

# NEWHAM'S HOUSING DELIVERY STRATEGY



**DRAFT**

People at the Heart  
of Everything We Do

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# 1. INTRODUCTION



# INTRODUCTION

Once again, the scale of the housing crisis in Newham has been put into sharp focus by the Covid-19 pandemic. When the whole nation was locked down at home for weeks, when jobs were furloughed and suddenly the livelihoods of many were undermined - then the quality and security of housing became a defining issue again. For too many people in Newham, the lockdown meant an instruction to 'shelter in place' when they had no home or lived in an overcrowded or unsanitary home. For these and many others the end of the lockdown brings fear, as lost earnings or unemployment leads to the threat of eviction once the moratorium is lifted.

Healthcare and education are recognised as 'rights' that the state provides for every citizen – which it does through the NHS and school system. This year is the 75th anniversary of VE day and coming out of that national crisis there was a consensus that housing was also a basic right<sup>1</sup>. Post war government's (both Labour and Conservative) competed in the provision new housing and "homes fit for Heroes", spurred on by the need to rebuild bomb damaged areas and clear pre-war slums.

That consensus on housing as a right ended 40 years ago in the 1980s when the Thatcher government moved to end council provision with the massive reduction in the building of secure and affordable housing. The idea that the private sector would provide for housing need as the state stepped back was never likely. However, the current situation where

land and buildings have simply become financial assets to be traded rather than homes has made the situation much worse and Newham residents have been dealing with a full-blown housing crisis for some years.

Newham Council is committed to Community Wealth Building which is about developing an inclusive economy locally where everyone is able to both contribute to and benefit from growth. Rooted in the principles of economic, social and environmental justice, Community Wealth Building has informed the Council's 'Towards a Better Newham: Covid-19 Recovery Strategy, which we published in July, as we grapple with the economic impact of the virus in the coming months.

Community Wealth Building will also inform our approach to a new housing vision for Newham, where residents should have access to homes fit for human habitation and housing that they can afford. They should be treated fairly as a private or social renter and tenant, with security and good quality homes that promote health and wellbeing. The urgency of this is highlighted by the fact that Newham's residents are bearing the brunt with high rates of homelessness, and insecure and poor quality housing in the private rented sector. Rents and house prices have grown 56% and 89% respectively since 2011, while wages have grown by only 21% and the social safety net has been gradually worn away.



<sup>1</sup> "Let Us Face the Future" - Labour Manifesto 1945. "Labour's pledge is firm and direct - it will proceed with a housing programme with the maximum practical speed until every family in this island has a good standard of accommodation. That may well mean centralising and pooling of building materials and components by the State, together with price control. If that is necessary to get the houses as it was necessary to get the guns and planes, Labour is ready."

# INTRODUCTION

In addition, domestic energy use causes approximately a quarter of Newham's total CO2 emissions. In line with our commitment to tackling the climate emergency we need to develop a plan for cutting emissions and moving to renewable energy sources.

We believe Newham residents should have access to good quality and genuinely affordable housing that they can afford and not be forced to leave the borough just because of rising rents. They should also be treated fairly, whether they are private and social renters, with security and good quality homes. We have to end the vicious cycle where the poorest are forced into unacceptable overpriced housing, which in turn makes them more at risk of poor health (including Covid-19) and fewer job and educational opportunities.

This draft Housing Delivery Strategy sets out our ambitions on housing for the next five years. Our housing programmes will support the community, strengthen community wealth building and rebuild Newham in the longer term so that it becomes the best place for families to live and young people to grow up. The scale of investment required is massive – both for building new homes and bringing existing homes up to standard. Given the constraints on our resources not everything can be delivered immediately but it sets the direction we want to travel with specific interventions we are doing and planning. We look forward to your input and thoughts.



A handwritten signature in black ink, reading 'Rokhsana Fiaz'.

**Mayor Rokhsana Fiaz OBE**  
Lead for Inclusive Economy and Housing Delivery



A handwritten signature in black ink, reading 'John Gray'.

**Deputy Mayor Cllr John Gray**  
Lead for Housing Services



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of Everything We Do**



## 2. NEWHAM'S HOUSING CRISIS



# NEWHAM'S HOUSING CRISIS

Newham has the:

- Highest levels of overcrowded housing in the country;
- One of the highest proportion of people living in insecure private rented homes and in houses of multiple occupation; and
- Largest number of homeless people – including those in temporary accommodation.

That's why the Council has prioritised a range of interventions, including the delivery of genuinely affordable housing at social rent levels, to tackle the housing crisis in the borough. As we continue with our response to the Covid-19 pandemic and adjust to the reality of the virus

with us for a long while to come; the scale of the housing crisis and the precarious state of the housing market have been brought into sharp focus and devastating effect. Once again this points to the fundamental importance of pursuing an integrated Housing Delivery Strategy that also tackles systemic social and economic features of the housing crisis as well. At the time of writing this report, we do not yet know the long-term impacts of the pandemic, but through our analysis of the economic impact of Covid-19 in Newham, we know that the economic disruption will be significant. With Newham being one of the most deprived places in the UK, it is likely that unemployment and lost earnings feeds through into growing housing insecurity across the borough, and more homelessness.

## SCALE OF THE CRISIS IN NEWHAM

### HOUSING AFFORDABILITY

**Housing affordability has been getting worse for years. Average rents now represent 65% of average wages compared to 30% across the UK.**

**This reflects the low earnings of Newham residents relative to high London housing costs.**

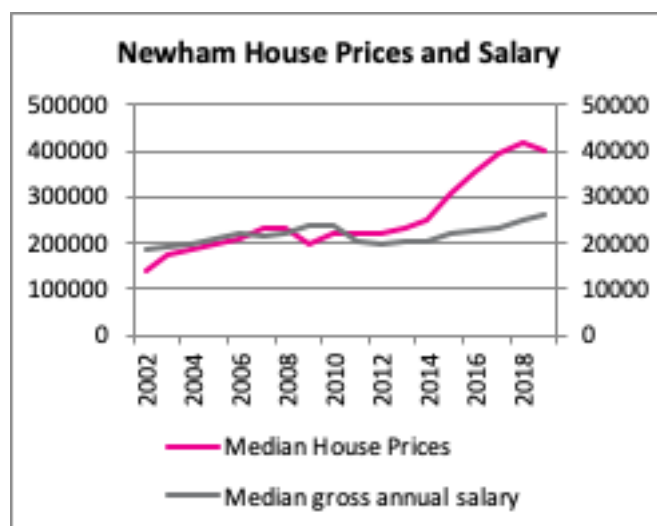
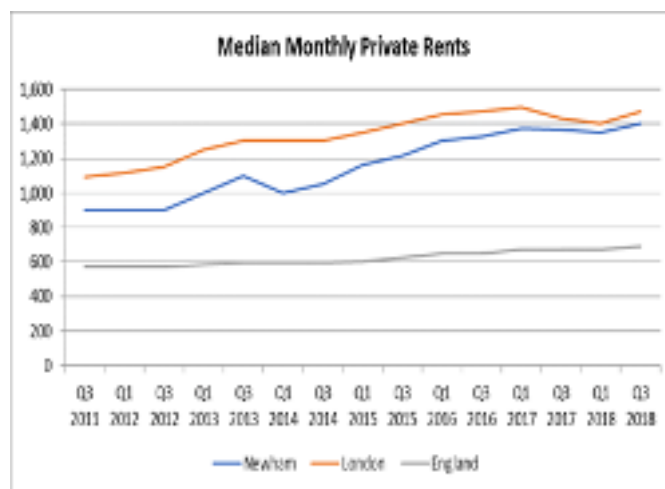
Newham has the lowest average wages in London with 30% earning less than the national living wage. 70% of the population require some form of subsidy either from subsidised rents or housing benefit.

