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| **THEME ONE: Health and Wellbeing****Ambition –** *Proactively support ALL communities of Kent and Medway to achieve a higher level of health and wellbeing across all aspects of their lives.***Objective –** *To promote and ensure integration of services and working across Housing, Health and Social Care resulting in healthy places, communities and individuals, making the shift from reactive to proactive practice and services for the benefit of all Kent and Medway residents.* |
| **Ref** | **Action** | **Kent and Medway Strategic Objective** | **HSEG Objective** | **Timeframe** |
| 1. | Improving the Integration between Health, Housing and Social Care Services across Kent  | * *Feed into the work of KPOG and KDG to inform the right types of accommodation is developed ‘homes for life’*
 | Influence and engage with the development of the Kent Design Guide, how to ensure that actions around the Kent Resilience Forum Action Plans across the relevant Recovery Cells and learning from Covid-19 – space for working from home, and digital agenda are all picked up. Richard Kidd, KCC is the contact for the Kent Design Guide. |  |
| 2. | Addressing Health and Housing Inequalities | * *KHG will support and promote the development of strategy or protocols that ensure any protocols developed to support housing delivery include futureproofing for climate change measures and reference the Kent Environment Strategy and linked documents.*
 | Include the role of housing delivery and climate change/the environment within the Kent Design Guide (as referred above). Engage and support the objectives within the Kent Environment Strategy and Energy and Low Emissions Strategy.Also remain up to date with the links to Kent Public Health work on the impact of Covid-19 on the BAME communities.  |  |
| 3. | Housing Vulnerable GroupsAgeing Population | * *KHG will ensure that there is the opportunity to view and influence the review of the Kent Social Care Accommodation Strategy, which sets out the county wide (Kent) accommodation and care ambition for adult social care client groups. This will ensure that planning for delivery of specialist housing provision to meet the identified need of vulnerable clients groups is undertaken across a wide range of stakeholder organisations*
* *KHG will work to provide a greater choice and appropriate housing offer for older people across Kent and Medway. Working with KCC, Medway, Planning and Developer representatives KHG will use available data and resources to fully understand the housing needs of older people, the size, types and affordability of accommodation required. All of which can be used to feed into Local Plans and ensure new homes developed are suitable for the growing ageing population*
 | Engage and influence the review of the KCC Accommodation Strategy, which now has to consider the recovery phase of Covid-19 and the suitable delivery and offer of accommodation for older people and all other cohorts who require specialist accommodation. Using local data to evidence planning delivery of accommodation to meet the needs of various vulnerable cohorts. Identify whether a need for a specific BAME work in light of Covid-19 across districts and boroughs, how to link to Linda Smith, Kent Public Health who is working on the BAME Covid-19 work streams.Maximise supported housing delivery across the County based upon need and influence/shape the market to respond to need.Ensure that there is a focus upon remodelling of existing stock as well as delivery through new build.Influence and engage about the Homes for Heroes and Service Personnel agendas– the demand and ask – how to prioritise affordable housing for this group, how to expand the access for these groups to maximise housing options.Need to have consideration of pipeline projects – whole Kent and/or Market Area Level |  |
| 4. | Maintain and Review the Existing KHG Strategies and Protocols | * *Guide for Developing Affordable Homes in Rural Communities*
 | Finalise the review of the Rural Housing Protocol and agree a review date.Launch the protocol and publicise |  |
| **THEME TWO: Working Together For Safer Homes** **Ambition –** *Facilitate and strengthen partnership arrangements, collective expertise and continuous shared learning to ensure residents can access safe homes across all tenures in Kent & Medway.***Objective –** *Work across the sector and with wider stakeholders to support our membership’s collective efforts and create shared capacity, ensuring existing and new build housing stock is of a good quality where residents can remain safe and well at home* |
| **Ref** | **Action** | **How**  | **Who** | **Timeframe** |
| 3. | Managing the risk of Permitted Development | * *Explore and consider how to manage and mitigate the risk with regards to change of use from commercial premises to residential accommodation. To work with planning, developer and Fire Service colleagues to ensure and provide confidence regarding the correct compartmentation of accommodation and the appropriate means of escape and evacuation during a fire*
 | Influence improvement of quality and standards of units where permitted development is in use, in the affordable housing sector.Utilise/maximise the opportunity that permitted development offers to respond to immediate or short term housing need (Temporary accommodation/Move on accommodation). Understand how to compete with other local authorities (London Boroughs) for this type of accommodation, due to Kent’s proximity to London.Link and engage with relevant countywide groups and colleagues ensure/enable deliver of affordable homes and high standards (through the Kent Design Guide) to ensure a broad offer to meet local housing need – should Kent and Medway have a set of design standards specifically for Permitted Development and what do they need to include? |  |
| **THEME THREE: Infrastructure First****Ambition –** *Support and influence the delivery of key infrastructure investment into Kent and Medway that will support and complement planned housing delivery across the county***Objective –** *To ensure that housing is not delivered in isolation, that investment into appropriate infrastructure (education, health and transport) is aligned to housing delivery that will enable communities to thrive* |
| **Ref** | **Action** | **How**  | **Who** | **Timeframe** |
| 1. | Addressing the Practical Issues of Developing | * *KHG will explore the development of an Investment Protocol with the aim to understand and manage the practical issues of delivering new housing developments. This protocol would look to include procurement, construction, transport and infrastructure and utilities. It would complement the Growth and Infrastructure Framework objectives and take into account the findings of the Letwin review. The intention is not impose new restrictions or requirements that will add complexity or cost*
