



Housing Strategy Action Plan Update

Year Three
Achievements
01.04.20-
31.03.21

WE WILL WORK TOWARDS ACHIEVING OUR GOAL OF EVERYONE HAVING A HOME THROUGH THE FOLLOWING ACTION PLAN

H	Increase delivery of well designed, well-built affordable HOUSING
a.	Place-shaping to Enable New Affordable Homes

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
H.a.1.	Establish affordable housing delivery mechanism for Dunsfold Aerodrome	As per Dunsfold Aerodrome Project Plan	Housing Strategy and Enabling Manager	Officer time	Registered Provider working in partnership with developer	Local Lettings Plan complete	Site owner in discussion with RPs. Considering different ways of parcelling up affordable housing sites on the scheme. Scheme awarded Garden Village Status	Approval of reserved matters application (access, appearance, landscaping, layout and scale) pursuant to outline permission WA/2015/2395 for new roundabout and associated works (as amplified by plans received 04/02/2020) 17.02.21
H.a.2	Support the delivery of Local Plan, Part 1 including setting out our expectations about the tenure of affordable housing.	As per project plan	Housing Strategy and Enabling Manager	Officer time	Finalise Affordable Housing Supplementary Planning Document to sit alongside Local Plan Pt 2	SPD to Housing O&S February 2019 to approve consultation	Consultation completed. Document amended as required. Ready for committee	Agreed at Executive 09.02.21, Viability amendments requested at Full Council 22.3.21

H	Increase delivery of well designed, well built affordable HOUSING
b.	Building New Affordable council Homes which are Sustainable and Energy Efficient

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
H.b.1	Progress development of 20 new council homes pa which meet criteria specified in Waverley New Build standards.	As per timescales in Housing Delivery Plan	Housing Development Manager	As set out in Housing Delivery Plan	Increased supply of Council homes for rent and shared ownership	<p>Completion of 45 WBC homes (5 @ Nursery Hill, 24 @ Wey Court House, 16 @ Ockford Ridge Site D)</p> <p>Start on site at Ockford Ridge Site A (1.4.19)</p>	<p>Completion of 8 WBC homes (5 @ Amlets s.106, Cranleigh; 3 underused community rooms converted into 3 flats Q1.)</p> <p>Contractor appointed for Ockford Ridge (OR) Site A to deliver 37 homes by October 2020</p> <p>OR Site B: planning conds being discharged as well as reserve matters</p> <p>OR Site C plannings & reserved matters being addressed ahead of consultation late 2019</p>	<ul style="list-style-type: none"> • Completion of 37 new Council homes at Ockford Ridge Site B • Planning permission secured for 26 new Council homes (Chiddingfold 24 & 2 Binscombe) • Tender process underway with SQ issued and contractors to deliver 26 new homes in Chiddingfold shortlisted. • OR site B Contractor appointed to deliver 17 new homes (net zero carbon in operation)

							<p>Consultation to be held via events to deliver 40 homes in Chiddingfold & Churt</p> <p>Work continues to identify feasibility of further sites</p>	<ul style="list-style-type: none"> • OR site C (30 homes) Reserve matters application submitted. Selection questionnaire (SQ) for tender issued • OR site F Initial concept designs prepared which will deliver 20 new homes • MHCLG Next Steps Accommodation Programme grant funding obtained for two new modular homes delivered to Passivhaus standard. Planning consent granted March 2021 • Planning application submitted for four new homes Parkhurst Fields, Churt. • Concept designs prepared for 26 new homes in
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								Springfield, Elstead <ul style="list-style-type: none"> • Work continues to identify feasibility of further sites. • Commenced review of 2018 Waverley New Build Housing Design Standards.
H.b.2	Carry out 'Do You Like Where You Live' surveys on a sample of 5 x new private, Registered Provider and 1 x council new build homes	December 2019	Housing Strategy and Enabling Manager	Officer time Additional office support required	Survey complete Report of findings circulated and on website	Customer satisfaction to dovetail with needs and profiling reporting	Survey complete, report finalised and distributed	See Year 1 and 2 completed
H.b.3	Develop a new Affordable Housing Delivery Plan every 5 years	Reviewed annually	Housing Development Manager	Officer time	New plan adopted and available on website	Annual report produced with 5 year plan as Annexe. Will be updated for the next Housing O&S committee in June 2019	5 year plan currently being worked on, for inclusion in 2020-21 Service Plan	See service plan

