

Building, buying and securing more and better homes				
Action	Owner	Resources required	Target	Progress
<p>1.1 Deliver our Affordable Homes for Newham programme</p> <ul style="list-style-type: none"> Deliver new homes, including more than 1000 new homes to be let at social rent levels New homes will meet Lifetime Homes and target Passivhaus Classic standard 	Head of Housing Delivery	<p>HRA funding capacity and budgets approved.</p> <p>The final phase of funding for Populo Homes schemes in the programme is to be agreed by Cabinet during 2021/22</p>	To meet the Mayor's target of more than 1000 new homes started before the end of March 2022	<p>We have achieved the delivery of 1000 new homes by May 2022.</p> <p>Because of the pressure on budgets of delivering homes to Passivhaus standard, it was decided that the Council would not pursue the target to deliver Lifetime Homes as well. However the Council continues to encourage the delivery of Lifetime Homes through the private sector.</p>
<p>1.2 Set out the next phase of Newham-led development:</p> <ul style="list-style-type: none"> Identify land that could be used for the next phase of housebuilding Identify funding, including bidding for GLA funding Set out proposals for pilot temporary accommodation on vacant land 	Director of Housing, Director of Asset Management	<p>Work to identify sites is underway and initial assessment can be carried out with existing resources.</p> <p>Capital funding for Populo Living in future years totalling £336.5m is detailed within the Capital Programme Summary 2021, part of Council Budget 2021/22.</p>	<p>We will identify the next phase of sites for potential housebuilding by the end of 2021/22</p> <p>We will submit a bid for GLA Affordable Homes grant under their 2021-26 programme</p> <p>We will take forward proposals for a pilot temporary housing development on one vacant site in 2021/22</p> <p>Populo Living/Homes Business Plan to be published in 2021/22.</p> <p><i>Note: HRA resourcing for new homes in the future may be constrained by additional requirements for building safety-related investment in our existing homes due to changing regulations. We are clear that we will prioritise building safety investment</i></p>	<p>Newham secured an allocation of £93m through the GLA affordable homes grant</p> <p>We are now aiming to provide at least 1500 new homes as part of the 2022 mayoral manifesto and the above allocation will deliver 500 of these homes.</p>
<p>1.3 Deliver on the Carpenters Estate</p> <ul style="list-style-type: none"> 50% of the completed scheme will be affordable housing 	CEO Populo Living (development management for Council)	The masterplanning work underway will set out the resource and funding requirements for the housing (including affordable housing) as part of the new plans for the Carpenters Estate	We will publish a resident-led masterplan and hold a ballot in summer 2021	The masterplan was published and the ballot has been passed. The masterplan was submitted to the planning authority in August 2022. A decision on planning permission is expected by Summer 2023.
1.4 Deliver new homes in Custom House and Canning Town	Corporate Director of Inclusive Economy and Housing	The financing strategy is to be determined as part of masterplanning work A number of early schemes within these areas have been identified for delivery within the Affordable Homes for Newham programme, matched with identified HRA funding	We will bring forward the first proposals for schemes in Custom House in 2021	<p>In July 2021 the budgets for CT and CH were split across two separate projects:</p> <p>Custom House The phase one masterplan strategy was agreed at Cabinet in July 2022. This programme is on schedule for an October ballot. Outline planning is due to be submitted end of 2022 (subject to ballot).</p> <p>Two kick-start sites are due to start on site end 2022. The kick-start scheme received planning approval in October 2022. A planning application has been submitted for the first phase of development.</p> <p>Canning Town . The phase one masterplan strategy was agreed at Cabinet in July 2022. Approval has been granted to go to ballot. The Landlord Offer will be published on 7 November with the ballot running from 23 November to 19 December. Subject to a yes vote,</p>

