

# Housing Strategy 2007-10



## Foreword

***“Together we will build communities and transform lives...”***

The Barking and Dagenham Housing Strategy sets the future strategic direction for the borough's housing over the next three years. This strategy will affect the future of our borough over a much longer period, and the provision of high quality housing for all is a vital part of achieving the Council's vision for the Borough in 2020.

Good quality affordable housing is the core component of sustainable communities, and is part of much wider relationships with the community including employment, education, health, leisure and transport, all these must be considered if we are to achieve our aims.

Barking and Dagenham is undergoing a transformation, with ambitious regeneration programmes that provide a valuable opportunity for real change. The borough is at the heart of the Government's plans for the Thames Gateway, and the regeneration of Barking Town Centre is ongoing. The 2012 Olympic Games in London will provide a further catalyst for the borough's development.

There are considerable challenges ahead in delivering the housing that the borough needs. We see our challenges as opportunities to promote positive change, and to enable us to truly build an exemplar thriving and sustainable community of the future.

Councillor Charles Fairbrass,  
Leader of the Council

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## 1. Introduction

### 1.1 Introduction

Our Housing Strategy has three broad themes which are fundamental for achieving our aims. We will build mixed and balanced developments that promote and sustain communities. High quality housing should meet the expectations of residents beyond the Government's **Decent Homes Standard**. Affordable housing must meet the borough's housing need and benefit local people. Our strategy explores the inherent synergies between these themes, and sets strategic direction across all housing tenures. This approach is critical if we are to achieve truly sustainable communities.

#### Housing Strategy Themes

Creating Balanced and Sustainable Communities  
Decent Homes For All – Beyond 2010  
Rising to the Challenge of Affordable Housing

We are determined to create communities and places where people 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 the needs and enhance the lives of our community. Our previous **Housing Strategy** and **Housing Revenue Account (HRA) Business Plan 2003-6** both received the "Fit-for-Purpose" assessment from **Government Office for London (GOL)**. In our work to making the borough's vision a reality, we will now build further on the many achievements delivered through the preceding strategy. Our achievements include:

- Progression of Thames Gateway plans
- Over 900 affordable homes over 3 years
- Design excellence and greater sustainability
- Greater choice through intermediate housing
- Homelessness Strategy and Prevention
- Launch of Choice Based Lettings
- Housing Futures Project to achieve decent homes
- Private Sector Housing Area Renewal
- New homes for Supporting People clients
- External funding and wider knowledge base
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We have established our strategic direction by identifying priorities through a rigorous strategy development process. We have used this approach to maximise the benefits for the community in using our resources. The strategy first considers the strategic context of our plans in terms of our requirements, and how we can best meet these with the needs of our community. The strategy development process identified six critical housing strategy priorities that reflect our three broad themes. The priorities are:

- **Sustainable Communities and Community Cohesion**
- **Decent Homes and Safer Communities**
- **Promoting Choice and Independence**
- **Design, Energy Efficiency and Climate Change**
- **Affordable Housing**
- **Private Sector Housing**

Full analysis and rationale for these priorities is set in the main strategy section and a detailed Implementation Plan for their delivery is provided. Key targets for the Housing Strategy are:

- 50% affordable housing on new developments where feasible
- Achieve Decent Homes Target for social housing by 2010
- New accommodation to meet housing needs of Supporting People client groups
- Adopt the Government and Mayor's targets on renewables and energy efficiency
- 425 new sustainable affordable homes per year
- Develop a Private Sector Housing Strategy

A summary of the Housing Strategy 2007-10 can be obtained from the London Borough of Barking and Dagenham (LBBB) website at [www.barking-dagenham.gov.uk](http://www.barking-dagenham.gov.uk).

## **2. Strategic Context**

### **2.1 Strategic Priorities**

A sound knowledge of our strategic context is essential, as it provides the Council with an excellent understanding of the various issues that must be considered. In seeking to deliver our agenda and maximise our resources, there are various strategic priorities which we address. These range from the local community, through a sub-regional and regional level to the national scale, and these all help to inform and guide our housing strategy priorities.

#### **Local Community Priorities**

The Council has adopted seven Community Priorities in its commitment to serving the community. The Housing Strategy delivers all of these holistically, with a strong focus on improving health, housing and social care and regenerating the local economy.

- Raising general pride in the Borough
- Promoting equal opportunities and celebrating diversity
- Developing rights and responsibilities with the local community
- Improving health, housing and social care
- Making Barking and Dagenham cleaner, greener and safer
- Better education and learning for all
- Regenerating the local economy

## Strategic Corporate Priorities for Action 2005-10

The Council has developed Strategic Corporate Priorities for Action to deliver the local Community Priorities and achieve the borough's Vision. The priorities reflect the Council's approach to balanced service planning, where successful performance is based on five main components including community benefits, customer satisfaction, value for money, high quality service performance and investment in its staff.

- Work In Partnership to Deliver the Community Priorities
- Put the Customer at the Heart of our Services
- Deliver Value For Money Services
- Deliver High Quality Services
- Value and Invest in our Employees

Three Council Priorities have been established to ensure a cross-cutting approach in delivering the Community Priorities from 2005-10. These are:

- Delivering outstanding customer service – putting local people at the heart of everything we do
- Improving performance across the board – so local people receive the best possible services which are responsive to their needs and represent value for money
- Regenerating the borough – creating a thriving and sustainable local economy where skilled and informed local people can live and work with pride

## Strategic Integration and Community Impacts

The strategy development process has ensured that we meet strategic integration with the needs of our community, by meeting the Community Priorities. The following table provides examples of how our housing strategy meets these priorities. Further details are provided in section three.

Community Priority	How the Housing Strategy Meets The Priority
Raising general pride in the Borough	High quality sustainable housing to meet present needs of community Resident involvement in consultation including design – awards have been won for developments
Promoting equal opportunities and celebrating diversity	Balanced and sustainable communities with mixed tenure will provide greater community cohesion More housing for Supporting People client groups, for example Foyer scheme for young people Equalities and Diversity Impact Assessment of Housing Strategy
Developing rights and responsibilities with the local community	Excellent housing will improve quality of life and provide more opportunities Promotion of choice and independence through housing policies, including intermediate housing Work towards tackling volume crime, Anti-Social Behaviour and domestic violence

	New housing built to design out crime including Secured by Design standard
Improving health, housing and social care	Well designed communities and improved housing to promote healthier lifestyles New properties built to Lifetime Homes standard, with 10% wheelchair accessible housing More housing for Supporting People client groups, for example Foyer scheme for young people Floating support for vulnerable people
Making Barking and Dagenham cleaner, greener and safer	Provision of open space in well thought out mixed developments Increased sustainability through improved housing design, including Secured by Design initiative Work towards tackling crime including Anti-Social Behaviour and domestic violence
Better education and learning for all	Increased internal space standards and more larger family homes will promote learning through availability of private space Foyer scheme for young people Education of community regarding housing options
Regenerating the local economy	Replacement of outmoded housing through estate renewal schemes Strategic Development Sites including Thames Gateway Regeneration of Barking Town Centre and other neighbourhoods Mixed use housing development Wider range of housing including aspirational homes and more intermediate housing

### Sub-Regional Priorities

The borough's economic development and services are affected strongly by the wider sub-region whilst housing markets operate across and beyond borough boundaries. A sub-regional approach to housing is outlined by the Government in Sustainable communities: building for the future. The borough is a member of the **East London Housing Partnership (ELHP)**, which includes eight East London boroughs. The ELHP has produced an **East London Sub-Region Housing Strategy 2005-10** which identifies the following priorities:

- New Housing Supply and Meeting Housing Needs
- Private Sector Renewal
- Supported Housing
- Choice and Mobility
- Tackling Homelessness
- Tackling Racial Harassment
- Procurement

The borough is also a member of the Thames Gateway London Partnership (TGLP), which aims to ensure resources are available for successful delivery of the Thames Gateway.

## Regional Priorities

Barking and Dagenham is one of thirty three London boroughs. The borough's location offers great opportunities for employment and has excellent transport links. In 2005 the **Capital Homes London Housing Strategy 2005-16** was published and identified a number of regional priorities.

The **Mayor of London** develops policies through the **Greater London Authority (GLA)**, which is a strategic government for London with responsibilities including planning, transport and economic development. In July 2006 an announcement was made by Government that the Mayor's powers were to be increased in a number of areas, including housing. A **Housing Strategy for London** will now be produced by the Mayor, and there will be some change of emphasis from the Capital Homes strategy. The new strategy will focus on seven key policy areas. These areas are set out below and must be taken into account by London boroughs in developing housing strategies. Specific housing implications are covered in greater detail in section three.

- Putting people first
- Building more homes
- Building the right homes in the right places
- Designing places where people want to live
- Reviewing intermediate housing
- Promoting choice and mobility
- Tackling climate change

## National Priorities

The Government's Department for Communities and Local Government (DCLG) sets priorities for housing which local authorities must deliver. In 2003 **Sustainable Communities: building for the future** was published, marking a step change in the approach to housing delivery and focusing on the wider aspect of sustainable communities. The main priorities arising from this document are summarised below.

- Ensure that all social tenants have a decent home by 2010 and to improve conditions for vulnerable people in private accommodation
- A step change in housing supply to tackle the housing shortage, especially in London and the South East
- Development of new Growth Areas
- Delivery through reform of planning system, a new regional approach to housing policy, and sub-regional approach to housing issues

Barking & Dagenham is situated in the Thames Gateway, which is one of four national Growth Areas identified in Sustainable Communities. The other proposed Growth Areas are Milton Keynes/South Midlands, Ashford and London-Stansed-Cambridge.



In 2004 *Creating Sustainable Communities in London* was published. This five year plan establishes how sustainable communities will be delivered in London. The Government's commitment to sustainable communities was developed further with the publication of **Sustainable Communities: Homes For All** and **Sustainable Communities: People, Places and Prosperity** in 2005. The former sets out how decent homes and greater housing opportunities can be delivered at an affordable level for everyone, whilst the latter focuses on creating neighbourhoods where people wish to live and work.

**From Decent Homes to Sustainable Communities** was issued in June 2006. This discussion paper sought views on certain policy areas including resourcing through public sector investment and assets and the delivery of affordable housing. In October 2006 the **Strong and Prosperous Communities** White Paper was released. This intends to enable local government to develop sustainable communities through greater freedoms and powers.

### **Council Departments**

The Housing Strategy division works closely over all five Council departments in order to deliver the Community Priorities.

### **Adult and Community Services**

Strong links with the Adult and Community Services department have been forged. The department promotes the independence and well-being of adults and older people. It also co-ordinates work on community safety, community cohesion, neighbourhood management, as well as heritage and libraries. The Adult Trust will adopt seven strategic outcomes that reflect the agenda set out in the Government's Department of Health (DoH) 'Our Health, Our Care, Our Say' White Paper. The division liaises closely with the department and the Primary Care Trust (PCT) in meeting the specific needs of vulnerable people. We also work with the Police and The Probation Service in meeting specialised needs, and our work in these areas is developing further. A draft Older People Housing Strategy has been developed and its priorities are reflected in this strategy. This also feeds into the Older People's Strategy for Barking and Dagenham 2006.

### **Children's Services**

The department is responsible for strategic planning and co-ordination of services for children and young people aged 0-19. The division has close links with Children's Services to ensure that Young People are able to access high quality housing. Housing Strategy has helped to inform the development of the Children and Young People's Plan 2006 to 2009 to deliver the Government's Every Child Matters vision. A Housing Strategy Action Plan for Children and Young People has also been produced and is reflected in this strategy. Young people are supported in their transitional phase, including those who are particularly vulnerable through leaving custody or who are at risk of offending. Housing also works closely with the department to ensure that housing growth is accounted for in the planning of future educational needs, and that high quality housing has a positive impact on future attainment.

## Customer Services

Customer Services brings together all the main front-line teams and is committed to ensuring excellent accessible and responsive local services for the community. The department has developed a draft strategy for delivering outstanding customer service with **Done In One – A Customer Service Strategy for Barking and Dagenham**.

The department includes Housing Services which is responsible for the management and investment of the Council's housing stock and finances through the Housing Revenue Account (HRA), and the Housing Futures Project which was established in response to the Government's Decent Homes Standard. Community Safety is of great importance to the borough and funding has secured improvements through concierge schemes and lighting. A street warden service has also been supported. The division includes Homelessness and Housing Advice. The successful introduction of the More Choice In Lettings (MCIL) choice-based lettings system in 2005 provided residents with greater choice and fairness in accessing housing socially rented housing. There are six Community Housing Partnerships (CHPs). Through a partnership of tenants, leaseholders, freeholders and Councillors, CHP boards have the power to make decisions for improving various aspects of the service.

The department also co-ordinates improvements to the borough's Private Sector Housing, covering a wide range of services including financial assistance, advice and enforcement. A full Private Sector Housing Strategy is to be developed later this year.

## Regeneration

The Regeneration department works in partnership with stakeholders including Council departments, external organisations and local communities, and is developing a comprehensive Regeneration Strategy for securing the social, physical, environmental and economic regeneration of the borough.



Barking Town Centre Proposed Redevelopment

The Housing Strategy division is based in the Regeneration department, and works closely with other departments to ensure that policies are co-ordinated in delivering the borough Vision. There is close working with the Spatial Regeneration division to maximise the quality and design of new housing, and to ensure that new developments are sustainable and suitably located. We are helping to inform the development of the borough's emerging Local Development Framework (LDF), which will eventually replace the current adopted Unitary Development Plan (UDP). The borough is now in the process of consulting on its preferred options. Our division has the following teams which reflect its main responsibilities. Sub-regional working is an integral part of the division's work, with contributions to key projects.

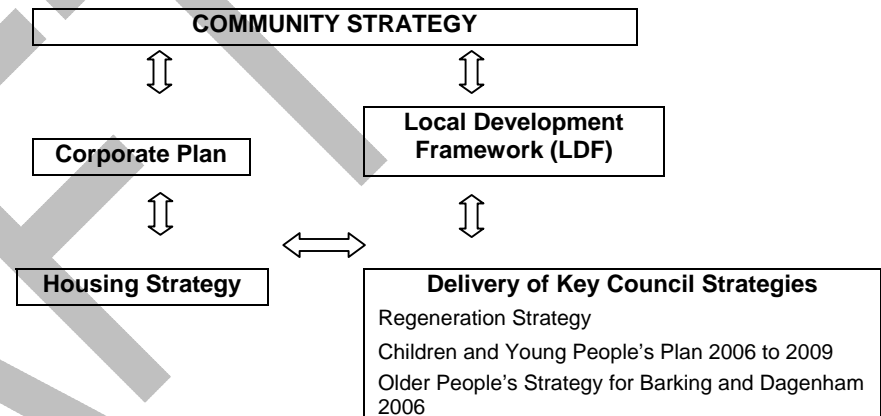
Housing Development and Partnerships - The team enables new affordable housing opportunities through partnership with Registered Social Landlords (RSLs). The team seeks to maximise funding sources and opportunities to deliver the affordable housing programme for meet the community's needs and aspirations.

Housing Regeneration - This team works in partnership to deliver the regeneration of the borough. Area based projects are helping to deliver improvements and make the most of the borough's regeneration opportunities.

Housing Strategy - The focus of this team is to undertake research into housing needs and conditions, co-ordinate production of the Housing Strategy and ensure conformity with other Council policies and strategies.

## Resources

The Resources Department leads and supports the Council in the development of efficient and effective services for the local community, and the division works closely with the department in supporting these objectives. The Council's annual Corporate Plan sets out the Community Priorities and how we are working towards achieving them. The adjacent diagram summarises the relationship of the Housing Strategy with the key borough strategies.



