

Barking and Dagenham Housing Strategy

2012 – 2017

Final Draft

Foreword

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Introduction

Summary

This Housing Strategy sets out Barking and Dagenham's resolve to improve the quality of life for all residents and to create a thriving community where families and single people live in safe and healthy homes in attractive neighbourhoods. The strategy addresses the needs of residents living in different types of housing tenure including council homes, other social rented housing provided by housing associations, the private rented sector and private ownership.

Barking and Dagenham is an ambitious borough undergoing rapid change. We are situated in the Thames Gateway growth area with the potential to develop 15,000 new homes over the next ten years largely concentrated in Barking Town Centre and whole new community developments at Barking Riverside. To assist in the achievement of this aim we have begun the refreshing of our Housing Strategy for 2012-2017. This strategy will be at the centre of the Council's renewal agenda – driving physical regeneration of estates and the town centre; linking to programmes to tackle low skills and joblessness; and providing good quality housing and services.

Barking and Dagenham Council is an organisation that is also in the process of tremendous change. The Council has stated its determination to prioritise the provision of new homes, including building new Council housing to meet local need and to contribute towards creating thriving communities. In achieving this, the Council is leading the way in building innovative forms of partnerships to bring about new developments. The Council will also lever in to the borough additional resources for housing through partnerships with housing associations where appropriate.

Additionally the Council is a major landlord and has a wide range of roles and responsibilities. The ever challenging financial position and magnitude of savings we have to make moving forward means that we have to reduce costs and overheads and look at how we can deliver services with decreasing budgets without compromising the quality of provision. Additionally, the housing strategy in its refreshed state needs to ensure that all housing services are properly commissioned to achieve high quality, locally accountable, good value for money services.

We are determined to create communities and places where people positively choose to live. The importance of the provision of the transport and social infrastructure including schools, health and leisure facilities and employment opportunities is integral to our approach. We are committed to ensuring that our housing strategy will benefit and enhance our local community.

This strategy examines the housing context in Barking and Dagenham and sets out our approach for addressing the main priorities and challenges. It includes consideration of all housing tenures and looks at all housing in the borough. In framing the Housing Strategy particular emphasis has been placed on addressing current economic conditions, specifically that a growing proportion of households on middle incomes can no longer afford to own their own home. The strategy highlights the actions being taken by the Council to provide new homes that will be affordable to these families within new housing developments.

Our strategy is placed inside a framework of national, regional and sub-regional priorities and takes strategic direction from the London Housing Strategy and the East London Housing Strategy. Inevitably however our main focus is upon the local. We therefore analyse housing need in the borough and how we can work in partnership to address this need and deliver positive benefits to the community by working together.

We have established our strategic direction by identifying priorities through a rigorous strategy development process. This housing strategy therefore identifies four key objectives:

- 1. Delivering social and economic regeneration through building high quality homes and thriving communities**
- 2. Investing in new council housing and establishing new ways to deliver affordable housing**
- 3. Good quality services**
- 4. Sustainable communities**

Each objective is detailed in its own section and has an action plan setting out the targets at the end of this document. Importantly this Housing Strategy is moving away from output based targets in order to emphasise long term outcomes. We have therefore identified a number of outcome measures to be monitored including:

- Resident satisfaction ratings at 90%
- Improved health, community safety, education, training, skills development and employment outcomes on regeneration estates and schemes

Naturally a number of targets sit behind these outcomes. In summary our top strategic housing targets for the period of this Housing Strategy are:

- ***An estate renewal programme removing 1,790 non decent flats on three regeneration estates with the reprovision of mixed tenure high quality new homes***
- **Delivery of 1,112 new affordable homes borough-wide by 2015**
- **Delivering the Housing Business Plan**
- **Tackling the problems faced by “Generation Rent”**
- **Implementing a “Localities Management Model” for Landlord Services to drive improvements**
- **Commissioning new repairs and maintenance arrangements**
- **Introducing Selective Mandatory Licensing for private sector landlords**
- **Completing our Housing Allocations Policy Review**
- **Developing a Children and Young Peoples Housing Accommodation Plan**
- **Implementing plans for supported housing to promote independence and choice**
- **Continued tackling and reduction of fuel poverty**

This strategy states how we shall measure and review progress in the years to come. It includes actions to address the findings of stock condition surveys on both the Council’s stock and on the private sector housing stock as well as other significant research surveys such as the LBD Strategic Housing Market Survey. As such this strategy represents a significant update for Housing Strategy in Barking and Dagenham.

We will publish and distribute this Housing Strategy to ensure widespread availability. The strategy and all supporting documents are published on our website at www.lbbd.gov.uk

Barking and Dagenham: the borough of aspiration

The Council, whilst focusing on building new social rented and Council homes is determined to support its regeneration objectives by delivering homes for working households with other aspirations who may not be able to access home ownership who may have changing tenure needs over the next few years.

We are ideally placed in London as the destination borough for key workers and for individuals and families on medium incomes to make their home. We are progressing with the supply of new affordable housing including affordable rent products. Coupled with the borough’s attractively priced housing, many green spaces and excellent transport links, we are well placed to attract and retain working people to invest in the long term future of themselves and their families in Barking and Dagenham. This should also be seen in the context of the opportunity that the development of Barking Riverside represents, given that much of the market priced homes there will be very good value in relation to average London prices.

The Strategic Housing Context in Barking and Dagenham

Housing in Barking and Dagenham, like much of London, is characterised by high prices relative to national levels, a shortfall of accommodation and high development costs. These challenges are not unfamiliar. To this list we would also need to add a rapidly growing population in Barking and Dagenham, especially single person households, while in the public sector, specifically council housing, we require major investment to reach decent home standards. The Council's stock is also subject to high levels of purchase through "right to buy". In the private sector there exists a small but significant number of vulnerable households living in non-decent housing. Fuel poverty and high energy costs are prevalent throughout all sectors of housing in the borough. Finally there is a large number of potential first time buyers who have no realistic prospect of owning their own home in the next 5 – 10 years, the so-called "Generation Rent."

The "Credit Crunch" 2008 and Recession

Excessive lending in property markets (amongst other factors) has resulted in a recession; an unstable economic climate with reduced (and at times negative) growth, low levels of output, higher unemployment and fragile business and consumer confidence. As a consequence there has been a significant downturn in housing markets with reduced levels of housing investment and house building, including affordable housing. Additionally, limited levels of borrowing available from banks and other institutions has impacted upon the ability of developers to fund new housing, as well as crucially the ability of individuals to access mortgages or other finances to purchase or improve existing properties.

These national factors inevitably play out at a local level. The average house price in Barking and Dagenham in July 2011 was £208,927 (Land Registry). While this figure is amongst the lowest in London, this is an increase over the previous twelve months (£201,224 in August 2009) but down from a pre-credit crunch peak of £245,916 in June 2008 (Land Registry). Nevertheless even the current lower figure still costs over six and a half times the average household income for the borough (£32,200 – CACI PayCheck data 2011).

Royal Institute of Chartered Surveyors housing market data suggest that any recent momentum in the property markets is likely to diminish for the next twelve months, although the trend will remain stable.

"Generation Rent"

National research has shown that two-thirds of potential first time buyers have no realistic prospect of owning their own home in the next 5 – 10 years and lack the long

term saving potential needed to get on to the housing ladder (“Generation Rent,” Halifax Building Society, National Centre for Social Research, 2011). The Halifax report adds that over half of those questioned expected that the UK would become a nation of renters within the next generation.

In Barking and Dagenham this position is not only reflected but actually accentuated by key socio-economic conditions, particularly low wages and a relatively high affordability gap. This Housing Strategy outlines how we shall attempt to address this position through different models such as new build affordable housing, innovative housing joint ventures and licensing landlords and improving conditions in the private rented sector.

Nevertheless – and despite these planned interventions - the scale of the issue should not be underestimated. A large proportion of Barking and Dagenham residents are effectively shut out from home ownership.

These circumstances have a disproportionate impact in the borough. The socio economic profile is combined in Barking and Dagenham with the challenging landscape in so far as local development opportunities and development viability are concerned. The borough has relatively low property values but high development costs – which can produce an outcome resulting in a reduced attraction for development opportunity. This factor is a major challenge in meeting local housing need.

As at August 2011 20.5% of the working age population in Barking and Dagenham was on key state benefits, compared with 15% across London. The recession continues to impact upon local people, with unfilled job vacancies having fallen by a third since March 2008 while in February 2011 there was one vacancy for every 17.6 Job Seeker Allowance Claims (source: Job Centre Plus). The percentage of Barking and Dagenham residents claiming Jobseekers Allowance increased from 4.3% in 2008 to 6% in 2011.

The local housing market has inevitably experienced difficulties. The market for and availability of mortgages has contracted significantly while deposit requirements for first time buyers have risen sharply, meaning that home ownership remains out of reach for many local residents looking to buy a home. The volume of sales transactions fell dramatically between 2008 and 2009 and although a small recovery occurred in 2010 the market remained very flat through the whole of 2011.

Since 2008 the borough has also seen a slow-down in the number of new homes developed. Housing development has been hugely affected by the recession. Like everyone, developers have found access to funding curtailed and are contending with low demand for their products. The affordable housing market incurs an additional disadvantage in that developers can be very reluctant to build given that such new homes cannot be sold as open market housing should financial problems arise further down the line.

A final factor linked to rising house prices and the general housing market concerns the rise in the number of households on the housing register over the last ten years. The borough has experienced a steep rise from 2157 households on the housing register in 2001 to 11,800 in 2011, with a sharp rise from 2005 onwards. This position does in fact reflect the wider trends in London with a significant increase, especially since 2005, in the numbers of households seeking social housing.

National Policy

Since the last Baring & Dagenham Housing Strategy significant political and policy changes have taken place at the national level. In May 2010 the Conservative/Liberal Democrat Coalition Government came to office with a core policy commitment to curtail the national financial deficit with a programme of reduced spending and cuts. These reductions have affected housing in a number of key areas:

- Grant funding for affordable housing development during the period 2011-15 has been reduced by approximately 50% (from the previous four year grant programme). In order to maintain affordable housing development, the Government has introduced a new tenure of housing, “Affordable Rent,” where rents can be charged at up to 80% of local market rent. In this new model the Coalition Government sees the higher levels of income produced by higher rents as allowing a social housing provider to borrow more, thereby making up for the grant reduction.
- Welfare and benefit reforms are, when applied to housing costs, making most impact in terms of Housing Benefit payments to tenants who live in the private rented sector. These reforms include changes to the method of calculation and capping the amount of benefit. A number of consequences, some very significant, could arise from these reforms, including:
 - A movement of tenants from higher-rent areas in inner London to the lower-rent housing markets of outer and suburban London, like Barking and Dagenham;
 - The potential for households to remain on benefits as the only way of paying the rent - therefore creating a poverty trap;
 - Significant increased service pressures arising from the potential migration of workless households;
 - The likelihood for larger families to be most affected and therefore the potential for significant movements of children. Such movements would impact upon support required for children in need as well as even more pressure for school places;
 - The pressures on affordable housing could increase, especially for family sized accommodation.

- Homelessness applications may rise, also putting pressure on securing suitable temporary accommodation.
- Relocations often cause disruption to formal care delivery, with consequent effects on community cohesion.

Prior to 2010 the then Labour Government instigated a reform to the Housing Revenue Account which could allow a local housing authority to retain all its housing rents in exchange for taking on a share of national council housing debt to become self financing. This reform coupled to the credit crunch and other economic factors, highlighted previously in this strategy, frames the financial position for the Barking and Dagenham housing service.

National policy changes mean the Council also needs to implement a savings and efficiency programme across the period of this strategy. This programme will include:

- New repairs and maintenance contracts;
- Better procurement (i.e. of temporary accommodation, energy etc);
- Efficiencies arising from a localities model of housing and environmental management on housing estates and areas.

The Government has also instigated a number of significant changes to national housing policy:

- **Localism Act** – a cornerstone of the Coalition Government’s “localist” approach. The Act proposes a number of powers useable by local communities and organisations as well as local councils. Importantly for Local Housing Authorities it provides for the creation of fixed term tenancies for new tenants. It also allows the authority the power to restrict eligibility for those people who do not have a priority for social housing and allows the local authority to place homeless households in private rented accommodation.
- **Self-financing** - Reforms to the financial system for financing Council housing are being implemented. Effectively these reforms see a move away from the current method whereby national council rent is pooled and then redistributed to Local Authorities via a formula, to a “self-financing” method which sees a one off financial settlement between the Government and the Local Authority. Theoretically this new regime makes Local Authority housing debt financially sustainable and the Authority can retain all rental income from its stock. Decisions about rent levels and stock improvement, regeneration and investment can then be made at a local level.
- **Affordable Rent Model** - The Affordable Rent Model provides a significant challenge and opportunity for the approach to developing affordable housing, which over the last two decades has traditionally involved Housing Associations.

The reductions in grant and introduction of the Affordable Rent tenure require a new approach to affordable housing development which can see the Local Authority developing homes itself or putting its own land into development schemes. Barking and Dagenham has been pursuing innovative development models (including joint venture arrangements using the our Building Schools for Future joint venture vehicle for example) for many years and our development plans and projects take advantage of the new models.

Regional Policy

This Housing Strategy for Barking and Dagenham is required to achieve “strategic conformity” with the Mayor of London’s revised “**London Housing Strategy**,” published in 2011. It has five key objectives:

1. Building partnerships with boroughs – overseeing programme delivery through governance and partnership arrangements with boroughs
2. Increasing supply – with a particular focus upon affordable, family sized homes and the release of public land for development
3. Raising standards – through new design standards, better quality existing homes and improvements in the private rented sector
4. Enhancing mobility and choice – through improved options for home ownership, improved options for social tenants to move to find employment and help for under occupiers to move
5. Tackling need – focussed upon London-wide challenges including street homelessness and overcrowding

Similarly we also seek to achieve conformity with the **East London Housing Strategy**. Published in 2010 the strategy was developed in partnership with the eight east London local authorities (City of London, Hackney, Tower Hamlets, Waltham Forest, Redbridge, Barking and Dagenham, Havering and, Newham). The strategy highlights housing need in east London and focuses upon housing supply and affordability. It has five broad targets:

1. Increasing housing supply
2. Ensuring homes are affordable
3. Improving the quality and sustainability of homes
4. Enabling mobility
5. Ensuring that housing is “inclusive” and benefits all people

The East London Housing Partnership has allowed the east London authorities a platform to develop relationships over the years. This joint working is being realised on numerous projects across East London including reciprocal arrangements for tenants to

move within the sub-region and under-occupation projects, domestic violence and gang related projects.

Local Policy

Barking and Dagenham has embarked upon the most far reaching and ambitious housing and regeneration programme the borough has seen since the creation of the Becontree Estate by the London County Council ninety years ago. The borough is located at the heart of the Thames Gateway Growth Zone and our Housing Strategy combines housing and regeneration priorities, themselves underpinned by an approach which tackles social and economic issues and addresses the challenge and opportunities of climate change. Central to delivering many of the Boroughs key objectives and outcomes is the regeneration of our housing stock to help diversify the economic and demographic base by taking advantage of Barking and Dagenham's characteristics – particularly excellent transport infrastructure and close proximity to the City, Docklands and other important areas.

The Council has recently approved a Policy Framework to guide the prioritisation, development, specification, performance and delivery of its strategies, plans and services. The framework exists under one overarching objective: **Building a Better Life for All** which has three policy priorities:

- 1. Raising household incomes**
- 2. School and post-16 education**
- 3. Housing and estate renewal**

The priorities are underpinned by four central themes:

- **Better Together** - *'We want our Borough to be a place we can be proud of. Pride too in being good neighbours and in the respect we show to others. A real community, where local people have the confidence to be involved in the decisions that affect their lives, their street, their neighbourhood, their Borough. For that, people need to feel safe and to have confidence that the authorities are on their side. Building pride can't be done by the Council alone – we need to work with all our partners and with the voluntary sector and community groups to create a community everyone can take pride in.'*
- **Better Home** - *'More people want to live in our Borough. That means we need a range of housing options, including both quality affordable/social housing and aspirational housing, for now and the future. But home is about more than just a house, and we want streets, parks and estates to reflect people's pride in where they live. We have a vision for housing, for estates and better parks, that we want local people to share. With local residents' help we will make Barking and Dagenham somewhere people can raise their*

family- knowing that their Council is working hard to make the Borough somewhere they can call home.'

- **Better Health and Well-Being** - *'With the Olympics on the horizon we want our Borough to be a healthier, fitter place. Where people can get help to stop smoking, get the advice they need to lose weight and can exercise in pleasant surroundings. For the most vulnerable, and those less able, we believe in giving independence and choice – and we will continue to deliver quality social care to those who need it'.*
- **Better Future** – *'We want a Borough that believes in opportunity – one that recognises and champions success, where people can look to the future with confidence, assured that their Council will do what it can to provide the educational, academic and vocational opportunities they need. A Borough of rising, not falling, incomes. A working Borough – where business and entrepreneurship is given the help it needs. A place where hard work is rewarded and where effort and determination are encouraged.'*

The **Better Home** theme sets a number of outcomes specifically for the Barking and Dagenham Housing Strategy:

- More affordable housing for local residents, with a particular focus on family-sized houses
- Improved estates and homes that people chose to live in, whether owned by the Council, other social landlords, privately rented or owned
- A safe home for every child
- A clean borough with low levels of litter and graffiti and where residents look after their own homes and gardens.

Equalities, diversity and cohesion are integral to the new Policy Framework. Barking and Dagenham has used the **Equality Standard for Local Government** as a measure of its commitment to the equality agenda. In March 2009 we were externally assessed against the Standard and achieved **Level 5**, the highest level.

