



# HEALTHY HOMES; VIBRANT COMMUNITIES

Our Housing Strategy for 2019-23

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## Housing Strategy 2019-23: Executive Summary

**Our role:** The City Corporation is the strategic housing authority for the Square Mile and a landlord responsible for 1,923 social tenanted properties and 936 leaseholder properties across London.

**Vision:** Our vision is healthy homes, space to thrive and vibrant communities for Londoners.

**Our aim:** To use our expertise and resources to develop, maintain and manage quality homes on estates people are proud to live on, where our residents will flourish, and through which we support our communities and economy to thrive.

Our 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
Our Activities			
<ul style="list-style-type: none"> <li>Consistent, high quality design for our social housing</li> <li>A major works programme to renew our housing stock</li> <li>Installation of state-of-the-art fire safety technologies</li> <li>Ensuring the highest standards in private rented housing</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining high levels of resident satisfaction</li> <li>Involving residents in co-developing our estates together as partners</li> <li>Reviewing our model of estate management to deliver best value for money for our residents</li> </ul>	<ul style="list-style-type: none"> <li>Designing in health, culture and security and designing out crime</li> <li>Supporting community development, and tackling social isolation</li> <li>Designing and adapting housing for residents with mobility, sensory or memory impairments</li> <li>Providing tenancy support for those in difficulty and preventing homelessness</li> </ul>	<ul style="list-style-type: none"> <li>Building hundreds of new social and affordable homes for Londoners</li> <li>Preparing plans to create thousands of new mixed tenure homes on City Corporation owned Land</li> <li>Minimising disruption as we develop new housing and prioritising the needs of existing tenants</li> </ul>
Success measures			
<p>We will monitor our progress in delivering this Housing Strategy using a high level 'dashboard' of 10 key measures, reporting on how satisfied residents are with their housing and estates, our investment in major works, quality of housing, progress in housing development and how we are doing on specific issues like fire safety and energy efficiency.</p>			

# 1. BACKGROUND AND CONTEXT

## 1.1 The purpose of this strategy

The City of London Corporation is the landlord and freeholder to 2,859 homes, the strategic housing authority for the Square Mile, and an organisation dedicated to a vibrant and thriving City, supporting a diverse and sustainable London.

This Housing Strategy sets out our housing priorities through to 2023. It explains how we intend to work with our residents and communities to improve homes, regenerate estates and increase the supply of housing for Londoners, including social and affordable housing.

It depends on and supports the implementation of a wide range of other strategies – nationally, regionally and in the City itself - and should be read alongside the *City Corporation's Local Plan (City Plan 2036)*, the *Homelessness and Rough Sleeping Strategy* and the *Housing Design Guide*. It also supports the City Corporation's *Joint Health and Wellbeing Strategy*, the *Social Wellbeing Strategy* and the *Social Mobility Strategy*.

Its purpose is to provide a clear and accessible high-level summary of outcomes and activities for elected Members, residents, partners and officers, and a focus for oversight and accountability. The 'nuts and bolts' of delivery are described in detail in other strategic documents (e.g. Allocation's Strategy, Housing Development plans).

The Housing Strategy – with these other documents - sets out our approach to supporting the five key priorities in the *Mayor of London's Housing Strategy (2018)*:

- Building homes for Londoners;
- Delivering genuinely affordable homes for Londoners;
- High quality homes and inclusive neighbourhoods;
- A fairer deal for private renters and leaseholders; and
- Tackling homelessness and helping rough sleepers.

We will continue to work with central government, the Greater London Authority and London Boroughs to deliver our strategy and to engage with national initiatives, and with house builders, developers and other partners to deliver our ambitions.

## 1.2 Our housing

The City has a small but growing residential population of around 8,000.

Most residents within the Square Mile live on four estates at the Barbican, Golden Lane, Middlesex Street and Mansell Street, with the remainder living in smaller residential clusters at Smithfield, Queenhithe, Carter Lane and City West.

Sixty-three per cent of housing on the Barbican Estate is owner occupied and 30% is privately rented; by contrast, two thirds of housing in the East of the City is socially rented, including all the homes in Mansell Street, which is managed by the Guinness Partnership.

