



Housing Management and Almshouses Sub (Community and Children's Services) Committee

Date: THURSDAY, 30 JANUARY 2014
Time: 1.45pm
Venue: ALDERMEN'S DINING ROOM, GUILDHALL

Members: Deputy Billy Dove (Chairman)
Virginia Rounding (Deputy Chairman)
Alderman David Graves
Deputy the Revd Stephen Haines
Deputy Henry Jones
Gareth Moore
Adam Richardson
Elizabeth Rogula
Revd Dr Martin Dudley (Ex-Officio Member)
Angela Starling (Ex-Officio Member)

Enquiries: Philippa Sewell
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Lunch will be served in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To approve the public minutes and summary of the meeting held on 27 November 2013.

For Decision
(Pages 1 - 4)
4. **DETAILED OPTIONS APPRAISAL - BOILER REPLACEMENT PROGRAMME 2013-14 AND 2014-15**
Report of the Director of Community and Children's Services.

For Decision
(Pages 5 - 10)
5. **REVENUE BUDGETS 2013/14 AND 2014/15**
Joint report of the Chamberlain and the Director of Community and Children's Services.

For Decision
(Pages 11 - 20)
6. **TENANCY STRATEGY**
Report of the Director of Community and Children's Services.

For Decision
(Pages 21 - 44)
7. **HOUSING STRATEGY 2014-2019**
Report of the Director of Community and Children's Services.

For Information
(Pages 45 - 76)
8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
10. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act as follows:-

Part 2 - Non-Public Reports

11. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 27 November 2013.

For Decision
(Pages 77 - 78)

12. **SHELTERED HOUSING REVIEW UPDATE**

Report of the Director of Children and Community Services.

For Information
(Pages 79 - 92)

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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Agenda Item 3

HOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE Wednesday, 27 November 2013

Minutes of the meeting of the Housing Management and Almshouses Sub (Community and Children's Services) Committee held at Committee Rooms, West Wing, Guildhall on Wednesday, 27 November 2013 at 1.45 pm

Present

Members:

Deputy Billy Dove (Chairman)
Virginia Rounding (Deputy Chairman)
Deputy the Revd Stephen Haines
Deputy Henry Jones
Gareth Moore
Elizabeth Rogula
Revd Dr Martin Dudley (Ex-Officio Member)
Angela Starling (Ex-Officio Member)

Officers:

Philippa Sewell	- Town Clerk's Department
Eddie Stevens	- Community & Children's Services
Jacquie Campbell	- Community & Children's Services
Mark Jarvis	- Chamberlain's Department
Karen Tarbox	- Community & Children's Services
Kirsty Leitch	- Community & Children's Services

1. APOLOGIES

Apologies were received from Alderman David Graves.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

Mr Gareth Moore declared an interest in housing matters, as a tenant of Golden Lane Estate, and Deputy Henry Jones declared an interest in matters relating to the Middlesex Street Estate as he was a residential and business lease holder.

3. MINUTES

In response to a query from the Deputy Chairman with regards to the Assaults on Staff Update and Lone Working Policy, officers undertook to follow up why pre-agreed phone triggers were included in the policy document.

RESOLVED – That the public minutes and summary of the meeting held on 26 September 2013 be approved as a correct record.

4. **HOUSING UPDATE**

The Sub Committee received a report from the Director of Community and Children's Services which gave an update on Housing Service performance and management.

In response to Members' questions, officers reported that difficulty with the texting system used to gather data had prevented an update on satisfaction with repairs, but that this would be available for the next report. Members asked why only one sale had resulted from 28 Right to Buy applications received last year; officers responded that some applications were submitted to value the property, and that discounts had been raised for this year which had resulted in 4 sales so far.

With regards to the waiting list, officers informed Members that numbers had gone up in recent years but were now decreasing. The Sub Committee noted that the policy was being rewritten which would lead to unsuitable applicants being removed from the list. A Member queried a noise complaint in Golden Lane, officers reported that the license was not revoked but conditions had been put upon it which had improved the situation.

5. **WELFARE BENEFITS UPDATE**

The Sub Committee received a report from the Director of Community and Children's Services which gave an update on national changes to the welfare benefits system and outlined measures being taken to support residents.

Officers reported that since the report had been written the number of households affected had reduced to 59, 39 of which were in arrears. With regards to a query concerning figures it was noted that 21 households had been supported and were no longer affected and 21 households had been helped through intermediary payments (though these households might still be affected). Members noted that a new member of staff had been recruited who would be rewording the existing rent policy which would be finalised in April. Members agreed that this report should go to the Grand Committee for approval, as the Sub Committee was not due to meet that month.

Officers advised that demand for discretionary housing payments might surpass the amount of money available, but the situation was being monitored closely and funds being distributed conservatively. Other measures were available such as training staff to identify illegal money lending on estates, and a money management programme for residents. Members noted a proposal to enable tenants to earn a credit rating for consistent rent payments, and were pleased that officers continued to work closely with credit unions.

RESOLVED – that the rent policy be sent to Community and Children's Services Committee in April for approval.

6. **CITY OF LONDON ALMSHOUSES UPDATE**

The Sub Committee received a report from the Director of Community and Children's Services relating to an update on the City of London Almshouses. The Chairman asked that references to Allocated Members' visits be made in

future reports, and Members were reminded that the City of London Gresham & Almshouses Annual Hamper Visit was taking place on 10 December 2013.

7. COMMUNITY PROJECTS ON ESTATES

The Sub Committee received a report from the Director of Community and Children's Services. Members agreed that work on fostering community spirit was important to maintain, and congratulated officers on a positive result. Members welcomed Kirsty Leitch who had recently been appointed as Community Development Manager.

Members discussed some of the considerations in projects, and agreed that both time and accessibility of community spaces were key. Members agreed that the details concerning the schemes in Golden Lane be forwarded to the Health and Wellbeing Board for information.

8. HOUSING REVENUE ACCOUNT (HRA) AND CAPITAL BUDGETS 2014/15

The Sub Committee received a report from the Chamberlain and the Director of Community and Children's Service in relation to the Housing Revenue Account (HRA) and Capital Budgets 2013/14.

Members discussed the Asset Management Plans and Capital Receipts, and noted that 30 year plans focussed on aims, objectives and cyclical events rather than practical details which were included in a 5 year plan. In response to a Member's question, the Chamberlain reported that the City of London Corporation was not one of the Councils drawing funds from tenant rent accounts to support the general fund.

RESOLVED – that:

- a) The proposed budget be approved for submission to the Finance Committee;
- b) The Draft Capital Budget be approved; and
- c) Authorisation be given to the Chamberlain to revise these budgets to allow for further implications arising from departmental reorganisations and other reviews.

9. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no questions.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

11. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item
12-15

Paragraph
3

12. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes and summary of the meeting held on 26 September 2013 be approved as a correct record.

13. **SUMNER BUILDINGS AND STOPHER AND PAKEMAN HOUSES -
INSTALLATION OF NEW DOOR ENTRY SYSTEMS - AUTHORITY TO
START WORK - GATEWAY 5**

The Sub Committee received a late report from the Director of Community and Children's Services.

14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB
COMMITTEE**

A question was raised in respect of the removal Japanese knotweed at the Almshouses.

15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT
AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED
WHILST THE PUBLIC ARE EXCLUDED**

There were no items of urgent business.

The meeting ended at 2.25 pm

Chairman

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Agenda Item 4

Committee: Housing Management and Almshouses Sub Committee	Date: 30 January 2014
Subject: Detailed Options Appraisal – Boiler Replacement Programme 2013-14 and 2014-15	Public
Report of: Director of Community and Children’s Services.	For Decision

Summary

Dashboard

Project Status	Green
Time Line	<p>This boiler replacement project has been a part of the Asset Management Programme since 2010/11. Owing to changing priorities, the programme was formally put on hold.</p> <p>Since that time, as they have failed, boilers have continued to be replaced via the responsive repairs and maintenance budget. Furthermore, external funding from the Department of Energy and Climate Change (DECC) via the Greater London Authority (GLA) was secured and used to replace 51 boilers. This has reduced the number of boiler renewals required to be carried out through this project.</p> <p>The scope of the project is now estimated to be 90 boilers across 6 Housing Estates: Dron House, Holloway Estate, Southwark Estate, Sydenham Hill Estate, William Blake Estate and Windsor House.</p> <p>The anticipated timeline of this project is as follows:</p> <p>Gateway 4 / options appraisal – December 2013/January 2014</p> <p>Selection of contractor to March 2014</p> <p>Gateway 5 / authorisation – March 2014</p> <p>Gateway 6 / works commence – April 2014</p> <p>Gateway 7/ works completion – July 2014</p>
Programme status	Pending Gateway 4 Options Appraisal Approval.
Approved works budget	None.
Latest estimated cost of works	£278,400- £323,100
Expenditure to date	None.

Context

A Decent Home should meet the statutory minimum standard for health and safety; be warm, weatherproof and have reasonably modern facilities. A central heating system which is efficient and programmable forms part of the four key components of the Decent Homes standard. Government guidance is that boilers over 15 years old are likely to be non-decent.

Furthermore, in April 2006, Part L of the Building Regulations (Conservation of fuel and power) was amended to require new boilers to be ‘A rated’ for energy efficiency. A boiler is acknowledged as an integral part of the energy efficiency rating within a home. The boilers identified for renewal through this project require replacement to meet these

standards.

The Decent Homes standard was met in the properties covered by this project in 2010, however, the properties now require replacement boilers, as they are nearing, at, or have gone beyond the optimal replacement time of 15 years.

The efficiency of new boilers outstrips the performance of existing boilers which will improve the living conditions of residents; meeting sustainability requirements, lowering fuel costs and providing a higher degree of thermal comfort.

Brief description of project

To replace boilers in tenanted properties that are nearing, at, or over 15 years old at: Dron House, Holloway Estate, Southwark Estate, Sydenham Hill Estate, William Blake Estate and Windsor House.

Options

Option 1 is a structured approach to replacing the boiler units as a project, and bringing the units up to the required standard. The approach will achieve economies of scale as a contractor is able to submit a more competitive tender where carrying out a high number of boiler replacements at one time.

Option 2 is a reactive approach to replacing each boiler unit as and when they fail. Owing to the unplanned nature of the works, replacement costs will be higher where works are carried out to individual boilers one at a time, rather than as a structured programme. Furthermore, there will be continued expenditure on repair and maintenance in the meantime.

Description	Option 1 £	Option 2 £
Works Costs	£270,000 (90 units at £3k)	£315,000 (90 units at £3.5k)
Fees/Staff Costs	£5400 £3000 for M&E sample check of completion quality	£8100
Tolerance +/-	+/- 15%	+/- 15%
Funding Strategy		
Source	Capital funded from Housing Revenue Account (HRA)	Responsive Repairs Budget funded from the HRA
Total Funding Requirement	£278,400	£323,100

Recommendations

Option recommended to develop to next Gateway

Option 1.

Next Steps

Carry out consultation with relevant stakeholders.
Appoint suitable contractor to undertake the works.
Seek approval to commence works at Gateway 5.

Level of approval for Detailed Design (if required)

N/A

Resource requirements to reach next Gateway and source of funding

Staff time involved in undertaking work to engage stakeholders and securing a contractor.

Plans for consultation prior to the next Gateway report

- Consultation with Town Clerks, Chamberlain's and City Surveyors to confirm continued viability of project.
- Engagement with the Property Services team who will be undertaking surveys and monitoring the delivery of works through the project.
- Initial consultation with residents of affected properties to advise them of the scope of the planned works.

Procurement strategy

The required works are under the OJEU limit and will therefore follow the traditional tender route; a full-scale tender process is not required. It is possible that the works could form part of an existing gas servicing contract which includes a rate for boiler replacements rather than carrying out a tender process. (Further detail at Item 17).

Tolerances

Tolerances are required owing to the fact the complexity of installation works will vary between properties dependent upon the quality of the current system. In some properties, the replacements will be simple, for example, requiring limited changes in pipework layout, and as such will cost less than a more complex boiler replacement. Because of this uncertainty, the project requires a tolerance of 15% either way for both Option 1 and Option 2.

