

# COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE MEETING

Date: Tuesday 19 March 2019  
Time: 7.30 pm (or immediately after the conclusion of the Crime and Disorder Committee)  
Venue: Town Hall, High Street, Maidstone

## Membership:

Councillors M Burton, Garten, Joy, D Mortimer (Chairman), Powell (Vice-Chairman), Purle, Mrs Robertson, Rose and Webb

*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.*

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<b><u>AGENDA</u></b>	<b><u>Page No.</u></b>
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 12 February 2019	1 - 7
9. Presentation of Petitions (if any)	
10. Questions and answer session for members of the public (if any)	
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14. 3rd Quarter Revenue & Capital Budget Monitoring Report	21 - 36

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**Issued on Monday 11 March 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](mailto: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. Friday 15 March 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](http://www.maidstone.gov.uk).

Should you wish to refer any decisions contained in these minutes to the Policy and Resources Committee, please submit a Decision Referral Form, signed by three Councillors, to the Head of Policy, Communications and Governance by: 26 February 2019.

## **MAIDSTONE BOROUGH COUNCIL**

### **Communities, Housing and Environment Committee**

#### **MINUTES OF THE MEETING HELD ON TUESDAY 12 FEBRUARY 2019**

**Present:** Councillors M Burton, Garten, Joy, D Mortimer (Chairman), Powell, Purle, Mrs Robertson, Springett and Webb

**Also Present:** Councillors Mrs Wilson

150. AMENDMENT TO THE ORDER OF BUSINESS

**RESOLVED:** That Item 19. MBC Safeguarding Policy was to be discussed before Item 15. Strategic Plan 2019-45 Action Plan.

151. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Rose.

152. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor Springett was present as a Substitute for Councillor Rose.

153. URGENT ITEMS

There were no urgent items.

154. NOTIFICATION OF VISITING MEMBERS

It was noted that Councillor Wilson was present as a Visiting Member, and indicated that she wished to speak on Item 14. Member Agenda Item Request - Review of "Access to the Council's Service for Disabled People 2005-2006".

155. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

156. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

157. TO CONSIDER WHETHER ANY ITEMS SHOULD BE TAKEN IN PRIVATE BECAUSE OF THE POSSIBLE DISCLOSURE OF EXEMPT INFORMATION.

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

158. MINUTES OF THE MEETING HELD ON 15 JANUARY 2019

**RESOLVED:** That the minutes of the meeting held on 15 January 2019 be approved as a correct record and signed.

159. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

160. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC (IF ANY)

There were no questions from members of the public.

161. COMMITTEE WORK PROGRAMME

The Committee noted the addition of the Low Level and Nuisance Crime item. The Chairman stated that any questions from Councillors were to be submitted to Democratic Services in advance of the Committee meeting. This would ensure that information was prepared by relevant Officers to inform responses.

**RESOLVED:** That the Committee Work Programme be noted.

162. REPORTS OF OUTSIDE BODIES

**RESOLVED:** That the Reports of Outside Bodies be noted.

163. PRESENTATIONS OF OUTSIDE BODIES

Ms Liz Abi-Aad, Clerk & Chief Officer of Cutbush & Corral, addressed the Committee regarding the work of the charity. Ms Abi-Aad outlined that the organisation supported Maidstone residents through the provision of 148 alms houses. A working maintenance charge was paid by occupants, which cost between 42-66% of equivalent fair rent rates. Ms Abi-Aad stated that there was a vacancy for a Maidstone Borough Council Representative on the charity.

The Committee commented that Councillors could promote awareness of the support provided by Cutbush & Corral through engagement with residents.

In response to questions from the Committee, Ms Abi-Aad stated that:

- The operating costs of the organisation were fully covered by income received through working maintenance charges and dividends from investments.
- There was the potential to expand the available provision in order to meet the future needs of residents.

- Provision was predominantly in urban areas, however, rural areas such as Harrietsham could be considered for future development.

**RESOLVED:** That the presentation be noted.

164. MEMBER AGENDA ITEM REQUEST - REVIEW OF "ACCESS TO THE COUNCIL'S SERVICE FOR DISABLED PEOPLE 2005-2006"

Councillor Wilson introduced her report.

The Committee stated that:

- A review of the "Access to the Council's Service for Disabled People 2005-2006", and the recommendations in the report, was helpful to understand the work undertaken to promote accessibility to Maidstone Borough Council services.
- Accessibility issues impacted on a broad range of residents, such as elderly residents and those who did not have ready access to online information.
- Should a Working Group be established, this was to comprise of representative groups in the Borough.
- Mental and physical disabilities were to be a consideration when undertaking the work.
- The promotion of equalities training for staff was beneficial.

In response to questions from the Committee, Mrs Angela Woodhouse, Head of Policy, Communications and Governance, stated that there was the potential to incorporate the work in the Equalities Action Plan, which was considered by the Policy and Resources Committee. Furthermore, Councillor input would be advantageous in the scoping and delivery of the work.

**RESOLVED:** That a report be brought to the next appropriate Communities, Housing and Environment Committee meeting setting out the scope of a review of accessibility to services for residents.

Voting: Unanimous

165. MBC SAFEGUARDING POLICY

Mr Matt Roberts, Community Partnerships & Resilience Manager, informed the Committee that the Maidstone Borough Council Safeguarding Policy had been updated to incorporate the Kent Support Levels process and integrated Front Door Service for Children's Social Care. A section had been included regarding missing children, as those that went missing were at an increased risk of being groomed. The Domestic Violence Disclosure Scheme, commonly referred to as Clare's Law, was referenced in the

policy to raise awareness of the scheme. Furthermore, the introduction of Safeguarding Champions had led to an improved awareness of mental health issues and better understanding of guidance relating to suicide prevention. It was stated that the post of Member Safeguarding Champion was currently vacant.

The Committee commented that safeguarding was a responsibility for everyone, however, it was beneficial to have a Champion role in order to ensure that Councillors with safeguarding concerns had a point of contact to seek advice and guidance. Furthermore, there was an opportunity for this Committee to enhance awareness of safeguarding by releasing a statement.

In response to questions from the Committee, Mr Roberts stated that:

- Safeguarding Champions had been established within staff teams, in accordance with best practice.
- The Member Safeguarding Champion would attend the Maidstone Borough Council Safeguarding Champions Group to share best practice.

**RESOLVED:** That

1. The draft version of MBC's Safeguarding Policy be approved for consultation.
2. Delegated authority be granted to the Head of Housing & Community Services to formally adopt the Policy, subject to any minor amendments in consultation with the Chairman and Vice-Chairman of the Communities, Housing and Environment Committee.
3. A safeguarding training session be arranged by the Head of Housing & Community Services for all Councillors in the 2019/20 municipal year.

Voting: Unanimous

4. Council be recommended that the Chairman of the Communities, Housing and Environment Committee is automatically appointed to the role of Member Safeguarding Champion.

Voting: For – 7      Against – 1      Abstentions – 1

5. Council is recommended to amend the delegations to the Head of Housing and Community Services to include specific reference to responsibility for Safeguarding.
6. Delegated authority is granted to the Head of Legal Partnership and Monitoring Officer to make the appropriate amendments to the Constitution to give effect to the decisions.