H	Increase delivery of well designed, well-built affordable HOUSING
c.	Working in Partnership with Housing Associations and other housing providers

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
H.c.1	Establish 3 models of development to bring forward additional affordable homes to meet local need	March 2020	Head of Strategic Housing and Delivery	Officer time Funding Sites	Joint working on s.106 with Housing Associations and other development partners to provide a range of tenures, including new public/ private partnerships Identify and negotiate WBC acquisition of affordable homes on smaller s.106 sites (2-10 affordable homes)	Shared ownership policy workshops completed and policy drafted. Capability audit underway. Review of legal documents ahead of signing for affordable housing units at Cranleigh. Further offers made on sites in Godalming and Ewhurst. Meetings with developers to promote Waverley Borough Council as a potential development partner on S106.	Development WBC shared ownership homes Paper for O&S about setting up Local Housing Company Using commuted sums to increase affordability of rent levels	Committed sums used to support 2 x modular homes for rough sleepers/ those under threat of rough sleeping 2 x funding allocations to emerging Community Land Trusts to provide local needs housing
H.c.2	Enable the development of an average 50	As per development schedule	Housing Strategy and	Officer time	Increased supply of housing	112 out of 157 homes completed	147 out of 150 homes completion	103 out of 130 new homes completed

	new affordable homes pa on s.106 sites		Enabling Manager		association homes for rent and intermediate tenures	2018-19 were on s.106 sites (71%)	2019-20 were on s.106 sites (98%)	2020-21 were on S106 sites (79%)
H.c.3	Work with our Housing Association partners to facilitate the development of their own sites	As per development schedule	Housing Strategy and Enabling Manager	Officer time	Making public subsidy go further, ongoing viable development programme	Ongoing	Ongoing, including SOS at Springfield, Dunsfold on ERHA site Providing grant from commuted sums to support social rents	Working with Radian and Aster to bring forward 100% affordable housing on each of their own sites
H.c.4	Support our Registered Provider partners in achieving the best possible outcome for residents and the environment on new Housing Association schemes in the borough.	As per development schedule	Housing Strategy and Enabling Manager	Officer time	Good quality affordable housing Housing Association performance review complete	Ongoing	Data collected from housing associations, stock mapping completed. Performance report in development	Occupation of 2 x social rented 3 bed houses at Horsham Road, Cranleigh, enabled by commuted sums pot

	<p>Work to influence Affordable Housing partners meet climate change agenda, in terms of incorporating good policy and practice on new affordable housing developments in Waverley, as reflected in yearly updates to the Housing Strategy Action Plan and end of year achievements</p>	<p>April 2020</p> <p>October 2020</p> <p>(6 monthly consultation with Affordable Housing Provider partners)</p>	<p>Housing Strategy and Enabling Manager</p>	<p>Officer Times</p>	<p>Good practice</p>	<p>NA (introduced as an action in Y2)</p>	<p>Thackeham presentation for members February 2020,</p> <p>TCPA event for members on affordable housing and sustainability March 2020</p>	<p>Local Authority Delivery Scheme Round 2- £2,897,000 allocated to Surrey based on fuel poverty and population currently, developing the 'project proposal' for the local area, which will form the basis for the grant funding agreement</p>
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O	OPTIMISE Social and Economic Wellbeing
a.	Enabling affordable housing to Support a Vibrant Economy

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
O.a.1	Work to maximise delivery of affordable housing in a range of types and sizes to meet the needs of people living and working in Waverley	As per development schedule	Housing Strategy and Enabling Manager	Officer time	Tenure mix of housing meets identified needs Shared ownership event September 2019 Help to Buy, Housing Needs Register, Employers Survey and Affordability profiling complete	Employers Survey, Housing Needs Register profiling and shared ownership profiling and affordability reports in draft	Successful event 50 members of the public attended shared ownership event, shared ownership report produced Help to Buy, Housing Needs Register, Employers Survey and Affordability profiling complete	Applying local connection prioritisation where possible (i.e. not Homes England funded units) via nomination agreements and allocations scheme Shared ownership report January 2020

O	OPTIMISE Social and Economic Wellbeing
b.	Meeting Housing Needs in our Rural Communities