Overview

1. Evidence of Need	<p>The current boilers that are nearing, at, or more than 15 years old are inefficient and require high repair and maintenance expenditure.</p> <ul style="list-style-type: none">• In 2012/13, £80,277.81 was spent on repairs and maintenance to the boilers on the estates addressed via this project. [Note – some of this cost will be for legal requirement of the annual Gas Safety check (CP12); it has not been possible to filter for this.]• In 2012/13 £15,069.82 was spent on 5 boiler replacements. This most expensive was £4044.56, the least expensive was £2421. <p>The replacement boilers will be the more energy efficient condensing boilers. This will greatly assist our residents' thermal comfort and reduce their personal expenditure on energy costs.</p> <p>Meeting our regulatory Decent Homes obligations.</p>
2. Success Criteria	<p>Completion of all required boiler replacements.</p> <p>Recording those boilers that have been replaced, so that future programmes can be planned effectively.</p>
3. Project Scope and Exclusions	<p>Replacement of existing boilers that are nearing, at, or over 15 years old. The properties requiring the works have been identified at Dron House, Holloway Estate, Southwark Estate, Sydenham Hill Estate, William Blake Estate and Windsor House.</p> <p>The project does not formally seek to address properties identified as requiring a full Central Heating System</p>

	<p>upgrade, as that is part of another project. However, no property will be left with a substandard heating system, should unanticipated upgrade works to the heating system be identified at the point of survey, they will be carried out as a part of this project.</p>
<p>4. Link to Strategic Aims</p>	<p>SA2: To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes' .</p> <p>The project supports this aim with a particular focus on efficiency and co-related sustainability improvements to individual residents' homes.</p>
<p>5. Within which category does the project fit</p>	<p>2 Statutory [within the context of Decent Homes regulation].</p> <p>7a) Asset enhancement/improvement (capital)</p>
<p>6. What is the priority of the project?</p>	<p>Essential.</p>
<p>7. Governance arrangements</p>	<p>The progress of the project will be reported to the Community and Children's Services Committee which will oversee the project to ensure it meets the programme timescales and agreed budget.</p>
<p>8. Resources Expended To Date</p>	<p>Nil. The project was proposed 3 years ago, and has since been on-hold owing to higher priority projects taking precedence. In the meantime, a number of boiler replacements have been carried out under reactive repairs works and externally funded works which has reduced the necessary scope of this project.</p>
<p>9. Results of stakeholder consultation to date</p>	<p>Consultation with internal departments, including Town Clerks, Chamberlain's and City Surveyors has been carried out and feedback incorporated into this report.</p> <p>Stakeholder consultation has not yet been carried out with the affected residents; it will be done as part of the surveying and project set-up process.</p>
<p>10. Commentary on the options considered</p>	<p>Option 1 is a structured approach to replacing the outstanding boiler units as a project, and bringing the units up to the Decent Homes standard. The approach will achieve economies of scale as a contractor is able to submit a more competitive tender where carrying out a higher number of boiler replacements at one time. It is anticipated that the average cost of boiler replacement under Option 1 will be £3000.</p> <p>Option 2 is a reactive approach to replacing each boiler unit as and when they fail. Owing to the unplanned nature of the works, replacement costs will be higher where works are carried out to individual boilers one at a time, rather than as a structured programme. Furthermore, there will be continued expenditure on repair and maintenance in the</p>

	<p>meantime.</p> <p>It is not good practice to wait for a device to fall beyond repair before upgrading it. Furthermore, it offers a lesser service to our residents to require them to continue residing in a property with an aging boiler, and the higher expense and reduced thermal comfort this offers.</p>
11. Consequences if project not approved	<p>The boilers will continue to degrade, and once they fail completely, will require immediate replacement.</p> <p>Continued spending on responsive repairs to maintain the current systems.</p> <p>Failure to provide the required facilities to residents and the health and wellbeing impact, and likely dissatisfaction that this will cause our customers.</p> <p>The properties in question failing to meet the regulatory requirement of the Decent Homes standard.</p>

Information Common to All Options

12. Key benefits	<p>Reduced spending on the responsive repairs budget and less unplanned, emergency replacements.</p> <p>Improved facilities for residents.</p> <p>Achievement of Decent Homes standard.</p> <p>Higher levels of environmental sustainability within the City of London Corporation owned properties.</p>
13. Programme and key dates	<p>The project is anticipated to follow this schedule:</p> <p>Gateway 4 / options appraisal – December 2013/January 2014</p> <p>Selection of contractor to March 2014</p> <p>Gateway 5 authorisation – April 2014</p> <p>Gateway 6 / works commence – April/May 2014</p> <p>Gateway 7/ works completion – late 2014</p>
14. Constraints and assumptions	<p>Boiler repairs, maintenance and replacements form part of the City of London Corporation's core landlord functions; undertaking a wider programme of replacements is not anticipated to be an overly problematic project.</p> <p>It is noted that should there be a series of more costly installations, raising the likelihood of significant increases in costs across the project, that these will be reported back to the Committee during the project.</p>
15. Risk implications	<p>Low risk – the project is formed of minor works to individual properties.</p> <p>As per Items 17/22 below, there is currently some uncertainty around which contractor will be appointed for this project. This will be resolved prior to works commencement and as such does not pose a risk to the completion of the works required under the project.</p>

16. Stakeholders and consultees	Members, Department of Community and Children's Services Officers, Town Clerks and Chamberlains, City Surveyors and residents of the estates. [In this case, leaseholders will not be consulted as there will be no impact upon leaseholder service charges.]
17. Legal implications	There is currently a contract between PME-Carillion and the City of London Corporation for repairs, maintenance and replacements of heating installations. It is possible that the project could be carried out under this contract. However, should this route not provide value for money then a tender process will take place.
18. HR implications	None.
19. Benchmarks or comparative data	None.
20. Funding strategy	The funding for the project will come from the Housing Revenue Account (HRA) whether via the reactive repairs and maintenance budget (if Option 2) or the HRA-funded capital programme (if Option 1) dependent upon the approach confirmed.
21. Affordability	Option 1 is the more affordable of the two options. Further value is achieved in terms of efficiency, as the replacements will be completed simultaneously in a planned fashion, with lower staffing costs. Option 2 has a higher cost and a further element of cost uncertainty, as it is not possible to know in advance what financial year the individual devices will fail in.
22. Procurement approach	As Item 17 above, there may be some variance in procurement approach, dependent upon current contract providing value for money

Detailed Options Appraisal Matrix

N/A.

Appendices

N/A.

Contact

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Agenda Item 5

Committee:	Date:
Housing Management & Almshouses Sub Committee	30 January 2014
Subject:	Public
City of London Almshouses Revenue Budgets 2013/14 and 2014/15	
Report of:	For Decision
The Chamberlain and The Director of Community and Children's Services	

Summary

1. This report is the annual submission of the City of London Almshouses revenue budgets overseen by your Committee. In particular it seeks approval for the revenue budget for 2014/15.
2. The overall budget position is summarised below:-

Table 1 : Overall Position	Latest Budget 2013/14 £000	Original Budget 2014/15 £000	Movement 2013-14 to 2014-15 £'000
Income	(362)	(372)	(10)
Expenditure	340	398	58
Surplus on income and expenditure account	(22)	26	48
Increase in market value of investments	(43)	-	43
Actual/Estimated Reserve brought forward	(1,249)	(1,314)	(65)
Reserve carried forward	(1,314)	(1,288)	26

3. Overall, the 2014/15 budget indicates a deficit of £26,000, a decrease of £48,000 compared with the Latest Budget for 2012/13. The main reason for this decrease is an increase in repairs and maintenance projects.
4. The reserve is both a contingency against unforeseen expenditure and a provision for the financing of future expenditure.

Recommendations

5. The Committee is requested to:
 - Review the 2014/15 revenue budget to ensure that it reflects the Committee's objectives.

Main Report

Management of the City of London Almshouses

6. In accordance with existing practice, the budgets exclude the costs of services provided by the City of London Corporation's central departments, namely financial, legal and secretarial. The costs of technical services provided by the Community and Children's Services Department are also excluded. These costs are borne directly by the City of London Corporation's City's Cash (estimated to be £9,000 in 2013/14 and £9,000 in 2014/15). However, the budgets for the Almshouses do include the costs of other housing management services provided by the Community and Children's Services Department.

Proposed Budget Position 2013/14 and 2014/15

7. The detailed budgets and reserves are set out in table 2 on the next page.
8. Income and favourable variances are presented in brackets. Only significant variances (generally those greater than £10,000) have been commented on in the following paragraphs.
9. In response to consultation with residents the Sheltered Housing Manager has postponed the garden works to the next financial year. This will allow time to complete other projects: re-surfacing the internal roads and pathways on the estate, installing security measures such as an electronic gate and low level lighting. As these are at an early stage, no firm estimates for these works are available, and therefore, have not been included within these budgets. These will be the subject of future reports once the costing and assessment of the works have been carried out.
10. Members will be aware that the Housing Service is committed to promoting energy conservation and to reducing heating bills wherever possible. With this in mind, we will be investigating the viability of installing double glazing to the Almshouses in the coming year and will bring a proposal to The Housing Management & Almshouses Sub-Committee when we have an estimate of costs.

Table 2

Actual 2012-13 £'000	City of London Almshouses Trust	Latest Budget 2013-14 £'000	Original Budget 2014-15 £'000	Movement 2013-14 to 2014-15 £'000	Paragraph Ref
	Expenditure				
102	Employees	88	97	9	
147	Repairs and maintenance	187	232	45	13
2	Energy Costs	3	3	0	
13	Rents	15	16	1	
2	Council Tax	3	3	0	
6	Water	6	7	1	
5	Cleaning and Domestic Supplies	6	6	0	
2	Premises Insurance	3	3	0	
177	Total Premises Related Expenses	223	270	47	
5	Equipment, Furniture and Materials	3	3	0	
6	Communications and Computing	7	7	0	
7	Fees and Services	1	1	0	
2	Hospitality	2	2	0	
20	Total Supplies and Services	13	13	0	
2	Community and Children's Services Dept. Recharges	3	4	1	
12	Capital Charges	13	14	1	
313	Total Expenditure	340	398	58	
	Income				
(308)	Contributions and Service Charges	(318)	(328)	(10)	
(33)	Investment Income	(44)	(44)	0	15
(341)	Total Income	(362)	(372)	(10)	
(28)	Net (Surplus)/Deficit	(22)	26	48	

Table 2 continued

Actual 2012-13 £'000	City of London Almshouses Trust	Latest Budget 2013-14 £'000	Original Budget 2014-15 £'000	Movement 2013-14 to 2014-15 £'000	Paragraph Ref
	<u>Reserves</u>				
(1,099)	Balance Brought Forward	(1,249)	(1,314)	(65)	
(28)	Income and Expenditure Account	(22)	26	48	
(122)	Increase in Market Value of Investments	(43)	0	43	
(1,249)		(1,314)	(1,288)	26	

11. Overall there is a decrease in reserves of £26,000.

12. This is due to the effect of the annual contribution and service charge increase.

13. Details of repairs, maintenance and improvements are set out in Annex B.

Manpower Statement

14. Analysis of the movement in manpower and related staff costs are shown in table 3 below.

Table 3

	Latest Budget 2013/14		Original Budget 2014/15	
	Manpower Full-Time Equivalent	Estimated Cost £'000	Manpower Full-Time Equivalent	Estimated Cost £'000
Housing Management	0.30	17	0.30	15
Matrons - Employees	1.38	51	1.54	57
Gardener	0.80	20	1.00	25
Total Employee Costs	2.48	88	2.84	97

Investments

15. The Trust holds 135,697 units in the Corporation's Charities Pool with a market value as at 30 September 2013 of £1,024,512. The distribution rate for the first six months of 2013/14 was 4.3%. Cash is held by the Chamberlain on behalf of the Trust and is invested with other City of London funds on the London Money Markets. In this way, the Trust benefits from the higher interest rates that the City of London can obtain. The budget assumes interest on cash balances of 1.50% per annum. Interest is credited annually based on the Trust's average cash balance.

Background Papers:

Estimate Working Papers Chamberlain's

Contact:

Contact Officers:

Chamberlain's Department –

David Bacon Tel: 020 7332 1078 / david.bacon@cityoflondon.gov.uk

Community and Children's Services Dept. –

Jacquie Campbell Tel: 020 7332 3785 / jacquie.campbell@cityoflondon.gov.uk

ANNEX A 1

REPAIRS, MAINTENANCE AND IMPROVEMENTS		B Latest Budget 2013/14 £'000	C Original Budget 2014/15 £'000	Increase/ (Decrease) Column C/B %
<u>Breakdown and Emergency Repairs</u>				
Building	E	44	45	
Electrical	E	8	8	
		-----	-----	
		52	53	0
		-----	-----	
<u>Contract Servicing</u>				
Building	E	5	5	
Electrical	E	10	10	
		-----	-----	
		15	15	0
		-----	-----	
<u>Cyclical Works</u>				
Disabled adaptations	E	6	6	
Internal decorations	A	5	5	
Upkeep of grounds	E	4	4	
		-----	-----	
		15	15	0
		-----	-----	
<u>Projects</u>				
Tree pruning contingency	E	7	7	
External repairs & redecoration	E	5	5	
Replace warden call out system and CCTV	E	50	0	
Asbestos Management	E	5	5	
Feasibility study to investigate developing land between Rogers and Rogers	A	3	0	
Five year electrical test and inspections	E	5	5	
Landscaping	D	0	25	
Damp at Rogers	E	30	50	
Staff Flat conversion	D	0	52	
		-----	-----	
		105	149	42
		-----	-----	
Total Repairs, Maintenance and Improvements		187	232	24

Key: E = Essential A = Advisable D = Desirable

2014/15 REPAIRS, MAINTENANCE AND IMPROVEMENTS -
EXPLANATION OF WORKS

Breakdown and Emergency Repairs

Building - £45,000

Responsive repairs currently undertaken by Linbrook Services Ltd

Electrical - £8,000

Responsive repairs currently undertaken by Linbrook Services Ltd

Contract Servicing

Building - £5,000

Servicing and Maintenance of Gas Appliances: The current contractor is Carillion - Planned Maintenance Engineering operating under a partnering agreement.

Fire extinguishers: The current contractor is L.W. Safety Ltd. The contract is market tested annually.