Voting: Unanimous

166. STRATEGIC PLAN 2019-45 ACTION PLAN

Mrs Angela Woodhouse, Head of Policy, Communications and Governance, informed the Committee that the vision, priorities, cross-cutting objectives, outcomes and "how we do things" elements of the Strategic Plan 2019-45 were agreed at Council in December 2018. The report outlined key actions that were to be completed over the next five years. It was emphasised that not all of the outcomes in the Strategic Plan were to be acted on immediately, and that the key actions covered significant projects rather than business as usual work. The Policy and Resources Committee was to review suggestions from this committee on 13 February 2019, and the final plan was to be considered at Council on 27 February 2019.

The Committee commented that:

- On page 90, the word "investing" was to be removed from bullet point two under "Between 2019-24 we will place particular importance on:".
- On page 90, an additional cross-cutting objective was to be added to bullet points three under "Between 2019-24 we will place particular importance on:" to reflect that affordable housing included environmentally sustainable housing.
- On page 90, all four cross-cutting objectives were to be added to bullet points four and five under "Between 2019-24 we will place particular importance on:".
- On page 92, the "Environment and Biodiversity" cross-cutting objective was to be added to bullet point three under "Between 2019-24 we will place particular importance on:".
- On page 93, additional cross-cutting objectives were to be added to bullet points three, four and five to reflect considerations regarding environmental sustainability, health and deprivation.

**RESOLVED:** That the feedback be noted.

Note: Councillor Burton left the meeting during consideration of this item.

167. WASTE CONTRACT REVIEW

Mrs Jennifer Shepherd, Head of Environment and Public Realm, informed the Committee of the achievements by the department over the period of the waste contract. Mrs Shepherd stated that 8 million waste collections had been made in Maidstone, and 99% of collections had been successful since the contract began in 2013. The target of 0.0% of waste going to landfill had been achieved. £1 million had been saved per year, however, Mrs Shepherd cautioned that the saving would be difficult to maintain

after the contract expired without reviewing how the service operated. It was stated that waste figures were connected to the status of the economy, and therefore Brexit introduced uncertainty about future waste trends.

The Committee commented that increasing awareness of recyclable material, by putting stickers on bins, was key to ensuring that appropriate items were placed in recycling bins.

In response to a question from the Committee, Mrs Shepherd stated that while some materials such as scrap metal were recyclable, these were categorised as "objectionable" as they had not been included in the contract specification.

**RESOLVED:** That the performance of the Waste Contract be noted.

168. WASTE CRIME UPDATE

Mrs Shepherd stated that a Waste Crime Team had been established approximately six months ago. The team could issue penalty notices, seize vehicles or prosecute individuals who committed crimes such as fly tipping. £3,000 had been invested in covert cameras, which had proven to be successful, and a further £10,000 was to be invested.

Mr James Duffy, Waste Crime Manager, outlined that nine Fixed Penalty Notices (FPNs) had been issued for fly tipping and a further 467 FPNs had been issued for littering. The value of FPNs was £60,000 since July 2018.

In response to questions from the Committee, Mr Duffy replied that:

- The cost of crushing cars was recovered through the income generated by the sale of scrap parts. If cars were roadworthy, they could also be sold outright.
- Action against fly tippers could only be taken if there was a witness, so it was important for residents to submit statements to the team. This could be supplemented with videos and pictures taken from mobile phones or car dashboard cameras.

The Committee reasserted the zero-tolerance policy towards fly tippers and commended the team for the successes to date.

**RESOLVED:** That the Waste Crime Update be noted.

169. TEMPORARY ACCOMMODATION FOR HOMELESS HOUSEHOLDS

Mr William Cornall, Director of Regeneration and Place, explained to the Committee that the report proposed to roll over unspent capital funding to purchase additional temporary accommodation.

The Committee commented that it was important to progress with the purchase of temporary accommodation, as it recognised that Maidstone

Borough Council did not currently have enough temporary accommodation to meet need.

**RESOLVED:** That:

1. The underspent sum of £180,000 within the previously approved capital budget for Housing Investments be released for investing in further property for use as temporary accommodation for homeless households.
2. Any further additional underspend within the previously approved capital budget for Housing Investments be released for investing in further property for use as temporary accommodation for homeless households.

Voting: For – 7      Against – 0      Abstentions – 1

170. DURATION OF MEETING

7.41 p.m. to 9.46 p.m.

## 2018/19 WORK PROGRAMME

	Committee	Month	Lead	Report Author
Strategic Plan - New KPIs	CHE	Apr-19	Angela Woodhouse	Anna Collier
GP Provision Update	CHE	Apr-19	Alison Broom/CCG	Alison Broom
Heather House	CHE	Apr-19	William Cornall	William Cornall
Environmental Health Annual Report	CHE	Apr-19	John Littlemore	Tracey Beattie
Environmental Health and Community Protection Policy	CHE	Apr-19	John Littlemore	Tracey Beattie
MBC Provided Gypsy and Traveller Sites - requested by Cllr Harwood	CHE	Jun-19	William Cornall	John Littlemore
Low Emission Zone Feasibility Study	CHE	Jun-19	William Cornall	John Littlemore
Charges for Pre-Application and Professional Advice for Noise, Air Quality and Contaminated Land	CHE	Sep-19	John Littlemore	Tracey Beattie
Review of Charges for Contaminated Land	CHE	Nov-19	John Littlemore	Tracey Beattie
Charging for Food Hygiene Advice	CHE	Nov-19	John Littlemore	Tracey Beattie
Bedgebury Food Outlet	CHE	Nov-19	John Littlemore	Tracey Beattie
Environmental Services - Commercial developments	CHE	TBC	Jennifer Shepherd	Jennifer Shepherd
Review of Accessibility to Services for Residents	CHE	TBC	William Cornall	Angela Woodhouse
Options to Resolve the Issue of Graffiti in the Borough	CHE	TBC	William Cornall	Jennifer Shepherd

## 2018/19 WORK PROGRAMME

	Committee	Month	Lead	Report Author
Local Care Hubs	CHE	TBC	Alison Broom	
MBC Affordable Housing Supplementary Planning Guidance (SPG)	CHE	TBC	William Cornall	Mark Egerton

# Agenda Item 13

**Communities, Housing and Environment  
Committee**

**19 March 2019**

## **2018/19 Key Performance Indicators Update Quarter 3**

<b>Final Decision-Maker</b>	Communities, Housing & Environment Committee
<b>Lead Head of Service/Lead Director</b>	Angela Woodhouse, Head of Policy, Communications, and Governance
<b>Lead Officer and Report Author</b>	Anna Collier, Policy and Information Manager and Clare Harvey, Data Intelligence Officer
<b>Classification</b>	Public
<b>Wards affected</b>	All

### **Executive Summary**

Communities, Housing & Environment Committee are asked to review the progress of Key Performance Indicators that relate to the delivery of the Strategic Plan 2015-2020. The Committee is also asked to consider the comments and actions against performance to ensure they are robust.