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				outline planning is due to be submitted on 9 January 2023.
<p>1.5 Rooftop development to deliver new affordable homes</p> <ul style="list-style-type: none"> Establish a pilot programme to test the feasibility of deliver homes on top of Council-owned buildings Evaluate programme 	CEO Populo Living (development management for Council)	Capacity already identified in the HRA Business Plan may be reallocated from property acquisitions to fund the Council's own developments, as per Dec 2020 HRA Business Plan Cabinet report	Bringing forward the first scheme for Cabinet approval in late 2021.	This programme is currently at the resident engagement stage on the first two sites with the first planning application forecast to be submitted early 2023.
<p>1.6 Deliver our joint venture with the NHS</p> <ul style="list-style-type: none"> Deliver new health centres – directly and via third parties Deliver new homes affordable to key workers Develop policy to support the allocation and management of homes to key workers 	Managing Director, Health & Care Space Newham	£60m already allocated in capital budget. Additional £160m flagged (not yet allocated) for future developments 2023-2026 Alternative funding sources (such as s106 grant funding) may be available to support overall cost.	<p>Three new centres in development:</p> <ul style="list-style-type: none"> Hallsville Quarter - under construction Custom House – Design team appointed Hartley – Planning Application submitted in October 2020 <p>For all new health centre developments (12 new developments planned) – funding/progression will be subject to viable Business Case.</p>	<p>The Hallsville Quarter has the design team appointed and is currently completing stage 3.</p> <p>Balaam Street is currently at feasibility stage on development for t likely to be 2025 delivery</p> <p>The Hartley development is currently at the technical design stage.</p> <p>Additionally, a new site has been identified in Custom House.</p> <p>Another 10 sites are in the in pipeline at early stages.</p> <p>We are also continuing to develop an evidence base and policy around key-worker housing.</p>
<p>1.7 Work with partners to deliver on nationally-significant regeneration programmes</p> <ul style="list-style-type: none"> Work with LLDC on sites where the Council has landholdings, to deliver the homes and facilities that Newham needs Prepare to take back planning powers from LLDC in 2024 Continue to collaborate with the GLA on the Royal Docks Enterprise Zone 	Corporate Director of Inclusive Economy and Housing	These sites are likely to be delivered in partnership with developers through LLDC led Joint Venture mechanisms.	<p>The LLDC are currently working to procure a joint venture partner for the Stratford Waterfront and Bridgewater sites (total 1,165 units). Planning submissions are anticipated for Bridgewater in August 2021, with Pudding Mill Lane later in October 2021. Newham will also take back planning powers from LLDC by 1 December 2024, and will be preparing for this transition.</p>	<p>We are working with LLDC on a number of major development sites – the majority of large sites in the LLDC's area sit within Newham.</p> <p>Outline planning permission was granted for Bridgewater Triangle in July 2022 and for Pudding Mill Lane in October 2022. We have been involved in the stakeholder consultations for both sites.</p> <p>We have finalised heads of terms for a land swap for Rick Roberts Way to enable the development of a SEND school and housing.</p> <p>Plans are still on track to transfer back powers by end of 2024, confirmed by the Mayor of London. The mayoral decision was passed on 5 September 2022 which confirms planning powers to return on 1 December 2024 and this will trigger a statutory process to commence in 2023. Royal Docks has a housing target of 12,000 new homes on GLA-owned land.</p> <p>The Silvertown development has started on site which will deliver 6,000 new homes, 943 of which will be delivered in this first phase. Over the full development 50% will be affordable, which is roughly evenly split between SO and affordable rent.</p>

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1.8 Support local builders and developers <ul style="list-style-type: none"> Develop a scheme that would identify small sites suitable for use by small builders and developers 	Director of Property; Head of Strategy and Partnerships	Capital Funding not required – ongoing work around identification of suitable sites	A programme to support local builders and developers will be developed in late 2021/22	The Council has been mapping out land holdings and infill sites to boost affordable housing and/or meet specific needs which could be delivered by local builders or developers. This may include provision for homeless households and identification of sites which may be suitable for CLTs.
1.9 Ensure that new housing meets a range of needs. <ul style="list-style-type: none"> Commission SHMA to provide evidence of housing need Make use of housing needs assessments produced by other service areas 	Director of Planning and Development	Funding agreed	SHMA will be commissioned in mid-2021.	SHMA and G&T needs assessment is complete and being published in August 2022.
1.10 Community Led Housing <ul style="list-style-type: none"> Support E16 CLT to deliver the Borough's first CLT Encourage other communities to come forward with plans 	Head of Strategy and Partnerships	Most CLT housing development requires the low/nil cost transfer of council land assets to CLT organisations, on the basis that they are kept Affordable in perpetuity. We are developing our approach to recognising the social value of using Council land in partnership with communities and organisations wanting to make a difference	Provide support to support to E16 CLT in 2021, with the aim that the development is in construction by 2023 Work with other organisations to develop a range of community-led initiatives by the end of 2023 to create a pipeline of opportunities	The Council has been working closely with E16 CLT in their aim to deliver a community-led housing scheme in Newham. The Council's position is that community-led housing is a valuable element of meeting housing needs in Newham. Upon review of the Action Plan it has become clear that 1.8 and 1.10 are very similar and we recommend combining the two actions going forward.
1.11 Increase acquisition of homes to meet housing need <ul style="list-style-type: none"> Establish a framework for the acquisition of new homes to provide permanent homes for those currently in temporary accommodation (see also 6.6 below) Continue to acquire properties to meet long-term needs for affordable housing 	Director of Property; Director of Strategic Investments; AD Housing Options and Supply	Our Housing, Property and Strategic Investment teams are working together to appraise a number of opportunities in the marketplace, including outright acquisition, leasing and working with institutional investors keen to support affordable housing delivery.	We will publish our plans for an acquisition framework by Autumn 2021 We aim to have the first medium/large acquisition deal in place by the end of 2022	A framework for leasing homes to be let at London Affordable Rent was agreed at Cabinet in September 2021. The first scheme was completed in December 2021, providing 19 homes, to be let at London Housing Allowance (LHA) rates and operated by Populo. We expect to purchase a further scheme by the end of 2022, providing an additional 48 homes to be let at LHA rates. The acquisitions and leasing programme will include properties to be let at LHA rate and may include the acquisition of a hotel to tackle the high demand for temporary accommodation and properties for private rented sector discharge (see 6.2).
1.12 Review the Local Plan <ul style="list-style-type: none"> Commission SHMA Identify any revisions to the Local Plan needed Adopt revisions to the Local Plan 	Director of Planning and Development	Funding agreed in existing budgets	SHMA will be commissioned in mid-2021. 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')	SHMA and G&T needs assessment is complete and has been published as part of the evidence base for the forthcoming Local Plan. The draft Local Plan will be published in winter this year with the aim of having a final adopted Local Plan by 2025.
1.13 Work in partnership with Housing Associations <ul style="list-style-type: none"> Establish a partnership forum for housing associations Explore how to best engage with housing associations 	Head of Strategy and Partnerships	Staffing resources through existing budgets	Establish the Newham Partnership, an RP forum, by Summer 2021 We will agree an approach to engagement of housing association tenants by March 2022	Two forums have been established with particular focuses: building safety and cladding, and ASB and community safety. We have had good engagement from housing associations, with the largest providers joining, as well as officers from across the Council.