The Council has produced a **Single Equality Scheme, 'For All of Us'** for the period 2010 – 2013. Although not a statutory requirement under the Equalities Act 2010, the scheme replaces and combines three separate schemes (disability equality, race equality and gender equality) into a single, updated scheme aimed at bringing a new focus upon equalities issues in a consistent and joined-up manner.

The Council's objective, **Building a Better Life for All**, helps to ensure that everything we do is focussed on supporting and enhancing the lives of people in Barking and Dagenham. **Building a Better Life for All** is a holistic objective and requires that the Council and its partners work together to achieve this and subsidiary objectives. We have therefore ensured that this Housing Strategy is strategically integrated with the

priorities, aims and objectives of the Barking and Dagenham Policy Framework. Examples are set out in the table below:

Objective	Housing Contribution
Better Together	Promoting choice and independence through housing policies. Balanced mixed tenure communities providing greater community cohesion.
Better Home	New family sized Council housing for rent built. Replacement of outmoded housing through estate renewal and regeneration schemes. Investment in decent homes and decent neighbourhoods.
Better Health & Well Being	New properties built to Lifetimes Home standard, with 10% wheelchair accessible housing. Increased internal space standards and larger family homes with gardens and green space Encouraging healthier lifestyles
Better Future	High quality sustainable housing to meet the needs of the community. Wider range of housing types including aspirational and intermediate housing.

Consultation

A broad cross-selection of external and internal stakeholders has been involved in the consultation process during the development of this strategy. The consultation process has played a critical role in influencing the development of the strategy and a number of recurring themes were identified. Examples of how the strategy has changed through consultation are provided in the following table:

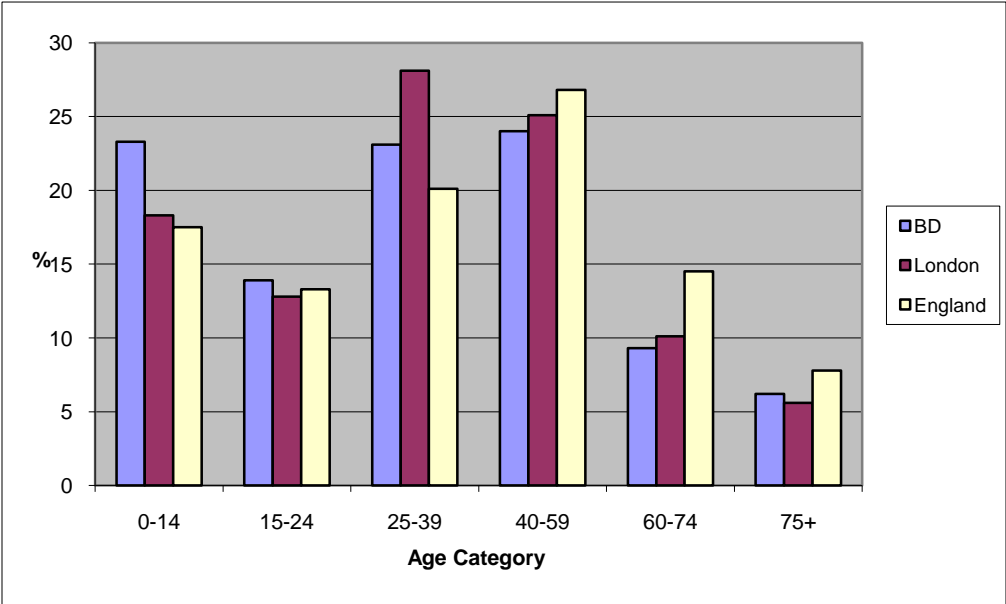
Consultation Event	Key Issues Raised	How influenced strategy
Homelessness Forum	Not enough housing. Need to tackle crime. Need to recognise the impact of housing on health and well being. Need to improve the quality and range of housing.	Key objective to increase housing supply. Targets to measure health and well-being outcomes. Targets to tackle and improve all tenures in B&D.
LD and Complex Conditions Housing Group	Not enough housing. Need to provide more support for people to live in their own homes. Need to make sure housing is accessible.	Pathway based support to help people remain in their own homes. Better information to ensure services are more accessible.

RP Forum	Need more affordable housing	Key objective to increase housing supply.
Tenants and residents	Not enough housing. Not enough affordable housing.	Key objective to increase housing supply.
Older Peoples Strategy Group	Not enough housing. Need to tackle crime.	Key objective to increase housing supply. Targets to improve community safety outcomes.

2. Barking and Dagenham in Context

Barking and Dagenham is located at the heart of the Thames Gateway, approximately 11 miles east of central London. The most recent figures indicate a population of approximately 176,000 (ONS mid-year estimate 2011) in 70,000 households. Primarily as a result of high birth rates, the Borough's population growth is one of the fastest growing in the country: the GLA estimates that by 2020 the borough's population will be 205,000.

At present approximately 26% of the population is aged 0-16, 62% aged 17-24 and 12% aged 65+: a higher proportion of younger and older people than the London average.



GLA population projections, 2010 Round

An important recent change has been the recent increase in the borough's population including among black and minority ethnic groups. In 1991, 6.8% (Census 1991) of the borough's population was non-white. This had risen to nearly 15% in 2001 (Census 2001) and is now estimated to be around 33% (LBBD Community Mapping 2010). Historically there has been a stable white, working class population in many parts of the borough, although in Barking there has been significant ethnic diversity since the 1960's. Increasing diversity offers very considerable opportunities but the pace of change can also pose a number of real challenges for community cohesion (which the council is working hard to address).

Barking and Dagenham has areas of high deprivation. The borough is ranked 11th of 352 authorities in the Index of Multiple Deprivation (DCLG 2007) with 14 of 17 wards in the 20% most deprived areas in England. Barking and Dagenham also has the lowest average household incomes in London. This uniform deprivation across the borough is unusual for a socio-economic profile (most profiles see deprivation concentrated in distinct neighbourhoods or areas)

The percentage of residents with no qualifications (23.2%) is almost twice the London (12%) and national (12.4%) rates. The percentage of borough residents with degree level qualifications (22.37%) is the lowest in London, almost half the rate for the capital (39.7%) (source: all annual population survey 2010). Levels of adult basic skills are very low, albeit improving. As a result of long-term development, primary and secondary pupils achieve test and examination results close to the national average on a number of measures while the rate of improvement at GCSE grades 5A*-C since 2002 puts Barking and Dagenham above the median for all authorities. There is however a strong link between educational attainment gaps and low skill levels with earning potential and the numbers of households in poverty.

Health outcomes for residents, especially adults, are variable. Life expectancy is approximately 1.5 years lower than the UK average, although rates are improving. Rates of limiting long-term illness are also high as are teenage pregnancy rates and childhood and adult obesity. The Borough has higher than average fertility rates, with birth rates above average for women at younger ages. Data for Barking and Dagenham indicates relatively high levels of low weight births, although infant mortality rates are comparatively low (B&D JSNA 2011).

As at August 2011 a fifth (20.5%) of the working age population was on key out of work benefits compared with 15% across London. The effects of the recession continue to impact upon local people. Unfilled job vacancies have fallen by over a third since March 2008, with Job Centre Plus reporting current rates of one vacancy for every 15 Job Seeker Allowance claimants, compared with one vacancy for every 10 claimants London average and one vacancy for every 7 claimants UK average. In employment

terms, key sectors such as manufacturing and port related sectors have been in decline since the 1970s.

Barking and Dagenham Housing Profile

The borough's housing stock comprises around 71,000 dwellings of which approximately 19,200 (27%) are Council rented. This is almost three times the average rate for England and Wales (10%). At 53%, private owner occupied dwellings represent a much lower proportion of the housing stock than the average for England (70%), while at 15% the private rented sector is slightly larger than the average for England (12%). Reflecting historic low rates of activity by Housing Associations in the borough, properties rented from Registered Social Landlords (RSLs) represent only 5% of the stock, which is just over half the rate in England as a whole (8%).

The Housing Strategy (2007-2010) included an objective, based on the results of the 2005 Stock Options Appraisal, to bring 16,300 rented homes in the public sector up to the Government's Decent Homes Standard by 2010 and Decent Homes Plus Standard by March 2016. Also on the basis of the Stock Options Appraisal, the Strategy contained the objectives of releasing 3,000 units for demolition and renewal under an Estates Renewal Programme together with 1,300 units (in 17 point blocks) to be redeveloped through a Private Finance Initiative (PFI) programme.

Although some £104m has been invested in improving the Borough's public housing stock over the last ten years, the amount of funding available for the improvement programme has been approximately £30m below levels originally anticipated. This has been due to:

- falling right to buy receipts;
- limited available capital receipts;
- higher than expected costs in reaching decent homes standards, and;
- higher than anticipated build cost inflation rates.

In addition the cost of reaching the 'Decent Homes' standard will rise further due to the delay in the Estates Renewal programme. The refusal to grant PFI credits to secure the redevelopment of the identified 17 point blocks brings an added pressure with the implication that 4,300 additional properties are placed within the HRA which, in turn, increases the level of investment required to meet the 'Decent Homes' standard. As a consequence, in line with good practice and in anticipation of HRA Self-Financing, the Council has completed a Stock Condition Survey to assess the investment needs of the stock and to review its strategic approach to investment to underpin a new 30-year Asset Management and Investment Strategy which will be delivered under the new HRA self-financing system.

The main findings of the new Stock Condition survey are:

- | | |
|---|---------|
| ▪ 30 year Decent Homes investment programme | £1.31bn |
| ▪ 30 year revenue programme | £ 470m |
| ▪ Homes currently non-decent | 33.6% |

The **Private Sector House Condition Survey** (2009) established that 18,000, or 37.9%, of the private sector stock (owner occupied and rented) in the borough is non decent, slightly above the national average of 35.3% for equivalent tenures. The failure rate is largely driven by Category 1 Hazards – primarily in Barking and Dagenham due excess cold, falls on stairs and falling on level surfaces. Category 1 hazards are strongly associated with older properties. In Barking and Dagenham this reflects the age of private housing which has been built mainly in the period 1919-1944. It has been estimated that in order to reach the Government’s minimum standard of 70% of vulnerable households being able to live in decent homes, some 1,080 non-decent private sector dwellings in LBB, occupied by vulnerable households, need to be improved to meet the minimum standard.

The borough’s **Homelessness Strategy 2008-13** shows the Council’s commitment to preventing homelessness and supporting those at risk of homelessness. We recognise that partnership working is critical to the successful implementation and delivery of the Strategy. We have worked closely with Government colleagues on good practice relating to homelessness prevention and housing options. Additionally, we have sought specialist advice on developing a new approach to maximising the Council’s resources to assist those who are threatened with homelessness as the changes to Housing Benefit regulations have affected the availability of private sector accommodation. We are working in partnership with our colleagues in adult support services to deliver effective pathway models for customers with multiple needs to access social housing.

The review of our Homelessness Strategy reflects a fundamental rethink to our delivery of the homelessness service as a result of new challenges and population changes. However, whilst we aim to prevent homelessness and ensure that all options are considered, there continues to be considerable demand and pressure on affordable housing.

The Council has had significant success in tackling **overcrowding** in the borough through a variety of projects. In addition to funding extensions to Council houses, the Council has established the posts of two specialist housing officers designated to provide tailored advice and housing options to overcrowded and under-occupied households. Freeing up under-occupied properties is an effective way of providing larger homes into which overcrowded households can move.

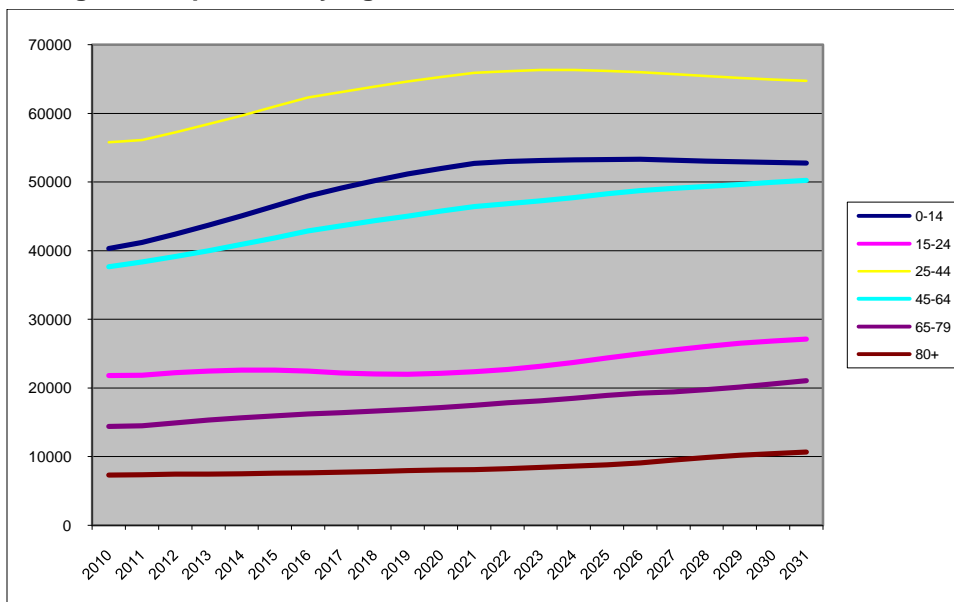
The specialist advisors are able to provide effective personalised support to assist people move home. Our experience is that this approach is key to the success for an under-occupier to move to a smaller more manageable home.

The Private Sector Housing Team has targeted Houses in Multiple Occupation (HMOs) to tackle overcrowding and the Council finances opportunities through rent deposit for overcrowded households or adults with children to re-locate. Whilst the pursuit of this range of initiatives can help (including the Seaside and Country Home scheme, mutual exchanges and ‘homeswapper’), we consider the principal route to tackling overcrowding is through securing an adequate supply of new affordable homes to alleviate housing needs arising from over-crowding.

The Housing Market in Barking and Dagenham

Population projection figures produced by the Greater London Authority in 2010 estimate that the population of Barking and Dagenham will increase by approximately 49,000 people between 2010 and 2031, from approximately 177,000 to 227,000. This growth equates to a 28 per cent increase in population over the 21 years.

Changes in Population by Age Band



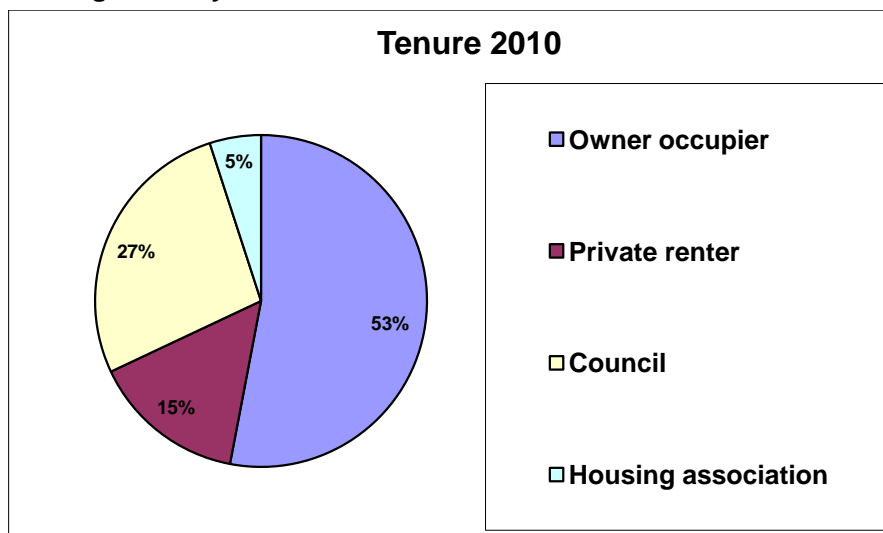
GLA 2010 Round of Demographic Projections

In the period up to 2020 the 0-14 and 25-44 age bands are expected to see the highest rates of growth.

Household numbers are also estimated to increase by 24,000, from 73,700 in 2010 to 97,700 in 2031 (GLA 2010). This represents an average of around 1,142 additional households each year. The most significant change is expected to be in the category of single person households, with a 25 per cent increase between 2010 and 2031.

Close to 27 percent of the stock in Barking and Dagenham is owned by the Council and 5 percent by housing associations. The social sector is proportionately larger than the London and England averages. Additionally there were an estimated total of 400 Houses in Multiple Occupation (HMOs) in the borough on the 1st of April 2010, which is 0.6 percent of the stock.

Dwelling Stock by Tenure



Source: HSSA, RSR, Ecorys estimates 2011

Affordability

With the average house price at £208,927 and average monthly rent for a two bedroom property at £884 per month (Land Registry HPI, July 2011), Barking and Dagenham property prices are amongst the lowest in London. Nevertheless the affordability of housing for local residents is a real challenge with the average property costing over six and a half times the average household income for the borough, £32,200 (CACI PayCheck data 2011).

The Barking and Dagenham Housing Needs Analysis 2011 indicates the scale of the problem:

Market Entry Gross Income Requirements by Bedroom Size

	1 bed	2 bed	3 bed	4 bed
Market level entry price	£125,000	£150,000	£180,000	£250,000
15 percent deposit	£18,750	£22,500	£27,000	£37,500
Amount to be funded by mortgage	£106,250	£127,500	£153,000	£212,500
Annual gross income required (dual income)	£35,500	£42,500	£51,000	£70,800
Annual gross income required (single earners)	£26,560	£31,750	£38,250	£53,125

Source: Ecorys analysis; Ecorys Right Move survey; Money Supermarket.com 2011

It can be seen that the average Barking and Dagenham household income is below most of the annual gross incomes required at market level entry prices to home ownership.