Chlorination of water tanks: The current contractor is Hertel UK. The contract is market tested annually.

Electrical - £10,000

Fire Alarms and Warden Call Systems: The current contractor is Beacon Alarms and the contract is market tested periodically. Also included is the rental of a British Telecom line in respect of the fire alarm system.

Cyclical Works

Disabled Adaptations - £6,000

Provision for adaptations to the properties when required.

Internal Decorations - £5,000

Provision for internal decoration of properties when required.

Upkeep of Grounds - £4,000

This is for the general maintenance of the grounds and includes provision for repairs and maintenance of boundary walls and paths. Contractors vary depending on the type and extent of works.

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Agenda Item 6

Committee:	Date:
Housing Management and Almshouses Sub Committee	30 January 2014
Subject: Tenancy Strategy	Public
Report of: Director of Community and Children's Services	For Decision

Summary

This report seeks approval from members for the draft Tenancy Strategy.

The Localism Act 2011 requires the City of London to prepare and publish a Tenancy Strategy to set out the matters to which it and other social housing providers in the Square Mile are to have regard to in formulating their policies on tenancies. The key matters to be addressed are the approach to the use of fixed-term tenancies in social housing and the position with regard to the new Affordable Rent product.

Reforms introduced by the current Government have relaxed the requirement of social landlords to offer the most secure (lifetime) tenancies in their general needs homes, and instead allow for shorter fixed-term tenancies to be offered to new tenants. Such tenancies are an option in addition to lifetime tenancies, and do not replace them. It is for local authorities to recommend whether such tenancies are offered or not in their area.

The Government has also introduced the new Affordable Rent product. This form of affordable housing allows social landlords the flexibility to charge rents of up to 80 per cent of local market levels on both new social homes and a proportion of re-lets, as part of an agreement to build new homes. Such agreements relate to the receipt of development grant from the Greater London Authority. The City of London is not a recipient of such funding, and therefore is not obliged (or readily able) to consider converting its existing stock upon re-let to Affordable Rent.

It should be noted that the reforms introduced by the Government do not affect existing tenants who remain in their homes. The draft Strategy proposes safeguards for existing tenants that have to move for management or other urgent reasons.

The draft Tenancy Strategy proposes that lifetime tenancies should remain the predominant offer for new tenants. However, it recognises and allows for the use of fixed-term tenancies in limited circumstances, while setting out groups for which such a tenancy would not be appropriate. It also acknowledges and accepts that other social housing providers in the City of London may choose to re-let existing homes at Affordable Rent as part of a wider development programme. It further includes the flexibility to allow for the development of new Affordable Rent homes should the City of London seek to do so.

The Localism Act requires that the City consult on its Tenancy Strategy with all other providers of social housing within its boundaries. This consultation will be undertaken on approval by Members of this draft. Should consultation lead to substantive changes, the Strategy will be brought back to this Committee for approval.

Recommendation(s)

Members are asked to:

- approve the draft Tenancy Strategy for consultation with social housing providers in the City of London
- delegate authority to the Director of Community and Children's Services in consultation with Chairman to approve minor changes arising from the consultation, and produce a final version.

Main Report

Background

1. The Localism Act 2011 (the Act) placed a new duty on local housing authorities, including the Common Council of the City of London Corporation, to prepare and publish a Tenancy Strategy. The purpose of this strategy is to set out the matters to which the City of London and other social housing providers in the Square Mile are to have regard to in formulating their policies on tenancies, including:
 - the types of tenancy they grant
 - the circumstances in which they will grant a tenancy of a particular type
 - the length of any fixed-term tenancy
 - the circumstances in which they will grant another tenancy when a fixed-term tenancy expires, and
 - the local approach to rent levels and the position with regard to the new Affordable Rent product.

Current Position

2. Prior to the Act social landlords were required to let 'general needs' homes on the most secure form of tenure possible. As such social tenants of the City of London have benefitted from a Secure Tenancy, and housing association tenants within the Square Mile have been granted an Assured Tenancy. Both tenancies provide lifetime security of tenure.
3. The Act introduces a new form of local authority tenancy, known as a 'Flexible Tenancy' and also permits housing associations to let their general needs housing on (existing) Assured Shorthold Tenancies. The Flexible Tenancy is available to local authority landlords in addition to, rather than replacing, Secure and Introductory Tenancies.
4. The purpose of these changes is to allow social landlords the flexibility to let social homes to new tenants on fixed-term tenancies. Where fixed-term tenancies are used the Government has directed that the minimum fixed-term should be five years.
5. Fixed-term tenancies can only be offered to new tenants provided the local housing authority has adopted a Tenancy Strategy or interim policies that

allow for it. However, local housing authorities can decide whether to use them or not.

6. This change to social tenure has been introduced alongside the new the 'Affordable Rent' product. This form of affordable housing allows social landlords the flexibility to charge rents of up to 80 per cent of local market levels on both new social homes and a proportion of re-lets, as part of an agreement to build new homes.
7. The higher rents secured on Affordable Rent properties allow reduced levels of grant funding for new development, and are therefore integral to the Greater London Authority funded affordable housing programme. As such, many social housing providers are delivering Affordable Rent homes to meet the terms of this programme and maximise its outputs. However, the City of London is not a recipient of such funding and therefore is neither obliged to consider converting its existing stock to Affordable Rent upon re-let, nor able to choose to do so.
8. Social homes let by the City of London are let at social rents, based on a formula set by government.
9. The intention of the government's reforms is to tackle what it sees as failings in the social housing sector. It is suggested that the use of fixed-term tenancies will allow for more effective use of scarce social housing, by reducing under-occupation, moving on households who no longer need social housing and creating more opportunity for households in need.
10. Critics believe fixed-term tenancies will undermine community stability, wellbeing and aspiration, while creating additional costs for landlords. They further suggest that in reality most of these tenancies will be renewed and therefore create a great deal of uncertainty for little by way of additional lets. It is also suggested that Affordable Rent will serve to drive up the housing benefit bill while providing homes that in reality are unaffordable.

Proposals

11. A draft City of London Tenancy Strategy has been prepared for Members' consideration (see Appendix 1). It sets out an approach to the use of fixed-term tenancies and the position with regard to the new Affordable Rent product. This will provide guidance to both the City of London as a social landlord, and all other social landlords operating in the Square Mile.
12. The strategy proposes that lifetime tenancies should remain the predominant tenancy for social homes in the City. This recognises that lifetime tenancies play an important role in supporting the wellbeing of its residents by providing stability and certainty, and by creating a sense of belonging.
13. However, the draft strategy proposes to also allow for the use of fixed-term tenancies in local or scheme based approaches, such as those targeting low income households in employment, or those linked to a specific support programme. This approach also recognises that some social housing providers may use fixed-term tenancies for stock they hold in the City of London to meet their own strategic objectives.

14. The draft strategy explicitly seeks to protect the security of existing tenants who may need to move for management or other reasons (such as fleeing violence). It also proposes a lifetime tenancy should normally be offered to any person aged over 60 for whom there is no prospect of under occupation, and any single person or couple who become a tenant of a wheelchair accessible property for whom the accessibility of the property will always be required and there is no future prospect of under occupation.
15. The draft strategy also proposes the view that for certain vulnerable groups the use of a fixed-term tenancy would not be appropriate. Examples of such groups would be older people, adults with learning difficulties, adults with permanent support needs and households containing someone with long term support or care needs.
16. The draft strategy proposes that the issuing of tenancies at target social rent will remain standard practice, but that exceptions may be sought for specific developments of new housing.
17. The draft strategy also acknowledges and accepts that social housing providers in the City may choose to re-let existing homes at Affordable Rent as part of a wider development programme. Where this cross-subsidy cannot be invested in development in the City it is expected to be invested only within the City's neighbouring authorities as a priority, and not outside of the capital.
18. An Equalities Impact Assessment has been completed and is attached as Appendix 2.

Next steps

19. Subject to the approval by Members of the draft, the City of London is required to consult on its Tenancy Strategy with all social housing providers within its boundaries. It is anticipated that these providers will support the strategy. However, should this consultation lead to revision, the strategy will be brought again before Members for approval.
20. Publication is aimed for 1 April 2014 after which a separate City of London Tenancy Policy will be prepared, reflecting the approach set out in the Tenancy Strategy.

Corporate & Strategic Implications

21. The City's Corporate Strategy seeks a world class City which supports our communities through the appropriate provision of housing, and supports a safer and stronger City through supporting community cohesion. This strategy supports the delivery of that vision, and is integral to the City's strategic priorities for housing, its (forthcoming) Homelessness Strategy and its allocations policy.

Implications

22. There are no financial, legal, property or HR implications arising from the Tenancy Strategy.

Conclusion

23. The City of London Tenancy Strategy has been developed to fulfil the requirements set by Government in the Localism Act 201. It sets out a clear approach in relation to the use of the fixed-term tenancies and the new Affordable Rent product for all social landlords in the Square Mile.

Appendices

- Appendix 1 – Draft City of London Tenancy Strategy
- Appendix 2 – Tenancy Strategy Equalities Impact Assessment

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Draft: City of London Tenancy Strategy

Guidance for registered providers of social housing

1 Introduction

The Localism Act 2011 placed a new duty on local housing authorities, including the Common Council of the City of London Corporation (the City), to prepare and publish a Tenancy Strategy. The purpose of this strategy is to set out the matters to which the City and other social housing providers in the Square Mile are to have regard to in formulating their policies on tenancies, including:

- the types of tenancy they grant
- the circumstances in which they will grant a tenancy of a particular type
- the length of any fixed-term tenancy
- the circumstances in which they will grant another tenancy when a fixed-term tenancy expires, and
- the local approach to rent levels and the position with regard to the new Affordable Rent product.

2 National, regional and local context

The government has introduced a programme of wide-ranging reform to the social housing system in England. The rationale and vision for reform was set out in *Laying the Foundations: A Housing Strategy for England* and implementation is being driven through the introduction of the Affordable Rent model in the 2010 Spending Review and the tenure reforms of the Localism Act. Together these reforms mark a shift in the way social housing is developed, let and managed. However, decisions on the implementation of a number of changes has been devolved to local authorities.

The City's Corporate Strategy seeks a world class City which supports our communities through the appropriate provision of housing, and supports a safer and stronger City through supporting community cohesion. This strategy supports the delivery of that vision, and is integral to the City's strategic priorities for housing, its *Homelessness Strategy* and its allocations policy. In its development, the City has considered how it can support the housing policies and priorities of the Mayor's *London Housing Strategy* and his vision for a balanced housing offer that provides for those most in need and for the capital's workforce priced out of the market.

3 Types of tenancy offer

The Localism Act provides social landlords such as the City with the freedom to offer new tenancies for fixed shorter terms - moving away from the requirement to let general needs homes on the most secure form of tenure possible. However, the use of such tenancies is not compulsory, and the option for social landlords to offer lifetime tenancies for some or all of their properties remains.

The City recognises that lifetime tenancies play an important role in supporting the well-being of its residents by providing stability and certainty, and by creating a sense of belonging. In such circumstances residents are more willing to invest in their communities and properties.

While the need to make the most effective use of the City's housing stock remains a priority, the City believes this is better achieved by providing support, information and incentives to

tenants to facilitate transfer within the social housing stock or assist moves to other tenures where this is an informed choice.

As such, the City supports and encourages the use of secure lifetime tenancies as the predominant social housing offer to new tenants. For the City's own social housing stock, this will be offered after the successful completion of an Introductory Tenancy.

However, the City also recognises that local or scheme-based approaches to lettings may be appropriate, and that other social housing providers operating in the City may in some circumstances wish to offer a flexible tenancy for a fixed-term.

4 Circumstances in which a different tenancy type may be offered

The ability to offer fixed-term tenancies does not affect existing tenants who remain secure (City) or assured (housing association) tenants. Where secure or assured tenancies are offered to new tenants they will not automatically enjoy the same protection if they subsequently move home, depending on local policy. However, the City expects that a household will be offered a new tenancy that provides no less security than previously held where they are transferring from, or relinquishing, an existing assured or secure lifetime tenancy on the grounds of:

- decant
- under occupation
- fleeing violence, intimidation, harassment or hate crime, or
- other urgent management reasons.

In addition to this category a lifetime tenancy should normally be offered to any person aged over 60 for whom there is no prospect of under occupation, and any single person or couple who become a tenant of a wheelchair accessible property for whom the accessibility of the property will always be required and there is no future prospect of under occupation.

While the predominant use of lifetime tenancies is favoured, the City accepts that some social housing providers will use using fixed-term tenancies to meet their own strategic objectives, including investment in new supply and better use of their housing stock. The City also supports the limited use of fixed-term tenancies where they are appropriate to local or scheme-based approaches, such as those targeting low income households in employment, or those linked to a specific support programme. Where the City decides to target a fixed-term tenancies in such a manner this will be through a local lettings plan or other mechanism in line with its allocations policy.

The City considers that for certain vulnerable groups the use of a fixed-term tenancy would not be appropriate. Examples of such groups would be older people, adults with learning difficulties, adults with permanent support needs and households containing someone with long term support or care needs.

In line with regulation and guidance, the City expects that providers will set out clear policies and procedures governing the renewal or otherwise of fixed-term tenancies and the arrangements for appeals against decisions.