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<p>1.14 Encourage high-quality private development</p> <ul style="list-style-type: none"> Continue to provide an exemplary planning service Meet the targets for overall housing delivery set out in the Local Plan Maximise social rented housing delivery and delivery of family-sized homes 	Director of Planning and Development	Funding agreed in existing budgets to provide planning service	We will continue to support working to the targets set out in the London Plan 2021 for overall housing delivery of 32,800 new homes between 2018/19 and 2028/29 Attainment of the New London Plan housing targets is dependent on the strength of the market over time	As noted in 1.12, a new Local Plan is underway, with the plan to publish a consultation draft by the end of 2022.

Putting People at the Heart of Housing				
Action	Owner	Resources required	Target	Progress
<p>2.1 Develop a clear framework for resident involvement in housing</p> <ul style="list-style-type: none"> Publish Resident Involvement Strategy Establish and recruit residents to panels and working groups Review strategy on an annual basis Full evaluation of the strategy <p>Launch of housing newsletter in July</p>	Assistant Director for Housing Services	Funding for new resident engagement team agreed and included in HRA budget Ringfenced funding already in place for resident involvement through Neighbourhood Led Schemes	Resident involvement strategy published Spring 2021. Resident Involvement Panel, and other framework groups established by end of 2021/22 Framework to be reviewed annually, with an impact assessment report being submitted to the Resident Involvement Panel for review. A full, detailed evaluation of this strategy (including the framework) to be carried out in March 2024	<p>The Resident Involvement Strategy has been approved and a public-facing version is being prepared by the Council's communications team. A review of the strategy has been undertaken and no changes are being made as a result, however the Council is working with an external company to better measure outcomes. Going forward the annual review will be undertaken by the overarching resident panel.</p> <p>The panels and working groups have not yet been launched but the first panel on repairs will be launched in Summer 2022. Working groups will be launched during 2022/23, with the scrutiny groups to be first to be launched.</p> <p>The housing newsletter wasn't launched due to changes in the communications teams, but the intention is to do so going forward.</p> <p>We have additionally published and promoted our commitment to re-establish TRAs and held some initial sessions with residents.</p>
<p>2.2 Improve the ways to get in touch with the Council</p> <ul style="list-style-type: none"> Continue to use and grow the network of Housing Services Officers Open housing hubs Develop online services Digital champions to support peers 	Assistant Director for Housing Services	HLOs already funded through housing service budgets The housing hubs will use existing Council property resources to deliver frontline services nearer to where our residents live. Our staffing resources and investment in technology is funded through existing budgets.	Resident Involvement framework initiatives, including digital champions, will monitor, review and improve this area of our service. Online portal for tenants and leaseholders to view their account and self-serve online – launched summer 2021 Ongoing progress: Year-on-year improvement identified through performance review working groups, tenant and leaseholder surveys and other initiatives within the Resident Involvement framework.	<p>The first Housing Hub opened in Stratford in March 2022, following delays due to Covid) and is well-used with residents finding it useful and well-run. A further three hubs are due to open by the end of 2022 in Canning Town, Manor Park and Royal Docks.</p> <p>Housing Online is due to be launched in coming months and will allow residents to find information and make transactions. We are also reviewing internet and intranet pages.</p> <p>Digital champions are set out in the Resident Involvement Framework but the neighbourhood champions model is due to be rolled out first, in 2023.</p>

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				In advance of the establishment of the performance review group, the Council is using feedback from local area forums, informal engagement information, and complaints to understand service delivery and improvement.
2.3 Adopt a 'Residents First' approach to engaging with residents <ul style="list-style-type: none"> Establish joint working protocols with other service areas Establish joint working protocols with external partners Training for officers 	Assistant Director for Housing Services	Funding agreed in existing budgets	Training for officers within all service areas (particularly front line staff), Joint working protocols and single points of contact established with a range of other departments and external partners by May 2022 First round of evaluation via performance review and improvement groups by December 2021 Year-on-year improvement identified through performance review working groups, tenant and leaseholder surveys and other initiatives within the Resident Involvement framework.	The Housing Liaison Officers have been established as a single point of contact for residents who are able to resolve issues through working with other services. The HLOs are piloting a customer service-focussed training programme called Excellent Essentials which if successful could be rolled out other teams within Housing. Establishing new channels of communication and reporting which can be jointly accessed by other services. Regular meetings are in place with other Council services and referral mechanisms have been established.
2.4 Champion co-production and co-design in regeneration schemes <ul style="list-style-type: none"> Co-production framework and principles agreed in each estate regen area and adhered. Resident co-design in all relevant aspect relating to the development of regeneration proposals such as and related work such as community initiatives and meanwhile uses Co-design of newsletters, posters of other promotional material Co-produced Annual Report Continued development of Steering Groups to work as strategic officer/resident meetings 	Head of Estate Regeneration	Funding agreed in existing budgets	Continued co-production and co-design as set out in the framework for each scheme Further mechanism for monitoring co-production success to be created with residents following successful ballots in 2021/22 Evidence of co-production continuing past successful ballots, into technical design and physical delivery of sites	Co-production checklists and frameworks in place on estate regeneration schemes and agreed with resident steering groups. Corporate coproduction pilot conducted in estate regen and council wide toolkit being developed. Residents' ballots still to take place: Custom House in Winter 2022/23 and Canning Town Spring/Summer 2023. Further mechanisms for monitoring co-production success will be created with residents if ballots are successful.