## 2.2 Partnership Working

A holistic approach is essential for achieving the borough's aims and developing sustainable communities. This can only be achieved through effective partnership working with our stakeholders. The importance of partnerships has long been recognised, and many achievements have been gained through partnership working. The Council wishes to strengthen its partnerships further and develop new ones where appropriate. This chapter summarises the partnerships in which housing are closely involved in.

### Barking and Dagenham Local Strategic Partnership (LSP)

The borough's LSP provides direction at a strategic level for delivering improvements for local people and involves a cross-section of public, private, voluntary and community organisations. The Housing Strategy contributes to the borough's Community Strategy. This is monitored by the LSP and reinforces the delivery of the Community Priorities by co-ordinating services. The LSP also enables and delivering the borough's Local Area Agreement (LAA), setting a commitment to achievement and partnership working over 2006-9. Housing makes a vital contribution to the Healthier Communities and Older People section of the LAA.

### Health Partnerships

Joint working with the Barking and Dagenham Primary Care Trust (PCT) is critical for achieving the borough Vision. The PCT contributes to the LSP and works closely with Council departments in developing and implementing strategies.

### Supporting People

Housing plays an important part in delivering the national Supporting People programme. This programme aims to provide a better quality of life for vulnerable people, by helping them to live more independently and keep their homes through housing-related support. The Supporting People Strategy 2005-10 provides strategic direction for its various client groups. The synergies between Housing and the various client groups are explored in more detail in later chapters.

We also contribute to **Valuing People**. This is a national programme for people with learning disabilities which has assisted in the development of the Housing Strategy for People with Learning Disabilities 2005-8.

### **Crime and Disorder Reduction Partnership (CDRP)**

The CDRP works to promote community safety. Housing closely supports the delivery of the Crime and Disorder Strategy 2005-8 and also contributes to the borough's Domestic Violence Strategy 2006-9. There is also close working with the Drug and Alcohol Action Team (DAAT). This multi-agency partnership is responsible for delivering the National Drugs Strategy – Tackling Drugs to Build a Better Britain at a local level. Housing Services are committed to tackling Anti-Social Behaviour (ASB), and the Anti-Social Behaviour Strategy 2006-7 has been developed in response to this. All new housing developments are built to design out crime, including the requirement to meet the Secured by Design standard.

### **Sub-Regional Partnerships**

The sub-regional priorities section (page 6) demonstrated the importance of the sub-regional ELHP and TGLP partnerships for the borough's development. Further details are provided in subsequent chapters.

### **Development Partnerships**

The Council's strong financial position as a debt free authority has enabled it to support programmes for refurbishment and additional affordable housing opportunities through partnerships with RSLs. The Council is looking to maximise other funding sources and opportunities to deliver programmes and meet the community's needs and aspirations. In support of this aim we have established an RSL Forum which has sub-groups on development and nominations and management issues. There are nine preferred RSL partners and the forum provides opportunities for sharing expertise, policy development and monitoring performance. The Council's work with English Partnerships is pivotal in informing our strategy and development plans, and for securing our future delivery.

## **2.3 Consultation**

The strategic context provides a baseline for informing strategy development. Partnership working can assist in promoting delivery, through enabling access to alternative sources of funding and via the sharing of information. The Council must decide its housing strategy priorities from its available resources, whilst meeting and balancing national, regional, sub-regional and local needs.

Consultation is vital for deciding how we should establish our policies against our needs and resources. We have therefore consulted extensively with all our stakeholders including our partners in setting our priorities.

A wide cross-selection of external and internal stakeholders has been involved in the consultation process. Initial consultation commenced with a Housing Strategy Conference in 2005. Attendees included a broad selection of housing and regeneration related stakeholders, internal officers and resident representatives. A Housing Strategy Working Group reviewed the strategic context and emerging priorities. This involved a wide range of stakeholders including GOL, resident representation and internal officers. A Housing Strategy Stakeholder Event in October 2006 provided further discussion and an update of developments and changes in policy since previous consultation. An article was also placed in the borough's Citizen Magazine which gave all residents a chance to comment on the proposals. The consultation process has played an important role in influencing the development of the strategy, and a number of recurring themes were identified which were particularly influential. A summary of how the strategy has changed through consultation is provided in the following table.

<b>Consultation event</b>	<b>Key issues raised</b>	<b>How they have influenced the strategy</b>
Housing Strategy Conference	<ul style="list-style-type: none"> <li>Delivery of the right type of housing in the Thames Gateway and the need to ensure sustainable communities</li> <li>Improving the quality and range of housing for Supporting People client groups</li> <li>Recognition of the impact of housing on health</li> <li>The need to tackle homelessness</li> <li>Reducing crime through development design by involving the community</li> <li>Need to ensure a neighbourhood approach to delivering decent homes</li> <li>Creating sustainable communities</li> </ul>	<p>These issues were incorporated as areas to develop further in the strategy; Sustainable Communities and Community Cohesion identified as a Housing Strategy Priority</p>
Housing Strategy Working Group	<ul style="list-style-type: none"> <li>Meeting Supporting People client groups needs</li> <li>Cross-tenure working in reducing non-decent homes</li> <li>Consider capacity for construction of future homes</li> <li>Ensure our plans meet educational requirements</li>   <li>Deliver Thames Gateway and address concerns over density levels</li>   <li>New homes to be fully accessible and suitably sized</li>   <li>Ensure affordable housing issues are addressed and provision includes people on middle incomes</li> <li>Review method of consultation with "hard to reach" groups</li> </ul>	<ul style="list-style-type: none"> <li>New housing provision for Supporting People client groups</li> <li>Integration with surrounding areas will be considered</li> <li>Issue of capacity addressed in setting future housing targets</li> <li>New homes are being designed with greater sustainability with more private space</li> <li>Development of appropriate density policy in LDF to reflect London Plan levels and provide efficient use of land</li> <li>We will review provision of space and accessibility; we will also provide more family sized homes</li> <li>Analysis of affordable housing provision issues; we will seek to provide accommodation for a range of income groups</li> <li>We will review how we consult with "hard to reach" groups</li> </ul>
Housing Strategy Stakeholder Event	<ul style="list-style-type: none"> <li>Need to strengthen community safety links, residents would like community safety as a strategy objective</li> </ul>	<p>Strengthening of community safety targets and incorporation of Safer Communities as a Housing Strategy Priority</p>

	<p>Future resourcing of the Decent Homes Target          Ensure strategic approach to private sector renewal          Concerns about internal space</p> <p>Review housing options for older people</p> <p>Address transience and related factors such as Buy to Let, and ensure new communities are sustainable</p> <p>Explore more innovative options for affordable housing</p> <p>Address environmental issues in developing new housing</p>	<p>Decent Homes incorporated as a Housing Strategy Priority          Private Sector Housing designated as a Housing Strategy Priority          We will review provision of space and consider Super-Flexible Housing          Designation of Choice and Independence as a Housing Strategy Priority; we will review housing options for older people          Will look to address, for example development agreement restrictions with regard to bulk sales; we will work to create balanced and sustainable communities with the right social infrastructure          Affordable Housing designated as a Housing Strategy Priority; we will explore innovative solutions for affordable housing          Designation of Design, Energy Efficiency and Climate Change as a Housing Strategy Priority</p>
LSP/Children's Trust	<p>Address housing needs of foster carers through larger homes with more bedrooms          Concerns about internal space</p>	<p>We will seek to provide larger properties and explore other solutions</p> <p>We will review provision of space and consider Super-Flexible Housing</p>
CHP boards	<p>Need for family sized accommodation          Concerns about internal space</p>	<p>We will provide more family sized homes          We will review provision of space and consider Super-Flexible Housing</p>
VSSP	<p>Concerns about internal space</p>	<p>We will review provision of space and consider Super-Flexible Housing</p>

## 2.4 Equalities Impact

Equalities and Diversity are central to the work of the Council and this is reflected through the Community Priorities. Good progress has been made in mainstreaming Equalities and Diversity, where the Council will explicitly address and include it at every stage in policy, planning, service delivery and review processes.

**Equalities and Diversity Impact Assessments** are a key tool in ensuring that our services are accessible to all groups regardless of their race, ethnic origin, gender, age, disability, sexuality, faith/religion and any other area that may prevent equality of opportunity. An Impact Assessment has informed the development of this strategy. Equality and Diversity groups were involved in the Housing Strategy consultation as required by the Equalities and Diversity Impact Assessment process, and we are reviewing our approach to consulting with "hard to reach" groups.

The council has adopted the **Race Equality Scheme**, and is working towards level 4 of the Equality Standard which relates to the effective monitoring of housing services provided for equality groups. In 2007 we will undertake a review of Equality and Diversity Impact Assessments of our policies and services, to ensure that we include all groups in our assessment.

Given the emerging needs of new communities settling in Barking and Dagenham, there remains a strong case to address the relevance and accessibility of existing provision. A **Black and Minority Ethnic (BME) Housing Strategy** has been developed, which aims to bring about improvements in the social and economic well being of black and minority ethnic communities in Barking and Dagenham. In 2007, the Council in partnership with other local authorities across London are undertaking an accommodation needs survey for Gypsies and Travellers, which will provide useful information in meeting the accommodation needs and future demand for Gypsies and Travellers.

## 2.5 Analysis of Housing Need and Housing Markets

This section provides an outline of the evidence base and key indicators. A full Housing Needs Survey report was completed in 2005, and this was helpful in providing more recent evidence of the borough's housing need. Some extracts of key data are provided. Section three contains detailed analysis as to how our available resources should be used most effectively in meeting our housing strategy needs and priorities.

### Borough Profile and Housing Needs

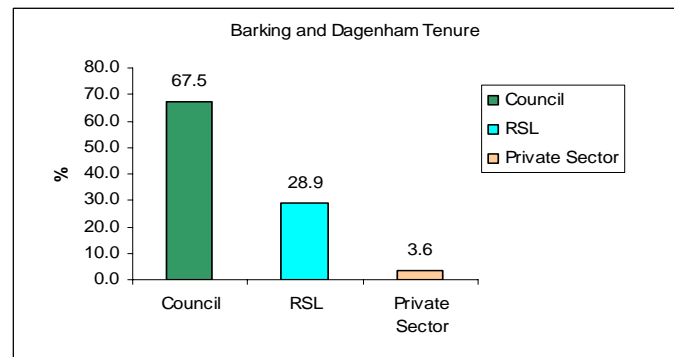
The population of the borough is 163,944 residents (Census 2001). The population is set to grow by 30,000 people by 2016 according to the (GLA) 2005 Population Projections (this takes into account the new housing development planned in the Thames Gateway). There are 69,179 dwellings in the borough, of which 19,966 are local authority owned, 2,494 are RSL and 46,719 are private sector. This is as recorded by the annual Housing Investment Programme (HIP) in 2006. The private sector definition includes private rented, owner occupied and shared ownership homes.

	Average Property Price
December 2005	£216,588
December 2006	£226,623

Source: Land Registry

Barking and Dagenham property prices are amongst the lowest in London, as recorded by the Land Registry House Price Index. This data showed an overall average price of £226,623 as at December 2006, compared to £216,588 as at December 2005. The average property price for London was reported at £305,247 at January 2007 in the Evening Standard.

The borough has a high percentage of social housing. This is reflected by the Census 2001 where the borough had the 4<sup>th</sup> highest percentage of Council accommodation, and the 8<sup>th</sup> highest percentage of Council and RSL accommodation combined for London. The borough also had the 9<sup>th</sup> highest total of both Council and RSL accommodation for London from subsequent HIP data in 2005.



Source: Housing Investment Programme 2006

In 2002, 22% of the population of Barking and Dagenham was under 16, which compared to 18% and 19% respectively for the London and England averages. The Borough has the second highest percentage of its population under the age of 18 in London at 10.91% (Census 2001) whilst 67% of looked after children were placed outside the borough in 2005.

Census 2001 data shows that there are 30,390 people living in the borough aged over 60, which represents 18.5% of the total population of Barking and Dagenham. This compares to a London average of 16.4% and the England average of 20.8%. The percentage of older people in the borough and is set to rise. The older population of Great Britain has grown steadily in the last 20 years and by 2031 the number of people over the age of 85 is likely to have increased by 79% (Housing LIN Factsheet 7, 2004).

The number of frail elderly will continue to increase locally. The Housing Needs Survey 2005 revealed that 22.6% of borough households contain older persons only (66.3% of these are in the private sector).

Barking and Dagenham is increasingly ethnically diverse. The BME population in the borough represents 14.8% of the total population, with a high representation in the Barking area, specifically 45.62% in Abbey and 31.73% in Gascoigne wards. The Housing Needs Survey 2005 also revealed that Black and Asian households are disproportionately living in private rented accommodation, particularly in areas which are more likely to be overcrowded. The population of BME people in the borough is expected to grow to almost a third of the population over the next twenty years.

In terms of health the Census 2001 shows that the borough ranks 1<sup>st</sup> out of all London boroughs in the percentage of the population with limiting long-term illness, and for the percentage of people that provide unpaid care for 50 or more hours of the week. 10.7% of the population describe their health as 'not good', which is the 2<sup>nd</sup> highest percentage in London.

The borough is also ranked 1<sup>st</sup> in London in the percentage of people with no qualifications in the Census 2001. 62.3% of the population were recorded in employment, below the London average of 69.1% (Annual Population Survey 2005). A median income of just over £26,000 for borough residents was determined from 2006 Paycheck data. The borough recorded a figure of 11.5% of the population categorised as Not in Education, Employment or Training (NEET) at 30<sup>th</sup> November 2006, which met the GOL target of 11.6%. This compares to an East London average of 8%.

Size required	Need	Supply	TOTAL	Size as % of total need
1 bed	1015	300	715	36.8%
2 bed	1168	439	729	37.5%
3 bed	548	219	329	16.9%
4+ bed	182	11	171	8.8%
TOTAL	2913	969	1944	100%

Housing Needs Survey Data 2005 – Net annual need for affordable housing by size

The Housing Needs Survey 2005 gave a breakdown of housing need by required property sizes. A recent analysis of Council Housing Register data in June 2006 was undertaken. This showed a relatively similar picture, although almost 50% of applicants were single people



Size required	Need	Size as % of total need
1 bed	4097	50.2%
2 bed	2197	26.9%
3 bed	1748	21.4%
4+ bed	120	1.5%
TOTAL	8162	100%

Housing Register Data 2006 – Need for affordable housing by size

50% of applicants were single people compared to the Housing Needs Survey figure of around 35%. This shows the changing nature of housing applications, as Housing Needs Survey is net annual need based on a sample data. The Housing Register data also shows a higher number requiring 3+ bedrooms.