5 Length of any fixed-term tenancy

The City expects the minimum fixed-term tenancy to be five years in addition to any introductory or probationary tenancy period.

6 Renewal and non-renewal of fixed-term tenancy expires

The City assumes that a further term will normally be granted if there are no significant changes of circumstance, but exceptions to this may include:

- the tenant has breached the terms of their tenancy and has failed to reach or maintain an agreement to remedy this breach
- under occupation (in which case of landlords will need to have made an offer of suitable alternative accommodation at least 6 months before the end of the fixed-term), or
- there is no further need for purpose built wheelchair accessible accommodation or for accommodation to which substantial adaptations have been carried out.

As per the regulatory framework for social housing in England, responsibility for housing options and financial advice for households whose fixed-term tenancy is not being renewed lies with the landlord. Landlords should give early notification to the City of households who might also be considered to be in priority need (as described by homelessness legislation) where a tenancy will not be renewed and alternative accommodation will not be provided.

7 Affordable Rent product

In 2010 the government introduced the Affordable Rent product. This form of affordable housing allows social landlords the flexibility to charge rents of up to 80 per cent of local market levels on both new properties and a proportion of re-lets, as part of an agreement to build new homes.

The higher rents secured on Affordable Rent properties allow reduced levels of grant funding for new development, and are therefore integral to the Greater London Authority funded affordable housing programme. As such, many social housing providers are delivering Affordable Rent homes to meet the terms of this programme and maximise its outputs.

The City accepts that social housing providers in the City may choose to re-let existing homes at Affordable Rent as part of a wider development programme. Where this cross-subsidy cannot be invested in development in the City it is expected to be invested only within the City's neighbouring authorities as a priority, and not outside of the capital.

The City is not a recipient of housing development funding from the GLA and therefore under no obligation to consider converting its existing stock to Affordable Rent. The issuing of tenancies at social housing target rents will remain standard practice. Exceptions may be sought for specific developments of new housing on a scheme by scheme basis.

8 City of London Tenancy Policy

The City's has developed a tenancy policy in line with the requirements of the regulatory framework for social housing in England. The policy has been developed with regard to this strategy. [and is available at [www.....](#)]

9 Monitoring and Review

This Tenancy Strategy will be kept under review and may be modified or replaced in the light of changes to the City's housing priorities, Homelessness Strategy or allocations policy, or changes to the Mayor's London Housing Strategy

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‘You will not get far if you perceive the duty to be over burdensome or take a mechanistic approach....there will be progress if the duty is seen as a way of fundamentally changing the core values and culture of the organisation.....we need and outcome-oriented approach’ – CRE Chair 2001

Equality Impact Assessment: Stage 1: Initial Screening Form for Policies or Functions (including new & revised)

A: Summary Details

Directorate: Community and Children's Services

Section: Housing

Person responsible for the assessment: Simon Cribbens

Contact details: simon.cribbens@cityoflondon.gov.uk

Names of other people participating in review:

Name of Policy to be assessed: Tenancy Strategy

Is this a new or revised policy: New

Date policy scheduled for Committee (if relevant): 30 January 2014

B: Preparation

*It is important to consider all available information that could help determine whether the policy could have any actual or **potential** adverse impact. Please attach examples of available monitoring information, research and consultation reports.*

1. Do you have monitoring data available on the number of people (with protected characteristics*) who are using or are potentially impacted upon by your policy?

Some monitoring data is available for households on the City of London's housing waiting list and for households housed in City homes, but this does not record or report all protected characteristics. Some of these are reflected in broader Census data.

The number of people usually resident in the City is small, around 7,400. In addition, there are around 1400 people who have a second home in the City but live elsewhere. There are 4,390 households and large numbers of people of working age. The City has proportionately more people aged between 25 and 69 than Greater London. Conversely there are fewer young people. Only 10% of households have children compared to around 30% for London and the rest of the country. Average household size is small and many people (56%) live alone.

Census data indicates that people whose day to day activities are limited by ill-health or disability are over represented on the City's social housing estates.

Zone	Population whose day-to-day activities limited a lot by a health problem or disability
Golden Lane	7.3%
Mansell Street Estate	9.2%
Middlesex Street Estate	8.7%
City of London TOTAL	4.4%
ENGLAND AND WALES	8.5%
LONDON	6.7%

The population is predominantly white. The second largest ethnic group is Asian. This group which includes Indian, Bangladeshi and Chinese populations has grown over the past decade. The City has a relatively small Black population, less than London and England and Wales.

The Tenancy Strategy sets out an approach for all social landlords operating in the City. Data relating to their housing applicants is only available to the City in limited circumstances (where the City is nominating a household) and does not contain protected characteristic data.

2. If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data for this area? If not, specify the arrangement you intend to make; if not please give a reason for your decision.

Improvements are being made to the housing IT system and the developing “family profiling project” to provide more detailed information and allow for monitoring.

More detailed and systematic data collection will be put in place during 2014 to improve monitoring and transparency. Data on allocations and the Housing Waiting List will be published in line with government requirements.

3. Please list any consultations that you may have had and/or local/national consultations, research or practical guidance that will assist you in completing this EqIA.

Localism Act Impact Assessment; peer borough Tenancy Strategy EqIAs

C: Your Policy or Function

1. What is the main purpose of the policy or function?

The Localism Act 2011 placed a new duty on local housing authorities, including the Common Council of the City of London Corporation, to prepare and publish a Tenancy Strategy. The purpose of this strategy is to set out the matters to which the City Corporation and other social housing providers in the City are to have regard in formulating their policies on tenancies, including:

- the types of tenancy they grant
- the circumstances in which they will grant a tenancy of a particular type
- the length of any fixed-term tenancy
- the circumstances in which they will grant another tenancy when a fixed-term tenancy expires, and
- the local approach to rent levels and the position with regard to the new Affordable Rent product.

2 Are there any other objectives of the policy or function, if so what are they?

The wider objectives of government are to provide local authorities with the flexibility to determine how the social housing stock is used. This aims to let authorities balances the opportunity to increase housing mobility among social tenants with the need to create sustainable communities.

3 Do any written procedures exist to enable delivery of this policy or function?

Yes. Housing allocations is subject to existing procedures and the City's Housing Allocations Policy. A Tenancy Policy will be developed to reflect this strategy once adopted by the City.

4 Are there elements of common practice in the service area or function that are **not** clearly defined within the written procedures?

No.

5 Who are the main stakeholders of the policy?

Tenants of social housing owned by City of London, and of other social landlords within the City's boundaries; housing waiting list applicants; and homeless applicants.

6 Is the policy associated with any other Corporation policy (s)?

This strategy works alongside the City's Housing Allocations Policy, Housing Strategy and Homelessness Strategy, and once adopted will be supported by a Tenancy Policy that will govern delivery.

7 Are there any areas of the service/policy that are governed by discretionary powers? If so, is there clear guidance as to how to exercise these?

The Strategy sets out that fixed term tenancies and/or affordable rents may be used by the City in certain limited circumstances. Such circumstances will be determined by the housing product offered (for instance a specific short term training accommodation scheme) and not by the household type. It is the expectation of the City that lifetime tenancies will be the predominant offer. Exceptions from this approach will not be a matter of individual discretion, but formally agreed.

8 Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, what responsibility, and which bodies?

Yes. The strategy sets out an approach for all social landlords operating within the City's boundaries. This Strategy provides them with guidance to City's preferred approach with which they should have regard, but are not compelled to comply. However, these organisations are regulated and required to comply with equalities legislation and other housing law

D: The Impact

Assess the potential impact that the policy could have on people who share the protected characteristics. The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any people who share one or more of the protected characteristics, you will need to also assess whether that negative potential impact is high, medium or low.

(N.B. Impact will not be equally negative or positive or neutral for all groups. There will be differing degrees of impact, the purpose of this section is to highlight whether it is disproportionately different)

a) Identify the potential impact of the policy/service/proposal on men and women:

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Gender	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Women	✓			The strategy protect the security of tenancy for certain groups forced to move, including victims of domestic violence , of which women are over represented.
Men	✓			Men are over-represented among the rough sleeping population the City houses. Providing a lifetime tenancy will give greater stability to this group.
Transgender/ transexual			✓	No data is available to allow an assessment of impact

b) identify the potential impact of the policy/service/proposal on the basis of the following:

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Pregnancy &			✓	

Maternity				
Marriage & Civil Partnership			✓	There is no differential between tenancies assigned to those who are married and those who are in a Civil Partnership

c) Identify the potential impact of the policy/service/proposal on different race groups:

Race	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Asian (including Bangladeshi, Pakistani, Indian, Chinese, Vietnamese, Other Asian Background – please specify _____)		low		It is argued that fixed term tenancies will provide better use of stock (by preventing under-occupation and creating turnover) which could provide more opportunity for overcrowded households. National data evidences that BME households are more likely to be overcrowded. Improved data collection and reporting will enable this potential impact to be monitored.
Black (including Caribbean, Somali, Other African, Other black background – please specify _____)		low		It is argued that fixed term tenancies will provide better use of stock (by preventing under-occupation and creating turnover) which could provide more opportunity for overcrowded households. National data evidences that BME

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				households are more likely to be overcrowded. Improved data collection and reporting will enable this potential impact to be monitored.
White (including English, Scottish, Welsh, Irish, Other white background – please specify _____)			✓	No negative impact anticipated
Mixed/ Dual heritage (White and Black Caribbean, White and Black African, White and Asian, Other mixed background - please specify _____)		✓		It is argued that fixed term tenancies will provide better use of stock (by preventing under-occupation and creating turnover) which could provide more opportunity for overcrowded households. National data evidences that BME households are more likely to be overcrowded. Improved data collection and reporting will enable this potential impact to be monitored.
Gypsies/Travellers			✓	No negative impact anticipated
Other (please specify)				

d) Identify the potential impact of the policy/service/proposal on disabled people:

Disability	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Physical Disability	✓			The Strategy specifically safeguards the needs of this group by including this group among those for whom there is an expectation for the provision of a lifetime tenancy
Sensory Impairment	✓			The Strategy specifically safeguards the needs of this group by including this group among those for whom there is an expectation for the provision of a lifetime tenancy
Learning Difficulties	✓			The Strategy specifically safeguards the needs of this group by including this group among those for whom there is an expectation for the provision of a lifetime tenancy
Mental Health Issues	✓			The Strategy specifically safeguards the needs of this group by including this group among those for whom there is an expectation for the provision of a lifetime tenancy

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e) Identify the potential impact of the policy/service/proposal on different age groups:

Age Group (specify,	Positive	Negative (please	Neutral	Reason
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for example younger, older etc)		specify if High, Medium or Low)		
Older People	✓			The Strategy specifically safeguards the needs of this group by including this group among those for whom there is an expectation for the provision of a lifetime tenancy
Young People/children	✓	low		Lifetime tenancies will provide stability for children. Some specific schemes may offer fixed term tenancies to younger people as they are the recipient of a targeted programme (such as housing linked to training).

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f) identify the potential impact of the policy/service/proposal on lesbians, gay men, bisexual or heterosexual people:

Sexual Orientation	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Lesbian			✓	No data is available to allow an assessment of impact
Gay Men			✓	No data exists to allow an assessment of impact
Bisexual			✓	No data exists to allow an assessment of impact
Heterosexual			✓	No data exists to allow an assessment of impact

The City believes this will minimise any negative potential impact on overcrowded households.

3. If there is no evidence that the policy promotes equality of opportunity or prevents unlawful discrimination– could it be adapted so that it does? How?

Please ensure that all actions identified are included in the attached action plan and reflected in your service plan.

Please sign and date this form, keep one copy and send one to Equality, Diversity & Human Rights Manager

Signed

Signed

Signed

Lead Officer

Service Head

Date

Date

Date

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Action Plan

Recommendation	Key activity	Progress milestones	Officer Responsible	Progress
Improve quality monitoring and data for tenants and waiting list applicants				

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Agenda Item 7

Committee:	Date:
Housing Management and Almshouses Sub (Community and Children's Services) Committee	30 January 2014
Subject: Housing Strategy 2014–2019	Public
Report of: Director of Community and Children's Services	For Information

Summary

This report introduces the new City of London draft Housing Strategy (the Strategy) for 2014–2019 (attached as Appendix 1). It sets out the reason for having a strategy and briefly outlines the key sections and content. The Strategy is a high-level statement of the priority outcomes we want to deliver through our housing offer for City residents and tenants over the next five years, and will form part of the City's wider corporate planning framework. The Strategy will require joint working between service departments and external partners, and will be resourced and delivered through a range of existing operational and other plans and targets. These will continue to be monitored in the normal way through the relevant committees. It is proposed that, when approved, oversight and review of the Strategy be undertaken by reporting to the City's Community and Children's Services Committee, with reports for information provided at intervals to other committees as required. The draft Strategy has been drawn up in consultation with relevant departments and services. The Strategy was approved by the Community and Children's Services Committee on 10 December 2014 for public consultation and circulation for information and comments to other committees, including the Housing Management and Almshouses Sub-Committee, the Planning and Transportation Committee and the Policy and Resources Committee. Following this, and any requirements for further amendment, the Strategy will be submitted for approval by the Court of Common Council for publication in May 2014.