Addressing the Climate Emergency				
Action	Owner	Resources required	Target	Progress
3.1 Set high environmental standards in new homes <ul style="list-style-type: none"> New Council properties to be built to minimum Passivhaus 'classic' standard, with some exceptions permitted Review the Local Plan to ensure environmental standards for all forms of housing delivery (including by private developers) is high Ensure new developments are at least Air Quality Neutral 	Head of Delivery Director of Planning and Development	Funding agreed in existing budgets	New council homes continue to meet agreed target Review of Local Plan (see 1.12) commenced mid 2021 Adoption revisions to Local Plan (see 1.12) Continue to meet the standards set out in SC5 of Local Plan (2018) and Air Quality Action Plan (2019) A Climate Change Evidence Base has been developed which has made	All new homes built under the Affordable Homes for Newham (AHfN) programme have air source heat pumps. We are continuing to deliver Passivhaus properties, with the permitted exceptions. Sites are assessed on case by case to understand if they can target Passivhaus or need to be delivered to low-energy building standards (due to orientation or other site constraints). 25% of homes under new allocation may need to use MMC (being clarified with the GLA). This may affect budgets and ability to construct to Passivhaus standard.

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			<p>recommendations on new Zero Carbon standards for housing. Will be published later this year</p> <p>Draft Local Plan to be published in winter this year.</p>	<p>We have also achieved the successful retention of the concrete frame in James Riley Point, and an emphasis on retrofit and retention of embodied carbon has been built into the Custom House and Canning Town masterplans.</p> <p>As noted in 1.12, a new Local Plan is underway, with the plan to publish a consultation draft by the end of 2022. This includes a new policy on zero carbon homes.</p>
<p>3.2 Reduce carbon emissions from Council-owned homes</p> <ul style="list-style-type: none"> • Complete our stock condition survey • Complete energy performance assessments on our homes • Get 100% of Council stock to EPC C or higher • Explore new heating systems • We will monitor the impact of our improvements through research in collaboration with the University of East London • Take advantage of grants to improve Council homes where available (see 3.3) 	Assistant Director of Housing Services	Funding agreed in existing budgets	<p>We will complete our stock condition survey by the end of 2021 and complete energy performance assessments on our homes</p> <p>We will aim for 100% of council stock to reach Energy Performance certificate C or higher by 2025.</p> <p>We will explore new heating systems, as an alternative to gas central heating, and implement a range of pilot projects to test this out in 2022/23</p>	<p>The Covid-19 pandemic has delayed completion of the stock condition survey, but an initial 50% have been completed. We have taken the opportunity to review the scope of the survey to include more retrofit data with completion expected at the end of 2022-early 2023. The energy performance assessments are being undertaken on a rolling basis as the survey retrofit works are being undertaken.</p> <p>The target date for all Council stock reaching EPC C or higher has been changed to align with the Government's target of 2030.</p> <p>A Retrofit Board sits monthly to discuss emerging technologies, for example new heating systems. The Council has now recruited a retrofit lead and project manager.</p> <p>The retrofit roadmap, commissioned from external consultants, is nearing completion. The roadmap will be used to guide the future retrofit programme, and encompass a wider scope than heating systems alone. The programme will be led by the Head of HRA Capital Programme.</p>
<p>3.3 Take advantage of Government grants as these become available</p> <ul style="list-style-type: none"> • Take advantage of central Government grants to support LBN-led programmes (delivered via an external delivery partner) where these become available. • Work with partners in the energy sector to enable residents to take up opportunities from the ECO scheme. • Signpost to information to support tenants to reduce their carbon footprints • Support landlords to take up green retrofit grant opportunities 	Assistant Director for Housing Options and Supply	No additional funding required	<p>Improve energy efficiency in 200 homes under ECO Scheme – by summer 2022</p> <p>Using Green Homes Grant improve energy efficiency in 100 homes – by summer 2022</p> <p>Using Green Homes Grant improve energy efficiency in 200 homes by summer 2024 (dependant on external funding).</p>	<p>We have not met the target for homes improved under the ECO 3 scheme as many of the simpler interventions eligible under the grants had already been done. We are currently preparing for the incoming ECO4 scheme which has more generous grants covering more types of intervention.</p> <p>We have 100 properties being improved through the Green Home Grant.</p>