### **This report makes the following recommendations to Wider Leadership Team:**

1. That the summary of performance for Quarter 3 of 2018/19 for Key Performance Indicators (KPIs) be noted.

### **Timetable**

<b>Meeting</b>	<b>Date</b>
Communities, Housing & Environment Committee	19 March 2019

### 1. INTRODUCTION AND BACKGROUND

- 1.1 Having a comprehensive set of actions and performance indicators ensures that the Council delivers against the priorities and actions set in the Strategic Plan.
  - 1.2 Performance indicators are judged in two ways. Firstly on whether performance has improved, sustained or declined, compared to the same period in the previous year. This is known as direction or Long Trend. Where there is no previous data, no assessment of direction can be made.
  - 1.3 The second way is to look at whether an indicator has achieved the target set and is known as PI status. If an indicator has achieved or exceeded the annual target they are rated green. If the target has been missed but is within 10% of the target it will be rated amber, and if the target has been missed by more than 10% it will be rated red.
  - 1.4 Some indicators will show an asterisk (\*) after the figure. These are provisional values that are awaiting confirmation. Data for some of the indicators were not available at the time of reporting. In these cases a date has been provided for when the information is expected.
  - 1.5 Contextual indicators are not targeted but are given a direction. Indicators that are not due for reporting or where there is delay in data collection are not rated against targets or given a direction.
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### 2. Quarter 3 Performance Summary

- 2.1 There are 27 key performance indicators (KPIs) which were developed with Heads of Service and unit managers, and agreed by the four Service Committees for 2018/19, 13 are reported for this quarter.
- 2.2 Overall, 50% (5) of targeted KPIs reported this quarter achieved their target compared to 90% (9) in quarter 2 and 78% (7) in the same quarter last year.
- 2.3 There are 3 contextual indicators (indicators without targets) represented in the chart below as N/A, these indicators were requested for inclusion as they are important in assessing how the council is performing by examining the outcomes. These indicators are; the percentage of litter reports attended to, the number of households living in temporary accommodation on the last night of

the month and the number of households living in nightly paid temporary accommodation on the last night of the month.

<b>RAG Rating</b>	<b>Green</b>	<b>Amber</b>	<b>Red</b>	<b>N/A</b>	<b>Total</b>
KPIs	5	2	3	3	13
<b>Direction</b>	<b>Up</b>	<b>No Change</b>	<b>Down</b>	<b>N/A</b>	<b>Total</b>
Last Year	4	0	6	3	13
Last Quarter	8	0	5	0	13

### **3. Performance by Priority**

#### **Priority 1: Keeping Maidstone Borough an attractive place for all**

- 3.1 The percentage of land and highways with acceptable levels of litter is on target. During quarter three the team increased litter picking on rural roads and targeted a greater amount of resource on tackling littering along high speed roads.
- 3.2 The percentage of land and highway with acceptable levels of detritus was 93.13% against a target of 94%. This was due to a combination of reasons including the seasonal leaf fall, a period of staff sickness and due to gritting being carried out prior to the monitoring. Overall performance is still high and levels of detritus are expected to reduce next quarter.
- 3.3 The percentage of fly tips resulting in enforcement action was 97% against a target of 50%, significantly higher than the target and an improved performance compared to this point in 2017/18 when 56.4% of fly-tips resulted in enforcement action, an increase of 41%.
- 3.4 During the quarter the depot team cleared and assessed more fly-tips than were reported (within 4 working days) with an out-turn of 106% against a target of 94%.
- 3.5 The Percentage of fly-tips assessed or cleared within two working days was 106% against a target of 89%. This performance is a result of having a dedicated team for fly-tipping and through closer working with the Environmental Enforcement team.
- 3.6 47.3% of littering reports were attended to this quarter. Performance has improved throughout the year which demonstrates that implemented changes to cleaning schedule are having the desired effect in reducing the number of responsive actions required.

- 3.7 Overall, 50.67% of waste was sent for reuse, recycling or composting in quarter 3 against a target of 52.50%. This only includes October's figures as data has not yet been provided by Kent County Council. In October, the garden waste tonnage fell significantly which is a month earlier than last year. This may be related to the dry, hot summer experienced this year which inhibited garden growth. In addition the non-recyclable tonnage has been higher this month compared to previous months and the reason for this is unclear as recyclable tonnage has remained constant. Once the full quarters figures have been obtained further analysis will be undertaken to determine any underlying issues which may have led to the increase.
- 3.8 The percentage of spend and allocation of Disabled Facilities Grant Budget (YTD) was 94.1% against a target of 70%. This is a 7% improvement compared to the quarter three figure in 2017/18. This is due to an additional officer being in post and strong demand for the grants.

### **Priority 2: Securing a successful economy for Maidstone Borough**

- 3.9 The number of affordable homes delivered (gross) was 26 against a quarterly target of 45. However, the quarterly target for the first two quarters was exceeded and there has been a total of 154 affordable homes delivered for the first three quarters of the year overall. This exceeds the total three quarters target of 135 by 19 homes, therefore remaining on track to achieve the year-end target.
- 3.10 The number of households housed through the housing register has not met target this quarter due to fewer available properties. This is a combination of less vacant properties coming through from our Registered Providers and a smaller amount of new build units being completed during the period.
- 3.11 The Prevention duty was ended to 65 households as a result of suitable accommodation being secured that would be available for at least 6 months. This is an increase of 35% on the quarter 2 out-turn, so far for the year to date prevention duty has ended for 135 households.
- 3.12 The number of households in temporary accommodation on the last day of the month has reduced from Quarter 2 by 10 families. Of the 125 households, 66 were in nightly paid accommodation, 53 were in our own stock and six were in Registered Social Landlord accommodation.

#### 4. RISK

- 4.1 This report is presented for information only, managers and heads of service can use performance data to identify service performance and this data can contribute to risk management.

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#### 5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The Key Performance Indicator Update is reported quarterly to the Service Committees; Communities Housing and Environment Committee, Strategic Planning, Sustainability and Transportation Committee, and Heritage Culture and Leisure Committee. Each Committee receives a report on the relevant priority action areas. The report is also presented to Policy & Resources Committee, reporting only on the priority areas of: A clean and safe environment, regenerating the Town Centre, and a home for everyone.

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#### 6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 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.

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#### 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	The key performance indicators and strategic actions are part of the Council's overarching Strategic Plan 2015-20 and play an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas, for example waste and recycling.	Policy and Information Manager
<b>Risk Management</b>	The production of robust performance reports ensures that the view of the Council's approach to the management of risk and use of resources is not undermined and allows early action to be taken in	Policy and Information Manager

	order to mitigate the risk of not achieving targets and outcomes.	
<b>Financial</b>	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.	Paul Holland, Senior Finance Manager (Client)
<b>Staffing</b>	Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans to be put in place	Policy and Information Manager
<b>Legal</b>	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 Council's Strategic Plan is to provide clear strategic direction in order to facilitate the improvement of the economy, efficiency and effectiveness of Council Services. Regular reports on the Council's performance assist in demonstrating best value and	Legal Team

	compliance with the statutory duty.	
<b>Privacy and Data Protection</b>	The 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.	Policy and Information Manager
<b>Equalities</b>	The Performance Indicators reported on in this quarterly update measure the ongoing performance of the strategies in place. If there has been a change to the way in which a service delivers a strategy, i.e. a policy change, an Equalities Impact Assessment is undertaken to ensure that there is no detrimental impact on individuals with a protected characteristic.	Policy & Information Manager
<b>Public Health</b>	None identified	Policy and Information Manager
<b>Crime and Disorder</b>	None identified.	Policy and Information Manager
<b>Procurement</b>	Performance Indicators and Strategic Milestones monitor any procurement needed to achieve the outcomes of the Strategic Plan.	Policy and Information Manager

## 8. REPORT APPENDICES

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

- Appendix 1: 2018/19 Key Performance Indicator Update - Quarter 3

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## 9. BACKGROUND PAPERS

None.

