

COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE MEETING

Date: Tuesday 17 September 2019
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors M Burton, Joy, Khadka, Mortimer (Chairman), Powell (Vice-Chairman), Purle, D Rose, M Rose and Young

The Chairman will assume that all Members will read the reports before attending the meeting. Officers are asked to assume the same when introducing reports.

AGENDA

Page No.

- | | |
|---|---------|
| 1. Apologies for Absence | |
| 2. Notification of Substitute Members | |
| 3. Urgent Items | |
| 4. Notification of Visiting Members | |
| 5. Disclosures by Members and Officers | |
| 6. Disclosures of Lobbying | |
| 7. To consider whether any items should be taken in private because of the possible disclosure of exempt information. | |
| 8. Minutes of the Meeting Held on 16 July 2019 | 1 - 4 |
| 9. Presentation of Petitions (if any) | |
| 10. Questions and answer session for members of the public (if any) | |
| 11. Committee Work Programme | 5 - 6 |
| 12. 1st Quarter Performance and Budget Monitoring Report | 7 - 32 |
| 13. Homelessness and Rough Sleeper Strategy 2019 - 2024 | 33 - 87 |
| 14. Affordable Housing Partnership Update | 88 - 94 |
| 15. Nominations to Outside Bodies | 95 - 99 |

Issued on Monday 9 September 2019

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

PUBLIC SPEAKING AND ALTERNATIVE FORMATS

If you require this information in an alternative format please contact us, call **01622 602899** or email committee@maidstone.gov.uk.

In order to speak at this meeting, please contact Democratic Services using the contact details above, by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on 13th September 2019). If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

To find out more about the work of the Committee, please visit www.maidstone.gov.uk.

Should you wish to refer any decisions contained in these minutes to the **Head of Policy and Resources Committee**, please submit a Decision Referral Form, signed by **three** Councillors, to the **Head of Policy and Communications** by: **30 July 2019**

MAIDSTONE BOROUGH COUNCIL

COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY 16 JULY 2019

Present: Councillors M Burton, Joy, Khadka, Mortimer
(Chairman), Powell, Purle, D Rose, M Rose and Young

25. APOLOGIES FOR ABSENCE

There were no apologies for absence.

26. NOTIFICATION OF SUBSTITUTE MEMBERS

There were no Substitute Members.

27. URGENT ITEMS

There were no urgent items.

28. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

29. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

30. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

31. EXEMPT ITEMS

RESOLVED: That all items be taken in public as proposed.

32. MINUTES OF THE MEETING HELD ON 18 JUNE 2019

RESOLVED: That the minutes of the meeting held on 18 June 2019 be approved as a correct record and signed.

33. PRESENTATION OF PETITIONS

There were no petitions.

34. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

35. COMMITTEE WORK PROGRAMME

The Committee considered the Work Programme and noted that:-

- The Homelessness Strategy would be considered at the September meeting.
- The Crime and Disorder Committee had been scheduled for Tuesday, 24th September 2019.

RESOLVED: That the Committee Work Programme be noted.

36. OUTSIDE BODY REPORT 2019/20

The Principal Democratic Services Officer presented a report which outlined the arrangements for Outside Bodies relevant to the Committee for the 2019/20 municipal year.

It was noted that there were six vacancies in total for Outside Bodies attributable to the Committee, two of which had received nominations and Members were asked to consider the nominations received and appoint as appropriate. These were as follows:-

Cutbush and Corral Charity – Councillor Mrs Joy
Vinters Valley Park Trust – Councillor B Hinder

The Committee was also asked to consider a course of action to fill the vacancies and made the following suggestions:-

- That the organisations who are seeking nominations be invited to give a presentation to the Committee on what their work involved.
- That the vacancies attributable to this Committee be re-advertised.
- That the Democracy and General Purposes Committee be asked to consider:-
 - 1) That there should be more automatic appointments of the Chairman or Vice-Chairman to outside bodies from the Service Committees
 - 2) That it be suggested to organisations where any positions are not filled by Members within a year that the position be opened up to other persons whilst still maintaining contact with their local Councillors.

RESOLVED: That

- 1) The current Council Representatives be noted.
- 2) Councillor Mrs Joy be appointed as the Council's representative for the Cutbush and Corrall Charity with effect from 13 August 2019 for a duration of 4 years.
- 3) Councillor B Hinder be appointed as the Council's representative for the Vinters Valley Park Trust with immediate effect for a duration of 4 years.
- 4) The Chairman invites organisations who are seeking nominations to give a presentation to the Committee so they can appreciate the work that the organisation undertakes.
- 5) That all the vacancies attributable to this Committee be re-advertised.
- 6) That the Democracy and General Purposes Committee be recommended to consider as part of their ongoing review of outside bodies the following:-
 - 1) That there should be more automatic appointments of the Chairman or Vice-Chairman to outside bodies from the Service Committees
 - 2) That it be suggested to organisations where any positions are not filled by Members within a year that the position be opened up to other persons whilst still maintaining contact with their local Councillors.

Voting: For: Unanimous

37. HACKNEY CARRIAGE AND PRIVATE HIRE LICENSING POLICY

The Committee considered the report of the Head of Housing and Community Services which detailed the results of the consultation responses to the amended draft Hackney Carriage and Private Hire Policy.

It was noted that the Licensing Committee, at its meeting on 28th March 2019 had requested some minor amendments be made to the policy prior to consultation and agreed on a 6 week consultation to take place.

The consultation was carried out between 11th April 2019 and 16th May 2019 with relevant organisations, hackney and private hire drivers and operators.

The Licensing Committee, at its meeting on 11th July 2019, made no further amendments and resolved to recommend the draft Hackney Carriage and Private Hire Policy to this Committee.

RESOLVED: That the amended draft Taxi and Private Hire Licensing Policy be adopted.

Voting: For: Unanimous

38. DURATION OF MEETING

6.30 p.m. to 7.04 p.m.

2019/20 WORK PROGRAMME

	Committee	Month	Lead	Report Author
Q1 Performance and Budget Monitoring Report	CHE	Sep-19	Mark Green	Chris Hartgrove/ Anna Collier
Homelessness and Rough Sleeper Strategy - 2019/2025	CHE	Sep-19	John Littlemore	Hannah Gaston
Housing Delivery Partnership Update	CHE	Sep-19	William Cornall	John Littlemore
Nominations to Outside Bodies	CHE	Sep-19	Angela Woodhouse	Mike Nash
Crime and Disorder Committee	CHE	Sep-19	John Littlemore	Martyn Jeynes
Presentation on Dementia - Kent Arts and Wellbeing	CHE	Oct-19	Item Requested by Cllr M Rose	Presentation by Ken Scott. MAAP
Presentation by Outside Bodies	CHE	Oct-19	Angela Woodhouse	Caroline Matthews
Housing Allocation Scheme	CHE	Oct-19	John Littlemore	Tony Stewart
Charges for Pre-Application and Professional Advice for Noise, Air Quality and Contaminated Land	CHE	Oct-19	John Littlemore	Tracey Beattie
Biodiversity Strategy	CHE	Oct-19	Jennifer Shepherd	Andrew Williams
Local Nature Reserves	CHE	Oct-19	Rob Jarman	Deanne Cunningham
Review of Accessibility to Services for Residents - Scoping Report and Working Group Set Up	CHE	Oct-19	Angela Woodhouse	Orla Sweeney
MBC Provided Gypsy and Traveller Sites - requested by Cllr Harwood	CHE	Oct-19	William Cornall	John Littlemore
Draft Medium Term Financial Strategy 2020/21 - 2024/25	CHE	Oct-19	Mark Green	Mark Green

2019/20 WORK PROGRAMME

	Committee	Month	Lead	Report Author
Bedgebury Food Outlet	CHE	Nov-19	John Littlemore	Tracey Beattie
Charging for Food Hygiene Advice	CHE	Nov-19	John Littlemore	Tracey Beattie
Presentation by Outside Bodies	CHE	Nov-19	Angela Woodhouse	Caroline Matthews
Q2 Performance and Budget Monitoring Report	CHE	Nov-19	Mark Green	Chris Hartgrove/ Anna Collier
Review of Charges for Contaminated Land	CHE	Nov-19	John Littlemore	Tracey Beattie
Draft Budget Proposals 2020/21	CHE	Jan-20	Mark Green	Chris Hartgrove
Q3 Performance and Budget Monitoring Report	CHE	Feb-20	Mark Green	Chris Hartgrove/ Anna Collier
Annual Reports of Outside Bodies and Consideration of Outside Bodies for the Next Municipal Year	CHE	Feb-20	Angela Woodhouse	Mike Nash
Crime and Disorder Committee	CHE	Mar-20	John Littlemore	Martyn Jeynes
Weaving - Designated Village Green Status	CHE	TBC	William Cornall	
Advertising and Selling Pesticides	CHE	TBC	Item Requested by Cllr Purle & Cllr	
Environmental Services - Commercial developments	CHE	TBC	Jennifer Shepherd	Jennifer Shepherd
Local Care Hubs	CHE	TBC	Alison Broom	
MBC Affordable Housing Supplementary Planning Guidance (SPG)	CHE	TBC	William Cornall	Mark Egerton

Communities, Housing & Environment Committee

17 September 2019

1st Quarter Performance & Budget Monitoring

Final Decision-Maker	Communities, Housing & Environment Committee
Lead Head of Service	Mark Green, Director of Business Improvement
Lead Officer and Report Authors	Chris Hartgrove, Interim Head of Finance Paul Holland, Senior Finance Manager (Client) Claire Harvey, Data Intelligence Officer
Classification	Public
Wards affected	All

Executive Summary

This report sets out the financial position for the Committee at the end of Quarter 1 2019/20 against the revenue and capital budgets. The report also asks the Committee to review the progress of Key Performance Indicators (KPIs) that relate to the delivery of the Strategic Plan 2019-2045, and to consider the comments and actions against performance to ensure they are robust.

At the Quarter 1 stage, there is an under spend against the revenue budget of £0.234m; this is expected to reduce to an under spend of £0.115m by the end of the financial year.

Capital expenditure totalling £0.583m has been incurred in Quarter 1 for the projects within this Committee's remit. At this stage, it is anticipated that there will be slippage totalling £4.3m (across a range of projects), which will be carried forward into 2020/21.

Overall, 82% (9 out of 11) targetable KPIs for Quarter 1 achieved their targets. Recorded performance for the strategic priorities "Safe, Clean & Green" and "Homes & Communities" was 100% (6 out of 6) and 60% (3 out of 5) respectively.

Purpose of Report

The report enables the Committee to consider the financial position and any performance issues at the end of June 2019.

This report makes the following recommendations to this Committee:

1. That the Revenue position at the end of the Quarter 1 and the actions being taken or proposed to improve the position, where significant variances have been identified, be noted.
2. That the Capital position at the end of Quarter 1 be noted.
3. That the Summary of Performance for Quarter 1 for Key Performance Indicators is noted.

Timetable	
<i>Meeting</i>	<i>Date</i>
Communities, Housing & Environment Committee	17 September 2019

1st Quarter Performance & Budget Monitoring

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<p>This report monitors actual activity against the revenue budget and other financial matters set by Council for the financial year. The budget is set in accordance with the Council's Medium Term Financial Strategy which is linked to the strategic plan and corporate priorities.</p> <p>The key performance indicators and strategic actions are part of the Council's overarching Strategic Plan 2019-45 and play an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas.</p>	Interim Head of Finance
Cross Cutting Objectives	<p>This report enables any links between performance and financial issues to be identified and addressed at an early stage to avoid compromising the delivery of the Strategic Plan 2019-45, including its cross-cutting objectives.</p>	Interim Head of Finance
Risk Management	<p>This is addressed in Section 5 of this report.</p>	Interim Head of Finance
Financial	<p>Financial implications are the focus of this report through high level budget monitoring. The process of budget monitoring ensures that services can react quickly to potential resource problems. The process ensures that the Council is not faced by corporate financial problems that may prejudice the delivery of strategic priorities.</p> <p>Performance indicators and targets are closely linked to the allocation of resources and determining good value for money. The financial implications of any proposed changes are also identified and taken into account in the Council's Medium Term Financial Plan and associated annual budget setting process. Performance issues are highlighted as part of the budget monitoring reporting process.</p>	Senior Finance Manager (Client)

<p>Staffing</p>	<p>The budget for staffing represents a significant proportion of the direct spend of the council and is carefully monitored. Any issues in relation to employee costs will be raised in this and future monitoring reports.</p> <p>Having a clear set of performance targets enables staff outcomes/objectives to be set and effective action plans to be put in place.</p>	<p>Interim Head of Finance</p>
<p>Legal</p>	<p>The Council has a statutory obligation to maintain a balanced budget and this monitoring process enables the committee to remain aware of issues and the process to be taken to maintain a balanced budget for the year.</p> <p>There is no statutory duty to report regularly on the Council's performance. However, under Section 3 of the Local Government Act 1999 (as amended) a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. One of the purposes of the Key Performance Indicators is to facilitate the improvement of the economy, efficiency and effectiveness of Council services. Regular reports on Council performance help to demonstrate best value and compliance with the statutory duty.</p>	<p>Team Leader (Corporate Governance), MKLS</p>
<p>Privacy and Data Protection</p>	<p>The performance data will be held and processed in accordance with the data protection principles contained in the Data Protection Act 2018 and in line with the Data Quality Policy, which sets out the requirement for ensuring data quality. There is a program for undertaking data quality audits of performance indicators.</p>	<p>Team Leader (Corporate Governance), MKLS</p>
<p>Equalities</p>	<p>No impact as a result of the recommendations in this report. An EqIA would be carried out as part of a policy or service change should one be identified.</p>	<p>Equalities and Corporate Policy Officer</p>
<p>Public Health</p>	<p>We recognise that the performance recommendations will not negatively impact on population health or that of individuals.</p>	<p>Public Health Officer</p>

Crime and Disorder	No specific issues arise.	Interim Head of Finance
Procurement	Performance Indicators and Strategic Milestones monitor any procurement needed to achieve the outcomes of the Strategic Plan.	Interim Head of Finance

2. INTRODUCTION AND BACKGROUND

- 2.1 The Medium-Term Financial Strategy for 2019/20 onwards was agreed by full Council on 27 February 2019. This report advises and updates the Committee on how each service has performed in regard to revenue and capital expenditure against the approved budgets within its remit.
- 2.2 The Director of Finance & Business Improvement is the Responsible Financial Officer and has overall responsibility for budgetary control and financial management. However, in practice, day to day budgetary control is delegated to service managers, with assistance and advice from their director and the finance section.
- 2.3 This report now also includes a section on the Key Performance Indicators (KPIs) for this Committee. This was previously covered in a separate report but it was felt that it would be more helpful for Members to see this alongside the financial reports as there are sometimes common issues that link the two sets of data.
- 2.4 Attached at **Appendix 1** is a report detailing the position for the revenue and capital budgets at the end of June 2019. Attached at **Appendix 2** is a report setting out the position for the KPIs at the end of June 2019.

3. AVAILABLE OPTIONS

- 3.1 There are no matters for decision in this report. The Committee is asked to note the contents but may choose to take further action depending on the matters reported here.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 In considering the current position on the revenue budget, the capital programme and the KPIs at the end of June 2019 the committee can choose to note this information or it could choose to take further action.
- 4.2 The Committee is requested to note the content of the report and agree on any necessary action to be taken in relation to the budget position or the KPIs report.

5. RISK

- 5.1 This report is presented for information only and has no risk management implications.
- 5.2 The Council has produced a balanced budget for both capital and revenue expenditure and income for 2019/20. This budget is set against a backdrop of limited resources and a difficult economic climate. Regular and comprehensive monitoring of the type included in this report ensures early warning of significant issues that may place the Council at financial risk. This gives the Committee the best opportunity to take actions to mitigate such risks.
-

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 The KPIs update is reported quarterly to the service committees; Communities Housing and Environment Committee, Strategic Planning & Infrastructure Committee and Economic Regeneration & Leisure Committee. Each Committee will receive a report on the relevant priority action areas. The report is also presented to the Policy & Resources Committee, reporting on the priority areas of: "A Thriving Place", "Safe, Clean and Green", "Homes and Communities" and "Embracing Growth and Enabling Infrastructure".
-

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 The Quarter 1 performance and budget monitoring reports are being considered by the relevant Service Committees during September, including a full report to Policy & Resources Committee on 18th September 2019.
- 7.2 Details of the discussions which take place at service committees regarding budget management will be reported to Policy and Resources Committee where appropriate.
- 7.3 The Council could choose not to monitor the Strategic Plan and/or make alternative performance management arrangements, such as frequency of reporting. This is not recommended as it could lead to action not being taken against performance during the year, and the Council failing to deliver its priorities.
-

8. REPORT APPENDICES

- Appendix 1: First Quarter Revenue and Capital Budget Monitoring 2019/20
 - Appendix 2: First Quarter Key Performance Indicators Update 2019/20
-

BACKGROUND PAPERS

None.

First Quarter Budget Monitoring 2019/20

Communities, Housing & Environment Committee

10 September 2019

Lead Officer: Mark Green

Report Authors: Chris Hartgrove/Paul Holland

Contents

Executive Summary.....	2
Revenue Spending.....	3
Significant Variances.....	7
Capital Spending.....	9



Executive Summary

This report is intended to provide Members with an overview of performance against revenue and capital budgets in Quarter 1 and forecast outturn for 2019/20 for the services within this Committee's remit.

Robust budget monitoring is a key part of effective internal financial control, and therefore is one of the elements underpinning good corporate governance.

The aim of reporting financial information to service committees at quarterly intervals is to ensure that underlying trends can be identified at an early stage, and that action is taken to combat adverse developments or seize opportunities.

It is advisable for these reports to be considered in conjunction with quarterly performance monitoring reports, as this may provide the context for variances identified with the budget and general progress towards delivery of the Council's strategic priorities.

Headline messages for Quarter 1 are as follows:

- For this Committee, there is an under spend against the Revenue budget of £0.234m at the Quarter 1 stage, although this is expected to reduce to an under spend of £0.115m by the end of the financial year.
- For the Council as a whole, at the end of Quarter 1, an under spend against Revenue budgets of £0.346m was achieved, and at this stage we expect to remain within budget for the year.
- Capital expenditure of £0.583m has been incurred in Quarter 1 for the projects within the Committee's remit. Total budget for the year is £17.677m and slippage of £4.270m is projected at year end across a range of projects.
- For the Council as a whole, Capital expenditure of £1.424m has been incurred during Quarter 1. Total budget for the year is £51.754m.

Revenue Budget

1st Quarter 2019/20

Revenue Spending

At the end of the first quarter, there is an overall positive variance of £0.234m against the revenue budget for this Committee. Based on current information, we are forecasting that this will decrease to an under spend of £0.115m by the end of the year.

The charts below show the income and expenditure position for each of the service committees.