Recommendation(s)

Members are asked to:

- note and comment as appropriate on the Strategy;
- note the arrangements for oversight, review and reporting of the Strategy.

Main Report

Background

1. Local authorities are required in law to have a strategy which sets out the vision for housing in their locality, and policies and objectives that explain how they will:
 - assess and plan for current and future housing need;
 - plan and facilitate future supply;
 - make best use of existing stock;
 - plan and commission housing-related support services;
 - secure effective neighbourhood management.

These requirements extend beyond the City's statutory housing responsibilities. The Strategy covers all forms of housing tenure. The outcomes it aims to deliver for City residents and tenants will be reliant on contributions from services such as planning and adult social care as well as external partners in the private, community and voluntary sectors. The Strategy will therefore operate at a corporate and partnership level and will form part of the wider corporate planning framework within the City.

2. In addition to its housing stock within the City boundaries, the City also owns housing estates in neighbouring areas of London, where our powers and statutory responsibilities are limited to those of a landlord; for example, we do not provide social care or housing benefit services to our tenants on these out-of-City estates. This will require us to work in partnership with other agencies such as local authorities to deliver our priorities.
3. This draft Strategy has been developed in consultation with relevant services and departments using evidence from a range of internal and external sources.

Outline of the main points of the Housing Strategy

4. The Strategy sets out the context in which it will operate, the main challenges the City needs to address, and the high-level priority outcomes we are aiming to deliver through our housing offer over the next five years.

The context

5. This outlines the planning and policy issues which inform the Strategy:
 - local: the City's vision, corporate and partnership priorities, and other associated strategies such as the Local Plan, the Health and Wellbeing Strategy and the Safer City Partnership;
 - regional: the London Mayor's London Plan and Housing Strategy, and our role in neighbouring areas and the wider sub-region;
 - national: the Government's agenda for housing, related policy and legislation such as welfare reform, tenancy reform and the significance of the reform of housing finance (self-financing Housing Revenue Account).

This section also sets out key facts about the City's housing and population.

The challenges

6. This section outlines socio-economic, demographic and related issues which inform the rationale and substance of the key priorities, for example:
 - affordability and supply;
 - demographic change, planning targets, the impact of a growing older population;
 - housing need, overcrowding and welfare reform;
 - homelessness and health inequalities.

The priorities

7. There are four high-level priorities focused on improving housing supply, existing stock, homes and neighbourhoods, and outcomes for vulnerable residents:

- More homes – increasing the supply of homes

This sets out the role of planning and private sector development, our ambitions as a developer of new affordable housing, and our role as a strategic housing authority promoting, for example, use of the private rented sector to help to increase supply and access to housing.

- Making better use of our existing homes.

This sets out how we will enable people to explore the full range of housing options available, and how we will manage our stock to tackle overcrowding and under-occupation.

- Better homes, better neighbourhoods.

This sets out our ambitions to improve our stock through our asset management strategy to improve quality of life for residents and develop safer, more sustainable neighbourhoods.

- Supporting our communities.

This sets out our aims to plan and commission housing-related services to meet important challenges such as tackling rough sleeping, supporting people with disabilities and older people, and tackling health inequalities.

The Strategy sets out why these aims are important and their relevance to other corporate priorities. Each priority has a number of strategic aims which will guide our direction of travel over the next five years, together with a set of actions, or commitments, which will contribute to the delivery of the aims.

Implementation, monitoring and governance of the Strategy

8. Delivery of the Strategy will be resourced and implemented through a wide range of existing operational plans and targets, and the service and departmental business plans supporting these. These will be monitored in the normal way through existing reporting arrangements to relevant committees. It is proposed that, when approved, oversight and review of progress of the Housing Strategy be carried out through reports to the Community and

Children's Services Committee, with update reports provided at regular intervals to this Committee, and to other committees as required.

Next steps

9. Members are asked to approve the draft Strategy for further circulation to other committees and public consultation, prior to final amendment and approval by this Committee and the Court of Common Council for publication in May 2014.
10. Members are also asked to approve the proposals for oversight, review and reporting of the Strategy.
11. Officers will amend the Strategy as necessary following consultation. Minor changes will be incorporated under delegated authority. Any major changes required to the substance of the Strategy will be brought back to this Committee for further approval and sign-off. The Strategy will then be formatted for publication on the City's website. Subject to the need for any further amendment or approval, it is recommended that the Strategy be published in May 2014.

Corporate and strategic implications

12. The City's ambitions for improving services and quality of life for its residents are:
 - to support and promote the City as the world leader in international finance and business services;
 - to provide modern, efficient and high-quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes;
 - to provide valued services to London and the nation.
13. The Strategy's priority outcomes support these aims. The City is reliant on housing markets and communities in neighbouring areas to meet the housing requirements of much of the City's workforce. In addition to seeking opportunities to build more affordable housing in the City, we will also work closely with our partners in neighbouring boroughs to provide housing for our tenants and communities on our estates in other boroughs, improving the affordable housing market in our sub-region. The Housing Strategy will also complement other City strategies to help to deliver these corporate aims. These include:
 - the Local Plan, which sets out how we intend to manage growth and development within the Square Mile, including housing development
 - the Health and Wellbeing Strategy, which sets out our plans to improve the health of City residents and workers, and reduce health inequalities between local communities
 - the Safer City Partnership, which sets out how we intend to tackle problems such as anti-social behaviour and domestic violence.

Implications

14. There are no legal, financial or human resource implications arising from the Strategy. The Strategy will be delivered from existing budgets using approved operational and delivery plans.

Conclusion

15. The Strategy meets the City's legal obligations to draw up and publish a housing strategy for the locality. The Strategy supports the City's corporate and strategic aims and sets out policies and objectives, based on accurate and up-to-date evidence, which will improve the City's housing stock and housing-related services for residents and tenants.

Appendices

- **Appendix 1 – Housing Strategy 2014–2019**

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Housing Strategy 2014-2019

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Foreword

Welcome to the City of London Corporation's Housing Strategy for 2014 -19 which sets out our ambitions to deliver homes and housing services fit for the future in the Square Mile and central London.

Our ambitions have been shaped by the City of London's unique characteristics and the opportunities and challenges this presents. The City is small – just one square mile in size with a small residential population – but it is the world's leading international finance sector. It plays a vital role in the London and national economies. During the day it is home to a large workforce supporting many thousands of businesses. Together with our partners we are embarking on a number of major projects which will transform the City's landscape and help grow London's economy. But the City is also a popular place to live with thriving residential communities, high levels of demand for housing and acute pressure on the limited supply of land. Ensuring a good supply of high quality housing within the City and its surrounding areas is an essential part of our overall vision for the City and our ambitions to improve the quality of life for our residents and tenants.

Our vision with our partners is to:

“to support the City of London as a leading international financial and business centre in a way that meets the needs of its diverse communities and neighbours.”

Good housing contributes to this vision in many ways. It can improve people's health and wellbeing; help to provide the environment necessary for the effective education and development of children and the support of older or more vulnerable people; and support the economy by providing a stable base for people working in the City or other parts of London.

We have already taken steps to begin delivering that contribution. We provide high quality housing services for our residents and tenants who live in the Square Mile and our other housing across London. In recent years we have invested heavily in our stock, modernising all our homes. We have improved our repairs service and increased the numbers of staff working locally on our estates, making it easier to get in touch with us. And we have pioneered innovative approaches to tackling rough sleeping through the use of personal budgets, effective partnership working and our award-winning scheme, The Lodge.

However, housing demand and the pressures on the housing economy are currently increasing rapidly in London. Our ambitions for planning, improving and managing City housing over the next five years will need to build on these successes and support our plans to improve the quality of life for our residents and tenants who live in the City and our other housing across London: more homes, better homes and neighbourhoods, stronger communities and better support for those most in need. A key element of our approach will be our developing role as a housing provider. We have already begun an ambitious new programme of building affordable housing on our estates within the City. In addition to this, over the course of our strategy we will aim to relieve pressure in the London market by building on our estates in neighbouring boroughs and will explore opportunities with the Greater London Authority and other partners to acquire land in other parts of the capital to expand our

programme. We will also use our influence to continue to explore the potential of the private rented sector to provide innovative solutions to the current housing shortage across London.

Much of the City's housing, and the opportunity to provide more, lie beyond the Square Mile. Delivering more housing and better outcomes for people will require commitment and joint action not only across the City's services but also with our external partners in and beyond the City, including private businesses, community and voluntary organisations, and local authorities. We are grateful to the many people and organisations that have already helped us to improve housing provision in the City and across our other estates and look forward to working with existing and new partners in the future to deliver our ambitions.

Reverend Dr Martin Dudley
Chairman of the Community and Children's Committee
City of London Corporation

Part 1 – Context and overview

Strategic context

The City of London Housing Strategy sets out our ambitions for City housing in the Square Mile and beyond for the next five years. It outlines the key challenges we face as a strategic housing provider and the outcomes we want to deliver for the communities we serve. It looks at local need and supply, improvements needed in existing homes and services, and how we can make best use of our resources to meet those requirements. The Housing Strategy is an essential part of the wider planning framework that supports the City's priorities for the Square Mile and beyond. It fits with the Mayor of London's London Plan and London Housing Strategy and takes account of the Government's wider national agenda for housing. These local, regional and national priorities and requirements have helped to shape our strategy to ensure we continue to deliver excellent housing services, improvements in the quality of life for our residents.

City priorities

Our Housing Strategy supports the City's ambitions for improving services and quality of life for its residents. These are reflected in the City's Corporate Plan:

- to support and promote the City as the world leader in international finance and business services;
- to provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes;
- to provide valued services to London and the nation.

Our Housing Strategy will work alongside other City strategies to help deliver these corporate aims. These include:

- The Local Plan which sets out how we intend to manage growth and development within the square mile, including housing development;
- The Health and Wellbeing Strategy which sets out our plans to improve the health of City residents and workers, and reduce health inequalities between local communities;
- The Safer City partnership which sets out how we intend to tackle problems such as anti-social behaviour and domestic violence.

The Housing Strategy is also supported by a number of other plans. These provide a more information about how we will implement many of the elements of our Housing Strategy. They are available on the City's website and include:

- The Adult Wellbeing Strategy;
- The Homelessness Strategy;
- The Housing Asset Management Strategy;
- The Housing Revenue Account 30 year business plan;
- The Department of Community and Children's Business Plan;
- The Housing Service Plan.

Regional priorities

City housing and priorities are affected by other plans for the wider London region. The London Plan and the London Housing Strategy set out the Mayor's priorities for housing development and investment in the capital over the next decade. The Mayor's wider ambitions are also set out in his 2020 Vision. The London Plan contains targets for the number of additional homes it expects the City to deliver between 2011 and 2021 and beyond. The London Housing Strategy sets out the Mayor's priorities including increasing the supply and standard of affordable homes in the capital, tackling rough sleeping and an enhanced role for the private sector in meeting the demand for homes. We have adapted our plans for the next five years to ensure these aims are taken into account as we implement our own local priorities.

The City also has a wider role to play in London's housing beyond the Square Mile. The City is affected by what is happening in our neighbouring areas. The housing markets in these areas and more widely across Greater London can affect the City's labour market and our aim to support the City in its role as a leading international financial centre. Much of the City's social housing is located in neighbouring boroughs. This creates challenges for the way we deliver services and plan for future provision and these have been taken into account in developing our priorities and our strategic approach.

National context

Since 2011 the Government has introduced a number of reforms to the national housing agenda. These include measures set out in its housing strategy 'Laying the Foundations', the Localism Act and a substantial programme of welfare reform. Changes to housing and council tax benefit, reforms to the right to buy and tenancies, and the way we allocate social housing will all have a significant impact on our existing tenants and those seeking our help with their housing requirements. There have also been changes to the funding of affordable housing and the way the Housing Revenue Account (HRA) is financed and managed.

We will address these reforms as we deliver our local priorities. The self-financing arrangements introduced for the HRA and plans for rent convergence will be particularly significant for the City's Housing Strategy and our ambitions to create more homes and improve our existing stock over the next five years. The City has already begun to respond to many of these reforms and more information about what we are doing can be found in the supporting plans to the Housing Strategy.

City Context

The place

The City is the historic heart of London beside the River Thames. The City shares a boundary with the London Boroughs of Lambeth, Southwark, Tower Hamlets, Hackney, Islington, Camden and the City of Westminster. Although just one square mile in size the City is an important visitor destination and transport hub and is densely developed. The City is the world's leading international financial centre with more than 6,000 businesses. The provision of high quality commercial space is essential to the City's offer to global business. Office space makes up 70% of all buildings and much of the City's small housing stock within the City is clustered in areas away from the commercial core. There are high levels of commercial and tourist footfall during the day and a growing night-time economy. Further growth in

the City's economy will lead to a higher density of building and activity. Major projects already underway such as Crossrail to the north and the regeneration of the Aldgate area are near some of the residential areas. These characteristics present unique challenges and opportunities and will have a significant impact on our plans for providing sufficient housing in a sustainable way.

The population

The nature of the City's economy impacts on the profile of people working and living in the City and is very different to anywhere else in the country. The City has an international worker and resident community and an unusually large daytime working population - at more than 383,000, some fifty times larger than the resident one. This is projected to grow to 428,000 by 2026.