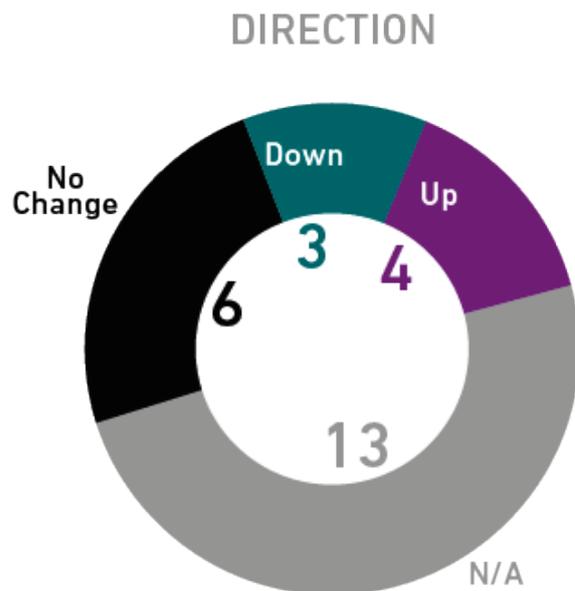
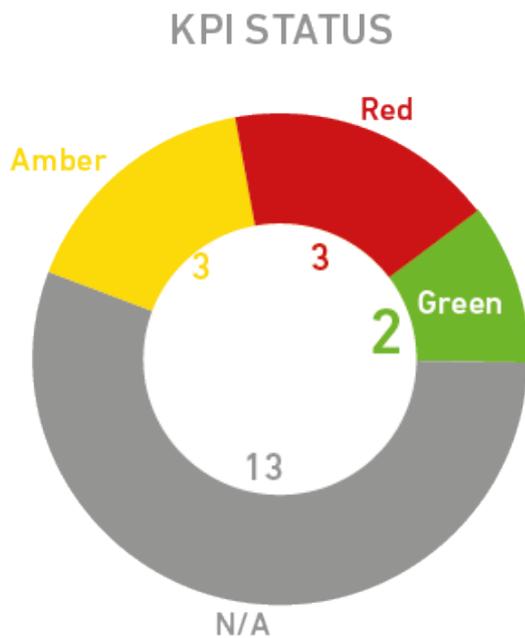
## Performance Summary

This is the quarter 3 performance update on Maidstone Borough Council’s Strategic Plan 2015-20. It sets out how we are performing against Key Performance Indicators that directly contribute to the achievement of our priorities. Performance indicators are judged in two ways; firstly, whether an indicator has achieved the target set, known as PI status. Secondly, we assess whether performance has improved, been sustained or declined, compared to the same period in the previous year, known as direction.

### 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



RAG Rating	Green	Amber	Red	N/A	Total
KPIs	5	2	3	3	13
Direction	Up	No Change	Down	N/A	Total
Last Year	4	0	6	3	13
Last Quarter	8	0	5	0	13

## Priority 1: Keeping Maidstone Borough an attractive place for all

### Providing a clean and safe environment

Performance Indicator	Q3 2018/19				
	Value	Target	Status	Last year	Last Quarter
The percentage of land and highways with acceptable levels of litter	98.34%	94.00%			
The percentage of land and highways with acceptable levels of detritus	93.13%	94.00%			
Percentage of fly tips resulting in enforcement action	97.0%	50.0%			
Percentage of fly-tips cleared or assessed within 2 working days	94%	89.00%			
Percentage of fly-tips clear or assessed within 4 working days	106.07%	94%		N/A	
Percentage of reports of littering attended to	47.3%			N/A	
Percentage of household waste sent for reuse, recycling and composting (NI 192)	50.67%	52.50%			

### Encouraging good health and wellbeing

Performance Indicator	Value	Target	Status	Last Year	Last Quarter
Percentage spend and allocation of Disabled Facilities Grant Budget (YTD)	94.1%	70.0%			

## Priority 2: Securing a successful economy for Maidstone Borough

## A home for everyone

Performance Indicator	Q3 2018/19				
	Value	Target	Status	Last year	Last Quarter
Number of affordable homes delivered (gross)	26	45			
Number of households living in temporary accommodation last night of the month (NI 156 & SDL 009-00)	125				
Number of households housed through housing register	125	150			
Number of applications where Prevention Duty has ended as applicant has suitable accommodation for at least 6 months	65	75		N/A	
Number of households living in nightly paid temporary accommodation last night of the month	66				

## Communities, Housing and Environment Committee

**19 March 2019**

### 3rd Quarter Budget Monitoring 2018/19

<b>Final Decision-Maker</b>	Communities, Housing and Environment Committee
<b>Lead Head of Service/Lead Director</b>	Mark Green, Director of Finance & Business Improvement
<b>Lead Officer and Report Author</b>	Paul Holland, Senior Finance Manager
<b>Classification</b>	Public
<b>Wards affected</b>	All

#### **Executive Summary**

This report sets out the financial position for this Committee at the end of Quarter 3 2018/19 against the revenue and capital budgets.

For this Committee, there is an underspend against the revenue budget of £0.668m, but this is expected to reduce to an underspend of £0.221m by the end of this financial year.

Capital expenditure totalling £4.477m has been incurred between 1 April and 31 January, for the projects which sit within this Committee's remit. At this stage, it is anticipated that there will be slippage of £1.983m into 2019/20.

#### **This report makes the following recommendations to this Committee:**

1. That the revenue position at the end of the third quarter 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 the third quarter is noted.

#### **Timetable**

<b>Meeting</b>	<b>Date</b>
Communities, Housing and Environment Committee	19 March 2019

# 3rd Quarter Budget Monitoring 2018/19

## 1. INTRODUCTION AND BACKGROUND

- 1.1 The Medium Term Financial Strategy for 2018/19 onwards was agreed by full Council on 7 March 2018. This report advises and updates the Committee on how each service has performed in regards to revenue and capital expenditure against the approved budgets within its remit.
  - 1.2 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.
  - 1.3 Attached at Attached at **Appendix 1** is a report detailing the position for the revenue and capital budgets at the end of the December 2018.
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## 2. AVAILABLE OPTIONS

- 2.1 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.
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## 3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 In considering the current position on the revenue budget and the capital programme at the end of December 2018 the committee can choose to note this information or it could choose to take further action.
  - 3.2 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.
- 

## 4. RISK

- 4.1 This report is presented for information only and has no risk management implications.
  - 4.2 The Council has produced a balanced budget for both capital and revenue expenditure and income for 2018/19. 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 this committee the best opportunity to take actions to mitigate such risks.
-

## 5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 No consultation has been undertaken in relation to this report.

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## 6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 The third quarter budget monitoring reports are being considered by the relevant Service Committees between January and March, including a full report to Policy & Resources Committee on 27 March 2019.

6.2 Details of the discussions which take place at service committees regarding budget management will be reported to Policy and Resources Committee where appropriate.

