

Committee:	Dated:
Housing Management and Almshouses Sub-Committee	24 September 2018
Subject: Housing Strategy	Public
Report of: Andrew Carter, Director of Community and Children's Services	For decision
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Summary

This report presents a draft housing strategy and asks members to comment on the draft and approve it as a basis for consultation with residents and partners. The draft strategy sets out the Corporation's vision for housing for 2019-2022 and explains how it will use its expertise and resources as a strategic housing authority to build, maintain and manage its homes and estates. The aim is to provide an overall statement of our strategy and priorities for housing to guide practice and as a basis for monitoring and accountability.

Recommendations

Members are asked to:

- Note the report
- Review and approve the consultation draft of a new Housing Strategy.

Main Report

Background

1. The Sub-Committee considered and provided feedback on an initial paper proposing to renew the City of London Corporation's Housing Strategy in September 2017. The draft strategy which the Committee is being asked to approve for consultation is based on and takes forward the earlier work while taking account of more recent discussions and developments.

Strategy Outline

2. The strategy is concerned with the Corporation's role as the strategic housing authority for the Square Mile and a landlord responsible for 1,923 tenanted properties and 936 leasehold properties across London. The vision is of *'healthy homes, space to thrive and vibrant communities for Londoners'*. The aim is *'to use our expertise*

and resources as a strategic housing authority to build, maintain and manage quality homes in estates people are proud to live in, where our residents will flourish, and through which we support our communities and economy to thrive’.

Challenges and opportunities

3. Key challenges and opportunities are identified by the strategy, including:
- The need for extensive maintenance and renewal of existing homes, as highlighted in the Stock Review Survey;
 - The need for more homes – particularly more affordable homes – to respond to demographic pressures and business needs;
 - The high house prices, rents and land values in London and the City;
 - The need to adapt homes to meet the needs of an ageing population;
 - The need to respond to changes affecting vulnerable tenants and offer support (particularly around welfare reforms);
 - Pressures on housing budgets and the need to manage competing demands (e.g. balancing house building against maintenance and repair needs).

Outcomes and priorities

4. Responding to these challenges and opportunities, the draft strategy is structured around four key outcomes:
- Quality homes that meet the changing needs of our residents and communities
 - Well-managed estates that people are happy and proud to live in
 - Thriving and connected communities where people feel at home and flourish
 - New homes to meet the needs of Londoners, our communities and economy.

A short summary of the priorities for each of these outcomes is provided below. The draft strategy also identifies key measures and indicators for monitoring progress.

5. *Quality homes that meet the changing needs of our residents and communities.* The priorities for delivery for this outcome are:
- Renewal and modernisation with a £55 million, five-year major works programme and further investment to respond to the Stock Condition Review;
 - Consistent, high quality design of social housing guided by the Corporation’s new Housing Design Guide;
 - Fire safety and maintenance, including upgrading entrance doors and frames and retro-fitting sprinklers;
 - Ensuring the private rented sector in the City continues to operate to the highest standards.
6. *Well-managed estates that people are happy and proud to live in.* The priorities for this outcome are:

- Support for the City's Community Development Team and its work with estate staff to develop resident voice, engagement and involvement;
- Better communication with residents, including upgrading IT systems and improving electronic communications;
- Implementation of new Customer Service Standards, with training for all staff;
- Review of our estate management model to ensure that we deliver best value for money, as well as high quality services.

7. *Thriving and connected communities where people feel at home and flourish.* This has a focus on the links between housing, health and wellbeing, the priorities are:

- Systematic consideration of the health and wellbeing implications of decisions about our housing stock and estates ('health in all policies');
- Housing for residents with mobility, sensory and memory impairments;
- Strengthening communities and tackling social isolation, including developing the Community Builders Programme;
- Prioritisation of vulnerable people in the allocation of social housing with appropriate tenancy support for those who need it, and developing housing solutions for the most vulnerable, including the homeless (e.g. 'Housing First').

8. *New homes to meet the needs of Londoners, our communities and economy.* The Corporation has committed to playing a lead role in tackling the housing shortage in London with a pledge to build hundreds of new social homes and thousands of mixed tenure homes. The draft strategy sets some priorities for the next three years:

- Increase in social housing stock by 2022 and development of plans to deliver mixed tenure housing on City sites;
- New social homes let at London Affordable Rent and built on existing estates;
- Exploration of new housing models for City workers and professionals (e.g. role of multiple occupancy accommodation);
- Review of options to increase the supply of homes beyond our own sites working with public and private sector partners.

9. The strategy would be overseen by the Community and Children's Services Grand Committee, with the expectation that the Housing Management and Almshouse Sub-Committee would be responsible for oversight and monitoring. It is proposed to develop a dashboard to support delivery, scrutiny and performance management.

10. The Housing Strategy should not be viewed in isolation but as supporting and supported by a suite of Corporation housing plans and strategies, including the Allocations Strategy, Housing Assets Management Strategy, Housing Services Plan and Housing Design Guide. A new Homelessness and Rough Sleeping Strategy is also being developed.

Corporate and Strategic Implications

11. The Housing Strategy will contribute to delivering the objectives in the Corporate Plan and to the five priorities in the DCCS Business Plan. It also sets out our approach to supporting the priorities in the *Mayor of London's Housing Strategy* (2018) and provides a basis for our engagement with national policy developments.

Appendices

- Appendix 1 - Draft Housing Strategy

Background Papers

- 'Housing Strategy' – Report to the Housing Management and Almshouse Sub-Committee, 26 September 2017

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