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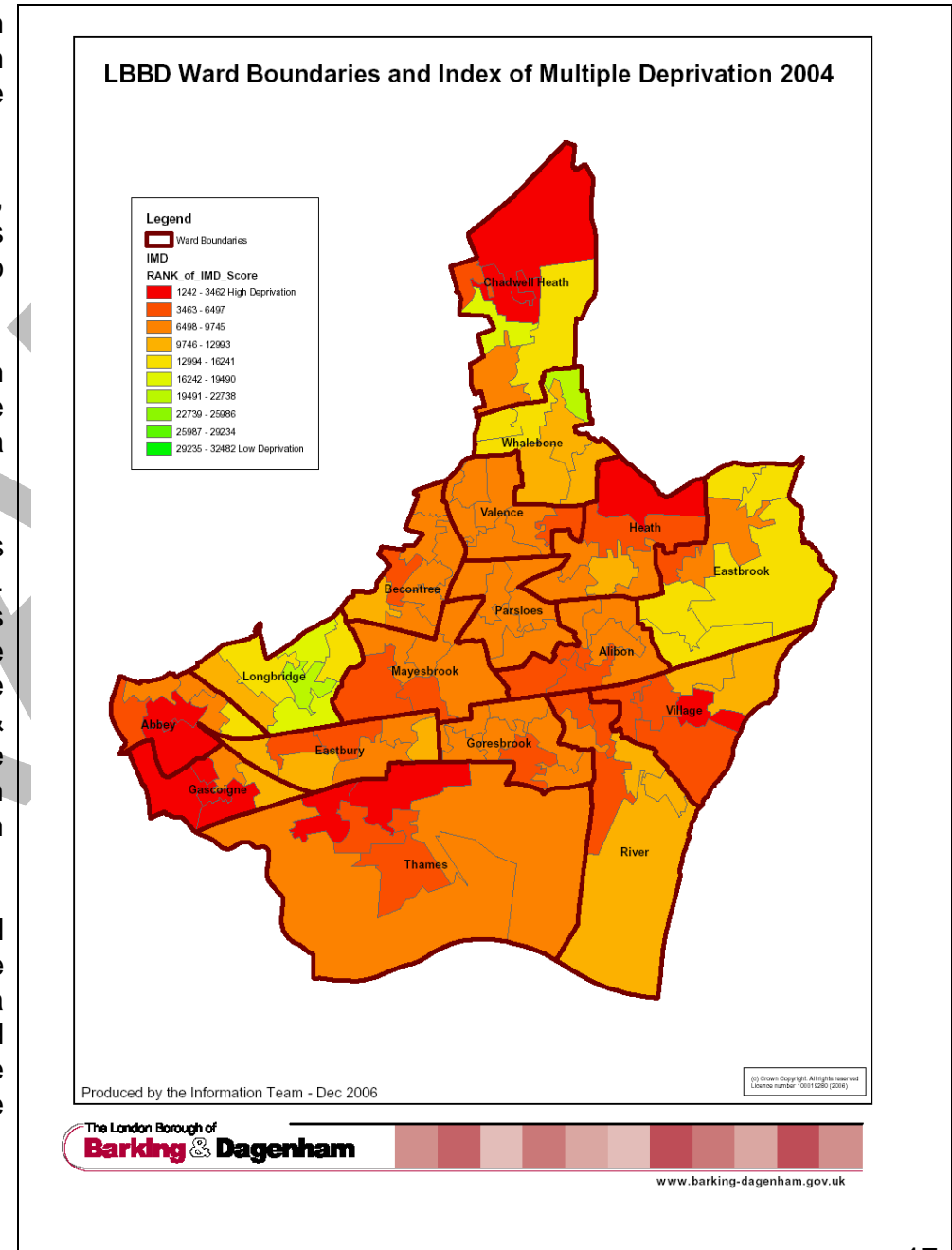
The **Index of Multiple Deprivation (IMD)** 2004 places the borough as the 42<sup>nd</sup> most deprived district in England, and the eleventh most deprived in London. The map shows the Rank of IMD score within the borough.

Further maps show the distribution of the Council HRA properties, and the estate renewal schemes identified by the Housing Futures Project. It is apparent how the areas of high deprivation relate to areas with high concentrations of social housing.

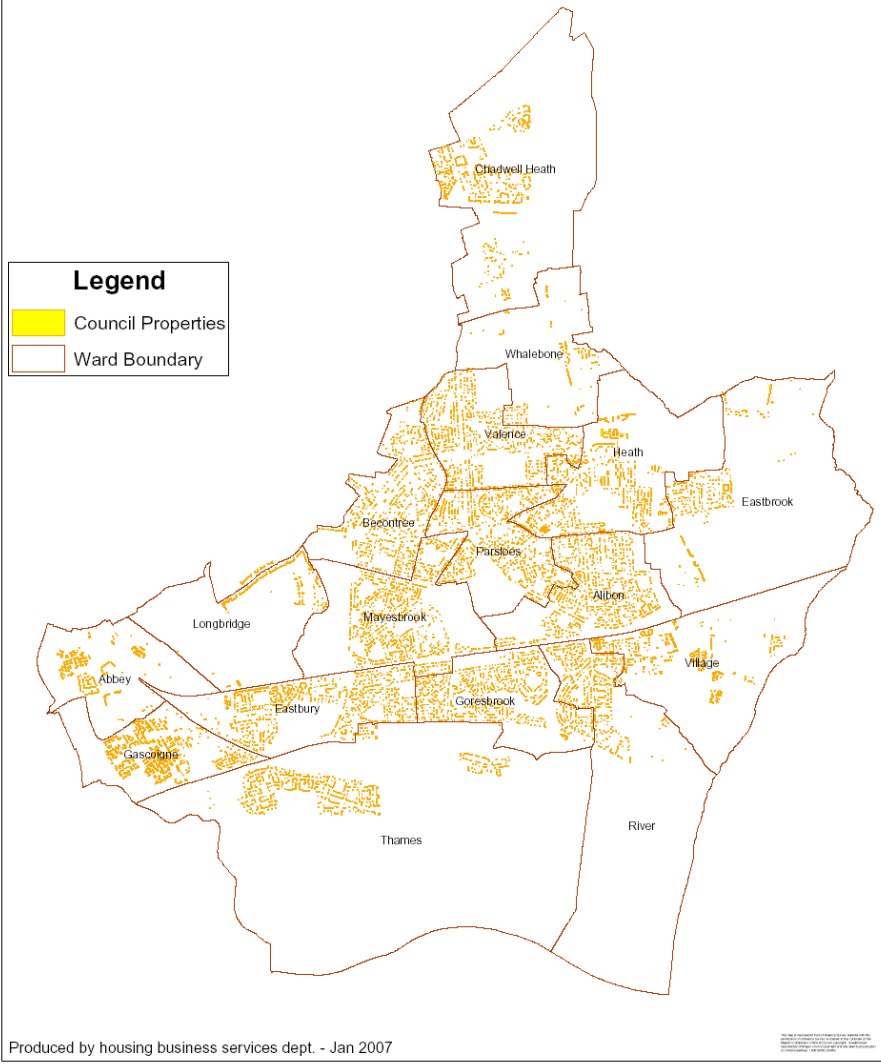
The Housing Needs Survey 2005 identified 7.0% of borough households as overcrowded. The Council's own housing has the highest number of overcrowded households, and there is also a need to address overcrowding in the private rented sector.

17.2% of all households were also found to have special needs from the survey, which is above the national average of 11-13%. The predominant group was physically disabled households followed by frail elderly. There is a disproportionate level of people with physical disability, representing 24% of the population of the borough. In 2004 there were 324 people with HIV in Barking & Dagenham, 77% of whom were Black African. This figure accounted for 8% of the total number of adults living with HIV in North East London (North East London, Annual Public Health Report, 2004).

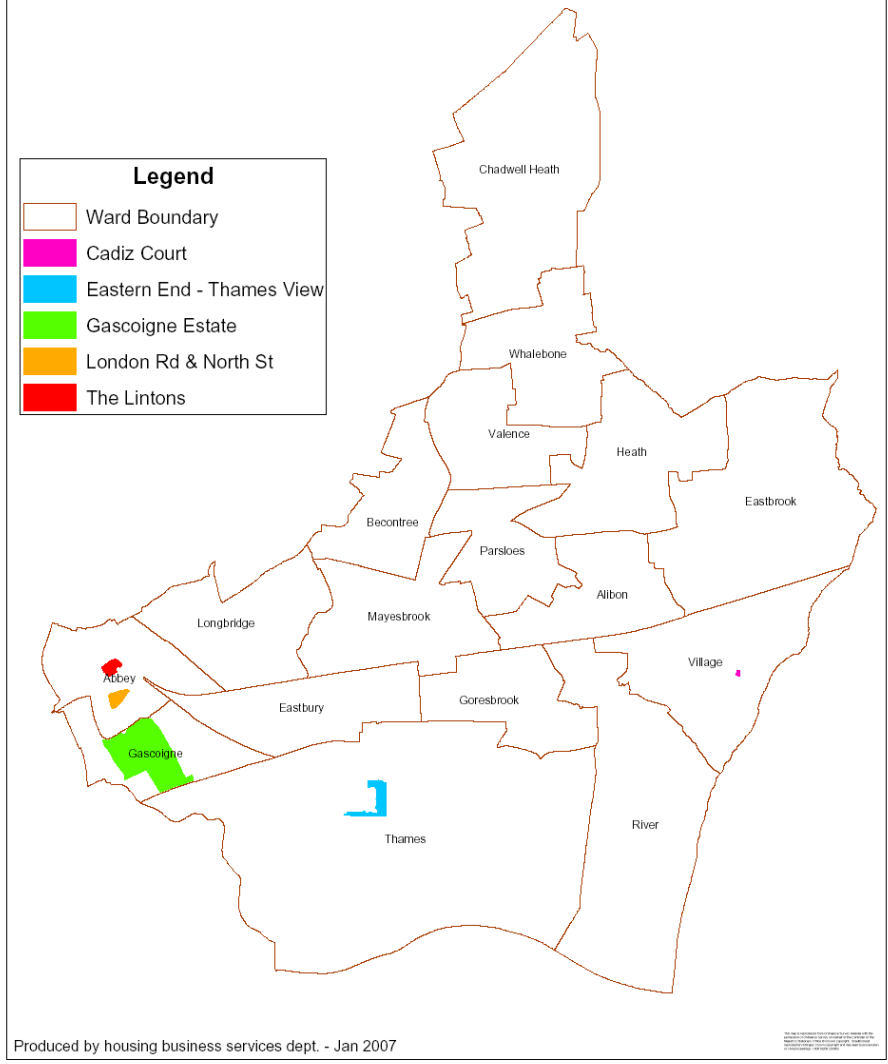
There are 907 asylum seekers and refugees in Barking and Dagenham as at September 2006, of which 217 are unaccompanied asylum seeking children. The trend indicates a slight increase in the population of asylum seekers families and there are emerging needs for these young people around suitable in-borough placements for fostering, housing and support for care leavers.



### Council HRA Properties



### Estate Renewal Schemes



## Homelessness

Significant improvement has been made in the Council's performance on tackling homelessness, and this is reflected by the performance against statutory Best Value Performance Indicators (BVPIs). There is also a move towards homelessness prevention and reduction in temporary accommodation. Bed and Breakfast (B&B) accommodation is now only used in emergencies. There has been a marked reduction in the length of stay in both B&B and hostels for households who are unintentionally homeless and in priority need as measured by BVPI (BV183).

Homelessness BVPI	2004-5	2005-6
BV183 Length of Stay in Temporary Accommodation (a) Bed and Breakfast (weeks)	3.73	0.63
(b) Hostel (weeks)	5.49	0.95
BV202 Number of people sleeping rough on a single night within the authority	Less than 5	1
BV203 Percentage change in the average number of families placed in temporary accommodation	Qualified	-3.12%
BV213 number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice resolved their situation (per 1000 households)	New Performance Indicator	5.56
BV214 Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years	New Performance Indicator	0%

Our record shows a decline in statutory homelessness, however there has been an overall rise in application for housing from non-priority groups and vulnerable young people in the last year. There has been an increase in the number of homeless household and single vulnerable people living in temporary accommodation in Barking and Dagenham, with young people representing 25% of people living in temporary accommodation. Extra funding has been obtained from invest to save through the capital programme for £150,000, and £80,000 DCLG funding has been contributed for the rent deposit scheme.

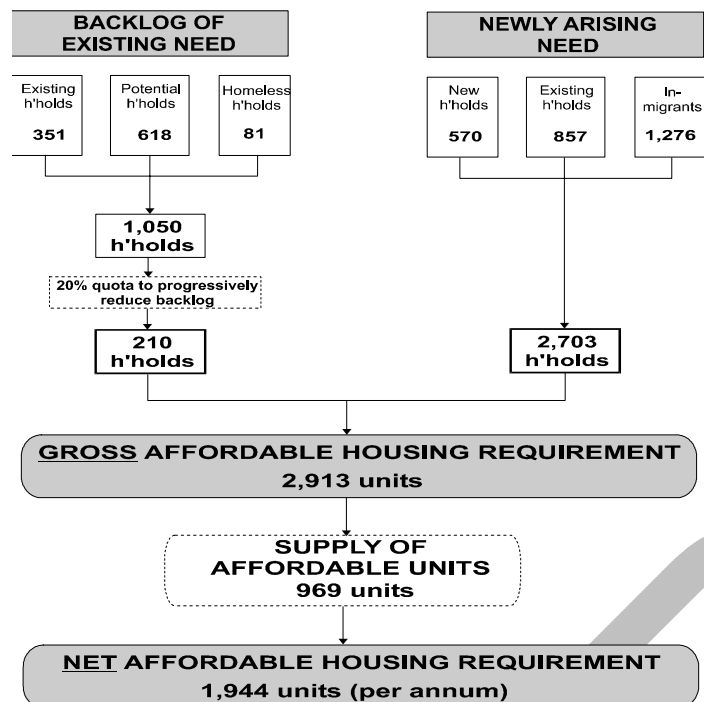
## Housing Conditions

A Stock Condition Survey was carried out for the local authority stock in 2004. The proportion of the Council's stock that is non-decent has fallen to 46.7% in 2005-6. Private sector housing continues to raise the proportion of the percentage of vulnerable households living in decent homes.

**SAP (Standard Assessment Procedure)** is the Government's recommended system for energy rating of dwellings. The average SAP rating of the Council's housing is measured by a BVPI (BV63) and was recorded as 66 in 2005-6. The average SAP rating of the Private Sector housing is 55.

The RSL Forum is requesting that RSLs provide information on their progress towards decent homes. Many RSL properties have higher standards of housing conditions as they were built more recently.

## Housing Market Assessment



Source: Fordham Research Ltd. Housing Needs Survey 2005

### Affordability and Access

Whilst it is imperative to meet housing need, the borough has many areas where levels of social housing have been overly concentrated in the past. Evidence from the Housing Needs Survey and particularly the Barking Housing Study indicates that the private sector housing market needs to develop further to widen the range of market priced homes available. This Housing Strategy is committed to increasing choice.

### Barking & Dagenham – the borough of Aspirational Housing

Housing market renewal and development is a key priority for the borough. Our strategy is to create mixed tenure communities with a particular emphasis on ensuring such communities are sustainable. New developments are therefore designed to promote sustainability through a mix of tenure options including intermediate housing and new aspirational homes for sale, to extend the offer for people in the

The Housing Needs Survey 2005 identified the borough's clear need for new affordable housing. It also explored the wider perspective of housing markets, in terms of balance across tenure and property size. A snapshot of local housing need is shown in the adjacent summary. Additionally the Council has jointly commissioned a project with English Partnerships known as the Barking Housing Study. This is concerned with the basis on which decisions are made on the mix and tenure of housing for the future. The study was completed in 2005 and analysed potential structural shifts in the East London economy and housing market and how these might affect the borough's future housing requirements.

borough who are in moderate to high income employment. Our new developments for the Gascoigne Estate and the London Road/North Street site will provide examples of new mixed tenure and aspirational communities.

## **2.6 Resources and Performance Management**

Measuring our performance is fundamental for achieving improvements to services and maximising the use of resources. Our performance is assessed in a number of different ways.

### **Comprehensive Performance Assessment**

Housing is assessed as part of a Comprehensive Performance Assessment (CPA). An inspection of the Council's housing management function took place in late 2004 and was assessed as providing a "Fair" one-star service with promising prospects for improvement. An Improvement Plan was drawn up following the assessment. The recommendations have since been incorporated into the service and further improvements are ongoing. Housing Services are on the Audit Commission's inspection programme for 2007-8.