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## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	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.	Director of Finance & Business Improvement
<b>Risk Management</b>	This has been addressed in section 4 of the report.	Director of Finance & Business Improvement
<b>Financial</b>	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.	Director of Finance & Business Improvement
<b>Staffing</b>	The budget for staffing represents a significant proportion of the direct spend of the council and is carefully	Director of Finance & Business

	monitored. Any issues in relation to employee costs will be raised in this and future monitoring reports.	Improvement
<b>Legal</b>	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.	Team Leader (Corporate Governance), MKLS
<b>Privacy and Data Protection</b>	No specific issues arise.	Director of Finance & Business Improvement
<b>Equalities</b>	No impact identified in consideration of this report.	Equalities and Corporate Policy Officer
<b>Crime and Disorder</b>	No specific issues arise.	Director of Finance & Business Improvement
<b>Procurement</b>	No specific issues arise.	Director of Finance & Business Improvement

## **8. REPORT APPENDICES**

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

- Appendix 1: Third Quarter 2018/19 Revenue and Capital Monitoring – Communities, Housing and Environment

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## **9. BACKGROUND PAPERS**

None

# Third Quarter Budget Monitoring 2018/19

Communities, Housing and Environment  
Committee

19 March 2019

Lead Officer: Mark Green

Report Author: Paul Holland

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## Executive Summary

This report is intended to provide Members with an overview of performance against revenue and capital budgets and outturn during the third quarter of 2018/19 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 this quarter are as follows:

- For this Committee, there is an underspend against the revenue budget at the end of the third quarter. An underspend of £221,000 is projected by the end of this financial year.
- The position for the Council as a whole at the end of the third quarter is an underspend against the revenue budgets of £1.0m. However this figure includes a number of large grants received that will be carried forward into 2019/20. At this stage a broadly balanced position is expected for the year after taking account carried forward grants.
- Capital expenditure totaling £4.48m has been incurred between 1 April and 31 December, for the projects which sit within this Committee's remit. At this stage, it is anticipated that there will be slippage of £1.982m into 2019/20.
- Overall capital expenditure totaling £8.539m has been incurred during the first three quarters, against a revised budget of £24.246m.

# Revenue Budget

## 3rd Quarter

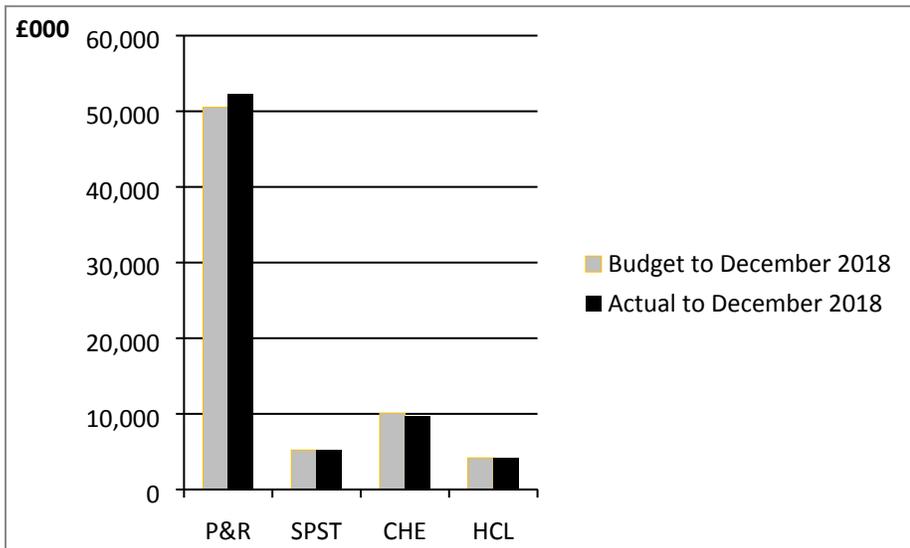
### 2018/19



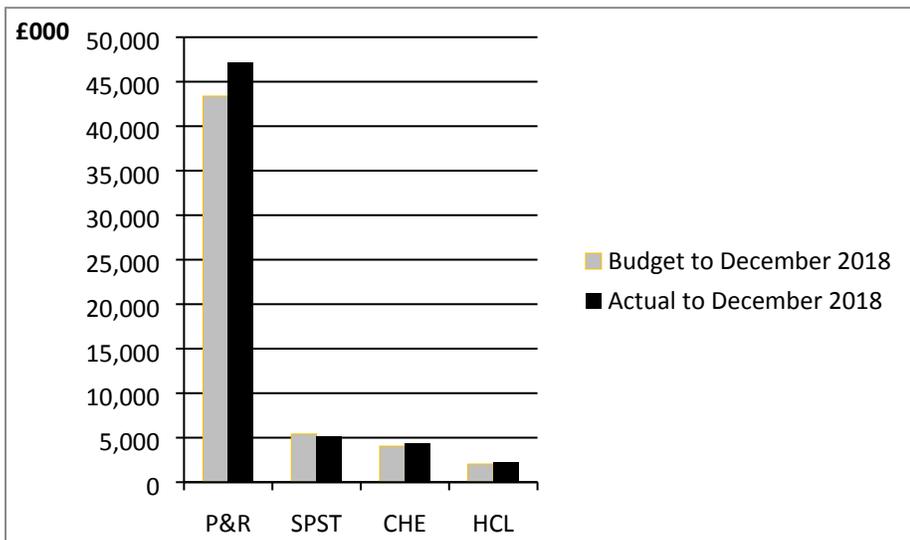
## Revenue Spending

At the end of the third quarter, there is an overall positive variance of £0.668m against the revenue budget for this Committee. This figure incorporates a number of grants which we are anticipating will be carried forward into 2019/20. Based on current information, we are forecasting that this will decrease to an underspend of £0.221m by the end of the year.

As illustrated by the chart below, all committees with the exception of Policy & Resources have kept expenditure within the agreed budget, and only one Committee (Strategic Planning, Sustainability & Transportation) is showing a shortfall against their income budget. The specific issues for this Committee are discussed later in this report.



**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 third 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 budget now being used is the revised estimate for 2018/19.

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 December 2018;
- 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 2019.

The budgets for each service committee now include a figure for assumed salary slippage to reflect the forecast level of vacant posts across the year. This was previously shown as a figure for the whole Council as part of the budget monitoring report for Policy & Resources Committee.

The table shows that of a net annual expenditure budget of £8.377m it was expected that £5.461m would be spent up until the end of December. At this point in time the budget is reporting an underspend of £0.668m, and the current forecast indicates that the year-end position for this committee will decrease to an underspend of £0.221m.

## Revenue Budget Summary Q3 2018/19

(a)	(b)	(c)	(d)	(e)	(f)	(g)
Cost Centre	Budget for Year £000	Budget to 31 December 2018 £000	Actual £000	Variance £000	Forecast 31 March 2019 £000	Forecast Variance 31 March 2019 £000
Community Safety	50	37	31	6	50	0
PCC Grant - Building Safer Communities	0	0	0	0	0	0
C C T V	199	150	199	-49	260	-61
Drainage	32	26	16	10	32	0
Licences	-6	-3	-7	4	-6	0
Licensing Statutory	-68	-51	-69	18	-68	0
Licensing Non Chargeable	7	6	6	-0	7	0
Dog Control	28	19	32	-14	28	0
Health Improvement Programme	9	9	8	1	9	0
Pollution Control - General	263	43	104	-61	263	0
Contaminated Land	0	0	0	-0	0	0
Waste Crime	67	50	-14	64	1	66
Food Hygiene	9	6	-2	8	9	0
Sampling	3	2	0	2	3	0
Occupational Health & Safety	48	33	-7	40	-7	55
Infectious Disease Control	1	1	1	0	1	0
Noise Control	1	1	1	0	1	0
Pest Control	-12	-9	-9	0	-12	0
Public Conveniences	161	115	147	-32	211	-50
Licensing - Hackney & Private Hire	-66	-52	-58	7	-66	0
Street Cleansing	1,127	807	832	-25	1,127	0
Household Waste Collection	1,122	844	848	-4	1,122	0
Commercial Waste Services	-68	-53	-80	27	-68	0
Recycling Collection	695	320	282	38	655	40
Switch Cafe Project	0	0	4	-4	0	0
Social Inclusion	5	4	2	2	5	0
Public Health - Obesity	0	-17	-29	12	0	0
Public Health - Misc Services	2	1	-4	5	2	0
Grants	195	195	200	-5	195	0
Delegated Grants	2	2	1	1	2	0
Parish Services	127	127	126	1	127	0