The supply of affordable homes is very limited so many are forced to pay significantly higher rents in the private rented sector.

- 49% of Newham residents are in poverty after housing costs are taken into account.

#### Between 2011 and 2018:

- rents in Newham increased by 56%;
- house prices increased by 89%; but
- wages only rose by 21%.



# NEWHAM'S HOUSING CRISIS

## HOMELESSNESS

**Newham has the highest overall level of Homelessness in England**

- Between 2011-18 the number of Newham households in temporary accommodation rose by more than 120%.
- There were 612 rough sleepers in Newham in 2018/19, the third highest in London, behind Camden and Westminster and an increase of 118%.

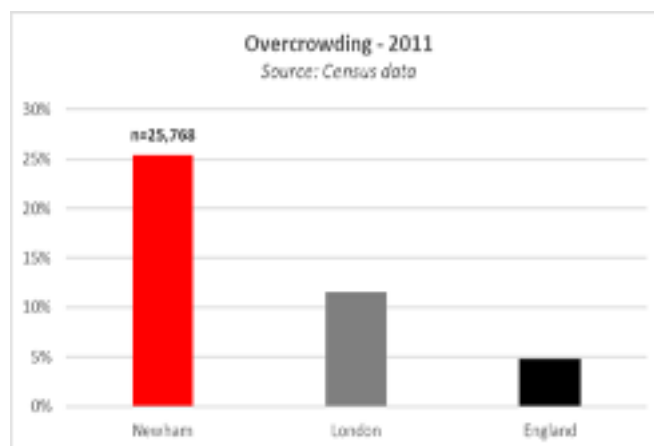


## OVERCROWDING

**Newham has the worst overcrowding problems in London driven by lack of affordability, austerity and welfare reforms. The housing crisis and past policy decisions have compounded an undersupply of family-sized homes to meet the needs of Newham's population.**

Overcrowded homes:

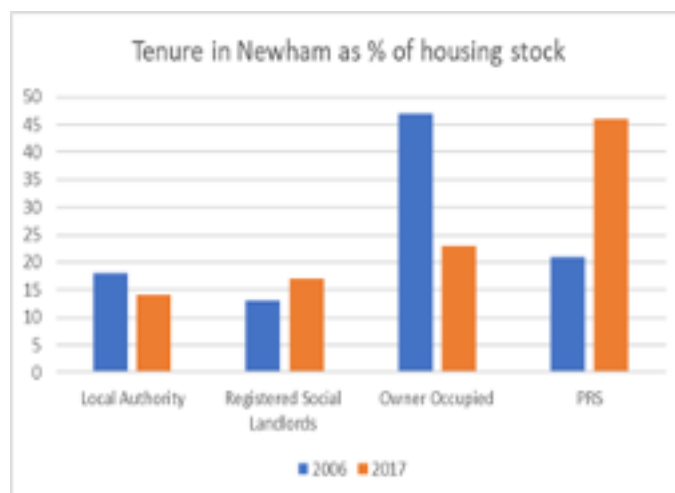
- affect mental health and stress related illness;
- increase the risk of infectious diseases (such as Covid-19 and TB);
- impacts children's physical health, and their ability to play and study



## INSECURE AND POOR QUALITY PRIVATE RENTED HOUSING

**Newham has one of the largest private rented sectors in the UK which brings problems with housing quality and stability.**

- The proportion of residents in private rented accommodation has grown from 17% in 2001 to almost 50% today.
- Rental contracts in this sector rarely last more than 6 – 12 months, at which point tenants can be evicted without reason.
- 20% of the private rented houses in Newham (10,000 dwellings) have serious health hazards, an issue we are seeking to tackle through our landlord licensing scheme.



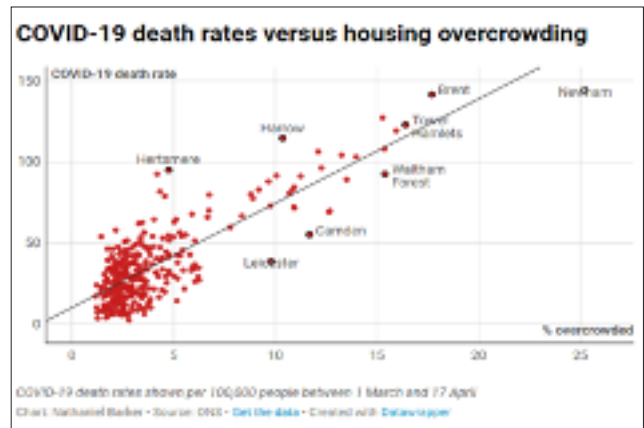


# NEWHAM'S HOUSING CRISIS

## PUBLIC HEALTH

**The Covid pandemic has highlighted the link between poor housing and poor health**

- The impact of a future wave in winter could be worse given the problems with damp and fuel poverty.
- This is in the context where life expectancy is lower in Newham relative to London (1.2 years for males and 1.6 years for females. As is Healthy Life expectancy (3.6 years for male and female) and disability free life expectancy (7 years for male and 4.6 years for female).



## CLIMATE CHANGE

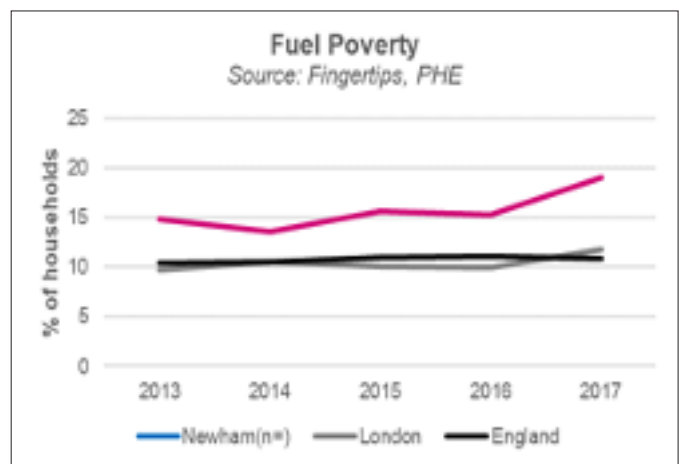
**The environmental performance of housing in Newham is poor which contributes to the climate emergency.**

- Only 63% of Newham homes have an Environmental Performance Certificate and over half of those that do have a rating of D or below.