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
O.b.1	Work with the Rural Housing Enabler to commission at least 2 x housing needs surveys per annum to measure need and support for rural exception schemes	2 surveys per year	Housing Strategy and Enabling Manager	£5,000pa to support Rural Housing Enabling Service	Increased amount of affordable housing in rural areas, helping to maintain the vitality of villages in Waverley Contribute to Rural Housing Week July 2019	Dunsfold, Wonersh, Tilford and Elstead HNS reports completed 2018-19	Wonersh Survey completed May 2019	Desktop surveys completed for Chiddingfold, Churt, Elstead, Ewhurst, Frensham, Completion of 8 affordable homes on rural exception site in Dunsfold, 5 affordable homes on s.106 site in Elstead, affordable homes in development on s.106 site in Churt, PP granted for 8 affordable homes on WBC land in Chiddingfold
O.b.2	Jointly manage the Surrey Community Housing Project in a partnership with 7 other local authorities	March 2020	Housing Strategy and Enabling Manager	Ministry for Housing, Communities and Local Government Allocation	Bring forward 1 Community Led housing project in the borough	Initial discussions with Local PC Older persons co-housing group interest in Farnham following workshop at the Maltings	Site with Haslemere CLT continuing through pre-application advice service Funding for Surrey wide hub secured	Allocated CLT funding for CLT hub and support 2 x emerging CLTs to set up Haslemere and Farnham CLT's

	for a period of 2 years to work with local communities who wish to develop their own housing projects					Application Pack produced. Allocation for publicity funding made to Haslemere CLT Project Manager working with Chiddingfold re possible CLT	February 2020 CLT event	
O.b.3	Run awareness campaign to visit all towns and parishes	March 2020	Head of Strategic Housing and Delivery	Officer Time	Parish visits complete Awareness raising, publicity and communications Production of Myth Busting Videos	Ongoing	WBC affordable housing video complete TCPA event for members March 2020	Roadshow not possible to continue in person due to COVID 19 restrictions, remote communications including newsletters and awareness raising during Rural Housing Week, CLH training workshops on ZOOM etc. Ensure AHN1 affordable housing policies reflected in NP

O	OPTIMISE Social and Economic Wellbeing
c.	Preventing Homelessness

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
O.c.1	Deliver the Homelessness Strategy Action Plan	Due to be adopted May 2018	Housing Needs Manager	Officer time Funding	Fewer households become homeless. Cost of emergency accommodation is reduced	Adopted April 2018 Update report prepared for 2019	To be presented to Housing O&S June or September 2019	Update to Housing O&S September 2020
O.c.2	Continue to ensure fair and sustainable allocation of affordable homes in Waverley through our Allocation Scheme .	Allocation Scheme constantly under review	Housing Needs Manager	Officer time	Housing Register applicants secure affordable, suitable and sustainable homes	Initial scoping meeting in Dec 2018. Agreed to retain CBL, minor updates to scheme and streamline processes	Housing Register policy to be reviewed with target date of December 2019	Waverley's Allocation Scheme is kept under review to ensure compliance with legislation and a revised version to meet accessibility requirements was completed in 2020
O.c.3	Work with our partners to enable the development of new housing across a range of tenures to meet the needs of households threatened with homelessness	As per Homelessness Strategy Action Plan	Housing Needs Manager	Strong partnership working with housing providers Officer time	Mix of housing meets identified needs	Fresh radio campaign for 2019/20 to maximise access to PRS 2 hard to let properties leased via a third party to households threatened with homelessness	In discussions with A2Dominion regarding additional supported housing at Chapel Court, Milford. Engaging with the development team about replacement	Waverley has continued to work with partners to secure additional properties for homeless households. These include commissioning additional supported housing bed-

						Ongoing relationship management with local letting agents	shared house for MTI	spaces within and outside Waverley, securing a property for the continuation of the Move to Independence Scheme for those with mental health problems and securing £95k of MHCLG funding, combined with £267k from commuted sums pot to procure 2 modular units of safe accommodation for rough sleepers and those under threat or rough sleeping, planning permission secured for site
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O	OPTIMISE Social and Economic Wellbeing
d.	Meeting Housing Needs of Older People