### **Decision Making**

The Council's main financial decisions are made by the Council Assembly with Members representing the different wards of the borough. The Council's Executive of ten Members makes decisions on major issues relating to policy, budget, resources and performance, and meets regularly to make recommendations to the full Assembly. The LSP provides strategic input on cross-service and cross-agency issues in the borough. CHPs have input into decision making for the Council's Housing Services, and have been able to make recommendations on how some security improvements are made on estates.

### **Financial Implications**

Development of the housing Strategy is informed by both the Capital Strategy and financial modelling. The Council's Capital Strategy is an over-arching policy document relating to capital investment in its services, and describes how the deployment and redistribution of capital resources contributes to achievement of corporate objectives. The Medium Term Financial Strategy sets the framework for Council finance to deliver the Community Priorities over the next three years. It is a rolling strategy which is updated annually through the regular financial planning process.

Our strong position as a debt free authority has enabled us to support programmes for refurbishment and affordable housing opportunities through its RSL partnerships. Improvements to Council stock are targeted through the Government's **Major Repairs Allowance (MRA)** funding and revenue funding from **Management and Maintenance Allowance**. The Housing Corporation provides funding for affordable homes through the **National Affordable Housing Programme (NAHP)**. The Mayor of London will have greater powers in deciding housing priorities, though decent homes funding will remain with the Council.

External sources of funding are becoming more important and bids have been made through sub-regional partnership. New developments have in a number of instances used Council land values to subsidise the provision of new affordable housing. The Council is currently exploring with English Partnerships, the Housing Corporation and others, the establishment of a **Local Housing Company (LHC)** as a means of delivering new affordable housing and capturing uplift in land values for the community; this is discussed further in chapter 3.3.

Our historic and planned funding is provided in the table below.

**Table: Historic and Projected Finances**

Capital (£m)	2002-3	2003-4	2004-5	2005-6	2006-7	2007-8	2008-9	2009-10
<b>Total Capital Programme:</b>								
Council housing investment	31,687,000	46,785,000	27,872,000	32,086,028	30,974,000	33,231,000	29,611,000	30,811,000
Private sector housing	1,800,000	1,500,000	1,351,950	758,879	1,289,000	1,400,000	To be confirmed	To be confirmed
NAHP	2,800,000*	*(2002-4 as 2 year allocation)	20,408,000**	** (2004-6 as 2 year allocation)	17,400,000	14,444,438 (part 2006-8 allocation)		To be determined
LASHG	20,600,000	-	-	-	-	-	-	-
Neighbourhood Renewal	20,634	-	-	-	-	-	-	-
<b>Total Capital</b>	<b>56,907,634</b>	<b>48,285,000</b>	<b>49,631,950</b>	<b>32,844,907</b>	<b>49,663,000</b>	<b>49,075,438</b>	<b>29,611,000</b>	<b>30,811,000</b>
<b>Revenue (£m)</b>								
Repairs/maintenance	17,624,000	18,261,000	18,551,000	21,155,996	21,286,000	21,877,000	21,986,385	22,041,350.96
<b>Management:</b>								
General	12,460,000	12,924,000	14,511,000	17,483,268	16,422,000	16,996,000	17,080,980	17,123,682,45
Special	5,985,000	6,161,000	6,534,000	6,693,019	7,464,000	7,777,000	7,815,885	7,835,424.71
Direct revenue spending	4,068,000	3,177,000	1,000,000	1,007,699	500,000	-	-	-
Rent rebates	36,205,000	36,447,000	-	-	-	-	-	-
Other	13,731,000	18,462,000	27,170,000	25,803,450	26,943,000	30,314,000	34,254,820	38,707,947
<b>Total Revenue expenditure</b>	<b>90,073,000</b>	<b>95,432,000</b>	<b>67,766,000</b>	<b>72,143,432</b>	<b>72,615,000</b>	<b>76,964,000</b>	<b>81,138,070</b>	<b>85,708,405</b>
<b>Total Income</b>	<b>(92,694,000)</b>	<b>(93,839,000)</b>	<b>(68,956,000)</b>	<b>(71,275,480)</b>	<b>(72,904,000)</b>	<b>(76,655,000)</b>	<b>(80,487,750)</b>	<b>(84,512,138)</b>
<b>Deficit/Surplus for the year</b>	<b>(2,621,000)</b>	<b>1,593,000</b>	<b>(1,190,000)</b>	<b>867,952</b>	<b>(289,000)</b>	<b>309,000</b>	<b>650,320</b>	<b>1,196,267</b>

Housing Subsidy – Rent Rebates Expenditure and Income removed from the HRA in 2004-05

2002-03 – 2005-06 – Figures based on Statement of accounts

2006-07 – figures based on Budget

2007-08 – figures based on Budget

2007-08 – 2009-10 – direct expenditure assumes net increases of 0.5% and 0.25% respectively. Other expenditure (DCLG payment) assumes 13% increases as per 2007-08. Income assumes 5% increase.

2008-09 – 2009-10 – Revenue figures based on 2007-08 budget with assumptions for future years

### **Best Value and Service Scorecards**

Housing Strategy has contributed towards its statutory BVPIs, as required by the **Audit Commission**. **Service Scorecards** contain the key objectives for each service for delivery of the Council's corporate objectives and individual service priorities. The **Housing Strategy Service Scorecard** is the division's annual service plan which reinforces delivery of Housing Strategy targets. The daily work of individual team members reflects service plan priorities, ensuring a clear mechanism for delivery.

### **Housing Strategy 2003-6 Achievements**

The monitoring and review of the Housing Strategy 2003-6 played a crucial part in establishing our evidence base by analysing our past performance. Full annual Housing Strategy Progress Reports for each year are available separately, in addition to annual HRA Business Plan Progress Reports.

### **Value For Money (VFM)**

We seek to ensure that our providers develop an economic development ethos. We are undertaking a benchmarking exercise with selected London boroughs to facilitate comparison of VFM. Additionally we intend to survey residents living in new RSL developments to help us establish further data in assessing VFM.

### **Risk Assessment**

The development of the Housing Strategy has been subject to the Council's Risk Management policy. The delivery of key objectives is assessed, according to the likelihood and impact of risks. Controls are in place to assist the delivery of objectives.

## **3. The Housing Strategy**

### **3.1 Priorities**

The strategy development process enabled us to formulate our broad strategy themes from which six priorities have been identified. These were identified through evaluation of all the information gathered in section two, including the strategic context and integration, the borough evidence base and our past performance. Our priorities also emerged as key issues from the consultation process. Delivery options for our priorities were then analysed and agreed.

The six housing strategy priorities are analysed in detail in the following chapters. Section Four provides the detailed Implementation Plan for delivering our strategy.



### **3.2 Priority One: Sustainable Communities and Community Cohesion**

#### **Introduction**

The concept of sustainability is about providing the best possible outcomes in use of resources both in the present and for the future. Sustainability is also more than physical improvements; we are developing communities with a sense of place and belonging where people will choose to live and stay.

#### **Why these are a priority**

Sustainable communities are a strategic priority as they play a fundamental role in meeting our Community Priorities and in regenerating the borough. The development of high quality housing is an essential part of any sustainable community. Sustainable communities can also provide benefits beyond our borough boundaries through raising awareness of perceived locational desirability and the attendant benefits brought through inward investment.

Our consultation demonstrated the importance of ensuring sustainable communities, which provide the right type of housing with excellent transport links and social infrastructure in place. The council is committed to ensuring the provision of supporting infrastructure for all new developments, including transport links and the educational, health and recreational facilities.

International and national issues and dynamics can impact negatively on local community relations. Residents can experience high levels of pressure on the provision of local housing and services which can lead to local tensions where recently arrived communities are perceived as competitors. The development of sustainable communities is therefore critical to ensure harmonious and integrated relationships between communities.

The role of Housing Strategy is central to achieving community cohesion for new and existing communities. A core element of this Housing Strategy details the changes and improvements which will take place, creating new communities across the next decade. Just as importantly, the Strategy has a core focus on the regeneration of the current communities in Barking & Dagenham where the following outcomes bring great benefits for community cohesion:

- We are improving the existing infrastructure with new schools and health centres and new transport planning such as the Docklands Light Railway extension through Barking Riverside and into Dagenham Dock
- Existing communities will benefit from the stimulation and creation of an entrepreneurial and enterprise culture. Regeneration will bring many new opportunities including new jobs, skills and training.
- A number of areas will be targeted for area renewal programmes. From 2007 onwards we will have a particular focus upon private sector housing renewal to be undertaken for the first time on an area basis.

- We are regenerating and improving much of our existing housing stock. Additionally some existing communities will have the opportunity to move into new housing
- We are also improving the Council's housing stock through our Decent Homes programme. The programme is bringing and will continue to bring many benefits to the existing community

## Analysis

It is recognised nationally that house-building has failed to keep pace with the level of demand, leading to imbalances in the housing market and rising property prices. This is particularly acute in the South East and especially in London. The Government has since accepted the recommendations of the Barker Review, which highlighted the need for a step change in housing supply to improve the housing market. National house-building targets have since been revised and are used with data from the 2004 London Housing Capacity Study (LHCS) to inform borough house-building targets in the London Plan. Our borough's overall house-building target has now risen to 1190 new homes per year and we are committed to delivering our London Plan and LHCS targets.

There is a target for 26,000 new homes of all tenures to be built by 2020 across the borough. Over 1,400 of these have already been delivered since 2003-4. In excess of 11,000 homes will be affordable and 6,000 of these will be social rented. There is also a strong need for more family housing of all tenures across London, and this is particularly acute in the social rented sector

	No. of Units Planned
<b>Key Housing Regeneration Sites</b>	
Barking Riverside	10,800
Barking Town Centre (inc. Council estates renewal)	7,500 (5,300 net)
South Dagenham	2,500
<b>Other Key Housing Developments</b>	
Other Council estates renewal and other Council owned sites	4,500
University of East London campus	850
Lymington Fields (EP owned)	650

The Thames Gateway development in the borough is comprised of distinct areas. Over 10,000 new dwellings are planned for a community at Barking Riverside, whilst at least 2,500 new dwellings are proposed for land at South Dagenham. This development will encourage greater inward investment to the borough, and will secure improved community facilities as a result. Development at South Dagenham will link into and regenerate the wider Dagenham area. The Council is working with the **London Thames Gateway Unitary Development Corporation (UDC)**, which has special powers in assisting the delivery and co-ordination of this ambitious project.

A Framework for Housing in the London Thames Gateway was a report produced by Professor Anne Power and colleagues from London School of Economics and Political Science (LSE). This highlighted the great potential for the Thames Gateway to be a stunning example of a successful and well integrated community. In order to achieve this, housing and regeneration in the Thames Gateway must build upon the assets and infrastructure of existing communities. This approach is exemplified by the Council's proposals for the regeneration of our town centres and our estate renewal schemes.

Existing estate regeneration programmes have taken place in Tanner Street and St. Ann's. The Tanner Street redevelopment was an excellent exercise in obtaining value for money and was a Housing Design Awards Winner in 2005.

Barking Town Centre is already undergoing an ambitious regeneration programme: 5,300 additional new homes are planned for the town centre. A Barking Town Centre Partnership has been established and a Barking Town Centre Housing Strategy is now in implementation.



Former estate on Tanner Street undergoing demolition



New Tanner Street Gateway on site of former estate

New housing will be provided at an appropriate density throughout the borough which will ensure that housing needs are met through a more productive use of scarce land resources, without compromising services or quality of life. Higher density housing will be restricted to strategic regeneration sites and sites with good public transport accessibility. Public open space will be included in future development as this is a crucial factor in creating sustainable communities.

The GLA sets out planning requirements for London boroughs in the **London Plan**, which identifies a target of 50% affordable housing for London boroughs. We will seek to apply this where financially viable, although this may not always be achievable due to three exceptional circumstances. There may be existing high levels of affordable housing, prohibitively low land values, and significant regeneration benefits. These factors all require greater flexibility. It has been shown that there is a correlation between areas with an overly high concentration of social housing and deprivation. All sites that are capable of providing 10 units or more must provide at least 35% affordable housing. This approach will help to promote balanced and sustainable communities.

We aim to move from single tenure Council estates to provide more choice in mixed tenure communities as seen in Barking Town Centre. Affordable housing will be 'pepper potted' within schemes and not concentrated in one part of the development to ensure mixed income communities. The borough is working towards developing an agreed policy on 'pepper potting', as recent research into mixed income communities has shown them to be successful in terms of resident satisfaction levels.

### **Community Cohesion**

The wider impact of housing on other services and the wider community is a paramount consideration in developing new housing. Housing works closely with planning to ensure that environmental and community interests are safeguarded, through developing the LDF and on determination of planning applications. The LDF consultation to date has identified that residential schemes should be encouraged on brownfield sites within or close to town centres and public transport links, and where surrounding land uses are compatible. Resident engagement and involvement will continue to be developed and promoted. Mixed use developments will be sought at key locations when feasible. Mixed use options on the former Lintons and London Road/North Street are now being evaluated, and will work to enhance the viability of town centres in Barking and at Dagenham Heathway.

We will review "transience" and related factors such as the impact of "Buy To Let" properties on the local community (for example, in the case of Buy To Let we will investigate the possible use of development agreement restrictions with regard to bulk sales where Buy To Let has proven a negative impact upon community cohesion). We are also focussed on improving the skills and job-readiness of local residents, so that they are better placed to capitalise on the significant employment opportunities arising from local and regional regeneration.

The Council is committed to providing the infrastructure required to ensure community cohesion for the existing community as well as the new and increased population arising from our new housing developments. In June 2006 we commissioned EDAW & Brittan to undertake a "Social Infrastructure Needs Survey" for the significant development and growth proposals across the borough between 2006 and 2027. The report analyses and provides details concerning the future social infrastructure requirements. We have integrated the report conclusions into our future planning and regeneration proposals and are committed to providing a comprehensive social infrastructure including:

- Acute, primary, intermediate and mental healthcare services
- Community facilities (including libraries and youth services)
- Education (including early years, primary, secondary, higher and further education)
- Leisure, recreation and open space/green spaces
- Emergency and essential services (including police, fire and ambulance services)

Furthermore, over the next twelve months we will further investigate and consider a number of additional factors in the relationship between housing and community cohesion. We will develop a Housing Cohesion Strategy which will focus upon a number of key areas including:

- Mixed communities and mixed tenure developments
- Intermediate housing options
- The impact of “Buy To Let”
- The impact of choice based lettings

### **3.3 Priority Two: Decent Homes and Safer Communities**

#### **Decent Homes**

##### **Introduction**

There are four basic criteria which must be achieved in meeting the Government’s Decent Homes Standard. The intention of the Council is to go beyond the basic Decent Homes Standard, and to develop wider residents’ aspirations and liveability improvements where possible through a Decent Homes Plus Standard. Liveability is about addressing wider neighbourhood issues to create places where people choose to live and work.

##### **Basic Decent Homes Standard**

1. It meets the current statutory minimum standard for housing
2. It is in a reasonable state of repair
3. It has reasonably modern facilities and services
4. It provides a reasonable degree of thermal comfort

##### **Why it is a priority**

Local authorities must meet the Government’s Decent Homes Target, where all social housing should comply with the Decent Homes Standard by 2010. The Decent Homes Standard is also an important aspect of improving energy efficiency. The wider liveability improvements will raise sustainability and improve community safety. The aim is to also ensure that a neighbourhood approach is followed, in that standards across tenures are consistent and promote regeneration of neighbouring areas. The need to resource the Decent Homes Standard and secure wider improvements were issues raised through the strategy consultation process, and improvements outlined in this section will help deliver the Community Priorities.