Three quarters of our social housing (over 1,500 homes) is situated outside the Square Mile on eleven estates that the City Corporation runs in the six London Boroughs of Southwark, Islington, Lewisham, Lambeth, Hackney and Tower Hamlets.

Within the Square Mile, 97% of residential properties are flats, the majority in purpose-built blocks. Over half (52%) of our housing is one-bedroom flats – significantly above the Inner London average; by comparison, only around 1 in 7 homes (13%) are larger family houses – compared to over a third in Inner London.

The Square Mile has a higher proportion of older residents than elsewhere in central London, and the number of older residents is growing faster than the general population. Only 1 in 10 of City households have dependent children, with single person households accounting for over half (56%) of Square Mile housing stock.

In October 2017 there were over 650 applicants on our housing register. Unusually, most will have established a local connection with the City through their place of employment. Nearly two thirds (62%) are registered for studio or one-bedroom sized accommodation. As noted above, most of the City Corporation's social housing stock is outside of the Square Mile itself.

### 1.3 Realising opportunities; recognising challenges

Our Housing Strategy will take advantage of fresh opportunities:

- To engage with *major policy initiatives*, including the affordable homes programme and Social Housing Green Paper and the Mayor of London's housing strategy and draft London Plan, and help to address London's housing crisis;
- To *mobilise our assets more effectively* to realise our ambitions, particularly the City Corporation's holdings as a major land owner and the potential for further housing development on our existing estates;
- To explore *new models for housing*, such as the potential of 'housing in multiple occupancy' as an accommodation option for single City workers, and other co-living and co-housing options;
- To use our *major housing renewal programme* to modernise our housing stock, including installing fire sprinklers and new assistive technologies to support older and disabled people to live independently;
- To implement the '*health in all policies*' approach to our role as a Strategic Housing Authority, taking advantage of our improved understanding of the links between housing and health and wellbeing, and the importance of strong communities and tackling social isolation.

- To work *with our partners* to support and develop our communities and to support vulnerable residents – for example, through the Health Integration Programme and by strengthening our links with the voluntary and community sector.
- We have a truly *exceptional heritage and environment in the City* to build from as we develop our homes, estates and communities.

These opportunities will help us to address our challenges:

- *We need to maintain and renew our homes*, with many built during the inter-war and post-war period and needing significant maintenance and renewal. We are also investing in state-of-the-art fire safety installation, particularly following the Grenfell tragedy.
- *The need for housing continues to grow*, with population growth and the changing needs of households. By 2036 the population in the Square Mile is projected to rise to 10,675, an increase of a third. Among our existing social tenants, 1 in 10 were registered to transfer to alternative accommodation in April 2017, with the main reason being overcrowding, others may welcome opportunities to ‘downsize’ as their circumstances change.
- *The make up of our resident population is shifting*. The number of people aged 60 to 74 is expected to rise by a half in the Square Mile by 2036, and those who are 75 or over by 70%. This has important implications for the development of our housing stock, namely the need to build and adapt homes to support people with age-related health problems (and other adults with disabilities).
- *Our most vulnerable tenants are managing significant changes in their lives*, such as the introduction of Universal Credit, with housing benefit paid directly to tenants, not landlords, which could increase the risk that they will accumulate rent arrears.
- *There are pressures on our housing budgets*, including a year-on-year reduction in social housing rents of 1% up to 2020 which is positive for tenants but means we must be innovative to maintain services with less revenue. There is also the challenge of managing competing demands on our Housing Revenue Account budget for social housing, including maintenance and repairs, fire safety measures and building new social housing.
- *House prices and rents in London are generally higher* than elsewhere in the country. In addition, there is a growing polarity in housing opportunity in central London between social rented accommodation and private housing at the high end of the market, with little opportunity for those on lower and middle incomes to secure housing. Half of Londoners aged 25 to 39 say that they would consider leaving London to work in a more affordable region, with three quarters of businesses in London saying that housing supply is a significant risk to their future growth. While many people commute into the City to work, this brings its own costs and challenges.