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
O.d.1	Enable older people to stay in their own home for longer, through the use of assistive technology, aids and adaptations	Ongoing	Senior Living and Careline Service Manager Private Sector Housing Manager	Funding Officer time	77 new careline customers in Q1. Total no. of careline customers at end June 2018: 1826.	Careline: Total number of customers: Jan 1831 Feb 1820 March 1785 The decline in numbers is due to a data cleansing exercise	Total number of Careline customers at the end of Sept 2019: 1,932. The project to transfer the Careline customer data into the Agresso database has now been completed. 75 grants for major adaptations and 20 grants for home energy/safety works completed. Approx 560 clients assisted by Handyperson	There was a slight drop in activity due to COVID 19 but 70 grants for major adaptations and 20 grants for energy efficiency/ home safety works were completed. Approx 560 Handyperson jobs were completed in 2020-21 after a slow start due to client concerns about COVID 19 Q4 Total number of Careline customers (dispersed alarms) is 1654. Numbers have been affected negatively in particular due to effects of COVID 19
O.d.2	Support older people to find suitable alternative accommodation, when required; whether downsizing in the	Ongoing	Senior Living and Careline Service Manager	Funding Sites Officer time	Mix of housing meets identified needs	The third open day was held in Q4. This was attended by 14 interested people, with a view of downsizing and moving into Senior	Open day dates have been held at each of the senior living schemes. Attendance has varied, typically	Limited progress has been possible with this due to COVID 19 restrictions. Some tenants have continued to downsize and move into Senior Living

	private sector, or accessing specialist housing to meet their care needs					Living. Dates are set for open days at the remaining schemes during Q1 and Q2 of 2019/20. The Senior Living officers continue to make contact with the identified tenants and look to build an ongoing relationship to help meet their housing needs and promote the SL service.	up to 15 tenants have attended. 4 successful downsizes were completed as a result.	schemes, achieved through our normal re-letting pathway.
O.d.3	Plan strategically for the development of a range of housing options for older people including Extra Care housing and dementia specialist care, in partnership with Adult Social Care Commissioning team	Ongoing	Senior Living and Careline Service Manager Housing Strategy and Enabling Manager Private Sector Housing Manager	Funding Sites Officer time	Mix of housing meets identified needs	Meeting with SCC re 6 Acres, Farnham cancelled by SCC. Further discussions with SCC Adult Social Care and property teams ongoing.	Information pooled between services to plan strategically for future need	The Careline service has focused on business development through a marketing approach. To work with other teams to pool information to help plan for future requirements.
O.d.4	Commit to find a site for at least 1 new build Extra Care Scheme	March 2023	Head of Strategic Housing and Delivery	Funding Sites Officer time	Mix of housing meets identified needs	Ongoing consideration of emerging sites including Dunsfold Aerodrome	Ongoing	Meeting with SCC Extra Care Commissioning team about 2 x SCC owned sites in Waverley (Cobgate's @ Farnham/ adjoining WBC property and 1 @ Godalming)

O	OPTIMISE Social and Economic Wellbeing
e.	Meeting Housing Needs of Younger People

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
O.e.1	Bring forward a range of types and sizes of affordable homes for general needs through the planning process, to include smaller units suitable for young single people and couples	As per development schedule	Housing Strategy and Enabling Manager	Integrated approach. Strategic joint working with planning service	Mix of housing meets identified needs Annual housing needs reports published	27% 1 beds 41% 2 beds 29% 3 beds 64% affordable and social rents 36% shared ownership	42% 1 beds 33% 2 beds 24% 3 beds 1% social rents 58% affordable rents 40% shared ownership 1% shared equity New zone agent appointed Jan 2020 First Homes consultation response	26% 1 beds 39% 2 beds 29% 3 beds 6% 4 beds 28% social rent 40% affordable rent 30% shared ownership 2% other

O	OPTIMISE Social and Economic Wellbeing
f.	Meeting Housing Needs of People with Disabilities

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVMENTS 2018-2019	YEAR 2 ACHIEVMENTS 2019-2020	YEAR 3 ACHIEVMENTS 2020-2021
O.f.1	Continue to work closely with Adult Social Care Commissioners to ensure that new development meets the identified and emerging needs of the groups above and to explore alternative models of support where necessary.	As per development schedule	Housing Strategy and Enabling Manager	Strong partnership working with housing providers Officer time	Mix of housing meets identified needs	Engaging with SCC on Transforming Care Partnership (LD and Autism)	Ongoing	Housing representative on All Age Autism Strategy Development Group Improving links with SCC Extra Care Commissioning Team
O.f.2	Explore opportunities for accessible housing provision on new council owned sites	As per timescales in Housing Delivery Plan	Housing Development Manager	As set out in Housing Delivery Plan	Mix of housing meets identified needs	Site C four adapted units. All new build will be required to meet M4(2) as adopted by the local plan. Disabled M4 (3) as and when need identified. One community room to be adapted to meet M4(3) requirements	Ongoing	Site C Ockford Ridge, four adapted homes included in the proposals for this site and one adapted M4(3) home to be proposed on Site F Ockford Ridge and Springfield, Elstead. All new build will be required to meet M4(2) as adopted by the local plan. Disabled M4 (3) as and when need identified.