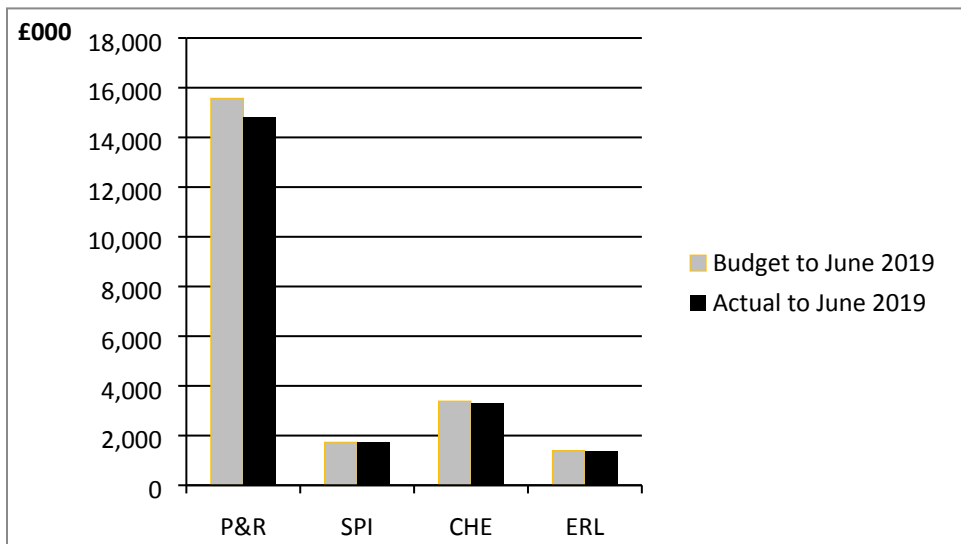


Chart 1 Performance against budget analysed by service committee (Expenditure)

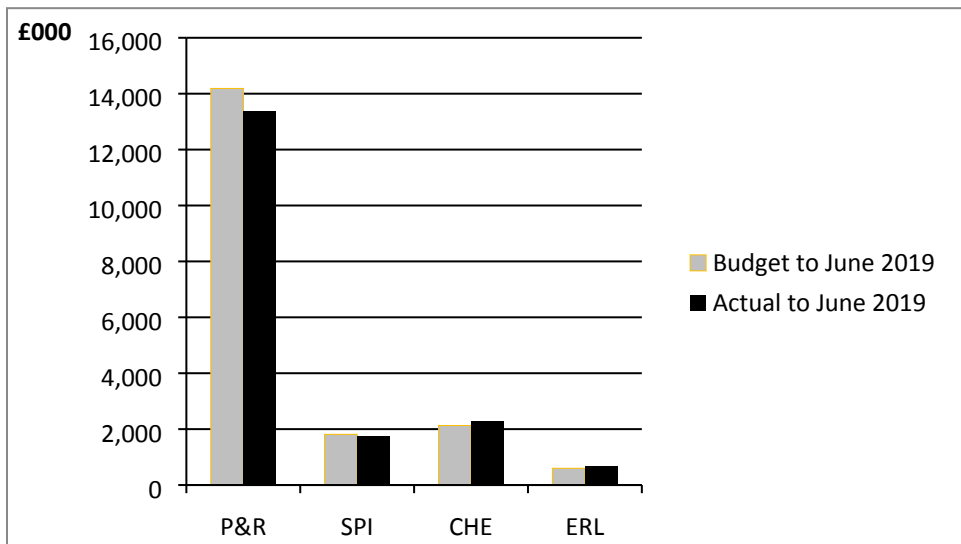


Chart 2 Performance against budget analysed by service committee (Income)

The table on the following page details the budget and expenditure position for this Committee's services during the first quarter. These figures represent the net budget for each cost centre. The actual position includes expenditure for goods and services which we have received but not yet paid for.

The columns of the table show the following detail:

- a) The cost centre description;
- b) The value of the total budget for the year;
- c) The amount of the budget expected to be spent by the end of June 2019;
- d) The actual spend to that date;
- e) The variance between expected and actual spend;
- f) The forecast spend to year end; and
- g) The expected significant variances at 31 March 2020.

The table shows that of a net annual expenditure budget of £8.855m it was expected that £1.657m would be spent up until the end of June 2019. At this point in time the budget is reporting an under spend of £0.234m, although the current forecast indicates that the year-end position for the Committee will reduce to an under spend of £0.115m.

Revenue Budget Summary Q1 2019/20



(a)	(b)	(c)	(d)	(e)	(f)	(g)
Cost Centre	Budget for Year £000	Budget to 30 June 2019 £000	Actual £000	Variance £000	Forecast 31 March 2020 £000	Forecast Variance 31 March 2020 £000
Parks & Open Spaces	893	219	248	-29	928	-35
Playground Maintenance & Improvements	144	34	26	8	144	0
Parks Pavilions	25	6	9	-2	25	0
Mote Park	255	61	55	5	255	0
Allotments	12	2	2	0	12	0
Leisure Services Other Activities	5	0	1	-1	5	0
Cemetery	43	40	38	3	43	0
National Assistance Act	-0	-0	0	-0	-0	0
Crematorium	-736	-31	-43	12	-736	0
Community Safety	45	6	5	1	45	0
PCC Grant - Building Safer Communities	0	-17	-18	0	0	0
C C T V	208	52	65	-13	208	0
Drainage	32	8	0	8	32	0
Licences	-6	-1	-5	4	-6	0
Licensing Statutory	-66	-17	-17	1	-66	0
Licensing Non Chargeable	8	2	2	-0	8	0
Dog Control	29	4	10	-5	29	0
Health Improvement Programme	9	9	0	9	9	0
Pollution Control - General	45	39	34	6	45	0
Contaminated Land	0	0	-0	0	0	0
Waste Crime	-11	-3	7	-10	-11	0
Food Hygiene	2	0	-0	1	2	0
Sampling	3	1	0	1	3	0
Occupational Health & Safety	25	4	-2	6	25	0
Infectious Disease Control	1	0	0	0	1	0
Noise Control	1	0	0	0	1	0
Pest Control	-12	-3	-3	-0	-12	0
Public Conveniences	171	43	48	-5	171	0
Licensing - Hackney & Private Hire	-64	-18	-37	19	-64	0
Street Cleansing	1,174	277	273	5	1,174	0
Household Waste Collection	1,183	301	309	-7	1,183	0
Commercial Waste Services	-64	-18	-8	-9	-64	0
Recycling Collection	713	269	250	18	713	0
Community Environmental Engagement	81	20	8	12	81	0
Social Inclusion	4	0	0	0	4	0
Public Health - Obesity	0	-18	-22	4	0	0
Public Health - Misc Services	2	-4	-6	2	2	0
Grants	184	92	93	-0	184	0
Delegated Grants	2	2	1	1	2	0
Parish Services	127	64	63	0	127	0
Member's Community Grant	60	6	1	5	60	0

(a)	(b)	(c)	(d)	(e)	(f)	(g)
Cost Centre	Budget for Year £000	Budget to 30 June 2019 £000	Actual £000	Variance £000	Forecast 31 March 2020 £000	Forecast Variance 31 March 2020 £000
Strategic Housing Role	50	3	-27	30	41	9
Housing Register & Allocations	10	9	9	-0	10	0
Private Sector Renewal	-47	1	0	1	-47	0
HMO Licensing	-20	-5	-7	2	-20	0
Homeless Temporary Accommodation	601	150	136	15	601	0
Homelessness Prevention	262	-296	-398	102	262	0
Aylesbury House	20	5	10	-5	20	0
Magnolia House	-22	-5	-6	1	-22	0
St Martins House	0	-0	-1	1	0	0
Marsham Street	29	7	9	-2	29	0
Sundry Temporary Accommodation (TA) Properties	-37	-7	-8	1	-37	0
Pelican Court (Leased TA Property)	0	-20	-20	0	0	0
2 Bed Property - Temporary Accommodation	-87	-20	-18	-2	-87	0
3 Bed Property - Temporary Accommodation	-72	-15	6	-21	-72	0
4 bed Property - Temporary Accommodation	-11	-2	-1	-1	-11	0
1 Bed Property- Temporary Accommodation	0	1	0	1	0	0
Housing First Project	80	20	1	19	80	0
Melville Road Supported Accommodation	-9	-3	-9	6	-9	0
Marden Caravan Site (Stilebridge Lane)	19	5	-0	5	19	0
Ulcombe Caravan Site (Water Lane)	7	-1	0	-1	7	0
Head of Environment and Public Realm	98	24	23	1	98	0
Bereavement Services Section	181	46	50	-4	181	0
Community Partnerships & Resilience Section	502	125	152	-27	454	48
Licensing Section	108	27	25	3	108	0
Environmental Protection Section	261	65	65	0	261	0
Food and Safety Section	255	64	65	-1	255	0
Depot Services Section	691	171	169	2	691	0
Head of Housing & Community Services	107	27	27	-0	107	0
Homechoice Section	206	17	6	11	206	0
Housing & Inclusion Section	518	-27	-43	17	518	0
Housing & Health Section	254	-26	-11	-15	254	0
Housing Management	247	-12	-20	8	247	0
Homelessness Outreach	0	-138	-138	-1	0	0
Salary Slippage 3CHE	-99	-25	0	-25	-99	0
Fleet Workshop & Management	275	69	51	17	275	0
MBS Support Crew	-61	-17	-27	11	-61	0
Grounds Maintenance - Commercial	13	3	-32	35	-80	93
	8,855	1,657	1,423	234	8,740	115

Table 1 Revenue Budget Position, Q1 2019/20 – Communities, Housing & Environment Committee

Significant Variances

Within these headline figures, there are a number of adverse and favourable variances for individual service areas. This report draws attention to the most significant variances, i.e. those exceeding £30,000 or expected to do so by the end of the year. The table below provides further detail regarding these variances, and the actions being taken to address them.

It is important that the potential implications of variances are considered at this stage, so that contingency plans can be put in place and if necessary, this can be used to inform future financial planning.

	Positive Variance Q1	Adverse Variance Q1	Year End Forecast Variance
Communities, Housing & Environment Committee	£000		
Parks and Open Spaces - There is an unrealised Medium Term Financial Strategy savings target, which relates to a previous restructure exercise. This has been partly offset by staffing vacancies. Spend is ahead of budget but spend tends to be seasonal and return to with budget by the third quarter.		-29	-35
Strategic Housing Role - The under spend in this cost centre is due to unallocated grants, however these should be spent by the end of the financial year.	30		9
Homelessness Prevention - The under spend in this cost centre is due to unspent grants; these should be spent by the end of the financial year.	102		0
Community Partnerships & Resilience Section - The adverse variance in Quarter 1 is due to a number of redundancies and associated costs. However the restructure of the section and subsequent lower costs should result in a positive variance by year end.		-27	48
Grounds maintenance Commercial - Additional income has been generated in this area from section 106 funded works, and other external works.	35		93

Table 2 Significant Variances – Communities, Housing & Environment Committee

Capital Budget

1st Quarter 2019/20



Capital Spending

The five-year Capital Programme for 2019/20 onwards was approved by Council on 27th February 2019. Funding for the Programme remains consistent with previous Council decisions in that the majority of capital resources will now come from prudential borrowing as other sources of funding are not sufficient to cover the costs of the Programme, although funding does continue to be available from New Homes Bonus. At the time of preparing this report there has been no need to borrow, but it is anticipated that borrowing will be needed later in 2019/20.

Progress made towards the delivery of planned projects for 2019/20 is set out in the table below. The budget figure is the approved estimate for 2019/20 and includes resources which have been brought forward from 2018/19, which have been added to the agreed budget for the current year.

To date, expenditure of £0.583m has been incurred against a budget of £17.677m. At this stage, it is anticipated that there will be slippage of £4.270m, although this position will be reviewed at the end of the year when the Committee will be asked to approve/note the carry forward of resources into the next financial year.

Capital Budget Summary Q1 2019/20

Capital Programme Heading	Estimate 2019/20. £000	Actual to June 2019 £000	Budget Remaining £000	Q2 Profile £000	Q3 Profile £000	Q4 Profile £000	Projected Total Expenditure £000	Projected Slippage to 2020/21 £000
Brunswick Street - Net Cost of Scheme	3,441	413	3,028	920	1,050	1,058	3,441	-0
Union Street - Net Cost of Scheme	2,085	22	2,062	640	760	662	2,084	0
Indicative Schemes	4,124	76	4,048	2,900			2,976	1,148
Housing - Disabled Facilities Grants	1,570	44	1,526	125	175	250	594	976
Funding								
Temporary Accommodation	3,236		3,236	3,236			3,236	0
Housing Incentives	1,040	6	1,034	50	50	50	156	884
Gypsy Site Improvement Works	42	9	34	34			43	-0
CCTV Upgrade and Relocation	150		150		150		150	
Commercial Waste	180		180	180			180	
Street Scene Investment	147		147		25	25	50	97
Flood Action Plan	1,000		1,000	50	50	100	200	800
Continued Improvements to Play Areas	422	13	410	15	15	15	58	365
Commercial Projects - Crematorium	40	1	39	39			40	0
Projects								
Commercial Projects - Cemetery	100		100		25	75	100	
Chapel Repairs								
Other Parks Improvements	100		100		50	50	100	
Total	17,677	583	17,094	8,189	2,350	2,285	13,407	4,270

Table 3 Capital Expenditure, Communities, Housing & Environment Committee Q1 2019/20

- The Indicative Schemes budget included provision for the purchase of a property initially valued at £1.2m. However this purchase is not proceeding now, so assuming no other purchase opportunities are identified, the budget will be carried forward to 2020/21.
- The Housing Incentives budgets has been historically under-utilised. The proposal with regard to the Housing Incentives budget is to use the forecast under spend to undertake major refurbishment works at the Council owned gypsy sites in order to modernize the facilities and bring both sites up to a good standard, and initial survey works have started The use of the Housing Incentive budget will be reviewed as part of the upcoming review of the Housing Strategy, due to be completed for 2020.
- The Disabled Facilities Budget appears to be underspent but it is a feature of this grant that adaptations to peoples' homes does not complete neatly within each financial year. The budget is committed against approved grants, which complete on a rolling basis. In addition, part of this grant is used for various initiatives - such as Helping You Home scheme operated in conjunction with Maidstone and Pembury Hospitals.
- The Flood Action Plan work is being developed with the Environment Agency. At this stage the timing of the works has not been confirmed, so it has been assumed that the majority of the budget will be carried forward to 2020/21.
- The Play Area Improvements scheme has been completed, but the budget does include funding for ongoing maintenance and replacements which will only be partly utilised this year so there will be a balance to be slipped into 2020/21.

First Quarter Key Performance Indicators 2019/20

Communities, Housing & Environment
Committee
17 September 2019
Lead Officer: Mark Green
Report Author: Clare Harvey

Performance Summary

RAG Rating	Green	Amber	Red	N/A ¹	Total
KPIs	9	2	0	3	14
Direction	Up	No Change	Down	N/A	Total
Last Year	7	1	4	2	14
Last Quarter	7	1	3	3	14

- 82% (9) of targetable quarterly key performance indicators (KPIs) achieved the quarter 1 target.
- For 58% (7) KPIs performance has improved compared to quarter 1 last year
- 64% of KPIs are showing an improvement in performance compared to quarter 4.

Safe, clean and green

Overall, the performance indicators (PIs)n relating to ‘Safe, clean and green’ have performed well against target for quarter 1, with all six targeted PIs achieving target and three out of the seven PIs where trend information is available are showing an improvement in performance compared to quarter 1 in 2018/19 and one shows sustained performance.

The percentage of household waste sent for reuse, recycling or composting has exceeded its target by 0.26%. In quarter 1 last year the Waste team noted that there had been an increase in the amount of garden waste collected which was attributed to good weather and contributed to a higher than normal quarter 1 out-turn. This year increased rainfall meant that the amount of garden waste collected was not as great.

Although there has been a slight decrease in the percentage of land and highways with acceptable levels of litter compared to both last year and last quarter performance remains high as does the percentage of land with acceptable levels of detritus. The data for these PIs is gathered as part of an environmental quality assessment which is undertaken in three trenches. Last year work on the assessment started in quarter 2, this year’s assessment has been started in quarter 1 as the assessment methodology requires different areas to be assessed at different times so that seasonal variances and other factors (such as leaf fall and grass cutting) can be assessed.

Overall there were 497 reports of fly-tipping in the borough during quarter 1, this is a 94% increase in reports compared to quarter 1 in 2018/19. More than 95% of reports were cleared or assessed within 2 working days and four out of five fly-tips resulted in enforcement action. The new arrangement for a dedicated waste crime response team within street cleansing to remove all fly tipping is improving the response time. The team work closely with the waste crime team to capture evidence and intel and also undertake regular visits to known hotspots to remove fly tipping quickly.

¹ PIs rated N/A are not included in the summery calculations

Homes & Communities





The target for successful outcomes for relief duty has achieved the quarterly target while the target for successful outcome for homelessness prevention duty cases has marginally missed the quarterly target. Both of these PIs are new for 2019/20 so there is no historic data to assess trends against. Legislative changes now mean that applicants owed a prevention or relief duty must be assessed and a personalised housing plan (PHP) produced.




In total 139 households were prevented or relieved from becoming homeless during quarter 1, achieving the quarterly target and improving on both the quarter 1 and quarterly figures for 2018/19. In addition, 137 households were housed through the housing register. This figure is marginally below the target and therefore has been rated amber. Providing accommodation to those on the housing register is reliant on properties becoming available both through housing association partners and new builds; unfortunately since quarter 2 last year there has been fewer available properties.

The performance indicator measuring the spend and allocation for disabled facilities grant is provided by Kent County Council, here performance has improved compared to quarter 1 last year. There is no short-term trend for this indicator as it accumulates towards to annual target.






















The number of households in temporary accommodation on the last night of the month (both paid accommodation and unpaid) have decreased compared to quarter 1 in 2018/19 and since the end quarter 4 in 2018/19.

Key to performance ratings

RAG Rating	
	Target not achieved
	Target slightly missed (within 10%)
	Target met
	Data Only



















Direction	
	Performance has improved
	Performance has been sustained
	Performance has declined
N/A	No previous data to compare

Safe, clean and green

Performance Indicator	Q1 2019/20				
	Value	Target	Status	Long Trend	Short Trend
Percentage of unauthorised encampments on Council owned land removed within 5 working days	100%	90%			
Percentage of household waste sent for reuse, recycling and composting (NI 192)	52.26%	52.00%			
The percentage of land and highways with acceptable levels of litter	98.02%	98.00%			
The percentage of land and highways with acceptable levels of detritus	97.92%	95.00%			
Percentage of fly tips resulting in enforcement action	80.0%	80.0%			
Percentage of fly-tips cleared or assessed within 2 working days	95.01%	94.00%			
Average weight of fly-tipped collected materials (kg)	58.49kg	N/A			

Performance Indicator	Q1 2019/20				
	Value	Target	Status	Long Trend	Short Trend
Maintenance per Hectare Spent on Parks and Open Spaces			Annual PI		
Number of green flag parks			Annual PI		
Section 106 spending (against estimate)			Annual PI		
Percentage of people using parks & amenity green space at least once a week			Biennial PI		

Homes & Communities

Performance Indicator	Q1 2019/20				
	Value	Target	Status	Long Trend	Short Trend
Number of houses of multiple occupation brought to compliance by private rented sector licensing			Bi-annual PI		
Percentage of successful relief duty outcomes	47.2%	35.0%		N/A	N/A
Percentage of successful prevention duty outcomes	59.5%	60.0%		N/A	N/A
Number of households prevented or relieved from becoming homeless	139	83			
Number of households living in temporary accommodation last night of the month (NI 156 & SDL 009-00)	98				
Number of households living in nightly paid temporary accommodation last night of the month	44				
Number of households housed through housing register	137	150			
Percentage spend and allocation of Disabled Facilities Grant Budget (YTD)	22.8%	20.0%			N/A
Number of completed housing assistances			Annual PI		

**COMMUNITIES, HOUSING &
ENVIRONMENT COMMITTEE**

**17th September
2019**

Homelessness and Rough Sleeper Strategy 2019-2024

Final Decision-Maker	Council
Lead Head of Service/Lead Director	William Cornall Director of Regeneration and Place
Lead Officer and Report Author	John Littlemore, Head of Housing & Community Services Hannah Gaston, Housing & Inclusion Manager
Classification	Public
Wards affected	All

Executive Summary

The Council is under a statutory obligation to publish a strategy every five years setting out how it will tackle the issues of homelessness and rough sleeping within their area. Following the consultation period, the Committee is asked to approve this final version of the Homelessness Strategy.

This report makes the following recommendations to Communities, Housing & Environment Committee

That the Homelessness and Rough Sleeper Strategy 2019 – 2024, attached as Appendix 1, to this report be approved.