## FUEL POVERTY

**Newham has the highest fuel poverty rates in the UK**

- This means a household spends more than 10% of their income on heating which reflects both low wages and poor environmental performance.



# NEWHAM'S HOUSING CRISIS

## Causes and trends

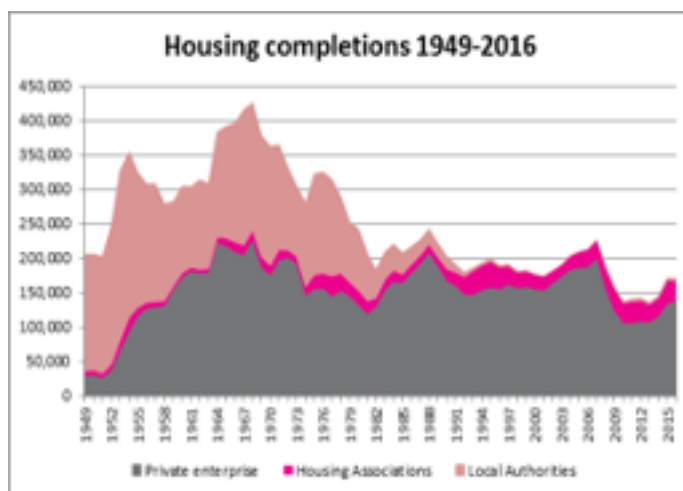
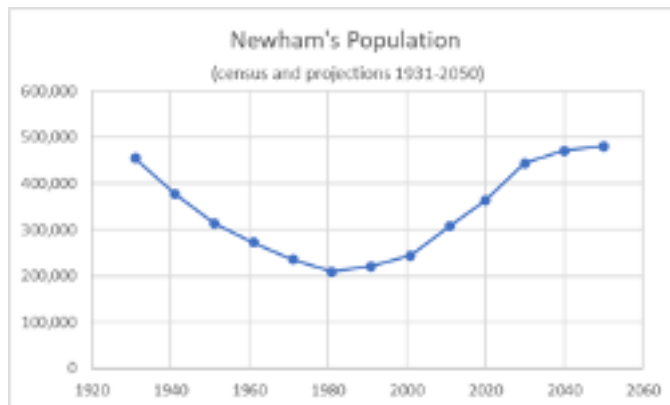
### FAILURE TO BUILD ENOUGH AFFORDABLE HOMES

**Newham has a growing, ageing, and increasingly diverse population. However in past decades the housing stock being built has not kept up with need.**

- Newham's population is growing and is projected to reach 480,000 by 2050, more than doubling the population of the 1980s.
- In the 10 years to 2018 the population grew by 25% while the number of homes in Newham grew by 14%.
- Newham's housing delivery targets are now amongst the highest in London

**There has been a long term failure to build enough housing and particularly affordable housing.**

- The presumption that the private sector would step up and deliver additional homes, and particularly affordable homes, has never materialised.
- Even though Newham is one of the biggest recipients private housing investment but the gap between building and housing need remains huge.
- Affordable housing delivery in Newham has been below average despite requirements of up to 50% affordable housing.
- Falls in private sector investment should be expected in the coming recession. Council controlled delivery should step in to keep up supply. This has other big advantages of:
  - o retaining land and value uplift within the borough;
  - o controlling the rate of delivery without being so tied to housing price cycles;
  - o greater control over 'placemaking';
  - o controlling what gets built – in particular affordable housing.

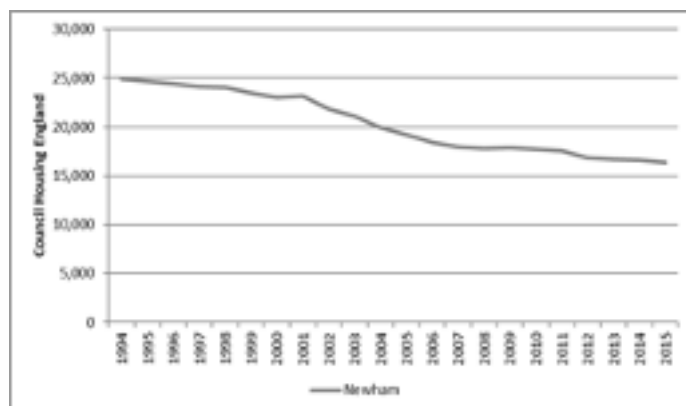


# NEWHAM'S HOUSING CRISIS

## COUNCIL HOUSING

**Because of the failure to build and the Right to Buy policy - the number of Council owned homes has been falling for years.**

- In the last 25 years the council's housing stock has fallen by 35% with a loss of 9000 homes.
- Newham's housing waiting list is the largest in London and has grown 75% in the last 5 years.
- 47% of Council homes sold under right to buy in Newham are not occupied by former council tenants, as the properties are flipped to be rented out in the private sector.



# NEWHAM'S HOUSING CRISIS

Despite the many problems Newham also has some of the biggest opportunities on housing because of its location and history.

- **Investment** - Newham has the second largest pipeline of new homes in London with a total of 24,547 houses and flats with planning permission waiting to be built.
- **Strategic sites** – Newham still has some of the largest strategic building sites in London available for housing and other developments.
- **Newham owned land** – most important of all, unlike other authorities Newham has never sold significant amounts of its landholdings. We have some of the largest landholdings of the inner London Boroughs, and we are the 15th biggest landowner of all London Boroughs (excluding City of London).

That is why we have established one of the largest council owned and controlled housing delivery and development programmes: to take advantage of these opportunities and use them for the benefit of our residents.





# 3. NEWHAM'S VISION

# NEWHAM'S VISION

## A New Approach to Housing for Newham

The evidence is clear that Newham residents are facing major challenges because of the housing crisis, including:

- Lack of housing affordability and the lack of housing security;
- Poor quality of housing – which exacerbates both public health and the climate emergency;
- Growth of homelessness and overcrowding.

The crisis has been caused by the failure - over decades – of private developers to deliver enough decent affordable housing and of central government to address these market failures or to invest in or regulate housing.

The following section sets out principles for our long-term vision for housing in Newham. Reversing decades of neglect during which secure, affordable council housing was marginalised will take many years. It goes on to outline the first steps we are taking, and planning to take, towards the realisation of this vision – these are the priority actions that make up this five year Housing Delivery Strategy.