## Analysis and Options Appraisal

A Stock Options Appraisal was completed and successfully signed off by GOL in November 2005. A variety of financial options were assessed, before identifying an innovative solution for meeting the Decent Homes Standard in the borough. A summary of the Options Appraisal is given in the following table. The Housing Futures Project is now in implementation phase.

### Options Appraisal Summary of Findings

Option	Advantages	Disadvantages	Assessment for Barking and Dagenham
<p><b>Arm's Length Management (ALMO)</b></p>	<p>It could harness additional support from Government for investment in the housing stock.</p> <p>It would provide the opportunity for tenants to increase their role in the management of the housing service.</p> <p>It could potentially lead to the Decency standard being met.</p> <p>It would allow the Council to retain the housing stock and the tenants to retain their existing tenancy agreements.</p>	<p>Additional funding from Government is restricted to that needed to achieve the decent homes target. However the Council can already achieve this with its current resources. It would not provide the level of support needed to increase investment to the level that would meet the actual aspirations of the tenants.</p> <p>In order to secure the permission to borrow the additional funding, the new organisation must achieve a 2 star inspection rating from the Housing Inspectorate. The new ALMO will have up to 2 years to achieve this standard, and if it does not meet this requirement further borrowing permissions may be withheld until it does.</p> <p>The setting up costs of approximately £500,000 may be difficult to justify if no additional funding is received.</p> <p>The Housing Futures and Full Industry Standards are unachievable.</p>	<p>Since an ALMO cannot provide any additional funding over and above that required to meet the Decent Homes standard, its benefits in Barking and Dagenham are limited. The only real advantage it offers is the opportunity to have increased tenant empowerment through membership of the Management Board. However following consultation with tenants and leaseholders this advantage is not attractive enough to outweigh the disadvantages. Therefore an ALMO does not seem to be a realistic way forward for Barking &amp; Dagenham.</p>
<p><b>Large Scale Voluntary Transfer (LSVT) / (Stock Transfer)</b></p>	<p>The Housing Futures and Full Industry Standards should be achievable.</p> <p>There would be opportunities for investment in improvements in service delivery.</p> <p>Tenants would be able to play a more significant role in the management of the housing stock.</p>	<p>The financial consultants have calculated the housing stock has a negative valuation of in the region of £44m based on the assumption that the new landlord would be required to bring the condition of the stock up to the Full Industry Standard. Whilst the negative valuation could be covered via a successful bid for Gap funding from the Government the Council would not receive a capital receipt from the sale of the housing stock.</p> <p>The Council would also have to meet its own setting up costs related to the implementation of the transfer and to deal with the impact of diseconomies of scale in central departments estimated at over £2 million per year.</p>	<p>Stock transfer is only a realistic option if it has the support of tenants and leaseholders. Feedback during the options study indicates that the tenants are strongly opposed to wholesale stock transfer and have further indicated their preference for a strategy which retains the maximum amount of properties in Council ownership whilst delivering the Housing Futures investment standard. This led the Council to a preference for a mixed rather than wholesale solution – see following sections.</p>

<b>Private Finance Initiative (PFI)</b>	<p>In principle, Government support is available to enable the managing agent to increase investment in the stock included within the scope of the PFI scheme.</p> <p>Thus the main advantages of a PFI option would be to increase investment in part of the housing stock whilst allowing the Council to retain ownership of the stock and the tenants to retain their existing tenancy agreements.</p>	<p>Housing PFI schemes are relatively small in scale and have so far been directed towards areas where investment needs are relatively high. However the multi storey blocks of flats that are outside the regeneration areas meet these criteria.</p>	<p>It could attract significant additional investment.</p> <p>It could form a key element of a mixed options strategy.</p>
<b>Mixed Solution</b>	<ul style="list-style-type: none"> <li>• Retain houses and low rise flats outside estate renewal areas</li> <li>• Comprehensive estate renewal of 3,000 flats</li> <li>• PFI for 20 tower blocks outside renewal areas</li> <li>• Addressed regeneration objectives</li> <li>• Looks beyond bricks and mortar</li> <li>• Optimised use of available resources</li> </ul>	<ul style="list-style-type: none"> <li>• Risks of securing PFI funding</li> </ul>	<p>The mixed approach is designed to:</p> <ul style="list-style-type: none"> <li>• ensure that there are sufficient resources to enable the stock remaining in Council ownership to be brought up to the Housing Futures Standard</li> <li>• maximise the amount of stock remaining in the Council ownership</li> <li>• deal with the Council's most deprived housing areas and least popular stock.</li> </ul>

Based on the consultation carried out with the tenants and other stakeholders, the Council established that a mixed strategy is the most appropriate option for the borough. The strategy is under review and we will report on conclusions in a Housing Strategy Update in 2008.

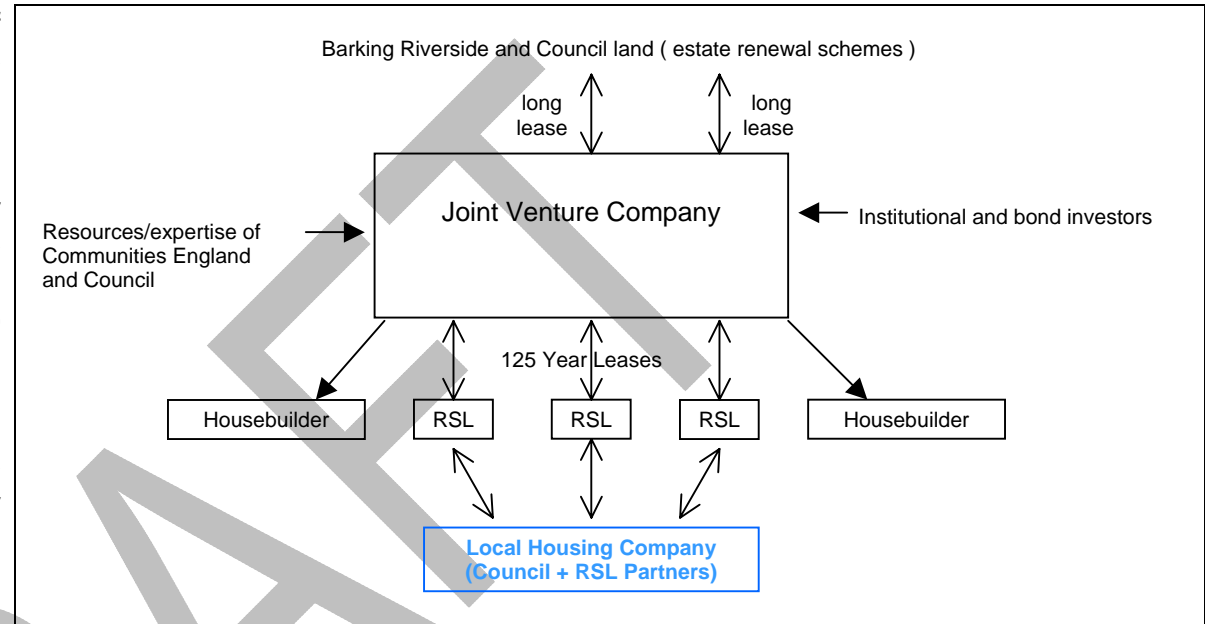
### Mixed Solution

A number of estate renewal schemes were identified, including around 3,000 properties for redevelopment. There was strong resident support for the redevelopment of these properties, and physical improvements alone would not have been sufficient securing sustainability. These estate renewal schemes are playing an essential part in securing social and economic regeneration in the borough, and will also provide an opportunity to increase housing supply through more efficient use of land. A new regeneration scheme has been proposed for Cadiz Court, whilst plans for the Lintons and London Road/North Street are being developed. A longer term plan for the Gascoigne estate is envisaged, and redevelopment of the eastern end of Thames View will provide an extra 300 new homes to integrate with new development at Barking Riverside. Estate renewal plans are also being developed for the Goresbrook village estate.

We submitted a bid for Round Five of the Government's **Private Finance Initiative (PFI)** programme for funding for around 1,400 properties in twenty tower blocks. We have since learned that we have been placed on a reserve list for funding. Our funding options for these schemes are currently being reappraised.

A programme of work has also been developed for the **retained stock** of approximately 16,000 properties. Our options for securing the necessary funding for these improvements will continue to be assessed.

The adjacent diagram shows how future delivery of estate renewal schemes and the LHC could take place through partnership working. The Housing Corporation is set to be merged with English Partnerships, to create a new organisation, Communities England. The Council will partner English Partnerships to deliver the borough's estate renewal schemes, though Cadiz Court is being developed separately. English Partnerships will also be involved with the LHC in delivering the affordable housing element of Barking Riverside. This option requires further analysis and development and is currently under review. A full options appraisal will be completed for inclusion into the Housing Strategy Update 2008.



Proposed mechanism for delivery of estate renewal schemes and LHC

## Community Safety

### Introduction

Whilst physical improvements can increase liveability a safe environment is essential for ensuring communities where residents will choose to live.

### Why it is a Priority

This Housing Strategy is actively responding to requirements of the Crime and Disorder Act (1998) which will help to deliver community priorities and ensure safer and more sustainable communities. Additionally the importance of creating communities where people feel safe was emphasised strongly as a priority from the Housing Strategy consultation process.

### Analysis

Housing Services will be signing up to the Government's Respect Standard for Housing Management to deal with ASB. The implementation of the Council's Domestic Violence Strategy is a vital part of ensuring safer communities, and Housing has a strong role in delivery. We will support victims of domestic violence by enabling them to remain in their homes through sanctuary schemes, and by developing additional refuge spaces. Detailed policies and procedures are being established for staff in terms of referral routes and customer care, and all new housing staff are to receive a half day domestic violence awareness training.



Improvements are continuing to the management function of the Council's housing stock. Much has already been achieved in terms of environmental and security improvements. The CDRP are working to enhance security and reduce crime through additional work in the Gascoigne estate. Several Council high-rise blocks have concierge schemes and there have been lighting improvements. Performance on void management has also improved. The Street Warden service has also been highly successful. These projects all complement the programme of work towards meeting the Decent Homes Target for the retained Council stock.

### **3.4 Priority Three: Promoting Choice and Independence**

#### **Introduction**

We will seek to provide accommodation that promotes healthier communities by providing choice of housing and promotion of independence. This includes our ongoing commitment to housing vulnerable people and establishes how we will develop our strategic partnerships in responding to their needs. There are groups that may, because of their condition or vulnerability, have requirements for specialised forms of housing provision or require support services in order to live independently in their existing homes. There is also a changing policy context that has moved away from institutional provision in residential homes, towards supporting people in houses within their communities. The focus is on promoting independence and homelessness prevention. The promotion of healthier lifestyles is also highly important.

#### **Why it is a priority**

The promotion of choice and independence will encourage development of personal responsibility, and we wish to avoid creating a culture of dependency. We will seek support people in the choices they make in finding housing and work to prevent and reduce homelessness. Choice and independence is also an important London priority, and the Mayor's Housing Strategy encourages the targeting of specific groups. Choice of tenure will help to ensure a more responsive housing market, which will in turn benefit London's economy and people. There are several alternative housing options for those seeking their first home. The expansion of intermediate housing will provide greater opportunity for achieving independence. Several of the issues in this chapter arose from concerns raised through the consultation process.

#### **Analysis**

##### **Choice Based Lettings and Mobility**

We have responded to the Government's drive for greater choice in lettings: new, affordable socially rented properties are integrated with the successful MCIL choice-based lettings system. MCIL also provides a fairer and more transparent system of allocating housing.

The Mayor of London is intending to progress a pan-London choice-based lettings system. Such an approach will help to promote choice, and should provide regional economic benefits including a more balanced housing market for the capital. An accessible housing register will be developed as part of this proposal as housing choices for disabled people are more limited.

## **Supporting People**

The Supporting People Grant is important for achieving our Homelessness Strategy and other initiatives aimed at supporting vulnerable people. It provides the revenue funding for the development of housing related support services, that offer choice and the opportunity for vulnerable households to develop the basic life skills needed for a sustainable lifestyle. The Supporting People Strategy addresses priorities for all client groups including older people, women escaping domestic violence, homeless people, disabled people, young people and BME groups. The strategic priorities for the borough's Supporting People programme cover the following:

- To build on the re-provision and restructuring of sheltered housing
- Extracare sheltered housing for frail elderly and those with dementia
- Evaluation of the home from hospital programme
- Reconfiguration of the homeless provision, to increase services for those with complex mental health needs, drug and alcohol problems and offenders
- To explore how to meet the needs of people with HIV/AIDS through cross borough working
- To develop supported housing for young people to provide better access to jobs and training

## **Homelessness**

There are rising levels of complex needs often involving substance misuse, mental health and history of offending. This emphasised the requirement to build links with Connexions, Drug Action Teams, The Probation Service, Youth Offending Team and Mental Health. As the population grows, the projected increase in the need for mental health services for adults is 10% over the next decade. The emphasis on community services is an indication of the need for more support to be provided for people within their homes.

It is vital that services are provided and developed for the borough's increasing population and changing demography. The development of a range of preventative services and early intervention has resulted in a decline in statutory homelessness. However, there is a growing concern about the increasing level of homelessness amongst non-priority groups, in particular young people. Responding to this, the council has secured funding to develop a 116 unit foyer scheme for young people.

The Council is committed to preventing homelessness and providing support for those who become homeless. It is increasingly recognised that services for homeless people should focus on promoting independence, and this requires an integrated approach involving housing, health and care services. We have adopted a multi-agency approach and will strengthen existing strategic partnerships and ensure sub-regional working. This will enable the creation of networks for preventing homelessness and achieving the Government target on reducing the number of people in temporary accommodation by 50% for 2010.



Proposed Foyer Development

Our Homelessness Strategy 2003-8 will be reviewed this year. This will include a temporary accommodation strategy with a focus on reducing its levels to meet the Government target. The Council received an increase in grant for homelessness prevention to develop a rent deposit scheme and will extend our support services for families in temporary accommodation to address specific needs such as mental health problems, offenders, drugs and alcohol problems. Increasing the supply of move-on accommodation is also essential in reducing the use of temporary accommodation, and the Council will ensure continued cross borough working arrangements, within the East London sub-region to secure additional units for move-on accommodation.

### **Children and Young People**

The Council is committed to building larger affordable homes for families, and will focus on ensuring that transition from care to independent living is handled better by providing more comprehensive support services.

A number of children with disabilities were identified through the school system, and there are children with complex needs or disabilities approaching adulthood. Analysis of Barking and Dagenham special educational needs data in 2007 indicates the need for specialist housing and support for young people with complex needs such as autism, specific learning disability and other forms of needs. The data captured through the school system identified 273 young people with complex needs who would require some form of supported accommodation to live independently as adults. This also applies to children who are looked after who do not necessarily have physical impairment. There is an increasing need for specialist provision for young people as they approach transition to adulthood. Most of

these young people are placed out of borough, since there is a lack of suitable accommodation in Barking and Dagenham. We are seeking to provide placements for foster carers in the borough, and the development of new larger sized family homes will help us achieve this.

Young people leaving care face considerable barriers to accessing housing and support services. Existing local knowledge revealed the need for additional units of supported housing for young people, particularly those approaching adulthood. Housing with support is integral in ensuring a smooth transition to adult life for young people, hence the need for us to increase the supply of supported accommodation for young people, including lone teenage parents, young offenders and care leavers.

The Council will focus on ensuring the right outcome for young people, developing supported housing and tackling the challenges faced by young people in living independently, and in achieving this, we will invest in initiatives that enhance the prospect of gaining meaningful employment. The proposed 116 unit Foyer scheme will provide accommodation and support for young people, and this will be achieved through collaboration and consultation with the voluntary sector and East Potential. This option argues for enabling young people to develop knowledge and skills, thereby creating an enabling environment for them to participate in society. Our work with Connexions has also played an important role in the development of the Foyer.