Continued on next page

(a)	(b)	(c)	(d)	(e)	(f)	(g)
Cost Centre	Budget for Year £000	Budget to 31 December 2018 £000	Actual £000	Variance £000	Forecast 31 March 2019 £000	Forecast Variance 31 March 2019 £000
Strategic Housing Role	65	18	5	13	65	0
Housing Register & Allocations	10	10	13	-3	10	0
Private Sector Renewal	-47	-48	-50	2	-47	0
HMO Licensing	-14	-11	-42	31	-47	33
Homeless Temporary Accommodation	589	442	425	17	589	0
Homelessness Prevention	516	102	-196	298	516	0
Aylesbury House	37	27	31	-4	37	0
Magnolia House	-8	-5	-22	17	-8	0
St Martins House	0	0	2	-2	0	0
Marsham Street	4	-26	-47	21	4	0
Sundry Temporary Accommodation (TA) Properties	-33	-24	-26	2	-33	0
Pelican Court (Leased TA Property)	1	-16	-30	14	1	0
2 Bed Property - Temporary Accommodation	-28	-14	-39	25	-28	0
3 Bed Property - Temporary Accommodation	-17	-9	-27	17	-17	0
4 bed Property - Temporary Accommodation	-18	-13	-16	3	-18	0
1 Bed Property- Temporary Accommodation	0	1	-2	3	0	0
Marden Caravan Site (Stilebridge Lane)	19	15	19	-4	19	0
Ulcombe Caravan Site (Water Lane)	7	-0	44	-44	36	-29
Head of Environment and Public Realm	95	71	66	4	95	0
Community Partnerships & Resilience Section	530	397	344	53	459	71
Licensing Section	106	80	72	8	106	0
Environmental Protection Section	240	180	180	-0	240	0
Food and Safety Section	249	187	187	0	249	0
Depot Services Section	664	494	505	-11	664	0
Head of Housing & Community Services	106	80	78	2	106	0
Homechoice	197	140	120	20	197	0
Housing & Inclusion Section	557	383	308	75	456	101
Housing & Health Section	292	190	157	32	262	30
Housing Management	194	111	100	12	194	0
Homelessness Outreach	42	34	8	25	42	0
Salary Slippage	-93	-70	0	-70	-0	-93
Fleet Workshop & Management	268	192	250	-57	328	-60
MBS Support Crew	-63	-51	-52	2	-63	0
Grounds Maintenance - Commercial	-24	-18	-131	113	-142	118
	<b>8,377</b>	<b>5,461</b>	<b>4,793</b>	<b>668</b>	<b>8,156</b>	<b>221</b>

Table 1 Revenue Budget Position, Q3 2018/19 – Communities, Housing and 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 Q3	Adverse Variance Q3	Year End Forecast Variance
<b>Communities, Housing &amp; Environment Committee</b>	<b>£000</b>		
<b>CCTV</b> - The negative variance has arisen due to a combination of a savings target that will not be met and an income target that will not be achieved.		-49	-61
<b>Pollution Control General</b> – The current variance has arisen due to a profiling error in the budget, which will be corrected in the fourth quarter. There is also an underspend on the professional services budget, along with additional income, which will be used to fund an additional employee.		-61	0
<b>Waste Crime</b> – The variance in this area has arisen from a combination of additional income and a carried forward budget that has not yet been spent.	64		66
<b>Occupational Health &amp; Safety</b> - There is a professional services budget of £49,000 in this area that is not expected to be spent this year.	40		55
<b>Public Conveniences</b> - The negative variance in this area is mainly due to additional expenditure on utilities and repairs and maintenance. There is also an unachieved saving of £10,000.		-32	-50
<b>Recycling Collection</b> - Green bin hire continues to exceed the income budget, although demand has slowed down in the second half of the year.	38		40
<b>HMO Licensing</b> – This variance has arisen from additional income received.	31		33
<b>Homelessness Prevention</b> - The forecast year end variance reflects a number of grants that will be carried forward.	297		0
<b>Ulcombe Caravan Site (Water Lane)</b> – There have been increased site management costs and there is reduced income due to vacant plots.		-44	-29
<b>Community Partnerships &amp; Resilience Section</b> - This variance has been caused by vacant posts in the team, which have taken longer to fill than hoped.	53		71

<b>Housing &amp; Inclusion Section</b> - This variance has been caused by vacant posts in the team. Some of these posts are grant-funded so the relevant grants will be carried forward.	76		101
<b>Housing &amp; Health Section</b> - This variance has been caused by vacant posts in the team.	32		30
<b>Fleet Workshop &amp; Management</b> - The workshop has now been outsourced, but prior to that a high level of work had been outsourced to local garages due to resourcing issues. This has contributed to the negative variance along with a savings target of £50,000 that will only be partly achieved this year.		-57	-60
<b>Grounds Maintenance – Commercial</b> - Income continues to be high due to works funded from Section 106 contributions, capital projects and other external works. The additional income is being used to fund additional staff to deal with the extra work.	113		118

**Table 2 Significant Variances – Communities, Housing and Environment Committee**

# Capital Budget

## 3rd Quarter

### 2018/19



## Capital Spending

The five year capital programme for 2018/19 onwards was approved by Council on 7 March 2018. Funding for the programme remains consistent with previous decisions of Council in that the majority of capital resources come from New Homes Bonus along with a small grants budget.

Progress made towards delivery of planned projects for 2018/19 is set out in the table below. The budget figure includes resources which have been brought forward from 2017/18, and these have been added to the agreed budget for the current year.

To date, expenditure totaling £4.477m has been incurred against a budget of £12.189m. At this stage, it is anticipated that there will be slippage of £1.982m, 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 Q3 2018/19

Capital Programme Heading	Revised Estimate 2018/19 £000	Actual to December 2018 £000	Budget Remaining £000	Q4 Profile £000	Projected Total Expenditure £000	Projected Slippage to 2019/20 £000	Budget Not Required £000
<b>Communities, Housing &amp; Environment</b>							
Housing Incentives	1,041	2	1,039	98	100	941	
Housing - Disabled Facilities Grants Funding	1,348	289	1,059	300	589	759	
Housing Investments	4,683	3,097	1,585	1,303	4,400	282	
Purchase of Lenworth House	2,228	61	2,167	2,167	2,228	-0	
Brunswick Street - Costs of Scheme	1,642	609	1,033	1,033	1,642	-0	
Union Street - Costs of Scheme	917	392	525	525	917	-0	
Commercial Waste	180		180	180	180		
Street Scene Investment	151	27	124	124	151	0	
<b>Total</b>	<b>12,189</b>	<b>4,477</b>	<b>7,712</b>	<b>5,730</b>	<b>10,207</b>	<b>1,982</b>	

**Table 3 Capital Expenditure, Q3 2018/19**

- The construction phase of the Brunswick Street and Union Street developments is now under way.
- The purchase of Lenworth House was completed in the fourth quarter.
- A total of 13 temporary accommodation properties have either been completed or are close to completion under phase two of the purchase and repair programme. A further two properties are due to be purchased before the end of the financial year.
- The Housing Incentives budget has historically been under-utilised and is being reviewed to reset it to a more realistic level.

