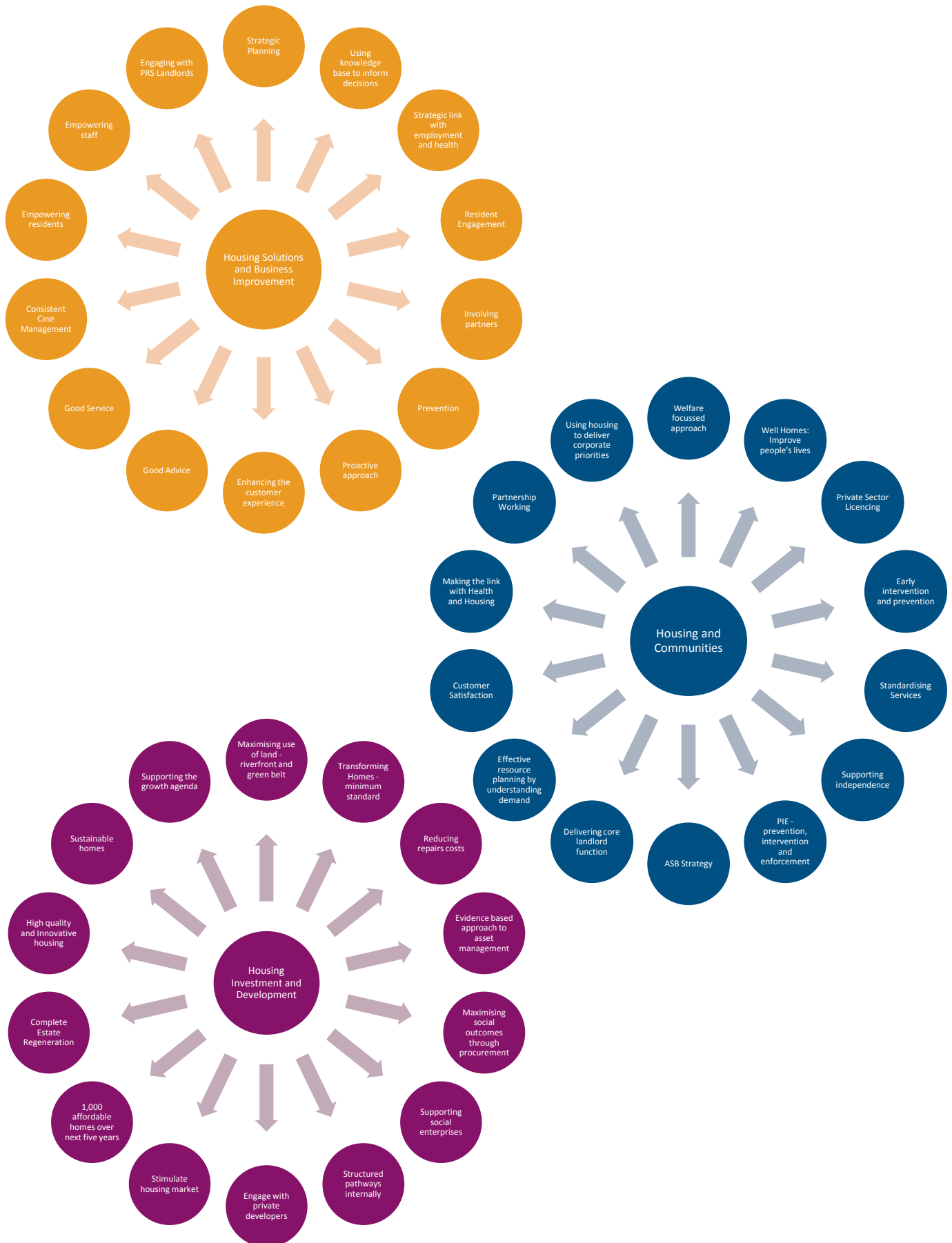


THURROCK COUNCIL HOUSING STRATEGY

VISION, CORE PRIORITIES AND OBJECTIVES

DECEMBER 2014

1.2 Key Themes, Aspirations and Objectives from Heads of Service



1.3 Housing Strategy SWOT Analysis

Strengths

- Focus on prevention services
- Move towards online services
- Standardising services and processes
- Clear pathway to enhance and improve services
- Strategic plan in place to improve council owned stock
- Strategic evidence based approach to Asset Management
- Securing funding to support delivery of new homes
- More transparent customer engagement
- Cultural change within housing
- Using housing to achieve wider corporate priorities
- Healthy 30 year business plan to deliver housing
- Development in tune with housing growth agenda
- Partnership working with HCA, SELEP, Health and Wellbeing