### **Older People**

There are significant changes in the demographic and socio-economic make up of older people, which is likely to impact on the future demand for older people's accommodation and adaptations. As populations age the needs of older people with dementia will grow, as the incidence of dementia increases with age and particularly for the over 85 age group. The Council must therefore consider options that are more appropriate to residents' needs. The majority of older person only households live in the private sector. Therefore our development programmes and stock options appraisal reflect the needs and aspirations of older people who are capable of independent living and who may be interested in home ownership.

The RSL Hanover provides Extra Care housing for rent which can offer an attractive, cost effective alternative to traditional residential care. This option is relevant for residents who require more specialised amenities and greater support, and offers additional care packages for residents assessed as requiring support. Extra Care can also provide an ideal base for intermediate care provision. It is for those who still value independent living and who want additional security and support within their homes. The Council in partnership with Hanover is developing 52 units of Extra Care housing for rent and an additional 30 units of general needs housing for older people. Alongside these developments we are considering options for catering and improving the needs of residents within our existing provision.

In a borough with growing demographic diversity, there is an increasing need to identify services to support BME older people by promoting and extending culturally appropriate services. There is evidence that the traditional sheltered housing model is not suitable to respond to the need of older people requiring specialist support, as there are fundamental design problems. The Council have

undertaken a review of our existing sheltered housing provision and are considering options for re-provision of the council's sheltered housing accommodation.

The review of sheltered accommodation identified specific areas for development to support older people in living independently, including focus on housing design, development of a range of housing types and tenure and the development of appropriate policies on anti-social behaviour and community safety to address the concerns around the fear of crime. Our Housing Strategy will also address specific needs of vulnerable older people requiring comprehensive support to maintain independent living within the community, such as the provision of Extra Care housing, home improvement and adaptations. We are also developing owner occupied accommodation which is suitable for older people and at an affordable level.

### **Disabled People**

One of the problems contributing towards housing need is the demand for larger accommodation. The demography of the local population together with the design of the borough's housing increases the need for major adaptations. The greatest need for extensions to properties falls within disabled groups comprising older people and children with complex needs.

We will enhance the ability of disabled people to live independently through careful design of housing, in such a way to increase access for all groups. In response to the Disability and Discrimination Act 2005, the council has adopted the Social Model of Disability. We will implement this model in housing designs and service delivery, by increasing access to housing services and housing developments that promote independence.

The provision of housing and support services which promotes choice and independence for people with learning disabilities is a strategic priority within the Supporting People programme. A project group has been set up to consider the future housing and support needs of people with learning disability in the borough. The review will focus on accommodation based provision, with a view to increasing supply of housing and promoting independence in line with the Government Valuing People agenda.

### **Intermediate Housing**

The London Plan recommends that the 50% affordable housing target is broken down as follows. Following consultation this breakdown has been provisionally incorporated into the LDF. There will again be some flexibility in working to these targets again, where required due to high affordable housing levels, low land values and regeneration benefits.

**70 % Social Rented,  
30 % Intermediate Housing /Low Cost Home Ownership (LCHO)**

We will continue to promote choice of tenure and independence by providing intermediate housing options, which are aimed at households on moderate incomes (defined as above £16,400 and below £49,000). Recent developments with shared ownership have evidenced high take up from Council tenants and others on the Housing Register whilst a recent survey of borough tenants of high rise blocks showed that 30% of residents wanted this tenure. Keyworkers have benefited from designated shared ownership properties or properties at intermediate rent. We will continue to consider a wide range of options such as intermediate rent, to facilitate choice and independence.

Future intermediate housing will be developed for the target average income of £26,000. We are also looking to provide intermediate housing options for larger families. Intermediate housing for those on higher incomes than the borough average will also be developed. Further information on these housing options is available on the Council's website. A Housing Options Day in 2005 also helped to raise awareness of these choices. There is considerable evidence of demand for intermediate housing.



Housing Options Day 2005

### **3.5 Priority Four: Design, Energy Efficiency and Climate Change**

#### **Introduction**

Excellence in design will promote sustainability in new developments. Improved design will also help to combat climate through improved energy efficiency. Reducing the impact on climate change will secure long-term benefits for the local community, in addition to contributions on a global level.

#### **Energy Efficiency and Climate Change**

##### **Why these are a priority**

Climate change is the biggest challenge facing us and housing must contribute to tackling it. With warmer winters and hotter, drier summers, climate change will impact upon London with increasing effect. Housing accounts for nearly half of London's carbon dioxide emissions, most of which is generated by the energy which is used in the heating of domestic space and water. New homes in Barking & Dagenham are being built in a way that ensures a reasonable level of environmental performance. A key issue for the borough concerns the existing housing stock much of which has not been built or adapted to minimise the impact upon climate change. We need to ensure that the way homes are designed, built, adapted and occupied reflects the need to reduce carbon emissions, minimises waste and uses

water resources more efficiently to ensure that our homes in Barking & Dagenham are fit to face a future of inevitable and challenging climate change.

### **Analysis**

Housing is an important area of delivery for the Council's energy strategy – Delivering a low carbon borough – A sustainable energy strategy for Barking and Dagenham. Our Housing Strategy reflects the Barking and Dagenham Waste Management Strategy 2005-20. Our borough energy and waste strategies mirror the London Energy Strategy and London Waste Strategy respectively.

New homes must meet building regulations which ensure they perform reasonably in environmental terms. However the majority of existing housing in London (including the stock in our borough), has not been designed to mitigate climate change or respond to a changing climate. Housing must reduce carbon emissions, increase renewable energy use, minimise waste and use water more efficiently. The Mayor of London has a new statutory duty to tackle climate change, to complement his existing duty to improving the environment.

The Housing Strategy will help to deliver the borough's strategy on energy, by ensuring that the highest possible energy efficiency standard is achieved for homes in all tenures. We will work to the Government target to eliminate fuel poverty by 2016 and the London target of no occupied dwelling with a SAP rating of less than 30 by 2010. We will promote solar water heating systems and other renewables to residents, and endeavour to provide new housing which goes well beyond minimum standards and which improves energy performance. We will aim to achieve the Government's target for supplying 10% of electricity requirements from renewable energy sources by 2010

Energy efficient homes will reduce energy demand and costs for residents. The Mayor of London would like to see a move towards zero carbon emissions, and a target of a 30% reduction is set for 2025. The LDF will also help to inform future energy requirements and policies for on site renewables. There is also a borough target for achieving 20% carbon reductions by 2010, with a 32% reduction on strategic housing sites. Better housing design will help to achieve this, although guidelines will be applied to housing of all tenures. Decent homes works will help to improve energy efficiency for existing housing. A Barking Town Centre Energy Action Area has been established. This aims to reduce carbon emissions from by new developments by one third, when compared to emissions from developments built to existing building regulations. Combined Heat and Power (CHP) will be considered for new developments in the town centre, and developers will be required to include community heating in all of these.

## Design

### Why it is a priority

We will ensure that all new homes are sustainable and of the highest possible quality. Principles for new developments are set out by the London Plan, important requirements of which are that all new homes are built to **Lifetime Homes** standard and 10% must be wheelchair accessible housing. The Lifetime Homes standard will benefit all sections of the community, and will also enable independent living and make life easier for people with changing circumstances. The consultation also highlighted the need to keep addressing environmental issues in housing design.

### Analysis

We will continue to strive for the highest possible standards and build upon the innovation and recognition that our developments have already received through a number of awards. We will continue to provide 100% consultation on all new developments, following the approach in the previous strategy.

An Urban Design Framework Supplementary Planning Document (UDF SPD) is being prepared as part of the LDF and implications arising from this will be incorporated into future development as appropriate. The UDF aims to reinforce local identity with a sense of place and transform the borough into a high quality environment.

We are also investigating the use of Modern Methods of Construction (MMC) in future developments. MMC has several advantages including more effective materials, faster housing delivery and high standards of design. Off-Site Manufacture (OSM) is one of the MMC approaches, and consideration is being given to the Sustainable Off-Site Manufacture (SOSM) model as part of the Barking Riverside development.

Following the comments on space from our consultations we will review our space standards, and consider the use of Super-Flexible Housing which is designed to accommodate changing family circumstances or lifestyle changes. Several awards have been given for innovative designs of new affordable housing schemes, and a number of new properties have met the 'Good' Standard for EcoHomes in 2004-5. All new homes that are funded by the Housing Corporation have been required to meet the EcoHomes 'Very Good' Standard since 2005-6.

## 3.6 Priority Five: Affordable Housing

### Introduction

Whilst there are significant challenges involved in securing affordable housing, there are also valuable opportunities that we must harness in order to maximise the benefits for our community.



## Why it is a priority

The delivery of affordable housing for the future is essential in meeting the housing needs of the community. The availability of housing has wider impacts on the community and is a critical factor in terms of local prosperity and stability. House prices exceed average incomes and consequently the demand for social rented housing outstrips supply. It is also essential to consider new sources of funding for affordable homes to meet our housing need. Our approach is to target affordable housing at those most in need.

## Analysis

A target of 425 new affordable homes per year has been set. We have progressed development of over 900 affordable homes over the previous housing strategy timescale. Our proposed borough target is a sustainable increase from the 2003-6 Housing Strategy annual target of 390 new affordable homes.

## Plan to Address Shortfalls

1. **Building New Affordable Homes** – Programme of affordable housing development includes new socially rented homes.
2. **Other Tenure Options** – Increased choice through new intermediate housing options.
3. **Private Sector Empty Homes** – We are also working to ensure that private sector empty homes are brought back into use.
4. **Density** – The Council aim to use land resourcefully through its density policy explained in chapter 3.2.
5. **Managing Voids** – Work to improve void turnaround of Council stock, and void performance of RSL preferred partners is monitored.

There is a NAHP allocation of £17.8 million for 2006-8 for affordable homes, though the borough is seeking to increase delivery through other resources. The LHC is being assessed and we are also keen to pursue external sources of funding for other projects. The Council are pursuing the possibility of building new local authority owned and managed housing through partnership with a private sector developer. However this requires complex funding arrangements and would need to be investigated thoroughly before any commitment can be made.

A number of self-build properties were built through the recent Tanner Street development, and we will continue to explore the possibility of self-build in future developments. Other innovative approaches will be considered as appropriate. Intermediate housing options will vary according to individual site factors. A 'Community Bonus' scheme was previously developed at St. Ann's, where the Council retained part of the equity, and the potential for similar schemes will be scoped. We will ensure that larger family sized intermediate housing is available on new developments.

In view of the housing needs (evidence on page 15) and the evident strong need for more family sized accommodation, targets have been set for housing size mix (see adjacent table). We have based these targets on all available evidence including a current picture of demand, and they meet the current LDF proposals which were derived from resident consultation.

LBBB Dwelling Size Mix

No. of Bedrooms	Target
1	30%
2	20%
3	35%
4+	15%

The housing needs of foster carers are issues that we have sought to address, and we will continue to give them consideration through providing larger homes and by considering other initiatives.

We are also working to tackle overcrowding in the borough. The borough is seeking to reduce overcrowding through a variety of projects including funding extensions to Council houses, and undertaking research into under occupation and overcrowding to help to alleviate pressure on supply. Future research will consider how to reduce overcrowding across all tenures. Sub-regional funding was acquired through the ELHP in 2005-6 for six Council homes to be extended to give larger sized family accommodation.

### 3.7 Priority Six: Private Sector Housing

#### Introduction

Private sector housing is taking on greater prominence within Barking and Dagenham. Our traditional approach of intervening in poor-condition housing, tackling bad landlord management and challenging unlawful evictions has been complemented by commitments to bring vacant properties back into use, ensure decency and foster a proactive relationship between our staff and the sector.

#### Why it is a priority

With 68% of Barking and Dagenham's housing stock being in private ownership, the borough has had to formulate mechanisms to tackle poor conditions, improve energy inefficiency and enable area renewal for the 46,719 dwellings concerned. Approximately 73% of housing in the borough was built before the end of the Second World War, of which almost half is deemed not to meet standards of decency. Compounding these issues is the fact that the sector is occupied by some of our most vulnerable residents.

The importance of this stock has been enhanced by the Government's determination to make greater use of the private rented sector to alleviate the pressures of homelessness and increase access to affordable housing for low-income and intermediate households. The London Plan, the London Housing Strategy and the Mayor's Housing Strategy Consultation Paper all reinforce the need to make better use of resources. Despite the fact Barking and Dagenham has some of the lowest house prices in London, the borough continues to be see some of the sharpest rising property values across the capital. According to the Land Registry, the average property price in Barking

and Dagenham in December 2006 was £226,623 and the average rent for a house or maisonette was estimated by the GLA in 2005 to be £178.70 per week. The average income in the borough is £26,000 per year, making affordability a real issue for residents whether they are purchasing or renting privately.

In reflection of these facts, Barking and Dagenham is renewing its private sector housing strategy to maximise the use of this sector in creating more affordable homes. The Council does not have the resources to tackle the problems in this sector by itself. Our strategy is therefore to work in partnership with private landlords and RSLs and to target and prioritise the worst properties. This ties in with our increased powers to ensure that those homes provide fit and decent properties to live in as part of the programme of making sure that 70% of the most vulnerable households meet the Government's Decent Homes Standard by 2010. The wider implications of this are reflected in our commitments to the environment by improving the energy efficiency in older homes and reducing their carbon output. The need for a strategic approach to private sector renewal was also highlighted in the consultation for the strategy.

## **Analysis**

### **Creating Positive Relationships within the Private Sector**

We believe that if we strengthen existing relationships with private sector stakeholders and enable them further opportunities to engage in our service planning, we can obtain the maximum use of private housing stock in our efforts to create safer, stronger and prosperous communities and provide decent homes.

Through our original efforts to create a landlord accreditation scheme, we have successfully moved a stage further and joined the London Landlords Accreditation Scheme (LLAS). This has enabled 102 registered landlords in the borough, to be equipped with knowledge, advice and training to provide quality housing for tenants whilst maintaining a profitable business with little need for our intervention in the management of their properties. To increase the awareness of good landlord management and ensure they have the most up to date information on health and safety, changes to legislation and the standards of decency we expect, we intend to increase the number of landlords who are accredited each year. We will continue to explore offering incentives to those landlords who do so. We will offer discounted licensing fees for accredited landlords who manage HMOs and will explore the possibility of incorporating excellent properties into our MCIL portfolio. As part of research being conducted by the LLAS we will also consider the benefits of private tenant accreditation.

The borough is also committed to the Landlords' Forum so that we can identify specific issues of concern and elements of best practice in the private rented sector. The Audit Commission has stated that local authorities will require a landlords' forum to receive an excellent rating. It is our aim for the forum to become a landlord-led partnership where we can advise on relevant grants and products to promote good quality accommodation and where landlords can assist the council in setting objectives for the sector. The forum also offers landlords a platform to discuss experience of lettings and the impact of policies and regulations. We will couple this by holding an annual Landlords Day in Barking and Dagenham and possibly a Private Tenants Day if we can establish the need.

This approach follows the successful input of leaseholders who regularly contribute to the borough's CHP boards in deciding what the council's objectives should be towards leaseholders and highlighting repair responsibilities. Barking and Dagenham has 3,055 leaseholders and they hold an annual forum to discuss how the council meets their needs and obligations. We will continue to consult with leaseholders through the forum and CHP boards, particularly on the costs and contributions needed to bring the communal areas of properties and estates up to the decent homes standard.

