

REPORT:	Homes Sub-Committee
DATE	27 February 2023
REPORT TITLE:	Update on the Update on the Housing Transformation Programme
LEAD OFFICER:	Susmita Sen – Corporate Director for Housing
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Susmita Sen – Corporate Director for Housing
LEAD MEMBER:	Councillor Lynne Hale – Deputy Mayor and Cabinet Member for Homes
ORIGIN OF ITEM:	This report has been included on the agenda for to update the Homes Sub-Committee on the progress made with delivering the Housing Transformation Programme.
BRIEF FOR THE SUB-COMMITTEE:	The Sub-Committee is presented with an update on the delivery of the Housing Transformation Programme including detail on the development of the Housing Strategy and Homelessness & Rough Sleeping Strategy.
PUBLIC/EXEMPT:	Public

1. EXECUTIVE SUMMARY

- 1.1. The paper provides an update to the Homes Scrutiny Sub-Committee on the Housing Transformation Programme, and key projects within the programme including the Housing Strategy 2023-2028 and Homelessness & Rough Sleeping Strategy 2024-2027.
- 1.2. The paper details the processes and key timescales for developing the strategies, and the Housing directorate's plans for consulting with Members, residents and partners.

2. UPDATE ON THE HOUSING TRANSFORMATION PROGRAMME

- 2.1. The [Housing Transformation Programme](#) was approved by the Executive Mayor in Cabinet in December 2022. The paper outlined the high-level workstreams of the programme, future governance, and next steps for the implementation and delivery of the projects.
- 2.2. The programme consists of eight workstreams:
 - Vision, Direction & Transformation Plan for the Housing Directorate

- Governance & Information Management
- Customer Excellence
- Long-term Homes & Neighbourhood Planning
- Asset Compliance
- Maintaining our Homes
- People & Organisational Development
- Managing our Housing Needs

2.3. Projects core to the transformation of the Council's housing services sit within each workstream. These projects include:

- Development of the Housing Strategy (Project 1.3)
- Financial governance review, i.e., HRA ringfence review and service charge review (Project 2.5)
- Development and Delivery of the Residents' Charter (Project 3.1)
- Review of the Regulator of Social Housing's Consumer Standards (Project 3.10)
- NEC System Migration (Project 3.15)
- Resolution programme for Regina Road (4.1)
- Development of an Asset Management Strategy (Project 4.3)
- Compliance plan for Fire Safety Act 2021 and Building Safety Act 2022 (Projects 5.1 and 5.2)
- Re-procurement of the repairs contract (Project 6.1)
- Voids transformation (Project 6.4)
- Damp and mould (Project 6.8)
- Procurement of Dynamic Purchasing System (Project 8.3)
- Development of Homelessness & Rough Sleeping Strategy (Project 8.4)

2.4. The delivery of the Housing Transformation Programme is overseen by the Transformation Steering Board, chaired by the Cabinet Member for Homes, as part of the directorate's new ways of working which ensure strong governance, an understanding of interdependencies, and creation of sustainable change.

3. UPDATE ON THE HOUSING STRATEGY (Project 1.3)

3.1. The Housing Strategy 2023-2028 is scheduled to be presented to the Executive Mayor in Cabinet in July 2023. The Housing Strategy will act as an overarching framework which enables the Council to deliver against regulatory and policy changes include the Social Housing Regulation Bill (including revised tenant satisfaction measures), Fire Safety Act 2021, Building Safety Act 2022, and revised consumer and decent homes standards.

3.2. The Strategy is a non-statutory document, and, as such, there is no code of guidance to local authorities with regards to what it may include and how it could be structured.

3.3. Many local authorities opt to create a light-touch, strategic document, acknowledging that greater detail will be provided through statutory documentation including the Local Plan, Allocations Policy, Tenancy Strategy and Homelessness & Rough Sleeping Strategy.

3.4. The Housing Strategy will enable the delivery of the priorities within the Mayor's Business Plan and will set the strategic vision for other Housing Directorate strategies and policies to align with.

3.5. Formal consultation on the Housing Strategy will begin in mid-March 2023 following engagement with internal stakeholders. All Member briefings on the development of the Strategy will be held from March through to the presentation of the Strategy to Cabinet in July 2023. Members will be encouraged to provide feedback on the draft objectives and priorities at these briefings and contribute to the formal consultation in order to shape the Strategy's development.

3.6. The draft Priorities as follows:

1. Listening to our residents and providing good core housing services
2. Working with our partners, residents, and landlords to ensure homes in the borough are safe, secure, and energy efficient
3. Enabling people to lead healthy and independent lives in their homes and communities

4. Maximising the supply of affordable homes across all tenure types to meet the diverse needs of our residents
 5. Working with our partners and the local community to make best use of limited resources and reduce the demand for housing related services
- 3.7. The draft priorities above have been developed in response to the ARK Consultancy report on 1-87 Regina Road, assessments by the independent Housing Improvement Board and Improvement & Assurance Panel, and resident and staff feedback gathered from in-person engagement sessions.
- 3.8. Engagement will run concurrently alongside the formal consultation and will consist of in-person and online workshops to ensure the co-design of the Strategy by our residents, tenants, leaseholders, and partners.
- 3.9. Consultation will be made as accessible as possible to ensure a broad range of customers and partners are consulted with. The findings of the consultation will be considered when finalising the Strategy and published alongside the finalised Strategy document.

