



CROYDON'S HOUSING ASSET MANAGEMENT PLAN

2019 - 2028



HOMES, RESIDENTS, NEIGHBOURHOODS

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Deputy Leader and Member for Homes
& Gateway Services

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Foreword: Councillor Alison Butler, Deputy Leader, And Member For Homes & Gateway Services

I am delighted to be able to present to you the Council's Housing Asset Management Plan for the next ten years. There is a national housing crisis facing the country and local authorities have a major part to play in delivering new homes that are affordable to all. We will deliver real affordable homes for local people.



Following the tragic events at Grenfell Tower in June 2017 this Council has been a national leader in fire safety and putting our residents first. Officers immediately responded by working to protect and reassure the residents of tower blocks, and begin delivery of the country's first retrofitting of sprinklers since the fire. We will ensure that all our homes are compliant and that residents feel safe in their home. We will also campaign on behalf of our residents for funding from central government to assist with fire safety.

The Hackitt Review 'Building a Better Future' has highlighted to landlords and the construction industry that there are areas for improvement but also that there are areas that still lack clarity. We welcome the recommendations of the report and will ensure that we always work to industry best practice.

Since the tragic event of Grenfell there has been increased scrutiny of the provision of social housing; ranging from fire safety measures, to how residents voices are heard, and dealing with the perceived stigma attached to living in social housing. We aim to abolish inequality in Croydon by working locally with communities, partners and residents.

Our residents have stated that safe, clean streets and neighbourhoods are a priority, and we will work to deliver them through well designed communal spaces. We will work together with residents to reduce fly-tipping and increase recycling.

We are committed to providing homes that are affordable, safe and of good quality – in sustainable communities. We support the development of homes that meet the changing needs of residents throughout their lifetimes.

We will manage and maintain the properties purchased through Croydon Affordable Homes, to let to families in housing need, at genuinely affordable rents, with security of tenure. We appreciate that we have a responsibility to those in our borough who do not have a place to call home and we will work to increase our social housing stock.

Investing in all our council homes will ensure they meet the decent homes standard.

Success looks like:

- Quality homes – more existing homes are decent and meet people's needs

- Lifetime homes – homes will be suitable for residents at every stage of life
- Standards are improved by introducing a Croydon Standard
- Anti-social behaviour is reduced throughout the borough, through work with partners and local community involvement
- Croydon's recycling rate is increased and the use of plastics is reduced
- When new homes are built we will ensure they are for all needs, including genuinely affordable homes

Housing provision impacts neighbourhoods, whether that is increasing demand for school places or the need for good local transport and parks and leisure spaces. As we look at our housing needs we are also looking at the needs of communities. This is about ensuring decent, affordable homes for all that are also in great neighbourhoods.

Councillor Alison Butler

Deputy Leader, And Member For Homes & Gateway Services

Key Housing Statistics 2018/19

PROPERTY



homes in Housing Revenue Account

Of which **1,221** sheltered and special sheltered homes

1,100 blocks in Housing Revenue Account

2,400 leaseholders

834 managed homes

1,252 homes in high rise blocks have sprinkler systems



PEOPLE (LEAD RESIDENT)

Average tenant is

53 years old



18-64 years **9,499**

65+ years **3,084**

31.5% Male

68.5% Female

40.9% of tenants are Black, Asian, and Minority Ethnic (BAME)

6,618 in receipt of Housing Benefit

81% of Council owned homes are in areas of high deprivation (IMD 1-3)

