



Housing Strategy

2018-2020

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Foreword

The development of a new Housing Strategy for the borough provides an exciting opportunity to plan for the future and to reflect on the successes of the past. In developing a strategy, we can ensure that we have identified the priority housing issues that we are facing, which in turn gives us the opportunity to allocate our resources to where they are most needed and effective.

The development of this strategy is set against a period of significant challenges faced by the housing sector:

- Continued welfare reform
- Challenges in terms of demand, supply and affordability
- New duties introduced by the Homelessness Reduction Act 2017
- Changes to social housing tenancies

However, it is also an exciting time too as we:

- Have a new local plan going through the adoption process – which will set our vision for development and growth for the next 30-years
- Work with developers and registered provider partners to increase the supply of housing
- Seek innovative solutions to ensure that people can remain living independently in their home for longer

Some of our headline successes are a great illustration of how we have achieved a diverse mix of difficult things, for customers with complex needs, in a challenging operating environment:

- Led a consortium of Warwickshire District and Borough Councils to successfully secure government investment of £0.865M to launch PHIL – a Warwickshire wide initiative, led by Rugby, to prevent homelessness
- Regenerated 39 less popular homes in Hillmorton and replaced them with 23 new homes, which are in high demand
- Secured £0.918M of government grant to provide 6 new, and refurbish 12 existing Gypsy and Traveller pitches at Woodside Park
- Launched the HEART initiative in 2016 - a partnership of councils in Warwickshire which works collaboratively to help older, disabled and vulnerable people to live independently at home

We look forward to implementing the new strategy and updating you on our next round of achievements



Cllr Emma Crane

Portfolio Holder – Communities & Homes



Raj Chand

Head of Communities & Homes

1.0 Introduction

The development of a new Housing Strategy for Rugby has provided an opportunity to:

- Identify the current and emerging housing needs of the borough
- Overlay this with an understanding of both the existing and planned housing supply
- Consider where the customer demands for housing and housing related services are coming from and what these demands are
- Develop the required links to the delivery of the Council's corporate and equality objective, as well as the forthcoming local plan
- Continue to work with planning to address housing needs and supply

In analysing the data available to us, we have identified the following overarching objective for the new Housing Strategy:

Work with partners to identify, meet and sustain the housing needs of the people of Rugby

This is supported by three core priorities:

1. Helping people to access a suitable high-quality home, that meets their needs, at a price they can afford
2. Making best use of the borough's current and planned housing supply
3. Helping people to acquire the skills, information and support that they require to be self-reliant and achieve healthier outcomes

It is these priorities that form the basis of the action-plan, which is detailed in section 5.0.

2.0 Context

There are a number of issues at a national and more local level which impact on the development and delivery of the Housing Strategy.

2.1 The National Picture

At a national level, the main influences can be summarised as:

- The Housing White Paper – Fixing Our Broken Housing Market
- Proposed changes to the definition of affordable housing
- The Housing and Planning Act 2016
- The Introduction of Starter Homes
- Government Grant Funding for New Affordable Homes
- Rent reduction policy for Registered Providers of social housing
- Welfare Reform and Transition to Universal Credit
- The Homeless Reduction Act 2017
- Local Housing Allowance Areas

2.1.1 The Housing White Paper – Fixing our Broken Housing Market

The Government released the housing white paper in February 2017 setting out their plans to reform the housing market and boost the supply of new homes in England.

It includes measures to ensure that councils:

- Plan for the right homes in the right places
- Build homes faster
- Diversify the housing market
- Help people now

The Local Plan sets out a vision, policies and proposals for future development and land use – the Local Plan can be accessed via the following link;

https://www.rugby.gov.uk/directory_record/935/local_plan

2.1.2 Proposed Changes to the Definition of Affordable Housing

In December 2015, the Government consulted on changes to the National Planning Policy Framework. This included a proposal to broaden the definition of affordable housing, to include a range of low-cost housing opportunities for those aspiring to own a home, including starter homes. In doing so this approach seeks to retain all types of housing that are currently considered affordable housing.

As yet, the definition has yet to change but a government announcement is expected in early 2018.

2.1.3 The Housing and Planning Act 2016

The Housing and Planning Act 2016 is a major piece of legislation for the housing sector as it details the direction in which government housing policy will go.

It highlights numerous changes in housing tenures such as;

- **Fixed Term Tenancies** - local authorities will be required to grant new tenants a fixed-term tenancy, either secure or introductory, for a period of between 2 and 10 years. If, however, the tenant has informed the local authority in writing that a child under 9 years will live at the dwelling house, then the fixed term tenancy must be granted for a period until the child turns 19 years. Any attempt to grant a term for shorter than 2 years or longer than permitted will result in the tenancy defaulting to a fixed 5- year term. The Council are looking to prepare for the introduction of this as reflected under section 2.8 of the Action Plan.
- **Succession** - There are planned changes to the rules on who can succeed a tenancy when a tenant passes away. However, there are no firm details as of yet and the publication of the new regulations is awaited
- **Starter Homes** - Were introduced via the Housing and Planning Act 2016. These are new homes provided for first time buyers with a discount of at least 20% of the market value of properties. Properties must not exceed a value of £250,000 (outside of London) and purchasers need to be aged between 23-39 years

2.1.4 Government Grant Funding for New Affordable Homes

In the 2016 Autumn Statement, the then Chancellor confirmed the government's continued commitment to increasing affordable home-ownership opportunities. This resulted in a change to the capital grant system for delivering affordable housing, which had previously been geared toward delivering affordable-rented and shared-ownership products.

The funding administrator for the government's affordable housing programme is the Homes and Communities Agency (HCA). In April 2016 the HCA launched the *Shared Ownership and Affordable Homes Programme (SOAHP) 2016 to 2021* which is now geared to support the delivery of all tenures – Shared Ownership, Rent-to-Buy, Affordable Rent, Social Rent and Specialist Housing for Rent.



Completed Affordable Housing Pettiver Crescent, Hillmorton

In October 2017, the government announced plans for what it says will be a new generation of council and housing associate homes by increasing funding for affordable homes by a further £2 billion to more than £9 billion.

The numbers of homes that can be provided with these extra funds will be determined by the type and location of housing and bids received for funding.

2.1.5 Rent Reduction Policy for Registered Providers of Social Housing

The Welfare Reform and Work Act 2016 imposed a requirement on registered providers of social housing in England to reduce social housing rents by 1% a year for 4 successive years from 1 April 2016.

This has posed a significant challenge to affordable housing providers who had previously modelled their income on the agreed rent increase formula of consumer price index (CPI) + 1% year on year. The conversion to an overall reduction of 1% per annum is a 15% per annum real term reduction of rental income for social landlords. The impact of this meant that in many cases, providers were forced to scale back programmes for planned new development and property improvements.