- *There are challenges in identifying land for development* within the City, where there is strong competition from the commercial sector and residential land values are the highest in the country, as well – of course – as the costs of building new houses. Some of our estates are listed buildings, and we must balance the demands for renewal and development with custodianship of the City’s architecture, history and environment.

## 1.4 Listening to our residents

This strategy reflects extensive engagement with our residents and has been developed to align with their priorities, as well as recognising the needs of our businesses and other employers. We conducted a targeted consultation with 162 City residents through the Housing Hub for residents, which has been developed by our Community Engagement Team, with residents’ comments reflected in the strategy. We also invited all the City Corporation’s Estate Managers and their teams to provide their feedback.

At the City Corporation’s Community and Children’s Services awayday on 25 September 2018, nearly 200 staff from across the Directorate took part in a facilitated exercise to design a (fictitious) new City Estate, considering this from the various perspectives of our diverse population. The insights from that day have also helped to shape the strategy.

We conduct a detailed Survey of Tenants and Residents (STAR) every year, which provides insight into their experience and views of our housing services, the quality of their homes, cleanliness, safety and security on their estates, community facilities, repairs and maintenance, our customer services, information and how we listen to and act on their concerns. We can identify what residents are thinking on an estate by estate basis and can compare their experiences with those of tenants from other authorities through *HouseMark*, a benchmarking tool for social housing.

We meet with representative resident groups on all our estates, and host an annual City-Wide Residents Meeting, with a focus on residents’ issues and concerns.

Current research that is helping us to understand our residents’ views and experiences includes a project with Goldsmith’s University to identify and engage with residents experiencing social marginalisation and isolation on our estates, which will be completed in 2019, and will inform the development of appropriate community services with residents.

We have also considered other surveys of residents, including our 2017 consultation on the City Corporation’s allocation scheme for social housing.

We listen to, record and assess feedback from the customers of our housing services, and are able to interact regularly with residents in and around the City and talk to them about their views, concerns and experiences – including, for example, those involved in the Community Builders project. Many of our elected Members are residents and play a leading role in the development and oversight of housing policy and strategy through the Corporation’s committees. These committees have

contributed to the development of the strategy (for example, the Housing Management and Almshouses Sub-Committee and the City's Health and Wellbeing Board). A Housing Development Working Group has been convened by the City Corporation's Policy and Resources Committee, and is providing guidance and leadership for our programme to expand our social and mixed tenure housing.

## 2. OUR VISION

*'Residents need to be aware of the City Corporation's commitments and future plans. This provides reassurance that estates are being cared for and looked after well.'*

*'The aims and ambitions are really exciting to read about'*

City Residents

### 2.1 Vision and aims

At the heart of our housing strategy is a simple **vision**:

*Healthy homes, space to thrive and vibrant communities for Londoners.*

In helping to deliver this vision, the City Corporation's **aim** is:

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

Our strategy will support and deliver four **outcomes**:

- *Quality homes that meet the 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.*

### 2.2 Housing and our Corporate Plan

The Housing Strategy will make a key contribution to delivering the aims of the *City of London Corporate Plan 2018-23*, which are to:

- Contribute to a flourishing society;
- Support a thriving economy; and
- Shape outstanding environments.

It will contribute to the five priorities set out in the *Business Plan* of the Department of Community and Children's Services within the City Corporation:

- **Safe** – people of all ages live in safe communities, our homes are well-maintained, and our estates are protected from harm;
- **Potential** – People of all ages can achieve their ambitions through education, training and lifelong learning;

- **Independence, involvement and choice** – People of all ages can live independently, play a role in their communities and exercise choice over their services;
- **Health and wellbeing** – people of all ages enjoy good health and wellbeing;
- **Community** – people of all ages feel part of, engaged with and are able to shape their community.

Housing has a critical role to play for each of these aims and priorities, as we explain in more detail below.

## 3. DELIVERING THE OUTCOMES

### 3.1 Quality homes that meet the needs of our residents and communities

*'It will be great if you can improve building conditions – double glazing, painting and security CCTV cameras.'*

Resident, Sydenham Hill Estate

*'Repairs have been better recently – having waited eight years to have the kitchen and window sorted out, it was done very well.'*

Resident, Golden Lane Estate

#### Why this outcome?

Providing homes that are safe, secure and offer a healthy living environment is the City Corporation's most important duty as a Strategic Housing Authority.