Timetable

Meeting	Date
Communities, Housing & Environment Committee	17 th September 2019

Homelessness and Rough Sleeper Strategy 2019-2024

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Accepting the recommendations will materially improve the Council's ability to achieve the priorities set out in the Council's Strategic Plan	Head of Housing & Community Services
Risk Management	Already covered in the risk section – if your risk section is more than just a paragraph in this box then you can state 'refer to paragraph ... of the report'	Head of Housing & Community Services
Financial	The proposals set out in the recommendation are within approved budgetary limits (as supplemented by external grant funding), so there is no requirement for additional funding.	Interim Head of Finance (Deputy Section 151 Officer)
Staffing	We will deliver the recommendations with our current staffing.	Head of Housing & Community Services
Legal	<p>Accepting the recommendations will fulfil the Council's duties under the homelessness legislation. Failure to accept the recommendations without agreeing suitable alternatives may place the Council in breach of the various homelessness legislation.</p> <p>Learning from cases reviewed by the Local Government Ombudsman and through judicial review will be incorporated to ensure best practice via the Strategy.</p>	Head of Housing & Community Services

Privacy and Data Protection	Accepting the recommendations will increase the volume of data held by the Council. We will hold that data in line with the relevant policies.	
Equalities	An Equalities Impact Assessment has been completed alongside the development of the of the draft strategy. This will be revisited and any impacts with be considered as part of the final strategy document.	Equalities and Corporate Policy Officer
Public Health	We recognise that the recommendations will have a positive impact on population health or that of homelessness and potentially homeless individuals.	Head of Housing & Community Services
Crime and Disorder	The recommendation will have a positive impact on the community.	Head of Housing & Community Services
Procurement	None immediately identified	Head of Housing & Community Services

2. INTRODUCTION AND BACKGROUND

- 2.1 The Homelessness Act 2002 (as amended) requires local housing authorities in England to formulate and publish a strategy in response to an assessment of homelessness within their area. The introduction of the Homelessness Reduction Act in April 2018 brought about significant change in the duties and powers available to a local housing authority and it is therefore timely for the Council to reconsider its Strategy in the light of the new legislation.
- 2.2 The Strategy was developed using the information collated in the homelessness review, which was undertaken in early 2019 and through the public consultation that took place in the summer of 2019.
- 2.3 Four themes/priorities have been developed in order to address the issues of homelessness within the borough. These are:
- i. Prevent homelessness
 - ii. Provide accommodation

- iii. Supporting vulnerable people
 - iv. Tackling rough sleeping
- 2.4 The Strategy includes a number of new initiatives that will be implemented, or explored over the period of the Strategy. These includes:
- 2.4.1 Providing a robust response to rough sleeping within the district;
 - 2.4.2 Using data analytics to inform how and when services are delivered;
 - 2.4.3 Looking to support families that are found to be intentionally homeless in an innovative way;
 - 2.4.4 investigating whether a change to the Council’s Allocation Scheme would help reduce the need for temporary accommodation;
- 2.5 The Housing Service has been particularly successful in lobbying for grant from the Ministry of Housing, Communities and Local Government in order to deliver a range of new services to both rough sleepers and families that find themselves homeless or threatened with homelessness. This means that the majority of the ambitions expressed in the Strategy can be delivered without the need for an increased budget funded from the Council’s general fund.
-

3 AVAILABLE OPTIONS

- 3.1 In order to remain compliant with the Council’s statutory duties and to ensure best practice, the Committee is recommended to agree to the final strategy.
- 3.2 A failure to adopt an up to date Homelessness & Rough Sleeper Strategy leaves the Council open to challenge and disadvantages the Council when making bids to government grants to help tackle homelessness, as and when they become available.
-

4 PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The recommendation at paragraph 2.1 is preferred, as this provides the best possible direction when tackling the issue of homelessness, which remains a key priority for the Council in its Strategic Plan.
-

5 RISK

- 5.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council’s Risk Management Framework. We are satisfied that the risks associated are within the Council’s risk appetite and will be managed as per the Policy.
-

6 CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 The consultation which took place in summer 2019 and we had a total of 500 respondents. The majority overwhelming supported our four main themes as set out in paragraph 1.3. Of the respondents over half felt that preventing homelessness should be our top priority, which supports the new Homelessness Reduction Act 2018.
- 6.2 Alongside public consultation we also consulted staff and service users on our proposals and many of the actions within the action plan come directly from these groups.
-

7 REPORT APPENDICES

- Appendix 1: Homelessness and Rough Sleeper Strategy 2019 – 2024
 - Appendix 2: Consultation Feedback
-

8 BACKGROUND PAPERS

Report to the Communities, Housing and Environment Committee March 2019
“Draft Homelessness and Rough Sleeper Strategy”.

Maidstone Borough Council

Homelessness & Rough Sleeper Strategy

2019 - 2024

Breaking the cycle of homelessness

Foreword

Maidstone Borough Council has always prided itself on making housing a clear priority, as we understand the fundamental role that good housing has in contributing to lifetime opportunities.

Homelessness, in all its forms, has the potential to have a significant and negative impact on the lives of individuals and families. For these reasons, Maidstone Borough Council supported the principles that motivated Parliament to enact the Homelessness Reduction Act.

The new statute represents a major change in housing legislation and rather than waiting for April 2019 before responding to the duties Maidstone Borough Council took the decision to implement changes to our service delivery and the resources available in the preceding year. This early adoption of the new statute has provided us with valuable experience that has been put into good practice by ourselves and colleagues working alongside us in the voluntary sector.

We do not underestimate the challenge that the current housing market presents but we believe we are well placed and determined to provide our residents with the best possible solutions that helps to prevent homelessness wherever possible.

Chair of Communities, Housing & Environment Committee

1. Introduction

Maidstone Borough Council does not underestimate the importance of managing and supporting households who face Homelessness and this remains a strategic priority for the Council. The Homelessness and Rough Sleeping strategy is directed by our Strategic Plan under the banner "Homes and Communities"

Since 2002 Local Authorities have been required to publish a homelessness strategy outlining their intentions and vision for supporting those who face homelessness. In 2018 the Government published their national rough sleeping strategy which obligated local authorities to include a special focus on Rough Sleeping and this is our first Homelessness and Rough Sleeping strategy.

The preceding years have presented many opportunities and challenges for Local Authorities housing teams which have included the continuing roll out of welfare reform, the introduction of the Homelessness Reduction Act (HRA) and the ring fenced funding from the Rough Sleepers Initiative. All of these have enabled housing teams to work with a different ethos, with a priority on prevention of homelessness, but this inherently causes a natural tension due to the significant cost homelessness places on districts and their partners.

We aim to address those challenges through this document, but we cannot work in isolation so we will have a special focus on partnerships to ensure a fully rounded and holistic approach is taken to this very challenging situation.

In light of the new strategy, we undertook public consultation during the summer of 2019 and the response strongly supported our four key priorities

1. Homeless Prevention
2. Provide Accommodation
3. Support Vulnerable People and Households
4. Work specifically to target and alleviate rough sleeping within the borough

Our strategy sets out our vision for those facing homelessness, who may be rough sleeping, across our district from 2019 to 2024 and at the end of this document you will find our action plan on how we hope to achieve that. That progress of the strategy will be monitored by the Council and reported regularly to Members.

2. National Context

The Government's White Paper on housing, 'Fixing our broken housing market', in March 2018 acknowledged the scale of the problem in providing a range of housing that meets a cross-section of need. Without a cure to the imbalance in the market, the result has been a national increase in all forms of housing need, exhibiting itself in the most acute forms of housing need – homelessness and rough sleeping.

Affordability and the issue of households on low income being able to resolve their housing need is particularly challenging in London and the South East. The ratio that demonstrates the cost of housing against earnings has increased in a negative way, to the point now that for residents in Maidstone the cost of housing within the open market is 10 times the earning capability.

The Local Housing Allowance (LHA) has not kept pace with the market resulting in an increasingly unaffordable private rented market for households on low income who are dependent either wholly or in part for assistance with the housing costs. A direct correlation can be made between the increasing disparity between the LHA and the increase in the number of homelessness application resulting from a loss of accommodation within that sector.

It has been acknowledged that there have been unintended consequences from the various measures introduced through welfare reform. In February 2019, the Minister for the Department of Works and Pensions conceded challenges with the initial rollout of universal credit and that the difficulty in accessing money was "one of the causes" of the rise of food-banks.

In response, government has made a range of significant grants available to local housing authorities, which Maidstone Borough Council has used with good effect to tackle some of the causes of homelessness and to provide services that deliver a tangible difference in addressing the challenges of a 'broken housing market'.

3. Review of Homelessness Strategy

Since our last strategy we have undertaken a review of the homelessness, reflecting back over the preceding five years. A copy of the review can be found on the Council's website: www.maidstone.gov.uk

Since the introduction of the Homelessness Reduction Act in April 2018, the information recorded about households who become homeless has become more detailed. This will aid the Council in how best to respond to preventing homelessness

3.1. Key findings

During the course of the current Homelessness Strategy (2014-2019) there has been a significant increase in levels of homelessness within the borough.

	2013/14	2014/15	2015/16	2016/17	2017/18
Number of homelessness decisions made	426	622	626	665	675

Evictions by family, parents and friends account for over 30% of all cases, with the ending of private rented tenancies being the next most significant cause.

Homelessness applicants are fairly evenly split between males and females although in cases when the household is a single person, this increases to around two thirds male and females feature more greatly as the lead applicant amongst households with children.

The average age of homelessness continues to decrease with applicants under the age of 34 making up the majority of cases.

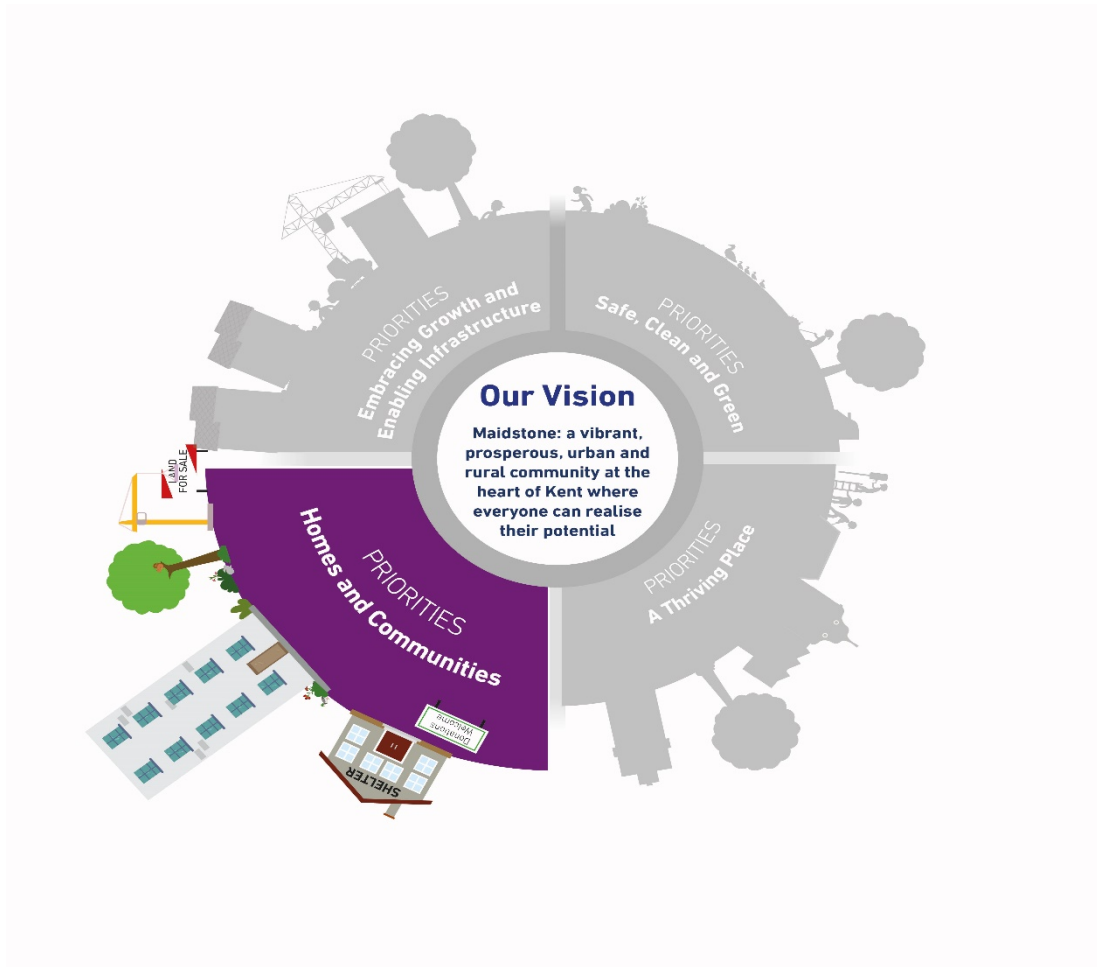
Applicants with a white ethnicity account for the vast majority of homelessness applicants although the percentage has decreased in the current year.

More than half of homelessness approaches are from single persons who have a 1 bedroom housing need. A further third of all households have a 2 bedroom need.

Previous street population estimates have indicated that there are between 35 and 50 people rough sleeping within the borough. However, with the implementation of the Rough Sleeper Initiative this has reduced considerably.

4. Priorities and Objectives

Maidstone Borough Council's Strategic Plan 2019-2045 sets the direction for Maidstone's long-term future. Our core vision is supported by 4 priorities, one of which is Homes and Communities.



Strategic Plan 2019-2045 – Vision and Priorities

We want to have a place that people love to be and where they can afford to live. This means ensuring that there is a good balance of different types of homes, including affordable housing.

We will have safe and desirable homes that enable good health and wellbeing for our communities. We will address homelessness and rough sleeping to move people into settled accommodation. We will work with our partners to improve the quality of community services and facilities including for health care and community activities. Residents will be encouraged and supported to volunteer and play a full part in their communities.

The Homelessness and Rough Sleepers Strategy is one of the key strategic documents that will support and enable the Council to achieve its vision for the Borough.

This Homelessness and Rough Sleepers Strategy is underpinned by 4 further priority areas that will help achieve the outcomes set out in the Strategic Plan. This will be achieved through the delivery of an action plan and supported by

other key policies, including the Council's Allocation Scheme.

Our Homelessness and Rough Sleeper Strategy Priorities

1) To Prevent Homelessness – we want to stop people from becoming homeless.

We will achieve this by...

- Use data analysis to target our interventions at residents groups at highest risk of homelessness
- Supporting residents facing eviction so that they can remain in their existing homes
- Work in partnership with the private, voluntary and public sectors so that a complete range of support and advice is accessible
- Ensuring that information on housing options is easily available
- And to ensure good practice in early intervention and prevention continues, we fully embed the requirements of the Homelessness Reduction Act into our service delivery.

2) To Provide Accommodation – to those experiencing or facing homelessness

We will achieve this by...

- Accessing affordable accommodation in Maidstone or as close as possible
- Working in partnership with Housing Associations to make the best use of resources
- Working with landlords to find more homes
- Regulating the private rented sector
- Leading by example and developing more housing projects through the Council's own property company and assets
- Developing a whole market solution, providing community leadership through Maidstone Property Holdings

3) To work alongside Vulnerable People - support those experiencing the crisis of homelessness to regain their independence and access the support the need.

We will achieve this by...

- Collaborating with other key partners and agencies in providing vital services.
- Supporting families, young people and vulnerable adults
- Assisting our key partners and other agencies in removing barriers to employment through training and education

4) To support Rough Sleepers away from the streets, bring a sense of hope and ensuring Maidstone's voice is heard as part of a national response to the challenges of housing shortage, instability and homelessness

We will achieve this by...

- Providing rough sleepers with an established pathway 'off the street'
 - Developing a sustainable approach to ensure the continuation of services implemented under the RSI
 - Establishing a functional and accessible private rented sector
 - Advocating changes to the welfare system
 - Pressing Government for further freedom and funding to be able to build more homes and help balance the housing market
-

Priority One: Prevention

Prevention of homelessness is a key national and local priority and with the introduction of the Homelessness Reduction Act 2017 has pushed this further up the agenda for all housing authorities ensuring they are more proactive in helping those threatened with homelessness.

We have been working within the prevention agenda for some time and were an early adopter of this aspect of the Homelessness Reduction Act. The Council funded the creation of a Prevention team, which helped us secure some key achievements and gather learning on how best to work with households threatened with homelessness. These included development of key partnerships, seeking to review our Allocation Scheme to explore a "Stay Put" approach and considering new ways in which to work with Intentional Homeless Households with the aim of breaking the cycle of homelessness and reducing the negative impact on the children of those households.

Those whose tenancies are coming to an end in the Private Sector are still a significant feature within Maidstone, being the second highest reason for households approaching the council for assistance, behind the primary reason of friends and family eviction.

The impact, if any, to the newly rolled out Universal Credit within Maidstone, has yet to be felt and but given the history of our caseload statistics with evictions from the private sector and friend/family we still need to continue concentrating on this aspect of our work. This level of intervention we also hope, will help stifle some of the flow into Temporary Accommodation thus reducing the cost to the Council and reduce the number of people moving through transient accommodation leading to more stability for those households.

We will:

- **Create meaningful partnerships in all sectors that deliver tangible impact through our grant schemes and influence.**
- **Implement a predictive analytics model and develop proactive services based on the findings**
- **Review the Allocations Scheme to understand whether there are benefits to incentivising "staying put"**
- **Explore new ways of assisting Intentionally Homeless families to break the cycle of homelessness**
- **Become more efficient by reducing unnecessary customer interactions and use technology to provide housing options advice**

1.1. Meaningful Partnerships

We all recognise that homelessness and breaking the cycle which lead to homelessness cannot be undertaken by one organisation or solely by just one council in isolation but has to come from partnership work across the spectrum of support. We also realise that Partnerships transcend all the priorities within this strategy but we feel that it sits most comfortably within the Preventions

strata.

Alongside this, with the new Duty to Refer, which was imbedded in the Homelessness Reduction Act being rolled out from October 2018, we are finding it increasingly necessary to transition our work functions across a differing work streams, which includes across the two tier authority structure within Kent and into Social Care.

Some partnerships have been particularly challenging, especially mental health. We are seeking to reinvigorate these with task and finished groups linked to Kent Housing Options Group and the Clinical Commissioning Groups.

The Council funds core activities within the voluntary sector in order to support our strategic aims. The sector holds a unique position of trust with specific client groups and is often better placed to work with them. Looking ahead, we will ensure that our links with the voluntary sector are able to deliver the most effective outcomes by working with those organisations that are able to demonstrate a tangible impact.

1.2 Predictive Analytics

Homeless prevention is a key ambition for Maidstone Borough Council and we are investing in the use of analytics to support us in achieving better outcomes for individuals. We are funding an initial one year project that focusses on delivering a financial exclusion predictive analytics model in homelessness, to provide greater insight to support us in identifying those most at risk of presenting as homeless and to understand the effective interventions to support us in transforming the housing advice service accordingly, so that resources are focused on points of the pathway that are most effective.

We will be working with Earnest Young and Xantura to design a financial exclusion predictive analytics model to support the delivery of the Council's homelessness prevention services. This will also incorporate developing a data expansion plan to identify additional data sets of value, working with partners to access a broader range of supporting data.

The financial exclusion predictive analytics model aims to drive earlier intervention by assessing and monitoring risk levels, specifically looking at where rent arrears is likely to escalate and contribute to risk.

Data sets from various internal partners including Housing Benefits, Council Tax, DHP's, Temporary Accommodation, will be matched and merged to create a comprehensive single view, showing a complete picture of the person and their household via a Master Data Management system.

Natural Language Generation will be used to provide a textual summary, as well as an automated case note, with easy access to this information through a single intelligent platform to provide caseworkers with a greater understanding of associated risks and challenges to inform their decision making and help process housing contacts.

The model allows for alerts to be generated where through the predictive analytics it identifies individuals who are identified as most likely risk of facing homelessness, in order for early and intervention. The capability provides the levers to help address smaller problems before they escalate, allowing us to move from constant crisis management to early intervention.

The expansion plan is to work with external partners, including KCC and the citizens advice bureau to broaden the range of data, identifying which data sets would be most valuable and engage with the relevant partners holding this data to explain the information sharing approach, agreeing the terms for sharing under a set of data sharing protocols to enable secure and appropriate sharing of data across agencies.

Through analysis of the data it should also be possible to identify where the demands on the housing advice service is coming from, providing detailed reports to help understand where to consider focussing greater resource and inform strategic decisions.

1.3 “Staying Put” Allocations Scheme

In recent years, we have used the provision within the Allocation Scheme to direct let accommodation from the Housing Register to those in Temporary Accommodation, in order to move those living in TA through more quickly and reduce the cost to the public purse. There is an argument that this has had a perverse effect by incentivising moving into Temporary Accommodation, as an applicant will get housed quicker. We have no statistical feedback to demonstrate this, but also we have no incentive to offer family/friends or private landlords to encourage individuals to stay within their home until we can accommodate the individual through the housing register or other offer at a later time.

