	Action	Target For Completion	Who is Responsible
		<p>Improved take up of energy grants.</p> <p>Annual monitoring report.</p>	
Tackling Disrepair			
<p>2.4 Help owners of private sector housing remedy disrepair.</p>	<p>2.4.1 The Council will carry out research to identify examples of good practice (use of legislation, grants and other incentives) to tackle homes in disrepair. The Council will consider adopting good practice measures where these bring benefits which justify the costs of the interventions.</p>	<p>Report with recommendations on actions the Council could take.</p> <p>June 2022</p>	<p>Housing Strategy Manager and Public Protection & Commercial Manager</p>
Tackling Empty Homes			
<p>2.5 Reduce the number and negative impact of empty homes in the district.</p>	<p>2.5.1 The Council will carry out research to identify examples of good practice (use of legislation, grants and other incentives) to reduce the number of long-term empty homes. The Council will consider adopting good practice measures where these bring benefits which justify the costs of the interventions.</p>	<p>Report with recommendations on actions the Council could take.</p> <p>June 2022</p>	<p>Housing Strategy Manager, Revenues Manager and Environmental Health Manager</p>

Theme 3 – Making Best Use of Existing Homes

Aim	Action	Target For Completion	Who is Responsible
Managing the Loss of Affordable Homes			
3.1 Explore whether the District Council should consider the acquisition of older Victory Housing Trust (Flagship) properties in rural locations and then upgrade and make available for market rent. (Corporate Plan Action Plan 1.5.3)	3.1.1 The Council will work with Flagship to review all proposed disposals and consider alternative options (including NNDC purchase).	Monthly Meetings established. March 2021	Housing Strategy Manager
	3.1.2 Consider purchase of Flagship properties as part of the business case for a housing company. See Theme 1 – Increasing the Supply of Housing (Direct Delivery).	Updated business case. December 2021	Housing Strategy Manager
Supporting Access to Home Ownership			
3.2 Explore ways to help households into owner-occupation, including consideration of mortgage facilitation schemes; lending to allow people to buy their own home, meaning that more local people can remain in the communities that they call home (Corporate Plan Action Plan 1.5.2)	3.2.1 The council will work with partners to raise awareness and understanding of shared ownership and other low cost home ownership homes.	Promotional campaign in place. December 2021	Housing Strategy Manager
	3.2.2 The council will research current mortgage availability and consider whether the council itself should become a mortgage lender for shared ownership and other low cost home ownership homes if there is a significant gap in availability.	Report with recommendations on potential benefits. December 2021	Housing Strategy Manager
	3.2.3 The Council will ensure that, through appropriate housing policies and policy in the emerging Local Plan, the government's new low cost home ownership product First Homes is implanted effectively – to deliver locally affordable home ownership options	Included in new Local Plan. September 2021 Housing Policy and Processes. March 2022	Planning Policy Manager, Housing Strategy Manager and Principal Lawyer.

Aim	Action	Target For Completion	Who is Responsible
Allocating Homes Fairly			
3.3 Ensure the system for prioritising housing need and letting homes makes the best use of available affordable homes.	3.3.1 The council will undertake analysis to understand housing needs and review the effectiveness of the current allocation agreement (specifically looking at local lets and at priority for move on).	Undertake analysis and report on current system. November 2022	Housing Options Manager
Accessing Alternative Housing Options			
3.4 House sharing could be an affordable solution for some single person households and may help older residents who are under-occupying and maybe facing isolation and loneliness.	3.4.1 The council will work with partner Registered Providers to consider building new shared housing schemes.	Develop proposal to share with RP partners April 2022	Housing Strategy Manager
	3.4.2 The council will investigate promotion of a scheme to facilitate multigenerational living.	Undertake analysis and develop proposal April 2022	Housing Options Manager
3.5 The council will consider how it or partner Registered Providers could expand the private rented sector.	3.5.1 Consider the establishment of a private sector leasing scheme (leasing homes from landlords providing greater security of income to the landlord and a guaranteed supply of homes to the council).	Report with recommendations on potential benefits. September 2022	Housing Options Manager
	3.5.2 Work with the Eastern Landlords Association to provide better support and information to existing and prospective landlords. This could include advertising their homes/finding prospective tenants.	Report with recommendations on potential benefits. September 2022	Housing Options Manager