From 2020, the Government has announced that housing associations and councils are able to raise their rents each year by CPI +1 per cent for the following five years. This gives providers some confidence when modelling future investment plans.

2.1.6 Welfare Reform and Transition to Universal Credit

In 2013, the government started the transition toward Universal Credit for people in receipt of a range of benefits. In May 2016 Rugby saw an increase in claimants claiming Universal Credit when those making a new claim could no longer claim the legacy benefits and had to claim Universal Credit. The changes were introduced as an attempt to simplify the complex system of welfare benefits and provide incentive to encourage people on benefits to start paid work or increase their working hours.

Universal Credit brings together a range of working-age benefits into a single payment, with the housing benefit element now paid directly to the tenant, who must then pay their landlord the rent due. The aim of Universal Credit is to reflect the situation of those in work and have to take responsibility for the payment of bills including rent.

There have been some issues for those in financial hardship who are struggling to manage their money. The impact on social landlords has been:

- an increase in unpaid rent
- reduced rent collection rates
- increased rent collection recovery costs
- increased possession action and eviction
- increased homelessness

These issues are key for the council in planning its new financial inclusion policy, which is scheduled for completion in early 2018. This is reflected under sections 3.3, 3.10 & 3.11 of the Action Plan.

The Council is working in partnership with the Benn Partnership Centre, Citizens Advice Bureau and Job Centre Plus to provide personal budgeting support to help residents with the transition from weekly budgeting to monthly budgeting.

2.1.7 Homelessness Reduction Act 2017

The Homeless Reduction Act 2017 introduced a requirement for councils to prevent and relieve homelessness in advance of their current duties (which are set out under Part 7 of the Housing Act 1996). The prevention and relief duties extend to anyone who is eligible in terms of nationality and homelessness. There is also a legal duty imposed upon other agencies to advise the housing authority if one of their customers is at risk of homelessness.

The emphasis is firmly on:

- Preventing homelessness occurring in the first place
- If homelessness does occur, then resolving it as soon as possible with a sustainable solution
- Housing teams producing Personal Housing Plans which document how services will be provided

- Multi-agency working so that the range of issues associated with homelessness can be addressed
- Service users engaging so that the process is genuinely two-way

Government has made £61 million available nationally for implementation although councils are yet to learn how much their individual allocation will be. A new Code of Guidance, the first since 2006, was issued in October 2017.

It is too early to predict the impact of this new duty. However, in Wales, where this duty is already in place, caseloads for homelessness teams have increased by a third.

As a response to the substantial changes that this new duty will introduce, the Council will be producing a new Homelessness Strategy for 2018-20. This is reflected within section 1.1 & 1.8 of the Action Plan.

2.1.8 Preventing Homelessness Improving Lives (PHIL)

P.H.I.L. – ‘Preventing Homelessness, Improving Lives’ is an exciting new prevention project which looks to identify and support those at risk as early as 2/3 months before.

It is a stand-alone, countywide project that is funded by the Department of Communities and Central Government. A countywide bid was submitted by Warwickshire and was written by the District and Boroughs; with support from the County Council, Voluntary and Community organisations and Public Health. This bid – led by Rugby Borough Council, was successful and the partnership received £865,000 over 3 years.

P.H.I.L works from the perspective that prevention is better than a cure. The project aims to assist families and individuals before they hit crisis point and potentially show the cost savings across different organisations in Warwickshire.

The impact of the P.H.I.L project will be assessed as part of section 1.7 of the Action Plan.

2.1.9 Local Housing Allowance Areas

Local Housing Allowance (LHA) rates are used to calculate Housing Benefit for tenants renting from private landlords on an area basis.

Rugby falls into two LHA Areas, as illustrated in table 1, below:

Table 1 - Local Housing Allowance Rates

| LHA Area | Shared Accommodation Rate | 1 Bed Rate | 2 Bed Rate | 3 Bed Rate | 4 Bed Rate |
|----------|---------------------------|------------|------------|------------|------------|
| Rugby | £62.12 | £92.06 | £116.52 | £134.02 | £182.96 |
| Coventry | £65.65 | £92.05 | £111.48 | £128.19 | £170.67 |

(Source: Direct Gov September 2017)

2.2 The Local Picture

The Borough of Rugby covers an area of 138 square miles located in central England, within the County of Warwickshire. The Borough is on the eastern edge of the West Midlands Region, bordering directly on to the counties of Northamptonshire and Leicestershire, both of which are in the East Midlands Region.

The Borough has 41 parishes and the largest centre of population is the attractive market town of Rugby with two thirds of the Borough's 102,500 residents living in the town and the remainder residing in the rural area. The villages in the Borough range in size from 20 to 3,000 people.

Deprivation is lower than average in Rugby, however 12% of children live in low income families.



Violent crime, long-term unemployment, drug misuse and death from cardiovascular disease are all less prevalent in Rugby than they are nationally.

2.3 Areas of Deprivation

Lower Super Output Areas (LSOA's) are small geographical areas in which between 1,000 and 3,000 people live, spread amongst a minimum of 400 households and a maximum of 1,200 households. There are 34,753 LSOA's nationally.

In September 2015 the national Index of Multiple Deprivation was updated. Table 2, below, shows the national ranking of the top ten LSOA's in Rugby:

Table 2 – Lower Super Output Areas

| LSOA | IMD 2015* |
|--|-----------|
| Brownsover South Lake District North | 5,627 |
| Newbold on Avon | 8,087 |
| Town Centre | 8,662 |
| Cattlemarket | 8,818 |
| Overslade North West | 9,359 |
| Overslade North | 10,598 |
| Church Lawford, Kings Newnham & Long Lawford North | 11,498 |
| Admirals East | 11,705 |
| New Bilton East | 12,437 |
| Whinfield Park | 13,290 |



It can be seen that Brownsover South is the most deprived area of Rugby and is placed 5,627th in the country which puts it in the top 10-20% of most deprived areas nationally.

Newbold, The Town Centre, Cattlemarket and Overslade North West also rank within the top 20-30% of most deprived areas nationally.

These areas, along with New Bilton and Overslade, are the priority areas for the Rugby Borough Regeneration Strategy, which seeks to tackle issues around:

- Wellbeing
- Employment and Education
- Financial Inclusion

The strategy is owned by the Local Strategic Partnership (LSP), which includes representation from:

- Rugby Borough Council
- Warwickshire County Council
- Warwickshire Community and Voluntary Action (WCAVA)
- Warwickshire Health and Well-being Group
- Coventry and Warwickshire Clinical Commissioning Group
- Warwickshire Police

There are obvious links with the work of the Regeneration Strategy and the council's emerging Financial Inclusion policy.