O	OPTIMISE Social and Economic Wellbeing
g.	Meeting Housing Needs of Travellers

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
O.g.1	Increase supply of pitches and plots for Travellers in suitable locations to meet need	As per timescales in Local Plan Part 2	Principal Planning Officer	As per Local Plan Part 1, Policy AHN4	Travellers' housing need is met	<p>Council is proposing to allocate 43 pitches for Gypsy and and 2 Traveller Show People plots, over the local plan period</p> <p>LPP2 preferred options consultation May--July 2018 From 1 April 2018 – 31 March 2019 planning permission was granted for a net increase of 4 gypsy and traveller pitches.</p>	<p>Enabling responses on 3 consultations for planning applications for G&T sites</p> <p>From 1 April 2019 to 31 March 2020 planning permission was granted for a net increase of 21 gypsy and traveller pitches (albeit some of these pitches were granted at planning appeal)</p>	<p>From 1 April 2020 to 31 March 2021 – no planning permissions granted for any gypsy and traveller pitches. However, in November 2020 we began the Pre-Submission Consultation on LPP2 which includes draft site allocations for gypsy and traveller sites. The document makes provision for 17 additional gypsy and traveller pitches to meet the identified need across the Borough.</p>

M	MAKE best use of existing homes
a.	The Private Rented Sector

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-20201
M.a.1	Ensure there are sufficient good quality private rented homes available to enable to council to discharge the homelessness duty into the private rented sector including encouraging provision of purpose built private rented accommodation	Ongoing	Housing Needs Manager	Possible additional officer resource	Extended opportunities in Private Rented Sector to those in need	Radio advertising to attract new landlords; Explore and trial landlord incentives, Liaison with agents/Landlords (HSAP 3.5)	We continue to work in a challenging market to help homeless clients secure PR housing within LHA rates. We try to maximise opportunities through partnership working with Ethical Lettings CIC and supported housing providers	Successful bid to MHCLG for additional capital and revenue funding under NASP to help support homeless single clients News currently embargoed by successful bid under RSI for 2021-22
M.a.2	Review condition of the Housing stock	Ongoing	Private Sector Housing Manager	BRE Desktop study £40,000	Making proper decisions about the actions we need to take to deal with unsatisfactory housing	Ongoing	A quotation has been obtained from the Building Research Establishment to carry out a desktop exercise using all available modelling and energy efficiency data. Funding has been established within the Climate Change Action Plan.	This project has been put on hold due to the change in the Council's position as a result of COVID 19

M	MAKE best use of existing homes
b.	Houses in Multiple Occupation

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
M.b.1	Develop our knowledge of the number and location of Houses in Multiple Occupation in Waverley	June 2018	Private Sector Housing Manager	IT support Possible additional officer resource	Database established	All licensable HMOs have been inspected. Licences have been issued to approx. 50 Identification of licensable HMOs under new legislation and receipt of 40 new licence applications	Database established. All new licensable HMOs identified by 1/4/19 have been inspected and licensed.	14 new HMO's have been identified in 2020 and all new licensable HMO's identified by 1.4.20 have been licenced
M.b.2	Educate and inform landlords, managing agents, letting agents as well as statutory and voluntary agencies about the standards required in Houses in Multiple Occupation	From April 2018	Private Sector Housing Manager	Possible additional officer resource	Continued good relationships with landlords, maintaining access to the private rented sector for low income households	Updated website with more information. Landlords Forum planned for 2019-20	Website has been updated with more information and an online HMO licence application form.	Website information has been updated in light of new legislation
M.b.3	Support the retention of a well-managed, good quality private Houses in Multiple Occupation market	Ongoing	Private Sector Housing Manager	Possible additional officer resource	Landlords continue to provide good quality rented housing	Officer in post. Able to respond more quickly to complaints etc with additional resource	Additional EHO in post. Able to assist with regulation of housing, including HMOs.	Licensing, proactive inspections and enforcement work.
M.b.4	Enhance the quality of Houses in Multiple	Ongoing	Private Sector	Possible additional officer resource	Better quality housing in the private sector	Officer in post. Able to respond more quickly to	As above	As above and promotion of energy efficiency