**Principles** - Newham Council is committed to Community Wealth Building which is about developing an inclusive economy locally, where everyone can both contribute to and benefit from growth in the Borough. Rooted in the principles of economic, social and environmental justice, Community Wealth Building has informed the Council's 'Towards a Better Newham: Covid-19 Recovery Strategy as we grapple with the economic impact of the virus in the coming months. It will also inform our approach to a new Housing vision for Newham, where resident should have access to homes fit for human habitation and housing that they can afford. They should be treated fairly as a private or social renter and tenant, with security and good quality homes that promote health and wellbeing. Specifically:

- Residents should be fully involved in shaping the future of housing in the borough, with a clear framework for involvement in place
- Homes should be decent quality, well designed, secure, and affordable for residents;

- We are committed to eliminating the scourges of homelessness and overcrowding;
- Housing should cater to a diverse population whether that is older people, extended families, single people or people with specialist needs;
- The PRS should be well regulated so that tenants have secure, quality homes;
- Upgrading housing stock to tackle poor health and the climate emergency is a priority;
- Newham's housing stock should be managed in a way that puts the experience of tenants first, using it effectively and improving how front-line services are delivered;
- Housing should work as an integral part of a wider council programme to tackle poverty as well as race inequalities that exist. This would include support to improve health outcomes, improving access to employment, education and skills opportunities, and providing greater financial security;
- Our housing programmes will strengthen community wealth building and remake Newham in the longer term so that it is a beautiful, green, healthy, child / family friendly place to live.



# NEWHAM'S VISION

## Priority Actions / Interventions

The interventions and actions in this strategy are focused on what we can do now (over the next 3 to 5 years) within the resources and constraints that the council operates under. They include:

### Putting people at the heart of housing

We are developing a resident involvement strategy, which will set out the housing service's new residents-first approach. We are creating more opportunities for residents to discuss housing issues face-to-face through housing hubs, housing liaison officers, and regular tenant and leaseholder forums. Our responses to homelessness and rough sleeping will be caring and compassionate, and across our regeneration programmes we will continue to prioritise co-production and take the views and concerns of residents into account. We will ensure that new homes delivered through our partners as well as our own housebuilding programme are able to meet a range of housing needs. We will explore how we can establish a renters' rights service to support our residents in the PRS.

### Building, buying and securing more and better homes

Increasing the housing supply in Newham is one of the key tools we have for tackling the housing crisis. We have one of the most ambitious housing targets of any local authority in the UK; our Local Plan sets out an indicative housing delivery of over 43,000 new homes by 2033.

Steps towards meeting this target will include the delivery of new homes through the Council's own affordable housebuilding programme, and planning for the next phases of Council-led development. It will also include the development of innovative approaches to boosting supply such as using air rights to build on the top floors of existing blocks, modular homes to boost temporary accommodation, and a joint venture with the NHS.

We will also procure and acquire new homes, bringing them into use as temporary accommodation or as Council homes to be let at social rent.

We will work with partners including private developers, housing associations and GLA and TfL to ensure that not only are new homes delivered, but that genuinely affordable housing is maximised in new developments.

### Addressing the Climate Emergency

A quarter of Newham's CO2 emissions come from domestic energy use. To tackle this we are setting ourselves high standards for low-energy homes in new Council-led developments, and using planning powers to ensure that homes delivered by our partners are also ambitious. We will be starting a programme of energy-efficient retrofit across Council properties and using the landlord licensing scheme to address poor standards in the PRS. We also are exploring an innovative retrofit scheme that would incentivise owner-occupiers to invest in making Victorian homes more energy efficient.



# NEWHAM'S VISION

## **A safe and secure private rented sector**

We will build on the Council's landlord licensing scheme, working with landlords to help them comply with the terms of their licence, and continuing to prosecute where necessary. We will also be cracking down on poor energy performance in the PRS. We will promote a professional PRS sector to drive up quality, and continue to campaign for legal and administrative changes to provide greater security of tenure, protection from rapid rent rises, simplified regulatory regimes and higher penalties for bad landlords.

## **Better Council Stock and specialist housing**

Newham owns just under 16,000 social rented homes. With a housing waiting list of over 28,000, it's crucial that these properties are allocated in the best possible way. We are therefore reviewing the way we allocate Council properties via the waiting list, to ensure that those most in need are prioritised. Proposals will be consulted on from September to December 2020. We will also invest in these existing properties to ensure that these properties are safe, well maintained and managed, contribute to climate change avoidance and mitigation, and that the Council housing portfolio grows to help meet the high demand for affordable housing. We will also ensure that specialist housing needs for vulnerable adults and children leaving care are met.

## **Tackling homelessness**

We will work to prevent homelessness by providing good quality advice and information and where homelessness cannot be prevented, we will ensure early intervention and a caring and compassionate approach. We will build on the progress on rough sleeping made with the "everybody in" programme and develop a long-term plan for Stratford to reduce the numbers of rough sleepers using the Stratford Centre. We will reduce the numbers in temporary accommodation by procuring longer term solutions, including more supported housing.

If we are going to achieve the long-term vision then these priority council interventions will need to be developed, sustained and funded over a long period. In addition, central government will have to step up and make radical changes to national policy, in particular around:

- funding and supporting affordable housebuilding programmes;
- regulating for and funding a Green New Deal to address climate change;
- regulating the private rented sector and protecting the rights of tenants;
- ensuring that universal credit and welfare more generally supports and reflects housing need;
- reforming the 'right to buy'







## 4. PUTTING PEOPLE AT THE HEART OF HOUSING



# PUTTING PEOPLE AT THE HEART OF HOUSING

WHAT WE WILL DO	HOW WE WILL MEASURE SUCCESS
<p>We will adopt a new approach to <b>Rough Sleeping and Homelessness</b> treating people with compassion and developing a pathway out of rough sleeping through a co-ordinated programme of support which was put into practice in response to the Covid-19 lockdown when implementing “everyone in”.</p>	<p>This new approach has already been adopted in the new Homelessness and Rough Sleeping Strategy (2019)</p>
<p>We will use co-production techniques to co-design the masterplan with the community for the <b>Custom House / Canning Town Regeneration and Carpenters Estate</b> programmes. We have trained up residents and stakeholder groups to engage in the design process including the Landlord Offer and tenure mix.</p>	<p>We will put revised, co-designed masterplans to residents for a ballot:</p> <p>Custom House landlord offer and ballot by late 2020</p> <p>Canning Town landlord offer and ballot by 2021</p> <p>Carpenters ballot forecast for February 2021.</p>
<p>We will ensure that housing is delivered <b>that meets a range of needs</b>. This means striking a balance between the government’s agenda and what the market brings forward, and what residents needs and what works for Newham. Evidence will be a big part of this and the combined Strategic Housing Market Assessment and Housing Needs Assessment (SHMA) will inform much of the forthcoming planning.</p> <p>As well as considering the needs of families and for affordable housing, groups whose housing needs and aspirations must be considered as part of this approach include:</p> <ul style="list-style-type: none"> <li>• Multigenerational families</li> <li>• Gypsies, Roma and Travellers</li> <li>• People with disabilities and special needs</li> <li>• Groups considering self-build</li> <li>• Children leaving care</li> <li>• Key workers</li> <li>• Multi-family sharers</li> <li>• Older people</li> </ul>	<p>SHMA will be commissioned by the end of 2020, with findings to be delivered in early 2021</p>

# PUTTING PEOPLE AT THE HEART OF HOUSING

Alongside health and education, housing is one of the key services that shape people’s health, social and economic wellbeing and life opportunities. Newham residents must be at the heart of shaping our housing policies and the council aims to become “a blueprint for participatory democracy”.