Weaknesses

- Understanding of strategic direction and strategic awareness
- Victim of own ambition
- Internal career pathways and succession planning
- Engagement with private sector landlords to support homelessness
- Lack of land available
- Stakeholder engagement

Opportunities

- Pushing health agenda
- Link with employment services
- Enhance the customer experience and empower residents
- Empowering staff to deliver excellent services for customers
- Share best practice and be 'ahead of the game'
- Evidence based approach to resource management
- Maximising social outcomes through procurement
- Working with partners to maximise opportunities
- Well placed to take advantage of government funding streams
- Work more closely with private sector partners
- Ability to deliver strategy more quickly as a small but ambitious unitary authority
- Delivery of new homes through Gloriana Thurrock Ltd

Threats

- Funding constraints – understanding extent and impact
- Access to Private Sector funding to deliver regeneration
- Lack of housing availability
- Universal credit and welfare reform
- Increases in private sector rents
- Not keeping pace with what is happening in wider landscape
- Young people and housing affordability
- Move towards online services
- Success of Gloriana Thurrock Ltd
- Ability to deliver on ambitions within funding constraints
- Internal promotion and succession planning
- Delays in the redevelopment of the local plan

2. Housing Strategy Vision, Core Priorities and Objectives

Vision

Thurrock is a destination of choice with growing healthy and prosperous communities, living in high quality housing across all tenures where residents are empowered to help themselves, and supported with consistently excellent services.

Core Priorities

1. Raising the Bar

Delivering high quality housing and services

2. In on the Ground Floor

Proactively supporting residents to maximise health, wellbeing and employment outcomes