The City is an affluent area. Average annual earnings for people working full-time in the City of London are more than £54,000 a year, higher than most other local authority areas; the proportion of households earning more than £60,000 a year (around 36%) is the highest in London; the average weekly household income is £970, some £294 higher than the London average and £480 higher than the average across England. Despite this there are pockets of relative deprivation.

The number of people usually resident in the City is small, around 7,400. In addition, there are around 1400 people who have a second home in the City but live elsewhere. There are 4,390 households and large numbers of people of working age. The City has proportionately more people aged between 25 and 69 than Greater London. Conversely there are fewer young people. Only 10% of households have children compared to around 30% for London and the rest of the country. Average household size is small and many people (56%) live alone.

The population is predominantly white. The second largest ethnic group is Asian. This group which includes Indian, Bangladeshi and Chinese populations has grown over the past decade. The City has a relatively small Black population, less than London and England and Wales. Figures and changes since 2001 are shown in Table 1.

	City of London		Greater London		England and Wales	
	% 2001	% 2011	% 2001	% 2011	%2001	% 2011
White	84.6	78.6	71.2	59.8	91.3	86
Mixed	2.3	3.9	3.2	5	1.3	2.2
Asian	8.9	12.7	13.2	18.5	4.8	7.5
Black	2.6	2.6	10.9	13.3	2.2	3.3
Other countries	1.7	2.1	1.6	3.4	0.4	1

Table 1: Ethnic Group 2001 and 2011

Source: Office of National Statistics© Crown Copyright

City housing

The type and clustered nature of the City's housing is unusual. The majority of dwellings (95%) are flats. Most housing is high-density and situated mainly on the City fringe. There are privately owned residential sites in Smithfield, the Temples, Queenhithe, Fleet Street, Carter Lane and Botolph Lane. Social housing in the City, including housing association homes, is concentrated in the estates in Golden Lane, Middlesex Street and Mansell Street. The City also manages the private Barbican Estate, providing specific landlord functions under the terms of the lease, service agreements and a dedicated asset management strategy.

The housing market within the City reflects its unique size, economy and the mobility of some sectors of the population. A large private rented sector provides homes to about 34% of City households; around 19% of households live in social rented housing and 42% of homes are owner-occupied (**Chart 1**).

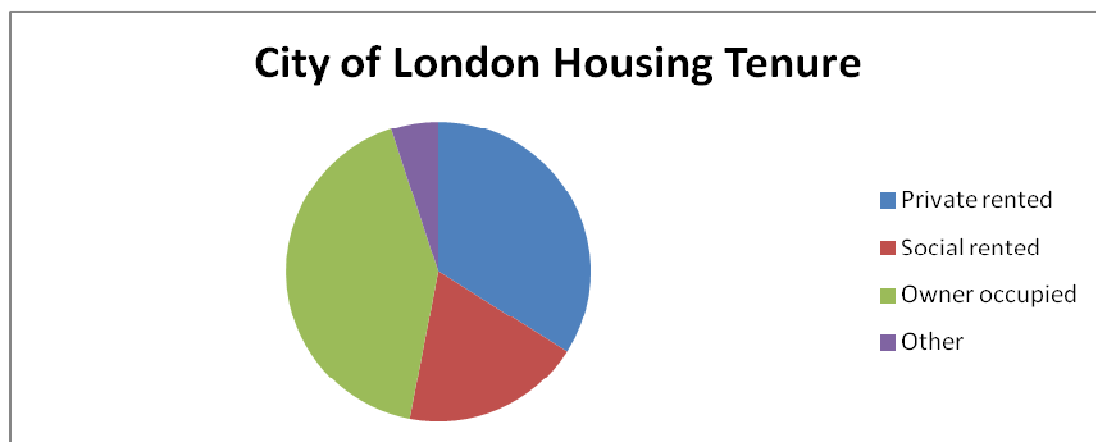


Chart 1: Households by tenure type 2011

Source: Office of National Statistics© Crown Copyright

The City's private rented sector is larger than both the London and national markets; conversely, owner-occupation is lower. The social rented sector is smaller than London's but larger than the national one (**Chart 2**). Dwellings in the owner-occupied and private rented sector tend to be larger, more than 30% having five or six rooms; in the social rented sector this figure falls to around 11%.

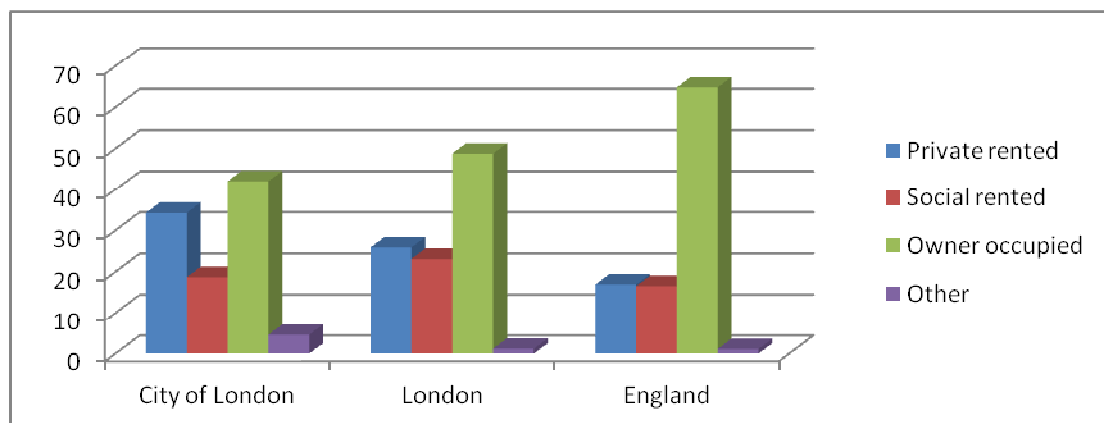


Chart 2: Households by tenure type compared to London and England 2011

Source: Office of National Statistics© Crown Copyright

The City's overall social rented stock totals 1,924. Unusually for a local authority most of the City's own social rented stock is located outside its boundaries: 467 dwellings are located in the Square Mile; the remaining 1,457 are located in estates in six other London boroughs. The condition of all of the City's social housing is good – most of our stock has been fully modernised.

Key Challenges

Increasing the supply of housing within the City and its neighbouring areas will be the cornerstone of our strategy over the next five years. To bring about real and lasting improvement in the quality of life for our communities and residents, however, we will need to look beyond the provision of more and better housing. To develop sustainable neighbourhoods with safe, thriving, mixed communities able to afford to live locally and make an effective contribution to the City's economy we will need to address a number of growing challenges.

Affordability

The costs of buying or renting a home in the City of London are increasing, reflecting trends nationwide. Prices are amongst the highest in London. The average price of a home in the City of London is now more than £692,000, half as much again as London average of £454,654. The average cost of renting a home is £1733 a month, third highest of all London local authorities. Affordability in the City continues to worsen, as price rises outstrip growth in incomes. Between March 2012 and March 2013 average prices rose by more than 38%. Lower quartile (or 'entry level') house prices are now more than 10 times lower quartile earnings in the City. Even taking into account the above average earnings and incomes of City workers and residents these costs are beyond the means of many lower and middle income households who might wish or need to live in the Square Mile. For these households affordable housing will remain the primary option.

Supply pressures

Pressures on the supply of housing in the City are severe. The right to buy has had a major impact on the availability of social housing - more than 2,800 dwellings have been sold. Some of our estates are listed buildings which restricts our capacity to develop on them. The City's size and the nature of its economy restrict our ability to provide more housing within the City. Land costs and a high level of competition for land from the commercial sector make it difficult to develop housing that is affordable to most residents, including intermediate housing. The City's function as an employment centre for high earners means that the City has many second homes. There are around 1370 of these, reducing the availability of housing for permanent residents. Because of the high concentration of business premises and limited space available for housing we have, exceptionally, pursued a policy of developing social housing outside the City's boundaries.

Demographic change and planning targets

The need for additional housing will continue to grow. The City's population and number of households have increased slowly to date but population levels are projected to accelerate. Over the past decade the population grew from 7,200 to 7,400, an increase of less than 3%. By 2021 the population is projected to be 9,190, an increase of more than 24%. The number of older people in the City is growing more rapidly. Over the same period the number of people aged 60 and over grew

from 1270 to 1500, an increase of 18%. This increase could rise to more than 25% by 2021. The City's economy is supported by a workforce that lives in neighbouring areas. Population growth and housing need are rising more quickly in these areas, with some indication of outward migration of more mature households to more affordable areas in outer London.

Our research supports the need for additional housing in the City, including market, intermediate and social housing. In his London Plan the Mayor has set a target of an additional 110 homes a year for the City through to 2021 and this is rolled forward to 2026 in the City's Draft Local Plan.

Housing need, overcrowding and welfare reform

There is high demand for our social housing. In April 2013 there were more than 1,000 households on our housing register (or waiting list). Some of these households will have little priority for assistance under our housing allocations policy, or may in time be able to resolve their own housing problems. Others will continue to need assistance. Overcrowding is a challenge for the City. Around 1 in 3 of all households in the City live in accommodation lacking one or more rooms. In terms of demand for social housing, 326 of the households (218 applicants and 108 existing tenants) on our housing register are overcrowded. Although many of these currently live outside the City all will have a connection or need for social housing within the City or neighbouring areas. Overcrowding has implications for health and child development and impacts disproportionately on certain sectors of the population. Black and minority ethnic households are likely to be over-represented amongst these households. Overcrowding can contribute to noise nuisance and perceptions of anti-social behaviour, especially where people live in close proximity with neighbours. Most overcrowded households need one additional bedroom, but some are severely overcrowded and need two or more additional rooms. Welfare reform has increased financial pressure on households on benefits in costly private rented accommodation and those in social housing who under-occupy their accommodation.

Homelessness and rough sleeping

Statutory homelessness in the City is comparatively low although the trend in applications for help is rising. In 2012/13 we received applications from 33 people and accepted a duty to rehouse 19. However, the City experiences more rough sleeping than most London local authorities. The physical and mental health problems often experienced by homeless people are significantly worse amongst the on-street population. High rates of hepatitis and tuberculosis are commonplace amongst rough sleepers who are three times more likely to suffer from respiratory and skin conditions, sensory impairment, and significantly reduced life expectancy. Most of the rough sleepers in the City are male and many have longstanding mental health and alcohol misuse problems.

Health inequalities and deprivation

Most City residents consider themselves to be in good or very good health (88% of all residents). However, around 1 in 8 households have a disability or suffer long-term health problems. This is less than in London or elsewhere nationally but there are variations in health between neighbourhoods. These patterns of health inequalities reflect the patterns of relative social and economic deprivation in the City. Poor health is more prevalent in the Portsoken and Golden Lane areas where ill-health and disability affects around 20% of households. Many of these have a

physical disability, are frail elderly or suffer with mental health problems and are most likely to require specialist forms of housing, adaptations or support services to help them to remain living independently in their home.

Across London increasing numbers of households in work are taking up benefits. Although unemployment in the City of London is well below the UK average a significant number of residents in the Portsoken area are in receipt of benefits or have low incomes. Pensioner poverty and child poverty in the ward are among the highest in the City. For some of these households fuel poverty may present a growing problem. These problems can affect educational attainment, health, ability to take up employment and lead to social exclusion. We have recently undertaken a major review of these problems in the Portsoken area. Our housing strategy will adopt a targeted approach with our partners to begin to address these.

Meeting the requirements of an ageing population

The numbers of older people in the City are small but rising and projected to accelerate rapidly. Incidences of age-related health problems such as reduced mobility and dementia and the need for additional support and care are likely to increase. The provision of health, social care and housing will need to become increasingly inter-dependent if we are to build the mixed and sustainable communities we are aiming for. Many older people will wish to remain living independently in their own homes for as long as possible. We will aim to ensure that all new affordable housing is built to lifetime homes standards and that improvements to existing stock maximise the opportunity to make homes readily adaptable to the changing requirements of older people. However, not everyone will wish or be able to remain in mainstream housing as they grow older. For these people, more specialised forms of housing will be needed as care and support requirements change. We will assess the likely future need for this and the requirement for changes, for example to the way we currently provide residential care and sheltered housing, to ensure increased choice and quality of care for older people.

Part 2 – Strategic Priorities

Priority 1 - More homes – increasing the supply of homes

Why is this a priority?

The City's residential population plays an important part in the life of the Square Mile. It makes the City livelier and safer outside working hours and supports shops and services for the City's workforce and visitors. The City's economy relies heavily on its workforce to commute in as it would not be possible to meet its housing requirements within City boundaries. But pressure is increasing on our capacity to ensure enough suitable accommodation locally. Population levels and the number of households in unsuitable accommodation in the City are rising. New housing has a key role to play in meeting the demand across all tenures, helping to rebalance local markets, develop more mixed and sustainable communities, and bringing in additional funding for investment and improvements.