This approach has been tested at a number of authorities most notably, LB Southwark, a HRA trailblazer, who has advocated its success. Potentially, this practice may result in the number of parent/family evictions decreasing with this incentive. However, this change would be a major policy shift from our current Allocation Scheme and further investigation is required including consulting with our housing partners before this can be adopted as a permanent change.

1.4 Intentionally Homeless

As a local housing authority we recently undertook a deep dive into the reasons why we are making Intentionally Homeless decisions of which we only had 13 from April 2018 to January 2019. We can see that they roughly fall into two groups; young men who present poor behaviour and we duty discharge those cases; and parents, who maybe be managing the family alone, with a number of children, who make poor decisions on rent and arrears payments.

There is a wider debate which needs to take place at a national level about the legislation surrounding intentionality and of those who through mistakes and bad judgement and not willfulness, should they be significantly impaired from joining the housing register or accessing any kind of social housing until they break their intentionality chain with settled accommodation?

However, we tend to find these families are the most in need, present the most challenging set of social circumstances and often perpetuate the cycle of homelessness through the generations costing the public purse a significant amount. The Kent Housing Options Group is looking into a new protocol co-produced with KCC children’s social care services to review how we work more effectively with the family group.

We also plan to support those families we know could be intentionally homeless before the decision is made into PRS including our Homefinder offer or other kinds of accommodation, offering them floating support and financial guidance to try and maintain their accommodation, which would be in the best interests of the children. This

could be in the form of specific accommodation offered on a trial basis to break the chain of intentionality and help individuals back into the social or private housing sectors.

1.5 Housing Options and Advice

The Council provides housing options information and advice to local residents, ranging from general information about local housing to advice for those threatened with homelessness. Information about employment and training schemes are also discussed, with applicants being signposted to relevant agencies or staff within the Council. Residents mainly access the housing options team by visiting the Maidstone Link or telephoning the team directly. We have found that these types of one-on-one communication are resource intensive and have high transaction costs. In many cases, individual tailored advice is not required, meaning one-to-one contact is unnecessary.

The introduction of the Homelessness Reduction Act has ensured we have become a lot more digitally focused. Currently, applicants can seek information through the website and approach for assistance using on-line forms. Once an application has been taken we can also liaise over the individuals Personal Housing Plan through digital links and this ensures up to date communication with our customers. In the future we are looking to develop this further and are working with our Transformation Colleagues to seek new ways in which to enhance the customer experience and make the process more efficient.

Priority Two: Provide Accommodation

Inevitably, there will be times when we are unable to prevent households from becoming homeless and then we have to look for alternative solutions, which can involve placing households into temporary accommodation (TA) whilst we work with the household to help them secure appropriate and suitable housing.

In line with the national and Kent-wide trends, our use of temporary accommodation has risen in the preceding years and with the introduction of the Homelessness Reduction Act in April 2018, we do not anticipate this demand to decrease significantly in the short-term.

An area that is helping to provide good quality accommodation and alleviate the burden on our budget, is the purchase of our own temporary accommodation that we manage in-house; thereby reducing the amount we use nightly paid temporary accommodation providers. It is our ambition that as we alleviate homelessness over the period of this Strategy, the need for TA will reduce and the property purchased for TA can be transferred to Maidstone Property Holdings to provide more accommodation within the rented-market sector.

The district of Maidstone has a vibrant economy with a mixed market of private rent housing which has varied strata of economic rent levels, leading to mixed standards of available private accommodation. Alongside this in more recent years we have also had an increase in the amount of permitted developments undertaken from office to residential accommodation within a short distance of Maidstone town center. These sites do not contribute to any financial infrastructure costs or Section 106 input but the increase in dwellings does raise revenue through the Council Tax charge.

We have also noticed these permitted developments have attracted a number of nightly paid temporary accommodation providers who have host large scale placements from out of borough, generally from London as authorities there face their own local housing crisis. We have also noticed that these placements can bring social and economic issues into the town including domestic abuse, gang related crime and the households placed often have chronic health conditions including mental health concerns. These placements are exerting additional pressures on the local resources especially schools and medical facilities.

Maidstone has a small amount of subsidized housing (also known as social housing) stock within the borough parameters which makes up approximately 600 lettings every year from those on the housing register.

Even with the robust approach we take to resettling applicants we still find we cannot find enough suitable and affordable accommodation.

As part of its Maidstone Homefinder bond scheme, the Council also provides additional support to private sector tenants and landlords, undertaking tenancy sustainment visits with tenants to identify and address any concerns before they lead to the landlord serving notice. This has proved successful in helping to prevent evictions within the private rented sector.

We will:

- **Increase the number of temporary accommodation units within the borough and reduce the use of nightly paid accommodation.**
- **Enable the delivery of new affordable housing including social rent.**
- **Make best use of the private rented sector through the Homefinder and development of a social letting scheme.**
- **Continue to support private sector landlords and tenants to maintain their tenancies including navigating through welfare reform.**

6.1. Temporary accommodation

The Council will continue to explore options for increasing the levels of suitable temporary accommodation within the borough and in 2019 we are hoping to launch Phase 3 of the purchase and repair program, thus far we have purchased 76 units of temporary accommodation which we manage internally with maintenance support from an external agency.

The housing management team who oversee all the Temporary Accommodation are working within a supportive framework in order to maximise the positive move on of those households accommodated, thus continuing our aspiration to break the cycle of homelessness. Many we work with have complex and challenging issues and previously made poor financial decisions, on this note we have employed a financial inclusion officer who works with households to not only maximise their income but also to look at how people can reenter the work place or seek education, skills and training to enhance their life opportunities. Once moved on we will be seeking to offer a floating support service for a period of up to six months to ensure households are managing and they are stable. We hope to work closely with our Early Help colleagues in KCC to ensure we can prevent any reoccurrence of homelessness.

The combined impact of the Homelessness Reduction Act and a lack of affordable move-on accommodation within the borough, has meant that households are staying for longer in temporary accommodation which has a direct negative impact on the budget. We particularly struggle to find suitable and affordable accommodation for families who have previous rent arrears with registered providers as they will be excluded from the Housing Register.

Our aspiration is to seek alternative and innovative ways of finding accommodation for those households with have both a statutory duty to and those who have a local connection to our district.

Our accommodation team is seeking through the Homefinder Offer to encourage and support landlords enabling the delivery of more private rented affordable homes within the borough that help to ease this pressure and reduce people's length of stay in temporary accommodation.

6.2. Affordable housing (Subsidised Housing)

Having moved away from an 'open Housing Register' in line with best practice recommended by the government, the number of applicants on Maidstone's Housing Register has remained largely static at around 700 applicants.

A comparison of the average waiting time for all applicants (not just homeless) to be housed, by bedroom size, is given in the table below:

Average time to get housed				
	April 2017 to March 2018		April 2018 to Jan 2019	
1 bed	345 days	11 months	399 days	13 months
2 bed	413 days	13 months	373 days	12 months
3 bed	718 days	24 months	855 days	28 months
4 bed	880 days	29 months	531 days	17 months

A consistent stream of new build affordable housing is critical to being able to assist applicants who require subsidised housing, as it makes up around a third of all lettings each year. Maidstone has one of the best delivery records for affordable housing over the last 10 years and the Housing Service works alongside colleagues in the Planning Service to ensure the policy framework for Local Plan delivers against our housing need.

In addition, a new Strategic Housing Market Assessment will be undertaken in 2019 and the development of an Affordable Housing Supplementary Planning Document. These will further inform how the Council will provide a range of homes targeted to meet housing need and assist in providing certainty for developers and housing providers alike in continuing to deliver much-needed new homes to the market.

Affordable housing completions by year:

2013/14 – 189

2014/15 – 163

2015/16 – 139

2016/17 – 303

2017/18 – 226

2018/19 – 180 (estimated)

6.3. Private rented sector

The private rented sector forms an increasingly important part of Maidstone's local housing market and since our previous strategy we have been making in-roads to develop relationships with private landlords.

Our Homefinder Scheme offers a number of choices to Landlords and our final offer depends on whether the rent will be kept at the Local Housing Allowance (LHA) or be driven by market rate.

The three Homefinder choices we can offer:

- One off incentive payment determined by the size of the property for a minimum six month tenancy. The incentive is decided by the size of the property.
- The Council will guarantee rent to the landlord but this must be at the Local Housing Allowance level.
- One off incentive to Landlords, MBC get to use the property for two years

We have had seen some successes with the different offers but many landlords are fearful of taking homeless clients as they may be on benefits especially with Universal Credit being rolled out across Maidstone since in November 2018.

Alongside this we often are trying to place those who cannot access the housing register into the private sector and these households generally have the more complex needs and a revolving pattern of homelessness. We will be undertaking a review in the future of the Homefinder offers to ensure it is meeting the needs of both households and the Council to ensure it is value for money. We also need to seek further support from registered providers that they will take those who are not eligible on the register.

The creation of Maidstone Property Holdings (MHP) marked a significant move forward by the Council in demonstrating its commitment to take an active part in helping to fix the 'broken housing market'. MHP is intended to provide housing to meet a demand that would otherwise fall between the open market and the Housing Register. It intends to deliver a product to the private rented sector that demonstrates what well-managed and stable homes can look like in that part of the market.

6.4. Supporting Households

Through the Kent wide supported housing re-tender there has been a real shift away from the more generic floating support offered to those who have low level needs and are less complex cases. This will leave a number of households particularly vulnerable when moving on from our temporary accommodation and those at risk of failing within their tenancies due to needing some levels of support.

Our aspiration for the future is to seek a funding stream that will allow us to create a floating support service to work across the district with those both single and families to ensure we maximise the number of households sustaining their tenancies – this will be linked to our Accommodation team and create a seamless pathway of support for individuals who are struggling to maintain their accommodation.

Priority Three – Support for Vulnerable People

Many homeless households are often vulnerable and have complex needs that require additional support. Providing such support can help households to sustain their tenancies and avoid becoming homeless again.

Traditionally Maidstone funded directly or through agencies such as Homes England (formerly the HCA) access to local supported housing and support resources through the establishment of homes such as the Trinity Foyer and Lily Smith House. However, Kent County Council has in the last six months undertaken a recommissioning program which has resulted in Trinity Foyer being decommissioned within the Young Person Pathway and there is an uncertainty around the future of Lily Smith House from the Adult pathway, and significant resources for specific client groups such as former offenders.

In the future we will need to develop more support services for our district to ensure those most at risk of homelessness and other social concerns can get the support needed, this will require strong partnerships with key and lead agencies, as well as developing local solutions that are not dependent on the decisions of non-local housing authorities.

The Council will continue to lobby government for a change in funding arrangements to the existing scheme, whereby funding is provided to the upper-tier authority in two-tier areas but remains un-ring fenced. This position is in direct odds with the government's own Homelessness Code of Guidance. There is a clear expectation that the funding is used by the in order to provide services to prevent homelessness and not just to those owed a duty of care by the upper-tier authority or owed the main housing duty by the local housing authority.

We will:

- **Ensure people with mental health needs have access to suitable housing and support**
- **Support the growth of the hospital discharge program**
- **Continue to support people fleeing domestic abuse**
- **Provide specialist accommodation and support to ex-offenders**
- **Support and provide accommodation options for young people**

7.1. Mental health

From our experience working across the different teams of the Housing department staff have seen a significant increase in working with those who have mental health needs. The statistics vary but do support what our staff are seeing and feeling, with some research suggesting 80% of homeless people in England report having a mental health problem.

Our aspiration is to create links in to the clinical and social care teams who can support our drive to increase the effectiveness of provision and stop those who are unwell being seen only at crisis point. We want to develop strong partnerships which will enable those who have mental health issues to easily access the support they require at the time they require it. We will be working across the authority to ensure that our vision for mental health support is addressed at all strata of meetings including the Kent Health and Wellbeing Board.

7.2. Hospital Discharge

The hospital discharge program "Helping you Home" has been in operation since September 2017 and we have a dedicated team who support those who are medically fit to leave the hospital but may be unable due to their current accommodation being unsuitable or dilapidated, a health risk for those to return without adaptations and we are finding a significant amount of homeless patients have no where to be discharged too.

We aim to continue forging close links with the clinical hospital discharge team to ensure those who are ready to leave hospital do so with a robust accommodation plan. This will include exploring with the University of Greenwich a project to assist patients undergoing major surgical procedures.

7.3. Domestic abuse

Those fleeing Domestic Abuse and approaching the council for support is currently approximately 15% of all applicants. This is in line with the national trend but still raises significant concerns for the Council. Many of those families have a number of children and the lone parent is generally female with other significant health needs.

The Housing Team works closely with partners within the Community Safety Unit and the voluntary sector to raise awareness about domestic abuse and tackle it head on; including leading on the White Ribbon Campaign in Maidstone. We also undertake Sanctuary risk assessments to enable some victims of abuse to remain in their homes, thus resolving their potential homelessness at the prevention stage.

Our practice has been to support women into refuge spaces as this offers the safe and supportive environment that suit many survivors, but we will consider all options for those approaching for assistance, as refuge accommodation may not be suitable for some survivors. We also as standard offer placement outside of Maidstone for those with a local connection to Maidstone. Safety is paramount for those fleeing and moving away from Maidstone bring distance between the victim and perpetrator which ultimately reduces the risk.

The Council will provide assistance to people fleeing domestic abuse from outside of the borough, who are unable to stay in their local area because of concerns for their personal safety.

7.4. Ex-offenders

Housing plays a key role in reducing rates of reoffending and helping ex-offenders to reintegrate back into society. However, as mentioned previously, the funding from KCC for supported housing has been retendered and from April 2019 will be specifically withdrawn for the Offender beds. A large number of bed spaces within Maidstone will be closing which is a significant concern and this cohort do require specialist support to enhance their journey through rehabilitation.

The Adult Supported housing pathway also will not be a housing option as KCC have explicitly confirmed they will be ineligible for services. Many will not be owed a main housing duty due to being non-priority or Intentionally Homeless, so these individuals could end up rough sleeping across Maidstone which is not suitable for those whose offenses carry a level of risk to the public.

We are working within a partnership with Kent, Surry and Sussex CRC, Medway Council and Canterbury Council to commission some support provision from a specialist provider (Pathways to Independence) who will be able work with

offenders through supported accommodation and a floating support model. This will ensure those who present the highest risk in Maidstone are provided with the best possible support

Alongside this, we also were successful in bidding for some Rough Sleeper funding with three other districts, to employ navigators to support those leaving prison with no accommodation to return to. We hope both of these interventions will help to reduce the number of ex-offenders who become rough sleeping and enable individuals to become community assets breaking the cycle of homelessness.

7.5. Young People

The approach for assisting young people has been predicated on joint working with colleagues from Kent County Council Specialist Children Services and Early Help and the provision of supported accommodation e.g. Trinity Foyer and Willowbrook Place supported accommodation for young mothers. However, as mentioned previously due to the recommissioning of these services moving forward a new model is being instigated that is not solely accommodation based.

The solutions for those young people who are homeless or threatened with homelessness will be met through the newly commissioned service for those that meet Kent County Council's criteria and for the remaining applicants through the Housing Options Team. The impact of the recommissioned services will be closely monitored in order to ensure the intended outcomes are achieved and that homelessness is not increasing as an unintended consequence.

Priority Four – Rough Sleepers

Over recent years rough sleeping across Maidstone has risen rapidly, matching the national trend with our annual street counts in 2017 and 2018 recording over 40 people known to be sleeping out with 48 recorded in September 2018.

Rough sleeping impacts on both the individuals who are rough sleeping and the wider community across our district. The presence of rough sleepers within society is not an aspiration any local authority would be keen to incubate and the cost to the public purse is significant with research suggesting each rough sleeper costs the public purse £16,000 to £21,000 per annum compared to the average cost of an adult at £4600 per annum (DCLG 2015).

Rough sleepers also present many challenging issues and complexities, which include; poor physical and mental health, drug and alcohol misuse issues, lack of family and personal support, financial exclusion and often antisocial behaviour.

Through our own work in partnership with the Ministry of Housing Communities and Local Government's (MHCLG) Rough Sleeper Initiative (RSI) and well-documented good practise, we know that rough sleepers require a range of coordinated and compassionate interventions including stable accommodation, health and clinical input and more generic support. Our approach has been to provide a wide ranging number of interventions to give a well rounded and holistic approach to rough sleepers to try to secure their best life chances and reduce the prevalence of rough sleeping in the district.

Through the RSI funding we have developed a number of strategies which are supporting rough sleepers away from the streets including:

- Recruitment of an Outreach Services Manager, Team Leader and a large team of outreach and in-reach workers plus an addiction specialist and specialist clinical nurse.
- An assessment center accommodation for eight rough sleepers directly moving away from the streets
- Supported housing throughout the district, which provides safe and supportive accommodation – including accommodation for women only.
- Emergency accommodation especially throughout the winter months.
- The provision of personal budgets for service users to purchase small items, especially for those moving into their own properties.
- Funding for arrears clearance and rent in advance, which helps individuals move on from temporary accommodation into longer term or social lettings.

We were also successful in bidding for Housing First funding through our own MBC Internal Business Rates Retention funding and we have entered into a partnership with Porchlight, MHS and Golding Homes to work with a number of former rough sleepers by placing them into accommodation. To date we have accommodated seven former rough sleepers into social housing. We are looking to expand on this work stream and build partnerships with other housing providers to support rough sleeper's longer term.

We will:

- **Continue to provide solutions to help people to cease rough sleeping**
- **Evaluate the Housing First project with a view to enlarging the initiative**
- **Promote better coordination between services in Maidstone, including the voluntary sector**
- **Explore ways of increasing the supply of move-on accommodation**
- **Identify ways of sustaining intervention support post RSI funding**

8. Intervention

Once the funding is confirmed from the Ministry of Housing, Communities and Local Government, we will be able to deliver the Year 2 Plan that was agreed with the Ministry as part of our original RSI bid. During 2019/20 we intend to build on the excellent progress during 2018/19, to make sure that rough sleeping does not become a feature within the Town Centre or our rural centres.

8.1 Housing First

The initial progress with delivering Maidstone's Housing First project has been commendable. The partnership between Golding Homes, Porchlight and MBC has enabled clients to move from being entrenched on the street to be assisting back into the wider community. Learning from this early stage will provide confidence to expand the project to provide a solution for a greater number of people. We will be exploring with other housing providers how we can engage additional housing units in order to expand this project.

8.2 Partnerships

A range of organisations provides valuable services either throughout the year or at specific times, such as the Winter Shelter. In its community leadership role, we will work with our colleagues in the third sector in order to maximise our collective impact.

8.3 Move on accommodation

The biggest challenge to breaking the cycle of rough sleeping is being able to move the person through the support provided by the initial intervention and into the secondary stage of housing. This will need to be tailored to the individual and might take the form of a range of housing options. For example, supported accommodation, or independent housing with support provided on an outreach basis. Opening up the private rented sector is a challenge for most people who find themselves in housing need but can be particularly difficult for those having been entrenched on the streets.

8.4 Sustainable delivery

Whilst the additional funds provided through the RSI is welcome, it is expected that the grant will be time limited. It is therefore critical that we begin planning now for when the grant is no longer available. The intention is that by the time funding ceases the number of persons coming to the street will have diminished and that entrenched rough sleeping has been successfully resolved. The delivery model will evolve accordingly. What is envisaged is a rapid intervention service along the line of the 'no second night out' model. The outreach team will provide a quick response to being notified of someone

rough sleeping and bring them off the street to provide support into a better housing solution.