2.4 Health Issues

Public Health England's (PHE) 2017 Rugby Health Profile data provides an overview of health and wellbeing in the borough.

Some of the key messages conveyed in this report include;

- The health of people in Rugby is varied compared with the England average
- About 13% (2,600) of children live in low income families
- Life expectancy for both men and women is higher than the England average
- Life expectancy is 5.5 years lower for men and 4.9 years lower for women in the most deprived areas of Rugby than in the least deprived areas
- Child health In Year 6, 18.9% (214) of children are classified as obese
- Rates of statutory homelessness, violent crime, long term unemployment and early deaths from cancer are better than average
- Hospital admissions caused by unintentional and deliberate injuries in children (aged 0-14): Rugby Borough has a *significantly higher* admission rate when compared with the average for the West Midlands and England
- Rugby's projected population growth is among the highest in Warwickshire with a 17% increase predicted by 2039
- In Rugby in December 2017, there were 767 individuals aged 65 and over registered with dementia. It is estimated that the actual number of individuals living with dementia is much higher at 1,247 individuals; projections suggest that in 2035 this number will increase to around 2,500 individuals aged 65 and over

The report is available to read at the following link:

<http://fingertips.phe.org.uk/profile/health-profiles>

2.4.1 Warwickshire County Council Public Health

They have identified the following as the priority health issues for Rugby:

1. Improving healthy lifestyle behaviours including:

- Reducing obesity
- Increasing physical activity
- Increasing healthy eating

2. Reducing Self Harm in young people in particular including building resilience

3. Improving wellbeing and in Quality of Life for people with a mental illness

4. Improvement in diagnosis for people with dementia

5. Reducing alcohol and drug related harm & misuse

2.4.2 Warwickshire Health and Wellbeing Board

The Council is a partner within the Warwickshire Health and Wellbeing Board, which is led by Warwickshire County Council. The board:

- Provides a countywide approach to improving local health and social care, public health and community services so that individuals, service-users and the public experience more 'joined up' care
- Is responsible for leading locally on tackling health inequalities
- Is a forum for councillors, commissioners and communities to work with wider partners to address the determinants of health, reduce health inequalities and strengthen communities
- Seeks to increase the influence of local people in shaping services by involving democratically elected councillors and through Healthwatch
- Aims to ensure that services can better meet local need, improve the experience of service users, and improve the outcomes for individuals and communities

The Health and Well Being Board has its own Strategy for 2014-18, which is underpinned by three priorities:

- Promoting Independence
- Community Resilience
- Integration and working together

2.4.3 The Better Care Fund

The Better Care Fund (BCF), known locally as *Warwickshire Cares – Better Together*, supports the transformation and integration of health and social care services to ensure local people receive better care.

The BCF is a pooled budget that allows health and social care to commission services that are more joined up. In June 2014, an additional £1 billion of NHS funding was added to the BCF across England to be used to commission out of hospital services and reduce emergency admissions.

Rugby Borough Council is one of the BCF partners for Warwickshire, and as such works closely with Warwickshire County Council, other district and borough councils as well as local Clinical Commissioning Group (CCG) representatives toward the agreed aims of ensuring that people:

- are helped to remain healthy and independent;
- are empowered to play an active role in managing their own care and the care they receive;
- get the right service at the right time and in the right place

A current issue within this is ensuring that there are alternative solutions in place to facilitate hospital discharge at the appropriate time, to avoid what is often referred to as bed-blocking. For more information on the Council's work in this area, see section 3.3.

Further information regarding the Better Care Fund can be found at the following address;

<https://www.england.nhs.uk/ourwork/part-rel/transformation-fund/bcf-plan/>

2.4.4 Housing Partnership Board

Warwickshire County Council and the 3 local Clinical Commissioning Groups (Coventry and Rugby CCG; South Warwickshire CCG and Warwickshire North CCG) are looking at how we combine and use our resources to work more closely together to help people get the support they need in the right place and at the right time as part of the better together project.

As part of this, an action plan has been created to address how housing can:

- help prevent people from being admitted to Hospital
- help people be discharged from hospital – this is a Delayed Transfer of Care (DTC) which occurs when a patient is ready to depart from acute or non-acute care and is still occupying a bed.
- support people to remain independent in the community

2.5 The Rugby of the Future

In summer 2017, the Council submitted its local plan to the Planning Inspectorate for approval, with a decision expected in early 2018. The plan sets out the vision for Rugby through to 2031:

- In 2031, Rugby will be a place where the community has worked together to create a Borough where people are proud to live, work and visit

- Strong links and relationships within the Coventry and Warwickshire sub-region and neighbouring East Midlands authorities will be maintained and strengthened



Rugby Town Hall Completed Solar Panel Project

- Rugby Town Centre will be a prosperous and attractive town centre which complements and connects to the retail parks on Leicester Road, offering a wide range of shops, leisure and entertainment opportunities to those who visit alongside the businesses, public services and new homes that serve local residents
- The economy will be strong and provide a range of high quality employment opportunities suitable for the whole community, which will in-turn be supported through excellent links to local schools, Warwickshire College and local universities
- The majority of new sustainable housing and employment development will be focused on Rugby urban area. Sustainable growth of main rural settlements will also take place to meet the housing needs of the rural population and provide support for rural infrastructure and services. Infrastructure to support growth will be phased into developments in such a way to ensure impacts are properly mitigated
- All Borough residents will have the opportunity to live in decent homes that they can afford through the provision of a variety of housing that meets the needs of all sectors of the community. Those areas within the Borough in need of regeneration will have focused attention to ensure improvement
- The Borough's local neighbourhoods will each have local services, community facilities and usable public spaces. Residents within the Borough will be well connected by a sustainable public transport system, incorporating excellent rail and bus links to ensure access to employment, health and local services, and a network of footpaths providing pedestrian links to local facilities and the open countryside
- The sustainable growth of the town and Borough to meet the needs of the community will be balanced with protection and enhancement of the Borough's historic environment and existing natural assets through the creation of a strategic green infrastructure network. Development will be accommodated in ways which reduces our carbon footprint as well as protecting and enhancing the area

There are obvious and clear links between the objectives of the local plan and the new Housing Strategy. From an economic development perspective, the prosperity that the borough seeks does rely on sufficient homes, that are of a decent standard that are affordable, to ensure the take up of jobs, and as a means of attracting further employment opportunities.

2.6 The Corporate Objectives of the Council

The Corporate Priorities for the council for 2017-20 are to:

- Provide excellent, value for money services and sustainable growth
- Achieve financial self-sufficiency by 2020
- Enable our residents to live healthy, independent lives

The links between the housing strategy and the corporate strategy are clear, as working with partners to identify, meet and sustain the housing needs of the people of Rugby has a very important role to play in enabling our residents to live healthy, independent lives.