4. UPDATE ON THE HOMELESSNESS & ROUGH SLEEPING STRATEGY (Project 8.4)

- 4.1. The Homelessness & Rough Sleeping Strategy 2024-2027 (the 'Strategy') is scheduled to be presented to the Executive Mayor in Cabinet in Spring 2024 and will be informed by a comprehensive review of homelessness and rough sleeping in the Borough during 2023.
- 4.2. The Homelessness Act 2002 requires local housing authorities to publish a new homelessness strategy based on the results of a homelessness review at least once every five years.
- 4.3. Although the Council produced a draft Homelessness, Prevention & Rough Sleeping Strategy in 2019, other pressures meant the Strategy was not presented to Full Council for approval.
- 4.4. Following guidance from DLUHC, a draft Action Plan was developed to give strategic delivery to the homelessness and rough sleeping service until 2023/2024. Thereby giving the Council time to plan and complete the comprehensive review and develop the required Strategy.
- 4.5. The development of the Homelessness & Rough Sleeping Strategy aims to make the following contributions to the Council's priorities:
 - Review the procurement of temporary accommodation for homeless people to obtain value for money

- Prevent homelessness by providing advice, guidance, and appropriate support.
- 4.6. The comprehensive Review and development of the Strategy will be completed in four easily identifiable milestones (discover, design, consult and deliver) over a period of 15 months from January 2023 to April 2024. The timescale allows for democratic involvement, scrutiny, and approval at every stage (Appendix One).
- 4.7. A full consultation plan will be published to provide everyone with an interest in homelessness and rough sleeping in the Borough the opportunity to contribute to the development of the Strategy.
- 4.8. Consultation will be accessible and will include a range of accessibility options for engagement. A dedicated page will be identified on the Council's website, the intranet and social media and reasonable adjustments will be offered for people who may find it difficult to access online or face to face engagement without support. The findings of the consultation will be considered when finalising the Strategy, and a Consultation Outcome Report will be published.

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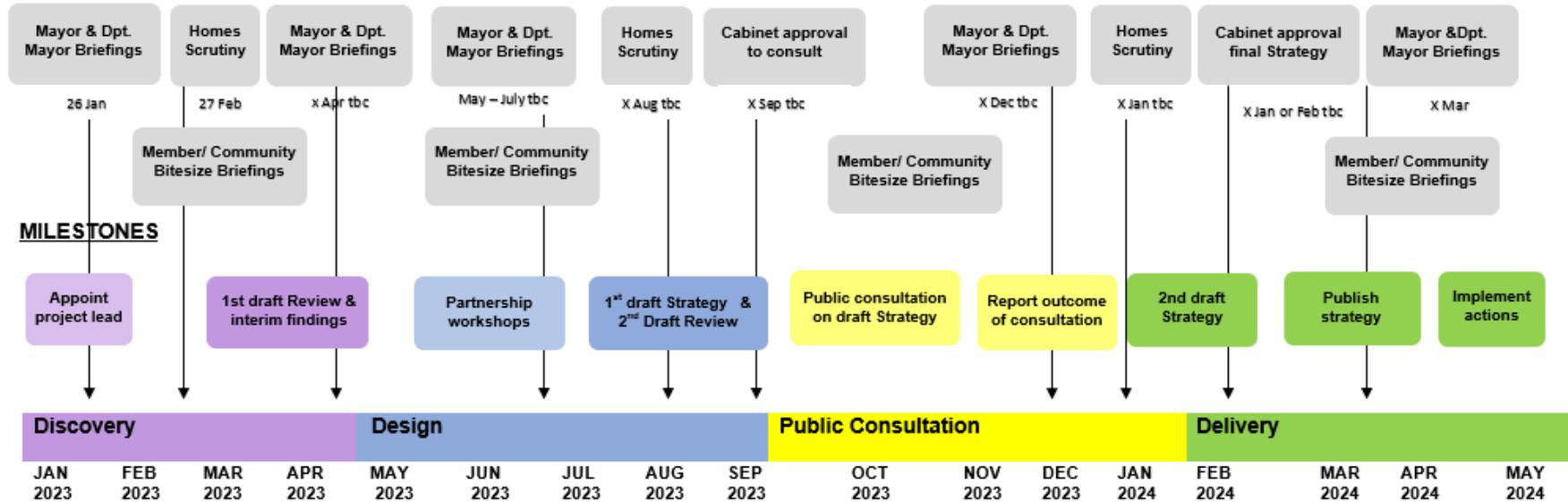
APPENDICES TO THIS REPORT: Appendix One- timeline for the Homelessness & Rough Sleeping Strategy

Homelessness and Rough Sleeping Strategy 2024-2027

TIMELINE

Appendix One

DEMOCRATIC APPROVAL



STEPS

- Step 1** Start up
- Step 2** Review current service inc. data, customer voice
- Step 3** Engage all partners inc. lived experience local community
- Step 4** Scrutinise proposals, Approve consultation
- Step 5** Consult Public on detailed proposals
- Step 6** Review feedback Scrutinise final proposals
- Step 7** Approve strategy & Yr.1 Action Plan
- Step 8** Implement Close project

DELIVERABLES

- Project Plan**
- Draft Review V1 (Interim As IS position statement)**
- Workshops Draft Review V2 Draft Strategy V1 (skeleton TO BE inc. priorities)**
- Proposed consultation documents, Cabinet Report**
- Accessible consultation material on variety of channels inc digital, paper and in person**
- Report on Outcome of Consultation and recommendations**
- Review, Strategy, Consultation outcome, EqIA Cabinet Report**
- Implementation Plan, Year 1 Action Plan with named partners**