APPENDIX A - Action Plan

Objective 1: Prevention				
Action		Outcomes	Lead	Timescale
1.1	Continue tenancy mediation service for private sector landlords and tenants and involve third sectors and partners if suitable.	<ul style="list-style-type: none"> · Fewer private sector evictions · Reductions in family evictions 	MBC Maidstone Mediation Private landlords	On-going
1.2	Provide low income households with finance and budget management advice and guidance through our Financial inclusion Officer and look to expand this in-house programme	<ul style="list-style-type: none"> · Fewer rent arrears amongst private sector tenants · Fewer private sector evictions · Additional staff 	MBC Registered Providers CAB	On-going
1.3	Work in partnership with MBC communications team to educate young people within the borough about the realities of homelessness	<ul style="list-style-type: none"> · Fewer young people presenting as homeless · Expectations will be in line with options. 	MBC Schools Housing support providers	December 2020
1.4	Roll out the Predictive Analytics systems across MBC to help identify those at risk of homelessness	<ul style="list-style-type: none"> · Model operational · Clear outcomes demonstrated · More partners involved 	Housing Advice Manager	April 2020
1.5	Allocation Scheme to be reviewed to include the "Staying Put" incentive.	<ul style="list-style-type: none"> · Reviewed and amended 	Head of Service	Dec 2019
1.6	Develop the Intentional Homelessness Protocol with key partners and start working towards eliminating those outcomes for households	<ul style="list-style-type: none"> · Protocol in place and implemented throughout practice. · Seek specific accommodation for IH households as trial tenancies and a route into mainstream accommodation 	Housing and Inclusion Manager	July 2020

1.7	Work with registered providers to ensure they accommodate those house hold which are the most vulnerable and may include those found to be IH.	<ul style="list-style-type: none"> · Develop networking opportunities · Those most vulnerable are being accommodated 	Housing and Inclusion Manager	On-going
1.8	Development of a crash pad option for young people to give some time out from the parental home	<ul style="list-style-type: none"> · Reduction in the number of parental evictions · Increase in the number of successful reconnections to family 	Housing Advice Manager	April 2021
1.9	The creation of a drop in and hub service for people facing homelessness which is not located within the Link; to include debt advice and support, floating support and signposting.	<ul style="list-style-type: none"> · Location identified and developed. · Staff are working outside of the office to ensure maximum engagement with the community · Increase in digital inclusion 	Housing and Inclusion Manager	April 2020

Objective 2: Accommodation

Action		Outcomes	Lead	Timescale
2.1	Deliver phase three of emergency accommodation within the borough and reduce nightly paid accommodation.	<ul style="list-style-type: none"> Reduce use of bed and breakfast accommodation Reduce costs to the authority 	MBC	December 2019
2.2	Support the development and implementation of the affordable housing supplementary planning document	<ul style="list-style-type: none"> More social homes available within the borough Those most in need able to secure a social home 	MBC Registered Providers	On-going
2.3	Review the Homefinder lettings scheme to ensure value for money and delivering effective outcomes.	<ul style="list-style-type: none"> Ensure a scheme fit for purpose. 	Housing and Inclusion Manager	January 2021
2.4	MBC to work towards balancing the housing market through Maidstone Property Holdings	<ul style="list-style-type: none"> More homeless and rough sleeping households accommodated through MPH 	Head of service	On-going with quarterly reviews
2.5	Develop a MBC floating support service using new funding streams.	<ul style="list-style-type: none"> More households are being supported through the traditional floating support model – this to be needs led and not dictated by a timeframe. 	Housing and Inclusion Manager	August 2020
2.6	Local Housing Allowance – seek to lobby the government on an uplift which reflect the local market rates.	<ul style="list-style-type: none"> Raise this at more senior levels including KHG and central government forums. 	Head of Service	On-going

Objective 3: Support for Vulnerable People

Action		Outcomes	Lead	Timescale
3.1	Ensure vulnerable people have sufficient access to appropriate housing and support services	<ul style="list-style-type: none"> · Quicker, simpler referrals between housing and health services · More self-contained accommodation within the borough · People with mental health needs can access appropriate accommodation · Fewer vulnerable households are evicted 	MBC KMPT Registered Providers	April 2021
3.2	Continued support for victims of domestic abuse through: <ol style="list-style-type: none"> 1. Sanctuary 2. MARAC 3. One Stop Shop 	<ul style="list-style-type: none"> · Fewer people fleeing domestic abuse at point of crisis · Increased resilience for individuals suffering domestic abuse · Increased homelessness prevention for victims of domestic abuse · Attendance at the OSS by Housing Advisors 	MBC One Stop Shop	On-going
3.5	Develop appropriate accommodation for ex-offenders within Maidstone.	<ul style="list-style-type: none"> · Reduction in re-offending rates amongst ex-offenders · Close working relationship with Probation and support providers. · More accommodation options · Increase in individuals accessing work and training who have an offending background. 	MBC Kent Probation Kent Prison Service Kent	August 2019
3.4	Continue the development of the hospital discharge program ensuring MBC have robust relationships with all key health partners	<ul style="list-style-type: none"> · Service level agreements are developed with those partners. · Expansion into MDT's for mental health services · On-going review of outcomes achieved to review if service needs amendment. 	MBC and CCG's. MTW. Littlebrook and Priority House.	Dec 2019

3.5	Improve access to GPs and primary care services for homeless households and rough sleepers.	<ul style="list-style-type: none"> · Increase the numbers of households in temporary and emergency accommodation accessing primary health care services · Increase no. of rough sleepers accessing primary health care services 	MBC, CCG's and medical facilities across Maidstone	Reviewed in March 2020
3.6	Staff are well trained and have specialist knowledge on a range of support issues.	<ul style="list-style-type: none"> · Staff specialisms are developed and encouraged · Regular training undertaken · Staff can work with the most complex and be empathic and supportive 	H&IM, AM and HAM	On-going but reviewed twice yearly in line with performance

Objective 4: Rough Sleepers

Action		Outcomes	Lead	Timescale
4.1	Continue the roll out of the Housing First Model	<ul style="list-style-type: none"> • More households accommodated through housing first • Seek funding to continue the programme of providing on-going support to those accommodated. 	Housing and Inclusion Manager	December 2019
4.2	Seek post 2020 funding for the outreach service.	<ul style="list-style-type: none"> • Continuation of service post April 2020 	Housing and Inclusion Manager	March 2020
4.3	Work with the various voluntary groups to ensure a coordinated approach to tackling rough sleeping	<ul style="list-style-type: none"> • Reduced numbers of rough sleepers in the district • Increase in cohesive services • Multiagency approach to the most complex i.e. Blue Light 	Housing and Inclusion Manager	On-going
4.4	Explore ways of acquiring suitable move-on accommodation	<ul style="list-style-type: none"> • A viable pathway from the assessment centre to settled living can be achieved and sustained 	Accommodation Manager	On-going
4.5	Develop the social enterprise for rough sleepers in partnership with One Maidstone.	<ul style="list-style-type: none"> • Board mobilised and shop opened. • Service users have co-produced the model and ideas with staff • Shop becomes self-operational 	Outreach Services Manager	August 2020
4.6	Seek to work with soup kitchens and other charitable services to provide a cohesive support offer to rough sleepers.	<ul style="list-style-type: none"> • Regular meetings • Standard support offer to rough sleepers • Reconnection for those with no local connection 	Outreach Services Manager	March 2019

Homelessness & Rough Sleepers Strategy 2019-2024

Methodology

Survey was open between 18th April and 16th June 2019.

The survey was carried out online and by email, with a direct email to approximately 8,000 customers who have signed up to the council's consultation mailing list. Parish Councils and other stakeholders identified by the Housing team were also directly emailed. The survey was also promoted on the Council's website and paper copies of the survey and alternative formats were available on request.

The survey was open to all Maidstone Borough residents aged 18 years and over as well as visitors and workers in the borough. The data has not been weighted, however the bottom two age brackets were combined to create the 18 to 34 years age group.

Survey respondents were asked their opinions about the proposed priorities and actions areas for the Homelessness and Rough Sleepers strategy. Links to the draft strategy were provided alongside the survey and embedded within the survey for ease of reference. Questions about actions included a summary of the proposed action areas. Respondents had the opportunity to provide additional comments throughout the survey.

A total of 500 responses were received.

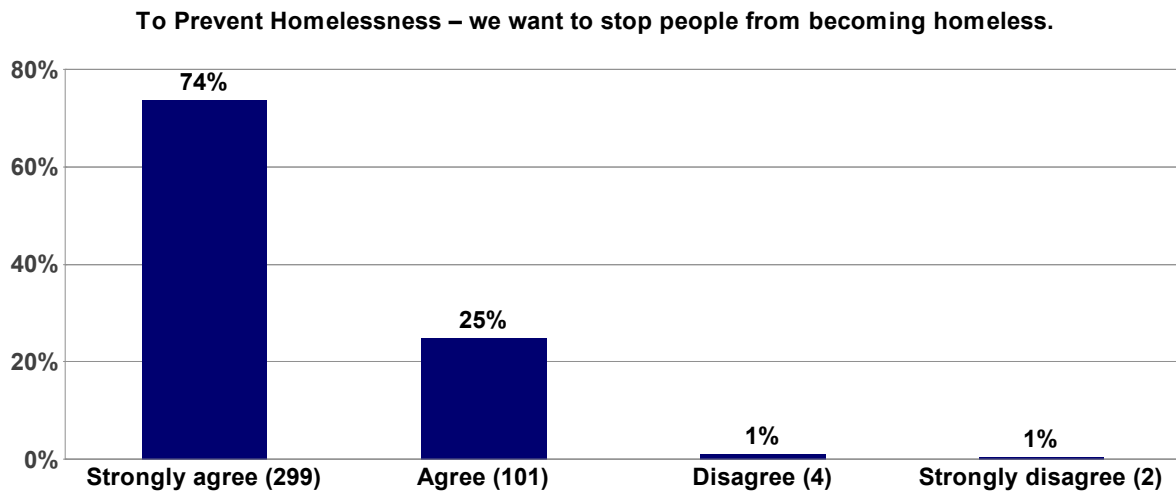
The demographic groups that were assessed as part of this analysis were Ethnicity, Gender, Age, Disability, Household types (Households with and without dependent children and Couple based, Single person households and Single Parent household groups were created using Q16 'Which of the following best describes your household?') and Economic activity.

Only demographic groups with a base of 20 respondents have been z-tested for differences. The data has been z-tested at the 95% confidence level. The z-test is a statistical test which determines if the percentage difference between subgroups is large enough to be statistically significant or whether the difference is likely to have occurred by chance.

Please note not every respondent answered every question, therefore the total number of respondents refers to the number of respondents for the question being discussed not to the survey overall. Comments have been categorised according to content with some covering more than one category. Rounding anomalies means that charts may not equal 100%.

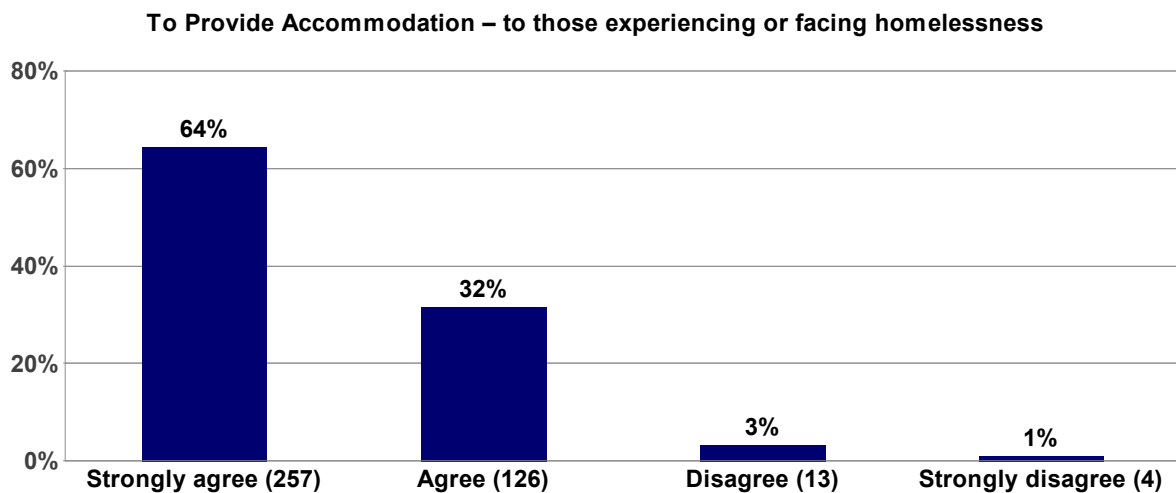
Agreement on Priorities

The survey asked respondents to state if they agree or disagree with the proposed priorities. The result for each of the proposed priorities are shown below.



Overall, support for this priority was very strong with 99% of respondents agreeing that this should be priority for the Council.

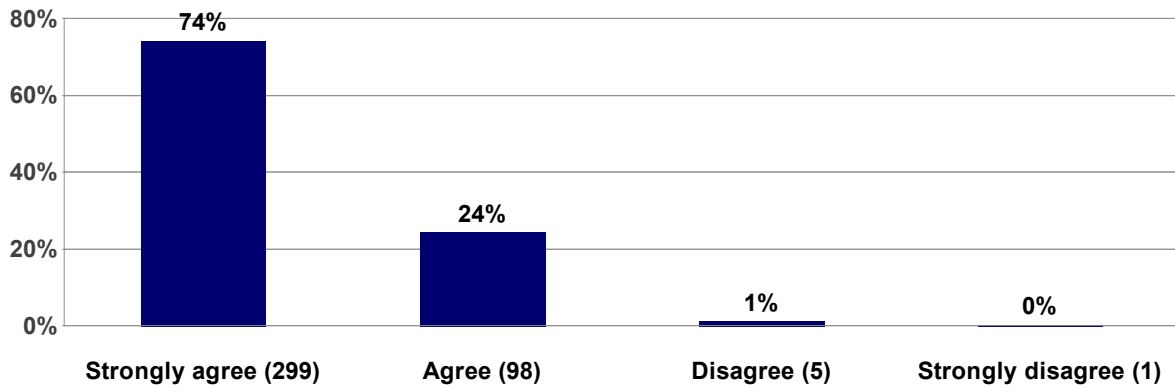
There was no significant variation in response across the different demographic groups.



This priority had a slightly lower proportion agreeing that this should be a priority with 96% in favour of 'To provide accommodation- to those experiencing or facing homelessness'.

The data shows that women were more likely than men to agree that the proposed priority should be included with 100% responding this way compared to 97% of men. Although the difference is small it is significant at the 90% confidence interval.

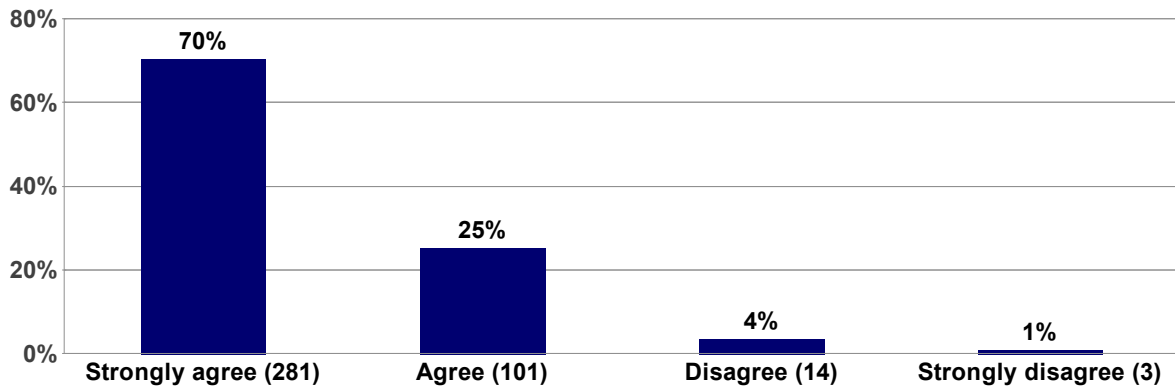
To work alongside Vulnerable People - support those experiencing the crisis of homelessness to regain their independence and access the support they need.



99% of all respondents were in favour of 'To work alongside Vulnerable people – to support those experiencing the crisis of homelessness to regain their independence and access the support they need.

There was no significant variation in response across the different demographic groups.

To support Rough Sleepers away from the streets, bring a sense of hope and ensuring Maidstone's voice is heard as part of a national response to the challenges of housing shortage, instability and homelessness

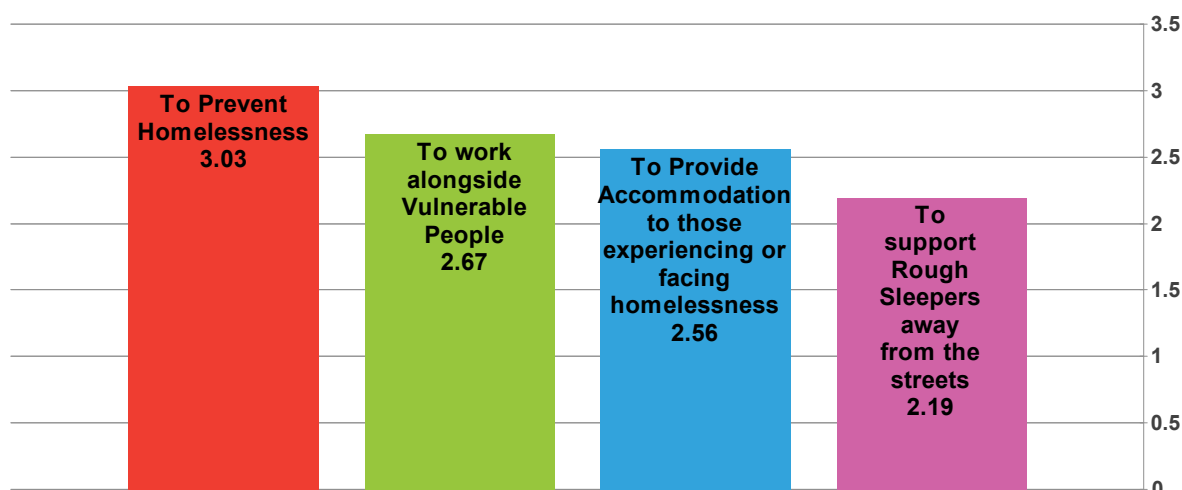


This priority had the lowest proportion of respondents agreeing with 95% answering this way.

There was no significant variation in response across the different demographic groups.

Priority Importance

Respondents were asked to put the list of priorities in order of preference. In order to assess this data a weighted average has been used; with the priorities placed as first receiving four points and the priority ranked last given one point. These are then added together and divided by the number of respondents to give a weighted average.



To prevent homelessness

Overall this was the priority that respondents felt was the most important with just over half of all respondents selecting this as being most important.

Respondents aged 35 to 44 years had the highest score across all the different groups at 3.21. Overall, 57.% of this group put this priority first.

Respondents with a disability had the lowest score across the groups at 2.54. Overall, 32.1% of this group said this priority was the most important.

The data shows that respondents without a disability rated this priority higher than respondents with disabilities. This difference has been assessed as being significant at the 90% level.

To provide accommodation to those experiencing or facing homelessness

18% of all respondents selected this priority as being the most important.

Across the different demographic groups Single person households rated this priority higher than any other group with a score of 2.78, with one in five respondents in this groups selecting this priority as the most important.

Respondents aged 35 to 44 years had the lowest score across all the different groups at 2.44. Overall, 21% of this group put this priority first.

There was no significant variation in scores across the different demographic groups.

To work alongside vulnerable people

24% of all respondents selected 'To work alongside vulnerable people' as the most important priority.

Respondents with a disability had the highest scores across the different demographic groups at 3.00.

The data shows that respondents without a disability rated this priority higher than respondents with disabilities. This difference has been assessed as being significant at the 90% level.

Respondents in the single parent households had the lowest score for this priority across the different groups at 2.38.

To support Rough Sleepers

Overall, 22% of all respondents selected this priority as being most important.

The data shows that the difference in score between respondents aged 75 years and over and those aged 35 to 44 years and between those aged 75 years and over and those aged 55 to 64 years are significant at the 90% confidence level.

The 75 years and over group had the highest score for this priority at 2.74 and respondents aged 35 to 44 years had the lowest score at 2.00.

Comments & Suggestions

Survey respondents were asked if there were any other priorities they felt the Council should consider, a total of 88 comments were made.

In terms of the importance of the priorities four comments mention that the priorities should be equal or that no one priority was more important than the others. There was also one comment about the need for careful assessment when distinguishing priorities.

There were 24 people that made comments that have been categorised as making reference to additional support services outside of housing support. There were five people that specifically mentioned mental health services and five specially mentioned addiction, substance misuse or alcohol issues. Seven people mentioned employment, jobs or support for people. All these comments urged for there to be adequate support services in these areas to help tackle the causes of homelessness, prevent repeat homelessness and get people back into work. There was also a suggestion here that the policies covering drinking in the town centre currently encourage street drinking.