 | Engage and influence the context of an Investment Protocol for Kent and Medway Remain up to date with and engage with any update of the K&M GIF.KCC Affordable Housing Select Committee have recommended inclusion of evidence/numbers against the level of affordable housing required and investment required to deliver it, HSEG to remain engaged with the recommendations and the role of the group in achieving these.Need to understand the data/numbers and where they are extracted from to inform policy or protocol development, to enable response by local authorities when challenged by an external organisation or individual.To remain up to date and to support and engage with the Growth & Infrastructure Proposition work for Kent and Medway, which includes working with MHCLG and Homes England.  |  |
| 2. | Access to Finance | * *KHG will provide a forum through their programme of events to share best practice and discuss finance for new homes. This will include Local Housing Companies, RP funding methods, exploring institutional investment and developing more understanding amongst members of Social Impact Funds.*
 | Support and participate in sharing good practice to enable local authorities to develop new council housing in Kent and Medway.Sharing opportunities to access funding. LGA Report – Delivery of Council Housing a Stimulus Package Post Pandemic – the value of investment in homes, economic benefit of social housing are two areas. <https://www.local.gov.uk/delivery-council-housing-stimulus-package-post-pandemic>Understand, lobby and influence how to access funding to enable delivery of additional units through council house development.Consider a Good Practice Guide/Protocol for council house development in Kent and Medway. |  |
| 3. | Maintain and Review Existing Kent Housing Group Strategies and Protocols | * *Support the implementation and also the review of the Growth and Infrastructure Framework, as required.*
 | Participate in a review/update as required – Kent and Medway GIF is now likely to be a live working document and updated as required virtually. |  |
| **THEME FOUR: Accelerating Housing Delivery****Ambition –** *To support planned housing delivery across Kent and Medway***Objective –** *To deliver the right type, tenure and location of good quality affordable housing that will meet the identified housing need of Kent and Medway residents, through maximising the opportunities presented through partnership working across all sectors and organisations* |
| **Ref** | **Action** | **How**  | **Who** | **Timeframe** |
| 1. | Working in Partnership with Planning to Meet Identified Housing and Infrastructure Need | * *KHG will establish a task group, the Housing Delivery Task Group (HDTG), pooling expertise from across KHG members and partner organisations, to carry out the action points to accelerate housing delivery with those members who want to do so*
* *Working with Kent Planning Officers Group and the Kent Developers Group, the HDTG will review the existing KHG Viability Protocol, acknowledging the details within the NPPF and PPG. The review will include an assessment of the approach to strategic sites viability assessments, the mechanisms for viability reviews / reassessment through the construction and sales periods to protect affordable housing delivery, as well as the requirements of developers across Kent*
* *The HDTG will explore the value in the development of a Kent S106 Housing Guide (similar in principle to the Kent Design Guide with a scope to be agreed across members, excluding CIL), to empower and support Local Planning Authorities across Kent when granting planning permission*
 | Support and Engage with the HDTG where appropriateSupport and engage with the review of the Kent and Medway Viability Protocol, in conjunction with KDG and KPOG. Being looked as part of the refresh of the Kent Planning Protocol. Support and engage with the work to undertake this work (KDG and KPOG leading on this work). Also sits within the refresh of the Kent Planning Protocol, including a template s106 to be shared across local authorities.  |  |
| 2. | Increasing Capacity of Membership Organisations to Meet Housing Need | * *Over the course of the strategy, KHG will seek to increase capacity within Local Authorities and RP partners by:*
1. *Supporting Local Authorities to partner with RPs to understand the development of affordable housing, including funding (including RTB receipts) skills and resource requirements;*
2. *Co-ordinating peer support to understand the acquisition and development process will be provided by partnering authorities together;*
3. *Providing information and examples of the establishment of joint ventures across Kent to deliver housing;*
4. *Providing opportunities throughout the term of this strategy to share experience and learning, procedures, legal and procurement advice.*
 | Assist in co-ordinating events and protocols to accelerate delivery of affordable housing including joint venture companies/Councils building homes.Engage with Homes England and their role as the strategic enabler, supportive role and investment into delivery of new housing. Ensure that the HSEG Table of Products remains up to date and is shared on a frequent basis. |  |
| 3. | Improving the Delivery Process | * *In partnership with the Kent Developers Group KHG will undertake research and explore how modern methods of construction could accelerate housing delivery. This will include exploration and consideration of the to accelerate housing delivery supply with access to an off-site construction factory in Kent, supported by a confirmed Local Authority and RP pipeline, through an options appraisal*
 | Remain engaged with the progress of MMC and direction from Government, through Homes England and other more local groups/bodies (KDG/KPOG). Use a ‘case study’ approach to share learning and experience to inform exploration of MMC for Kent and Medway. |  |
| **THEME FIVE: Affordability** **Ambition –** *Support the provision of good quality affordable housing across all tenures in Kent and Medway, meeting local housing need and aspiration.***Objective –** *To deliver the right type, tenure and location of affordable housing that will meet the identified housing need of Kent and Medway residents, supporting everyone to realise independence and choice with regards to housing.* |
| **Ref** | **Action** | **How**  | **Who** | **Timeframe** |
| 1. | Ensuring Affordable Housing is Affordable | * *KHG will facilitate the review and research of intermediate housing products, including intermediate market rent and shared ownership (and issues such as stair casing and mortgage ability) with aim to ensure what is being developed is the right type of intermediate housing and meeting local housing need*
 | Ensure that housing delivery protocols, including the Rural Housing Protocol enable delivery of affordable housing for local people with an identified need. Keep up to date with all available investment funding from Government departments and agencies.Promotion of delivery of social rent accommodation. Recognising the connection between what is delivered and the work around the viability protocol.Continue engagement with SELEP and Homes England to understand regional and national priorities around housing products. |  |