**COMMUNITIES, HOUSING &  
ENVIRONMENT COMMITTEE**

**19<sup>th</sup> March 2019**

**Draft Homelessness and Rough Sleeper Strategy 2019 - 2024**

<b>Final Decision-Maker</b>	Council
<b>Lead Head of Service/Lead Director</b>	William Cornall Director of Regeneration and Place
<b>Lead Officer and Report Author</b>	John Littlemore Head of Housing & Community Services
<b>Classification</b>	Public
<b>Wards affected</b>	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. The Committee is asked to approve the draft Strategy to enable a period of consultation to take place.

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

That:

1. The draft Homelessness and Rough Sleeper Strategy is approved for consultation with key partners and stakeholders.
2. The final Homelessness and Rough Sleeper Strategy is submitted to an appropriate Communities, Housing and Environment Committee for approval.

**Timetable**

<b>Meeting</b>	<b>Date</b>
Communities, Housing & Environment Committee	19 March 2019
Communities, Housing & Environment Committee	Summer 2019
Council	Summer 2019

# Draft Homelessness and Rough Sleeper Strategy 2019 - 2024

## 1. INTRODUCTION AND BACKGROUND

- 1.1 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.
- 1.2 The Homelessness Review was received by the Communities, Housing & Environment Committee on 15<sup>th</sup> January 2019 and the Strategy has been developed using the information collated in the Review.
- 1.3 Four themes have been developed from the Review 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
- 1.4 The Strategy includes a number of new initiatives that will be implemented, or explored over the period of the Strategy. These includes:
- Using data analytics to inform how and when services are delivered;
  - reviewing how we support families that are found to be intentionally homeless;
  - investigating whether a change to the Council's Allocation Scheme would help reduce the need for temporary accommodation;
  - developing a sustainable solution to rough sleeping
- 1.5 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.

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## 2. AVAILABLE OPTIONS

- 2.1 In order to remain compliant with the Council's statutory duties and to ensure best practice, the Committee is recommended to agree the draft Strategy for consultation.

- 2.2 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 for government grants to help tackle homelessness, as and when they become available.

### **3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 3.1 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.

### **4. RISK**

- 4.1 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.

### **5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 5.1 The legislation requires that key stakeholders, in particular social services, are consulted as part of developing the Strategy. A period of 30 days minimum consultation will take place following approval of the draft Strategy and the results of any amendments will be reported to a subsequent meeting of the Committee.

### **6. CROSS-CUTTING ISSUES AND IMPLICATIONS**

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	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
<b>Risk Management</b>	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
<b>Financial</b>	The initiatives required to implement the Strategy are	Section 151

	funded by a combination of central government grant and MBC revenue and capital funding. Whilst service pressures have been reflected as far as possible in setting the budget for 2019/20, housing services are demand led and so there remains a risk that funding will not be adequate.	Officer
<b>Staffing</b>	We will deliver the recommendations with our current staffing.	Head of Housing & Community Services
<b>Legal</b>	<p>1. The report and attached draft strategy correctly outlines the current obligations under the Homelessness Act 2002 (the 2002 Act) which imposes a duty on the Council to take reasonable steps to prevent homelessness. This duty is further reinforced by the Homelessness Reduction Act 2017 which enables the Council to engage with groups who fall outside of any priority status of the Housing Act 1996</p> <p>2. In formulating or modifying its homelessness strategy the Council is required to have due regard to the statutory guidance published by Ministry of Housing, Communities and Local Government (MHCLG). The Council should also have regard to its allocation scheme and its tenancy strategy.</p> <p>3. The homelessness strategy should set out the Council's strategy for preventing homelessness in their Borough, securing that sufficient accommodation is and will be available for people in their Borough who are or may become homeless and securing the satisfactory provision of support for people in their</p>	Principal Solicitor

	<p>Borough who are or may become homeless or who have been homeless and need support to prevent them becoming homeless again.</p> <p>4. There is no formal consultation required by the 2002 Act but before adopting or modifying its homelessness strategy the Council should consult such public authorities, voluntary organisations or other persons as it considers appropriate. The MHCLG guidance provides that housing authorities will wish to consult with service users and specialist agencies that provide support to homeless people in the Borough.</p> <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>	
<b>Privacy and Data Protection</b>	Accepting the recommendations will increase the volume of data held by the Council. We will hold that data in line with the relevant policies.	Head of Housing & Community Services
<b>Equalities</b>	It is recognised that the recommendations will have varying impacts on different communities within Maidstone. These will be considered as part of the development of the Strategy via the EqIA process.	Equalities and Corporate Policy Officer
<b>Public Health</b>	We recognise that the recommendations will have a positive impact on population health or that of individuals.	Head of Housing & Community Services

<b>Crime and Disorder</b>	The recommendation will have a positive impact on the community.	Head of Housing & Community Services
<b>Procurement</b>	None immediately identified	Head of Housing & Community Services

**7. REPORT APPENDICES**

Appendix 1: Draft Homelessness and Rough Sleeper Strategy 2019 - 2024

**8. BACKGROUND PAPERS**

Report to the Communities, Housing and Environment Committee January 2019 "Homelessness and Rough Sleeper Review".

**DRAFT**

Maidstone Borough Council

Homelessness &  
Rough Sleeper  
Strategy

2019 - 2024

# 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.

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. The 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 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](http://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.

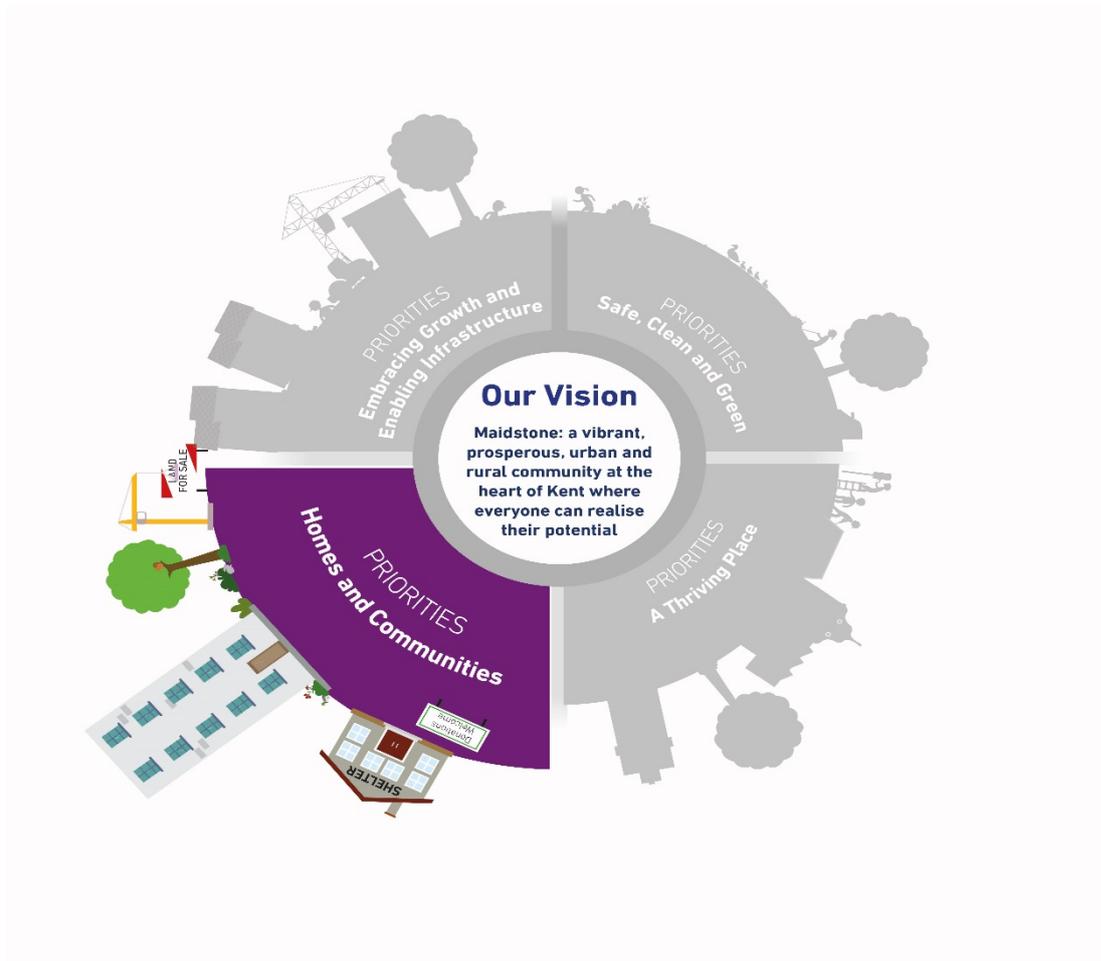
Applicants with a white ethnicity account for the vast majority of homelessness applicants although the percentage has decreased in the current year.