The quality of the homes and estates that we live in has a profound impact on our health, wellbeing, connectedness, leisure, education and employment. For children, growing up in a secure, healthy environment helps to reduce inequalities and improve educational, health, social and economic attainment. For older people, adaptable homes and well-designed estates help to prevent accidents and enable them to live independently.

#### Delivering this outcome

Working closely with our residents and communities, we will invest in a major programme of work to maintain, develop and improve our housing stock, while ensuring that new homes are of high quality, sustainable, responsive to the needs of residents and communities and respect our natural and built environment.

- **Quality design.** A new City of London Corporation Housing Design Guide will set out consistent design standards for our social housing programme. This will ensure quality and consistency in design and services for social housing projects; for example, space standards, energy efficiency, emissions, sustainability, finishes and fittings, materials and components, mechanical and engineering services, fire protection and how we create and work with digital models of buildings.
- **Renewal and modernisation of housing stock.** The Corporation is investing £55 million in a five-year major works programme, and we will commit further investment as we respond to the findings of an independent Stock Condition Review completed in 2018. The major works programme and Stock Condition Review are driving a pro-active approach to maintenance and renewal, so we are not waiting for things to go wrong before fixing them.

- **Fire safety.** The Corporation completed fire risk assessments for all our social housing in 2018, as part of our response to the issues that were raised by the Grenfell Tower tragedy. We are delivering a programme of fire safety and maintenance work, including upgrading entrance doors and frames in our social housing stock at an estimated cost of £4 million. In addition, we are planning to retro-fit sprinklers in City Corporation owned residential tower blocks.
- **Private rented sector.** The private-rented sector in the City is growing. While standards in the Square Mile are good and complaints are rare, as a Strategic Housing Authority we will remain vigilant in ensuring that the private rented sector is operating to the highest standards and private tenants are living in safe, secure and well-maintained accommodation. We will also help to ensure that private residents are aware of their rights and the avenues open to them where they have problems and concerns.

### Monitoring our progress

Key Outcomes	Measures and indicators	Key Corporate Plan Outcomes
<b>Consistent high-quality design for all our social housing</b>	Implementation of and compliance with the City Corporation's Housing Design Guide	Communities are cohesive and have the facilities they need  Our spaces are secure, resilient and well-maintained  People enjoy good health and wellbeing
<b>Well-maintained housing</b>	Corporation properties meet the Government's Decent Home's Standard  Resident satisfaction with repairs and maintenance  More investment in pro-active work so there are less things to fix later	
<b>High standards of private-rented housing</b>	Low level of complaints  Complaints are addressed and resolved	
<b>Safe housing</b>	Number of annual fire risk assessments  Installation of fire doors and sprinklers  Improved lighting and CCTV where identified as appropriate	People are safe and feel safe

## 3.2 Well-managed estates that people are happy and proud to live in

*'Keeping residents fully informed is very important and builds trust between them and yourself ... regular flyers ... and open meetings ... are good ... more tailored e-mail updates and/or text messages would be excellent.'*

*'I feel very safe, people from the estate check on me and the staff check on me to see if I am ok.'*

City Residents

### Why this outcome?

Good management of estates is critical for residents' quality of life. Our rents and service charges must provide good value for money and be invested in visible improvements that address the priorities of our residents, with estates in good condition, clean and cared for. This means providing excellent estate services to all residents, whatever their tenure type or location, whether in the Square Mile or not.

### Delivering this outcome

In delivering this outcome, we will be guided by the findings of our annual Estate Satisfaction Survey and leaseholder review. Where our residents are less satisfied we will target action on service areas and estates where there is a need for improvement, building this into Estate Plans.

Some residents have expressed concern about what they feel is a lack of renewal on their estates, such as window replacements. We are addressing this by progressing our major works programme – see above – and improving our communication and engagement with residents, so they understand what we are doing, when and why.