Theme 4 – Supporting Vulnerable Residents (to access & sustain suitable housing)

Aim	Action	Target For Completion	Who is Responsible
Prevention of Homelessness and Help for those who are Homeless			
4.1 The impact of homelessness is major and preventing crisis is far more effective and beneficial than tackling homelessness once it has happened.	4.1.1 The Council’s People Services teams working with other Council teams and external partners will identify people ‘at risk of crisis’ and develop action to help prevent crisis.	New staff structure for People Services. Sept 2021 Service Review. Sept 2022	Assistant Director People Services Assistant Director People Services
4.2 Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan (Corporate Plan Action Plan 1.4.1).	4.2.1 The Council will continue to deliver actions in the new Homelessness and Rough Sleeper Strategy.	Annual Monitoring April 2021 to April 2025	Housing Options Manager
	4.2.2 The Council will deliver four units of move on accommodation for rough sleepers and explore options to provide better forms of temporary accommodation, including further direct delivery of temporary housing.	Complete purchase and let the four NSAP units. June 2021. Complete the conversion of Lushers Passage to provide an additional TA unit. January 2022 Review Property and Asset management processes to ensure the Council is able to provide safe housing which maximises income. December 2021	Estates Manager, Property Services Manager and Housing Options Manager. Estates Manager, Property Services Manager and Housing Options Manager. Estates Manager, Property Services Manager and Housing Options Manager.

Aim	Action	Target For Completion	Who is Responsible
	4.2.3 The Council will play an active part in the Norfolk Strategic Housing Partnership project to end homelessness in Norfolk and will help deliver the emerging action plan from this project.	Contribute to the development and delivery of the action plan. September 2021	Housing Strategy Manager
Provision of Specialist Housing – New and Adapted			
4.3 Provide safe accommodation and support to those fleeing domestic abuse	4.3.1 The Council will work with Norfolk County Council to develop and deliver a strategy for the delivery of new provision.	Contribute to the development and delivery of the strategy. September 2021	Assistant Director People Services
		Complete target hardening works to all council owned temporary accommodation. March 2022	Housing Options Manager
4.4 Working with partners to deliver 500 units of Housing with Care / Extra Care (Corporate Plan Action Plan 1.6.1).	4.4.1 The Council will continue to work with partners to deliver 500 Housing with Care Homes – through helping with site identification, the planning process and funding of schemes.	One new site (c50 homes) per year. Annual monitoring report. April 2021 – April 2025	Housing Strategy Manager
4.5 Safe, secure, warm and accessible housing can make a huge difference to the quality of life and health of older or disabled people and there is a significant shortage of these homes in the district.	4.5.1 The Council will ensure that new homes meet the needs of older and disabled households by ensuring policies in the new local plan provide sufficient new suitable homes.	Liaise with Planning Policy to finalise housing policies September 2021	Housing Strategy Manager and Planning Policy Manager
	4.5.2 The Council will work with RP partners to ensure that new affordable homes meet the needs of older and disabled local residents.	Analyse housing need and provide housing mix for new developments Annual monitoring report. April 2021 – April 2025	Housing Strategy Manager

Aim	Action	Target For Completion	Who is Responsible
	4.5.3 The Council will work with partners including Norfolk County Council to support the delivery of specialist housing schemes making use of both Homes England and other sources of grant funding.	Delivery of new homes in greatest need Annual monitoring report. April 2021 – April 2025	Housing Strategy Manager
	4.5.4 The council will carry out a review of the use of Disabled Facilities Grants to ensure the funding has the biggest possible impact on helping people with disabilities to have a home suited to their needs. For example, this could include using DFG funding to improve accessibility standards of new or existing affordable homes.	Review complete. April 2022	Assistant Director People Services