PERFORMANCE

99.68%

pass Decent Homes Standard

68.77 average energy rating

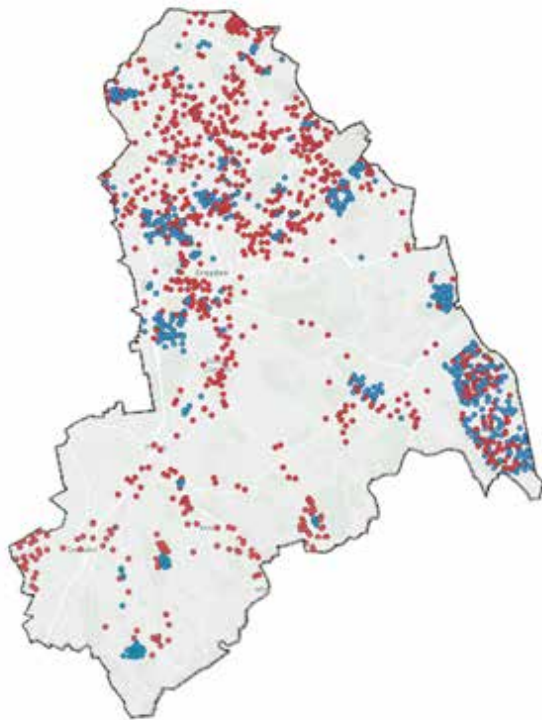


490 residents signed up for resident engagement activities

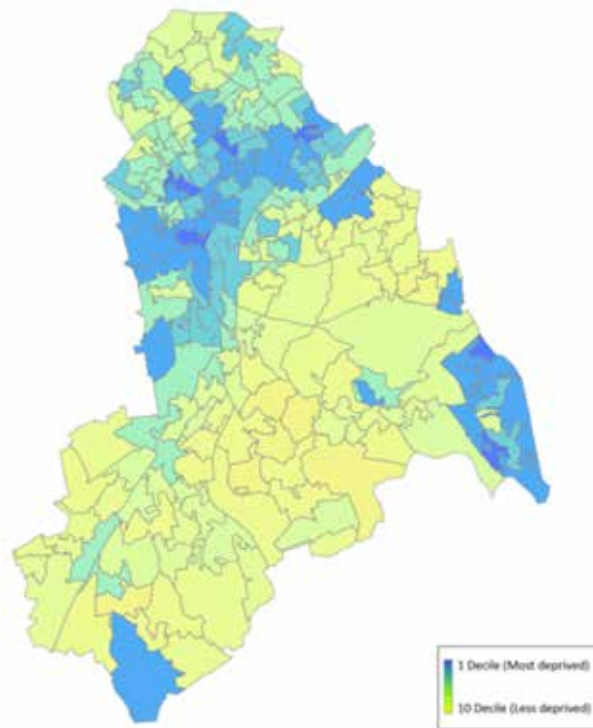
Invest **£26.7m** per year on improvements and maintenance

c. £1.2m on cyclical maintenance and **c. £11m** repairs and maintenance

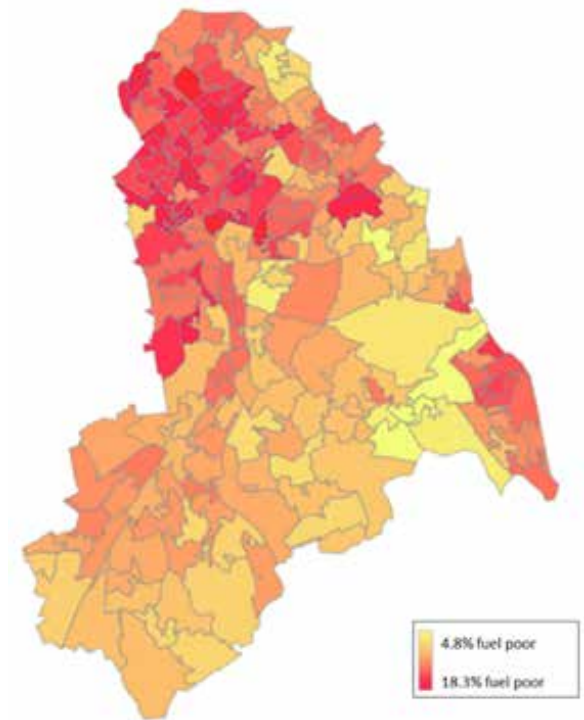
Map 1 – The distribution of Council owned homes across the borough shows a relationship with socio-economic issues.



Map 2 – 81% of Council owned homes are in areas of high deprivation (IMD 1-3).¹



Map 3 – 66% of Council owned homes are in areas with higher than the national average levels of fuel poverty.²



1. Croydon Observatory

2. 'Annual Fuel Poverty Statistics Report, 2017 (2015 Data)' (Department for Business, Energy & Industrial Strategy, 2017)

Our Vision

- Homes – providing residents properties that they are proud to call their home
- Resident Involvement – residents have a say, and their voice is heard
- Neighbourhoods – providing places where residents can live, work and socialise



“This is about ensuring all Croydon residents have a decent place they can call home in a neighbourhood where they are happy to live.”

NATIONAL CONTEXT

Around **17%** of all homes nationally are social rented.³

There is a national shortage of housing, with estimates ranging from **240,000-300,000** new homes required every year to 2039.⁴

The 2008 climate change act commits the UK to reducing greenhouse gas emissions by

CO₂ 80% by **2050**

Government policy is for all homes to meet nearly net zero carbon levels by 2050.

Nearly **80%** of the **2050** stock has already been built.



Grant funding was replaced by HRA Self-Financing in 2012.



The Welfare Reform and Work Bill introduced a 1% rent reduction from 2016/17 to 2020/21, and plans to sell high value voids.



Debt taken on by the Self-Financing deal pushed the HRA towards the 'borrowing cap' which prevent the development of new social rented homes within the HRA.