Many of the problems, which face the private sector, are shared across London and finances for private sector renewal have increasingly moved to a sub-regional allocation. Barking and Dagenham intend to utilise funding as a stakeholder in the East London Renewal Partnership (ELRP) to bring empty properties back into use, support energy efficiency measures and achieve the decent homes standard. Alongside Havering, Redbridge, Waltham Forest, Hackney, Newham, Tower Hamlets and the City of London, the partnership is seeking to find solutions across the sub-region to address housing renewal.

We will also invest in training staff to assist us in the delivery of our legal duties of ensuring decency, bringing vacant properties back into use, identifying licensable HMOs and enforcement work. In addition to this, the borough recognises that private sector housing issues range from empty homes, new-build, enforcement, leaseholders, private leasing and energy efficiency and that this cuts across a multitude of departments. We propose to create a private sector housing steering group which will co-ordinate, assess and review joint-up working in this field. This group will also be responsible for ensuring that councillors are regularly briefed on the sector and to encourage their understanding and support for our work in meeting government objectives.

### **Assisting Housing Renewal and Making Homes Decent**

In creating sustainable and safer communities and regenerating deprived areas, there is an onus upon us to encourage owner occupiers to improve energy efficiency and the decency of their homes. The Government requires that 70% of privately owned homes occupied by people deemed vulnerable should be made decent by 2010 and 75% by 2020. Vulnerable households have been identified as those in which one or members are in receipt of an income-related or disability benefit. The 2002 Stock Condition Survey suggested that 45% of private properties were non-decent and there is an outstanding £220m required to bring those households up to the required standard. A new Stock Condition Survey is planned for private sector housing in 2007-8.

The same survey suggested that 5% of private stock was unfit and likely to require mandatory enforcement under the new Housing Health and Safety Rating System (HHSRS) which has replaced the fitness standard. Our enforcement team is required to ensure that dwellings provide a safe and healthy environment for occupants and visitors and be free of avoidable hazards. We are committed to remedying Category 1 hazards through landlord action or works in default where necessary. We are soon to publish our guidance policy on the HHSRS system.

Part of our sub-regional working involves meeting the decent homes standard. 3,755 owner occupier properties have been visited in Barking and Dagenham to assess their energy efficiency and establish whether they are entitled to financial support to remedy any defects. This is part of the Warm Zone scheme, which identifies vulnerable households that may qualify. In conjunction with the ELRP, the borough will be piloting an East London Financial Advocacy Service working with Warm Zone, DABD UK and a charitable group called Fair Money to train and accredit independent financial advocates competent to advise on all of the options available to clients rather than promoting specific products. This means clients are able to identify the whole range of schemes available to them to improve the decency of their home without fears of mis-selling and unethical advice.

At present we also help fund Hanover Housing Association with £200,000 to run our Home Improvement Agency (HIA) which has the responsibility of promoting the HouseProud equity release scheme and implementing the Disabled Facilities Grant (DFG) programme allowing residents to apply for assistance with adaptations so they can remain where they live. We have also established a contract with Age Concern for the promotion of home security grants.

The borough is streamlining the criteria for grants so as to make it easier for households who have few financial resources to get works completed to improve their homes. Barking and Dagenham is publishing its revised Private Sector Housing Assistance Guide demonstrating what levels of financial support will be available for the most vulnerable of home owners, whilst those who have a large sum of equity in their properties can be directed to other solutions. The revised grants programme will include a series of discretionary payments as well as promoting the take-up of equity release schemes, which allows owner occupiers to take out a loan and borrow against the equity in their homes to finance improvements.

As in previous years the council will continue to identify pockets of housing in the borough which could, subject to funding, become part of a Home Improvement Zone. These zones bid to tackle owner occupier housing estates which not only require physical housing renewal but also which have high levels of anti-social behaviour, are economically depressed or are major eyesores. Under these circumstances particular areas will be targeted by council and Warm Zone staff to direct residents to the right avenues of assistance. In some instances where it is financially viable, certain flats above shopping parades will be targeted for return to use or repair and renovation.

### **Creating Affordable Homes by Making Better Use of Existing Stock**

The borough is committed to making the best use of the private rented sector to provide affordable housing for the homeless and those on low and aspirational incomes as well as offering those who wish to become property owners a chance to obtain homes in the open market. With property prices as strong as they are, for many in Barking and Dagenham, the housing market can still make a house purchase difficult.

Providing affordable homes is not just about building new ones, but about making better use of existing stock. Barking and Dagenham has approximately 499 vacant private properties spread across the borough, providing another resource in an area where there is high housing demand. To reiterate the importance of this sector we are soon to publish a revised Empty Homes Policy which will demonstrate our targets for the next three years and set out the manner in which we use our powers of compulsory purchase, enforced sales and Empty Dwelling Management Orders. Advice on our empty property services, available grants and enforcement powers will be set out in our new Empty Property Packs, which will give information to landlords.

Working with our council tax team we are collating a database system to identify all those homes which have been vacant for 6 months or more and will provide monthly briefings about the number which remain so. Alongside residents being able to report empty properties to us direct or through the Empty Homes Agency hotline, council officers will write to or visit landlords to advise on how best to make their property fit for use again. Part of the process requires us to work through the ELRP to bid for grants to bring vacant homes back into use across the sub-region. We are currently pledged to bringing a number of vacant properties into use again, increasing year on year.

As part of our Guaranteed Rent Deposit Scheme, some of the properties we do encourage back into occupancy, will join our portfolio of homes which are private sector leased or landlord accredited. This should act as an incentive for the landlord to keep the property in use and the council has set aside £80,000 to support this plan. By developing a fresh relationship with our Private Sector Leasing and Homelessness teams we intend to database all of our PSL landlords and encourage them to join our Forum and accreditation scheme.

The Housing Act 2004 introduced the mandatory licensing regime of Houses in Multiple Occupation (HMOs) and a requirement for us to satisfy ourselves that the properties do fit the HHSRS criteria. Barking and Dagenham's system replaces the notification scheme and existing HMOs are being automatically passported into licensing. We have recently set out our fee structure and have identified 166 HMOs. We will be training staff to identify further properties which will require licensing. Our operational HMO Guidance is being published shortly setting out our framework and will also instruct on our enforcement regime around related management orders.

By examining the operations of the West London Partnership, the authority will consider the benefits of working sub-regionally to standardise fees, licence terms and conditions to make it an easier process which becomes less confusing for landlords who invest across boroughs. We recognise that HMOs provide a valuable source of affordable housing for low-income households and single persons and once work is completed on identifying all mandatory HMOs, then the council will examine the long-term possibilities of discretionary licensing and its funding impact.

### **Reducing Climate Change and Increasing Energy Efficiency**

The House Condition Survey suggests that the average SAP energy efficiency rating of private stock in Barking and Dagenham is 55. Whilst this level is above the national average, it is below the target of 70, set by the Government to meet its obligations to reduce climate change.

Much of Barking and Dagenham's existing private stock has reached a life span which requires substantial investment so as to achieve expected levels of decency, ensure insulation and warmth and reduce the impact its has on the surrounding environment. We will continue to support the work of Warm Zone to identify those in need of assistance make their homes energy efficient, including advising benefit recipients of discounts available from the Government funded Warm Front scheme and the Warm Homes scheme operated by energy suppliers. Where plausible we may offer them assistance under our Private Sector Housing Assistance Guide. The borough is also committed to providing some support for solar panel grants to encourage more use and dependence on renewable sources of energy.

We are mindful of the overarching ambitions of the Home Energy Conservation Act 1996 (HECA) which required a 30% reduction of domestic energy use over the course of ten years. The 2005 HECA report suggested we achieved savings of 11.6%. To encourage residents to be mindful of the amount of energy they use and the impact it has on climate change, the team will work with local schools to get pupils to become Energy Ambassadors so that they can conduct energy audits in their homes. This will nurture an understanding between home owner and pupil about the need to reduce energy consumption and possibly identify where measures need to be taken.

#### **4. Delivery Arrangements**

##### **4.1 Monitoring and Evaluation**

The Housing Strategy will be monitored and reviewed on a quarterly basis against the implementation plan. Progress will be reported at regular intervals to the appropriate Executive Lead Member. It is our intention to report on a quarterly basis through the Adult Trust Board who will monitor and review the strategy. The board includes Member, statutory partners including the PCT, voluntary sector partners and Council officer representation. We will also report on a twice yearly basis to the Regeneration Board. An annual report on the strategy's progress will also be produced.

Delivery of the strategy will be supported by the following mechanisms:

**A Culture of Performance Management** including regular monitoring and review of the strategy  
**A Commitment to Ensuring Excellent Service Delivery** through access and customer care issues  
**Management Information** to help in decision making  
**Ongoing Staff Development** to increase delivery

## 4.2 Implementation Plan 2007-10

SUSTAINABLE COMMUNITIES AND COMMUNITY COHESION						
Housing Strategy Objective	Target/Action Planned	Milestones	Lead	Resources 2007/8	Resources 2008/9	Resources 2009/10
1.1 Promote balanced and sustainable communities	Deliver number and type of affordable housing units	University of East London campus development start on site 2008-9	Olivia Donovan	Officer time	Officer time	Officer time
		Lymington Fields start on site by 2008/9	Olivia Donovan	Officer time	Officer time	Officer time
	Ensure consistent approach to pepper potting where achievable	Review implementation on half yearly basis during 2007-10	Tim Lewis	Officer time	Officer time	Officer time
		Eastern End of Thames View during 2007-10	Ken Jones	Officer time	Officer time	Officer time
	Seek to restrict Buy to Let through development agreements on bulk sale	Gascoigne estate start on site during 2007	Ken Jones	Officer time	Officer time	Officer time
		Issue development agreements with restrictions on bulk sale during 2007-10	Ken Jones/Jeremy Grint	Officer time	Officer time	Officer time
		Participate in GLA research during 2007-8	Andrew Sivess/Olivia Donovan	Officer time		
Develop a Local Housing Company (LHC)	Establish Local Housing Company (LHC) by 2007-8	Andrew Sivess	Officer time and £150,000 consultant budget and English Partnerships	Officer time, English Partnerships	Officer time, English Partnerships	
1.2 Increase overall housing supply	Delivery of new homes on Barking Riverside	Ensure new schemes receive ongoing satisfactory consultation, environmental appraisal, including transport during 2007-10	Jeremy Grint	Officer time	Officer time	Officer time
	Progress work on South Dagenham West ensuring linkage to wider area	Ongoing discussion to aim for an appropriate mix of tenure during 2007-10	Jeremy Grint	Officer time	Officer time	Officer time
1.3 Ensure that housing enables promotion of existing town centre and shopping areas	Regeneration at Barking Town Centre and Church Elm site at Dagenham Heathway	In progress during 2007-10	Jeremy Grint	Officer time	Officer time	Officer time



**DECENT HOMES AND SAFER COMMUNITIES**

Housing Strategy Objective	Target/Action Planned	Milestones	Lead	Resources 2007/8	Resources 2008/9	Resources 2009/10
2.1 Meeting the Decent Homes Standard for local authority properties	Achieve 100% Decent Homes for local authority stock by 2010	Progress estate renewal schemes at Cadiz Court, and schemes in partnership with English Partnerships and Housing Corporation for Eastern End Thames View, Goresbrook, Gascoigne, Lintons, London Road/North Street by 2010	Ken Jones	Officer time	Officer time	Officer time
		Deliver programme of work for Council's retained properties and refresh funding options by 2010	Jim Ripley	£33.2 million	£29.6 million	£30.8 million
	Develop a Local Housing Company (LHC)	Establish Local Housing Company (LHC) for Barking Riverside by 2007/8	Andrew Sivess	Officer time and £150,000 consultant budget and English Partnerships	Officer time, English Partnerships	Officer time, English Partnerships
2.2 Meeting the Decent Homes Standard for registered social landlord properties	Achieve Decent Homes Standard for all RSL properties by 2010	Monitor through RSL Forum 2010	Ken Jones	Officer time	Officer time	Officer time
2.3 Improve safety and environment	Implement Anti Social Behaviour (ASB) Strategy	Sign up to and implement Respect Standard by April 2007	Glynis Rogers/Jim Ripley	Officer time	N/A	N/A
		Resident Induction as part of the Respect Standard by April 2007	Glynis Rogers/Jim Ripley	£10,000	N/A	N/A
		Survey 100% of complainants, develop & implement action plan by 2007-8, further annual surveys until 2010	Glynis Rogers/Jim Ripley	Officer time	Officer time	Officer time
		Identify & work with Community Groups to develop diversionary activities for young people, e.g. painting and decorating training scheme for young offenders and Urban Art projects during 2007-10	Glynis Rogers/Jim Ripley	Officer time and £78,000 LPSA money for young offenders apprenticeship scheme	Officer time	Officer time
	Ensure 100% of new homes design out crime through 'Secured by Design' initiative	Achieve targets on new developments during 2007-10	Ken Jones	Officer time	Officer time	Officer time

	Expand remote concierge scheme based at Barking Town Hall through a pilot project of 7 high rise blocks	Deliver a fully integrated system for Millard Terrace, Highview House, Thaxted House, Oldmead House, Bartlett's House, Mersea and Colne Houses during 2007-10	Jim Ripley	£950,351	£995,782	£910,524
2.4 Work to deliver the Domestic Violence Strategy	To support victims of domestic violence to remain in their homes by setting up sanctuary schemes	80 per year during 2007-10	Glynis Rogers/Joanne Smith	Officer time	Officer time	Officer time
	Develop additional refuge spaces for women and children escaping domestic violence	Development of 9 units by 2008-9	Olivia Donovan	Officer time	Officer time	Officer time
	Establish policies and procedures in detail - including referral routes to services and ensure customer care is in place All new housing staff to receive 1/2 day domestic violence awareness training	Ongoing until 2008-9	Jim Ripley	Officer time	Officer time	N/A
		Ongoing training - 2 sessions per year from 2007-10	Glynis Rogers/Jim Ripley	£600	£600	£600
2.5 Continue to be an excellent landlord through a responsive and high quality Housing Services division	Implementation of Housing Modernisation Programme	Planned replacement of legacy ICT systems by 2010	Jim Ripley	£4 million over 2007-10 subject to business case finalisation *	* See 2007-8	* See 2007-8
	Reduce number of voids and reduce relet times	Maintain voids target of 1% (excluding held for disposal) during 2007-10  Achieve 25 days turnaround time during 2007-10	Jim Ripley	Officer time	Officer time	Officer time
	BV74 satisfaction of tenants of Council Housing with the overall service provided by their landlord	2007-8: a) 81% b) 81% c) 81%	Jim Ripley	Officer time	Officer time	Officer time
	BV75 satisfaction of tenants of Council Housing with opportunities to participate in management and decision making on Housing services provided by their landlord	2008-9: a) 83% b) 83% c) 83% 2007-8: a) 68% b) 72% c) 68%	Jim Ripley	Officer time	Officer time	Officer time
		2008-9: a) 70% b) 74% c) 70%				

	Develop and implement policy-proofed Menu of Involvement that offers a range of choices for participation and reflects local demography	500 residents on register in 2007-8, 1000 residents on register in 2008-9, Review effectiveness of the Menu in 2009-10	Jim Ripley	Officer time	Officer time	Officer time
	To increase informal opportunities for participation that are shaped by tenants	Enhanced Residents Unity Week in October 2007 with tenants taking the lead role, Upgraded Residents Unity Week with tenants taking the lead role in 2008-10	Jim Ripley	Officer time	Officer time	Officer time