Key Challenges

- a growing population: the City's population is projected to rise from 7,400 to 9,190 between 2011 and 2021, an increase of more than 24% and faster than the previous decade;
- high demand: there are more than 1000 households on the housing register;
- worsening affordability: many households are unable to afford the cost of buying or renting rent privately;
- need to balance housing stock to take account of need for smaller units of accommodation and address under-occupation;
- regional planning: The London Plan and City Draft Local Plan require an additional 110 homes a year in the City between 2011 – 2026.

What we plan to do

The City's unique circumstances - small size, limited supply of land, highly developed commercial sector and its role as a major contributor to London's economy – have shaped our strategic approach. They create both a pressing need and the opportunity to work closely in partnership with neighbouring boroughs and the private sector. Our aim will be to improve housing markets in the City and neighbouring areas, delivering an increased supply of new homes for City residents and others in need.

Our strategic aims:

- promote the delivery of additional housing by private developers, using our planning policy to drive up standards that support our priorities and provide additional funding for our affordable housing programme;
- build more affordable housing on our estates to help City residents and tenants and those in need in neighbouring boroughs, and generate additional funding through sales and rental income for future investment;
- develop our role as a strategic housing authority to help increase supply in the private rented sector across London.

Planning policy – using our influence to shape supply

Delivering more housing is a national and regional priority. The Mayor's London Plan has set standards and a target for the City of 110 additional new homes a year across all tenures until 2026 to address expected population growth. Our local plan reflects this and sets out our policies to address some of the challenges of providing suitable housing for City living.

We expect to meet our target of 110 new homes a year but there are constraints on our capacity to increase the supply of homes rapidly, and at the right mix. Most new housing in the City arises through small developments offering fewer than 10 units; the majority of these are one-bedroom; the opportunity for housing associations to develop in the City is severely limited. Much of the housing that is built will be at market prices, beyond the reach of most households seeking accommodation.

We want to ensure that the range of homes delivered by developers in the future helps us to achieve a sustainable and balanced housing market and address the key challenges we face. Much of the housing in the City is high-density, made up of flats with limited outdoor space. More affordable, larger housing will be needed if we are to meet the needs of many of the households on our housing register. A key element of our approach to planning for new supply will be working with the Mayor to implement London Plan standards for new housing that support our priorities and working pragmatically with private developers to provide on-site affordable housing or generate funding through S.106 agreements to provide affordable housing off-site on our own estates in the City and in neighbouring areas. Our requirement will be largely for social rented housing though we will also consider affordable rented and intermediate housing where possible. None of our developments will be grant-funded.

We will:

- address the challenge of a growing older population, ensuring all new housing meets Lifetime Homes standards and 10% meets wheelchair housing standards;
- ensure new housing increases residents' security and complies with the London Plan space standards, the Mayor's London housing design guide, and Secured by Design standards;
- ensure schemes support healthier lifestyles by providing amenity and leisure space for residents such as gardens, sports facilities and space for recycling;
- ensure that 30% of all new developments of 10 or more units will be affordable housing (or 60% if provided off-site) and use S.106 agreements to generate funding for affordable housing in the right mix to meet need.

More affordable housing – our role as a housing provider

Our local housing market is one of the most expensive and densely built in the country. Relieving overcrowding and affordability problems related to under-occupation and welfare reform is a major challenge for the City. A key feature of our strategic approach will be our growing role as a housing provider to support the delivery of our Housing Revenue Account 30 year business plan. Section 106 agreements provide most of the funding available for affordable housing. We currently have around £24m of funding available with potential for further substantial sums subject to planned private development programmes. Increased financial freedom and control over investment decisions created by the new housing finance

system and the use of receipts from Right to Buy sales present a unique opportunity for the City to invest in an ambitious programme of building affordable housing.

This approach will give us greater control over the type and pace of delivery of new schemes. It will allow us to deliver housing of the mix and quality standard that best meets our strategic aims, ensure the sustainability of our housing offer by increasing our asset base and rental income, and reduce our management costs. The high cost of land in the city means we will need to explore where we can use these freedoms to explore new ways to maximise the delivery of affordable housing for those seeking our help and our partners.

The City is reliant on the vibrancy of housing markets and communities in neighbouring areas to meet the housing requirements of much of the City's workforce. In addition to seeking opportunities to build more affordable housing in the City we will also work closely with our partners in neighbouring boroughs to provide housing for our tenants and communities on our estates in other boroughs, improving the affordable housing market in our sub-region. We propose to deliver our programme in three ways:

- locally, building on land available on our existing estates to deliver more homes for City residents and support the delivery of our annual targets in the London Plan;
- on our estates in neighbouring boroughs, relieving pressure on local markets and waiting lists through nomination agreements for affordable housing with neighbouring local authorities;
- acquiring land in other boroughs, where available, for the development of affordable housing schemes.

To meet the key challenges we currently face and support priorities within our strategy we will need to facilitate market housing through our planning policies and deliver affordable housing. A mix of sizes will be needed. Larger units will address backlogs in demand from overcrowded households; smaller units will be built to meet expected demand from households affected by welfare reform and a growing older population and to reduce levels of under-occupation. Where possible we will deliver improvements in the streetscape and community facilities on estates. We will be careful take into account the views of those already living in areas where we are planning to develop more homes. Consultation with existing residents will be an essential feature of our approach if we are to deliver on our aim of building sustainable communities.

Work is already underway. Our affordable housing programme has already delivered 24 new homes locally on our Middlesex Street estate in 2013. We have a number of other objectives that we want to deliver over the course of this strategy.

We will:

- deliver 61 homes on two sites in the London Borough of Southwark by December 2014; work with partners to obtain planning permission and develop feasibility studies to deliver a further 299, locally and in other boroughs, by December 2016;
- assess a number of other sites to examine potential for a further 150 units beyond 2016;
- be flexible in our plans, responding to opportunities as they arise to maximise delivery, and continue to work with the Greater London Authority (GLA) over the

term of this strategy to explore the possibility of acquiring further sites across London for development;

- enhance and improve the sustainability and community facilities of our existing estates.

Developing our role as a strategic housing authority

As a strategic housing authority we need to ensure that local and surrounding housing markets meet local needs and help support our wider social, economic and environmental objectives. Providing more affordable housing and new homes for sale is unlikely to meet all of our housing requirements. Increasing access to the private rented sector housing will be an important component of our strategy, helping to meet demand, create a more flexible labour market for the City and London, and support the City's contribution to the London Mayor's London Housing Strategy.

The City has a large private rented sector. The market rents for many of these properties are, however, beyond the means of most households working or living in the City and many do not meet the demand for security provided by longer tenancies. Whilst further development opportunities within the City are limited by land values and supply, increased access to private rented sector housing in adjacent boroughs and across London more widely would help drive London's economic growth and support those sectors of the City's daytime working population workforce needing or wishing to live nearer to the workplace.

We have taken steps to develop our strategic role in this area, building on the recommendations from the Montague Review, which looked at the barriers to institutional investment in the private rented sector. We have hosted London-wide exploratory discussions with key players and sponsored published research into ways to promote increased institutional investment and partnership working in this sector of the housing market. We will continue to explore opportunities and seek ways to use our influence to develop innovative solutions to the housing shortage in London where possible. In the short to medium term we need to examine other ways of increasing access to private rented housing and other models of housing provision.

We will:

- seek to encourage innovative public and private sector working in the use of land and planning regulations to stimulate interest and investment;
- work with social enterprises, the private sector and other housing providers to lever in investment to increase the supply of private sector housing for households unlikely to qualify for social housing;
- review our rent deposit scheme and work closely with landlords and local authorities in neighbouring areas to increase the access to private rented housing at local housing allowance rental levels;
- continue to cooperate with the Greater London Authority to develop proposed opportunities in the London Housing Strategy for investment in affordable housing across the capital.

Priority 2 – Making better use of our existing homes

Why is this a priority?

Building more homes will help us to meet the need for more housing. But high levels of demand and long waiting times will not be reduced quickly, even with more housing. Overcrowding and welfare reform are creating additional pressure and financial uncertainty now for many households. We will need to make better use of the City's existing housing stock if we are to address these challenges effectively.

Key Challenges

- high demand for social housing and overcrowding: many of City households lack one or more rooms, including 239 in our social rented housing;
- high levels of ill-health and disability on some estates: in the Portsoken and Golden Lane areas ill-health and disability affects around 20% of households.

What we plan to do

Working closely with other housing providers to maximise choice and access to all tenures, and managing our resources to make sure we are helping those most in need will be an important part of our approach.

Our strategic aims:

- maximise choice for those seeking our help, improving advice and exploring all housing options available to ensure those who are able to rent or access market housing are enabled to do so;
- continue to manage the demand for social housing fairly and transparently, giving priority to those in greatest need and making efficient use of our housing by tackling overcrowding and under-occupation.

Maximising choice, improving advice

The City cannot accommodate all those who wish to live in the Square Mile. Supply will never match demand for a home in the City and many people seeking social housing will not qualify for our help under our allocation policy; others living here may wish to move out. The lack of larger social housing and the pressure on household incomes caused by welfare reforms may mean that, for many households, finding a home in another area or the private rented sector is the most realistic solution to their requirements. For others, accessing intermediate (part-buy, part-rent) housing in the City or elsewhere may be a solution. All tenures will need to be considered in meeting need and demand. Providing high quality advice and helping people exercise choice and find their own solutions to their housing problems will be an important part of our approach.

We will:

- ensure we explore all housing options across a range of needs and incomes for those seeking our help, for example through the Mayor's First Steps scheme;
- provide help and advice to those in the private rented sector whose current housing may be threatened by the impact of welfare reform;
- provide advice and support to enable people to remain in their homes where they are at risk of losing them.

Managing demand and tackling overcrowding and under-occupation

In addition to making the most of the market and private rented sectors we must use our own social housing efficiently to help manage demand fairly and transparently giving priority to those in greatest need. This means getting the right people into the right homes. There are currently more than 1000 households on our waiting list; many of these are existing tenants requiring a transfer. In allocating our housing we must ensure we balance housing need with the requirements to maintain stable and sustainable communities on our estates. We need to tackle imbalances between occupancy levels and property sizes and illegal occupation. We must also let our homes efficiently, minimising the time they remain empty.

We will always ensure that households are given a home big enough for their needs when we let it to them. But changes in households over time mean that some homes get overcrowded whilst others become under-occupied as children grow up and leave. Around 1 in 3 households in the City are overcrowded. Many of these may be content to remain where they are living, but demand for rehousing remains comparatively high. Of the households on our waiting list for social housing more than 320 are lacking one or more bedrooms, including more than 100 households already living in our housing. But under-occupation is a growing problem too. With larger family accommodation in short supply, under-occupation makes it more difficult for some households to access social housing; equally, many of those under-occupying will now face changed financial circumstances because of reforms to housing benefit. Others on our waiting list may be homeless or vulnerable or need to move for health or other urgent reasons. Some properties may become illegally occupied over time, reducing the availability of housing for those in most need.

We have recently revised our allocation policy to address some of these challenges, focus resources where they are most needed, ensure fairness, and tackle overcrowding.

We will:

- ensure equality of access, allocating housing according to housing need regardless of tenure;
- give priority to those in greatest need and focus resources on those least able to afford housing in the private rented or market sector, for example by limiting eligibility for social housing to those with incomes of less than £60,000 a year and prioritising those who work in the City who earn less than £26,000 a year;
- give high priority and financial incentives to under-occupying households who wish to move to help them avoid financial hardship and release larger properties for overcrowded households;
- review the mix of general needs and sheltered housing in our stock to make sure we have got the balance right;
- provide clear advice and information about the way we allocate our housing and what people need to do to apply;
- reduce the time and cost it takes to re-let our properties when someone leaves;
- tackle tenancy fraud and illegal occupation of our homes;
- review our tenancy policy and assess how short-term tenancies may help us make more effective use of our stock to alleviate need.

Priority 3 – Better homes, better neighbourhoods

Why is this a priority?

More homes will help meet the rising demand for housing. But for many residents others improvements in their living conditions and neighbourhood will be equally important. The health, wellbeing and safety of our residents and tenants are major priorities for the City. For children, growing up in a secure, healthy environment can help reduce inequalities and improve educational opportunities. Well-maintained and designed homes and estates can help people feel safer, prevent ill-health and accidents and improve quality of life for people with disabilities. We also need to ensure our homes are fit to address the challenges of a growing older population and reduce our environmental impact.

Key Challenges

- high levels of mental and physical ill-health and disability on some estates: in our Portsoken ward ill-health and disability affects around 20% of tenants;
- a growing older population: the number of people in the City aged over 60 grew from 1270 to 1500, an increase of 18%;
- welfare reform, increasing numbers of working poor, older people and high numbers of pensioners living alone increase the risk of fuel poverty, social isolation, and the need for adaptations and homes that meet lifetime standards;
- elements of our housing stock are reaching the end of their life and need updating to maintain the health, safety and comfort of our residents and help us reduce our environmental footprint.

What we plan to do

Improving and updating our homes through our new asset management strategy will be a major component of our strategy, helping us to provide the homes and well-designed estates to tackle some of the key challenges we face. We will work more flexibly and closely with our residents and tenants to identify priorities and help develop more sustainable neighbourhoods and the strong communities that will help support them through all stages of their lives.