3. Looking Ahead

Creating sustainable communities and boosting housing supply

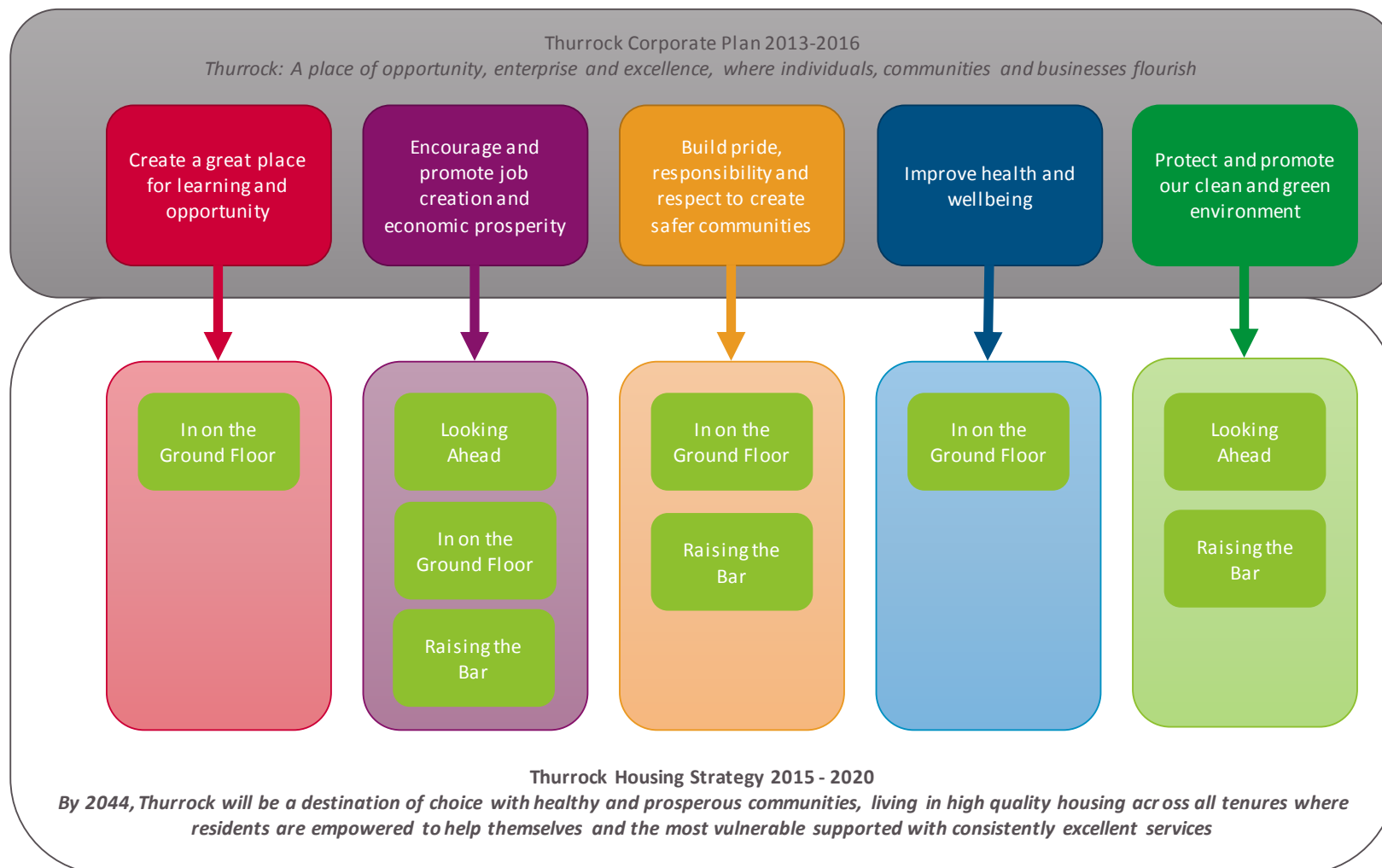
Objectives

- Deliver tailored and needs led services to all residents
- Ensure services represent value for money with high levels of customer satisfaction
- Provide high quality council housing
- Raise standards within private sector housing

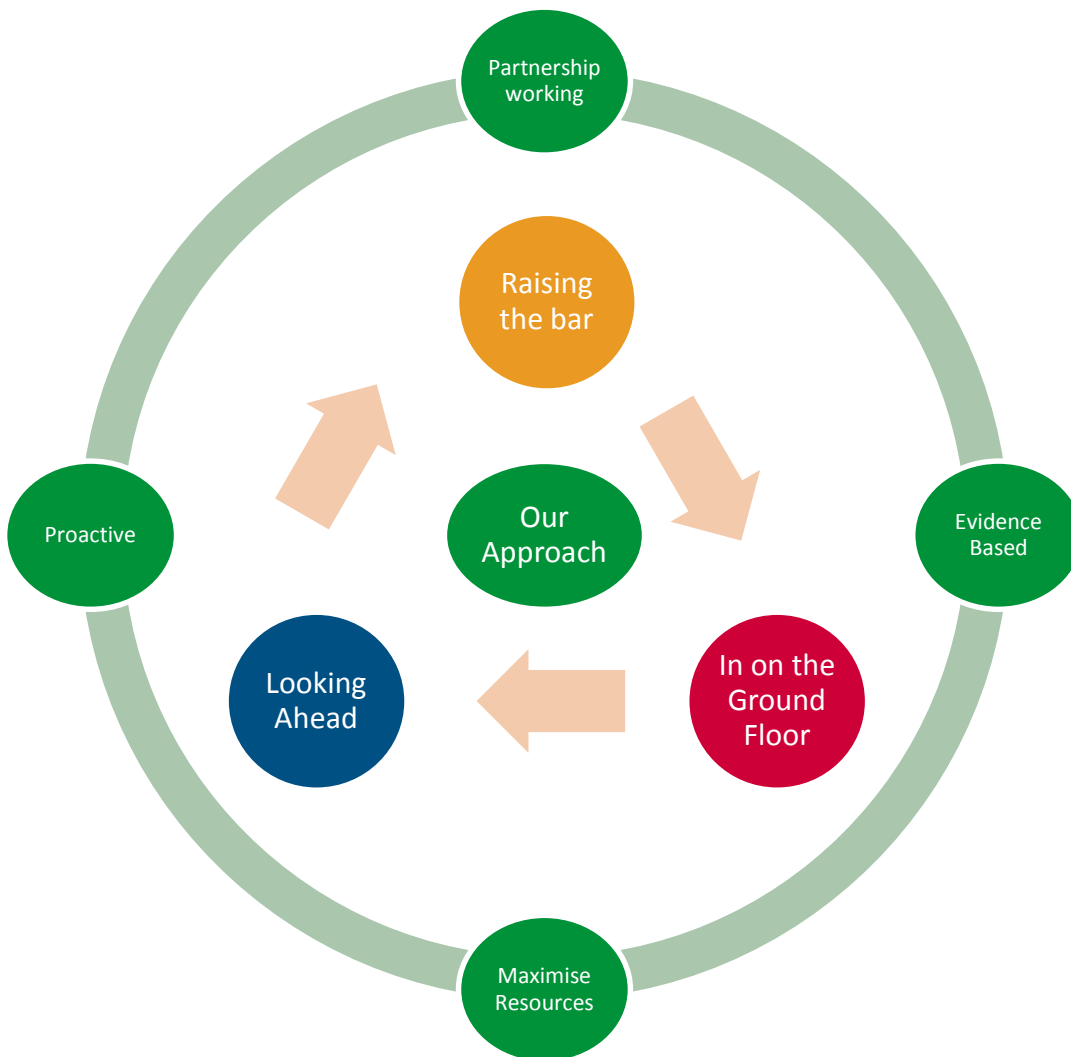
- Empower residents to make informed choices with access to advice and support
- Support our residents through prevention and early intervention to sustain their home and avoid crisis
- Support residents to maintain and improve their independence
- Create employment pathways and support residents to access these