<b>PROMOTING CHOICE AND INDEPENDENCE</b>						
<b>Housing Strategy Objective</b>	<b>Target/Action Planned</b>	<b>Milestones</b>	<b>Lead</b>	<b>Resources 2007/8</b>	<b>Resources 2008/9</b>	<b>Resources 2009/10</b>
3.1 To increase choice and type of housing	116 units of Foyer scheme for young people aged 16-24	Start on site by April 2007	Jennie Coombs	£2.4 million ring fenced land receipt and officer time	Officer time	Officer time
	Develop additional units of Extra Care scheme for older people	Completion by April 2009	Olivia Donovan	Officer time	Officer time	Officer time
		52 new Extra Care units by September 2007	Jim Ripley	Officer time	Officer time	Officer time
		Ongoing review of Council's sheltered housing until 2010	Olivia Donovan	Officer time	Officer time	Officer time
	Develop eco-friendly bungalows for older people during 2007-10	Olivia Donovan	Officer time	Officer time	Officer time	
At least 15% intermediate housing affordable for local people at £26,000 and 15% shared ownership at London Plan maximum income level	Cadiz Court redevelopment by September 2008	Olivia Donovan	Officer time	Officer time	Officer time	
3.2 Review Homelessness strategy and develop temporary accommodation strategy	50% reduction in the number of people living in temporary accommodation by 2010	Develop additional units of supported housing by 2010	Jim Ripley, Olivia Donovan	Officer time	Officer time	Officer time
3.3 To promote Equalities and Diversity	Implement the Corporate Equalities and Diversity Plan 2005-8	Review Equalities and Diversity Impact Assessments of all the Division's policies and strategies by 2007	Ken Jones	Officer time	Officer time	Officer time
	Equalities and diversity impact assessment of 2007-10 Housing Strategy	All Equalities and Diversity Impact Assessments completed by Spring 2008	Ken Jones	Officer time	Officer time	Officer time

DESIGN, ENERGY EFFICIENCY AND CLIMATE CHANGE						
Housing Strategy Objective	Target/Action Planned	Milestones	Lead	Resources 2007/8	Resources 2008/9	Resources 2009/10
4.1 Ensure new homes are excellently designed and sustainable	100% of all new housing at Lifetime Homes standard	Achieve targets on new developments	Tim Lewis	Officer time	Officer time	Officer time
	10% of homes to be wheelchair accessible	Review half-yearly	Tim Lewis	Officer time	Officer time	Officer time
	New homes to meet at least EcoHomes 'Very Good' standard	Review half-yearly	Ken Jones	Officer time	Officer time	Officer time
	Ensure suitable space standards on all new affordable homes	Agree and implement policy on space standards	Olivia Donovan	Officer time	Officer time	Officer time
	Consider Super-Flexible Housing / Design for Manufacture homes	Review half-yearly	Jeremy Grint	Officer time	Officer time	Officer time
	Implement consultation strategy on 100% of new developments	Apply consultation strategy on all new developments	Olivia Donovan	Officer time	Officer time	Officer time
4.2 Improve the energy efficiency of all Barking and Dagenham's housing to the highest possible level and ensure highest standards for all new build housing	Adopt the Government, Mayor of London and local targets on renewables and energy efficiency	Work to achieve 10% target for supplying electricity requirements from renewable energy sources and 20% carbon reduction on housing developments by 2010	Jeremy Grint	Officer time	Officer time	Officer time
		Support the Mayor of London's energy efficiency targets for no occupied dwelling with a SAP rating of less than 30 by 2010 and less than 40 by 2017	Paul Fordyce/Rob Williams	Officer time	Officer time	Officer time
		Support the Government's target to eliminate fuel poverty by 2016 and will work with partners to meet this target in the borough	Paul Fordyce/Rob Williams	Officer time	Officer time	Officer time
	Work with RSL partners to improve the energy performance of new affordable housing and go beyond minimum Building Regulations standards	Work with RSL partners to evaluate carbon performance of homes under proposed new building regulations and develop a definition of energy good practice for new housing in the borough	Olivia Donovan	Officer time	Officer time	Officer time
		Develop flagship low carbon housing development and work to reduce carbon emissions	Olivia Donovan	Officer time	Officer time	Officer time

<b>AFFORDABLE HOUSING</b>						
<b>Housing Strategy Objective</b>	<b>Target/Action Planned</b>	<b>Milestones</b>	<b>Lead</b>	<b>Resources 2007/8</b>	<b>Resources 2008/9</b>	<b>Resources 2009/10</b>
5.1 Increase supply of affordable housing	425 new sustainable affordable homes completed in the year	Quarterly updates during 2007-10	Andrew Sivess	Officer time	Officer time	Officer time
5.2 Developing new sources of funding	Proportion of homes funded by sources other than the Housing Corporation	Agreement with developers and partners to cross subsidise new social rented homes on land disposal development sites to 2010	Andrew Sivess	Officer time, potential investment of Council land	Officer time, potential investment of Council land	Officer time, potential investment of Council land
	Maximise and secure new public and private investment	Development and submission of external funding bids to 2010	Andrew Sivess	Officer time	Officer time	Officer time
5.3 Ensure housing is at an affordable level	Review options for keyworkers, co-operatives, live/work and self build	Review twice a year 2007-8	Andrew Sivess	Officer time	Officer time	Officer time
	Promote English Partnerships First Time Buyers' Initiative	Review twice a year 2007-8	Andrew Sivess	Officer time	Officer time	Officer time
5.4 Provide a range of suitably sized accommodation	30% of new affordable homes to be 1 bedroom to meet the needs of single people	Review half-yearly during 2007-10	Ken Jones	Officer time	Officer time	Officer time
	20% of new affordable homes to be 2 bedroom to meet the needs of couples					
	35% of new affordable homes to be 3 bedroom to meet the needs of families					
	15% of new affordable homes to be 4+ bedroom to meet the needs of larger families					
	Larger houses for foster carers					
Review and develop policies on overcrowding and under-occupation						
5.5 Ensure Value For Money and accessible services	100% of new affordable developments published on website	Publish details of all new developments on Council website during 2007-10	Ken Jones	Officer time	Officer time	Officer time
	Determine % of satisfied residents in new RSL developments	Conduct survey, analyse data and review findings annually until 2010	Ken Jones	Officer time	Officer time	Officer time

PRIVATE SECTOR HOUSING						
Housing Strategy Objective	Target/Action Planned	Milestones	Lead	Resources 2007/8	Resources 2008/9	Resources 2009/10
6.1 Creating positive relationships within the sector	Ensure that further landlords are accredited to the LLAS each year	To ensure 5 new landlords join the scheme each year up between 2007-2010	Joanne Smith	Officer time		
	Offer discounted licence fees for accredited HMO landlords	On-going according to the HMO landlords who apply each year	Joanne Smith	Officer time		
	Implement the Landlord's Forum	To be established in autumn 2007	Joanne Smith	Officer time		
	Hold an annual Landlords Day	To be held in autumn 2007	Joanne Smith	Officer time		
	Explore private tenant accreditation	Link in with research by LLAS to be conducted in 2007	Joanne Smith	Officer time		
	Hold an annual Leaseholders Day	To be held in autumn 2007	Richard Kober	Officer time		
	Utilise funding for decent homes, vacant properties and energy efficiency through the ELRP	On-going bidding for fund allocation to meet sub-regional objectives	Joanne Smith	Officer time and ELRP funding with support from Hanover and Warm Zone		
	Recruit new staff to support across-the-service delivery	To recruit 2 new enforcement staff in 2007	Joanne Smith	Officer time		
6.2 Assisting housing renewal and making homes decent	Create direction, interest and ownership of the sector internally	Set-up inter-departmental Private Sector Housing Steering Group to evolve understanding and joint working in April 2007	James Goddard	Officer time		
	Private sector housing stock condition survey	Undertake survey in 2007-8	Joanne Smith	£50,000		
	70% of homes occupied by vulnerable households in private sector to be decent by 2010 and 75% by 2020	Identify vulnerable households which may qualify for financial support or can be directed to products to finance decency through the Home Improvement Agency, Warm Zone and other schemes as part of an on-going survey system	Joanne Smith	Officer time and ELRP funding with support from Hanover and Warm Zone		
6.2 Assisting housing renewal and making homes decent	Ensure access to the DFG	86 DFGs in 2007-8	Derek Corby	Hanover leads		
	Promote home security grants through Age Concern	Ongoing	Derek Corby	Officer time, support from Age Concern		
	Streamline and revise home improvement grants and produce new Private Sector Housing Assistance Guide	To be completed by June 2007	Derek Corby	Officer time		

	Implement the HHSRS system and tackle Category 1 hazards as priority	On-going staff training in identifying homes which require mandatory HHSRS enforcement;	Joanne Smith	Officer time		
		On-going identification of homes which require mandatory HHSRS enforcement	Joanne Smith	Officer time		
		On-going identification of Category 1 hazards and remedy them through landlord action of works in default	Joanne Smith	Officer time		
	Ensure quality advice on products to residents on funding home improvements	Publish HHSRS policy by June 2007	Joanne Smith	Officer time		
		Through the ELRP, pilot an East London Financial Advocacy Service to train and accredit independent advocates to advise clients on the options available for funding home improvements by the end of 2007	Joanne Smith	Officer time and ELRP support. Additional support from DABD UK and FairMoney		
	Support area renewal	On-going identification of areas deemed to have potential to become HIZs	Derek Corby	Officer time		
		On-going identification of flats above shops which could be targeted for return to use	Joanne Smith	Officer time		
6.3 Increasing the number of affordable homes by making better use of stock	Reduce the number of empty properties in the borough	Through the ELRP funding, bring 5 empty properties back into use each year	Joanne Smith	Officer time		
		Publish our Empty Property Strategy detailing our enforcement and legislative powers by June 2007	James Goddard	Officer time		
		Identify empty properties vacant for 6 months or more, by creating a new council tax database for monthly interrogation by April 2007	Robert Gledhill	Officer time		
	Regulate the borough's HMOs	On-going identification of HMOs requiring mandatory licensing	Joanne Smith	Officer time		
		Publish HMO Guidance for public availability by June 2007	Joanne Smith	Officer time		
		On-going research on the benefits of sub-regional partnership on HMOs to standardise fees, terms and process	Joanne Smith	Officer time and ELRP support.		

6.4 Reducing climate change and improving energy efficiency	Promote the guaranteed rent deposit scheme	Work with the PSL team to identify landlords and encourage them to provide homes with the Rent Deposit Scheme	Mitzi Myrie	Officer time		
	Tackle fuel poverty and improve energy efficiency	Through the ELRP, on-going identification of those homes which can be assisted in improving their energy efficiency through Warm Zone and where entitled through Warm Zone  Pilot the solar panel grants to encourage use of renewable energy supplies  In partnership with schools, encourage pupils to become energy ambassadors and conduct energy audits in their homes, on-going project beginning in autumn 2007	Joanne Smith	Officer time with ELRP support and Warm Zone		
			Derek Corby	Officer time		
			Derek Corby	Officer time		

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## Glossary

ASB	Anti-Social Behaviour	LBBB	London Borough of Barking and Dagenham
ALMO	Arms Length Management Organisation	LCHO	Low Cost Home Ownership
B&B	Bed and Breakfast	LDF	Local Development Framework
BME	Black and Minority Ethnic	LHC	Local Housing Company
BVPI	Best Value Performance Indicator	LHCS	London Housing Capacity Study
CDRP	Crime and Disorder Reduction Partnership	LLAS	London Landlords Accreditation Scheme
CHP	Community Housing Partnership or Combined Heat and Power	LSE	London School of Economics and Political Science
CPA	Comprehensive Performance Assessment	LSP	Local Strategic Partnership
DAAT	Drug and Alcohol Action Team	LSVT	Large Scale Voluntary Transfer
DCLG	Department for Communities and Local Government	MMC	Modern Methods of Construction
DFG	Disabled Facilities Grant	MCIL	More Choice In Lettings
DoH	Department of Health	MRA	Major Repairs Allowance
ELHP	East London Housing Partnership	NAHP	National Affordable Housing Programme
ELRP	East London Renewal Partnership	NEET	Not in Education, Employment or Training
GOL	Government Office for London	OSM	Off-Site Manufacture
GLA	Greater London Authority	PCT	Primary Care Trust
HECA	Home Energy Conservation Act	PFI	Private Finance Initiative
HHSRS	Housing Health and Safety Rating System	RSL	Registered Social Landlord
HIA	Home Improvement Agency	SAP	Standard Assessment Procedure
HIP	Housing Investment Programme	SOSM	Sustainable Off-Site Manufacture
HIZ	Home Improvement Zone	SPD	Supplementary Planning Document
HMO	Houses in Multiple Occupation	TGLP	Thames Gateway London Partnership
HRA	Housing Revenue Account	UDC	Unitary Development Corporation
IMD	Index of Multiple Deprivation	UDF	Urban Design Framework
LAA	Local Area Agreement	UDP	Unitary Development Plan
LASHG	Local Authority Social Housing Grant	VFM	Value For Money
		VSSP	Voluntary Sector Strategic Partnership

## Contacts List

Document	Where it can be obtained
Housing Strategy 2003-6 and Housing Revenue Account (HRA) Business Plan 2003-6	James Goddard Housing Strategy 020 8227 8238
East London Sub-Region Housing Strategy 2005-10	Abi Mebude East London Housing Partnership 020 8227 5303
Draft Older People Housing Strategy	Christianah George Housing Strategy 020 8227 5599
Older People's Strategy for Barking and Dagenham 2006	Joe Coogan Adult Commissioning 020 8227 2331
Housing Strategy Action Plan for Children and Young People	Christianah George Housing Strategy 020 8227 5599
Children and Young People's Plan 2006 to 2009	Victoria Hunt Children's Policy and Trust Commissioning 020 8227 3259
Done In One – A Customer Service Strategy for Barking and Dagenham	Jennie Duffy Contact Centre and Customer First 020 8227 5730
Housing Futures Option Appraisal	Doris Acquah Housing Services 020 8227 3633
More Choice In Lettings	Vin Olley Housing Services 020 8227 2469
Private Sector Housing	Private Sector Housing Team 020 8215 3000
Unitary Development Plan (UDP) / Local Development Framework (LDF)	Tammy Adams Spatial Regeneration 020 8724 8097

Community Strategy / Local Area Agreement (LAA)	Carol Morgan Democracy and Partnerships 020 8227 2463
Supporting People Strategy 2005-10	Supporting People Team 020 8227 2209
Housing Strategy for People with Learning Disabilities 2005-8	Angela Ejoh Adult Commissioning 020 8227 5183
Crime and Disorder Strategy 2005-8	Katherine Gilcreest Community Safety & Preventive Services 020 8227 2457
Domestic Violence Strategy 2006-9	Emma Gray Community Safety & Preventive Services 020 8227 2809
Anti-Social Behaviour Strategy 2006-7	Katherine Gilcreest Community Safety & Preventive Services 020 8227 2457
Black and Minority Ethnic (BME) Housing Strategy	Christianah George Housing Strategy 020 8227 5599
Housing Needs Survey 2005	Mark Jones Housing Strategy 020 8227 5073
Barking Housing Study	Ken Baikie Spatial Regeneration 020 8227 5631
Capital Strategy	Joe Chesterton Corporate Finance 020 8227 2932
Medium Term Financial Strategy	Joe Chesterton Corporate Finance 020 8227 2932
Barking Town Centre Housing Strategy	Jennie Coombs Housing Strategy 020 8227 5736

Homelessness Strategy 2003-8	Christianah George Housing Strategy 020 8227 5599
Delivering a low carbon borough – A sustainable energy strategy for Barking and Dagenham	Daniel Archard Spatial Regeneration 020 8227 3707
Barking and Dagenham Waste Management Strategy 2005-20	Ruth Du-Lieu Environmental and Enforcement Services 020 8227 2641

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