A similar picture emerges for the private rented sector:

Market Entry Monthly Private Rent Levels by Bedroom Size

	1 bed	2 bed	3 bed	4 bed
Market level monthly rental	725	890	1,050	1,300
Monthly gross income required:				
-Household with children	£2,420	£2,970	£3,500	£4,334
-Household without children	£2,070	£2,540	£3,000	£3,710
Annual gross income required:				
-Household with children	£29,000	£35,600	£42,000	£52,000
-Household without children	£24,900	£30,510	£36,000	£44,570

Sources: Ecorys analysis and Right Move survey 2011

The table shows that entry to the private rented sector is lower for both groups of households but again can still prove prohibitive for any property size outside the 1 bedroom group.

While it is acknowledged that information on average incomes and house prices does not necessarily provide a full assessment of affordability, the evidence in the tables

above indicate that for a majority of residents in Barking and Dagenham it is not possible to enter into owner occupation. Making substantial savings for a deposit and raising a mortgage of three times the average income falls far short of the current average property price in the borough. This situation leads to an increasing number of households who are unable to secure accommodation in Barking and Dagenham. As a result the requirements for social rented and intermediate aspirational housing are of high priority for Barking and Dagenham.

Housing Need

Barking and Dagenham has seen a steep rise in the number of households on the Council's Housing Need Register (HNR), the "waiting list" for housing, from 2,157 in 2001 to over 12,000 in 2011. We know however that the HNR should be treated with caution as an indicator of housing need. Many people on the HNR do not have a priority need required by both the law and the Council's housing allocation policy (source: 2008 HNR Survey). For example, a proportion of people on the HNR are not living in temporary or overcrowded accommodation or living in a property with serious disrepair. As a Council, we will therefore need to undertake a full review of the HNR in conjunction with the development of the review of our housing allocations policy.

However, the HNR cannot be assessed in isolation. The 2008 HNR Survey indicated that while many of those on the register do not have a priority housing need, the majority had household incomes below £20,000 per annum, meaning they could not easily afford either home ownership or renting in the private sector. The indication of demand for affordable housing in Barking and Dagenham, highlighted by the HNR, is therefore considerable.

The Barking and Dagenham Housing Needs Survey 2011 further identifies a clear need for new affordable housing. The survey states that an additional 1,333 affordable homes will be needed every year for the next five years:

Need and supply: all affordable housing

	1 bedroom	2 bedroom	3 bedroom	4+ bedroom	Total
Total Need	354	674	1,180	295	2,503
Total Supply	381	491	285	13	1,170
Shortfall	-27	183	895	282	1,333
Supply: need ratio	1:0.9	1:1.4	1:4.1	1:22.7	1:2.1

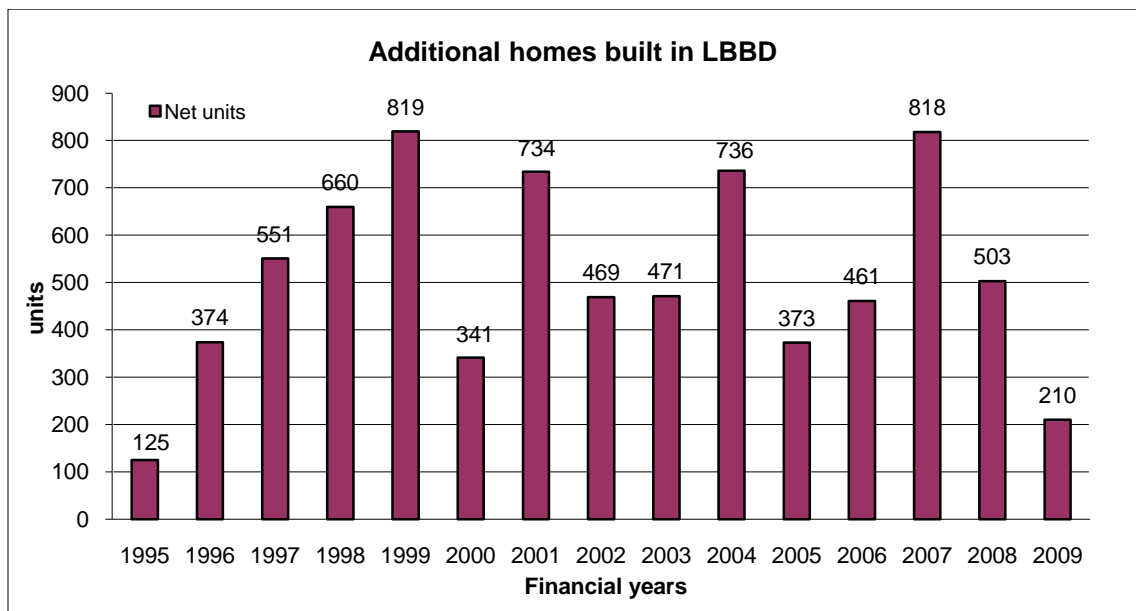
Source: Ecorys Analysis 2011

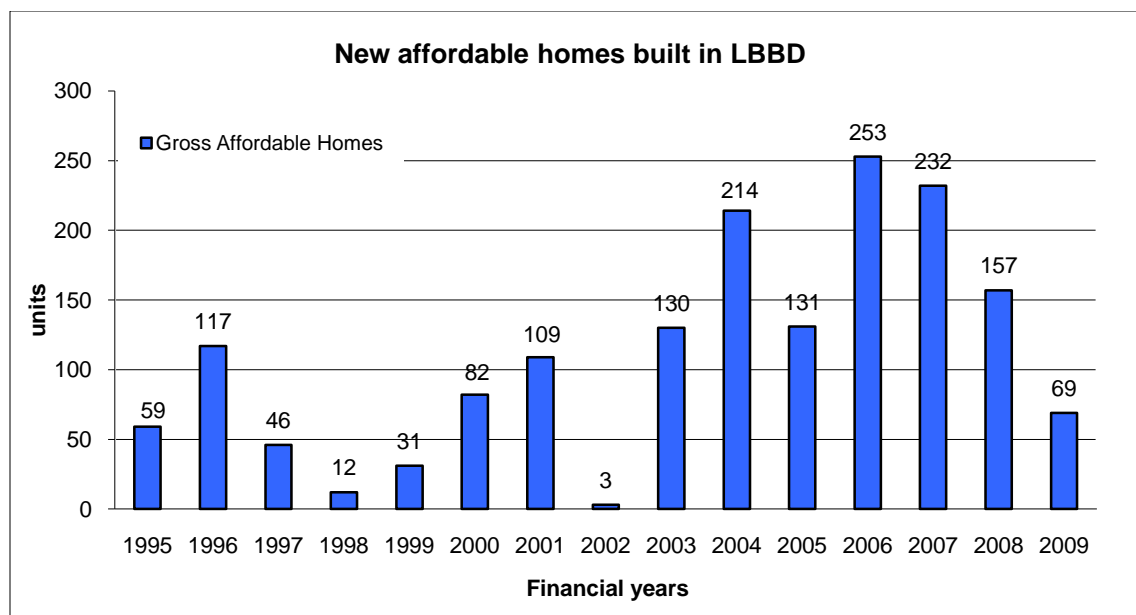
The survey indicates a priority need for family-sized affordable housing, three and four bedroom properties, including social and intermediate housing. Evidence forming the basis for the components of housing need in the survey indicates that overcrowding was the biggest factor forming the housing needs of 'unsuitably housed' households.

Housing Supply

The current turnaround of existing social rented homes is restricted mainly as a result of a higher number of one and two bedroom properties being available for letting. Larger family sized accommodation becomes available for letting at disproportionately lower levels. Additionally a proportion of the stock is continually reserved for use as decants.

The graphs below illustrate the numbers of new and new affordable housing delivered since 1995.





The graph indicates that over the period since 1995 the numbers of new affordable housing units produced have generally increased. Since the credit crunch of 2008 however the trend has become downward. In any case the stark message is that even at peak production levels the need for new affordable housing in Barking and Dagenham has always outstripped supply.

LBBD Housing Strategy 2012 -2017

The housing objectives of the Barking and Dagenham Housing Strategy 2012 – 2017 are developed from an independent evidence base and through consultation with the local community. They also mirror the priorities set out at the national and regional level, particularly the London Housing Strategy 2011 Update. Fundamentally the objectives set out to tackle the key issues rising out of the circumstances specific to Barking and Dagenham:

- A rapidly growing and changing population
- A high demand for housing
- A generation of potential first time buyers unable to enter into home ownership
- High development and regeneration costs
- A high “affordability” gap – rapidly rising house prices and private sector rents
- Requirements for investment in both the social and the private sector housing stock

- Rising energy costs and significant pockets of fuel poverty

The remainder of this document sets out the Barking and Dagenham Housing Strategy under four key objectives. The final part of the document provides the implementation plan for delivering the strategy. The objectives are:

Objective 1: Delivering social and economic regeneration through building high quality homes and thriving communities

Objective 2: Investing in new council homes and establishing new ways to deliver affordable housing

Objective 3: Good quality services

Objective 4: Sustainable communities

Objective 1: Delivering social and economic regeneration through building high quality homes and thriving communities

Outcome Measures:

- 1. New Homes leading to better health, employment, training and skill levels and community safety**
- 2. Achieving a resident satisfaction rating in new developments and regeneration sites of 90%**

Key Objectives

- **Estate renewal programme to have demolished 1,790 non-decent homes and provide 1,225 quality new dwellings of mixed tenures**
- **Delivery of 1,112 new affordable homes by 2015**
- **Develop a Decent Homes Plus Standard**

1 Context of Regeneration

The Regeneration Strategy 2008-2013 underpins objectives for creating an attractive, sustainable borough which promotes pride, a sense of belonging, increases prosperity with social mobility and improves the quality of life for all people in our community.

By working with public, private and voluntary sector stakeholders that ambition is being realized through plans for estate renewal, the development of new homes across

different tenures and by raising the decency and quality of existing stock through our asset management strategy and the new Barking and Dagenham housing investment regime. The borough is striving to improve the social and economic mobility of our residents and creating a sense of place-making and aspiration which encourages a new generation of residents to make Barking and Dagenham a borough of choice.

Housing renewal is an integral part of the borough's regeneration. Barking and Dagenham is an identified Thames Gateway Growth Zone expected to deliver 15,000 new homes in the next 10 years with Barking Riverside and South Dagenham designated as Opportunity Areas in the London Plan. Barking Town Centre alone has become a centre for residential and urban revival and estate renewal schemes across swathes of the borough will eliminate non-decent dwellings and deliver quality homes for existing and new residents alike.

The development of new transport hubs like the East London Transit route through Barking Town Centre will eventually be coupled with further key transport infrastructure initiatives, including the extension of the Docklands Light Railway, the redesign of Barking station forecourt and the upgrading of the A13 and Renwick Road.

The shaping of Dagenham Dock's Sustainable Industries Park, the successful Local Enterprise Growth Initiative, the development of the Creative Industries Quarter in Barking and the potential leverage of Outer London Fund investment to refresh smaller shopping parades across the borough also seek to stimulate employment prospects and underpin the economic development of the area.

The regeneration of the borough also provides an opportunity to create new housing markets for the increasing number of low-to-middle income households struggling to move into home ownership or being unable to access social housing. Changes in housing tenure and the growth in the private rental sector means that new supply must account for the needs of a 'Generation Rent' market, especially in the council's affordable rent model, if that sense of belonging, place-making and social mobility is to be realised.

1.1 New Housing Supply

The borough is estimated to have the capacity to provide 24,000 new homes over the next 15 years and under the Draft London Plan, Barking and Dagenham has already been set the target of building 15,100 by 2021. The borough is expected to make sure that 40% of those homes delivered should be affordable housing, splitting in tenure with 60% at market rent level, 24% at social rent and 16% intermediate.

The Strategic Housing Market Assessment and Housing Needs Survey 2011 highlighted the fact that Barking and Dagenham's housing market faces challenging and

uncertain times. Even though the borough has some of the lowest house prices, land values and private rent levels in the capital, residents are still struggling to access the market.

Household incomes remain low in the borough. The proportion of economically inactive people has been rising at a faster rate than London and England averages, placing acute pressure on housing affordability. In Barking and Dagenham 9,552 households are considered to be in housing need and are unable to access suitable market housing without some assistance and this is expected to grow by almost 600 a year.

The Regeneration Strategy and estate renewal programme aim to deliver new homes to alleviate that need. For this to be realised completely over the next five years, the Council and its development partners would have to build around 2,500 units per year to clear the existing back-log of need plus the new need arising each year. In particular family-sized accommodation around three-bedroom and four-bedroom dwellings will be required to satisfy the growing demographic projections.

Capacity for the next fifteen years is focused in the two Key Regeneration Areas of Barking Town Centre and Barking Riverside which form part of the London Riverside Opportunity Area. Currently significant capacity is being delivered outside this area at the Lymington Fields and University of East London sites.

Barking Riverside provides the opportunity to create a major new community in the borough with 10,800 homes, new schools and all the facilities of a thriving town. Whilst 41% of the accommodation is planned to be affordable, the majority of the private market housing will be priced so that it is accessible for working families at or around the median income for London. Importantly it is a unique site for London in terms of the scale of the family sized housing it will contain – 30% of homes will be three bedrooms or larger.

There are also a number of opportunities in Barking Town Centre at various stages of planning including the Freshwharf Estate, Abbey Retail Park, Cambridge Road and Cultural Industry Quarter sites which have a combined capacity of 2000 new homes. Barking Riverside has outline consent for 10,800 new homes, and within this detailed consent for 3250 new homes. The first homes are due to be completed in January 2012 with 350 built by 2014, the George Carey Primary School opened September 2011.

The Government has introduced a New Homes Bonus to incentivise delivery of new homes. This allocates £7500 to each additional home built in the borough and an extra £2100 for every new affordable home. Separately the Mayor of London and the Council now have the option of introducing a Community Infrastructure Levy (CIL). The Mayor's CIL will be introduced on April 1 2012, the Council's CIL is the subject of a separate

report and if implemented would come in 2013. Initial work on the Council’s CIL has demonstrated that there is limited value to extract from new housing due to poor viability and this is compounded by the fact that grant to deliver new affordable housing via Section 106 is now more limited. This work has served to demonstrate that whilst the New Homes Bonus is a welcome additional income source it will not in itself address the underlying viability issues which cause the mismatch between capacity and delivery. Therefore the Council will look at other innovative ways of delivering new housing such as institutional investment and asset backed special purpose vehicles.

1.1.2 Major regeneration sites

Coupled to the estate renewal programme have been long-term development plans on large-scale regeneration sites including the construction of Barking Riverside which will be similar in size to legacy housing scheme planned for the Olympic Park and surrounding areas of Stratford.

Increased delivery is expected at University of East London’s Academy Central site and Barking Riverside, the next phases of Lymington Fields coming on stream, delivery of Phase 1 of the Creative and Cultural Industries Quarters and the building out of Phase 2 of the William Street Quarter on the former Lintons site and the East End of Thames View.

Scheme	Site Planning	Regeneration objective
UEL Academy Central	<ul style="list-style-type: none"> • 1,042 new homes • New primary school • Combined heat and power energy centre and green roofs 	<ul style="list-style-type: none"> • Diversified tenure • Helping support a greener, low carbon borough • Promoting higher educational attainment
Lymington Fields	<ul style="list-style-type: none"> • Phase 1 comprising 319 new homes • Phase 2 planning application comprising 602 new dwellings • Community facilities and new access to Whalebone Lane South 	<ul style="list-style-type: none"> • Offering diversified tenure on 12.9 acres of land • Improved road and transport links

Barking Riverside

- 10,800 new homes
- Community facilities, three primary schools, one secondary school, place of worship, office space, retail and outdoor and leisure facilities
- Four stages of development, stage 1 underway now
- Increased transport to the area in form of East London Transit and proposed DLR expansion
- All homes to minimum of Code Level 4 with green roofs and built to high quality
- Provide a high number of new homes in the borough at different tenures
- First stage ensures 41% affordable homes
- Houses delivered at the same time as community facilities and schools

Although plans for the major regeneration sites, which were master-planned during a different economic climate have suffered from the impact of recession and the fragile recovery, the ambition remains that the diversity of tenure in these schemes will bring wider vitality to Barking and Dagenham and increasing spending power in the borough's retail areas.

1.1.3 Space Standards

A key objective of the Council is that homes are developed to larger internal space standards. For example, a recent development in Barking Town Centre included one bedroom apartments at a size of 42 sq m. The first developments in our Barking Town Centre regeneration programme have one bedroom apartments sized at 51 sq m. Our approach is aimed at achieving a better space standard for family sized accommodation which promotes basic activities such as allowing families enough space to eat together as well as additional benefits such as providing space which can be allocated, for example, as an area for children to undertake homework.

1.2 Estate Renewal

In recent years the Council has completed a raft of regeneration schemes identified under the 2003 Housing Futures appraisal and has begun the task of demolishing a

further 1,790 flats which are non-decent and uneconomic to refurbish. The demolition has allowed for the delivery of affordable and council-owned housing developments as well as supporting the diversification of tenure in places like Barking Town Centre, which have traditionally been dominated by high levels of social housing:

Previous scheme	Site planning	Regeneration objectives
Tanner Street, Barking	<ul style="list-style-type: none"> • Demolition of the Clevelands, Bloomfields and Wakerings blocks • 165 mixed tenure homes of 1 and 2 bed flats and 4 bed houses 	<ul style="list-style-type: none"> • Removal of blighted and non-decent homes • High quality new accommodation including family-sized homes
Axe Street, Barking	<ul style="list-style-type: none"> • 93 social rent, intermediate rent and shared ownership homes • Green roof communal top terrace flats 	<ul style="list-style-type: none"> • Helping support a greener, low carbon borough • Diversified tenure
The Foyer, Barking	<ul style="list-style-type: none"> • 112 flats offering accommodation, training and skills support for 16-25 year olds encouraging independent living 	<ul style="list-style-type: none"> • Encourage higher educational attainment • Higher skill levels and employment • Supported people and appropriate housing
Cadiz Court, Dagenham East	<ul style="list-style-type: none"> • 54 mixed use flats and houses • EcoHome design 	<ul style="list-style-type: none"> • Low carbon borough • Diversified tenure

A number of long-standing estate renewal schemes have been revised and planned for in the Council's Housing Asset Management Strategy and Housing Revenue Account Business Plan which will drive the delivery of decent homes. The Council resolved in July 2010 to establish an estate renewal financing stream funded through external grants, the reallocation of monies, capital receipts from targeted land disposals and Right to Buy sales to fuel regeneration.