- Boost the housing market delivering new affordable homes to meet local need
- Increase housing supply, working collaboratively with the private sector
- Enhance local communities through estate regeneration
- Ensure the sustainability of our homes to meet residents' needs now and in the future

3. Housing Strategy links with Corporate Strategy



4. Housing Strategy Approach



5. Evidence base

The Housing Strategy will be informed by a clear evidence base. This will be sourced internally together with the use of public government data and reports. In addition, a Housing Needs Survey will also be commissioned as indicated.

5.1 Socio-Economic Context

This will provide data at both a borough and Lower Layer Super Output Area or Ward level. Comparisons will also be made between those living in council housing and the wider population to understand any differentials. The following data will be included:

- Population
 - Changes in population
 - Age of population
 - Ethnicity
 - Religion
 - Population estimates
 - Armed Forces
 - Gypsy and Travellers
- Economic Activity
 - Labour supply
 - Average weekly earnings
 - Employment by occupation
 - Qualifications and skills
 - Economic inactivity
 - Key out of work benefit claimants
 - Local businesses
- Health
 - General health
 - Long term health condition and those with disabilities
 - Diseases diagnosed and operations
 - Obesity
 - Lifestyle
- Deprivation
 - Multiple Indices of Deprivation
 - Disposable Income
 - Factors contributing to residents going into crisis

5.2 Current Housing Stock

This will provide data at both a borough and Lower Layer Super Output Area or Ward level including the following:

- Existing Housing Stock
 - Accommodation Type
 - Household Composition
 - Local Authority Dwelling Stock

- Occupancy Rating
- Living Environment Score
- Tenure
 - Dwelling Stock by Condition and Tenure
 - Empty Homes
 - Houses in Multiple Occupation

5.3 Current Housing Market

This will provide data at both a borough and Lower Layer Super Output Area or Ward level including the following:

- Housing Supply
 - Supply of New Homes
 - Private Rented Sector
 - Housing Waiting List
 - Homelessness
- Affordability
 - Average House Prices
 - Average Weekly Rents – Social and Private
 - Lower Quartile House Price to Lower Quartile Earnings
 - Council tax and housing benefit claimants
- Right to Buy

5.4 Housing Need and Delivery

This data will largely come from the Housing Needs Survey being commissioned and will explore the local need for housing together with the accommodation type.

6. Timescales

6.1 Phase 1 – Information Gathering and Key Concepts for Housing Strategy

By When	Action
Friday 10 th October 2014	Attend HRA Business Plan Meeting
Friday 17 th October 2014	Research and review other housing strategies and examples of good practice to agree overall format
Friday 7 th November 2014	Meet with Heads of Service in Housing to establish the current and future work being undertaken to incorporate into the Strategy
Friday 7 th November 2014	Review existing documentation from Thurrock Council to ensure Strategy aligns with related policies, strategies and priorities
Friday 7 th November 2014	Meet with other relevant staff within Thurrock Council to ensure a joined up approach with other departments
Monday 10 th November 2014	Develop vision, core priorities and objectives
Friday 19 th December 2014	Consult internally and with residents through the Excellence Panel on vision, core priorities and objectives

6.2 Phase 2 – Conducting Research and Developing an Evidence Base

By When	Action
Friday 7 th November 2014	Meet with Helen McCabe and review existing research that can be utilised and incorporated into the strategy.
Friday 19 th December 2014	Conduct secondary research to provide a context and support the priorities of the Strategy
Friday 30 th January 2015	Commission Housing Needs Survey and incorporate into evidence base

6.3 Phase 3 – Developing the Housing Strategy

By When	Action
Thursday 8 th January 2015	Consult with Health and Wellbeing Board on vision, core priorities and objectives
Tuesday 20 th January 2015	First draft of complete Housing Strategy for review together with evidence base
Tuesday 3rd February 2015	Council Leadership Group – submit draft Housing Strategy
Wednesday 18th February 2015	Council Overview and Scrutiny Committee – submit draft Housing Strategy
Friday 20 th February 2015	External stakeholder consultation including Registered Providers, Thurrock Coalition and Community Safety Partnership
Friday 20 th February 2015	Review comments and revisions to Housing Strategy
Wednesday 25 th February 2015	Revise Housing Strategy
Wednesday 11th March 2015	Council Cabinet Meeting – submit draft Housing Strategy