- **Resident voice and involvement.** Our Community Engagement Team will continue to work with estate staff to involve resident's in decisions and to provide opportunities for an active role on their estates. Our Housing User Board (HUB) provides valued scrutiny and comment on new and revised policies. We will be reviewing the HUB with a view to making sure it is fully representative of our estate demographics and to increase its effectiveness. Over 80% of residents at Mais House in Sydenham Hill said their views were listened to and acted on in our latest satisfaction survey at a time when they were being rehoused elsewhere as part of major redevelopment work. We will look to adapt and replicate the learning from this initiative on our other estates.
- **Effective, inclusive and accessible communication.** The Corporation will continue to improve the effectiveness with which it communicates with residents, developing clear and accessible policy statements for our residents, and ensuring these are accessible, inclusive and well understood, working with the residential engagement boards and structures across our estates. We will continue the work to upgrade IT systems and provide electronic communications to residents

wherever possible. By communicating our policies, what we have done, what we are doing and why more clearly, we will improve resident satisfaction.

- **Customer Services.** The Corporation will implement new Customer Service Standards to ensure that when residents approach our estate services they feel respected, welcomed and helped, with appropriate action and good communications maintained by motivated and engaged staff teams. All staff will receive customer service training to support best practice. We will involve residents in monitoring customer service (e.g., undertaking ‘mystery shopping’). We will also continue our anti-fraud work to ensure that our homes are not occupied illegally to the detriment of tenants (e.g. through sub-letting) – this work also brings additional housing into supply for legitimate tenants.
- **Improving value for money.** We are proud of the high-quality estate service that we deliver, with each of our estates having its own Estate Office with responsibility for management, maintenance and engagement with residents. However, we are currently spending £150 more per property on housing management costs than comparable social landlords, and this reduces the money we have available for direct investment in the fabric of our housing and estates. With our residents, we will review our management model to make sure that we are giving them both high quality services and the best value for money.

Key outcomes	Measures and indicators	Key Corporate Plan Outcomes
<b>Resident satisfaction</b> <b>Residents feeling that they are listened to and concerns are acted upon</b>	Improvements in annual resident satisfaction survey Satisfaction levels that compare favourably with those in other authorities	People have equal opportunities to enrich their lives and reach their potential
<b>Improved communication and engagement with residents</b>	As above Residents engaging through meetings, surveys and events	Communities are cohesive and have the facilities they need
<b>High Quality customer service in line with our new Customer Service Standards</b>	Staff participation in training On-going monitoring and review against the Standards Reduction in complaints relating to customer service issues	
<b>Best value for money from estate services</b>	Reduced gap between our Housing Management Costs and those of others	Communities are cohesive and have the facilities they need Our spaces are secure, resilient and well-maintained

### 3.3 Thriving and connected communities where people feel at home and flourish

*'I would love to have access to the communal gardens as a second-floor tenant with a nine-month old child.'*

Resident, Middlesex Street Estate

*'The playground seems well used by families and young children ... the grounds of York Way are kept beautifully and are a well-used place for relaxation.'*

Resident, York Way Estate

*Social isolation can be a problem for some residents – who would welcome information of activities available not only within the estate boundaries but also within a reasonable radius of the estate. For example, nearby adult education colleges, library HUB activities and other social events regularly organised by local external groups.*

City resident

#### Why this outcome?

People's homes are vital for health and wellbeing and a safe and secure place to live is the cornerstone for a fulfilled life. The Marmot review (Fair Society, Healthy Lives) highlights the 'social determinants of health', and the importance of integrating planning, transport, housing, environmental and health systems. It recognises the need to strengthen communities and reduce social isolation.

Housing services have a key role in reducing pressures on health services by supporting people to live independently in their own homes who might otherwise end up in hospital and by supporting discharge from hospital where people are ready to go home. They are also vital for the prevention and alleviation of homelessness.

#### Delivering this outcome

We will design and adapt our homes and estates to maximise benefits to health and well-being, support social connectedness and enable those with health and mobility issues to live independently, while continuing to support vulnerable tenants, including helping to prevent homelessness.

- **Housing and health in all policies.** The Corporation will systematically and explicitly consider the health and wellbeing implications of decisions about housing stock and estates. For example, we will use design to enable residents to lead more active lifestyles and use open spaces, landscaped areas and the 'internal environment' in new homes (e.g. lighting and quiet space) to support health and wellbeing. We also recognise the importance of housing design for the protection of the environment.