Addressing the Climate Emergency				
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<p>3.4 Improve the energy-efficiency of PRS properties</p> <ul style="list-style-type: none"> Use the specialist energy efficiency team to inspect houses in the PRS and offer advice and guidance to property owners Enforce against landlords whose properties fall below the minimum energy standards Enforce against landlords who try to evict tenants without providing an Energy Performance Certificate (EPC) 	Assistant Director for Housing Options and Supply	Growth bid March 2020 to cover staff costs for energy efficiency team	<p>Updated energy webpage to raise awareness of energy saving measures - early 2021</p> <p>Enforcement target for landlords renting homes below EPC of E – 100 homes (Summer 2022)</p> <p>Long-term enforcement targets for landlords letting homes below EPC of E. No home at EPC F&G or below being offered for rent (unless exempted).</p> <p>Improve energy efficiency in 500 homes under Eco Scheme.</p>	<p>The energy webpage has been updated.</p> <p>100 homes served with FPNs for EPC below E. Going forward, the Council is using excess cold (an HHSRS category) as the grounds for enforcing against cold properties.</p> <p>See 3.3 for an update on ECO 3 Scheme</p>
<p>3.5 Incentivise refurbishments to older, terraced properties</p> <ul style="list-style-type: none"> Establish pilot scheme on a small number of Council owned homes 	CEO Populo	Funding for pilots already agreed	<p>We will establish a pilot and start construction within 2021.</p> <p>This depends on the success of the pilot programme, If successful, we will develop a package offer to private owners which will be rolled out within two years.</p>	<p>Planning applications for pilot properties were submitted in November, but were refused approval. .</p> <p>Discussions are ongoing around how proposals could be amended so acceptable in planning terms whilst still delivering the same benefits.</p>

A Safe and Secure Private Rented Sector				
Action	Owner	Resources required	Target	Progress
<p>4.1 Provide tenants with information about rights and responsibilities</p> <ul style="list-style-type: none"> We will undertake a review of the information and communications provided to PRS tenants Produce new materials, including an online renters' pack Disseminate information in collaboration with partners in the voluntary, community and faith sectors Review and improve on materials using feedback from PRS tenants 	Assistant Director for Housing Options and Supply	Generation Rent officer funded by JRF to work with hard-to-reach groups	<p>Tenancy relations officers recruited early 2021</p> <p>We will complete the tenants' communications review by autumn 2021.</p> <p>Tenant information, produced in collaboration with VCVS, distributed online by end of 2021.</p> <p>We will use financial incentives to encourage tenants to offer feedback on the renters' packs.</p> <p>Start with a pilot PRS Tenants Forum.</p> <p>Summer 2024:</p> <ul style="list-style-type: none"> PRS tenant engagement panels established Audit tenancy agreements via licence scheme and design comms campaign in response. 	<p>Tenancy Relations Officers (now known as Tenancy Liaison Officers) have been recruited</p> <p>The communications review is still underway, including the review of the website.</p> <p>Both tenants' and landlords' information packs are now published and available online.</p> <p>Completed the research project with Generation Rent to understand how better to communicate with hard-to-reach groups in the private rented sector.</p>
<p>4.2 Build upon the PRS licensing scheme</p> <ul style="list-style-type: none"> Continue to ensure that all landlords register with the licencing scheme and pay a fee Continue to ensure compliance with the terms of the licence and work with landlords to help them comply Apply to the Government to renew the terms of its licensing scheme 	Assistant Director for Housing Options and Supply	Covered by existing budgets	<p>Consultation with residents and stakeholders on new discretionary licensing schemes during 2021.</p> <p>95% of PRS properties licenced by end 2021/22 (39,000 at present).</p> <p>By 2023, (end of current licensing designation) ensure that 23,000 PRS homes and households have a safe and secure home during the 5-year licensing designation period.</p>	<p>Consultation on the introduction of new licensing schemes took place between November 2021 and January 2022.</p> <p>Cabinet approved the introduction of new additional HMO and selective licensing schemes in June 2022. The new additional HMO scheme is now approved and will come into force in January 2023;</p> <p>The application to the Secretary of State for Levelling Up, Housing and Communities was submitted in July 2022, and the Council expects to be notified whether the scheme is confirmed in</p>