WHAT WE WILL DO	HOW WE WILL MEASURE SUCCESS
<p>We will develop a <b>Resident Involvement Strategy</b> which will set out our offer as a landlord, and opportunities for residents to shape services and influence decisions that affect their homes and estates. This will include standards and targets for responding to queries, repairs and other matters. We will also introduce a digital strategy for tenants which will give them greater control over how their housing is managed.</p>	<p>A draft Resident Involvement Strategy in place by December 2020.</p>
<p>We will continue to hold <b>tenants and leaseholders’ forums</b> across the borough, and continue with our programme of <b>Housing Liaison Officers</b>, who are named officers for all our estates and commit £3.5m to projects determined by local priorities.</p>	<p>A number of forums have been held and housing liaison officers appointed. The £3.5m will be allocated within year.</p>
<p>We have begun to establish a network of <b>Housing Hubs</b> on estates and community centres where residents can talk face to face with a housing officer who can help deal with problems.</p>	<p>We will establish 5 hubs by the end of 2020</p>
<p>We will provide better, integrated services to the 50% of residents renting from private landlords, given the impact of poor quality PRS housing on health, security and wellbeing. This will be particularly as the moratorium on evictions ends. We will work with the voluntary sector to pool resources and develop a <b>Private Renters Rights Service</b> that includes:</p> <ul style="list-style-type: none"> <li>• information about poor landlords and agents to inform housing decisions;</li> <li>• advice on legal rights and licencing standards including on-line, telephone and face to face options;</li> <li>• direct links between homelessness prevention and landlord licencing so that interventions can be tailored to the needs of individual renters.</li> </ul>	<p>Over the next 12 months we will carry out a service review of our Homeless Prevention and Advice team, and will scope out and set out proposals for how we can deliver a proactive support service for private renters.</p>



# 5. BUILDING, BUYING AND SECURING MORE AND BETTER HOMES

# BUILDING, BUYING AND SECURING MORE AND BETTER HOMES

## Why build?

Newham Council's own programme of new housing development is vital to ensure that housing:

- meets Newham's need for good quality affordable housing including specialist needs and middle income needs - and not just market demand;
- is built out and delivered at our pace and less subject to the vagaries of the housing cycle and supports the local economy through the post Covid-19 recession;
- contributes to our wider placemaking ambitions of Newham;
- helps address climate change, public health and safety.
- we get best value for money out of the Council's biggest asset – its land - and create economies of scale and efficiencies in delivery.

We have prioritised affordable housing in the council's development programme. Developments include homes for sale or market rent but only so that schemes remain viable so we can maximise the number of genuinely affordable homes.

If there is a deep recession following the Covid-19 pandemic, this makes the programme even more important given that the private sector will scale back building and interventions will be required to both maintain supply and stimulate the local economy.

## Why buy?


As well as building more there are circumstances where it makes sense for the council to buy existing homes. The council has done this in the past – most recently it bought 211 affordable homes on the site of the old West Ham ground. Examples where buying homes might be appropriate are where:

- renting homes becomes so expensive that buying offers value for money;
- developers are offering homes at a discount (to boost cashflow where sales are slow);
- prices are fall due to the downturn which makes buying a value for money option.

## Why secure?

Newham has an ambitious housing target of 11,869 for the period 2018/19 - 2022/23 and most of this new housing will be built by the private sector (including housing associations). The planning system is used to regulate what is built including the type and quality of housing and most importantly the amount of affordable housing that is required to be delivered as part of the planning permission. We aim to attract private investment where it delivers the housing Newham needs.

# BUILDING, BUYING AND SECURING MORE AND BETTER HOMES

WHAT WE WILL DO	HOW WE WILL MEASURE SUCCESS																									
<p><b>We will ramp up direct council building of affordable housing and other housing products.</b> We have an affordable housing building programme that is being delivered by the council (and its subsidiary companies) and</p> <ul style="list-style-type: none"> <li>• we will maximise the number of genuinely affordable homes;</li> <li>• this will be achieved by using council owned land, cross subsidy from market housing and GLA grant;</li> <li>• all homes will have the highest environmental standards;</li> <li>• all homes will be adaptable to changing needs and reach the standards of lifetime homes.</li> </ul> <p>Populo Living Ltd delivers high quality projects of which 50% are affordable. The Council is investing £1.4bn and profits from market rents cross subsidise the affordable housing. It currently owns 156 homes and is setting a subsidiary company to be a registered provider of affordable housing. The in-house housing delivery programme of new council housing using HRA capital and making better use of LBN land etc.[expand]</p>	<p>In 2018 we committed to start building 100 new homes at social rent within one year – 234 were started</p> <p>We will start 1782 homes by 2022 and 1056 of these will be for social rent.</p> <p>Of the 1782 planned starts</p> <ul style="list-style-type: none"> <li>• 1085 are being delivered by the in-house delivery team and</li> <li>• 697 being delivered by Populo Living</li> </ul>  <table border="1"> <caption>Housing Delivery by Period</caption> <thead> <tr> <th>Period</th> <th>Market Sale</th> <th>Market Rent</th> <th>Target/Social Rent</th> <th>Shared Ownership</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>0</td> <td>0</td> <td>234</td> <td>0</td> </tr> <tr> <td>2019/20</td> <td>0</td> <td>180</td> <td>220</td> <td>50</td> </tr> <tr> <td>2020/21</td> <td>0</td> <td>200</td> <td>400</td> <td>0</td> </tr> <tr> <td>2021/22</td> <td>200</td> <td>0</td> <td>250</td> <td>100</td> </tr> </tbody> </table>	Period	Market Sale	Market Rent	Target/Social Rent	Shared Ownership	2018/19	0	0	234	0	2019/20	0	180	220	50	2020/21	0	200	400	0	2021/22	200	0	250	100
Period	Market Sale	Market Rent	Target/Social Rent	Shared Ownership																						
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2020/21	0	200	400	0																						
2021/22	200	0	250	100																						
<p><b>We will develop the next phase of Newham led development.</b> The Council is the biggest landowner in Newham and we want to be the biggest house builder. Feasibility work is being undertaken at 115 sites across the borough with the potential to deliver nearly 14,000 new homes.</p> <p>The principles that will shape the next phase include:</p> <ul style="list-style-type: none"> <li>• <b>Involving residents in its planning</b> – decisions will take account of resident's views</li> <li>• Continued focus on affordable housing</li> <li>• <b>Strategic use of land, skills and capacity</b> – as the council's most precious resources.</li> <li>• <b>Efficiency</b> – drive down cost per unit through economies of scale and standardisation</li> <li>• <b>Partnership working</b> –partnerships with the private and Housing Association sectors can bring valuable capacity, synergy and creativity to the programme</li> <li>• Zero Carbon in line with the Newham and London plans.</li> <li>• <b>Design Standards</b> – in compliance with Newham's policies to support the delivery of better neighbourhoods.</li> <li>• <b>Mixed Communities</b> – building for a range of markets (social rented, family homes, young professionals, older peoples housing etc) in one place is good business as well as good for social integration.</li> </ul>	<p>We will publish detailed proposals of the next 5 years of Newham led housing development by 2021 (within year linked to GLA grant bidding programme)</p> <p>We are currently on target to deliver 400 homes per year and there is no reason that this cannot grow to 6 or 700 per year or more.</p>																									

