

Housing Futures:

A Decent Roof for all,
Waltham Forest Housing
Strategy 2019 – 2024
– Delivery Plan

1 Supporting Growth and Aspiration within the Borough	3
2 Tackling and preventing homelessness	7
3 Ensuring Decent, Safe and Healthy Homes	12
4 Think Family Think Housing Think Work – Inclusive and sustainable neighbourhoods	17

1. Supporting Growth and Aspiration within the Borough

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Working, with partners, to bring forward homes to meet our new housing delivery target of 1,800 homes a year	1.1	Maximising housing delivery on Council-owned land, and HRA land in particular.	Jennifer Daothong	Housing development team and Engie	Yearly review	All Council-led development compliant with densities identified as required by new local plan character areas.
	1.2	Working with partners to maximise housing opportunities by promoting site assembly, and using HRA land as an enabler where possible.	Jennifer Daothong	Housing development team/RP's/ Mears through JV	Yearly review	Working through One Public Estate initiative Collaborating with RP partners to form JVs where appropriate. Exploring opportunities to put RTB receipts towards JV to acquire land.
	1.3	Undertaking a HRA estates capacity review to identify additional development opportunities.	Jennifer Daothong	Housing development team	Summer 2019	Review completed by Summer 2019.
	1.4	Exploring opportunities to bring small sites in Housing ownership forward.	Jennifer Daothong	Housing development team	September 2019	Submit sites to GLA small site delivery programme. Scope sites (Identify sites appropriate for CLH).
	1.5	Responding to the findings of our Strategic Housing delivery review.	Jennifer Daothong	Housing and Planning	June 2019	“Housing actions” integrated into housing strategy.

1. Supporting Growth and Aspiration within the Borough

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Contributing to the Borough of Culture Legacy strategy	1.6	Enabling the creation of a new cultural quarter in the south of the Borough.	Jennifer Daothong	Borough of Culture team	2020	Progressing feasibility study on Avenue Estate.
	1.7	Embracing Borough of Culture to ensure it is fully inclusive and creates a legacy for years to come.	Jennifer Daothong	Borough of Culture team	2019	A year of cultural events planned in the community with access to all, from young to old regardless of housing tenure.
	1.8	Engaging our Registered Provider partners and residents with us in our “People powering the borough of culture” initiative.	Jennifer Daothong	Registered providers and residents	2019	Workshop with RPs, led by Councillor Mitchell, with support from BoC team and Connecting Communities.
Creating great places to live	1.9	Demonstrating exemplar design on Council-led housing delivery.	Jennifer Daothong	Sixty Bricks	Yearly review	All housing-led schemes to: <ul style="list-style-type: none"> • go through design quality review. • to deliver % improvement on building regulations alone. • meet secured by design requirements. • be Home Quality Mark assessed.
	1.10	Creating public realm that is welcoming, well connected and robust.	Stewart Murray	Planning	Yearly review	Compliance with Legible London.
	1.11	Ensuring housing growth is supported by appropriate local facilities.	Stewart Murray	Planning	Yearly review	Review of schemes conducted once a year.

1. Supporting Growth and Aspiration within the Borough

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Creating great places to live	1.12	Create a residents' and stakeholders' engagement plan and programme. Completing housing needs survey and design surveys, setting up residents groups. Residents to be part of the evaluation process for the contractor. Using the Mayor's best practice guidance on resident engagement.	Jane Martin	Housing teams	2019	Engagement plan published. Residents groups set up.
Supporting residents' needs and aspirations	1.13	Exploring the opportunities for the Council to bring forward a commercially managed private rented product.	Jennifer Daothong	Sixty Bricks	2021	Private rented scheme launched.
	1.14	Working with partners to bring forward community led housing.	Jennifer Daothong	Planning, housing, asset management	2021	Sites identified for Community Led Housing. Pilot CLH scheme underway. Formal Council policy adopted on CLH.
	1.15	Exploring with partners ways to support young people's housing aspirations.	Jennifer Daothong	Sixty Bricks and Housing compact	2021	Young People and Housing campaign. Financial support to young people trying to get on the housing ladder.
	1.16	Encouraging our developer partners to contribute towards our Think Work and Think Family ambitions.	Stewart Murray	Economic growth	2021	Incorporation of employment and skills aspirations. Engagement of RPs in Construction and Skills Academy programme.