2.7 The Equality and Diversity Objectives of the Council

There are also clear links between the housing strategy and the corporate equality and diversity objectives, which are to:

- Improve the quality, collection and use of equality data to enable the Council to make informed decisions on policy, service design and delivery
- Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations of customers
- Improve how the Council engages with communities, partners and customers
- Develop a diverse workforce that reflects the communities we serve and is valued and respected
- Develop and foster good relations between different groups and communities



Completed Plot at Woodside Park Gypsy and Traveller Site, Ryton-on-Dunsmore

2.8 Recent Achievements

In the previous Housing Strategy we identified that the over-arching objective was to ensure that Rugby's housing supply meets housing needs, whilst sitting under that were the following priorities which would aid in meeting our objective;

- Accessing high-quality housing and preventing homelessness
- Make best use of existing homes
- Help people to live independently

We have been successful in meeting this objective by undertaking the following activities and our subsequent achievements.

Although this is not a definitive list of all that we have achieved, it will give you a flavour of the successes we have attained;

2.8.1 Accessing High Quality Housing and Preventing Homelessness

To achieve this priority, we have implemented many successful schemes;

- We worked with portfolio landlords to secure 5 Houses of Multiple Occupation (HMO's) providing a total of 24 bed spaces and 12 Private Sector Leasing Scheme properties across the borough
- Worked with our preferred partner housing associations to secure delivery of 271 affordable homes delivered year on year from 2013, up to quarter 3 of 2017/18
- Led a consortium of Warwickshire District and Borough Councils to successfully secure government investment of £0.865M to launch PHIL – a Warwickshire wide initiative, led by Rugby, to prevent homelessness, in preparation for the implementation of the Homelessness Reduction Act in April 2018
- Raised our profile with developers in order to be their chosen delivery partner for the affordable housing element on two schemes – this will result in an additional 42 council homes over the next 18-months
- Through a flexible acquisition strategy we were able to acquire properties that helped to mitigate losses through the Right to Buy and also acquire properties that addressed the current housing needs of the borough. The process has also helped with the identification and acquisition of properties used to ease the pressure on Temporary and emergency accommodation. This is reflected in the Action Plan (see 1.2).

2.8.2 Make Best Use of Existing Homes

- We acquired Bell House – a former residential home that has been empty since 2009. Plans are in progress to refurbish / redevelop the site to provide much-needed council housing - the start date for this is summer 2018. This is reflected in section 1.6 of the Action Plan.
- We managed to engage support for a local Almshouse organisation to enable them to successfully apply for Homes & Communities Agency grant funding to refurbish a number of empty properties. This has been a lengthy process but work is due to start on site in Spring 2018
- We secured over £60,000 in funding from the energy provider E.ON to fit external wall insulation to 39 hard to heat properties in Long Lawford
- We purchased a housing association property in the town centre that had been decommissioned as temporary accommodation and brought it back into use
- Regenerated 39 less popular homes in Hillmorton, replacing them with 23 new homes, which are in high demand



Completed External Wall Insulation – Long Lawford

2.8.3 Help People to Live Independently

- Launched the HEART initiative in 2016 - a partnership of councils in Warwickshire which works collaboratively to help older, disabled and vulnerable people to live independently at home
- We have a brand new advice contract with the Citizens Advice Bureau
- Implemented a programme of Disabled Facilities Grants (DFG's) to council homes
- In September 2017 we launched *Warmer Rugby* – a Freephone advice line to help people to access advise on affordable warmth and how to secure more affordable heating tariffs



Warmer Rugby Launch Event

3.0 The Profile of the Population of Rugby

Understanding the demographics of the borough is an essential part of the evidence base when considering the local housing strategy. By 2039, Rugby is projected to have grown from the current population of 103,815 to 121,600 people. This represents a 17% rise, making it the highest rate of growth across the districts and boroughs in Warwickshire

3.1 Age Profile of the Borough

Table 3, below, illustrates the current age profile of the population of Rugby.

Table 3 – Age Profile of the Borough

| Total Population – 103,815 | | |
|----------------------------|--------|-------|
| Age Structure | Count | % |
| 0-4 Years | 6,566 | 6.3% |
| 5-14 Years | 12,835 | 12.3% |
| 15-29 Years | 16,741 | 16.2% |
| 30-49 Years | 28,182 | 27.1% |
| 50-64 Years | 19,644 | 19.0% |
| 65-74 Years | 10,837 | 10.4% |
| 75-84 Years | 6,205 | 6.0% |
| 85+ Years | 2,805 | 2.8% |

(Source: ONS 2016 mid-year estimates)

The largest age group of people in Rugby is those aged between 30-49 (28,182 people / 27.1% of the population).

For Rugby as a whole, life expectancy for males is 80.5 years and for women it is 84.0 years. Rugby's life expectancy is higher than the national average for both men and women. However, it is four years lower than the national average for women in the most deprived areas of Rugby.

Table 4 summarises the projected level of population growth in both Rugby and Warwickshire between 2014 and 2039:

Table 4 – Population Growth

| Age Structure | Population Growth in Rugby by 2039 | Population Growth in Warwickshire by 2039 |
|---------------|------------------------------------|---|
| 0-4 | 1.5% | 0.6% |
| 5-14 | 17.7% | 9.8% |
| 15-29 | 9.9% | 4.5% |
| 30-49 | 1.4% | -1.0% |
| 50-64 | 10.5% | -2.2% |
| 65-74 | 32.1% | 21.5% |
| 75-84 | 83.1% | 68.4% |
| 85+ | 165.4% | 157.1% |
| All Ages | 18.6% | 12.1% |

(Source: Office of National Statistics)

Across Warwickshire as a whole, the highest rates of projected population growth are in the groups aged 65 and over. The eldest age group (those aged 85 and over) is projected to increase by 157% between 2014 and 2039 whilst, in contrast, those aged 15-29 are projected to increase by 4.5% within the same timeframe.

This does have implications in respect of extra care housing, the management of the council's sheltered housing and other accommodation options / support requirements for older people, as such, the Council is looking to review the affordability and accessibility of extra care housing in Rugby as reflected under section 2.7 of the Action Plan.

An essential part of the work of the Council's planning service is working with the external partners to ensure that the infrastructure requirements that a growing population needs is catered for when approving new development, for example affordable housing (that meets the identified needs) adequate school places and GP provision.

3.2 Household Composition

Table 5 shows the breakdown of Household Composition within Rugby, Data is collected from the Census 2011 and is compared to the previous census data from 2001.