# BUILDING, BUYING AND SECURING MORE AND BETTER HOMES

WHAT WE WILL DO	HOW WE WILL MEASURE SUCCESS
<p>The <b>Carpenters Estate regeneration programme</b> has gone through a range of failed plans over 15 years. The project has now been passed over to Populo Living to deliver who are working with residents to develop a new masterplan. Options run from refurbishment (delivering 1340 homes) to full redevelopment (delivering 2300 homes).</p> <p>As well as reflecting the views of residents the masterplan will also</p> <ul style="list-style-type: none"> <li>• take full advantage of the location next to Stratford station and the Olympic park, and the building craft college in the estate</li> <li>• focus on design and a product mix that generates maximum value</li> <li>• maximise affordable housing</li> </ul>	<p>We will publish a resident led masterplan and hold a ballot in 2021</p> <p>We will be on site to start delivering that masterplan by 2022</p>
<p><b>Custom House/Canning Town</b> is one of the largest regeneration programmes in London that has been running for over 15 years. The long-term aim is to provide approximately 10,000 new homes and to regenerate the existing town centre at Freemasons rd in Custom House. The overall level of investment exceeds £1bn and we are aiming for the programme to deliver 50% of homes as affordable housing. Phase 1 has delivered 2,400 homes with 37% affordable.</p>	<p>The long-term aim is to provide approx. 10,000 new homes (approx. 6000 on Council owned land and approx. 4000 within the regeneration area) and to regenerate the existing town centre at Freemason’s Road, Custom House</p>
<p>As well as land there is also scope to exploit <b>air rights over buildings and new homes on flat roofs</b>. In Newham this could mean up to 1,000 homes on top of Council owned buildings. We will test the feasibility of a development programme which could</p> <ul style="list-style-type: none"> <li>• Shorten development timescales by using factory-based construction.</li> <li>• get value for money by saving the costs of replacing roofs from the 60s and 70s that are in need of repair.</li> <li>• Improve the design of the skyline</li> <li>• cut carbon emissions by reducing heat loss through roofs.</li> </ul>	<p>Populo Living will establish and consult on a demonstrator project with a view to completing construction by 2021</p> <p>We will publish proposals setting out a wider programme of air rights development by 2021 including:</p> <ul style="list-style-type: none"> <li>• scale</li> <li>• potential projects</li> <li>• the methodology</li> <li>• benefits for existing tenants</li> </ul>

# BUILDING, BUYING AND SECURING MORE AND BETTER HOMES

WHAT WE WILL DO	HOW WE WILL MEASURE SUCCESS
<p>We will deliver and build on our <b>joint venture with the NHS</b> which will redevelop the health estate in Newham to produce new facilities that support integrated care along with new homes. The joint venture will acquire 20/21 sites and investment of around £200m is anticipated across the portfolio.</p>	<p>We will deliver 180 new homes by 2024/5 that will be available for and affordable to key workers</p>
<p>The <b>London Legacy Development Corporation</b> was established in 2012 and took over planning powers around the Olympic site and some significant landholdings from the Olympic Delivery Authority and others. Since then, as well as the QEII park and stadium the LLDC has helped to deliver significant development including 10,997 homes between 2014 and 2020 and there is a plan target to deliver a further 22,000 through to 2036</p>	<p>We will take back planning powers from the LLDC by 2023.</p> <p>We will ensure that LLDC sites within Newham yet to be developed will proceed as a genuine joint venture between Newham and the LLDC</p>
<p>We will make better use of land that has been cleared for regeneration but remains empty while rebuilding plans are finalised. We will work with Place Ltd (a company set up by London Councils to produce factory built <b>modular homes to create temporary housing</b>) to develop proposals for the borough. As well as creating much needed temporary accommodation this has the benefit of ensuring that regeneration sites remain good liveable places.</p>	<p>We will publish proposals for a pilot temporary housing development on one of our cleared regeneration sites following the publication of Temporary Accommodation Strategy (2021) and the land and property review (April 2021)</p>
<p>We want residents to fully benefit from housing investment, not just as tenants, homeowners and employees on building sites but as builders and developers. Our commitment to <b>Community Wealth Building</b> means ensuring that <b>local small and medium sized builders</b> should play an important role to play in building and lessen the dominance of volume housebuilders. As the largest landowner in the borough we will explore ways of making land available to local builders so that we can support local enterprises.</p>	<p>A programme to support local builders and developers will be developed from April 2021 onwards</p>
<p><b>We will buy housing and in particular take advantage of any downturn to procure land and housing</b></p>	
<p>We will establish a <b>Temporary Accommodation Strategy</b> that sets out our approach to acquisition or leasing of property to meet homelessness needs. We will also continue to engage with the market to acquire properties to meet long-term affordable housing needs.</p>	<p>We will publish a procurement strategy by January 2021</p>