1. Supporting Growth and Aspiration within the Borough

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Increase supply by being proactive and bring empty homes back into use	1.17	Carry out a phased programme of street surveys; phase 1 will focus on visiting properties which we believe are empty based on current data; Phase two will focus on properties recorded as second homes to verify their status; phase 3 will focus on areas/wards where there are high levels of ASBO and neighbourhood complaints.	John Hubbard	Neighbourhoods team	Yearly review	650 properties visited.
	1.18	Establish an EDMO/CPO steering group to help progress properties identified as suitable for enforcement action via either route.	John Hubbard		2019	Steering group established.
	1.19	Return 10 empty homes to beneficial use via Lettings Waltham Forest's key worker rental scheme or renting to households identified as having a housing need through the Private Sector Lettings team.	John Hubbard		2019	10 empty homes brought back into use.

2. Tackling and preventing homelessness

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Implementing the Homelessness Reduction Act – focus on prevention	2.1	Review the provision of housing advice and identify gaps so that residents can access support earlier.	Modester Anucha	Advice and assessment team	June 2019	Access to housing advice available from a range of locations. Subject to benchmark being established following HRA implementation, we will aim for an increase in preventions, reduction in homeless acceptances.
	2.2	Encourage residents to approach us at an early stage, before housing problems become a crisis by running two communications campaigns annually to raise awareness of homelessness prevention services.	Modester Anucha	Advice and assessment team; Comms team	March 2020 and ongoing	Increase in number of visits to advice web pages. Increase social media usage. Change in public behaviour - to be assessed by asking clients where they have previously sought advice before approaching housing.
	2.3	Review the effectiveness of existing prevention initiatives - mediation with hosts and landlords, referrals to Citizens Advice, homelessness prevention fund, private sector work (Cambridge House).	Modester Anucha	Advice and assessment team	March 2020	Targets for each initiative identified and monitored. Subject to benchmarks being set, increase in preventions, reduction in homeless acceptances.
	2.4	Assist in the refresh of the landlord forum to enable better links with landlords to assist them in sustaining tenancies, e.g. resolving UC issues.	Modester Anucha	Advice and assessment team, licensing team, private landlords	March 2020	Subject to benchmarks being set, increase in preventions.

2. Tackling and preventing homelessness

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Implementing the Homelessness Reduction Act – focus on prevention	2.5	Establish protocols to improve partnership working with key stakeholders to identify those in housing need early. Review protocols where they are already in place. Improved engagement with housing association partners through RP compact.	Modester Anucha	Advice & assessment team; registered provider partners, hospitals, probation, children and adult services, third sector	Sept 2019	Protocols in place with our registered provider partners, hospitals, children's and adult services, third sector to identify those in need of housing assistance at the earliest stage in place. RP partners to sign up to G15 offer around homelessness, including Duty to Refer.
	2.6	Explore the potential for GDPR compliant information sharing with partners.	Modester Anucha	Housing Solutions/ICT/ partners	Sept 2019	Information sharing system in operation.
Providing suitable accommodation where homelessness cannot be prevented – reducing the need for temporary accommodation (TA) and making best use of our supply of TA	2.7	Participate in the cross-borough Capital Letters initiative to maximise private sector housing solutions for homeless families.	Modester Anucha	Housing Solutions	Sept 2019	Increase in the number of private sector discharge offers.

2. Tackling and preventing homelessness

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Providing suitable accommodation where homelessness cannot be prevented – reducing the need for temporary accommodation (TA) and making best use of our supply of TA	2.8	Review our procurement strategy to ensure data is available to maximise private sector offers.	Modester Anucha	Housing Solutions; commissioning team	Jan 2020	Establish a new Joint Venture to provide further private sector offers. Regular reviews established for existing schemes.
	2.9	Drive up standards in TA by increasing inspections to ensure our benchmark standards are met and refusing to work with landlords/agents who continue to fail to meet standards.	Modester Anucha	Housing Solutions	June 2019	Reduction in number of landlords requiring improvement letters. Reduction in number of TA complaints around standards.
	2.10	Increase TA occupation audits to ensure best use of available properties.	Modester Anucha	Housing Solutions	June 2019	Increase in number of properties brought back into use when found to be unoccupied.
	2.11	Improve TA void turnaround times.	Modester Anucha	Housing Solutions	June 2019	Average void turnaround time reduced.
	2.12	Ensure the best use of our supply of accommodation by efficient decision making.	Modester Anucha	Advice and assessment team	June 2019	80% of case decisions to be made by day 15 of Relief duty.
Support for vulnerable groups	2.13	Review contracts with Single Homeless providers, benchmarking against best practice with other authorities.	Modester Anucha	Housing Solutions; commissioning team; existing providers	March 2020	Contracts reviewed, improved outcomes achieved.