	Occupation stock and private sector in general by tackling poor property and management standards where there are vulnerable tenants		Housing Manager			complaints etc with additional resource		standards and any available funding through website and partner agencies.
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M	MAKE best use of existing homes
c.	Home Improvement

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
M.c.1	Contribute to the Decent Home Standard in the private sector	Ongoing	Private Sector Housing Manager	Officer time	Good quality homes for tenants	Ongoing	Team responds promptly to complaints and enquiries about substandard housing and takes enforcement action to improve it where necessary.	Team responds promptly to complaints and enquiries about substandard housing and takes enforcement action to improve it where necessary.
M.c.2	Increase grant funding on energy efficiency and home security works to £50,000 per year	Ongoing	Private Sector Housing Manager	£50,000 pa	Fuel costs reduced for residents. Reduction in carbon emissions	£115k committed £60k spent.	Using Better Care Fund approx £97,000 spent on energy efficiency works and removal of housing hazards in 2019/20.	Achieved grant spend of at least £80,000 on energy efficiency and housing hazard works in 2020/21. Also joined with other Surrey authorities in making successful bids for funding to help deliver the Government's Green Homes Grant for energy efficiency improvements.
M.c.3	Implement a new Home Improvement Policy to maximise use of the increased government funding in order to help meet the	April 2018	Private Sector Housing Manager	Effective joint working with Guildford Borough Council	Residents safe and secure in their homes	New Home Improvement Policy was introduced on 1 January 2018. The Council is working with Guildford and Adult Social Care to maximise use.	New Home Improvement Policy started January 2018. Total grant spend in 2019/20 was £497k - an increase of £150k from the average annual spend before	Total grant spend in 2020-21 was £400k. The decrease on the previous year was due to COVID 19 which restricted visits by staff and contractors to our client base, the majority

	objectives of the Care Act 2014						new policy introduced.	of whom are extremely vulnerable.
M.c.4	Help to reduce hospital/care home admissions, care packages and delays in hospital discharge	Ongoing	Private Sector Housing Manager	Officer time	Residents safe and secure in their homes Reduced delays in hospital discharge	New handyperson service started on 1 October. New grant admin will help with promotion of new HIP.	New Home Improvement Policy has enabled us to fast track small preventative works and new Handyperson service has doubled its caseload from 2018/19.	New Safe and Settled Scheme started in October 2020, working in conjunction with Hoppa and Handyperson services to reduce delays in hospital discharge.
M.c.5	Remove housing hazards and improve the condition of the local private sector housing stock	Ongoing	Private Sector Housing Manager	Officer time	Better quality housing in the private sector	New Home Improvement Policy and Handyperson service has had major effect on grant provision. New EHO starts soon to help enforcement activity in private rental sector.	New Home Improvement Policy has helped homeowners to remove housing hazards and extra EHO has increased rate of inspection of rented properties	Additional Grant/Empty Homes Officer has been appointed to help promote and process grants. Current target is that she started working in March 2021.
M.c.6	Increase speed to private disabled adaptations from date of initial enquiry to date of completion of works	Ongoing	Private Sector Housing Manager	Officer time	Adaptations completed more quickly	Increased flexibility under new HIP, new Handyperson service and use of private OTs have all helped to increase speed of adaptation works.	New grant flexibility, greater use of private OTs and new Handyperson service have all helped to speed up adaptations.	Grant enquiries have been processed by means of digital technology where sites visits not possible. Site visits by Officers and contractors have been reduced to a minimum due to COVID 19

M	MAKE best use of existing homes
d.	Empty Homes

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-20201
M.d.1	Develop and maintain a comprehensive database of empty homes so that information becomes more accessible and provides for better monitoring	September 2018	Private Sector Housing Manager	Officer time IT support	Empty properties identified and brought back into use	Community Led Housing Project steered by priorities of local groups, exploration of empty homes issues where local drive to do so	Grant/Empty Homes Officer has been appointed and was due to start in April 2020 until the COVID 19 crisis happened.	Grant/Empty Homes Officer started in March 2021 and her duties include developing empty homes database.
M.d.2	Engage with owners to provide advice to encourage properties to be re-occupied or prevent them from becoming vacant, for example through our Tenant Finder scheme	Ongoing	Private Sector Housing Manager	Officer time	Fewer long terms empty properties Increased supply of homes in the Private Rented Sector	Apprentice to assist	Letters sent to owners. Additional resource needed for in-depth response	Standard responses maintained until new officer started. New officer expected to take more proactive approach
M.d.3	Work with other councils and housing providers to access government funding opportunities	Ongoing	Private Sector Housing Manager	External funding Officer time Strong partnership working	Reduction in number of empty properties	Ongoing	Ongoing	Ongoing