# BUILDING, BUYING AND SECURING MORE AND BETTER HOMES

WHAT WE WILL DO	HOW WE WILL MEASURE SUCCESS
<p>The council funded and established <b>Local Space</b> (an independent housing association) to buy homes to help address homelessness. They currently own 1450 homes that the council uses as temporary accommodation and a further 800 used as permanent accommodation for homeless families.</p>	<p>We will explore a further agreement with Local Space by March 2021 to increase the overall number of affordable houses available.</p>
<p><b>We will secure more affordable housing by encouraging private sector and RSL delivery with firm regulation to maximise developer contributions to affordable housing</b></p>	
<p><b>We will review the Local Plan</b> that was adopted in December 2018 to ensure that policies address Newham’s housing target, require development to meet Newham’s housing need and reflect the Council’s climate, community wealth building and covid recovery objectives</p>	<p>We will initiate the review process by the end of 2020. We will aim to adopt revisions to the plan by the end of 2022 (subject to change, in light of the Government’s White Paper ‘Planning for the Future’)</p>
<p>We already have a close working relationship with the GLA both as partners in the Royal Docks Enterprise zone and the LLDC. We will continue <b>partnership working with GLA/TfL</b> to deliver key housing developments such as the Stratford Masterplan, Stephenson St and Limmo peninsula.</p>	<p>Continue to strengthen our relationship with our partners.</p>
<p><b>Housing Associations (RPs)</b> are also big developers in Newham and while we work with many of them much more could be done to partner on developments; pool land and capacity for developments; and work together on stock management.</p>	<p>We will establish a forum with Housing Associations in Newham by Spring 2021 to build closer relations and to coordinate our interventions.</p>
<p>Private developers will continue to be the biggest deliverers of housing in Newham including affordable housing through Section 106. Newham is very much open for <b>private investment in housing</b> and welcomes the opportunity to work with developers to produce the housing Newham needs.</p> <p>We will continue to promote Newham as a place that welcomes good, high quality housing investment, which has seen the delivery of over 17,000 new homes and £5bn investment in the last decade;</p>	<p>We will continue to provide an exemplary planning service – for example we will continue to determine 99% of major applications within the required 13 weeks.</p> <p>We will continue to secure the stepped targets set out in the local plan for overall housing delivery of 2752 pa up to 2023, and 3956 up to 2028.</p> <p>We will expect developers to maximise affordable housing and meet the planning requirements of family homes and 50% affordable housing and engage with the council in an open and transparent way where issues arise.</p>

A stylized illustration of a cityscape. The top half features several tall, abstract buildings in shades of teal, orange, and grey. A dark blue banner with white text is overlaid on the middle. The bottom half shows a variety of trees in orange, teal, and dark blue, along with a dark blue building with white windows and an orange building with teal arched windows. The background is white with a dark blue banner at the top.

# 6. ADDRESSING THE CLIMATE EMERGENCY

# ADDRESSING THE CLIMATE EMERGENCY

Domestic gas and electricity usage causes a quarter of Newham's total CO2 emissions. In April 2019 the council declared a climate emergency and agreed to make the borough carbon neutral by 2030. We will develop a plan for the phasing out the use of gas boilers and move towards the purchase of renewable energy sources. This will be complemented by greater emphasis on energy efficiency within the council's housing stock, which will not only reduce CO2 emissions by reducing energy consumption, but also help reduce fuel poverty. We will also work with private landlords in the borough to improve energy efficiency and promote the use and generation of green energy by private landlords and homeowners.

WHAT WE WILL DO	HOW WE WILL MEASURE SUCCESS
We will review the Local Plan to ensure the <b>highest possible environmental standards from new development</b> and that policies reflect best practice.	The Local Plan review will be initiated in 2020.
We will agree a set of minimum standards for energy efficiency to apply where the Council is the developer (directly or through Populo Living)	Standards agreed by December 2020
Our proposals to develop <b>new housing on the roofs of council blocks</b> present an opportunity to dramatically improve the sustainability of those blocks by reducing heat loss. (see section on building more)	Populo Living will construct a demonstrator project by 2021 and publish a wider programme of air rights development by 2022
We will <b>reduce carbon emissions from Council owned homes</b> by developing a plan for phasing out the use of gas boilers and exploring the scope for generating electricity locally, for example, using solar panels on our properties.	We will complete our stock condition survey by March 2021, to be followed by a worked up and costed retrofit package.  We will get 100% of council stock to Environmental Performance certificate C or higher by 2025.
We will establish a specialist energy efficiency team with the landlord licencing regime to inspect houses in the private rented sector and offer advice and guidance to landlords. The team <b>will enforce against landlords whose properties fall below the minimum energy standards.</b> (see section on private rented sector)	Team established with a target for enforcement actions per year for the life of the licencing regime.
London Power has been set up by the Mayor of London to provide <b>100% renewable electricity</b> and Newham has signed up to the scheme. This means that we will promote London Power to our tenants and others in the borough.	Empty council properties will be switched to London Power before new tenants are allocated.
We will explore creating a <b>green refurbishment package for Victorian homes</b> which will enable families and landlords to use a standardised planning, design and financial package. This would enable residents to grow their homes for expanding families whilst future proofing them against climate change and rising energy prices.	We will establish a pilot and start construction by within 1 year  We will develop a package offer to private owners which will be rolled out by (within 2 years)



# 7. PRIVATE RENTED SECTOR

# PRIVATE RENTED SECTOR

We want a PRS sector that offers safe, secure, good quality, affordable housing. To do this we need to regulate the sector to drive out bad practice, we need to provide help and support to tenants to enforce their rights and we need to keep arguing for legal change to improve those rights. We also want to work with landlords to help them deliver quality housing and to help residents secure or retain decent affordable housing.

WHAT WE WILL DO	HOW WE WILL MEASURE SUCCESS
<p>Newham has one of the most extensive, longest running and most effective <b>landlord licencing schemes</b> in the country. We will ensure that all landlords register, pay a fee and comply with the terms of the licence. We will also work with landlords to help them comply.</p>	<p>Over the next 3 years we will:</p> <ul style="list-style-type: none"> <li>• ensure all landlords have a licence;</li> <li>• reduce anti-social behaviour, housing hazards, improve licencing compliance rates and reduce overcrowding;</li> <li>• inspect all licenced properties.</li> </ul>
<p>We will crack down on landlords who try and evict tenants without providing an Energy Performance Certificate. We will establish a specialist energy team to inspect houses and <b>enforce against landlords whose properties fall below the minimum energy standards</b>. This will help protect tenants against fuel poverty; Ill health due to damp and cold conditions; and unlawful evictions.</p>	<p>Team established with a target to take enforcement actions for the life of the licencing regime.</p>
<p>Newham has established a <b>public rating scheme for letting agents</b>. We will continue to proactively work with tenants, protecting them from letting agents who do not comply with government regulations.</p>	<p>We will publish regular updates of ratings on the council website</p>
<p><b>We will promote a professional PRS sector.</b> In part this is encouraging landlords to join professional bodies, but it is also about encouraging new entrants into the market. Newham's local development plan includes policies that ensure that developers building new, purpose built PRS accommodation are required to meet high standards</p>	<p>We will increase the number of landlords in professional bodies.</p> <p>We will ensure that all new, purpose built PRS properties must offer tenancies for a minimum of three years and with rent increases agreed in advance.</p>
<p>The Council has established its own developer - <b>Populo Living – which will act as an exemplar landlord</b></p>	<p>85% of Populo Living tenants remain satisfied or very satisfied with their landlord.</p>
<p>We will <b>push for legal and administrative changes</b> to provide greater security of tenure, protection from rapid rent rises, simplified regulatory regimes and higher penalties for bad landlords. We will also push for regulation changes to make licencing simpler and better and to ensure that those providing houses to those in temporary accommodation or asylum seekers are included.</p>	<p>We will maintain Newham's position as an acknowledged leader in PRS regulation.</p>



# 8. COUNCIL STOCK AND SPECIALIST HOUSING



# COUNCIL STOCK AND SPECIALIST HOUSING

Newham owns just under 16,000 social rented homes. We will ensure that these properties are safe, well maintained and managed, contribute to climate change avoidance and mitigation, allocated fairly, and that the Council housing portfolio grows to help meet the high demand for affordable housing. We will also ensure that specialist housing needs are met.