- **Responding to the changing needs of residents.** The Corporation will develop housing that meets the needs of residents with mobility, sensory and memory impairments, including innovative use of adaptations and assistive technologies. We will work with health to support the discharge of residents who have spent time in hospital. In allocating new social housing stock, we will prioritise the needs of existing tenants in accommodation that is no longer suitable for them (e.g. because of overcrowding or a preference to downsize).
- **Strengthening communities.** The Corporation will develop the Community Builders programme, which supports resident volunteers to identify and engage with socially isolated people on our estates and involve them in community activities. Our Community Engagement Team will continue to work with community and resident groups to develop and build their capacity and help them to run sustainable events and activities that bring people together in and around our estates. Other initiatives will include our pilot programme with the Association of Adult Social Services to protect socially isolated older residents at risk of financial abuse. We will ensure that our residents are safe in their homes and neighbourhoods – for example, developing our existing Neighbourhood Patrols and ‘designing out’ crime on our estates.

We will also build on recent initiatives like the Aldgate Square Project to design cultural activity into our estates and residential spaces by facilitating public art, cultural events and community-led activities. Feedback from some of our residential communities has shown that residents who may feel alienated from formal cultural venues can be engaged in the community. We will continue to put culture at the heart of placemaking as we know this fosters pride in, engagement with and guardianship of the residential environment.

- **Supporting people experiencing vulnerability.** The allocation of social housing will continue to prioritise people experiencing vulnerability. The Corporation’s tenancy support team will support tenants who are vulnerable to navigate the welfare system (including the introduction of universal credit), manage their finances and avoid debt. Where tenancies are at risk of breaking down we will work with tenants as part of our duty to prevent homelessness. We will adapt our housing stock to support the old and disabled. We will develop housing solutions for other groups experiencing vulnerabilities or at risk, like care leavers and rough sleepers (for example, Housing First approaches to rough sleeping). Our Housing Strategy also has a vital role to play in the delivery of the City Corporation’s new *Social Mobility Strategy 2018-28 – Potential today, success tomorrow*. Good housing in strong, connected communities with the right facilities for residents is the cornerstone for social inclusion and mobility.

<b>Key outcomes</b>	<b>Measures and indicators</b>	<b>Key Corporate Plan Outcomes</b>
<b>Homes and estates that support healthy lifestyles</b>	<p>Resident use and experience of open spaces, landscaped areas and recreational facilities</p> <p>Increase in energy efficiency of our housing stock</p>	<p>People enjoy good health and wellbeing</p> <p>Our spaces are secure, resilient and well-maintained</p> <p>People enjoy good health and wellbeing</p>
<b>Housing that better meets the needs of residents, particularly the old and disabled</b>	<p>Fewer residents in unsuitable accommodation</p> <p>Reduction in delayed transfers of care</p> <p>People require less support following a period of reablement</p>	<p>People have equal opportunities to enrich their lives and reach their full potential</p> <p>People are safe and feel safe</p>
<b>Strengthened communities and reduced social isolation</b>	<p>More residents involved in volunteering and reporting improved quality of life</p> <p>Involvement of residents who are new to volunteering</p> <p>Low rates of anti-Social Behaviour and crime</p>	
<b>Supporting vulnerable tenants</b>	<p>Low incidence of tenancy breakdown</p> <p>Low incidence of rent arrears</p> <p>Reduced homelessness</p>	

### 3.4 New homes to meet the needs of Londoners, our communities and economy

*'The on-going challenge of providing more social housing is crucial ... but all types of accommodation are needed'*

City Resident

#### Why this outcome?

Housing shortage is one of the most pressing issues we face in London today. It contributes to worsening affordability, overcrowding and homelessness, as well as to the strains on our transport systems and other infrastructure. It threatens economic prosperity, with three quarters of London businesses saying that problems with housing supply are a significant risk to the capital's future growth. It threatens health, social, police, emergency and community services, if employees cannot find affordable homes in areas accessible for their work places.