E **ENGAGE** with partners to achieve our joint aims

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-20201
e.1	Work in partnership with local community to regenerate council owned site at Ockford Ridge	As per timescales in Housing Delivery Plan	Housing Development Manager	As per Housing Delivery Plan Officer time Adequate time for redevelopment and refurbishment	All homes on Ockford Ridge up to Decent Homes Standard	Phase 2 & 3 Refurbishment tender complete and contractor appointed. Mobilisation in May with start on site in June 2019. Site A – OJEU procurement completed and contractor appointed. Started on site April 2019 with first handovers expected April 2020.	<ul style="list-style-type: none"> Ockford Ridge (OR) regen continues with apptment of contractor. SOS April 19 OR Site B tender pack being prepared. OR Site C: detail for reserve matters (landscaping highways etc) being prepared. Community event Contractor appointed for next two phases of refurbishment works with Est 	<ul style="list-style-type: none"> Completion of 37 new homes at Site A in October 2020. Site A community benefit programme delivered working with Thakeham and community stakeholders. Build contractor procured and Thakeham appointed to deliver 17 new net zero carbon (in operation) homes on Site B Ockford Ridge and SQ issued for Site C. Employers Agent / Architect and other

								<p>consultants appointed & surveys commissioned for Site F. Utility disconnection process to facilitate demolition underway.</p> <ul style="list-style-type: none"> Employers Agent appointed for Site E. Site to be bought forward through a design completion as part of the tender for a contractor. Tender pack being prepared.
e.2	Support the development of rural affordable homes, in partnership with the Surrey Rural Housing Enabler, parish councils, landowners and our local communities and through the Community Led Housing Project.	As per Community Led Housing Project Plan	Housing Strategy and Enabling Manager	Ministry of Housing, Communities and Local Government Allocation Officer time	Waverley community led housing schemes developed in borough	Initial discussions WITH PC and Jigsaw (Dunsfold) Affordable housing Parish Council Roadshow visits carried out to Thursday, Wonersh, Elstead, Churt, Cranleigh,	8 homes at Springfield, Dunsfold on site Hambleton RES to received PP November 2019 Ongoing negotiations on Haslemere site with CLT	Support to establish 2 emerging CLT's Completion of 8 affordable homes on rural exception site in Dunsfold, 5 affordable homes on s.106 site in Elstead, affordable homes in development on s.106 site in

						Tilford, Bramley, Dunsfold and Witley		Churt, PP granted for 8 affordable homes on WBC land in Chiddingfold
e.3	Work in partnership to provide the Guildford and Waverley Care and repair agency and joint handyperson service to eligible residents	June 2018	Private Sector Housing Manager	Funding Effective joint working with Guildford Borough Council	Excellent service to customers in terms of ensuring homes are safe and secure	Currently taking part in the Surrey Equipment and Adaptations Project.	Home Improvement Agency and Handyperson service are in place through joint working with Guildford.	Handyperson has increased activity in second half of year after slow start resulting from lockdown restrictions
e.4	Work to retain existing resources and facilities for people in housing need in the borough	As per Homelessness Strategy Action Plan	Housing Needs Manager	Strong partnership working with housing providers Officer time	People accessing the homes they need	Fund three bed spaces at York Road Project, Woking as Y1 action in HSAP 3.4	Fund three bed spaces at York Road Project, Woking as Y1 HASP 3.4	Agreed funding for 4 YRP bed spaces 2021-22
e.5	Work with partners to increase provision of suitable specialist and supported housing for people where needed.	As per Homelessness Strategy Action Plan	Housing Needs Manager	Strong partnership working with housing providers Officer time	Mix of housing meets identified needs	Increased access to supported housing in Farnham through Transform housing	Increased access to supported housing in Farnham and Woking through Transform housing	Funded an additional Supported Unit in Woking with Transform Housing using NASP funding