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				December 2022, with a view to the new scheme coming into force in April 2023.
<p>4.3 Prosecute and/or enforce against landlords who do not comply with their licence</p> <ul style="list-style-type: none"> Continue to prosecute and enforce against landlords who do not comply with the terms of their licence. This includes working with police to tackle illegal evictions and harassment and issuing FPNs. Aim to target portfolio landlords of concern for prosecutions Use partnership with Safer Renting to enable tenants to take legal action against bad landlords. 	Assistant Director for Housing Options and Supply	Covered by existing budget	<p>We expect to impose:</p> <ul style="list-style-type: none"> at least 100 financial penalty notices. 150 enforcement notices 10 prosecutions focussing on our top 50 portfolio landlords of concern with improvements to over 500 homes. <p>Figures only to 2023 as current licensing designation ends after 5 years.</p>	<p>We issued 42 financial penalty notices, falling below the target of 100, however at present 76 cases are flagged as “intentions to issue” FPN which may mean that the target is met soon (although not all “intentions” are guaranteed to result in FPNs).</p> <p>We issued 146 enforcement notices to licensed properties, just below the target of 150.</p> <p>Two prosecutions were made but were not linked to portfolio landlords, and one landlord of concern has been issued with a reduced licence term. One banning order has also been made for a portfolio landlord.</p>
<p>4.4 Raise awareness of poor letting agents</p> <ul style="list-style-type: none"> Review the letting agents rating system Get the online ratings system back on the Newham website Work with London trading standards institute to review the top letting agents of concern 	Assistant Director for Housing Options and Supply	Covered by existing budgets under licence fee	<p>Reinstate web-based letting agents rating system by Autumn 2021 for residents, and recruiting staff to monitor this scheme</p> <p>London trading standards institute to review the top letting agents of concern operating in Newham (summer 2022)</p> <p>Longer term: Continue to work and improve fair-trading and consumer protection for residents relating to residential letting agents by annual business health checks – 150.</p>	<p>London Trading Standards Institute review is now complete.</p> <p>We have a dedicated officer employed by the Council to look at trading standards issues. Since the introduction of the current licensing scheme, £270,000 worth of fines have been issued.</p> <p>The web-based rating system not in place and is not currently in the service plan as the service has taken the approach of focussing on enforcement.</p>
<p>4.5 Build a positive working relationship with landlords</p> <ul style="list-style-type: none"> Review of front-end communications Continue to hold quarterly landlord forums Evaluate the Council's new approach via forums and surveys 	Assistant Director for Housing Options and Supply	Covered by existing budgets	<p>Review of front-end communications by end of 2021</p> <p>Hold quarterly landlord forums over 2021/22</p> <p>Issue regular e-bulletins to 16,000 Newham landlords</p> <p>Ongoing: Use landlord forum/surveys to evaluate improvements to communications and information.</p>	<p>As noted in 4.1, the communications review is ongoing.</p> <p>Landlord forums are being held regularly, and e-bulletins being published.</p> <p>A landlord survey took place in 2021 to understand the impact of the Covid-19 pandemic on landlords, with another taking place alongside the Generation Rent research work. This led to the development of the landlord support pack.</p> <p>The service has produced an Empty Property Action Plan which will be live from Summer 2022-2023. This will set out the Council's response to empty properties that are causing an issue in the neighbourhood.</p>
<p>4.6 Promote a professional PRS sector</p> <ul style="list-style-type: none"> Encourage landlords to join professional bodies and promote accreditation Consult on ways to promote accreditation through the landlord licensing scheme 	Assistant Director for Housing Options and Supply	Covered by existing budgets	<p>Increase the number of landlords in professional bodies by 2022.</p> <p>All Newham landlords to have access to a Newham property owner's information pack by March 2022.</p> <p>Longer term: Increase the number of landlords in professional bodies year-on-year</p>	<p>The incoming additional HMO licensing scheme and the proposed selective licensing scheme both offer a discount for landlords who are members of accredited bodies.</p> <p>As noted in 4.1 and 4.5, a landlords' information pack is available online.</p>

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			Any additional efforts to encourage accreditation (e.g. via the licence scheme) will depend on the outcome of licencing scheme consultation	
4.7 Campaign for legal changes to improve conditions for PRS tenants <ul style="list-style-type: none"> Continue to support the following campaigns: <ol style="list-style-type: none"> Case for review of Decent Homes Standard and HHSRS HA 2004 review - to improve standards and ensure effective enforcement in the PRS. Building Safety Bill improvements. Campaign for improved support for residents in building with unsafe cladding. 	Assistant Director for Housing Options and Supply	Covered by existing budgets	Continue to campaign on these issues	Continued to support campaigns to support PRS tenants including responding to the LUHC Committee call for evidence on the A Fairer Private Rented Sector White Paper and the Government's consultation on the proposed Decent Homes Standard for the private rented sector.

Council Stock and Specialist Housing				
Action	Owner	Resources required	Target	Progress
5.1 Change our Council home allocation process <ul style="list-style-type: none"> Implement a new policy Review and incorporate feedback 	Assistant Director for Housing Services	Covered by existing budgets	We published a draft Allocations policy in autumn 2020, and will be taking final proposals to cabinet in summer 2021. New policy implemented by December 2021. Bring a report back to cabinet after one year providing update on implementation.	The new allocations policy was implemented in February 2022. A review of the new policy, looking in particular at its impact on homelessness, will be brought to Cabinet after February 2023 (when the policy has been in place for a full year).
5.2 Invest in our Council properties <ul style="list-style-type: none"> Implement Estate Busters programme Complete our stock condition survey by the end of 2021 Produce work plan for major works to Council homes Improve energy performance of Council stock (see also 3.2) 	Assistant Director for Housing Services	Investment in existing housing stock is a top priority and the HRA Budget includes £150m over the next three years for stock investment	We will complete a full stock condition survey by the end of 2021. £150m invested in planned and major works to our homes by March 2024	The stock condition survey is still ongoing and is expected to be complete by early 2023(see also 3.2) The Capital team are pulling together a blueprint for future programme looking at next five years which will drive a programme of works, focussing on what needs to change to make the stock more efficient. A first draft has been completed, but will depend on the forthcoming asset management plan. The Estate Busters programme is now up and running, under the new name Estates Improvement Project. The programme spent approximately £1.2-5m in 2021/22 year and has a budget of £6m in 2022/23. The capital team are working on commissioned work from building safety and fire safety to ensure that the new landlord requirements under the new acts are being carried out to our Council housing stock.