2. Tackling and preventing homelessness

Priority	Activity	Lead Officer	Partners	Target time	Measuring success	
Support for vulnerable groups	2.14	Enable earlier referrals to the Tenancy Support and Resettlement Service before people become homeless, and expand service to clients discharged into the private sector.	Modester Anucha	Housing Solutions; ICT	June 2019	Tracker established for number of UC claimants threatened with homelessness.
	2.15	Improving information for young people about housing options, including updating online information.	Modester Anucha	Housing solutions; comms team; Health and Wellbeing board	March 2020	Updated information available.
	2.16	To work with Adult Social Care and Mental Health Services to develop pathway to step down accommodation for homeless people unable to reside in general needs temporary/permanent accommodation.	Modester Anucha	Housing solutions, Adult social care, mental health services	March 2020	Pathway developed.
Tackling rough sleeping	2.17	Continue Rough Sleepers Initiative subject to funding - working with partners to reach rough sleepers and provide assessment in short term accommodation, with support to move into longer term accommodation.	Modester Anucha	Housing solutions, St Mungo's, Streetlink, YMCA	Ongoing	45 rough sleepers moved off the streets and into longer-term private rented accommodation within 12 months via our assessment beds.
Tackling rough sleeping	2.18	Working with single homeless providers to enable their clients to move on to long-term housing options.	Modester Anucha	Housing solutions, YMCA, Branches	Ongoing	5 clients from YMCA and 5 from Branches successfully nominated to social housing tenancies annually (figures subject to annual review). 5 clients from YMCA successfully nominated to private rented accommodation annually (figures subject to annual review).

3. Ensuring Decent, Safe and Healthy Homes

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Investing in our own stock	3.1	New Repairs and Maintenance contracts in place from April 2019. Extension of Astons Mechanical & Electrical contract for a further 4 years - full procurement process concluded early 2019. Detailed new programme established.	Su Gomer	Morgan Sindall; Astons	April 2019	Improved contractor offer including the focus on Introduction of Price per Property model. Incentivised commercial model based on KPIs; an improved Digital offer and integrated ICT system.
	3.2	Decent Homes programme for Montague estate to be contracted.	Su Gomer		2019-2022	Decent Homes programme completed.
	3.3	Refurbishment programme across sheltered housing: currently planned for Longfield House; Plaxton Court; Dilwyn Court. Average spend on each scheme £1.3m.	Su Gomer		2019-2022	Programme completed as scheduled and on budget.
	3.4	Sustain loft conversion and community conversion programmes.	Su Gomer	Astons	Ongoing	Projects completed on time and to budget.

3. Ensuring Decent, Safe and Healthy Homes

Priority	Activity	Lead Officer	Partners	Target time	Measuring success
Investing in our own stock	3.5 100% gas safety compliance and 100% fire risk assessment compliance. Continue robust inspection regime including Landlord's Gas Safety inspection, use of Warrants for Access etc. Continue with sprinkler installation programme in sheltered accommodation.	Su Gomer		Ongoing	100% gas compliance. Sheltered sprinkler system installed to 5 blocks.
	3.6 Marlowe Rd Heat network installed throughout development – 436 units.	Jennifer Daothong	Marlowe Rd Energy Centre	2024	Successful roll out to new consumers.
	3.7 Extend heat network to Stocksfield estate – 200 units.	Jennifer Daothong	Marlowe Rd Energy Centre	2019	Successful roll out to new consumers.
	3.8 Extend heat network to Northwood Tower – 100 units.	Jennifer Daothong	Marlowe Rd Energy Centre	2020	Successful roll out to new consumers.
	3.9 Extend heat network to Allison House Sheltered scheme – 44 units.	Jennifer Daothong	Marlowe Rd Energy Centre	2020	Successful roll out to new consumers.
	3.10 Extend heat network to Holy Family school.	Jennifer Daothong	Marlowe Rd Energy Centre	2023	Successful roll out to new consumers.