Table 5 – Household Composition

| Household Composition | 2011 | | 2001 | |
|---|--------|-------|--------|-------|
| | No. | % | No. | % |
| All Households | 41,875 | - | 36,483 | - |
| Persons per Household | 2.3 | - | 2.4 | - |
| One Person Households (All) | 11,784 | 28.1% | 10,237 | 28.1% |
| One Person Households (65+) | 4,979 | 11.9% | - | - |
| Lone Parent with Dependent Children | 2,675 | 6.4% | 1,965 | 5.4% |
| Households with no Adults in Employment with Dependent Children | 1,244 | 3.0% | 1,194 | 3.3% |
| Households with one Person with Long Term Health Problem and Dependent Children | 1,756 | 4.2% | - | - |

During the time between census data collection for 2001 and 2011:

- household numbers have increased
- the percentage of one person households remained steady
- there was a significant increase in the number of lone parents with dependent children
- the percentage of households with no adults in employment with dependent children has decreased

3.3 Ethnicity and Sexual Orientation of the Population

Table 6, summarises where the 12% of Rugby's population born outside of the UK originated from:

Table 6 – Population Birthplace

| Where Population was Born | % of Population |
|---------------------------|-----------------|
| Europe | 6.0 |
| Africa | 2.0 |
| Asia | 2.7 |
| Rest of the world | 1.3 |

(Source: Rugby's equality and diversity profile 2016)

Table 7, summarises the ethnic origin of the 15.9% of Rugby's population which identifies itself as being other than White British:

Table 7 – Ethnic Origin

| Ethnic Origin | % of Population |
|---------------|-----------------|
| Black | 2.0 |
| All Other | 0.2 |
| White Irish | 1.3 |
| Asian | 5.2 |
| White other | 5.2 |
| Mixed | 2 |

(Source: Rugby's equality and diversity profile 2016)

The largest non-UK community in Rugby is the Polish community, many of whom are living in the locally buoyant private-rented sector. There is anecdotal evidence that:

- The nature of employment (often low-hours contracts in the logistics sector) makes this group more vulnerable to facing problems in maintaining their tenancy
- This is compounded if there is a need to apply for Universal Credit
- Landlords are not renewing assured short-hold tenancies as tenants cannot afford higher rents that are often imposed with the renewal

Resource is in place to help support Polish residents, including:

- Information provided on a dedicated Polish speaking webpage, hosted by the Council – *Tui I Teraz*

- Multi-link which is a group of volunteers from the community that support their peers through helping them to access services, mainly sign-posting them to the right place

These are reflected under section 3.6 and 3.8 of the Action Plan.

As at the 2011 Census 1,200 people resident in Rugby, over the age of 16 identified themselves as being Lesbian, Gay, Bisexual or Transgender. This is equivalent to 1.5% of the population.

3.4 Health, Well-Being & Disability

According to the 2011 Census, the health status that Rugby's respondents categorised themselves as being in is illustrated in table 8 below:

Table 8 - Health

| Level of Health | % of Population |
|------------------|-----------------|
| Very Good Health | 47.7% |
| Good Health | 35.3% |
| Fair Health | 12.5% |
| Bad Health | 3.5% |
| Very Bad Health | 1% |

Warwickshire County Council prepares Joint Strategic Needs Assessments (JSNA's) to help inform the joint health and well-being strategy for the County. According to the 2016 JSNA there were 1,427 adults aged 18-64, living in Rugby, who are registered as disabled.

- 7% of people surveyed stated that their day to day activities were limited a lot by a disability
- 9.1% stated that day to day activities were limited a little
- 83.9% stated that they were not limited

The Council are considering how they can better work with partners to make best use of disability adapted housing, this is reflected under section 2.5 of the Action Plan.

3.4.1 Home Environment Assessment & Response Team (HEART)

The HEART initiative was launched in 2016, and is a partnership of councils in Warwickshire - Rugby Borough Council, North Warwickshire Borough Council, Nuneaton and Bedworth Borough Council, and Warwickshire County Council, which works collaboratively to help older, disabled and vulnerable people to live independently at home.

The HEART team caseworkers carry out assessments to help customers understand how they can keep their home safe, secure and warm. They can provide advice and support on a range of issues, including:

- Home improvements
- Disabled adaptations - such as bath boards and stair rails, or larger adaptations such as stair lifts or room conversions
- Benefits, grants or loans for essential building works
- Home aids and adaptations

- Housing conditions, repairs and safety matters including cold and damp, fire and security, and trip hazards
- Funding for work that is needed

A better understanding of the impact of the HEART scheme is needed. This is reflected in the action-plan (action 2.9)

3.5 Employment Levels and Earnings in Rugby

Data from the Office of National Statistics (ONS) 2016 states that:

- There are 53,800 economically active people in Rugby, which equates to 82.9% of the working age population. This is higher than both the West Midlands (75.6%) and national (78.0%) averages
- The unemployment rate is 4.1% (roughly 2,300 of the working age population, which is lower than both the West Midlands (5.4%) and National averages (4.7%))
- There are 2,810 benefit claimants in Rugby, 12.8% of the working age population

Rugby Borough has the highest workplace based earnings in Warwickshire at £28,341 according to the latest strategic housing market assessment. This is set against a national average of £28,028 (ONS 2017).

Despite the relative high employment levels and earning of residents, many properties for sale and rent on the open-market remain unaffordable (see sections 4.1 and 4.2).

4.0 Housing Needs in Rugby

The National Planning Policy Framework requires that councils produce a Local Plan which set out how they will accommodate a mix of housing based on the needs of the population. They are also required to set out the types of housing to meet these needs. The NPPF requires that these needs are to be identified through local *Strategic Housing Market Assessments*. The latest SHMA for Rugby (refreshed 2015) identified a need for Rugby to provide 171 affordable homes per year with 144 of these being social/affordable rent and 27 being intermediate.

As of January 2018, Rugby Borough Council is accommodating 145 homeless households in temporary accommodation, 21 in B&B and 10 who are in need of B&B accommodation. This is reflected in section 1.4 of the Action Plan.

It should be noted that the government is currently planning to change the approach to calculating local housing requirements, as set out in the consultation document: *Planning for the Right Homes in the Right Places: consultation proposals (published September 2017)*.

The council's housing waiting list is also a valuable source of data when considering local housing need. Table 9 sets out a summary of the needs identified on the waiting lists as at January 2018.

Table 9 – Housing Waiting List Need

| Property Type | Total |
|---------------|-------|
| 1 Bedroom | 543 |
| 2 Bedroom | 313 |
| 3 Bedroom | 142 |
| 4 Bedroom | 58 |
| 5 Bedroom | 18 |
| Total | 1074 |

Housing Officers and Planners work closely to ensure that the agreed affordable housing mix (property types and tenure) for new schemes is both sustainable and deliverable.

More work is needed to understand the need for other affordable housing products, outside of the need for social and affordable rented. This is reflected in the action plan (see 2.3).