Our strategic aims:

- tackle ill-health and fuel poverty by improving energy efficiency and safety in the home through the improvement programmes we carry out in our homes, and using lifetime design criteria to better meet the needs of older people and those with disabilities;
- build better, safer and more sustainable neighbourhoods through improvements to security, access, outdoor spaces and community facilities on our estates, and tackling anti-social behaviour;
- support and empower our residents to co-design and help plan the delivery of lifetime neighbourhoods.

Better homes

We want our homes to be safer, cheaper to run and more adaptable to people's needs as households change and people live for longer. Following investment over past decade all of our homes have now been modernised and, as part of our

preparations to make our Housing Revenue Account self-financing, we have undertaken a number of stock condition surveys. Our asset management strategy sets out the next phase of investment and improvements to our homes over the next five years. We will develop new ways of carrying out planned maintenance and major works to deliver savings, maximise income, and provide the further investment needed to tackle the challenges of a growing older population, health inequalities and the need for greater energy efficiency. We have recently completed a programme of fire safety improvements on a number of our estates but more remains to be done.

We will:

- undertake adaptations to homes for those with disabilities and older people to enable them to live independently and in their existing homes for longer;
- incorporate features of lifetime design in our homes as we carry our internal improvement programmes so that they more easily meet the changing needs of our households as they grow older;
- make our homes warmer and more energy efficient, replacing windows and heating systems, reducing fuel poverty and CO2 emissions;
- actively promote energy conservation and efficiency in homes across all housing tenures in the City through better advice and access to external schemes and support.

Better neighbourhoods

It is not just our homes but also our neighbourhoods that have a significant role in keeping us well and independent as we grow older. Improving the physical environment of our estates can help tackle the impact of disability and social isolation and reduce crime and anti-social behaviour. We want residents to feel safe, to be able to get out and about in their neighbourhoods and connect more easily with other people and services. We will work with our residents and use our asset management strategy to identify priorities and plan improvements to our estates that promote safety and better, inclusive access, and provide facilities and outdoor spaces that promote social contact and help build communities.

We will

- commission independent risk assessments in our high-rise estates to assess fire safety;
- review security arrangements such as controlled access and the use of CCTV on our estates to improve security and reduce crime;
- create dementia-friendly environments by reviewing and renewing signage on all of our estates to improve orientation and navigation;
- review the provision of lifts and our outdoor environments to improve accessibility for people of all ages and ability;
- support community activities and development by investing in and improving community facilities on our estates;
- investigate the potential for improving access to broadband on our estates to promote digital inclusion where this will help to reduce social isolation;
- review tenancy and leasehold agreements to ensure they support our aim to improve our neighbourhoods, for example through linking better enforcement action against anti-social behaviour with action that supports victims.

Stronger Communities

Self-reliant and empowered communities are essential to our aim to build better neighbourhoods. We want to enable our communities to set their own priorities and agendas and work with providers and service commissioners to get the services that they need. We know our residents would like us to listen more closely to their views about the homes and estates they live in. Over the past two years we have recruited more tenants to help shape and improve our services, made it easier to get in touch with staff on the phone and locally on our estates, and created plans with our residents for cleaning and maintenance standards for all of our estates. Looking forward we want to support our residents to develop resident-led activities and promote the involvement of the business, community and voluntary sectors to help plan for lifetime neighbourhoods.

We will:

- consult widely with residents about the priorities and implementation of improvement programmes on our estates;
- set up a community fund to enable residents to help decide local estate spending priorities;
- work with our residents to promote volunteering and inter-generational activities on our estates;
- develop the use of digital and social media and a new resident engagement plan within our corporate arrangements to promote greater and more inclusive contact with our residents;
- work with partners to improve financial inclusion and employment opportunities for households and young people;
- roll out our good neighbour scheme on all our estates and improve joint working with health and social care partners to support vulnerable people.

Priority 4 – Supporting people within their communities

Why is this a priority?

Promoting the independence of our residents is a major part of the City's ambitions. Improving our homes and neighbourhoods will help with this for many of our residents. But for some, for example those who are homeless or people with disabilities, extra help to access housing and ongoing support to enable them to live independently will be vital. A growing older population means that the need for specialist housing with extra care services is likely to increase in coming years. Providing those in need with advice, specially designed accommodation and personal support can prevent the breakdown of tenancies and homelessness, and avoid the need for more costly forms of provision or intervention.

Key Challenges

- increasing homelessness: rates of homelessness are low but rising;
- rough sleeping: street homelessness is high and persistent - over the course of 2012/13 more than 280 people were recorded sleeping rough in the City; around 60 % of these were long-term or returning rough sleepers, whilst 40% were new to the streets;
- need for move-on accommodation: extra capacity for some single homeless people;
- 1 in 20 residents require personal care or housing-related support;
- a growing older population: an increase in age-related conditions such as dementia may require new types of supported services like extra-care housing;
- health inequalities and welfare reform are impacting disproportionately on some communities.

What we plan to do

Prevention, promoting independence, and earlier intervention will be central to our approach. In addition to preventing homelessness we want to help rough sleepers to leave the streets and do more to move people on from hostels into permanent accommodation where appropriate. Having a settled home of the right type and in the right place is fundamental to helping people with a range of support needs. We will increase our focus on supporting vulnerable and older people to live independently within the community, reducing the need for more costly forms of provision such as residential care. And we will intervene earlier with targeted housing-related support to help reduce the impact of health inequalities and welfare reform in the more deprived areas of the City. We will also develop our relationships with other authorities to ensure a fully coordinated approach to supporting people and communities who live on our estates in other London boroughs.

Our strategic aims:

- preventing homelessness through closer partnership working, addressing the impact of welfare reform and improving access to support;
- reducing rough sleeping by providing better, more specialist accommodation;
- reviewing specialist housing provision for people with disabilities and older people to promote greater independence and reduce reliance on more costly institutional settings;

- reduce inequalities in our more deprived areas through a targeted, area-based approach to earlier intervention.

Preventing homelessness

We have worked hard to improve the support and accommodation we provide for homeless households in recent years. Through our rent deposit scheme with private landlords all homeless households are now provided with self-contained accommodation avoiding the need for bed and breakfast hotels. Homelessness in the City is low compared to many local authorities but has begun to rise again over the past three years. Our aim in the immediate future will be to tackle the rising trend in homelessness and develop our capacity to deal with the added demand this places on our housing resources.

We need to identify earlier those who are at risk of homelessness. We will work more closely with other agencies, intervening earlier where households are threatened with homelessness, providing benefits advice and debt counselling to mitigate the impact of welfare reform, and supporting those who may be at risk of losing their homes. The majority of people at risk of homelessness in the City are single, vulnerable and need help to access accommodation - for example people with mental health needs, substance abuse problems, care leavers and those fleeing domestic abuse. To help people access and leave services in a more planned way we will develop supported accommodation pathways to ensure we identify those at risk of homelessness, assess need quickly and provide access to the right sort of supported accommodation.

We will:

- improve information sharing and develop shared strategies with our partners through our Welfare Reform Group to reduce the impact of welfare reform on rates of homelessness in the City;
- increase support to vulnerable people and reduce the risk of recurring homelessness, by increasing financial inclusion, building clearer pathways to access accommodation and improving tenancy support to develop the skills needed to live independently;
- work with the voluntary and private rented sector to increase the supply of accommodation for homeless households, allowing them to be re-housed more quickly and permanently and providing a greater choice of areas to live in.

Tackling rough sleeping

Rough sleeping and street begging continue to present a persistent and serious problem in the City. Rough sleepers are amongst the most excluded members of society and many suffer from multiple health problems and reduced life expectancy. Since 2009 our outreach service has worked successfully with rough sleepers in the City providing help to access accommodation, health and other specialist services, such as those for mental health and substance abuse, and working to re-connect people with support services in their own community or country of origin.

Our long-term objective is to ensure that no-one lives on the City's streets, that those supported to leave do not return, and that those new to the streets do not spend a second night out. We have had considerable success in providing supported accommodation to help prevent rough sleepers returning to the streets. Supported

accommodation focuses on helping residents acquire skills that will enable them to live independently and on linking them into services that address other needs. Working with other local authorities and partners in the voluntary sector we developed The Lodge, a hotel- style supported scheme for long-term rough sleepers; we have also pioneered the use of personal budgets to increase support and independence for rough sleepers. The number of rough sleepers has reduced steadily since 2009. But we need to do more to reduce pressure in our schemes by enabling ex-rough sleepers to move on to more permanent accommodation. We are developing a range of options in partnership with the police and voluntary sector agencies through the City's Rough Sleepers Strategy Action Group to help increase capacity.

We will:

- develop 'Lodge 2' with St Mungo's, building on the success of The Lodge to provide permanent supported accommodation for long-term ex rough sleepers;
- continue to reduce numbers on the streets through work with the police and our outreach service to develop pop-up hubs and address the 'living on the streets population' through initiatives such as the social impact bond and 'no-one left on the streets';
- continue to monitor and develop our special projects move-on arrangements providing access to general needs housing for ex-rough sleepers where appropriate;
- ensure the City remains represented on and contributes to the Mayor's Rough Sleeping Group and its aim to end rough sleeping.

Supported living for people with disabilities

Improving our specialist housing and support services for people with disabilities and mental health needs will continue to be an important part of our strategy. The City commissions supported living accommodation for around 35 residents who need close support to enable them to live independently. Some of our residents may need to stay within a supported living environment long-term. For others it is a temporary step whilst they develop the skills and confidence to live more independently. We have recently reviewed our supported living provision and through this strategy we will be focusing more on supporting people to live independently in the community and providing the services to enable them to do so.

We will

- re-commission supported living services for people with disabilities and mental health needs to help them develop skills necessary for more independent living, and enhance training and employment opportunities;
- work with our partners in the voluntary and private sector to develop a wider range of housing options for those who are ready to move on.

Supporting older people

The City has a number of services that support older people to remain living independently in their own homes. Some of these are personal care such as help with bathing or food preparation. Others are housing-related, such as our tenancy (or floating) support service, and accommodation-based support, such as sheltered housing. However, the growing number of older people in the City means we need to anticipate the changes in need and demand that will arise in the next five to ten

years. In our recent review of supported living arrangements across the city we identified the need to look further at how we might make better use of new technology and how to make better use of sheltered housing to help reduce reliance on residential care. We are currently reviewing our housing services for older people. We will focus on how to develop our sheltered housing service so that it is integrated more efficiently into a wider spectrum of adult care and other support services.

We will:

- review how best to use sheltered housing to reduce reliance on residential care and help older people to remain living independently in their own homes;
- assess the need and potential to develop extra-care and community-based provision at our sheltered housing schemes;
- assess how to make best use of the benefits of assistive technology, telecare and floating support.

Intervening early to reduce inequalities and tackle deprivation

Some areas of the City experience higher levels of deprivation than others. Earlier intervention in our more deprived neighbourhoods will be a priority for us in the coming year. Ill-health, disability and pensioner poverty are higher amongst residents of our Middlesex Street and Mansell Street estates in Portsoken ward than the rest of the City, and reflect the higher levels of deprivation to be found in these areas generally. We are developing an area-based, multi-agency approach to address these issues and coordinate services and target resources where they are most needed. We will examine how our housing services can work more effectively on these estates with our health and social care partners, local communities and other agencies to deliver real improvements in the way services are delivered at a local level.

We will:

- provide intensive support for our local residents associations in Portsoken ward through our new community development officer to build and increase community capacity;
- work with health and social care partners and other providers to develop a 'One Portsoken' forum of local providers to improve multi-agency coordination of community services;
- work closely with our information and advice service, City Advice, to develop a welfare reform intervention service, support households on low incomes and those affected by welfare reform, and tackle pensioner poverty.

Part 3 – Delivering our strategy

The Housing Strategy is an essential part of the City's wider planning framework. It identifies specific housing-related priorities and actions which directly support the City's vision and corporate priorities and help to improve the social, economic and environmental wellbeing of City residents, workers and businesses. The strategy works alongside and complements other major City strategies, such as the Local Plan, the Health and Wellbeing Strategy, the Adult Wellbeing Strategy and the Safer City Partnership.

Implementation

Successful delivery of our Housing Strategy will require a multi-agency approach. The actions and commitments we have set out will require joint working between the City's services and our partners in the public, private, community and voluntary sectors. The City has an established framework of partnerships, Boards and joint forums to deliver its key strategies. The Housing Strategy priorities will shape and inform our work with partners and help us to identify where we can coordinate services, build innovative, cross-cutting programmes of action, and use or pool our resources more effectively to deliver on shared aims.

Within the City the Housing Strategy will be translated into action through our business planning process, and delivered and resourced through departmental, service and commissioning plans. The Community and Children's Departmental Business plan links our budgets and financial resources directly to a range of objectives and targets within these plans, including those elements of the Housing Strategy which will be delivered through our housing, social care and public health commissioning services.

Monitoring and oversight

Delivery of the Housing Strategy will be monitored through our performance management and delivery framework, and scrutinised and overseen through our corporate governance process. Within the City, departmental and service plans supporting elements of the Housing Strategy will be monitored and overseen by the relevant Committees. Oversight and review of the full Housing strategy will be undertaken by the City's Community and Children's Services Committee which will receive regular progress updates. Reports for information about the strategy will be provided other Committees, Partnerships and Boards as required.

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Agenda Item 11

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Agenda Item 12

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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