Master-planning, acquisition and development at the East End of Thames View and Phase 2 William Street Quarter are part of a wider urban repair programme. Barking and Dagenham Council has created an innovative joint venture delivery model with the

Build Schools for Future Local Education Partnership (BSF LEP) to capitalize maximum investment for regeneration, new schools and housing delivery in these areas and continues to review alternative delivery models.

Scheme	Site planning	Regeneration objectives
William Street Quarter	<ul style="list-style-type: none"> • 31 new Council-owned, council-rented homes • New Barking Business Centre • 200 new homes in Phase 2, 100% affordable with 20% at 'social' rent levels 	<ul style="list-style-type: none"> • Offering new affordable homes for those excluded from the private market at a range of rent levels • Close to transport hubs • Replacement of non-decent housing and The Lintons with quality new homes
East End Thames View	<ul style="list-style-type: none"> • 4 tower blocks of 280 non-decent flats demolished • 274 new quality homes planned • Improvements to the Renwick Road • 100% affordable rent with 20% at social rent level 	<ul style="list-style-type: none"> • Improved road and transport links • Gateway estate to Barking Riverside estate • Removal of non-decent homes and tower blocks • Offering new affordable homes for those excluded from the private market at a range of rent levels

During 2010/2011, the Council agreed the allocation of a provisional £23m of capital funding to enable progress to be made on further estate renewal, covering the costs of decanting tenants, buying back leasehold interests, compensation and demolition on 364 high-rise and medium rise units on the Gascoigne estate; 215 medium rise dwellings on the Leys estate and 283 high-rise blocks in Goresbrook Village. The Council has now agreed to procure appropriate development partners for these sites and demolish the remaining buildings by 2014 to be replaced with a mix of private for sale and social rent homes with the socially rented units being delivered as council homes on Goresbrook and Leys and a more balanced mix across Gascoigne.

Proposed site	Site planning	Regeneration objectives
Gascoigne East	<ul style="list-style-type: none"> • 1,298 flats planned 	<ul style="list-style-type: none"> • Diversifying tenure to

	<ul style="list-style-type: none"> for demolition Phase 1 expected to demolish 364 homes 1/3 social rent, 1/3 intermediate rent and 1/3 for sale 	<ul style="list-style-type: none"> improve the social and economic regeneration of the estate Providing up to 400 new homes under Phase 1
Goresbrook Village	<ul style="list-style-type: none"> 280 flats to be demolished Long-term plans for A13 bridge improvements by Transport for London Minimum 20% social rent with mix of tenure 	<ul style="list-style-type: none"> Remove poor quality tower blocks with history of anti-social behaviour issues Provide 150+ new homes with mix of flats and family homes Improve outdoor space and community facilities for residents
Leys estate	<ul style="list-style-type: none"> 215 flats to be demolished 200 new homes with 60% affordable and 40% for sale 	<ul style="list-style-type: none"> Remove poor quality low-rise blocks

1.3 Delivering Decent Homes

Ensuring quality accommodation in the Council's existing stock

Ensuring homes provide decent quality accommodation is the second central theme of the Council's housing renewal objectives and the borough seeks to roll out the Government's Decent Homes Standard across its own stock as part of the revised 30-year Housing Asset Management Strategy.

From the 1st April 2012 the Council's housing investment programme, including decent homes, will be funded within a ring-fenced HRA Business Plan under the Government's new financial arrangements for Council housing.

Although the Government's 2010 timeline for the Decent Homes Standards to be met has been relaxed, the Council is keen to ensure that the four detailed criteria of the standard are delivered as a minimum to all Council housing:

Decent Homes Standard

- **Property should meet the current statutory minimum standard for housing**
- **Be in a reasonable state of repair**
- **Have reasonably modern facilities and services**
- **Provides a reasonable degree of thermal comfort**

The Council's Stock Condition Survey 2011 highlighted the extent of the disrepair problem when it analysed the continued investment needs of cyclical, void and responsive maintenance in our stock and found that:

- 33.6% of stock is non-decent – this equates to 6,460 council dwellings
- £1.3 billion needs to be invested into stock over the next 30 years
- There is a need for significant short-term investment such as new kitchens and bathrooms

Currently there exists a £2.9 million backlog of catch-up repairs to bring elements up to a reasonable standard. The Council bid for £65 million to help address the extent of non-decent housing over the next eight years but was awarded only £42 million leaving Barking and Dagenham with a £57 million funding shortfall in the initial years of the new HRA self-financing regime.

The new HRA self-financing regime will mean that Barking and Dagenham will have to pay the Government a proportion of the nation's combined notional housing debt by borrowing £277.6 million. In the initial years of the new HRA system the funding available within the HRA will constrain the delivery of the Decent Homes standard but will ultimately allow the Council to invest extra resources in maintaining its stock by retaining all of its rental income in time.

In light of these challenges the borough seeks to mitigate the initial years' problems by:

- Developing efficient procurement solutions with our contractors and other external partners;
- Structuring HRA borrowing to maximise HRA investment resources ;
- Investment plan re-profiling in line with projected investment resources;
- Using greater leverage of CERT and CESP funding streams to deliver the thermal comfort element of the programme.

The Housing Asset Management Strategy and HRA Business Plan will detail a 30 year investment programme, targeting resources over an initial 10 year period so that the Decent Homes backlog is cleared by 2020. This will be done in conjunction with an

estate renewal programme and new build affordable housing programme which will redevelop some of the borough's most uneconomic stock and increase the HRA's asset base and are fundamental elements in addressing the investment needs of the stock. Working in consultation with the new tenant engagement framework, the Council also has the ambition to develop a far-reaching Decent Homes Plus Standard which will seek to renew all major building elements and once renewed, maintain them according to a life-cycle renewal programme. A key element of this programme will be improving fuel efficiency in our homes to increasing the disposable income of our residents and reducing our carbon footprint.

Part of the Council's current Housing Capital Investment Programme for 2011/2012 includes the following works contributing to the delivery of decent homes:

HCIP Project	Budget (£)
External enveloping and fire proofing	2,528,000
Central heating installation	2,150,000
Kitchen replacements	1,575,000
Bathroom replacements	500,000
	6,753,000

Objective 2: Investing in new council homes and establish new ways to deliver affordable housing

Outcome Measures:

- 1. New Council Homes and investment in the Council's housing stock leading to better health, employment, training and skill levels and community safety**
- 2. Achieving a resident satisfaction rating in existing Council homes and new built Council homes of 90%**

Key Objectives

- Implementation of the Council's HRA Business Plan**
- Implement a £1.3 billion investment programme to refurbish Council homes**
- Delivering new-build Council homes**

The provision of good quality housing underpins the achievement of the Council's Priorities. It is therefore important that the borough has - operating exclusively within its boundaries - an effective, flexible and efficiently run housing organisation which is able to meet the evolving housing aspirations and needs of residents and their families. The provision of quality affordable housing is essential to delivering the Council's long term objectives of a creating a safe, healthy and prosperous borough.

From next April the Council will:

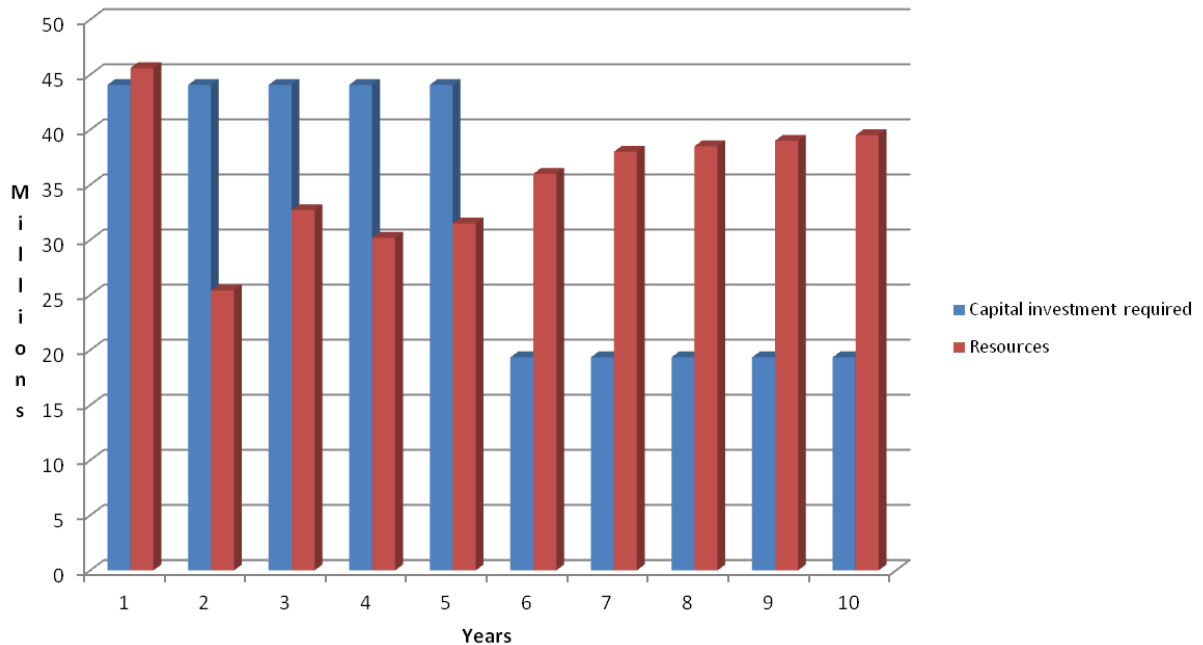
- operate a fully funded 30 year housing business plan with a 30 year turnover of approximately £3.9 billion for the existing stock
- plan long-term to provide cost effective housing management services
- embark on a £1.3 billion investment programme to refurbish council housing
- deliver a substantial estate regeneration programme
- generate a new-build affordable Council housing programme with our development partners
- provide a wider range of intermediate tenures by being able to operate the HCAs new affordable rent model and access grant for new homes

The Housing Revenue Account (HRA) Business Plan (published separately – insert web link) sets out the route to enable the council to develop a housing business that is able to enhance the services it offers together with wider housing tenure options that better meet the needs of local people within the context of changing market conditions at the local, sub-regional and regional level. The borough's housing landlord and housing asset investment undertakings will be delivered through a ring-fenced business unit within the Council.

2.1 Resources and Affordability

The table below sets out the Council's capital investment required for the next 10 years.

Capital Investment V's Resources Over 10 years



Capital investment required for retained stock 2012 – 2022

As can be seen from the above graph there are sufficient resources to meet the investment needs of the retained stock over the first 10 years of the HAMS. However due to the need to invest heavily in the stock over the first five years there is a mismatch in the available resources in the first five years – as the investment need in the stock exceeds available resources in the first five years. This means there is a need to “balance” the investment need to the available resources over the next 10 years. In essence approximately £55m will need to be deferred to years 6-10.

2.2 Building more Council homes

One of the key priorities for the Council is the supply of more new Council homes. In the last two years the Council has built 144 new Council homes – the first in thirty years. These new dwellings are award winning, high quality and family sized homes at affordable social rents. The council has secured grant to build more council homes in our development schemes at two estates in the borough, the Leys Estate and Goresbrook Village. Additionally we will use surpluses generated by our HRA Business Plan to build more new Council homes. Our HRA Business Plan sets out the full detail.

2.3 Delivery vehicles for new supply, affordable rent and widening housing choice

Given the financial burdens in delivering new mixed tenure housing schemes on new and existing estate renewal sites the Council continues to explore project finance-based solutions like the BSF LEP joint venture to attract private sector investment to meet the housing challenges of the future. The Council as a public sector landowner and through its ability to offer rental guarantees has been able to attract private investment to build new properties for people on council waiting lists as well as for those unable to access social housing or home ownership. This is one of a range of models being explored to encourage innovative affordable housing investment in new housing delivery. The development models for such sites are likely to vary, including a combination private sale mixed with new affordable rent tenures.

Development of such models is considered essential to bring forward our redevelopment programme under the current adverse market conditions and can be adapted to a range of development sites with different development characteristics. Several sites have been through several years of decanting, leasehold buy-backs, demolition, master planning and failed attempts to secure development constrained by adverse market conditions and low land values. In their vacant states, none are currently contributing to increasing the vitality of the local economy. Fundamentally, redevelopment will help raise land values in the area thereby enabling further regeneration and private sector funded development.

As well as focusing on the provision of new social rented homes to satisfy priority cases on the Council's waiting lists, the Council is determined to support its regeneration objectives by delivering homes for households with different economic circumstances who may not be able to access social housing or home ownership but who are in employment and who may have changing tenure needs over the next few years.

The new Affordable Rent product will allow this growing, intermediate constituency of residents to access assured short-hold tenancies, of up to 5 years, over a range of homes with a mix of rents between 65% and 80% of the market rate. This will create mixed tenure estates and communities, giving access to those previously excluded from cheaper housing options as well as providing future investment for new-build properties as part of the emerging regeneration of Barking and Dagenham. Phase 2 of the William Street Quarter and the East End Thames View developments will in part pilot the product.

Objective 3: Good Quality Services

The provision of high quality and value for money services is one of the key objectives of the Council. The Council aims to provide professional management of homes across all tenures. Services are also required that are responsive to the changing needs of a

diverse community. In this respect “Locality Management” will form a key element of our approach to how we provide housing landlord and environmental services in the years to come. Our performance standards are high and it is therefore encouraging to report that we are improving across the board on all our performance indicators.

Outcome Measures:

- 1. Tenant and leaseholder satisfaction rating at 90%**
- 2. Improved visual estate and street scene environment**
- 3. Improved standards and quality of life leading to better health, employment and community safety in Council and rented private sector housing**

Key Objectives

- **Development of LBBD Tenancy Strategy**
- **Implement Localities Model across Barking and Dagenham**
- **Commissioning new repairs and maintenance arrangements**
- **Achieving top-quartile rent performance by 2013**
- **Continued programme of anti-tenancy fraud**
- **Tackling anti-social behaviour**
- **Improving services for leaseholders**

LBBD Tenancy Strategy

The Localism Act places a duty on a local housing authority to publish a Tenancy Strategy. The Tenancy Strategy is required to set out the policies for individual social landlords on the granting of tenancies relating to:

- The type of tenancies granted;
- The circumstances in which we will grant a tenancy of a particular kind;
- The lengths of tenancy term;
- The circumstances in which a further tenancy is granted on the ending of an existing one.

The strategy must be published within 12 months of the enactment of the Localism Bill: the Barking and Dagenham Tenancy Strategy will therefore be published by November 2012. We will begin consultation with Housing Associations, other social landlords, tenants, voluntary and community associations in early 2012 as we initiate the development of the Tenancy Strategy.

3.1 Locality Management

Locality Management is a concept that aims to improve service standards as well as customer experience by joining landlord services with teams from the Council's Environmental and Enforcement (E&E) division to form one intensive management team in identified areas.

Locality management aims to secure improved resident involvement, and empower residents to take a more active role in their communities and to take greater control and responsibility for their home and environment. This involves a range of interventions including monitoring and reporting, developing service standards, co-design of services, active engagement (through a range of routes), as well as wider community development.

It also serves to improve community cohesion, to deliver joined up services, by so doing identify savings, reduce costs, and work in a more effective and efficient way, to co-design service delivery and outcomes with residents at the heart of it and to make the locality a cleaner, safer place, where residents want to live, work and play.

The Locality projects brings together the services and key partners in the area, making them work and collaborate better, so as to share resources and vision that will deliver a common purpose or outcome which will be beneficial to the locality. The Locality pilot aims to deliver the following outcomes:

- Increased satisfaction of residents with the locality
- Co design of solutions to issues in the area between services and residents
- Ongoing community group activity that draws local people together to take pride and ownership of the place where they live
- Improved model that can be used to roll out across the borough
- 20% efficiency savings on current cost of services delivered

Proposals are now being developed to enable the roll out of the locality model across the borough. These will involve restructuring services across the Housing and Neighbourhoods and Environmental and Enforcement Divisions Services. A full detail on the roll out of the localities will be provided in the Housing Strategy update in 2013.

Barking and Dagenham Council has already run two locality pilot schemes across the Abbey and Heath wards. Locality managers are seen as a positive resource in their areas and locality management is seen as successful by residents and elected members. There is greater joint working to solve problems and a flexibility to target resources where problems have been identified. Street cleaners, grounds maintenance and caretakers are also working closely together to target priority areas.

In terms of engagement with the community, surveys were carried out in partnership with the Tenant Participation team (TP) to establish key priorities. The priorities for the localities, including overall satisfaction levels for both areas is as follows:

Abbey Locality

- Anti Social Behaviour
- Repairs (Enterprise contract)
- Internal Cleanliness i.e. Caretaking
- Overall satisfaction 60%

Heath Locality

- Anti Social Behaviour
- Repairs (Enterprise Contract)
- External Cleanliness i.e. Refuse collection
- Overall satisfaction - 66%

Work is underway to set service standards and provide local offers on caretaking, grounds maintenance and to include refuse. Roles and responsibilities of the council are to be included as well as resident's own responsibilities and details on the frequency of service to be provided.