3. Ensuring Decent, Safe and Healthy Homes

Priority	Activity	Lead Officer	Partners	Target time	Measuring success	
Improving Standards in the Private Rented Sector	3.11	Improving standards through landlord engagement, licensing of properties and enforcement where necessary.	David Beach	Landlords forum	Ongoing	40% percent of privately rented properties inspected for compliance (over period of their licence); 100% enforcement where necessary.
	3.12	Continue to pilot TIMS Data Warehousing project as a possible tool to identifying unlicensed properties.	David Beach	Registered providers Landlord forum Council tax team	March 2020	Successful identification of unlicensed properties across the borough.
	3.13	Effectively adapt to legislative changes (Oct 2018). Increase the number of HMOs to be licensed under the Housing Act Part 2.	David Beach		2020	Ensuring smooth implementation of new HMO licensing requirements at point at which existing Selective Licences expire in March 2020.
	3.14	Submit an application to renew the selective licensing scheme subject to data analysis, consultation and a decision to designate a large scale scheme.	David Beach	Councillors/ stakeholders/ MHCLG	Cabinet May 2019; Licensing redesignation submission July 2019	Successful redesignation of proposed areas.
	3.15	Using Civil Penalty powers under the Housing and Planning Act 2016 as a sanction against those who fail to license properties or where housing standards are below legal requirements. Using powers such as Banning Orders and extended Rent Repayment Order provisions.	David Beach	LBWF Enforcement officers	Ongoing	Increased number of licensed landlords and improved compliance with standards in the sector.

3. Ensuring Decent, Safe and Healthy Homes

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Improving Standards in the Private Rented Sector	3.16	Work collaboratively with other organisations to deal with housing issues such as beds in sheds, and unauthorised and poorly managed Houses in Multiple Occupation.	David Beach	National Landlord Association; CIH; LBWF Landlords Forum	Ongoing	Successful lobbying to improve the sector through PLM and national bodies.
	3.17	Using the Interim and Final Management orders against those who fail to licence their properties.	David Beach	LBWF Enforcement Officers. In house social lettings agency	Ongoing	Increased number of licensed landlords and improved compliance with standards in the sector.
Supporting residents' health and independence	3.18	Funding bid application completed by HEET and Waltham Forest Housing for Affordable Warmth Solutions (AWS) - funding for new gas central heating systems for households of all tenures. HEET and Waltham Forest Housing to continue to seek funding opportunities and apply for these in partnership.	Jennifer Daothong	HEET	AWS Bid will run from January 2019 – August 2020	New gas central heating systems for 200 households. Alleviation of fuel poverty through considerable reductions in fuel bills and more efficient heating systems.

3. Ensuring Decent, Safe and Healthy Homes

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Supporting residents' health and independence	3.19	A new policy under the Regulatory Reform Order (2002) to enable us to use the non-mandatory element of the Disabled Facilities Grant to provide a range of measures which aim to maintain residents' independence, safety, health and wellbeing, such as home repairs grants, emergency adaptations for people coming out of hospital and relocation grants.	Conrad Eydman	Commissioning Team ASC; Metropolitan Housing Group	Ongoing	More effective use of DFGs.
	3.20	Improved links across housing, health and adult social care via a new target operating model for the Families & Homes Directorate, designed to maximise the independence and resilience of residents, families and local communities, whilst also ensuring the Council continues to support vulnerable residents and maintains financial sustainability.	Linzi Roberts-Egan	Family and Homes division	2019	Completed restructure of Family and Homes.

4. Think Family Think Housing Think Work - Inclusive and sustainable neighbourhoods

Priority	Activity	Lead Officer	Partners	Target time	Measuring success	
Review and deliver housing that meets the needs of those requiring specialist supported housing.	4.1	Continued investment and upgrade of sheltered housing schemes.	Su Gomer		2024	All schemes upgraded.
	4.2	Continue to encourage residents to organise activities in sheltered housing with support from Independent living officers.	Jane Martin		Ongoing	Residents involved in day to day activities and less social isolation.
	4.3	Use the planning system to ensure that all housing is developed to meet the current planning requirements for lifetime homes standards - 90% to Category 2 'Accessible and Adaptable' and 10% Category 3 Wheelchair Dwellings.	Stewart Murray	Planning and developers	Review annually	All housing is developed to meet the current planning requirements.
	4.4	Analyse housing register to identify accommodation requirements for wheelchair users and use data to influence new development in order to meet this need.	Modester Anucha	Housing solutions/ Strategic housing	Sept 2019	Desktop study to be carried out Data will be used by strategic housing partnership to guide new development in future years.