Also, in relation to support services there were four comments about partnership working. These comments say the Council should be supporting other agencies working with homeless people. One states to increase funding to these agencies, one stated a need for new partnerships with specialised training, the third said existing charities supporting the homeless should be maintained, with MADM, Trinity Foyer and Lilyworth House mentioned. The final comment relating to support services and partnership working was about ensuring a joined-up approach.

There was one comment categorised as relating to support services where it was suggested there should be signposting to access food parcels for the homeless and one where the commenter said outreach workers are a key service.

Finally, there were three comments around supporting people in holding onto to their tenancies such as providing budgeting advice and workshops on life skills.

There were six comments which have been categorised as being about the causes of homelessness. These suggested that the reasons why people become homeless need to be addressed and one said there should be more awareness in this area to reduce stigma.

There were nine comments about the Council doing more to free up empty properties; both commercial and residential. It was suggested that these could be converted or used as temporary shelters.

There were two people that made comments about people moving to Maidstone from London boroughs; with one saying this should stop and the other stating this brings additional issues and is a financial burden on the council if it cannot be reclaimed. There were also three comments that Maidstone residents should be prioritised for housing.

There were eight comments that have been categorised as relating directly to providing accommodation; four these were concerned with lower or affordable rent. While the remaining comments here request investment in social housing and the building of affordable homes. There was also a comment that mentioned reclaiming housing stock from providers.

There were three comments that mentioned being homeless as a choice and one that said the Council needs to ensure rough sleepers have a genuine need. There were also three comments urging the Council to help/prevent homelessness and one stating that the Council should be providing solutions that protect vulnerable people.

There were two comments that mentioned support of ex-offenders and those released from prison.

Fifteen comments were categorised as suggestions. There were three references to central government policy – two comments were in favour of lobbying and the third was not. There were two suggestions around partnership working with one saying local engagement with sports facilities and community centre as possible shelter providers would help raise awareness and another saying more funds need to be put into Winter Churches Shelter Scheme.

One comment mentioned getting the support of local businesses (to provide practical support) and another suggested working with local hotels for short term accommodation (in return for business rate credits). One person suggested having a night hostel, one suggested self-contained rooms in HMOs for rough sleepers, another said there should be somewhere for people to sleep safely at night and access food and one said there should be somewhere for rough sleepers to go in the daytime.

One comment suggested that the Council should have a priority around directly intervening in the housing market to move its focus away from profit making towards a model that benefits people who want somewhere to live.

The last four comments categorised as suggestions were that the council should pay rent direct to landlords, banning all drinking in the street, having a donation line/website where people can give money to the homeless rather than street beggars and the last comment here said the Council should be focusing on reducing rates for working people.

Seven comments were categorised as Other. with one concerned about people falling through the cracks and another that expressed that both people with and without homes should be treated fairly, so those with homes do not lose them.

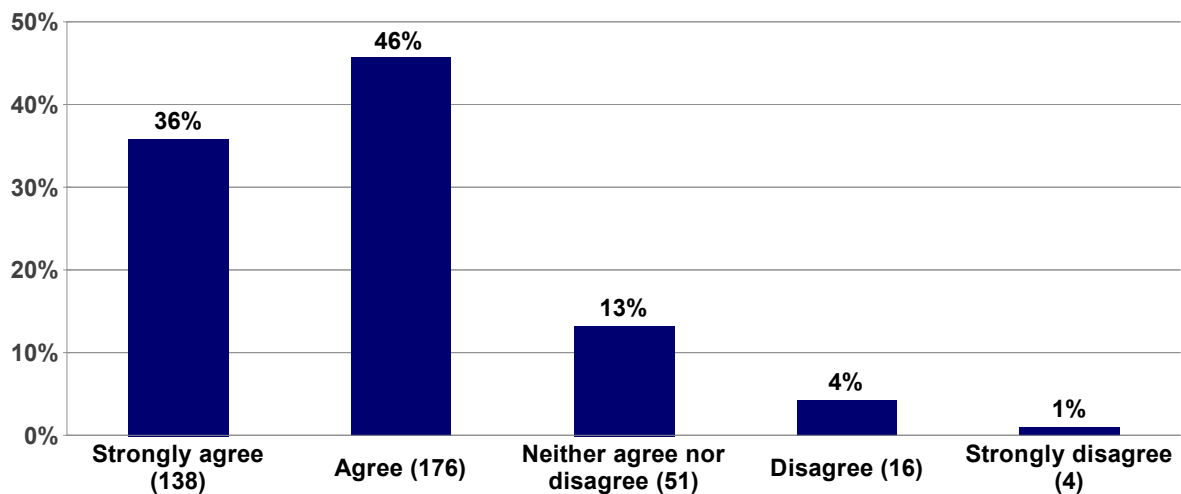
There was one commenter that queried who was responsible for closing Trinity Foyer and one that mentioned that the policy should cover the rural areas of Maidstone.

One comment expressed frustration at the survey questions and another stated we should listen more to peoples' views. The last comment categorised as Other was from a regional provider that stated their ranking of priorities was based on their view of what is important to the Council.

There were also four comments that did not directly related to housing or homelessness but related to undesirable or nuisance behaviour. One of these mentioned that Marsham street no longer felt like a safe place, while the others expressed concerns about alcohol and drug use on the streets, beggars in the town centre and dog mess.

To Prevent Homelessness – we want to stop people from becoming homeless

Respondents were given details of the action that the Council propose for this priority and as if they agree or disagree that these actions would help deliver the priority.



Overall, 82% of respondents agreed that the actions listed in the survey would help the Council to deliver priority one – We want to stop people from becoming homeless. The most common response was agree with 46% responding this way.

Single person households had the greatest proportion agreeing at 93.3%. The difference between this group and couple-based households, where 81.4% were in agreement, has been assessed as significant at the 95% confidence level. There were no respondents from single person households that responded 'neither agree nor disagree'.

Respondents with a disability had the greatest proportion that disagreed that the proposed actions would help deliver priority one at 10.9%, however no significant differences between this group and respondents without a disability was identified.

A significant difference was identified between economically active and economically inactive respondents at the 95% confidence level. It suggests that economically inactive respondents are more likely, than economically active respondents, to disagree with the proposed actions.

Priority One - Comments

Survey respondents were given the opportunity to provide comments or suggestions around priority one, a total of 87 comments were made.

There were 14 comments that mentioned non-housing support including six comments that specify support for mental health issues and six that specify economic help such as carers advice and education. There were three comments that mentioned support for drug, alcohol and addiction issues, one that mentioned food banks and one that mentions financial support. There was also one comment that said that support should be delivered by one source and that an effective wellbeing strategy should be in place for staff delivering support services.

There were fourteen comments that have been categorised as relating to how the Council deals with homelessness and rough sleepers, such as different approaches to dealing with homelessness and preventing it. Of these, four mention the need to look at the reasons for homelessness and focus on preventing it and three specifically mention the need for appropriately trained staff. There were two comments that contained references to the introduction of universal credit, with a landlord stating it has caused problems for his tenants as they do not understand it and the other was concerned that that impact of UC should be considered as part of data analysis.

There was one commenter that felt that people should be given a place of residence at the start of the process and another stated that the referral process and what the housing team do is unclear. There was also a stakeholder comment stating they would welcome a review of the Homelessness Forum and a desire to work together to align data to support the data analysis, they also commented they were disappointed there was no mention of Kent Homeless Connect in the strategy. There were also two suggestions in this category. The first was for access to toilet facilities for washing and access to clean clothes and the second was for a place that is open 24 hours a day to provide access to help and advice.

There were three comments that have been categorised as relating to intervention. All state intervention should be early, with one commenting that the provision of youth centres and youth services needs to be addressed.

There were eighteen comments that mention the providing of accommodation. One of these was a request for no further building of new homes and another suggested using empty properties such as office blocks and the barracks to provide accommodation. There were three comments in this category that specifically mentioned affordable rents or social rents. With one stating that social rent should be a priority rather than affordable and another asking for this scheme to be reviewed.

The remaining ten comments in this category request more options for accommodation in the borough and asking the Council to invest more in housing. Within this category, four specifically mentioned Council owned accommodations (both general and temporary), two mentioned a need for smaller units such as one bed homes and studios and two mentioned 'affordable' accommodation.

There were ten comments that have been categorised as relating to evictions. Three of these made comment about tenant behaviour causing homelessness with one stating anti-social tenants should not get additional support, another stating that people would not be evicted if they were doing what they should and the last one stating people who make themselves homeless should be a low priority.

In this category there were also two comments that specifically mention no fault evictions with one stating action is required against exploitative landlords and the other stating the actions should only apply for no fault tenants. There were two respondents that expressed concerns around the actions taken supporting people facing eviction, with a landlord concerned about how this may impact them and another stating they support the objectives but don't want to diminish the ability for landlords to evict problem tenants. There were two comments that were disparaging about the processes around eviction, with one saying people shouldn't have to wait to be evicted following a court order and the other stating the council should be supporting tenants facing eviction and not suggesting they ignore legal attempts to remove rogue tenants. There was also one comment that stated the

biggest cause of homelessness is private sector evictions and another saying a system needs to be developed to deal with evictions.

There are nine comments that have been classed as being generally negative. Two of these made comments about the actions; with one making comment about smart actions and the other saying Maidstone has washed its hands of meaningful action. The remaining comments categorised as negative included a mention of scapegoating by the council, another suggested to stop giving out freebies and another was generally disparaging about homeless people, stating they commit crime and take up public resources. One commenter said they do not feel that MBC partners try to prevent homelessness, while another said this should not be the Council's job. There was also a comment from personal experience where the commenter expressed disgust in how they have been treated and the last comment here said that the strategy is wrong.

There were six comments that referred to partnership working, all of which mention the need for wide engagement with various agencies; including the probation service, prisons, mental health services, social services, private sector landlords and registered housing providers. There was a comment that said partnership working is crucial and another stating Porchlight would welcome the opportunity to work with the council to align data systems.

There were four comments that have been categorised as referencing vulnerable people; with one saying there should be a targeted approach for providing education for the vulnerable homeless. One comment mentioned the need for support through schools for underage homelessness, another stated the data analysis should include prisoner release dates and last comment said there should be a focus on the daily rough sleepers.

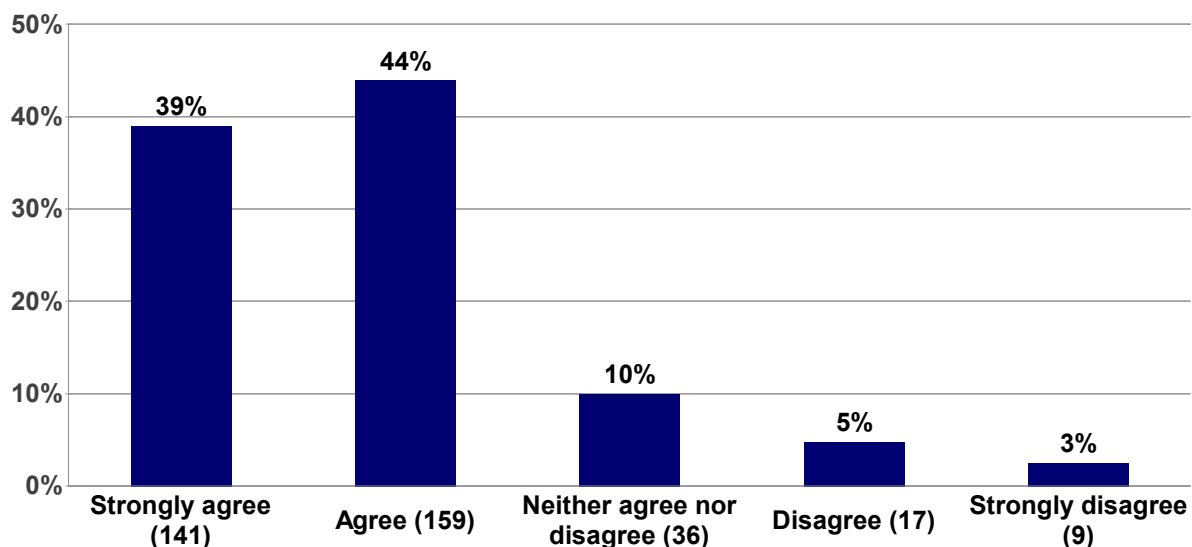
There were two comments that referred to local people having priority for housing and one said to stop allowing London boroughs to take up accommodation in Maidstone.

Ten comments have been categorised as other. These included two direct questions with one asking how many rough sleepers come from outside Maidstone and the other asking about how support is delivered and by who. There was one person who stated they were unsure if the actions do enough to address reasons for homelessness. There were three comments that are considered suggestions with one saying it should be promoted that homeless people can get benefits by using the job centre as an address, it was also suggested that homeless people should visit schools and colleges to talk to children about how they became homeless and the last suggestion was to look at the list of landlords that will take DSS. The remaining comments in the category are statements about housing in general; with one stating no one should be subject to homelessness in the 21st century, one saying the housing market is broken, another saying support return to work with living wage and the final comment in this section mentioning that the government has a role to play in ensuring that people can maintain a reasonable standard of living.

Finally there were two comments about equality both stating that all should be treated equally and one comment about funding that simply said to ensure adequate funding was available.

To provide accommodation – to those experiencing or facing homelessness

Respondents were given details of the action that the Council propose for this priority and as if they agree or disagree that the actions set out would help deliver the priority.



Overall, 83% of respondents said they strongly agree or agree that the proposed actions under the priority - To Provide accommodation. The most common response was agree with 44% responding this way.

The 45 to 54 years age group had the greatest proportion agreeing at 89.6% across all demographic groups, there were no respondents in this group that answered disagree.

The 75 years and over age group had the greatest proportion giving a disagree response at 12.0%.

The 35 to 44 years groups had the lowest proportion agreeing at 64.9% across all demographic groups and the greatest proportion responding neither agree nor disagree at 24.3%. These differences were assessed as being significant at the 95% confidence level when compared to the 45 to 54 years and the 55 to 64 years age groups.

The data shows a significant difference, at the 95% confidence level, in the proportion responding disagree between households with dependent children and those without dependent children. Households without children were more likely to respond negatively with 9.2% of this group answering this way compared to 3.0% of households without dependant children.

The data also shows a significant difference at the 90% confidence interval between economically active and economically inactive respondents for the response neither agree nor disagree. Respondents that are economically active were more likely than those who are economically inactive to respond this way with a result of 12.0% compared to 5.4%.

Priority two – Comments

A total of 90 comments were made by respondents.

There were 26 comments that related to the provision of accommodation in the borough. Of these twelve were positive about the building of new homes, stating that more accommodation needs to be built, with mentions of the need for these to be in the right place, be affordable and should not move people away from their family and support networks. There was a comment that the council should be building purpose built accommodation for the homeless, another that suggested pre-fabricated building as starter homes and one mentioned the building on brownfield sites. There were also two comments that said the Council should not be looking to the private sector for solutions. There was one person that said they oppose more housing being built and another who was uncertain. One comment said that affordable housing should be a higher priority than the building of homes to buy. There was also a comment about the conversion of offices and providing more accommodation in the town centre with this responder concerned that this could lead to areas of deprivation and poverty and a suggestion that the council should provide halfway homes.

There were two comments that suggested that the Council should return to being a housing authority and directly own and maintain property accordingly. There was a comment around the sale of Council property stating that the money received for council houses should be reinvested in new housing and that the price of council houses sold should reflect rebuilding costs. There was a comment around ensuring short-term accommodation is available for people in crisis and another that mentioned accommodation for single people. One comment stressed the need for affordable accommodations to be truly affordable. Under the category of providing accommodation there were also two questions the first asking how Maidstone will access affordable accommodation in the borough and another suggested we should work to prevent large amounts of housing being brought by London Boroughs. The last comment in this category mentioned the need for effective liaison between housing providers and the planning department especially when there is local opposition to housing development.

There were fourteen comments that have been categorised as relating to private sector regulation. Of these six were negative about the proposals stating this would landlords with small portfolios to leave the sector or result in reduced availability of accommodation in the private rental market. There were four comments that were positive about proposed regulation of the private sector stating that this is a must and rents should be controlled (with one giving the example of Switzerland where rents are regulated). The remaining four comments in this category mentioned uncertainty about the proposal, with two querying if this would reduce homelessness, another stating they do not have enough information to judge and one (that appears to be from a landlord) saying they are unsure and asking the Council to engage more with landlords, so they can help.

There were ten comments that mentioned bringing empty or derelict properties back into use. It was suggested that empty shops and offices could be converted with one mentioning the development in Romney Place. One person suggested that the army barracks could be used also.

Eight comments have been categorised as relating to prioritising Maidstone property for Maidstone residents. These are of a similar vein to those received in relation to priority one, with three mentioning property being purchased by London Boroughs and the remaining comments asking for local people / Maidstone residents to have priority for accommodation.

There were nine comments that specifically mention affordable or social rents or make reference to the cost of rental property in Maidstone, of which seven state that rental accommodation in

Maidstone is expensive and not affordable. There was one comment that queried how homes can be offered to homeless people in financial difficulty and the last comment in this category said that using Maidstone Property Holdings to provide accommodation through letting agents will exacerbate the housing crisis.

There were seven comments that relate to how the Council delivers housing policy. Here there were two comments that said the targets in the proposals are too vague and another that said the objective statement is not specific enough and another said they had no idea what the meaning of the last point about developing a whole market solution means. One commenter said there should be rigorous and frequent checks on the quality of accommodation provided and another said that long term housing should not be given to those who can afford other accommodation. The last commenter in this category queries if the structure in which housing is provided compromises the delivery of affordable home for those in need.

There were six comments that referred to non-housing support, these were similar to those received in previous comment sections of the survey, with three mentioning support for mental health issues. One comment mentioned providing hot meals and a needle exchange, another mentioned basic bedding and household items (for those in temporary accommodation) and the last comment in this category mention support in finding employment.

There were six comments that were categorised as containing reference to private sector landlords. One commenter, a landlord, said they had never been approached by the council to enquire if they would consider it being used for homeless people and suggested that the council contact landlords annually to ask. Another commenter said landlords should be encouraged to accept housing benefit tenants while another stated private sector landlords do not want to rent to homeless people. There was one comment that the private sector rental market is a nightmare, and that the council does little to help people and the final comment in this category was a suggestion to bring back rent officers to control standards of accommodation and landlords.

Three comments have been categorised as relating to eviction with two implying that resources should be concentrated on no fault tenants. Another comment stated there should be a softer approach from landlords in removing tenants.

There were three comments that mention rough sleepers with one stating they were uncertain if the proposals go far enough to help this groups, another said rough sleepers would not be able to afford any of the options set out under this priority and the third stated that many rough sleepers feel safer on the street rather than in hostels or shared accommodation.

Two comments have been categorised as relating to funding with one pointing out that funding in this area has dropped. The other notes that the strategy mentions pursuing funding for a floating support service for single people. It goes on to states a prevention service is already being delivered through Kent Homeless Connect and therefore duplication of services should be considered.