3.2 Landlord Services

The Council is the biggest landlord in Barking and Dagenham. It provides landlord and related services to around 23,000 tenants and leaseholders. Council properties are dispersed across the borough in estates as well as street properties. The stock is characterised by large numbers of houses built before 1945 and medium rise flats built between 1945 and 1974. The core focus of the Landlord Service is to provide a good quality housing management service including:

- Pre-tenancy visits and helping tenants settle in to their new homes;
- Dealing with transfers, mutual exchanges and changes in tenancy;
- Tackling antisocial behaviour, harassment and domestic violence;
- Providing caretaking, cleaning, grounds maintenance and parking enforcement services;
- Ensuring that properties are repaired and maintained and that empty properties are speedily re-let;
- Addressing health and safety issues on estates, particularly fire safety;
- Providing security and improvements to estates;

- Ensuring tenants and leaseholders have the opportunity to participate, engage and be involved in management decisions about their homes.

Customers are able to contact the service via the Barking and Dagenham Contact Centre, a single one stop shop point of contact. Additionally tenants and leaseholders are able to view accounts on-line, undertake transactions and access a wide range of self-service information.

The Landlord Service has developed a detailed service improvement plan and, subsequently, has made significant progress in improving the provision of its services to residents. We have benchmarked our services against top quartile performers and subsequently share and adapt good practice. We have also re-launched our Tenant and Resident Involvement Team, ensuring that work to improve our services is integral to consultation with tenants.

In addition to improved performance, the Council achieved a number of key successes in the last two years:

- 144 new council homes have been built
- £16 million worth of investment has been put into the Harts Lane Estate
- Over 200 secure door entry systems have been installed across the borough
- Three additional police officers dedicated solely to the Gascoigne Estate (funded by the Gascoigne Estate residents) have been recruited
- Tenancy audit successes
- Clean up and engagement days
- Anti Social Behaviour action
- Tenant profiling

Our greatest challenge over the next five years is financial challenge: namely how the new HRA self-financing regime will secure the funding needed to improve the Borough's housing stock. In the short-term our priorities for the coming two years are:

- Reorganisation of Landlord Services to a locality management structure
- Improving our satisfaction rating
- Raising resident expectations
- Agreeing housing standards with residents (including performance management and quality assurance)
- Updating operational policies and procedures
- Further development of ICT
- New arrangements for repairs and maintenance

- Continuing a programme of tenancy audit and tackling tenancy fraud

There are high levels of worklessness concentrated on some of the Council's estates; the service will consider how it can best contribute to the overall task for the Council to tackle unemployment, increase skills levels and household incomes.

3.3 Repairs and Maintenance Contract - LBBB / Enterprise

The repairs and maintenance service is responsible for day to day repairs to the council's housing stock. The service is high profile and operates within an environment of high demand. The operational delivery of this service is carried out by Enterprise AOL Ltd, a strategic partner to the council. The contract is for a period of 10 years from 1 May 2003. The contract was procured on the basis of partnering principles with an operating budget of circa £17 million per year.

Enterprise took over the contract for provision of the repairs service in September 2007 when they bought the Accord Group and acquired all of the going concern contracts.

Key facts:

	Thames Accord 07/08	Enterprise 09/10 Up to 30/09/09	Enterprise 10/11	Enterprise 11/12 Up to 30/09/2011
Performance:				
Right to repairs completed on time	95%	99.24%	98.41%	98.43%
Average days to complete non urgent repairs	8.72	11.87	6.63	7.70
Average turnaround times for minor voids	28	29	15	15
Gas safety-valid CP12's	92%	95%	99.86%	99.13%
Customer Satisfaction	93%	94%	95.8%	99.0%
Revenue	£20,399,859	£20,560,000	£19,500,000	£17,000,000
Capital	£5,014,511	£2,500,000	£2,500,000	£1,000,000
		On budget	underspent	On budget

3.3.1 Improvements introduced to the Repairs Service to date include:

- New IT system for work programming with further enhancements after Capita Housing implementation.
- Call centre operation transferred to Enterprise national call centre for all calls including out of hours calls, increasing number of agents available for repair requests
- Increased performance management and interventions
- Enterprise Foundation supporting young people in LBBB getting into work.
- Annual intake of new apprentices.

3.3.2 Future

Our repairs contract is due to expire on the 30th April 2013. We are currently consulting with tenants and leaseholders as to the next steps to support increased performance.

Although the current contract is due to expire in April 2013 there are still improvements being made to ensure that the contract:

- Fulfils landlord obligations to provide housing that provides protection from the elements of the weather; that services supplying water, heating and power are working satisfactorily and that functionality of the home is appropriate.
- Ensures value for money is obtained from the service provider in maintaining the properties to the standards specified.
- Fully complies with the legal requirements for safety checks of gas appliances within council owned properties.
- Achieves high and improving customer satisfaction from service users.

Real action has and is still ongoing in tackling the core issues around financial management, performance, quality and customer care. Additional expertise has been introduced with a clear focus on the outcomes needed to obtain an excellent service.

3.4 Housing Rent Service

The LBBB Rent Collection Service is responsible for the rent maintenance and rent collection of the Councils 19,200 properties (plus 2,600 garages) equating to an annual gross collectable debit of £96m.

The function of rent account maintenance includes setting up and closing rent accounts. The service contacts tenants in arrears in a timely way to make sure they have a responsibility to pay their rent. Those who go into rent arrears because of budgetary problems are supported to help clear the debt based on their individual financial circumstances. Team members will signpost tenants to independent financial advice and advice is given on how to apply for housing benefit.

Those who refuse to pay or fail to keep to arrangements will be served with Notices of Possession proceedings and court action. Eviction can follow if payments continue to be missed.

The rent collection rate was 96.75% at March 2011 and our target for 2012/13 is to collect 96.75%. In respect of debts owed by former tenants we are seeking to collect 5.4% of the £1.9m which was outstanding at the beginning of this financial year. We are confident of achieving target.

The key projects for the Rent Collection Team in 2011/12 are:

- Identifying abandoned/sublet properties with housing management and taking swift repossession action
- Ensuring that the tenancy sign up process is geared to preventing arrears arising. Initiatives include assessing tenant HB claims face to face at the One Stop Shops to ensure HB is paid from week one of the tenancy. The service also works to ensure that an individual's support needs are identified before the tenancy starts and that direct debit payments are set up in all cases where this is possible.
- Introduction electronic rent payment reminders through text messaging and self service ordering of statements on line
- Ensuring vulnerable residents are supported to make timely rent payments
- Achieve top quartile rent collection in London by 2012/13

3.5 Tackling Tenancy Fraud

The Council is committed to tackling tenancy fraud. It is estimated that up to 5% (950) of the total number of Council homes in Barking and Dagenham may be unlawfully

occupied. Our priority is to ensure that these homes are returned to those who are in need of them by undertaking the following:

- We are continuing a programme of tackling tenancy fraud. The programme constitutes a high-profile approach and will be publicised in a number of different ways including posters, newspaper adverts and direct mailings.
- Tenants and residents will be encouraged to report suspected cases via telephone or email.
- We will also work with our RSL partners to expand the tenancy fraud reporting scheme across the social housing stock.
- We will investigate cases of suspected fraud through our Tenancy Audit Team. The team employs skilled and qualified investigators who are experienced in undertaking detailed investigations. We will always prosecute individuals where we find clear cut evidence of tenancy fraud.

3.6 Home Ownership

The Home Ownership and Leasehold Team provides a management service to over 3,000 leaseholders and also administers Right To Buy applications from tenants wishing to purchase their properties. A key focus for the service is to engage and liaise with lessees and their representatives. The team undertake regular site visits, investigates fraudulent right to buy cases and services the Leaseholders Association

Over the past year a number of improvements have been made to the service including:

- Dedicated and regular leaseholder surgeries
- Face to face advice for all prospective leaseholders
- A new website for leaseholders

Priorities for the service during 2012 include:

- Ensuring value for money for services directly provided to leaseholders
- Improving information for leaseholders
- Improved engagement

Objective 4: Sustainable Communities

Outcome Measures:

1. Energy efficiency interventions leading to improved standards of health

- 2. Improved employment, training, skill and education opportunities**
- 3. Enhanced independence and choice for vulnerable people**

Key Priorities

- 1. Introduce the selective mandatory licensing of private sector landlords**
- 2. Insulate up to 4,000 council homes by 2013**
- 3. Develop a new Affordable Warmth Plan**
- 4. Implement the LBBB Housing Protocol**
- 5. Launch the B&D Homelessness and Supported Housing Forum**
- 6. Develop and implement Housing Action Plan for Older People**
- 7. Implement Temporary Accommodation Strategy and complete the review of the LBBB Allocations Policy**
- 8. Develop an Accommodation Strategy for Children and Young People**
- 9. Ensure the safeguarding of children, young people and adults is embedded to all housing services and partner organisations**
- 10. Implement mandatory Domestic Violence training for housing staff**

This section addresses sustainability from both the environmental and social perspectives and scopes the way that housing initiatives are being developed and implemented to:

- promote housing choice and independent living
- support social cohesion,
- increase social mobility and to reduce deprivation
- tackle fuel poverty and address climate change

The Council has a major role to play here. The authority is undertaking major regeneration programmes over the next ten years which will create a number of opportunities for local people to enter into employment or to receive training in a wide number of skills and professions. The Council is overseeing major investment into its housing stock and will implement a number of initiatives and programmes including:

- employment opportunities and local labour clauses in contracting arrangements
- apprenticeship schemes
- skills and training initiatives
- education support and opportunities

Additionally we will work with a broad range of partners, especially Housing Associations as well as the Council's own Housing Service, to ensure the greatest

number of local people are able to enter into employment or training opportunities through our regeneration and renewal programmes.

A sustainable community is a high priority for the borough. Barking and Dagenham enjoys a diversity of communities from many different faiths, cultures and ethnic groups. By and large our communities are integrated and work well together. Nevertheless there is no room for complacency. The Council is well aware that a number of different factors can impact upon local communities, especially where services and scarce resources such as council housing are experiencing high levels of demand and pressure.

The development of a sustainable community is a key objective of the Council Plan. With high and uniform levels of deprivation across the borough, the lowest weekly wages in London and a life expectancy significantly below the London average the remainder of this section highlights the strategic housing initiatives developed to tackle these critical challenges.

4.1 Private Sector Housing

Aims and priorities

- Implement a targeted Mandatory Landlord Licensing Scheme;
- To introduce an Article 4 Direction covering HMOs;
- Improve the thermal comfort/efficiency of homes in the borough thus reducing fuel property and the impact on climate change;
- Increase the number of private sector empty properties brought back into use;
- Improve the standards of private rented sector homes and HMO's in the borough;
- Assist housing renewal and make homes decent;
- Encourage landlords to work alongside the local authority in providing quality and affordable housing.

Private Sector Housing

The private sector comprises approximately 68% of all dwellings in Barking and Dagenham. The number of private sector rented properties in the borough has risen in recent years from approximately 4,220 in 2003 to 10,600 in 2011, a figure around 15% of the total housing stock. Some 41% of these residents are vulnerable or in receipt of benefits or both (compared with 30% in owner occupied accommodation).

The council's Private Sector Stock Condition Survey figures also highlight that 47% of the private rented stock is non-decent with nearly a quarter suffering from disrepair, poor conditions or inadequate warmth (15% of households are fuel poor). It is therefore

essential that local residents who rent in the private sector are assisted to live in safe and well managed homes.

Barking and Dagenham Council values private rented homes as a useful resource to meet housing demands for families and individuals, as well as reducing homelessness in the borough. The Council also values private sector stock as a useful source of housing supply for students and those on lower incomes. The Private Sector Housing Team works to improve the conditions of these homes through the use of enforcement and non enforcement interventions such as Landlord Accreditation, Health and Safety inspections, HMO Licensing, Housing Renewal Grants and Empty Property Grants as well as advice and referrals to partner organisations.

Working with private sector landlords: Accreditation and Mandatory Licensing Scheme

The Council recognises that with a large number of landlords comes a varying standard of property management. Our priority is therefore to promote a single standard of high quality management for private rented housing. The Borough uses the London Landlord Accreditation Scheme (LLAS) and advises that all landlords sign up to its standards and code of conduct. The scheme is voluntary but once a landlord has met the standards they become an “accredited landlord” and as such are able to advertise themselves as landlords of good and professional standing.

The borough is committed to extending and increasing the number of accredited landlords. In addition to promoting the LLAS, beginning in 2012 we intend to consult on the implementation of a **mandatory selective licensing of landlords** in the borough. Initially the scheme is proposed to be “selective” in that it will be limited to a number of geographical pilot areas in the borough. Selective licensing has the benefit of making it mandatory for landlords to meet standards where voluntary schemes such as the LLAS have failed to attract engagement. In order to maximise the impact of this initiative the Council – in concert with its partners - will look to see how it might be possible to coordinate other positive interventions in these pilot areas to address environmental issues and crime.

Working with private sector landlords: Advice and Support in the Community

Barking and Dagenham Council continues to assist landlords within the borough to provide affordable and high quality housing. The Council currently promotes and actively encourages landlords to join the London Landlord Accreditation Scheme offering reduced rates of HMO licensees and for members. This London-wide Scheme rewards landlords who achieve a high standard of management of their properties; it is

a resource of legal information and offers continual professional development opportunities.

The Council also promotes a Landlord Forum which meets on a quarterly basis and is chaired by elected landlords in the borough. It is a unique opportunity for landlords to meet with officers from Council services and to obtain information on the issues and policies that really affect them such as housing benefits and housing standards. It is a resource that encourages debate and an occasion to feed back to services on what is successful and what is not. The Forum allows up to date information on grants, legislation, good practice, rents and changes in procedure to be shared which is very useful in the current climate of change.

Barking and Dagenham Council also hosts an annual Landlord Day where landlords, letting agents and partners are invited to promote their services and inform landlords of schemes that are available to them. This takes place in the form of speakers delivering information on what we do here and interactive workshops where further specific questions are able to be answered. These events have proven very useful for the promotion of Warmzone, Landlord Accreditation and Warmfront schemes in the borough.

Supporting Private Sector Tenants

Our Private Sector Housing Team and the Barking and Dagenham Housing Advice Service continue to provide specialist support and advice to private sector tenants. There is a particular focus on tackling harassment, tackling disrepair, resolving disputes and preventing illegal evictions. Additionally, the team has specialist officers able to provide legal advice, advise on benefit issues and promote different housing options. The focus of the service is aimed at assisting tenants to keep their accommodation or find a suitable alternative option, thereby helping to prevent homelessness. We are committed to delivering a good quality support service for tenants and in fact seek to improve this area of work during the life of this Housing Strategy.

Empty Properties

There are approximately 816 empty properties in the borough with some 460 of these constituting long-term empty homes. Properties in the borough stay empty for a number of reasons usually as a result of probate issues or an inability to afford the works necessary to renovate homes in a poor state of repair. Empty properties are a key element in the reduction of homelessness and a catalogue of other negative issues that affect society. Further, empty properties have the potential to negatively impact house prices of neighbouring properties, can attract anti social behaviour, vandalism and pose a public health risk as they fall into dilapidation. In 2010, the Council managed to bring 191 empty properties back into use with the aid of grant assistance and advice. This is

an increase of almost 50% from the previous year; it is estimated that the Council is on target again to exceed 190 empty properties brought back into use within 2011.

Bringing empty homes back into use is also a key contributor to our objective to increase housing supply in the borough. The Private Sector Housing Service offers a number of initiatives as well as grants to assist owners of empty properties to bring them back into use. Grants are offered to owners of properties that have been left empty for 12 months or more and have at least one category 1 hazard present. This not only helps make sure good quality housing is available that is energy and thermally efficient but also eases housing demand. The Council has nomination rights over a grant assisted property for a set period of time depending on the grant amount, usually around 4-5 years, in which time the authority will house a family or person from the homeless persons list within the borough.

Empty properties are currently identified with the use of information shared from other departments such as council tax. The team also encourages the reporting of empty properties from the general public, other Council employees and associates. We offer information packs on empty properties that assist home owners with choosing builders, applying for grants, letting properties and practical help on bringing a property back to use. We share data where appropriate across departments with the assistance of the "FLARE" database and continue to work with planning, environmental health and building control to ensure our success is maximised and legislation is complied with.

In the current situation of chronic housing need, it is not feasible or responsible to leave homes empty. Where incentives fail, enforcement action is used to prevent wasted resource and public nuisance, including legal action and Compulsory Purchase Orders.

The future funding and structure of the empty homes function is undecided at present but is in a state of review at both national and local levels. The New Homes Bonus commenced in April 2011, and will match fund the additional council tax raised for new homes and empty properties brought back into use, with an additional amount for affordable homes, for the following six years.

The Department of Communities and Local Government has set aside almost £1 billion over the Comprehensive Spending Review period for the scheme, including nearly £200 million in 2011-12 in year one and £250 million for each of the following three years.

Tackling Hazards

The Council has a statutory duty to remove "category 1 hazards" (for example excess cold or falls on stairs) that are present in a property. We discharge this duty through grant works, inspection and enforcement in empty properties, owner occupied properties, HMOs and rented accommodation. Around 22% of private rented properties

have a category 1 hazard as identified in our Stock Condition Survey. Category 1 hazards that are identified under the Housing Health and Safety Rating System (HHSRS) must be removed. We aim to achieve the removal of hazards through an informal route, essentially through negotiation with the landlord. However, if this is not possible, enforcement action is undertaken to reduce the hazard to an acceptable level.