The **'A new deal for social housing'** Green Paper has indicated that the Government will allow rent increases from 2020/21 and the removal of the high value voids levy. In the Autumn Budget 2018 the Chancellor of the Exchequer confirmed the lifting of the 'borrowing cap,' providing opportunities to increase investment and build new homes within the HRA."



3. 'A new deal for social housing' (Ministry of Housing, Communities and Local Government, 2018)

4. 'Tackling the under supply of housing in England' (Wendy Wilson, 2018)


LOCAL CONTEXT


Croydon's HRA currently owns  8.7% of all homes in the borough, but planned new developments over the next decade will see this proportion decrease.

Croydon is London's second most populous borough with **334,837** residents, with the number expected to rise to **445,000 by 2031**



 **2,000** new Council led developments prioritising Croydon residents and **346 street properties** purchased through Croydon Affordable Homes for families in need.

 81% of Council owned homes are in areas of high deprivation (Indices of Multiple Deprivation groups 1-3).⁵

 66% of Council owned homes are in areas with higher than the national average levels of fuel poverty.⁶

5. Croydon Observatory

6. 'Annual Fuel Poverty Statistics Report, 2017 (2015 Data)' (Department for Business, Energy & Industrial Strategy, 2017)

COMPLIANT, DECENT & ENERGY EFFICIENT HOMES

► Our Vision

- Every home will meet the Decent Homes Standard.
- Every home will be energy efficient and help reduce fuel poverty to improve the health and wellbeing of our residents.
- Every home will meet the 'Croydon Standard' for housing to meet resident's aspirations.



▶ What we will do

- We will remain compliant and keep up to date on changes to legislation, regularly review policies and procedures and ensure we have robust assurance reporting to strengthen residents' trust.
- Undertake Housing Health and Safety Rating assessments to address hazards in homes.
- Continue to meet the Decent Homes Standard.
- Replace old and inefficient building components with modern efficient and easy to maintain facilities.
- Improve energy performance of homes by installing energy efficient components and embracing new technologies.
- Establish a 'Croydon Standard' based upon resident priorities and contractor knowledge, and bring every home to this standard.
- Homes will be suitable for residents at all stages of life.
- Review the communal spaces to sheltered and special sheltered blocks.
- Focus on the properties most in need of investment.

HOMES IN PLACES WHERE PEOPLE WANT TO LIVE, WORK & SOCIALISE

► Our Vision

- New social and affordable homes created through conversion, extension, and intensification.
- Light, clean and safe communal spaces.
- Reduced anti-social behaviour, reduced fly-tipping, and increased recycling through well designed communal spaces.
- Provision of good local facilities, such as play spaces.



▶ What we will do

- Review the long term viability of homes and assess options for conversion, extension, intensification and disposal.
- Undertake regular inspection, repair and maintenance of external building components.
- Review anti-social behaviour hot spots and design solutions to reduce future incidents.
- Review fly-tipping hot spots and design solutions to reduce future incidents.
- Improve recycling rates by upgrading refuse and recycling facilities.

RESIDENTS OF ALL AGES & BACKGROUNDS INVOLVED IN SHAPING SERVICES

► Our Vision

- Driven by the priorities of residents, they will be empowered with greater engagement over their homes and communities.
- Residents are benefitting from training opportunities and access to employment provided by contractor partners and the supply chain.
- Residents are listened to and there is a culture of accountability and respect.
- Our residents are empowered and their voices are heard to improve service delivery.
- By addressing inequality, living in social housing will be seen as a positive and equivalent to other forms of tenure.



► What we will do

- Provide job opportunities, apprenticeships, work experience and training through our contractor partners and the supply chain.
- Engage with residents of all ages and backgrounds through face to face, telephone and digital technologies.
- Provide regular training, information sessions and support to develop 'expert' residents to improve Council services.
- Provide opportunities for residents to witness major works and other housing management services through regular site visits.
- Use new and emerging technologies to provide residents with new ways to engage in meetings and give feedback.
- We will work with our residents to promote the positives about living in social housing and campaign to remove stigma where there is any.

AFFORDABLE AND COST EFFECTIVE HOMES

► Our Vision

- Homes are affordable for residents and cost effective for both the Council and residents.
- Maintain a balanced HRA Business Plan.
- Planned actions for cost ineffective homes to reduce the burden on budgets.
- Service delivery within contract spend limits and performance targets.
- Every home will be suitable for its tenure type.



▶ What we will do

- Update the HRA Business Plan annually to ensure its long term viability.
- Undertake Net Present Value assessments of homes to highlight properties that are not cost effective.
- Carry out feasibility studies of poor performing homes and develop suitable plans for conversion, extension, disposal or intensification.
- Develop a disposals and acquisitions policy.
- Undertake regular monitoring of our contracts to ensure that we achieve value for money and performance standards.
- Review homes and tenure types to ensure they are appropriate.

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