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, of 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 leads 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 embedded in the Homelessness Reduction Act being rolled out from October 2018, we are finding it increasingly necessary to transition our work functions across 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 EY 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 are 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.

## **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 individual's 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	
<b>1 bed</b>	345 days	11 months	399 days	13 months
<b>2 bed</b>	413 days	13 months	373 days	12 months
<b>3 bed</b>	718 days	24 months	855 days	28 months
<b>4 bed</b>	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.

## 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; more recently 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. 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. 29 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 looking to commission some support provision from specialist providers 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.

## 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 initial receiving of service requests from young people will be assisted in keeping with the relevant case law and protocol between Kent County Council and district council. The solutions for those young people 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 £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 behavior. They require a range of coordinated assistance including housing, health and general support, which we have been developing over the preceding six months after successfully obtaining funding from the Ministry of Housing, Communities and Local Government through its Rough Sleeper Initiative (RSI).

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

- Recruitment of a Street Population Coordinator, a team of four outreach workers plus an addiction specialist.
- An assessment center accommodation for eight rough sleepers directly moving from the streets plus other emergency accommodation.

We were also successful in bidding for Housing First funding through our Internal Business Rates Retention funding and we have entered into a partnership with Porchlight and Golding Homes to work with seven former rough sleepers by placing them into accommodation. To date we have accommodated three former rough sleepers into social housing with the four remaining imminently moving in. 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**

## 8.1 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.

## 8.2 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 being 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.

## 8.3 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.

## 8.4 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.

## 8.5 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"> <li>· Fewer private sector evictions</li> <li>· Reductions in family evictions</li> </ul>	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	<ul style="list-style-type: none"> <li>· Fewer rent arrears amongst private sector tenants</li> <li>· Fewer private sector evictions</li> </ul>	MBC Registered Providers CAB	April 2018
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"> <li>· Fewer young people presenting as homeless</li> <li>· Expectations will be in line with options.</li> </ul>	MBC Schools Housing support providers	
1.4	Roll out the Predictive Analytics systems across MBC to help identify those at risk of homelessness.	<ul style="list-style-type: none"> <li>· Model operational</li> <li>· Clear outcomes demonstrated</li> <li>·</li> </ul>	Housing Advice manager	April 2020
1.5	Allocation Scheme to be reviewed to include the “Staying Put” incentive.	<ul style="list-style-type: none"> <li>· Reviewed and amended</li> </ul>	Head of Service	Dec 2019
1.6	Develop the Intentional Homelessness Protocol with key partners and start working towards eliminating these outcomes for households with children.	<ul style="list-style-type: none"> <li>· Protocol in place and implemented throughout practice.</li> <li>·</li> <li>·</li> </ul>	Housing and Inclusion Manager	
1.7	Work towards registered providers accommodating those house hold most vulnerable which may include those found to be IH.	<ul style="list-style-type: none"> <li>·</li> </ul>	Housing and Inclusion Manager	

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"> <li>Reduce use of bed and breakfast accommodation</li> <li>Reduce costs to the authority</li> </ul>	MBC	December 2019
2.2	Support the development and implementation of the affordable housing supplementary planning document	<ul style="list-style-type: none"> <li>More social homes available within the borough</li> <li>Those most in need able to secure a social home</li> </ul>	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"> <li>Ensure a scheme fit for purpose.</li> </ul>	Housing and Inclusion Manager	January 2021
2.4	MBC to work towards balancing the housing market through Maidstone Property Holdings	Creation of affordable rent properties	Head of service	
2.5	Develop a MBC floating support service using new funding streams.	Provide a service which can be	Housing and Inclusion Manager	
2.6	Local Housing Allowance – seek to lobby the government on an uplift which reflect the local market rates.	To be raised at	Head of Service	

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"> <li>· Quicker, simpler referrals between housing and health services</li> <li>· More self-contained accommodation within the borough</li> <li>· People with mental health needs can access appropriate accommodation</li> <li>· Fewer vulnerable households are evicted</li> </ul>	MBC KMPT Registered Providers	April 2021
3.2	Continued support for victims of domestic abuse through: <ol style="list-style-type: none"> <li>1. Sanctuary</li> <li>2. MARAC</li> <li>3. One Stop Shop</li> </ol>	<ul style="list-style-type: none"> <li>· Fewer people fleeing domestic abuse at point of crisis</li> <li>· Increased resilience for individuals suffering domestic abuse</li> <li>· Increased homelessness prevention for victims of domestic abuse</li> </ul>	MBC One Stop Shop	On-going
3.5	Develop appropriate accommodation for ex-offenders within Maidstone.	<ul style="list-style-type: none"> <li>· Reduction in re-offending rates amongst ex-offenders</li> <li>· Close working relationship with Probation and support providers.</li> </ul>	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"> <li>· Service level agreements are developed with those partners.</li> <li>· On-going review of outcomes achieved to review if service needs amendment.</li> </ul>	MBC and CCG's. MTW. Littlebrook and Priority House.	
3.5	Improve access to GPs and primary care services for homeless households and rough sleepers.	<ul style="list-style-type: none"> <li>· Increase the numbers of households in temporary and emergency accommodation accessing primary health care services</li> <li>· Increase no. of rough sleepers accessing primary health care services</li> </ul>	MBC, CCG's and medical facilities across Maidstone	

## Objective 4: Rough Sleepers

Action		Outcomes	Lead	Timescale
4.1	Continue the roll out of the Housing First Model	More households accommodated through this route. Provide on-going support to those accommodated.	Housing and Inclusion Manager	December 2019
4.2	Seek post 2020 funding for the outreach service.	Team can continue beyond 2020.	Housing and Inclusion Manager	
4.3	Work with the various voluntary groups to ensure a coordinated approach to tackling rough sleeping	The offer to rough sleepers delivers a coordinated and effective solution	Housing and Inclusion Manager	
4.4	Explore ways of acquiring suitable move-on accommodation	A viable pathway from the assessment centre to settled living can be achieved and sustained	Housing and Inclusion Manager	