4.1 Homes to Buy in Rugby

The anticipated housing trajectory for the delivery of new builds as of October 2017 is set out in table 10, below

Table 10 – Homes to Buy in Rugby

| Year | Number of New Builds |
|---------|----------------------|
| 2017/18 | 596 |
| 2018/19 | 939 |
| 2019/20 | 1004 |

Table 11 below shows the range of prices within the private sale market, this data was gathered October 2017.

Table 11 – Private Sale Market

| Indicator | (£) |
|----------------------|-----------|
| Lowest price | 77,000 |
| Lower quartile price | 154,950 |
| Mean average price | 287,429 |
| Median price | 240,000 |
| Upper quartile price | 366,249 |
| Highest price | 2,500,000 |



Newly Acquired Plots at Cawston Meadows

Table 12 below shows the number and type of properties that would be affordable to first-time buyers on median earnings in the borough (based upon the 2016 Annual Survey of Hours and Earnings data), assuming that they:

- Can raise a mortgage for 3.5 times gross salary
- Are required to put down a 10% deposit

The table shows that out of 340 properties available for purchase in October 2017, only 8.49% of those on median earnings would be able to afford them.

Table 12 – Affordability of Housing for Sale

| | | House | | | | Flat | | | Maisonette | | Bungalow | | |
|----------------|------------------------------------|-------|---|---|---|------|---|---|------------|---|----------|---|---|
| | Number of properties | 239 | | | | 76 | | | 2 | | 23 | | |
| Earnings level | Percentage of properties available | Beds | | | | Beds | | | Beds | | Beds | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 1 | 2 | 1 | 2 | 3 |
| Median | 8.49 | 0 | 2 | 2 | 0 | 15 | 5 | 0 | 1 | 0 | 0 | 0 | 0 |

The table shows that out of 239 houses, only two 2 bedroom and two 3 bedroom properties are affordable to first time buyers on median earnings, it also shows that out of 76 flats, fifteen 1 bedroom and five 2 bedroom flats were affordable, out of 2 maisonette’s only one 1 bedroom property was affordable whilst out of 23 bungalows none were deemed affordable. The council are looking to increase their understanding of low cost home ownership which is reflected in section 2.3 of the Action Plan.

4.2 The Private Rental Sector in Rugby

The private-rental sector in the borough is buoyant, with demand currently outstripping supply.

There were 158 properties advertised for rent in the town of Rugby in October 2017. The most advertised property types are 2 bedroom flats and 3 bedroom houses.

There is a current increase in private –sector landlords serving notice on their tenants as they choose to increase their rents when an assured short-hold tenancy comes to an end. This has resulted in a rise in homelessness presentations to the council.

4.2.1 Rent Levels in the Rugby Private-Rented Sector

Table 13, below, summarises rent levels in pounds per calendar month at key price points in the private rental market for all self-contained properties (so specifically excludes shared rooms).

Table 13 – Private Rented Market

| Indicator | Rent (£pcm) |
|---------------------|-------------|
| Lowest rent | 350 |
| Lower quartile rent | 596 |
| Mean average rent | 787 |
| Median rent | 695 |
| Upper quartile rent | 825 |
| Highest rent | 2750 |

(Source: Rightmove October 2017)

According to these figures, with the average salary at £28,341, the average rent of £787 per month would equate to 33% of a person's annual salary.

Table 14, below sets out the number of properties available in October 2017 broken down by property type / size along with the range of rents and average rents for each property type.

This data highlights the need for additional and more affordable housing options in the Borough, which is reflected in the action plan (see 5.0).

Table 14 – Availability of Private Rentals

| Type & size of properties available for private rent | | | | |
|--|--------|------------------------|-------------|---------------|
| Type | Number | Range of rents (£ pcm) | Mean (£pcm) | Median (£pcm) |
| 1 bed house | 4 | 535-575 | 561 | 558 |
| 2 bed house | 29 | 575-875 | 706 | 695 |
| 3 bed house | 35 | 695-2200 | 885 | 825 |
| 4 bed house | 9 | 750-1400 | 1086 | 850 |
| 5 bed house | 8 | 975-2200 | 1647 | 1500 |
| 1 bed flat | 35 | 350-750 | 532 | 695 |
| 2 bed flat | 35 | 550-895 | 676 | 685 |
| 1 bed bungalow | 1 | 1750 | 1750 | 1750 |
| 1 bed maisonette | 1 | 575 | 575 | 575 |
| 2 bed maisonette | 1 | 595-650 | 623 | 600 |

(Source: Rightmove October 2017)

Table 15 sets out a comparison of rent across the social housing sector and the private-rented sector:

Table 15 – Cross Comparison of Rent Levels

| Cross-sector comparison of rent levels (£ pw) | | | | |
|--|----------------|----------------------------|----------------|--------------------|
| Property size | Council | Housing association | Private | Affordable* |
| Bedsit (studio) | | 69.06 | | 80.72 |
| One bed | 78.96 | 79.47 | 132.40 | 93.99 |
| Two bed | 88.27 | 99.75 | 151.58 | 108.41 |
| Three bed | 103.40 | 108.97 | 191.92 | 121.71 |
| Four bed | 117.91 | 122.60 | 274.03 | |
| Five bed | 132.79 | 155.97 | 331.75 | |

*Affordable Rent is defined as rent at not more than 80% of the total market rent cost

4.2.2 Private Sector Shared House Rates

Advertising spare rooms for rent has been increasing in popularity in the last few years.

In September 2017 there were the 71 opportunities to rent a room in Rugby (advertised on: houseshare.co.uk) at an average monthly rent of £408 / average weekly rent of £90/95, which in most cases included bills (council tax, water, gas, electricity, broadband, home insurance and digital television). Not all listings require references to be provided.

Although potentially more affordable, these opportunities are not open to everyone as:

- All adverts stipulated a requirement that applicants should not be reliant on housing benefit
- 95% required a deposit equivalent to 4 weeks' rent
- Most listings give an age range of current and sought after tenants
- Around 70% of properties preferred non-smoking housemates
- Most properties did not allow pets
- Most rooms are let on a single-occupancy basis, ruling this out as a housing option for couples

4.2.3 Accessibility of the private-rented sector to Local Housing Allowance (LHA) claimants

Table 16, below, compares the median private rent (by property size) in pounds per week (£ p.w.) with the LHA rates for the Rugby & East Broad Rental Market Area. The amount by which average rent exceeds LHA is also shown, along with the properties available at or below the LHA level.

It can be seen that a person who is eligible for full LHA would have to find additional financial resources to cover the average rent. The use of median rent here is likely to overstate the amount that people have to find as in reality, benefit claimants are likely to be disproportionately represented among the cheaper properties in the sector.