4. Think Family Think Housing Think Work - Inclusive and sustainable neighbourhoods

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Review and deliver housing that meets the needs of those requiring specialist supported housing.	4.5	Develop an accommodation offer that provides extra care accommodation for older owner-occupiers alongside more extra care units for those supported by adult social care. Work with planning and commissioning colleagues to highlight in local plan.	Conrad Eydman	ASC Commissioning, planning and developers	2024	Extra care accommodation available for owner occupiers.
	4.6	Work jointly with the Commissioning team to explore new service models to deliver housing that meets the needs of residents with Learning Disabilities (LD) and autism. This will include a specific project to meet the needs of high cost high need clients through the Transforming Care programme and a shared ownership scheme for those with LD. Ensure this is highlighted in the Local Plan.	Anna Saunders	ASC Commissioning, planning and developers	2024	Scheme delivered for those with LD.

4. Think Family Think Housing Think Work - Inclusive and sustainable neighbourhoods

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Review and deliver housing that meets the needs of those requiring specialist supported housing.	4.7	Work with planning policy to secure allocation of sites within new Local Plan, in the locations where demand has been identified, for housing that meets the needs of our specific user groups including LD, Mental Health and Older People, applying for GLA funding where required.	Jennifer Daothong	Commissioning, Planning policy	2022	Sites identified in the Local Plan to meet need.
	4.8	Review current supported housing stock ensuring it is fit for purpose to meet future needs.	Anna Saunders/ Conrad Eydman	Housing and ASC Commissioning	2019	Stock that meets future need.
	4.9	Implement the findings of the Gypsy and traveller accommodation assessment identifying new pitches through the local plan process if required.	Stewart Murray	Planning policy	2022	Sites identified in the Local Plan to meet need.

4. Think Family Think Housing Think Work - Inclusive and sustainable neighbourhoods

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Review and deliver housing that meets the needs of those requiring specialist supported housing.	4.10	Work with Corporate parenting team to ensure that the housing needs of care leavers are met.	Modester Anucha	Corporate parenting team	Yearly review	Housing needs met.
Meeting the needs of our communities through resident engagement	4.11	Deliver resident involvement strategy action plan.	Jane Martin	Resident engagement team	Yearly review	Communities engaged with, action plan targets met.
Housing options available for those with a local connection including our younger residents	4.12	Work with RP partners to create opportunities for key workers to access new housing.	Jennifer Daothong	RPs	Yearly review	Key workers housed in Borough.

4. Think Family Think Housing Think Work - Inclusive and sustainable neighbourhoods

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Housing options available for those with a local connection including our younger residents	4.13	Investigate the development of intergenerational schemes and development of financial models for reduced rent or other charges in exchange for providing voluntary care and support to neighbours.	Jennifer Daothong	Housing, planning and ASC Commissioning	2023	Intergenerational scheme developed.
	4.14	Implement the Mayor's First dibs scheme on new housing for sale.	Jennifer Daothong	Housing development team	2021	First dibs scheme implemented.
	4.15	Publish our new allocations policy which ensures that local people are given a greater priority for housing available through the housing register.	Modester Anucha	Housing Solutions	2019	Allocations policy published.

4. Think Family Think Housing Think Work - Inclusive and sustainable neighbourhoods

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Housing options available for those with a local connection including our younger residents	4.16	Raise awareness of the housing options available in the borough for local people - update leaflets and website, media campaign.	Modester Anucha	Housing solutions	2019	Fully informed residents.
Embracing economic growth	4.17	Continue to maximise the opportunities created by the apprenticeship levy to provide new training opportunities.	Stewart Murray	Economic growth team	Yearly review	Apprentices in place.
	4.18	Embrace the Mayor's construction skills hub and the funding available and review how we can develop skills locally.	Stewart Murray	Economic growth team	Yearly review	Construction skills centre being used more widely.

4. Think Family Think Housing Think Work - Inclusive and sustainable neighbourhoods

Priority		Activity	Lead Officer	Partners	Target time	Measuring success
Embracing economic growth	4.19	Develop Waltham Forest Springboard, a careers escalator supporting access to work and progression into better employment including returnships and mentoring support.	Stewart Murray	Economic growth team	Yearly review	More people in better employment.
	4.20	Develop careers for all including our Steps into Work programme to enable residents to secure employment and training.	Stewart Murray	Economic growth team	Yearly review	Residents securing employment and training.