WHAT WE WILL DO	HOW WE WILL MEASURE SUCCESS
<p>We will <b>change our Council House allocation process so it is more focused on those most in need.</b> Currently residents in employment are prioritised for Newham’s council housing. We are developing proposals to prioritise those most in need such as households experiencing severe overcrowding plus one other need, such as a medical condition.</p>	<p>We will consult on a revised allocations policy in 2020.</p>
<p>We are <b>investing more than £155m in planned and major works to our homes</b> by March 2023. The long-term aim is to ensure that we have a housing estate that is high quality and well maintained, as well as being environmentally sustainable, safe, well managed, well used.</p>	<p>We will complete a full stock condition survey by spring 2021.</p>
<p>We will review all our <b>Fire Safety</b> arrangements in the light of the Grenfell Inquiry and implement any corrective measures required. We have already completed the replacement of the cladding on three tower blocks and we are working on one.</p>	<p>We have removed high risk cladding from Council housing blocks. We will complete the replacement of lower risk types of cladding on council blocks by March 2021</p> <p>We will ensure that all council properties have an up to date fire certificate and are compliant with it.</p>
<p><b>We will develop a Vulnerable Adults Accommodation Strategy.</b> The Covid-19 pandemic has highlighted the importance of having options to meet different housing needs and ensure vulnerable adults remain safe and secure. This will cover Sheltered Housing, Extra Care, Supported Living and Care Homes.</p> <p>This would cover individuals who would benefit from a period of in-patient rehab; those who require one or more of the following ‘works’: assistive technology installation, pest control, specialised cleaning, warm homes; and those who are NRTPF and / or Homeless and Care Act eligible whose need/s would usually be met in a home environment.</p>	<p>We will publish the Strategy by March 2022.</p>
<p>The Council will conduct a housing needs assessment for children and young people, which will include a review of the <b>housing pathways for children and young people leaving care.</b> The review will also consider all the options for meeting those needs and exploring options that provide best value for money including building, buying and long-term lease arrangements where appropriate.</p>	<p>We will publish a needs assessment by November 2020.</p>

A stylized illustration of a cityscape. In the background, there are several grey skyscrapers of varying heights. In the foreground, there are several colorful buildings: a black building with white windows, a white building with orange arched windows, a blue building with dark blue windows, and an orange building with white windows. A red-roofed building is also visible. A single orange tree with a dark blue trunk stands on the left. A light blue cloud is in the sky. A green banner is overlaid on the middle of the image.

# 9. TACKLING HOMELESSNESS



# TACKLING HOMELESSNESS

Shelter estimate that Newham has the highest level of homelessness in the country with 1 in 24 of the population either in temporary accommodation, hostels or on the streets. This homelessness crisis was brought into stark relief by the Covid-19 lockdown.

In the weeks following the lockdown the council made significant progress on rough sleeping and was able to:

- accommodate 210 Rough Sleepers through the COVID ‘everyone in’ period, and an offer for all those who remain on the street;
- provide additional support for everyone in the temp accommodation;
- close Stratford Mall and provide support for all Rough Sleepers with a holistic assessment of all rough sleepers needs for the first time focused on the strengths and needs of the individual, rather than simply seeing them simply as a “Rough Sleeper”.

The challenge is to ensure that once the emergency measures are lifted we do not return to the pre-existing homelessness crisis – further exacerbated by the economic recession.

In December 2019 the Council published its first Homelessness Strategy in over 10 years to address the immediate underinvestment and lack of co-ordinated response to homelessness in the borough. This will be reviewed in 18 months.

WHAT WE WILL DO	HOW WE WILL MEASURE SUCCESS
<p>We will <b>prevent homelessness</b> by providing good quality advice and information. We will strengthen joint working within the Council and with partners to support the prevention effort – particularly through collaborative work with landlords and local housing providers</p>	<p>We will provide advice either within 7 days of being contacted or 7 days before the date of homelessness.</p> <p>We will issue a personalised housing plan within another 7 days.</p>
<p>Where homelessness cannot be prevented, we will ensure <b>early intervention</b> and work actively with all applicants to find suitable accommodation, focussing on secure tenancies in the PRS. This includes improving services for young people, single people and couples without dependent children.</p>	<p>Ongoing work. See reduction of temporary accommodation targets below.</p>
<p>We will build on the progress on <b>rough sleeping</b> made with the “everybody in” programme. Proposals include:</p> <ul style="list-style-type: none"> <li>• person centred and integrated health, care and accommodation pathways;</li> <li>• buying services and accommodation that is tailored to the needs of individuals or groups with common problems rather than blanket approaches;</li> <li>• gathering data on all rough sleepers to create individual solutions;</li> <li>• Commission a rough sleepers assessment hub</li> </ul>	<p>We will establish a rough sleeping pathway, as set out in the Homelessness and Rough Sleeping Action Plan (2020).</p> <p>Assessment hub launched in Spring 2021.</p>

# TACKLING HOMELESSNESS

WHAT WE WILL DO	HOW WE WILL MEASURE SUCCESS
<p>The closure of the <b>Stratford Centre</b> at night during the lockdown has significantly reduced the number of new rough sleepers and a Mayoral Taskforce will develop a long-term plan for Stratford to reduce the numbers of Rough Sleepers using the Stratford Centre.</p>	<p>We will deliver an options appraisal to cabinet by the end of 2020</p>
<p>We will develop more <b>supported housing</b> as an alternative to nightly paid and temporary accommodation and work with the voluntary and faith-based sectors to develop services for young and single people.</p>	<p>Outline gap analysis and needs assessment completed in August 2020.</p>
<p>We will reduce the numbers in <b>temporary accommodation</b> by procuring longer term solutions and working with Local Space Ltd, to acquire and supply accommodation for those currently in TA.</p>	<p>We will reduce the number of people living in temporary accommodation by 10% each year for the life of the current strategy.</p>
<p>We will produce a <b>new Homelessness and Rough Sleeping Strategy</b> to supersede the two-year strategy agreed in 2019. This will be supported by the data collected since the adoption of the current strategy and over the next 18 months</p>	<p>New strategy in place by December 2021</p>