In comparison to previous years, the gap between LHA and median rent has increased for properties containing 1 or 2 bedrooms and shrunk for properties with 3 bedrooms or more. There were only 3 properties available at this time with a rent below the LHA rate.

Table 16 – Accessibility of the Private Sector to LHA Claimants

| Availability of private renting to Local Housing Allowance claimants in October 2017 | | | | |
|---|--------------------------|----------------------------|---|---|
| Property size | LHA rate (£ p.w.) | Median rent (£p.w.) | Excess of median rent above LHA (£ p.w.) | Number of properties available at or below LHA |
| Bedsit/one bedroom (self-contained) | 92.06 | 150.00 | 57.94 | 2 out of 39 |
| Two bedroom | 116.52 | 158.00 | 41.48 | 0 out of 65 |
| Three bedroom | 134.02 | 190.00 | 55.98 | 0 out of 36 |
| Four bedrooms | 182.96 | 196.00 | 13.04 | 1 out of 9 |
| Shared Accommodation | 62.12 | 110.00 | 47.88 | 0 out of 8 |

Table 17 below shows the difference in rent by bedroom number between the cheapest 25% of social houses and private rented houses in Rugby.

Table 17 – Lower Quartile Social and Private Levels

| Type | Monthly Lower Quartile Social Rent Level | Lower Quartile Private Rent by Size (Per Month) |
|----------------------------|---|--|
| Room Only | N/A | £325 |
| Studio | N/A | £390 |
| 1 Bedroom | £321 | £425 |
| 2 Bedroom | £365 | £525 |
| 3 Bedroom | £384 | £625 |
| 4+ Bedroom | £423 | £800 |
| Lower Quartile (All Sizes) | £349 | £596 |
| All | £335 | £495 |

*As of October 2017

4.2.4 Social Housing

The supply of social housing in Rugby as at January 2017 (Annual Data) is summarised in table 18 & 19 below:

Table 18 – Social Housing Supply

| Provider | Houses | Flats | Sheltered Flats | Bungalows | Sheltered Bungalows | Traveller Plots | Totals |
|------------------------------|---------------|--------------|------------------------|------------------|----------------------------|------------------------|---------------|
| Orbit | 920 | 402 | | | | | 1322 |
| Clarion | 403 | 77 | | | | | 480 |
| Bromford | 11 | 5 | | | | | 16 |
| Midland Heart | 338 | 148 | | | | | 486 |
| Waterloo | 65 | 24 | | | | | 89 |
| Rugby Borough Council | 1723 | 681 | 981 | 92 | 360 | 18 | 3855 |
| Total | | | | | | | 6248 |

Table 19 – Rugby Borough Council Stock Profile

| | 1 Bedroom | 2 Bedroom | 3 Bedroom | 4 Bedroom | 5 Bedroom |
|----------------------|------------------|------------------|------------------|------------------|------------------|
| General Needs | 385 | 909 | 1154 | 44 | 5 |
| Sheltered | 1020 | 318 | 0 | 0 | 0 |
| Total | 1405 | 1227 | 1154 | 44 | 5 |

The Council lets out 11 properties under the Private Sector Leasing Scheme in which private landlords lease their properties to the Council for them to rent out to those in need.

The social housing stock is insufficient to meet current demand. This is compounded by the fact that properties can only be re-let when the existing tenants choose to give them up or they are evicted. As the data suggests that there are limited opportunities for people to gain access to the private sector market (rent or purchase) then turnover of stock is also limited. This results in a bottle-neck on the waiting list where housing need has been proven but there is limited supply to meet this need.

Section 1.2 of the action-plan details plans to try and increase supply through building and acquiring more council homes and increasing the opportunities available under the private-sector leasing scheme.

4.3 Empty Homes

Table 20, below shows the empty property data for all properties in the borough for the past 2 years;

Table 20 – Empty Homes

| Empty Property Status | 2016 | 2017 |
|---|-------------|-------------|
| Total Properties | 1381 | 1348 |
| 2nd Homes | 172 | 173 |
| Residential Care | 65 | 59 |
| Empty under 6 Months | 460 | 486 |
| Exempt from Council Tax | 300 | 284 |
| Remaining Empty Properties (Over 6 Months) | 384 | 346 |
| Empty over 2 Years | 81 | 64 |

(Source: Council Tax Quarterly Empty Properties List October 2017 – Nb. the figures in table 20 include all properties within the borough)

The data in table 20 is a snapshot at a specific date within the year, therefore numbers will fluctuate as circumstances change.

It should be noted that:

- The actual number of empty properties which are defined as being empty for over 6 months, not a 2nd home, not subject to a discount remains consistent
- 47% of all the empty properties are short term empty, meaning that they have been empty less than 6 months. The majority of these are under refurbishment
- The number of properties empty over 2 years has decreased over the reporting period

Most empty properties in the borough are not problematic, as they are well looked after and do not present a problem to the wider community. This does restrict our powers to deal with them. However, where properties are problematic then a number of services across the council will have a potential role to play in resolving issues. These include:

- The Planning Enforcement team
- Environmental Services
- The Community Advice and Support Team – with a view to potential engagement of property owners in the private-sector leasing scheme
- Communities & Projects Team – who may even be able to purchase the property, should it fit the business need

The council are looking to review their approach to tackling empty properties in the borough; this is reflected under section 2.4 of the Action Plan.

5.0 The Action Plan

The action plan for this strategy is detailed in appendix 1. The actions are split into the 3 core priorities:

1. Helping people to access a suitable high-quality home, that meets their needs, at a price they can afford
2. Making best use of the borough's current and planned housing supply
3. Helping people to acquire the skills, information and support that they require to be self-reliant and achieve healthier outcomes

It should be noted that:

- The only items included in the action plan are new actions, or where we have agreed to review our approaches. Anything that can be considered business as usual has been excluded
- The action plan reflects a snapshot in time and will be reviewed and updated at regular intervals to reflect changes / risks that may arise during its lifetime, for example changes in rent setting policies or welfare reform
- Many of the actions are to evaluate issues, which in turn may generate new actions to progress

5.1 Monitoring the Action Plan

The action plan will be uploaded on to the Council's performance management system for monitoring and update by those that have been assigned actions that they are accountable to lead.

There will also be an annual evaluation of the action-plan and strategy to ensure that it remains fit for purpose.