#### Delivering this outcome

The Corporation has committed to play a leading role in tackling the housing shortage in London with an ambitious pledge to create hundreds of new social homes and thousands of additional mixed tenure homes. This work is being led by a Housing Delivery Working Group of City Corporation politicians and senior officers which sits under our Policy and Resources Committee. Recent development on our social housing estates has delivered 62 new homes, with seven current schemes expected to deliver a further 270 houses. We are actively considering options for developing mixed tenure housing on sites in the City Corporation's ownership, and the potential to work with other public and private sector partners to increase our housing stock.

- **Increasing housing supply.** Our current ambition is to deliver 700 new social homes – a 25% increase on our current stock – and a further 3,000 mixed tenure homes. We will increase our social housing stock in the lifetime of this strategy and make plans for delivering housing on City Corporation owned sites, while exploring options for increasing housing supply beyond the use of our own sites.
- **Delivering affordable homes.** Our programme will maximise the number of new social homes available at genuinely affordable social rents. In allocating new houses, we will consider the needs of existing tenants whose current house is not best suited to their family size and housing needs. We will explore innovative housing models to help meet the needs of City workers and businesses, such as multiple occupancy and co-living accommodation for young professionals and other key groups (e.g. older residents).
- **Minimising disruption.** The Corporation will carefully consider the potential impact of new housing developments on its existing residents. We will limit land costs by developing additional social housing on our existing estates. To minimise disruption and to build in the most efficient way, we will focus on a small

number of City estates with potential for renewal and expansion – and are already developing the Sydenham Hill estate. Elsewhere we will not develop on Corporation land without careful consideration of any current operational or investment uses, and then only following consultation.

- **Working with partners.** The Corporation’s plans to build new homes have encouraged both public and private sector partners to propose development opportunities and potential joint ventures. Where we can work with others to house more Londoners we will carefully consider the options to increase the supply of new homes beyond our own sites. We will continue to review the potential for future regeneration of Corporation housing estates to deliver further social and affordable housing down the line.

Key outcomes	Measures and indicators	Key Corporate Plan Outcomes
<b>More homes and more affordable homes</b>	Number of houses planned, started and completed Number of social houses planned, started and completed Time in which vacant dwellings are let or re-let	People enjoy good health and wellbeing People have equal opportunities to enrich their lives and reach their full potential
<b>New homes are of high quality</b>	Compliance with the Corporation’s Housing Design Guide and the Mayor of London’s Housing Strategy and Supplementary Planning Guidance Corporation properties meet the Government’s Decent Home’s Standard	We have access to the skills and talent we need Our spaces are resilient, secure and well-maintained. Communities are cohesive and have the facilities they need Our spaces are secure, resilient and well-maintained
<b>Our social housing meets the needs of tenants and prospective tenants</b>	Fewer tenants in overcrowded accommodation More applicants on the Housing Register moved into Corporation housing Housing for the most marginalised (e.g. homeless and rough sleepers)	
<b>Minimised disruption on estates where new building is taking place</b>	Residents on redeveloped estates say they have been listened to and concerns acted on	

## 4. OVERSIGHT AND ACCOUNTABILITY

We will monitor and regularly report on our progress in delivering the Corporation's Housing Strategy including:

- Conducting the annual Survey of Tenants and Residents
- Collecting and analysing performance data
- Comparing and benchmarking our performance to that of other Strategic Housing Authorities using the Housemark tool
- Incorporating performance indicators in our Business Planning cycles
- Reporting to the Annual City-Wide Residents Meeting
- A dashboard measuring our progress on the City Corporation's website.

Progress in delivering the strategy will be overseen by the Corporation's Community and Children's Services Grand Committee, with scrutiny provided by its Housing Management and Almshouse Sub-Committee (as well as the Homelessness and Rough Sleepers Sub-Committee). The Barbican Residential Committee will continue to provide oversight on behalf of Barbican residents.

There will also be a regular progress report to the Health and Wellbeing Board, recognising the importance of housing for our health and wellbeing priorities, and those of partners, including the NHS.

Delivering our Housing Strategy is important for achieving the ambitions of our *Corporate Plan 2018-23*, and this will be reflected in the focus, pace and professionalism of our delivery and its 'visibility' for the Corporation, including members and senior officers.