In the last year numerous inspections were carried out and hazards identified: around 253 properties were brought up to the required standard using enforcement with only 22 cases having to have works carried out in default in 2010. This position will continue to be monitored to identify trends although it is anticipated that more works in default will be carried out than previous years due to the financial strain on landlords. There are currently two housing standards officers that are allocated to dealing with disrepair in private rented properties although there is scope for this to change in the future.

Houses in Multiple Occupation

The removal of category 1 hazards is also required for compliance with the Housing Act 2004 in Houses of Multiple Occupancy (HMO). An HMO is defined as a property that houses five or more occupiers and is three or more stories high (and which includes bed and breakfasts hostels and hotels). By their very nature, these sort of properties must meet a more stringent level of safety against the risk of fire. As a result of this, HMOs require a license which can be applied for through the Private Sector Housing Team's HMO officer. This officer locates and inspects HMOs to ensure they meet the necessary HHSRS requirements and that the landlord is a fit and proper person. The licensing scheme ensures a high level of safety and housing standards are achieved and lasts for five years. At 2011 we estimate that approximately 400 HMOs exist in the borough with 190 applicable for mandatory licensing. This figure is expected to noticeably increase due to changes in housing benefits and allocation policies over the coming year, underlining the importance of adequate intervention.

A key aspect of our HMO strategy is that the Council will introduce an Article 4 Direction to withdraw permitted development rights for changes of use from use class C3 (dwelling house) to use class C4 (house in multiple occupation).

Private Sector Renewal

All the aforementioned intervention and incentive schemes assist with housing renewal in the borough, whether through empty property grant assistance or the removal of category 1 and 2 hazards through enforcement.

Renewal is also achieved with the use of Warmfront and Warmzone schemes that are part funded and promoted throughout the Council. Financial assistance in the form of a repair or minor works grant are available where owner occupiers and landlords are

unable to facilitate repairs of their properties. Over the past year 35 homes in the borough have been assisted this way. The grants are aimed at people on low incomes, older people and those with 'passporting' benefits ensuring those most vulnerable in society are assisted. The renewal of homes will obviously have a significant positive impact on thermal comfort and the modernisation of facilities. As a corollary, there will be a marked absence of category 1 hazards, which in turn achieves decent homes standards. Unfortunately funds available for grants and insulation schemes in the borough are reducing and Warmfront will eventually cease in 2013. However, Barking and Dagenham Council is determined to seek alternative solutions to the reduction of fuel poverty in the borough.

Barking and Dagenham Council promotes the use of home equity release schemes for residents that allow cash to be released from their home in the form of a loan in order to facilitate renovation works such as the House Proud scheme. The borough also provides Disabled Facility Grants to help disabled people in the borough who are in need of adaptations to allow them to live more independently.

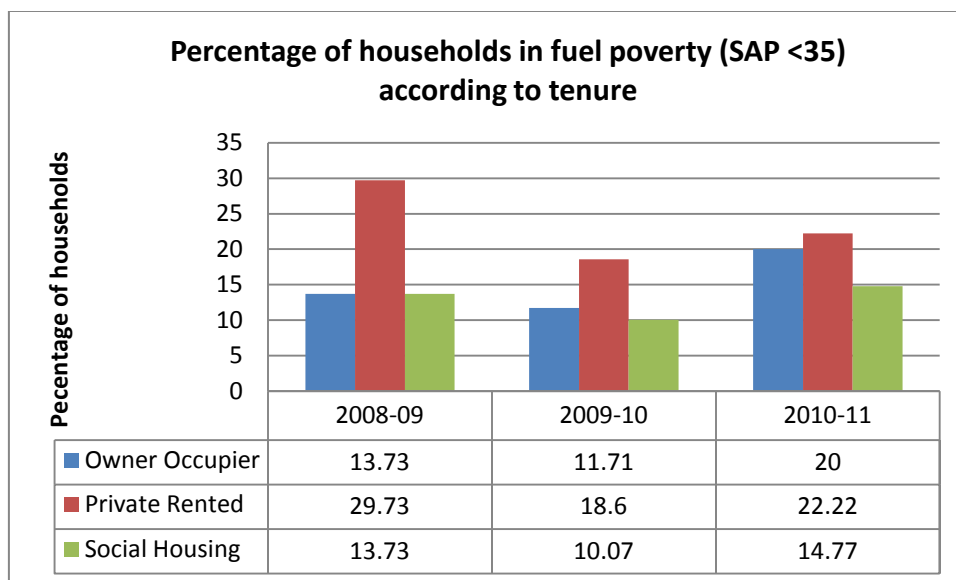
4.2 Tackling Fuel Poverty and Addressing Climate Change

This policy consideration is driven by the requirements laid out in the Mayor of London's *Draft Climate Change Mitigation and Energy Strategy 2010*, the Government's *Heat and Energy Saving Strategy 2009* and *Warm Homes, Greener Homes: A Strategy for Household Energy Management*, which state an ambition that all existing homes will be retrofitted with energy efficiency measures and renewables by 2030.

The drive to ensure levels of decency, insulation and warmth and reduce the carbon impact of older existing stock takes place amidst recognition of the fact that a majority of the borough's stock has reached a stage in its life span which requires investment if the regional and national priorities on climate change and reducing energy consumption are to be achieved.

The Council's stock condition surveys suggest that the average SAP (Standard Assessment Procedure – a standard method of measuring energy efficiency) energy efficiency rating of private stock in Barking and Dagenham is 51, whereas within council stock, the rating stands at 66. Whilst this figure is above the national average, it is below the target of 70, set by the Government to meet its obligations to reduce climate change.

Some 12-18% of households are also estimated to be suffering some level of fuel poverty in Barking and Dagenham. With energy prices as high as they are in 2012, this figure could climb to between 36 - 44%.



National Indicator 187 Fuel Poverty Survey 2010/11

Retrofitting homes to improve energy efficiency

Barking and Dagenham Council has for the last four years worked in collaboration with sub-regional partners such as London Warm Zone to encourage the installation of energy efficiency measures in some of the poorest households. A similar national scheme called Warm Front, run by Eaga also operates in the borough and now the Council is supporting the pan-London scheme called RE:NEW to implement the Mayor of London's ambitions.

a) Barking Town Centre Low Carbon Zone

Barking and Dagenham's bid for a Low Carbon Zone in Barking Town Centre was given approval in 2009. The proposal requires residents, businesses, community groups and schools to help cut carbon emissions by 20.12% by 2012 and by 60% by 2025. Part of the project concentrates on residential dwellings in the Zone and targets them for home energy audits, installation of 10 energy saving measures, provides green home guides, referral to potential grant funding via the Council's Housing Assistance Policy and offers free insulation to landlords for energy efficiency measures to tackle rented properties with poor insulation and energy efficiency.

A similar Low Carbon Zone is being rolled out in Heath and Village Ward to replicate the same the reduction in carbon emissions for Dagenham.

b) Improving energy efficiency with Warm Zone and Warm Front

As part of our on-going commitment to maximise the use of external funding for energy efficiency measures, the Council continues to support and develop the work of Warm

Zone, an organisation which identifies households in need of assistance and then works to make their homes more energy efficient. In partnership with the sub-regional East London Renewal Partnership, Warm Zone act as managing agent for insulation and heating works for eligible households. Since 2007, 1,176 properties in the borough have benefited. The sub-regional scheme has also been supplemented by the Council entering a contract with Warm Zone to deliver more insulation with the borough's own capital money. Since 2004, this element of activity has assisted 725 households.

Warm Front has assisted 2,210 households since 2007 with an investment of £2.28 million in insulation and heating works.

Warm Zone and Warm Front continue to install measures including:

- Loft insulation to 270mm;
- Cylinder insulation to 70mm;
- Cavity wall insulation;
- Installation of modern high-efficiency gas boilers;
- Full central-heating.

c) Rolling out insulation to council stock

The programme for loft and cavity wall insulation being carried out in private sector properties is also being delivered in up to 4,000 council properties over the next year. Using Carbon Emissions Reduction Target (CERT) and Community Energy Saving Programme (CESP) funding, council homes and several conventional hard-to-treat tower blocks will benefit from warmer homes and reduced fuel bills.

The scheme could save Council tenants over 5,800 tonnes of carbon each year and deliver the maximum of £1.4 million of fuel cost savings per annum equating to up to £350 saving each year per property. This will help to alleviate fuel poverty and support the delivery of the thermal comfort element of the Council's Decent Homes Programme, as well as help the Council meet its carbon reduction target.

d) Smart meters

The Government has mandated energy suppliers to roll-out smart meters for gas and electricity usage across Britain by 2020 and as part of the Low Carbon Zone within the borough, British Gas will be installing meters as part of the project. The Council intends to work with energy suppliers to spearhead the smart-metering programme as a commitment to reduce energy consumption and allow residents to assess, in real-time how much energy they are using.

e) Implications of the Home Energy Conservation Act 1996

The Council is mindful of the overarching ambitions of the Home Energy Conservation Act 1996 (HECA) which required a 30% reduction of domestic energy use by 2011. The last HECA report, which was commissioned by the Council in 2005, indicated that we were able to achieve savings of 11.6% across all tenures. The stock condition surveyors calculated that by 2009, the borough's total savings stood at 22.01%, representing an annual average reduction of 2% a year since 2004.

Barking and Dagenham Energy Co-operative / Company

Barking and Dagenham is looking to create an "Energy Co-operative" to tackle fuel poverty in Barking and Dagenham. The Energy Co-op should allow the Council to buy and then supply energy to Council tenants and those living in fuel poverty. The Co-op would be able to use an economy of scale to purchase and then supply cheaper electricity and gas to residents.

The project is in an early stage at present but will be developed during May to September 2012 as part of the development of the Barking and Dagenham Affordable Warmth Plan,

Promoting energy efficiency in the private rented sector

The stock condition survey (2009) found that private rented sector properties tend to be the least energy efficient, usually because the landlord derives no direct benefit from improvement measures and because there are few incentives to encourage take-up.

The private rented sector caters for niche markets and as well as providing choice of tenure for the aspirational, it is also a tenure for some of the most vulnerable, including migrant labour and households living on benefit. These households are more likely to be fuel poor. Barking and Dagenham Council is therefore targeting landlords advertising the Government's Landlord Energy Saving Allowance, which is a tax allowance up to £1,500 on energy efficiency measures installed in the property before 2015.

The Landlords & Lettings Agents Forum is also being used to incentivise energy conservation as well as making sure that private sector tenants are being given access to mandatory energy performance certificates (EPCs). EPCs are an important tool demonstrating both energy performance and environmental impact, allowing tenants to estimate the cost of running their home.

Affordable warmth and fuel poverty

The Government still expects local authorities to contribute towards eradicating fuel poverty at present and there are dwellings in Barking and Dagenham where households

are unable to keep their homes warm at a reasonable cost. A household is deemed to be living in 'fuel poverty' when energy costs more than 10 per cent of that household's net income.

At least 9,000 households are deemed to be suffering from fuel poverty in Barking and Dagenham, equating to more than 12% of stock. The two most telling statistics are that 71% of those households on the lowest of incomes (income of £10,000 or below) are in fuel poverty, whilst 15% of the private rented sector is suffering the same poverty. To eliminate fuel poverty in all of the 9,000 dwellings would cost in excess of £11 million.

The most recent reductions in fuel poverty were largely driven by targeted visits to vulnerable households and the installation of heating and insulation works provided by Warm Zone and Warm Front. Households which are considered to be income poor are also referred to DABD UK for advice on income maximization, which may sign-post them to benefits they are entitled to claim for, which in turn can reduce the amount they pay on fuel bills.

The borough's partnership with East London WarmZone ensured that in 2009, 1,176 vulnerable households had home insulation and heating works committed, thereby reducing their rate of thermal failure. Equally, the Eaga Partnership with WarmFront carried out insulation, heating and other thermal comfort works in 2,210 vulnerable households in Barking and Dagenham to achieve a similar outcome.

However, in light of the costs of the Green Deal and high fuel bills a more robust plan regarding affordable warmth is being developed (for completion in 2012). This will allow for further fuel poverty work to be directed at those parts of the borough already identified as ripe for area-based renewal.

Building new homes to an environmentally sustainable standard

Dealing with the environmental impact and energy efficiency of older stock is by far the most pressing target in reducing carbon emissions. This also means it is important that the standards for new-build private sector stock secure long-term environmental sustainability and take into account the Mayor of London's *Draft Climate Change Adaptation Strategy 2008*.

The Council works to ensure that the amended building regulations of Part G and Part L, relating to water efficiency and a reaching a zero carbon standards by 2016 are applied. This has been given significant weight within the Local Development Framework under the Borough-Wide Development Policies. There is an expectation that strategic and major housing developments will meet the Code for Sustainable Homes Level 3-4 for major developments and 4-5 on strategic developments.

4.3 Supported Housing and Independent Living

LBBB Protocol

The Council has agreed a quota of thirty tenancies per year, starting in year 2011/12, for adults and young people assessed as priority vulnerable or at risk. The quota allocation will be open to people with a wide range of underlying conditions including people with chronic and enduring mental illness, people with a learning disability, people in long term recovery from substance misuse problems, or people with other long term conditions which place them at risk.

The process will only be available to people who want and can be supported (if required) in individual tenancies within the borough available through the Council's general needs allocation system. People requiring specialist support will be referred through a separate allocations process applying to specialist schemes.

The risk element refers to any individual who has been assessed as being at a significant risk over time. The level of assessed risk is equivalent to the "moderate" level (or above) within Fair Access to Care (FACS) criteria. Barking and Dagenham council operates at the "substantial" and above level of eligibility for funded social care provision but for the purposes of this Housing Strategy, the lower bar of "moderate" is being used. The lower threshold is in place because the purpose of this tenancy allocation is that it is intended as part of a wider preventative strategy.

Accommodation Review

The Council will undertake a new review of "supported housing" type accommodation during 2012. The review will predominantly focus upon accommodation for older people, i.e. sheltered housing, with the aim being to look at how best to maintain and promote independent living for older people. Where the review indicates that accommodation is not suitable for older people, then we will consider its use for other client groups or indeed whether the site could be used or developed for other forms of housing.

The review will build upon the recommendations of a previous review undertaken in 2005 which identified a number of schemes as unfit for purpose. Subsequently, these schemes were utilised for different client groups. Our aim is to enable independent living and to ensure that the type and quality of existing housing schemes are relevant and appropriate to the 21st century.

Pathways

Barking and Dagenham was successful in securing Government funding, via the PSA16 programme, to develop a "pathway" approach for supported housing. Our practical

experience developed during this programme forms a significant priority throughout the life of this Housing Strategy.

Barking and Dagenham's policies are aimed at supporting people so that they can move from a position of relative dependency to a position of independence. The pathway concept lies at the heart of our approach to promoting independence and sustainable communities. A pathway is a planned progression, with various stages and milestones, towards independent living. It is a partnership approach, involving the Council and other agencies, working with people so that they can move on to and achieve an independent life. The approach has a number of key features:

- Individual support plans – with single, holistic support plans for each individual. Progress will be mapped out clearly through the pathway structure within each support plan
- Focus upon outcomes – plans will be developed such that they focus upon delivering a positive outcome. Each outcome will be agreed with the service user and underlying activities will be organised around specific areas such as tenancy management, training and life skills. We will need to work with service providers to establish and agree methods to more accurately measure the progress and personal development of an individual service user against an agreed outcome.
- Prioritising skills and employability – our key objective is to enable independent living; facilitating educational, training and employment opportunities constitutes critical part of the plan and pathway.
- Choice and good quality accommodation – we will need to ensure improved choice and good quality accommodation. Improvements to accommodation are not just about the physical standard but can also concern such issues as the ratio of staff to residents.
- Strategic use of providers – underlying the pathway approach will be a strategically commissioned network of service providers. Each provider will provide a clear management of service users and their expectations through the pathway.

Pathways and Personal Responsibility

Fundamental to our strategy is the view that people should be able to pursue options and solutions that allow them to deal with and resolve issues. Promoting and facilitating choice allows people to understand the options they have and to understand the outcome of their decisions. We want to promote personal responsibility and independence by supporting people to resolve their own issues. Our strategy is, therefore, focused upon ensuring that people have access to information and that they receive full support and guidance on their options and the consequences and outcomes of their choices. During the period of this strategy there will not be the required amount

of suitable affordable homes to provide a solution to the housing and the homelessness problems faced by Barking and Dagenham. Our strategic focus majors on ensuring that when people are homeless they belong to a stable and supportive community and can learn, receive training, get and hold a job. Our ultimate aim is to encourage the development of independent, informed and responsible citizens.

The Council has, therefore, developed a number of housing options and choices giving individuals an alternative to the long wait for a council home. Nevertheless, over the lifetime of this strategy we will develop more choices and solutions to help people cope with the multiple nature of housing problems.

Homelessness and Supported Housing Forum

In 2012 the Council will launch a new strategic forum which will oversee both homelessness and supported housing services in the borough. The proposed role of the forum includes:

- Developing Homelessness and Supported Housing strategies and plans;
- Overseeing the implementation and undertaking regular reviews of Homelessness strategies and plans;
- Oversight of service performance and reviews;
- Sharing information and good practice;
- Working in partnership – bringing together a broad range of services and service users.

4.3.1 Older People

Older people play an important part in the life of Barking and Dagenham as workers, carers, taxpayers, producers and consumers of local goods and services. The housing and support requirements of older people are determined by a range of factors much wider than simply their housing background. These factors include family, financial and health circumstances for example.