Appendix

Appendix 1 Housing Strategy Action Plan for 2018-20

| 1. Help people to access a suitable high-quality home, that meets their needs, at a price they can afford | | | | | |
|---|---|-------------------|---|---|--|
| | What we will do | When | Resources required | Who will lead on this | Related documents |
| 1.1 | Implement the requirements arising from the Homelessness Reduction Act 2017 | From 1 April 2018 | Officer time Flexible prevention grant, New Burdens Grant, Homelessness Case Level Information Collection, IT implementation grant | Community Advice & Support Team Manager | Homelessness Strategy 2018-20 |
| 1.2 | Review our approach to council housebuilding and property acquisitions (including S106 opportunities) to increase the council housing portfolio | By 30 April 2018 | Officer time | Property Manager / Communities & Projects Manager | Acquisitions Strategy Asset Management Strategy |
| 1.3 | Expand the portfolio of Private Sector Leasing Properties available to the council | Year on year | Officer time Lease fees and ancillary costs (to be offset / partially offset by Universal Credit / Housing Benefit payments) | Community Advice & Support Team Manager | Asset Management Strategy Homelessness Strategy 2018-20 |
| 1.4 | Review our approach to the provision of temporary accommodation, including potential for outside of the borough | By 30 June 2018 | Officer time | Community Advice & Support Team Manager | Homelessness Strategy 2018-20 |

| | | | | | |
|-----|--|---|---|---|-------------------------------|
| 1.5 | Consider the potential for creating a private renters charter | 31 May 2018 | Officer time Promotion and marketing | Regulatory Services Manager | Corporate Strategy |
| 1.6 | Commence a refurbishment / regeneration of the Bell House site to provide housing (to be informed by an options appraisal to be completed by 31 December 2017) | 31 July 2018 | Supplementary General Fund capital budget | Property Manager / Communities & Projects Manager | Asset Management Strategy |
| 1.7 | Assess the impact of the PHIL project in terms of homelessness reduction | June 2018 and then at 3 monthly intervals | Officer time | Prevention Manager (PHIL project) | Homelessness Strategy 2018-20 |
| 1.8 | Implement a new Rugby Borough Homelessness Strategy | 1 April 2018 | Officer time | Community Advice & Support Team Manager | Homelessness Strategy 2018-20 |

| 2. Making best use of the borough's current and planned housing supply | | | | | |
|--|--|---------------|--------------------|--|--|
| | What we will do | When | Resources required | Who will lead on this | Related documents |
| 2.1 | Develop a new business plan to identify the key investment priorities for council housing for the next 30 years | 30 Sept 2018 | Officer time | Communities & Projects Manager | Asset Management Strategy |
| 2.2 | Develop a new asset management strategy for the council's portfolio of property and land | 30 April 2018 | Officer time | Property Manager | Housing Strategy |
| 2.3 | Increase our understanding of the need for low-cost home-ownership and identify how meeting this need can be potentially enabled | 31 Mar 2019 | Officer time | Communities & Projects Manager | Local Plan Supplementary Planning Documents |
| 2.4 | Review our approach to tackling empty properties in the borough | 31 May 2018 | Officer time | Communities & Projects Manager Revenues Manager | Acquisition Strategy |
| 2.5 | Consider how we can better work with partners to make best use of disability adapted and larger social-housing units | 30 June 2018 | Officer time | Community Advice & Support Team Manager | HEART contract Asset Management Strategy |

| | | | | | |
|------|--|--------------------------------|--------------|--|---|
| 2.6 | Assess the implications of the higher value council property levy | Awaiting govt. to confirm date | Officer time | Property Manager Communities & Projects Manager Strategic Accountant | Asset Management Strategy |
| 2.7 | Review the affordability and accessibility of extra care housing in Rugby for those in housing need | 31 Dec 2018 | Officer time | Communities & Projects Manager | Supplementary Planning Documents |
| 2.8 | Prepare for the introduction of mandatory fixed term tenancies for council housing | Awaiting govt. to confirm date | Officer time | Housing Services Manager | Estates Management Procedures Allocations policy |
| 2.9 | Assess the impact of the HEART scheme in helping customers to access aids and adaptations in their homes | tbc | Officer time | Communities & Projects Manager | Corporate Strategy 2017-20 <i>(ensure residents have a home that works for them and is affordable)</i> |
| 2.10 | Agree the adoption of a new detailed affordable housing (planning) policy | 30 September 2018 | Officer time | Development Strategy Manager | Local Plan |

| | | | | | |
|------|---|-------------------|--------------|------------------------------|---------------------------|
| 2.11 | Develop a new housing needs supplementary planning policy | 30 September 2018 | Officer time | Development Strategy Manager | Local Plan |
| 2.12 | Review our approach to the re-designation of the council's sheltered housing in line with the independent living approach | 31 November 2018 | Officer time | Housing Services Manager | Asset Management Strategy |

3. Helping people to acquire the skills, information and support that they require to be self-reliant and achieve healthier outcomes

| Issue | What we will do | When | Resources required | Who will lead on this | Related documents |
|-------|--|-----------------|---------------------------------------|---|--|
| 3.1 | Establish a portal to allow tenants to view their rent balances | 1 April 2018 | Digitalisation Budget Officer time | Corporate ICT Manager | Estate Management Procedures Financial Inclusion Policy |
| 3.2 | Consider the business case for providing WIFI access into the community rooms of the council's sheltered housing schemes | 31 July 2018 | Officer time | Communities & Projects Manager Corporate ICT Manager | Corporate ICT Manager |
| 3.3 | Develop opportunities for customers to access support from energy suppliers in respect of debt management issues | 30 Sept 2018 | Officer time | Communities & Projects Manager | Financial Inclusion Policy |
| 3.4 | Review our approach to customer profiling to better understand customer information and support needs | 31 October 2018 | Officer time | Communities & Projects Manager | Asset Management Strategy |
| 3.5 | Assist in establishing safe reporting centres for survivors of domestic violence | 30 April 2018 | Officer time | Community Safety Partnership Manager | |

| | | | | | |
|------|--|------------------------------|--------------|---|---|
| 3.6 | Consider how non-British nationals are to be better placed to access refuges | 31 May 2018 | Officer time | Community Advice & Support Team Manager | Homelessness Strategy 2018-20 |
| 3.7 | Engage an organisation to lease and manage the new community provision on Brownsover | 31 May 2018 | Officer time | Communities & Projects Manager | Asset Management Strategy |
| 3.8 | Review our approach to Eastern European community development | 31 March 2019 | Officer time | Communities & Projects Manager | Regeneration Strategy |
| 3.9 | Develop an action plan for (council) tenant involvement / empowerment | 30 April 2018 | Officer Time | Housing Services Manager | Housing Management Procedures |
| 3.10 | Implement the council's financial inclusion policy | 1 April 2018 | Officer Time | Community Advice & Support Team Manager | Homelessness Strategy Regeneration Strategy Housing Management Procedures |
| 3.11 | Evaluate the impact of the council's financial inclusion policy | 30 June 2019 30 June 2020 | Officer time | Community Advice & Support Team Manager | Homelessness Strategy Regeneration Strategy Housing Management Procedures |