Implementation and development will depend on the suite of related strategies and plans, particularly, the new Housing Design Guide currently in development, Allocations Strategy and Homelessness Strategy, as well as our Housing Assets Management Strategy and Housing Services Plan.

## Housing Strategy Glossary

<b>Affordable Homes</b>	Affordable housing is social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. This is an umbrella term encompassing – for example – homes for social rent, intermediate rent, affordable rent and shared ownership.
<b>Affordable rented housing</b>	This is a specific housing product. Affordable rented housing is let by local authorities or housing associations to households who are eligible for social rented housing. Affordable Rent is subject to rent controls that require a rent of no more than 80% of the local market rent (including service charges, where applicable).
<b>Assistive technology</b>	Assistive technology is any product or system that is used to increase, maintain or improve the functional capabilities of a person with disabilities and support independent living.
<b>Community Builders</b>	Community builders are local volunteers who can build relationships with residents and link people up with groups, activities and events. This programme has been successfully piloted on the City Corporation's Golden Lane estate and is being rolled out to other estates.
<b>Estate Management</b>	The management of buildings and land, including renting of properties, upkeep of homes and management of the environment around properties and common areas, to provide a well-maintained, safe, healthy and vibrant place to live.
<b>Housing First</b>	Housing First provides stable housing to people with multiple needs as a platform to begin recovery and to move away from homelessness, with intensive support. The only condition is a willingness to maintain a tenancy agreement.
<b>Health in all policies</b>	An approach that systematically considers the health implications of policy decisions, including housing decisions.
<b>Health Integration Programme</b>	Local integration of the key organisations that commission (plan and purchase) health, social care and public health, bringing together NHS City and Hackney Clinical Commissioning Group (CCG), Hackney Council and the City of London Corporation.
<b>Housing Revenue Account (HRA)</b>	The HRA is the account in which a council's housing revenue (e.g. tenants' rent) and housing costs (e.g., property management and maintenance) are kept. By law

this account is separated from the 'General Fund' that is used by councils for other purposes.

<b>HouseMark</b>	A membership organisation and a platform for housing authorities to access intelligence to benchmark performance and inform housing management and development.
<b>Intermediate housing</b>	Intermediate housing is homes for sale and rent provided at a cost above social rent, but below market levels. These can include shared equity (shared ownership and equity loans), other low-cost homes for sale and intermediate rent, but not affordable rented housing.
<b>Market homes</b>	Market homes are those developed for sale or rent in the private sector.
<b>Mixed tenure housing</b>	Housing provision and development which includes at least two different forms of tenure. The four types of tenure are private rented, owner occupied, rented from housing associations and rented from local authorities.
<b>Multi-occupancy housing</b>	A home is in multiple occupation where at least three tenants live there, forming more than one household and they share toilet, bathroom or kitchen facilities with others.
<b>Owner-occupied housing</b>	Accommodation that is owned outright or is being bought with a mortgage.
<b>Private rented housing</b>	All non-owner-occupied property other than that rented from local authorities and housing associations plus that rented from private or public bodies by virtue of employment.
<b>Shared ownership</b>	Shared Ownership is a way of part-owning and part-renting a property that is designed for people who cannot afford to buy a home outright. It is available through housing associations and there are both government-backed and privately-operated schemes.
<b>Social Housing</b>	Low cost rental accommodation and home ownership for people whose needs are not met on the commercial market, and is provided by local authorities or housing associations.
<b>Social Rent</b>	Social rented housing is one form of social housing. Social rents are pegged to local incomes to improve affordability.
<b>Tenancy Support</b>	One-to-one housing related support targeted at vulnerable tenants, including support with finances, debts and benefits.

**Survey of tenants and residents**

Annual survey to assess resident satisfaction with and experience of housing, neighbourhoods and estate services. The survey results are submitted to HouseMark for comparison with other local areas.

**Universal Credit**

Universal Credit brings together six previous benefits – including housing benefit – in a single payment to support people on low income or out of work. Universal Credit is paid once a month in arrears, and includes an amount for housing, which the recipient then pays to the landlord. Universal Credit is being introduced in stages in the UK.