The number of older people aged 65 and over in Barking and Dagenham is expected to increase from 19,500 in 2010 to 21,800 in 2030 (LBBD Housing Needs Survey 2011, B&D JSNA 2011). Increased life expectancy is impacting upon the numbers of the very elderly with an expected increase from 1,100 people over the age of 90 in 2010 to 1,900 by 2030, an increase of 72% (B&D JSNA 2011). The borough has a higher proportion of older people aged 75+ than the London average. We are also seeing an increase in the numbers of older people from black and minority ethnic populations. Additionally although there are people of all ages with a physical disability, 74.6% are aged 65 and over (B&D JSNA 2011). In May 2011, the borough had an estimated 3,500 people with

a physical or sensory disability (B&D JSNA 2011). The number of people with dementia is expected to increase by 70 to 1,630 by 2030 (B&D JSNA 2011).

Barking and Dagenham funds and supports a wide number of services for older people, including sheltered housing, floating support and community alarm services. Our focus is to ensure as high a quality of life for older people as possible.

Remaining independent is central to quality of life so our strategy is aimed around supporting older people to stay in their own homes for as long as possible. If this is not possible, then the individual may move to adaptable accommodation. Supported living options are considered where neither of the previous solutions are possible.

In Barking and Dagenham, there are 31 sheltered housing schemes over 23 sites. Sheltered housing is accommodation designed for people who are aged 55 or over. It is also suitable for disabled people who receive a Disability Living Allowance. The Council has undertaken a detailed review of its Sheltered Housing stock. We know that we have a number of schemes that are not fit for purpose and we have, therefore, developed a number of options for individual schemes. These options can include letting to a different client group, younger people for example, or earmarking the site for redevelopment. We will finalise and agree the best way forward for each scheme on a site by site basis during 2012.

Extra care schemes provide additional support while the residents remain independent. There are eight extra care schemes within the borough. Extra care housing is part of the provision of support which is available to more frail older people to enable them to continue living independently for as long as possible. This care provision is commissioned by the council, there are a maximum of 275 bed units:

External Schemes	Bed Units	Internal Schemes	Bed Units
Harp House	36	Millicent Preston	33
Fred Tibble Court	31	Ted Hennem	41
Colin Pond Court	31	George Crouch	31
Darcy House	52	Turner Court	20
Total	150	Total	125

Whilst current demand meets supply generally for extra care schemes there is insufficient accommodation for dementia sufferers. The dementia specific scheme at Fred Tibble Court has half of all residents requiring 10 hours or more of personal care a week.

A key issue for the borough is the potential future demand for extra care housing. With a predicted increase in the numbers of older people, especially those aged 80+, a review

will be undertaken during 2012 to establish the likely need for extra care housing over the next 10 years.

Nursing and residential care places are necessary when an individual's care needs have reached a point where they can no longer be cared for at home or in a sheltered/extra care environment. In May 2011, the Council had 404 older people placed in independent care homes both within and outside the borough. Most care homes are run by the private sector, although some are owned by charitable or voluntary organisations.

In addition, the Council currently has one in-house residential care home, Kallar Lodge, specialising in dementia care which has 39 care beds. In the period from January to May 2011, 26 of the 30 people analysed were admitted into specialist residential and nursing care because of dementia.

Barking and Dagenham has an adequate supply of residential and nursing places for current and foreseeable future needs. Current strategy is in fact to minimise the use of residential/nursing and to focus upon the provision of general housing with personalised support.

Following the accommodation review mentioned on page 56 of this Strategy the Council will develop a housing action plan for Older People. The action plan will be broader than a purely accommodation based strategy and will focus upon a number of objectives across all tenures including:

- Sheltered and Extra-Care Housing review;
- Safer and warmer homes (including comprehensive advice and information);
- Promoting and sustaining independence (adaptations, support, personalisation);
- Housing options and advice (housing pathway, affordable housing options and choice);
- Active Neighbourhoods (peer projects, employment, physical regeneration).

4.3.2 Strategy for Disabled Adaptations

Adapting properties for disabled and older people is an important element in helping them remain independent in their own homes – so that they can live the life they want.

The need for adaptations is driven both by the number of older and disabled people in the local population and the nature of the housing stock in the borough. Older, traditional terraced houses – situated in Dagenham in particular - are difficult to adapt for disabled living with small living and bathroom areas as well as narrow doorways and stairs.

Demand has also been driven through changes in public expectations; the variable quality of housing stock and large injections of capital into the budget in previous years, to clear waiting lists and backlogs. To enable the Council to keep within available budgets, tight eligibility criteria are therefore applied to all referrals.

Analysis of population trends for both older people and disabled younger people suggests that demand will remain constant over the next 4-5 years. A new strategy for disabled adaptations has therefore been developed to continue to meet assessed need but which will also deliver an innovative direct grants programme for preventative adaptations. The proposals include:

- Requiring all landlords to install their own adaptations. It is proposed that all landlords – including social and private sector landlords – arrange adaptations for their own tenants.
- Develop a Direct Payments Grant Scheme. We are proposing that direct payment grants towards the cost of adaptations will be made available to enable older and disabled people to make arrangements for themselves. This proposal would also include people with lower needs who do not currently meet our eligibility criteria. It would operate in similar way to Direct Payments for personal care by allowing the resident to arrange for the installation of the adaptation themselves or by using an accredited installer. This proposal would be implemented as part of a targeted prevention approach.
- Use Disabled Facilities Grant to fund home owner adaptations. We are proposing that home owner applications be funded from Disabled Facilities Grant. We also propose that the administration of this service be brought in-house.

The proposals for the Disabled Adaptations strategy are currently out to consultation and scrutiny. Our final position will therefore be set out in the update to this Housing Strategy in 2013.

4.3.3 Learning Disabilities

An estimated 3,016 adults in Barking and Dagenham are currently living with a learning disability, approximately 640 of whom are estimated to have moderate or severe learning disabilities. At July 2011, 689 Barking and Dagenham adults were registered with the Council, with 404 adults assessed or reviewed and receiving services from the Council. In 2009/10, the percentage of adults with a learning disability known to the Council who were living in settled accommodation in the community was 73.1%.

The Council has developed a *Housing Strategy for People with Learning Disabilities 2010 – 2013*. The focus of this strategy is a commitment to ensuring that people with learning disabilities are fully involved in decision making and are given the choice and

support which allows them to establish a home. The strategy has a number of key outcomes and objectives:

- More housing choice for people with learning disabilities (including private sector rented housing);
- Provide good quality housing and support services, subject to continuous involvement and monitoring by service users;
- Undertake a review of allocations processes and tenancy conditions (especially “succession” issues);
- Provide “easy-read” information for housing services.

We will continue to work with service users, via the Learning Disabilities Housing Group to monitor the strategy and ensure the implementation of the action plan.

4.3.4 Mental Health

Approximately 5.8% of borough residents are accessing care for mental health services for a range of mental health conditions. Recording of mental health conditions is low in primary care with only about 0.6% of residents registered by GPs on their mental health registers. During 2008/9, 411 adult residents of Barking and Dagenham were admitted as in-patients for mental health care, while 4,403 attended either a mental health outpatient appointment or had contact with a community service (ICS). In the same year, 160 adults were detained under the Mental Health Act. It is estimated that in any given week, 11% of adults in Barking and Dagenham will be experiencing depression. This is higher than the England average (8%) but the same as the London average.

During the latter part of 2012, the Council will undertake a review of accommodation and support services for people with mental health problems. Subsequently, we will develop a Mental Health Accommodation Strategy, with a defined Mental Health Accommodation pathway, for 2013 onwards. It is intended that the pathway provides a clear route towards independence for people, by supporting people to achieve recovery and to live as independently as possible. We know that many people with mental health problems need support to sustain their current home rather than needing specialist accommodation. We will, therefore, continue to commission a wide range of floating support services. Following an accommodation review undertaken in 2009 our current strategy is focussed around five key objectives:

- Services available to meet individual needs;
- Providing options so that people can make personal choices about their accommodation;
- Joined up services;
- Transparent and understandable ways to access services;

- High quality, value for money services.

Demand for supported housing remains high with a particular demand for very high support services, i.e. for those with complex diagnoses. We will continue to improve resettlement services for people discharged from residential placements and hospital wards. We will also focus upon improving services for homeless people with mental health needs such that they are able to access and sustain, often with floating support, appropriate accommodation.

4.3.5 HIV

Barking and Dagenham faces a challenge in terms of sexual health, with rising levels of sexually transmitted diseases and HIV infections. In the last five years there has been a 31% increase in the number of people diagnosed with HIV in North East London. While in Tower Hamlets and Hackney the ethnic group most affected by HIV is predominantly white men who are gay or bisexual, the main ethnic group affected in the boroughs of Barking and Dagenham, Newham, Havering and Redbridge is Black African, and transmission is predominantly by heterosexual sex. Since 1999, amongst both men and women newly diagnosed with HIV, the highest numbers of cases are seen in the 30-34 age group.

The demand for supported housing in Barking and Dagenham for people living with HIV remains high – particularly services for HIV positive parents. We will continue to commission a number of organisations to provide high quality services including:

- Floating support;
- Housing and legal advice;
- Education and training.

4.3.6 Substance Misuse

Housing and housing support plays a critical role in assisting drug and alcohol users tackle their problems. Many of the issues faced by this client group are multi-dimensional and complex. We know that improving housing and support will also assist towards improvements in other key areas such as the prevention of homelessness, reducing crime, re-offending and anti social behaviour; and will improve general health and well-being.

We know that men are more likely to be drug users than women, with about 28% female service users nationally. Service use locally by those from white ethnicity is high, but

this may reflect the local population demography rather than any difference in being able to access services by different ethnic groups. The Gascoigne ward, one of the most deprived wards in the borough, has the highest rates of unemployment, and also the highest number of people who had a tier 2 and tier 3 assessment for drug treatment in 2009.

The *Barking and Dagenham Substance Misuse Recovery Strategy and Treatment Plan* has previously identified housing problems as a barrier to treatment. A key priority is to ensure a robust pathway is in place to allow easier access to housing for the client group.

Our objectives for the next three years include:

- Launching a joint working group between housing, the Drug and Alcohol Team (DAAT), offending team / probation services to tackle the link between homelessness and repeat offending;
- Improve the pathway to minimise pressure points and gaps in provision;
- Ensure all Housing Advice staff undergo mandatory training on substance misuse.

4.3.7 Children and Young People

The Council will develop a specific Children and Young People Accommodation Strategy during 2012/13. The overall aim of the strategy will be to progress our existing plans to prevent and tackle youth homelessness in the borough. We have a number of key objectives:

- Development of existing protocol. The Council has agreed a quota of thirty tenancies per year, starting in year 2011/12, for adults and young people assessed as priority vulnerable or at risk. We will undertake an accommodation review during 2012 to establish whether currently underutilised or non-fit for purpose forms of supported accommodation in the borough could, following some re-modelling, be suitable for children or young people.
- Early interventions to prevent homelessness. We will continue to develop and progress a number of services including the mediation services; school visits; outreach work; tenancy sustainment; domestic violence and family intervention.
- Provision of support to vulnerable young people. We are currently reviewing our provision of services across a number of schemes including the B&D Foyer. Our future approach sees the provision of accommodation for 19 – 25 year olds at the Foyer, with 16 – 18 year olds at The Vineries, mothers and babies at Somerfield

House and families at Bevan House. We will also increase our provision for floating support and look to develop our Keyring Schemes.

- Provide more choice of housing options. We will work with local landlords through our landlord forum and review our rent deposit scheme and empty property programme. A further priority for development concerns the provision of accommodation for care leavers and young offenders.

We will continue to work in partnership with a wide range of agencies and will develop the strategy through the Homelessness and Supported Housing Forum in 2012.

4.3.8 Gypsy and Traveller Pitches

The borough's population includes an estimated 250 – 350 permanent and semi-permanent residents who are Gypsies or Travellers. The majority live in a range of settled housing or on eleven pitches in the Council owned Gypsy and Traveller site. Additionally, families move into the borough for short periods and then move away again.

We are committed to protecting existing Gypsy and Traveller pitches. The *London Gypsy and Traveller Accommodation Needs Assessment* undertaken in 2008 indicated that Barking and Dagenham had a minimum need of an additional two pitches and a maximum need of an additional nine pitches. During the lifetime of this Housing Strategy we will seek to identify an additional site for the provision of a further nine pitches of Gypsy and Traveller accommodation.

4.4 Tackling Homelessness

People who are homeless are without a regular place to live. People may be legally homeless because:

- They have no legal right to live in accommodation anywhere in the world;
- They are unable to get into their home, for example because they have been locked out by their landlord;
- It would not be reasonable for them to stay in their home, for example, because of violence or risk of violence;
- They are forced to live somewhere apart from their family because the accommodation is not suitable;
- They are living in very poor conditions, for example in accommodation that is damaging to their health.

The Council must arrange accommodation for people who have become homeless through no fault of their own, are in 'priority need' and 'eligible for assistance'. The number of people in the main priority need groups to whom the Council has accepted a full homelessness duty has reduced over the last three years, although the numbers of people who are homeless due to physical disability or mental illness is fluctuating from year to year.

Numbers in main priority need groups who are homeless 2008/09 – 2010/11

Main Priority Need Groups	2008/09	2009/10	2010/11
Household with child/ren/pregnancy	235	157	156
Single people 16/17 yrs – 18/20 yrs	25	30	9
Physical disability	11	8	18
Mental illness	17	28	25

Source: HSSA

The reasons why people become legally homeless are also reflected in the data on main causes of homelessness. This shows that the most common reason is a breakdown in relationships with parents or relatives.

Main causes of homelessness 2008/9 – 2010/11

Main Causes of Homelessness	2008/09	2009/10	2010/11
From Parents/relatives	144	109	120
Relationship breakdown - violence	21	15	22
Loss of private rented accommodation	71	45	47
Mortgage arrears	20	1	5

Source: HSSA

Barking and Dagenham Homelessness Strategy

Our aim is to prevent homelessness, to provide a range of good quality housing options and to ensure that, wherever necessary, we supply high quality support services to facilitate people to live as independently as possible.

Homeless people should be able to achieve their full potential and enjoy opportunities to determine every aspect of their own lives. We recognise that continued success in reducing homelessness can only be assured through commitment to all our stakeholders. Our Homeless Strategy seeks to address the underlying causes of homelessness with a three-fold approach:

- Managing the demand from homeless households through a focus upon prevention and early intervention;

- Increasing the housing options available to people;
- Delivering through partnership working.

Our key objectives for the next two years include:

- Continued prevention of homelessness;
- Reviewing the Barking and Dagenham Allocations Policy;
- Ensuring a supply of good quality accommodation is available to assist in homeless prevention; where prevention is not achievable, then to provide a suitable home for those to whom the Council has a duty to assist.

4.4.1 Preventing Homelessness

Early intervention and prevention are central in our strategy to tackle homelessness. Our priority is to develop and deliver services that are proactive and that can also act as the gateway to a wider range of support services and organisations especially across education, health and social care. Homelessness is not just about housing and “bricks and mortar,” it is also about employment, training, education, mediation, family support, health and specialist services aimed at particular sections of the community. It can also be about the Council working to support tenants and enforcing their rights with other landlords.

One of our key priorities is therefore to maximise the role of the Council’s Housing Advice Service. For a large number of people this service is their first point of contact. Our strategy has therefore been to develop and emphasise the service as holistic and proactive as well as a gateway to a wider range of other services. In the last year 2010/11, the Housing Advice Service prevented 863 cases of threatened homelessness by casework interventions (including debt advice, providing adaptations or providing mortgage debt advice for example) while reducing homelessness approaches by nearly 50%.

4.4.2 Temporary Accommodation Strategy

Current housing legislation requires the Council to provide ‘suitable’ accommodation for homeless households: in the first instance on an interim basis, pending enquiries and subsequently, on a temporary basis until a long term housing solution has been provided (although the Localism Act 2012 will make changes to this position). Suitability of accommodation must take in to account location and medical and welfare requirements of all family members.

Historically, Private Sector Leasing and Licensing schemes (known as PSLs) were promoted as a good option for Local Authorities to use as temporary accommodation. However, changes to housing benefit regulations have made it increasingly difficult to procure a readily available supply to meet the needs of homeless households. The Council has therefore developed a strategy to utilise decanted property as temporary accommodation for families and former homes for older people as temporary accommodation for single persons.

4.4.3 Review of the Barking and Dagenham Allocations Policy

Only 30 years ago, the Council was landlord of a housing stock of 40,000 homes. By comparison, the housing waiting list fluctuated between 2,000 – 3,000 applications at any given time, and approximately 2,000 properties per year became available for letting. There were strict rules around residential qualifications and a hierarchy of applicants; only existing council tenants could be allocated a house and they were assessed using different criteria to waiting list applicants. There was however a general perception that the allocations policy at the time was fair and residents could expect to be re-housed in a relatively short space of time into a flat. Additionally a surplus of accommodation was available from time to time that led to the allocation of the three bedroom high rise flats to smaller families and even single people.

Unlike most other London Boroughs, Barking and Dagenham was able to use council stock to house the homeless and not rely upon bed and breakfast accommodation or the private sector to any great degree, whilst satisfying local demand from the waiting and transfer list.

A combination of factors has changed the landscape of social housing dramatically in Barking and Dagenham in recent years including:

- the Barking and Dagenham council housing stock has reduced from 40,000 to 20,000, predominantly as a result of right-to-buy
- the “waiting list” has increased to 12,000
- property available to re-let has reduced to approximately 1200 per annum
- the demographic profile of the borough has changed generally later than that experienced in some other London boroughs, but at a far more rapid rate
- amendments to housing legislation in 2002 required the council to;
 - Implement choice into allocations by 2010.
 - Remove the hierarchy of assessments
 - Use the same assessment criteria for both waiting list and transfer applicants.

- Limit exclusions to the waiting list to those subject to immigration control and those who have committed anti-social behaviour only.
- Have a needs based system.

The current allocations policy

The current allocations policy was introduced in April 2005. The policy replaced a complex points system in which direct offers were made to applicants. The majority of applicants now place a bid for any property that is available and advertised in the “Choice Homes” magazine and on the “Choice Homes” website.