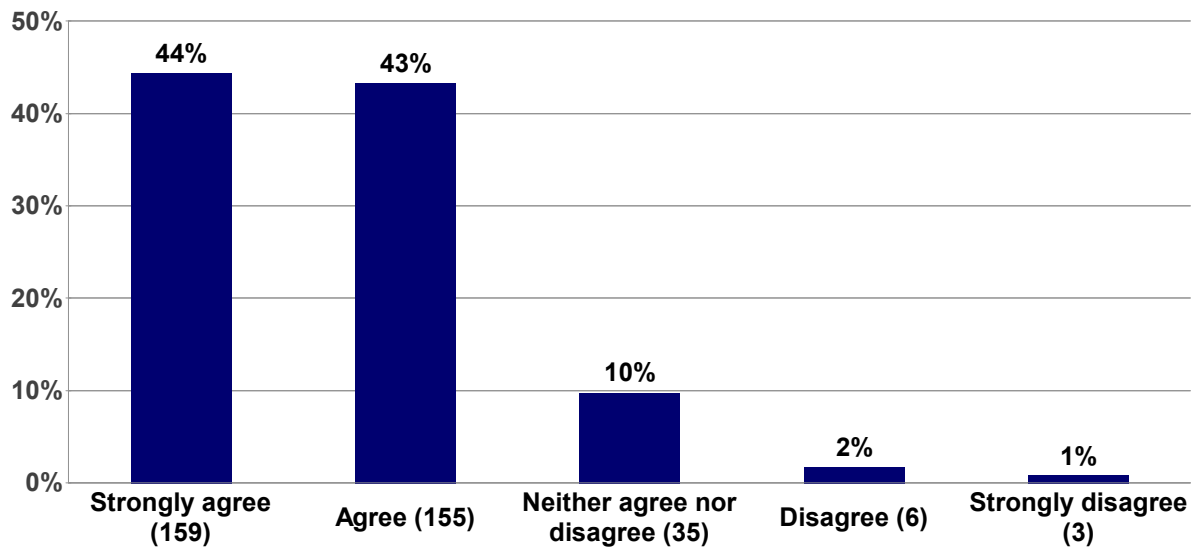
There were three comments that referred to partnership working, one stated that it is important that the borough leads but co-operates with other social services, the second said to take advantage of charity and voluntary schemes such as the winter churches. There was also a comment from a

stakeholder who mentioned the need to avoid duplication with Kent Homeless Connect and the proposed floating support service.

There were seven comment that have been categorised as other, these comments did not align with any other category and include general statements. There was one positive comment that said the proposals look good and a negative comment stating that the response from MBC housing service is poor and disappointing. One comment stated it should not be necessarily to provide accommodation in Maidstone if people are not employed and another stated that providing accommodation doesn't deal with the root causes of homelessness. One comment suggested that additional licensing schemes could be introduced and another queried how the council would ensure people pay their bills. The final comment here was that 'we must end this kind of poverty'.

Priority 3 – To work alongside vulnerable people – support those experiencing the crisis of homelessness to regain their independence and access the support they need

Respondents were given details of the action that the Council propose for this priority and asked if they agree or disagree that the listed actions would help deliver the priority.



Overall, 87% of those that completed the survey said they strongly agree or agree with the proposed actions in relation to Priority 3 – To work alongside vulnerable people. The most common response was strongly agree with 44% answering this way.

The age range groups had the most variation in responses. As with priority two the 45 to 54 years age group had the greatest proportion agreeing across all demographic groups with 94.7%, again there were no respondents in this group that answered disagree.

The 65 to 74 years age group had the lowest proportion agreeing across the different age groups at 81.0%. This response was assessed as being significantly different at the 95% confidence level when compared to the 45 to 54 years and the 55 to 64 years age groups.

The 65 to 74 years group had the greatest proportion answering neither agree nor disagree with 16.5% responding this way and the 55 to 64 years age group had the lowest proportion across the age groups at 4.7%. The differences between these groups answering this way was assessed as being significant at the 95% confidence level.

The data doesn't show any significant differences in the proportion of respondents answering positively or negatively between the economically active and the economically inactive. However, there is a significant difference in the proportions of these groups responding neither agree nor disagree. Respondents that are economically inactive were more likely than those who are economically active to respond neither agree nor disagree with 13.6% answering this way compared to 5.7% of economically active.

Priority three Comments

A total of 54 comments were received in relation to priority three – to work alongside vulnerable people.

There were fifteen comments that have been categorised as being about partnership working. Of these six mention voluntary services or charities with three of these specifically mention funding for voluntary services and stating that the Council should support these organisations. There was also another comment that stated that charities in this sector deliver excellent value for money and one that said this type of organisation should be supported if they are proven to be effective. There was also a comment in this section said that people need to be encouraged to volunteer. There were three comments around collaborating; with one stating this wording suggests that the council will not be supporting key agencies and the others stressing the need for communication between agencies and for these agencies to be proactive. The other comments relating to partnerships included a comment that this support could be delivered by social services, a suggestion about involving businesses, optimism that the health sector will be included as key partners and finally one commenter queried Maidstone Council view of the Kent Homeless Connect Service.

There are thirteen comments that have been categorised as related to the proposed policy or housing processes. Of these; three mentioned resources or staffing, with two concerned there was not enough resource/staff to action the proposals and the remaining comment concerned that staff need to be trained (to deal with vulnerable people). There were two comments that mentioned they did not feel the measures outlined under this priority were specific enough and one that said there should be more action and less plans. There were two comments that stressed the importance of peoples' individual needs being considered. There were two comments around obtaining information and advice; with one stating these need to be easier to obtain and the other saying that strong processes for the exchange of information are needed to gain the best outcomes for people. In this category there was also a query about section 7.3 of the proposals asking if this section would be reviewed in light of new legislation on domestic violence and a comment from a landlord stating they find that once someone is housed the support disappears. The last comment in this category mentions that the commenter thinks the system is bureaucratic and raises a concern about how much it cost to set up short term projects.

There are eight comments that have been classified as relating to non-housing support. Four of these agree that training and education, as outlined in the measures are needed or are important. There two comments that mentioned support for alcohol and drug abuse, another suggested a call centre and walk in centres to provide advice around obtaining benefits and the last comment in this category said there should be other support available around budgeting and keeping house.

There are two comments classified as relating to funding here one said more funding for outreach services is required and the other stated that funding services like Trinity should be a priority.

There were five comments received that have been categorised as relating to vulnerable people, with one commenter querying why there are so many vulnerable people in Maidstone and another stating that not all homeless people are vulnerable. There was a comment that this group is

continually oppressed and blamed for society's ills. The remaining two comments in this category said that vulnerable people should be helped and supported.

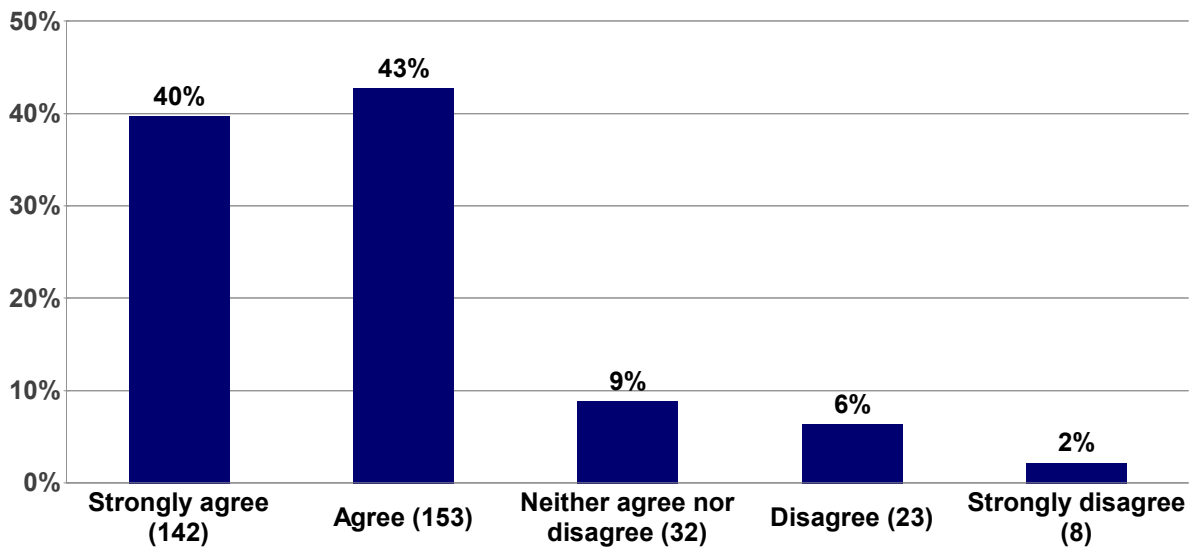
There were three comments around choosing to be homeless, with one stating there is an assumption that everyone wants to be helped, another stating they don't want to be helped and the last comment here queried how we support homeless people that reject support.

There were three comments around providing accommodation of which two state to build more housing and another that stated supported accommodation should be provided but not in concentrated areas as this encourages anti-social behaviour.

There were six comments that have been categorised as other. There was one comment that viewed the proposals as vague and the consultation as a tick box exercise. One comment said the proposals in this section are vital and another stated they hoped what was outlined in the proposals could be achieved. There was a comment that stated uncertainty about what the measures would look like for people at risk and a query about what the proposals mean and asking where the accountability is. The last comment was a suggestion to bring back National Service.

Priority four – To support rough sleepers away from the streets, bring a sense of hope and ensuring Maidstone’s voice is heard as part of the national response to the challenges of housing shortage, instability and homelessness

Respondents were given details of the actions that are proposed for this priority and were asked if they agree or disagree that the listed actions would help deliver the priority.



Overall, 83% of those responding to the survey said they strongly agree or agree that the listed actions relating to this priority. The most common response was agree with 43% answering this way.

Single person households had the greatest proportion agreeing at 91.5%, but no significant differences were identified between this and its comparable groups.

The data shows that female respondents were more likely than male respondents to agree at 87.2% compared to 81.6%. Males respondents were more likely than females to disagree with 10.2% of males answering this way compared to 4.4% of females. These differences are significant at the 95% confidence level.

The 45 to 54 years age groups had the lowest proportion responding disagree at 1.3%. When compared to the other age groups there is a significant difference between this group and the 55 to 64 years (11.6%) and the 75 years and over at group (11.5%).

The data shows that respondents that are economically inactive were more likely to disagree than respondents that are economically at 11.6% compared to 4.6%. This difference is significant at the 95% confidence interval.

Comments

A total of 86 comments were received in relation to this priority.

There were 23 comments that were classified as relating to housing stock, of the fourteen made comments to the effect they do not want any more homes built or that building more homes is not a solution, many of these comments included mentions of infrastructure such as roads, GP surgeries

and schools. There were four comments that stated that although houses are being built they are not of the right type to reduce or prevent homelessness, with comments that housing is unaffordable or executive homes.

There are fifteen comments that have been categorised as process or policy orientated. Two of these were about ensuring applicants are genuine. One comment queried if the proposals meant that every rough sleeper would be offered accommodation, with another stating stable accommodation is required to achieve the objective and another saying homeless people should have priority access to new homes. Two people mentioned the Housing First initiative both of which were positive about the proposals to expand the scheme. One comment mentioned they did not feel the proposals go far enough, and one said the strategy should not be reliant on a single element while another said they did not feel the council should be lobbying. One person suggested a measure of reducing the cost of accommodation. One mentioned that the measures listed should be available in the rural as well as the urban area another mentioned access stating the council needs to be available in person to provide support. There was a comment in this category that said resources should not be given to housing associations as they were concerned that this will duplicate their housing stock with council accommodation. There was also a suggestion in this category that the council should adopt the Housing First approach.

There were fourteen comments about rough sleepers half of these advocated more support for this group stating that there should be more places for rough sleepers to go that are safe and that are available all year round and have facilities like showers and toilets. There was one commenter that suggested that rough sleeping in the borough is increasing and another that said that identification is key with people sleeping in cars outside of the town centre. There was a one comment that raised a concern that rough sleepers would be shuffled off to another area and that the problem of rough sleeping will remain unsolved, another comment stated that rough sleepers will require a lot of encouragement in order for them to develop a desire to be in settled accommodation. One comment mentioned the desensitisation of the public towards rough sleepers and another said there should be more information about who to contact if you see someone sleeping rough. Finally there were two people that mentioned hostels, one saying they should be provided and another saying they are unaware if Maidstone has any.

There were eight comments that made reference to the proposals around establishing a pathway to get rough sleepers 'off the streets'. Two of these comments were negative about the proposals stating they are meaningless with one clarifying they believe there should be a targeted approach. Three comments were positive with one stating this is important, another stating they agree with this element of the proposals and one stating it is a decent suggestion but that it needs to be recognised there is not 'one size fits all' approach. Two comments suggest using people that have already been through the Pathway scheme, either by involving them in future strategy design or to help support getting others off the streets.

There were seven comments categorised as being about the private rental sector or private landlords. Two of these mention the buying up of homes by private landlords with one saying it should be harder for landlords to purchase affordable homes and the other commenting that they can purchase and let new apartments that are being built. One commenter queried why we need a private rented sector and another queried how the Council would support private landlords, raising

concerns about the potential profits that private landlords could receive. There was also a comment that private sector rentals are too expensive. One comment mentioned the need for private landlords to be accountable and the last comment expressed despair stating that 'if the private sector is going to be the arbitrator of who does and who doesn't get a home we are all lost'.

There were four comments about private sector regulation. One was positive about greater control of the private sector market, one said that this sector is already subject to too many rules and regulations and should be left alone while the other two queried how this would be done as private landlords are autonomous private individuals.

Six comments have been assessed as relating to welfare reform. Two comments were negative about universal credit with one stating it should be abandoned and the other stating it has increased desperation and homelessness. Another comment suggested the government is not interested in making changes to the welfare system that would help those who are marginalised. The remaining comments in this category were supportive of the Council's proposals to advocate changes to the welfare system with one stating it is a good thing and another said the government should be pressed to simplify the system to reduce stress.

Five comments made reference to non-housing support, again similar themes here were raised to those highlighted in previous comment sections. Two comments mention the need to get people into employment, another mentioned drug and alcohol education, one mentioned mental health support and the last comment mentioned the importance of clear signposting of assistance services for people in the private rented sector.

Three comments mention homeless people from outside Maidstone (all mention London Boroughs), coming to Maidstone. With one mentioning problem tenants and another referring to Maidstone as a dumping ground for London and other countries.

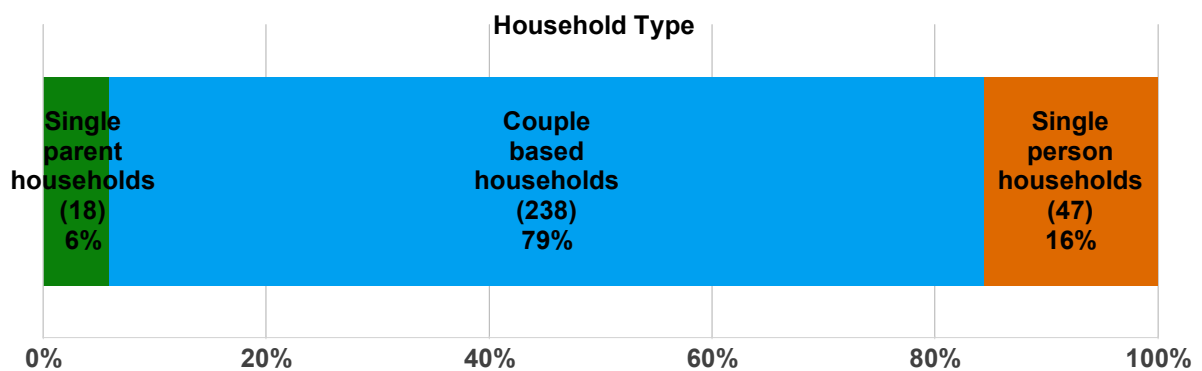
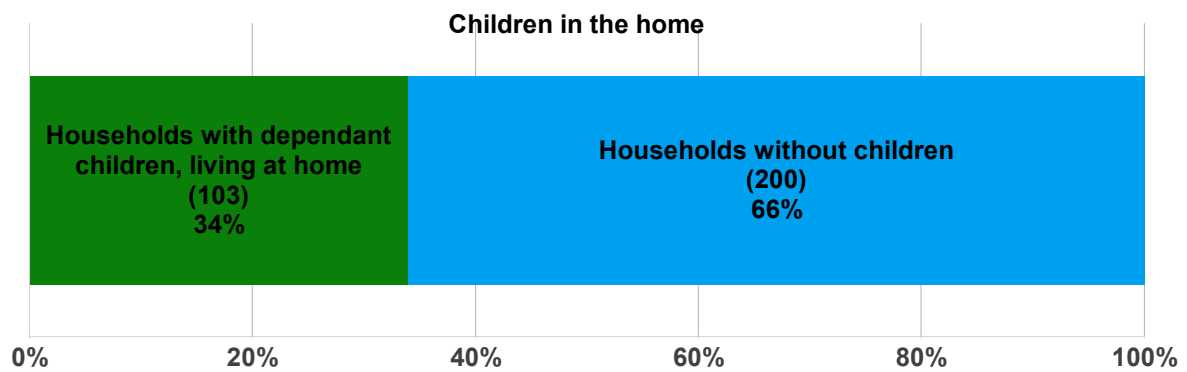
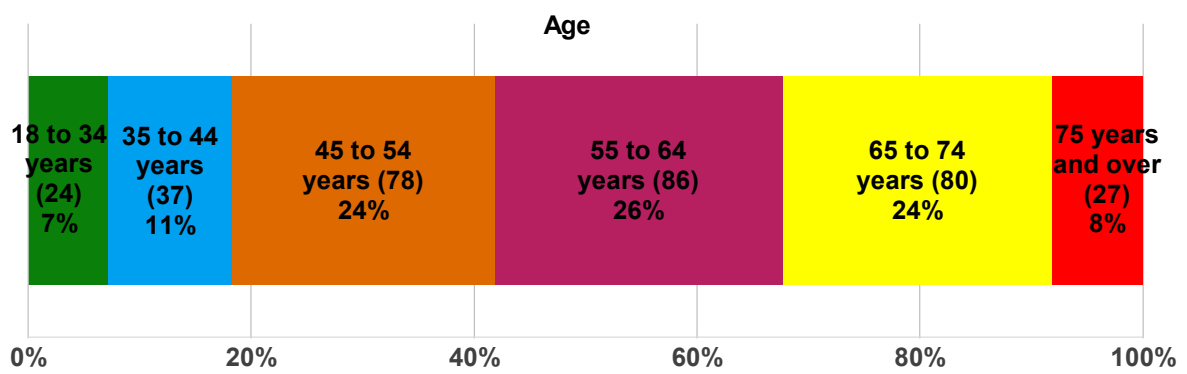
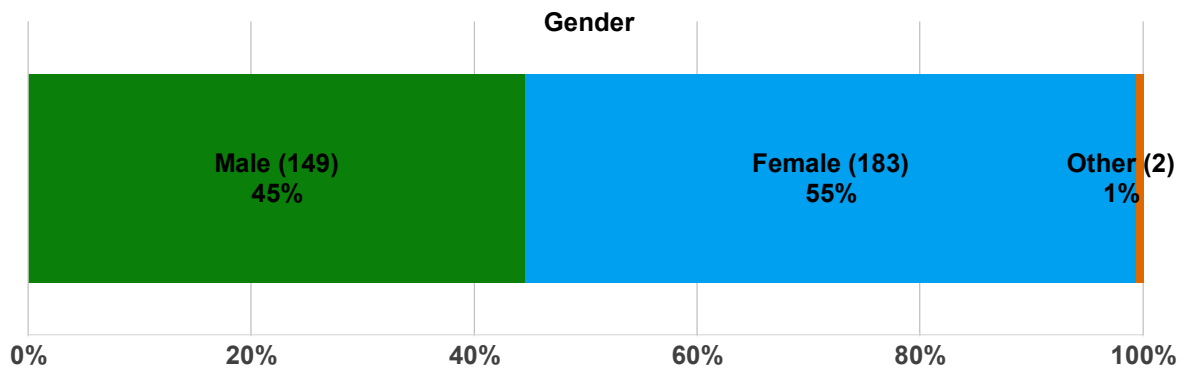
There were two comments that people are homeless by choice with one saying to stop wasting money on those that don't want help.