Council Stock and Specialist Housing				
Action	Owner	Resources required	Target	Progress
				Other ongoing work includes the improvements to the Hamara Ghar building and the ongoing work to ensure all Council properties meet Decent Homes Standards.
<p>5.3 Review all our Fire Safety arrangements</p> <ul style="list-style-type: none"> • Ensure that all Council properties have an up-to-date fire risk assessment • Continue to respond to emerging legislation, guidance and best practice 	Assistant Director for Housing Services	Funding for Fire Safety works is included in the allocation above. If further funding is required, we are clear that funding this is a priority for the HRA over any other capital expenditure, such as acquiring new homes.	All ACM cladding was removed from our tall blocks in 2019/20, and more recently, work to remove High Pressure Laminate cladding commenced on Smiths Point and is progressing well. We will remove the EPS insulation from a further 4 blocks in 2021 We will ensure that all council properties have an up to date fire risk assessment. Ongoing, we will continue to meet requirements of new guidance	<p>Outstanding EPS insulation will be removed 2022/23</p> <p>The production and updating of fire risk assessments is an ongoing programme.</p> <p>New Building Safety team is being developed Meeting requirements of new guidance eg Fire Safety Act, Building Safety Act (when implemented) and forthcoming supporting legislation and new statute.</p> <p>A Building Safety Programme Lead has been appointed to progress the requirements of the Building Safety and Fire Safety Acts.</p>
<p>5.4 Produce a needs assessment for vulnerable adults' accommodation</p> <ul style="list-style-type: none"> • We will produce a needs assessment for vulnerable adults' accommodation, covering Sheltered Housing, Extra Care, and Care Homes, with Supported Living addressed separately • Develop a strategic commissioning plan to replace the dynamic purchasing system that is currently paused • We will develop a Step-Down / Move-On Action Plan for Care Act individuals being discharged from hospital but are unable to return home due to the level of their Health and Social Care needs - bridging the gap between hospital and home. 	Assistant Director, Adults and Health	To be funded from existing budgets	<p>Deliver a Needs Assessment by September 2021</p> <p>Long-term targets will depend on the outcome of the needs assessment, and will therefore be set out in next year's action plan.</p> <p>Commissioning Plan developed by October 2021, with a new award process in use by Summer 2022.</p> <p>Following the award, a program of "call-offs" to deliver new models of service will be delivered from Summer 2022 – May 2024</p> <p>The Plan will be developed and agreed by the Adults and Health DMT by Autumn 2021; Commissioning intentions will be implemented by March 2023</p>	<p>The Ageing Well Strategy, launched in July 2022 supersedes this action.</p> <p>It includes a section on specialist accommodation and care homes.</p>
<p>5.5 Review housing options for young people:</p> <ul style="list-style-type: none"> • Conduct a review of the housing pathways for children and young people leaving care • Housing and Leaving Care teams to produce a joint housing offer • Work with Brighter Futures and Children's Commissioning to explore options for engagement with young people on housing 	Assistant Director for Housing Options and Supply; Head of Housing Strategy and Partnerships ; AD Children's Commissioning	Opportunities for the Council to provide accommodation directly may include requirement for new capital investment and will be subject to business case	Housing teams and the Leaving Care service will produce a joint housing offer to care leavers by the end of 2021. New PRS pathways in place, New floating support offer in place by end of 2021/22	<p>A former Council scheme has been refurbished and will be in occupation by 30 young people who have left care, with an onsite independent living officer. This has involved the Council working with Local Space.</p> <p>We are working to identify models where we would purchase supported housing/semi-independent living for young people.</p>

Tackling Homelessness				
Action	Owner	Resources required	Target	Progress
<p>6.1 Prevention of homelessness through joint working</p> <ul style="list-style-type: none"> Work with private landlords and RPs to increase the share of approaches to the Council for prevention (rather than relief) of homelessness 	Assistant Director for Housing Options and Supply	Bid to be submitted for £500,000 out of the £600,000 MHCLG Homelessness Prevention Grant	<p>By end of year 2021/22, increase the proportion of cases looking for prevention (rather than homelessness) to 50%</p> <p>By end of 2021/22, 38% of those cases to be successfully prevented, with a target of 54% cases prevented by end of 2022/23.</p> <p><i>Further actions and targets relating to Tackling Homelessness will be set out in the forthcoming Homelessness and Rough Sleeping Strategy, to be published by end of 2021</i></p>	<p>Although the proportion of prevention cases has increased, the H-CLIC return for Q3 showed that 46% was prevention and 53% relief, so slightly below the target. This is due to the cost-of-living crisis and a drop in supply of privately rented properties.</p> <p>The new Homelessness and Rough Sleeping Strategy and its accompanying action plan, published in December 2021, set out in more detail the Council's plans to increase prevention of homelessness.</p> <p>The Government has proposed changing the terms of the Homelessness Prevention Grant which may result in changes to the way in which this funding is allocated.</p>
<p>6.2 Early intervention where homelessness cannot be prevented:</p> <ul style="list-style-type: none"> Ensure early intervention and working actively with all applicants to find suitable accommodation, focussing on stable tenancies in the PRS. 	Assistant Director for Housing Options and Supply	Additional funding will be needed for landlord incentive, landlord support and tenancy sustainment	Create 500 new PRS tenancies per year as a result of early intervention in homelessness cases	<p>Since the Housing Delivery Strategy was published, 205 prevention cases and 364 relief cases have been offered secured alternative accommodation for 6-12 months.</p> <p>The homelessness service is working with the Welcome to Newham team to prevent homelessness in Ukrainian refugees whose stay with sponsors coming to an end.</p> <p>The tenancy sustainment team is providing training to residents.</p>
<p>6.3 Develop pathways for complex cases</p> <ul style="list-style-type: none"> Analyse previous cases to develop an evidence base for complex cases We will recruit specialist pathway co-ordinators to design pathways for Hospital Discharge; Women; Families; Singles Joint working protocols established with other service areas including Adults and Health; Youth Empowerment within Brighter Futures 	Assistant Director for Housing Options and Supply	To be funded via bid to the MHCLG Homelessness Prevention Grant	We will recruit specialist pathway co-ordinators to design pathways based on detailed analysis of data, by summer 2021	<p>Pathways co-ordinators have been recruited. A single vulnerable homeless person pathway is being developed with Adults & Health. A 16 and 17-year-old pathway protocol has been created and enacted jointly with the Children and Young People's service.</p> <p>Housing and health teams are working together on a hospital discharge pathway.</p> <p>The Council has established a dedicated resource for accommodation for ex-offenders (grant funded).</p>
<p>6.4 Develop the existing pathways for people sleeping rough</p> <ul style="list-style-type: none"> Deliver work packages within the rough sleepers pathway Improve data collection on rough sleepers 	Assistant Director, Adults and Health	Commissioning covered by existing budgets, new policies to be funding through existing growth bid and grant bid.	The tender for the delivery of a range of work packages within the rough sleepers' pathway will go live in summer 2021, with the contract agreed in September 2021.	The Integrated Rough Sleeper Support Service has been established and further detail on actions to support rough sleepers are set out in the Homelessness and Rough Sleeping Strategy.
<p>6.5 Create a long-term plan to reduce rough sleeping in Stratford</p> <ul style="list-style-type: none"> Option appraisals for the night time closure of the Stratford Centre to be 	Assistant Director – Commissioning , Adults and Health	To be funded from existing budgets	Following appropriate consultation and formal agreement, a clear plan for the closure of the Stratford Mall to be in place by end of 2021-22	Cabinet agreed in January 2022, to use an "Experimental Traffic Management Order" to maintain the closure of the Stratford Mall in the evening. The current order is active until June 2023.