The outcome of the current scheme is that the level of housing need determines who is housed, and where applicants have the same level of need then waiting time is applied as the determining factor. Consequently those who are adequately housed have no prospect of being re-housed. In respect of council tenants, this does limit movement and voids within the council’s own stock. Although applicants with no local connection can be skipped if they place a successful bid there is no ‘reward’ specifically for length of residence within the borough.

Consultation began last year as a consequence of the publication of the Government’s *Statutory Code of Guidance (Fair and Flexible)* in December 2009. This was suspended to broaden the opportunity for policy change afforded by the Localism Bill and has resulted in the planned review which had been discussed with a wide variety of stakeholders.

The Localism Act

The Act aims to give local authorities the freedom to determine which categories of applicants should qualify to join the waiting list and the type of tenancies offered. Local authorities may create a new ‘local authority flexible tenancy’ of a minimum fixed term of two years. This is in addition to secure and introductory tenancies. It is not intended to set a statutory maximum fixed term.

The proposals also intend to take transferring tenants out of the allocations framework giving local authorities more flexibility to manage their own stock. This will enable Barking and Dagenham to introduce a reasonable preference category (priority) for certain tenants. Additionally it will no longer be a requirement for local authorities to discharge their duty to homeless households by way of an offer of council or housing association accommodation. Arranging an offer of a private rented tenancy of a minimum of one year will fully discharge any duty.

Alongside these proposals, the Homes and Communities Agency has introduced the 'Affordable Rent Product'. This has been produced to effectively mitigate the impact of significant reductions in the grant to subsidise new affordable housing so that a new build programme can be delivered. This means that new affordable homes can be let at up to 80% of local market rent levels.

Banding system

If all of the proposed changes are agreed following consultation, there will be a significantly higher level of applicants with some form of priority. The changes to the assessment function can be complemented by the introduction of a banding system which will prioritise bids in accordance with the aspiration of the policy changes. The authority is currently consulting on the details of the proposed system but expects to have agreed the banding criteria in early 2012.

Objectives and Outcomes

The proposed changes are intended to bring about greater emphasis on stability within the community; in addition to prescribed housing need there will be the opportunity to recognise those who have established residence, our existing tenants and single working people in the borough. At the same time the 'Affordable Rent Product' should also create a wider variety of options for residents seeking housing solutions. In tandem with this policy review, a project is underway to consider the use of other housing and decommissioned Council owned property in an effort to be more innovative in our approach to better utilise resources. For example decommissioned sheltered housing may be an ideal solution for 'move on' accommodation for people with special needs, which could be allocated on a quota basis.

The Council is currently out to widespread consultation and review of the current allocations policy. We expect to implement the new policy in summer 2012.

4.4.4 Housing Options

Fundamental to our strategy is the view that homeless people should be able to pursue options and solutions that allow them to deal with and resolve their homelessness. Promoting and facilitating choice allows homeless people to understand the options they have and to understand the outcome of their decisions. We want to promote personal responsibility and independence by supporting people to resolve their own homelessness issues. Our strategy is therefore focussed upon ensuring that people have access to information and that they receive full support and guidance on their options and the consequences and outcomes of their choices.

During the period of this strategy there will not be the required amount of suitable affordable homes to provide a complete solution to the housing and the homelessness problems faced by Barking and Dagenham. Our strategic focus is therefore about ensuring that when people are homeless they belong to a stable and supportive community and can learn, receive training, get and hold a job.

Our ultimate aim is to encourage the development of independent, informed and responsible citizens. The Council has therefore developed a number of housing options and choices giving individuals an alternative to the long or impossible wait for a council home. Nevertheless, over the lifetime of this strategy we will need to develop more choices and solutions to help people cope with the multiple nature of problems associated with losing your home.

Our Housing Options Team are responsible for the provision of advice and information on a range of housing options. As such the team has a central role in helping to tackle and reduce the numbers of households in temporary accommodation and in reducing the numbers of homeless acceptances. Fundamentally the service encourages individuals to play an active role in providing a solution to their housing problems and it works directly with individuals to help them find an option which is best suited to themselves and their circumstances. The team will continue to focus upon developing housing options to prevent homelessness. Priorities for 2012/13 include:

- Reviewing the Rent Deposit Scheme to ensure maximum benefit for customers;
- Maintaining specialist advice to under-occupying tenants to assist with the freeing up of larger homes;
- Working with landlords and other accommodation providers to bring empty homes back into use;
- Securing funding to extend a free Court Advocacy Scheme set up in partnership with Citizen's Advice Bureaux to represent households faced with mortgage repossession proceedings.

4.5 Safer Homes, Safer Communities

Feeling and being safer is one of the key outcomes set out in the Council's Policy Framework, "Building a Better Life for All." Feeling safe in your town centre, neighbourhood and home is central to a person's quality of life. To achieve this end we work jointly with a number of agencies and partners to promote safety in our streets, homes and estates. Our objectives are to promote safety and to tackle anti-social

behaviour so that people's lives are not constrained by crime or the fear of crime and anti-social behaviour.

4.5.1 Safeguarding Children

Housing services have a shared responsibility for safeguarding and promoting the welfare of children and young people. Our role includes the provision of housing, sharing information and managing risks. The Housing Service is represented within the Barking and Dagenham safeguarding structures where we work with a wide range of local agencies including local NHS partners and the Council's Children's Services department.

Over the last five years we have strengthened the role of the housing service within children's safeguarding. Housing services are involved in safeguarding structures. We have trained and made housing staff aware of safeguarding issues and have developed information sharing protocols and interdepartmental working. Safeguarding issues are reported on a monthly basis to the Housing Management Team and trained housing staff are present at case conferences (including serious case reviews).

Senior housing managers are represented in Multi Agency Public Protection Arrangements (MAPPAs). The MAPPA is a multi-agency partnership that manages individuals who present a serious risk to the community, with a particular focus upon managing convicted sexual and violent offenders in the community. We have also strengthened our involvement with the Persistent and Prolific Offenders Panel where a housing officer sits on the panel providing housing advice and facilitating re-housing moves. Housing officers are actively involved in the MARAC (Multi-Agency Risk Assessment Conference) where we focus upon improving the outcomes for victims of domestic violence (many of who have children). Additionally, Housing Advice officers work with the Family Intervention team and are involved in targeted family support work by attending Common Assessment Framework (CAF) meetings.

A key priority for the housing service has been to raise the profile of safeguarding children. To this end, we have developed and implemented a number of training and awareness programmes. A "whole spectrum" training programme has been developed and aimed at frontline housing staff. The programme has been tailored to individual level where necessary and incorporates "Think Family" principles. We have also developed awareness raising programmes for our critical partners and contractors – for example, a safeguarding children awareness programme has been rolled out to "Enterprise," the Council's housing repairs contractor. Finally we have also begun

awareness raising sessions with private sector landlords via the Council's Landlords Forum.

At a more general level the Housing service has also contributed:

- B&D Foyer – 116 homes and training facilities for 16-24 age group (access is focussed towards young people leaving care);
- LDF policy target of 50% new homes being for families – three bedrooms and larger;
- 141 new Council homes, all three and four bedrooms;
- New affordable homes with improved space standards (allowing for homework / study spaces);
- Extensions to Council homes – providing homes extended by two bedrooms which are let to larger families including foster carers;
- Overcrowding – we employ specific overcrowding and under-occupation officers. In 2009/10 we undertook 25 under-occupation moves (freeing up 30 bedrooms), improving to 70 moves in 2010/11 (119 bedrooms).

For the future our challenge is to further embed and build upon this work such that we can continue to improve and achieve positive outcomes for safeguarding children. Our key objectives include:

- Ensuring safe recruitment such that all housing staff working with children have Criminal Records Bureau (CRB) disclosures;
- Working with local Housing Association partners to ensure that the safeguarding of children is embedded in their strategies and services, including those of their contractors;
- Developing connections with local Housing Associations to better ensure the management of those who pose a significant risk;
- We will work with local tenants and residents associations to raise awareness around good practice in safeguarding children.

4.5.2 Safeguarding Vulnerable Adults

Housing services also have a shared responsibility for safeguarding and promoting the welfare of adults. As with safeguarding children our role includes the provision of housing, sharing information and managing risks. Again the Housing Service is represented within the Barking and Dagenham Safeguarding Adult Board (SAB) structures where we work with a wide range of local agencies and partners.

This Housing Strategy has been aligned with the priorities and objectives of the Barking and Dagenham Safeguarding Adults Strategy. We have developed five key objectives:

- Identification of vulnerable adults;
- Access to the housing service;
- Adaptation of the housing service to meet the needs of vulnerable adults;
- Ensuring safeguards are in place to protect vulnerable adults when facing legal action;
- Signposting and referrals by housing staff to other agencies and organisations.

Our key objectives for 2012/13 include:

- Development of a vulnerable adults housing policy;
- Working with local residents organisations to help prevent abuse i.e. through awareness raising campaigns;
- Ensuring that adult safeguarding is embedded into the strategic and business action plans of our Housing Association partners;
- Ensuring housing staff are trained in adult safeguarding – especially in recognising the signs and indicators of abuse, being able to handle the disclosure of abuse and how to report abuse.

4.5.3 Anti Social Behaviour

The Council has undertaken a holistic review of antisocial behaviour (ASB) to assess our effectiveness and tackling antisocial and disruptive behaviour and also to develop our future strategy. As a result a set of antisocial behaviour standards were developed and agreed with residents with early and robust intervention being considered the cornerstones of an effective response. Providing support to residents who are victims of ASB is another key plank in our approach. We have also streamlined our processes such that a resident will receive a response within twenty-four or forty-eight hours (depending upon the nature of the antisocial activity) and within five days to establish any additional security needs to the home. Further actions include:

- Investing directly in Police Officers to patrol estates. Currently, we fund three Police Officers to patrol the Gascoigne Estate. We are also working with our police partners to jointly fund and establish a further twenty police officers and twenty special officers to patrol the Council's estates across the borough;
- Continuing to work with residents, local businesses and local services to target ASB work on areas of particular problems;

- Undertaking estate renewal and regeneration schemes which re-model and design out crime;
- Utilising awareness and profile raising campaigns, including better communications with local residents groups.

4.5.4 Domestic Violence

Domestic Violence (DV) is described as any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults, aged 18 and over, who are or have been intimate partners or family members, regardless of gender and sexuality. It can also include issues such as so called 'honour based violence', female genital mutilation (FGM) and forced marriage.

The number of recorded DV crimes has reduced by 11.2% (225 fewer offences) in 2010/11 compared to 2009/10. However, despite this welcome decrease, Barking and Dagenham continues to have the highest DV reported incident rate in London. Domestic Violence remains highly prevalent in the borough and whether actual, social or psychological it remains a major safety issue.

Barking and Dagenham Council has a good track record of working in partnership to help tackle domestic violence. Our priority is to help the victims of domestic violence to stay in their own homes. We have therefore implemented a fast track assessment process for those at risk of domestic violence. The borough runs a 'Sanctuary' scheme which provides increased and improved home security features including extra locks, fireproof letterboxes and stronger doors. Additionally, the borough commissions refuge accommodation and a floating support service for women escaping domestic violence. We are also running a number of training courses and running awareness raising courses for all frontline housing staff. Further actions include:

- Ensuring all Housing Advice staff undergo mandatory training on domestic violence issues;
- Assess potential requirements for an additional refuge;
- Ensure all domestic violence are automatically referred to the appropriate specialist service;
- Introduce a target to increase the numbers of tenants evicted from their home for a breach of tenancy agreement as the result of perpetrating domestic violence;
- Increase awareness of domestic violence;

- Work in partnership with housing associations to tackle domestic violence in their homes.

5.0 Delivering the Housing Strategy 2012 - 2017

The Barking and Dagenham Housing Strategy 2012 -2017 represents, in many respects, an interim statement. The strategy has been developed against a fluctuating backdrop of policy changes at national level and has been impacted by unprecedented economic factors. Many of these factors are yet to result in policy or legislative requirements or have yet to consolidate themselves against a changeable financial outlook. Our intention is that this strategy remains a “holding statement” across the next twenty-four months and will be subject to an update in early 2014.

In the meantime the Housing Strategy will be monitored and reviewed on a quarterly basis against the action plan. Progress will be reported to the Housing Management Team, to the Council’s Cabinet Lead Member and to the Council’s Strategic Housing Board. The board includes representation from a wide range of functions.

Delivery of the strategy will be supported by a number of mechanisms including:

- Performance Management. The strategy will be embedded via a “golden thread” from the Housing Service Plan down to specific objectives in individual members of staff’s appraisal and one-to-one targets.
- Improved management information. We are instigating improved management information systems and techniques to produce pro-active and anticipatory management information for housing management teams.
- Ongoing staff development and training.

LBBD Housing Strategy 2012 – 2017 Action Plan

Objective 1: Delivering social and economic regeneration through building high quality homes and thriving communities							
Outcome Measure	1. New Homes leading to better health, employment, training and skill levels and community safety 2. Achieving a resident satisfaction rating in new developments and regeneration sites of 90%						
Objective	Targets	Milestones	Lead	12/13	13/14	14/15	15/16
1. Estate renewal programme	Development of 1225 new homes of mixed tenures	Rolling Programme – 400 homes pa 2012 - 2015	Jeremy Grint / Ken Jones				
2. Retrofitting and insulation fitted to 4000 Council homes	- 5800 tonnes of CO2 saved - SAP raised from 64 to 68 - £350 fuel savings per property p.a.	- SOS Dec 2011 - Final surveys complete Mar 2012 - Full programme April 2012 - Completion Dec 2012	Neil Pearce	£1.4 million			
3. Develop and implement Decent Homes Plus standard	Decent Homes Plus Standard agreed for implementation 2013	- Consultation Jul-Oct 2012 - Programme agreed December 2012	Housing Strategy	Officer Time			

Objective 2: Investing in Council Housing							
Outcome Measure	1. New Homes leading to better health, employment, training and skill levels and community safety 2. Achieving a resident satisfaction rating in new developments and regeneration sites of 90%						
Objective	Targets	Milestones	Lead	12/13	13/14	14/15	15/16
4. Deliver new build Council homes	Develop 472 new Council homes	- 156 homes 2012/13 - 316 homes 2013/14	Ola Laniyan	£23.1 million	£46.9 million		
5. Invest and refurbish Council homes	£1.3bn refurbishment programme completed 2022	Programme agreed March 2013. Programme implemented Apr 2013	Housing Strategy	£45 million	£25 million	£32.5 million	£30 million

Objective 3: Good Quality Services							
Outcome Measure	1. Tenant and Leaseholder satisfaction at 90% 2. Improved visual estate and street scene environment 3. Improved standards and quality of life leading to better health, employment, training and skills and community safety in Council and private sector housing						
Objective	Target/Action	Milestones	Lead	Resources 12/13	13/14	14/15	15/16
6. Develop LBBD Tenancy Strategy	Tenancy Strategy implemented	- Consultation Mar-May 2012	Housing Strategy – Neil Pearce	Officer Time			

		- Development Jun-Jul 2012 - Approved Sept 2012					
7. Implement Localities Model	Locality structure in place October 2012	- Consultation Apr-May 2012 - Structure implemented Oct 2012 - Training and support Nov 2012-March 2013	Maureen McEleney	Officer Time	Officer Time		
8. Commission new Repairs Contract	New repairs service May 2013		Maureen McEleney	Officer Time			
9. Instigate programme of anti- tenancy fraud	Programme launched Apr 2012	- Tenancy fraud database developed Oct 2012 - Every property in Heath and Abbey wards inspected re fraud Oct 2012	Gary Jones, Toby Hartigan- Brown	Officer Time			

Objective 4: Sustainable Communities							
Outcome Measure	1. Energy efficiency interventions leading to improved standards of health 2. Improved employment, training, skills and education opportunities 3. Enhanced independence and choice for vulnerable people						
Objective	Target/Action	Milestones	Lead	Resources 12/13	13/14	14/15	15/16
10. Introduce the selective mandatory licensing of private sector landlords	Two pilot areas in place July 2013	<ul style="list-style-type: none"> - Consultation Apr-Sept 2012 - Legal processes resolved Oct-Dec 2012 - Approval May 2012 - Pilot implemented July 2013 	Neil Pearce	Officer Time	Officer Time		
11. Develop and Implement a new Affordable Warmth Plan	Plan implemented Dec 2012	<ul style="list-style-type: none"> - Consultation Apr-Jun 2012 - Development Jul-Sept 2012 - Approval Nov 2012 - Implemented Dec 2012 	Neil Pearce	Officer Time			
12. Implement the LBBB Housing Protocol	Protocol agreed and implemented April 2012	Protocol agreed by March 2012	Saleena Sreedharan, Anne Baldock,	Officer Time			

			James Goddard				
13. Launch the B&D Homelessness & Supported Housing Forum	Forum relaunched by July 2012	- Contracts reviewed May 2012 - Forum launched July 2012	James Goddard	Officer Time	Officer Time	Officer Time	Officer Time
14. Develop Housing plan for Older People	Strategy implemented by June 2012	- Sheltered review complete Apr 2012	James Goddard	Officer Time			
15. Complete Housing Allocations review	New Lettings Policy agreed by Sept 2012	- IT changes Jan-June 2012 - Staff training June-Sept 2012	Anne Baldock	£50K IT budget			
16. Develop Accommodation Strategy for Children & Young People	Strategy implemented October 2012	- Consultation Mar-May 2012 - Development Jun-Aug 2012 - Implemented Oct 2012	James Goddard	Officer Time			
17. Implement mandatory DV training for Housing staff	All staff trained by March 2013	DV training programme for all housing staff	Housing Management Team	£10k and Officer Time			