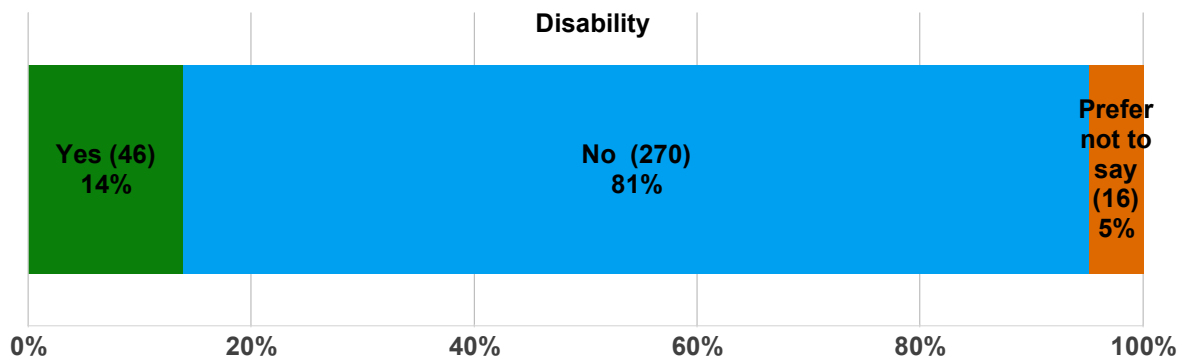
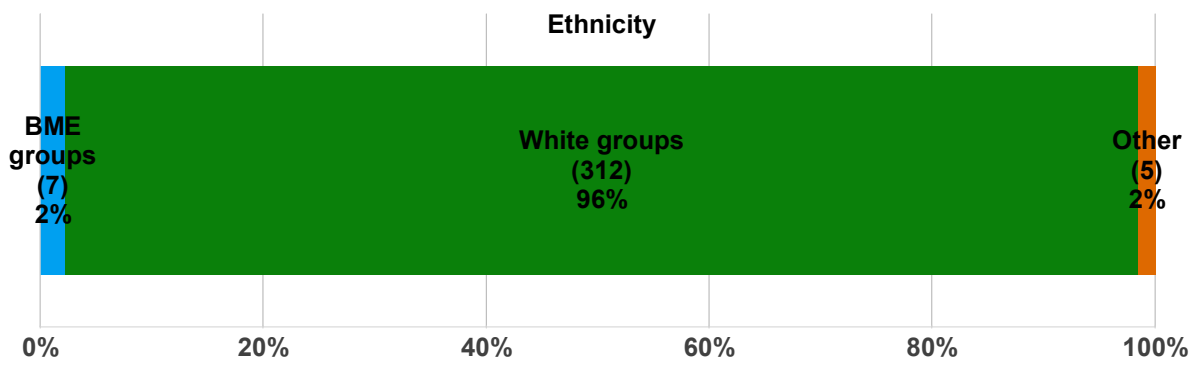
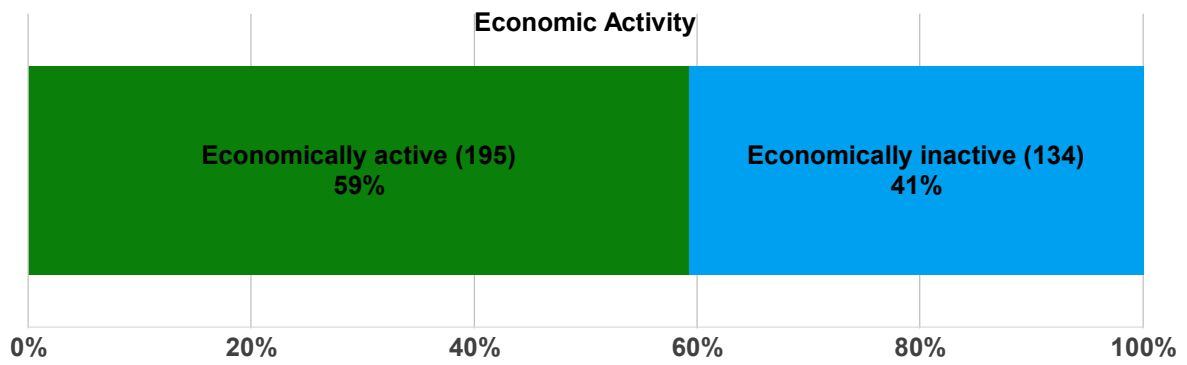
There were also two comments that referred back to the reasons people are homeless saying these need to be removed and rough sleepers should be asked how they became to be in their situation.

There were two comments that stated that that housing and homelessness is a national problem and that the government should give the council more funding.

Eight comments have been classified as other. Two comments are sceptical about the proposals with one doubtful that the proposals would be implemented and the other requesting actions not words. Another comment stated that it was not a free ride and another state that these proposals should be for those who are genuinely homeless and want to help themselves. One comment said it is important that people get proper support but was concerned about putting people together who may influence each other. There was also a comment that contained a request to eliminate begging in the town and one that suggested young people should be educated about homelessness. The final comment in this grouping said it was important that every voice is heard.

Survey Demographics





Agenda Item 14

COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE

17th September 2019

Housing Delivery Partnership Update

Final Decision-Maker	Communities Housing and Environment Committee
Lead Head of Service	William Cornall
Lead Officer and Report Author	William Cornall Director of Regeneration and Place
Classification	Public
Wards affected	All

Executive Summary

The report aims to finalise the strategy by which the council will itself recommence the delivery of affordable housing within the borough following positive decisions to pursue a Housing Delivery Partnership (HDP) with a Registered Provider, by the Communities Housing & Environment Committee on 13th November 2018, and subsequently by the Policy & Resources Committee on 13th February 2019.

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

1. To stall the creation of an HDP for the time being until such time as a garden community becomes a firmer proposition, but instead seek Secretary of State direction to acquire up to 200 no. social rented homes on smaller developments (at a value of not more than £30m over the 5-year MTFS period), whilst utilising the services of a Registered Provider (RP) as a managing agent. The required financial hurdles for a positive investment decision should be a 5% Internal Rate of Return and a positive Net Present Value, as per the Council's current investment criteria for private rented sector housing (for Maidstone Property Holdings).

Timetable

Meeting	Date
CHE Committee	17 th September 2019

Housing Delivery Partnership Update

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Accepting the recommendations will materially improve the Council's ability to achieve Embracing Growth and Enabling Infrastructure as well as the Homes and Communities objectives within the corporate plan.	[Head of Service or Manager]
Cross Cutting Objectives	The report recommendation supports the achievement of the deprivation and social mobility is improved cross cutting objectives by increasing the supply of social rented homes within the borough.	[Head of Service or Manager]
Risk Management	Already covered in the risk section	[Head of Service or Manager]
Financial	The current (5-year) Capital Programme was approved by the Council in February 2019. It includes the provision of £15 million for the delivery of Affordable Housing. A further £15 million will be required to fully fund the proposals in this report; this will be the subject of a bid within the (2020/21) Budget preparation and (2020/21 to 2024/25) Medium-Term Financial Strategy process, which is now commencing.	Interim Head of Finance (Deputy Section 151 Officer)
Staffing	In order to court developers and secure opportunities, and convert them to contract stage, this proposition would require a Grade 11 Acquisitions Officer to work within the Regeneration and Economic Development department to ensure delivery. This staffing cost will be charged to the capital cost of the schemes rather than feature in the base revenue budget of the council.	[Head of Service]
Legal	There are no specific legal consequences as a result of this report. Officers will consider the legal implications of the proposals and report back at a later stage.	Director of Environment and Place

Privacy and Data Protection	There are no Data Protection implications as a result of this decision	Policy and Information Team
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	[Policy & Information Manager]
Public Health	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Public Health Officer
Crime and Disorder	The recommendation will have a negative impact on Crime and Disorder. The Community Protection Team have been consulted and mitigation has been proposed	[Head of Service or Manager]
Procurement	There are no immediate procurement implications within the report. However, procurement exercises in accordance with adopted Council procedure, will be followed as required by the future needs of the delivery of Affordable Housing (e.g. for the potential commissioning of consultants and contracts).	Interim Head of Finance (Deputy Section 151 Officer)

2. INTRODUCTION AND BACKGROUND

2.1 The remit from the two committees was effectively to identify a suitable Registered Provider (RP) partner with whom to form the HDP. Accordingly, a soft market testing exercise was undertaken where the following RP's were approached to gauge their appetite for such a venture;

- Golding Homes
- West Kent
- Town & Country
- Optivo
- Medway Housing Society (MHS)
- Mote Homes
- Hyde
- Clarion
- Rent Plus (a "for profit" RP)

2.2 All the above RP's responded positively, completing and returning a questionnaire, and subsequent detailed telephone conversations took place with Golding, West Kent, Town & County, Optivo and MHS. Orbit were also approached but they didn't respond. The responses were all very consistent and can be summarised as follows;

- They welcome the fact that MBC is keen to re-enter the affordable housing sector and that it has allocated considerable capital in order to do so.
- They would all be keen to explore and form an HDP with the Council.
- However, all felt that the S106 affordable housing market, whereby the RP's compete to acquire S106 affordable stock from developers is working well, so an HDP could simply just add to the competition, and so not deliver any more affordable housing than would have been provided anyway.
- All but one of the nine responders did however indicate that they are not keen on smaller S106 deals (of say 10 units or less), so that this might be an area of focus for the Council if it wanted to re-enter the market, albeit that this might be best done outside of an HDP. Apparently, they are not keen on these smaller opportunities as they prefer to deliver their overall programmes via fewer but larger schemes. I.e. they find smaller sites as time consuming as larger sites to deliver.
- All the RP's indicated that for an HDP to be justified, it would need to bring about an "additionality" in supply, so create more affordable homes than would be supplied by the conventional S106 route. When pressed, the RP's suggested that the HDP should compete in the market to buy land, and then develop the sites out for a mixture of tenures, namely; affordable, market rent and market sale. This wouldn't be unreasonable but it would be a very different risk profile for the Council as it would then be much more exposed to planning risk, construction risk and sales risk too, and also the creation of long-term sustainable income streams from such investments would be less certain, than if the HDP focussed on S106 deals as was the original concept.

2.3 With those interviewed, the discussion then evolved on to the notion of the HDP being focussed on helping to deliver a complex regeneration site(s) or for example a garden community. In terms of the former, it was felt that Council investment via an HDP could help to overcome viability challenges, with the likes of the five town centre opportunity sites, especially if aligned to subsidy from Homes England too. In terms of the latter, the RP's liked the idea of the HDP being focussed upon the delivery of a garden community, whereby the advantages would be all the affordable housing being owned by the HDP rather than a consortium of RP's and that this in turn presented opportunities in terms of the long term management and stewardship of a garden community.

2.4 To summarise, the RP's commended the Council's ambition, but the issue (in terms of the lack of supply of affordable housing), in the eyes of the RP's, isn't a result of a lack of funds to invest but rather a lack of viable projects to invest in. I.e. it appears they all have access to cheap borrowing on not dissimilar terms to what the Council could access via the Public

Sector Works Loans Board. Some did also caution the cost and complexity of establishing an HDP if it wasn't going to deliver "additionality".

- 2.5 As an aside, a recent development from Homes England is that they have reintroduced the availability of grant to RP's and Councils to develop social rented housing again (this was withdrawn in 2011). The grant rates tend not to be too attractive though and it cannot be utilised on S106 housing, as they deem the subsidy should be coming from the landowner. That said, it is another delivery route that the Council will explore further and could be a mechanism by which viability might be approved on any Council owned sites for example.

3. AVAILABLE OPTIONS

- 3.1 Therefore, distilling all this, three potential strategies (to re-enter the affordable housing sector) for the Council start to emerge, as follows;
- 3.2 **Option 1** - Focus on small S106 deals that don't appeal to the main RP's. However, as these are less plentiful (circa 30 opportunities per annum) and not popular with most RPs, the Council could initially work in isolation and acquire up to 200 units over the 5-year MTFs period in its General Fund and so not need to re-open the Housing Revenue Account. I.e. the threshold has been recently increased from 50 to 200 affordable units that can be held in a council General Fund subject to direction from the Secretary of State.
- 3.3 The Council would need to engage an RP to manage the completed stock once complete, but this would be much more straightforward than establishing the HDP.
- 3.4 If the Council focussed upon acquiring 200 units of such S106 stock, at a likely unit cost of £150k each, this would be a £30m investment and so not within the (£37.5m) sum that was proposed for the HDP.
- 3.5 It would likely take around five years to achieve the target of 200 homes, and at this point the Council could review its options then, namely;
- Put the 200 homes into an HDP at this stage.
 - Sell the 200 homes to an RP at this stage.
 - Reopen the HRA in order to keep growing the portfolio (beyond 200).
- 3.6 The Council should target the same returns on investment (5% Internal Rate of Return and a positive Net Present Value) as it seeks for market rented housing via Maidstone Property Holdings Ltd.
- 3.7 The council should also choose to only deliver social rented homes and so jettison affordable rented and affordable home ownership tenures. There has been a strong steer that this would be the preference of Councillors. I.e. within the Local Plan Strategic Policy 20 for Affordable Housing are set out the affordable housing tenures, namely; social rent (circa 50% of market rent plus service charge), affordable rent (80% of market rent, albeit

capped at the Local Housing Allowance, inclusive of service charge) and shared ownership, which escalate in affordability in that order to the end user. Regrettably, minimal social rented housing has been delivered in the borough since 2011, and so if the council does once again become a deliverer, it should focus its investment on social rented housing alone.

3.8 In terms of the risks for this approach, they would be;

- The Right to Buy would apply, but because the Council would be buying the units at circa 60% of open market value, it would be insulated against a financial hit brought about by the discount that would need to be provided.
- Smaller schemes tend to be built by smaller developers, who by their nature, may be less financially stable than the volume housebuilders. However, this risk can be mitigated by acquiring completed units rather than making phased payments under a construction contract.
- The stock would still be managed by an RP, so co-branding would need to be negotiated to maximise kudos to the Council.

3.9 In terms of evidence that there will be enough opportunities for the council to pursue, there were 27 applications in the last financial year for residential schemes >11 units & <50 homes (i.e. policy is zero AH below 11 units). On the assumption that the typical number of homes per application in this grouping was 20 (the median point), based on an average of 35% affordable housing, there should have been around 27 smaller sites each with an AH provision of 7 homes, so 189 affordable homes per annum in this category.

3.10 Based on the 21 (of the 27 schemes) that have been determined, only 4 will have the affordable housing delivered on site, and another 6 will have it provided off site by way of a commuted sum.

3.11 Hence, this is a sensible and relatively untapped sector of the market upon which the Council should focus its direct investment in affordable housing on.

3.12 **Option 2** - Focus the HDP on regeneration sites. The reality however is, the Council cannot use its PWLB monies to create subsidy, and the Council already has to mechanism to invest in such schemes more generally, viability permitting, through market rent investment via Maidstone Property Holdings Limited. So, the Council will continue to look at such sites in terms of how it can use its own investment to unlock delivery, but that is can occur in isolation of an RP or through scheme specific JV's, so an HDP wouldn't add any additional value.

3.13 **Option 3** - Align the HDP to the delivery of a garden community proposal. This has the most potential for an HDP, but realistically this is a longer-term proposition as any such Garden Community will not be allocated in the Local Plan Review until 2022, with the delivery of new homes not likely be until

2027 at the earliest. So that HDP is a good option for this area, but it's too early to create one.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

4.1 The preferred option is option 1, to stall the creation of an HDP for the time being until such time as a garden community becomes a firmer proposition, but instead seek Secretary of State direction to acquire up to 200 no. social rented homes on smaller developments (at a value of not more than £30m over the 5-year MTFs period), whilst utilising the services of an RP as a managing agent. The required financial hurdles for a positive investment decision should be a 5% Internal Rate of Return and a positive Net Present Value, as per the council's current investment criteria for private rented sector housing (for Maidstone Property Holdings).

5. RISK

5.1 The risks have been explored within the main body of the report.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

6.1 The HDP concept has been to this Committee on two previous occasions and subsequently to the Policy & Resources Committee.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

7.1 If this recommendation is agreed, our intended approach will be confirmed to the RPs that expressed an interest, but that we confirm our willingness to collaborate with them on regeneration sites, but outside of an HDP structure.

8. REPORT APPENDICES

None.

9. BACKGROUND PAPERS

None.

COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE

17 SEPTEMBER 2019

NOMINATIONS TO OUTSIDE BODIES

Final Decision-Maker	Communities, Housing and Environment Committee
Lead Head of Service	Angela Woodhouse, Head of Policy, Communications and Governance
Lead Officer and Report Author	Mike Nash, Democratic Services Officer
Classification	Public
Wards affected	All

Executive Summary

A nomination has been received for a Council Representative position on the Citizens Advice Bureau (CAB). This nomination is to be considered by the Communities, Housing and Environment (CHE) Committee.

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

- 1) That the Committee consider the nomination received for the position on the Citizens Advice Bureau and makes an appointment if appropriate.
- 2) That the Chairman invites organisations where vacancies exist to a future meeting, but priority be given to those where there are no positions filled.

Timetable

Meeting	Date
Communities, Housing and Environment Committee	17 September 2019

NOMINATIONS TO OUTSIDE BODIES

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	We do not expect the recommendations will by themselves materially affect achievement of corporate priorities.	Democratic Services Officer
Cross Cutting Objectives	Each organisation has a different remit and will contribute to the cross-cutting objectives in various ways.	Democratic Services Officer
Risk Management	There are no significant risks associated with the appointment of Council Representatives.	Democratic Services Officer
Financial	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.	Finance Officer
Staffing	We will deliver the recommendations with our current staffing.	Democratic Services Officer
Legal	Under the Council's Constitution it is a function of the Communities, Housing and Environment Committee to appoint Members to the outside bodies assigned to the Committee. The outside body identified in the report is so assigned.	Team Leader (Corporate Governance), MKLS
Privacy and Data Protection	There are no specific privacy or data protection issues to address.	Team Leader (Corporate Governance), MKLS
Equalities	The recommendations do not propose a change in service and therefore will not require an equalities impact assessment.	Equalities and Corporate Policy Officer
Public Health	No implications.	Democratic Services Officer
Crime and Disorder	No implications.	Democratic Services Officer
Procurement	No implications.	Finance Officer

2. INTRODUCTION AND BACKGROUND

- 2.1 Following the advertisement of Council Representative vacancies, a nomination has been received for a position on the Citizens Advice Bureau (CAB). The nomination has been attached as an appendix to this report.
 - 2.2 If an appointment is made by the Communities, Housing and Environment Committee at its meeting on 17 September 2019, the term of office for this position will be from 18 September 2019 to 17 September 2023.
 - 2.3 Other vacancies that were advertised did not receive nominations, therefore an invitation will be extended to the organisations concerned to give a presentation to the Committee. This will highlight the aims and objectives of the outside body. Priority will be given to those that currently do not have any representation.
 - 2.4 The vacancies are as follows:-
 - Action for Rural Communities – 2 vacancies (2 positions)
 - Age UK – 1 vacancy (1 position)
 - Relate – 1 vacancy (1 position)
 - Cutbush and Corral – 1 vacancy (4 positions)
-

3. AVAILABLE OPTIONS

- 3.1 The Committee could do nothing. This is not recommended as it would mean that no additional Council Representatives are appointed to Outside Bodies. This could damage the relationships that the Council fosters with these organisations.
 - 3.2 The Committee could appoint to the CAB position if deemed appropriate and invite those organisations where a vacancy exists to give a presentation to highlight their aims and objectives.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 Option 3.2 is recommended as there is a need to ensure that these vacancies are filled as soon as possible.
-

5. RISK

- 5.1 There are no significant risks associated with the appointment of Council Representatives.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 All Committees responsible for appointing Council Representatives to Outside Bodies considered a report in July 2019. These reports summarised the current status of Outside Bodies including appointments, nominations and outstanding vacancies.

6.2 All Councillors have been emailed to advertise the vacancies on Outside Bodies.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

7.1 Relevant Outside Bodies will be contacted to inform them of any appointments made by the Committee.

8. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix 1: Nomination Form – Cllr Harper – Citizens Advice Bureau
-

9. BACKGROUND PAPERS

None.

NOMINATION FORM TO OUTSIDE BODY

Date Paul Harper

NAME:	Paul Harper
ADDRESS:	Little Oaks, 68 Oakwood Road, ME16 8AL
TELEPHONE NO:	078 348 451 54
NAME OF ORGANISATION APPLYING FOR:	Citizens Advice Maidstone
ROLE APPLYING FOR:	Trustee
REASON FOR APPLYING:	Interested to work in the Welfare Advice sector
WHAT SKILLS AND EXPERIENCE COULD YOU BRING TO THE ORGANISATION?:	I am applying for this role as I work for Islington People's Rights a welfare rights support charity

which assists people accessing their benefits. I therefore have complete empathy with the Citizens Advice Maidstone.

The role of the CAB is of greater need with the implementation of Universal Credit. I have worked in the charitable sector at Executive level since 2010 and can bring that experience to this role. I have also been a trustee at Community Support in Sutton.

Happy to answer any further questions.

Paul Harper