Tackling Homelessness				
Action	Owner	Resources required	Target	Progress
<p>developed for consultation and agreement</p> <ul style="list-style-type: none"> Long-term plan to reduce the numbers of rough sleepers in Stratford 			Five-year Homelessness and Rough Sleeping Strategy to be agreed – December 2021	The Mall was a major contributing factor to the increased NRPF numbers accommodated locally and remains a risk if it is reopened. The first six months of the Order form the statutory public consultation on the measures, and any objections or other representations from members of the public made during this time will be considered alongside the recorded outcomes in any final decision regarding the permanency of the order. Following this consultation period, any decision on making the Experimental Order permanent prior to its expiry 18 months after coming into force will be re-presented to Cabinet for approval.
<p>6.6 Develop alternatives to nightly-paid accommodation</p> <ul style="list-style-type: none"> Publish plans for an acquisition framework for property to meet homelessness needs (see also 1.11 above) Work with partners to boost supply of sustainable accommodation 	Assistant Director for Housing Options and Supply	Business cases will be submitted for each acquisition proposal	Agreement of temporary accommodation acquisition framework by end of 2021	A pipeline of sites for acquisition has been established. This will include the acquisition or long-term leasing of accommodation to be let at LHA rates and we are exploring the possibility of purchasing a hotel.
<p>6.7 Reduce the numbers of households in temporary accommodation</p> <ul style="list-style-type: none"> Work with partners including Local Space to acquire and supply permanent accommodation for those currently in TA 	Assistant Director for Housing Options and Supply	Covered by existing budgets	Annual target of 10% reduction of numbers of households in temporary accommodation	<p>This target has not been met. The Council did see a prolonged period of reduction in numbers in temporary accommodation overall, and nightly booked accommodation particularly. However, numbers have started to rise again due to increased demand and a contraction of the supply of alternative accommodation.</p> <p>Given the powerful effect of external factors such as the cost of living crisis and the Covid-19 pandemic on rates of homelessness, we have decided not to pursue the 10% reduction target. Instead we will focus on increasing the share of cases that are resolved through prevention and a reduction in the use of nightly-booked temporary accommodation. Nightly-booked temporary accommodation use has significantly reduced compared with pre-Covid rates, but after a sustained period of reduction, is now starting to see an increase once more.</p>
<p>6.8 Improve the quality of temporary accommodation</p> <ul style="list-style-type: none"> Inspect all temporary accommodation before it is accepted for use Continue to take part in 'Setting the Standard' Establish a temporary accommodation residents forum 	Assistant Director for Housing Options and Supply	Approx £30,000 subscription cost to join Setting the Standard for 2021/22 (based on joining fee from 2020/21), not covered by existing budgets	<p>Join 'Setting the Standard'</p> <p>Establish a temporary accommodation resident forum by end of 2021</p>	<p>We have joined Setting the Standard.</p> <p>A temporary accommodation forum has not yet been established. This will be coming in future years following the establishment of other resident forums (see 2.1)</p> <p>All new temporary accommodation is inspected before use (subject to staff resources).</p> <p>All accommodation from private providers must be registered on the Council's dynamic purchasing system requiring proof of safety certificate, EPC, and checks that the landlord is fit and proper.</p>

Tackling Homelessness				
Action	Owner	Resources required	Target	Progress
				Further targets relating to the quality of temporary accommodation are set out in the Homelessness and Rough Sleeping Strategy.