

LONDON BOROUGH OF CROYDON

REPORT:	CABINET	
DATE OF DECISION	20th November 2024	
REPORT TITLE:	HOUSING SUPPLY & NEW BUILD FRAMEWORK	
CORPORATE DIRECTOR / DIRECTOR:	Susmita Sen Corporate Director, Housing Dave Baptiste Strategic Regeneration Lead	
LEAD OFFICER:	Dave Baptiste Strategic Regeneration Lead Email: david.baptiste@croydon.gov.uk	
LEAD MEMBER:	Cllr Lynne Hale Deputy Mayor and Cabinet Member for Homes	
KEY DECISION 0524CAB	Yes	Meeting of Financial Criteria £1m+ for Key Decision
CONTAINS EXEMPT INFORMATION?	No	Public
WARDS AFFECTED:	All	

1. SUMMARY OF REPORT

- 1.1 This report sets out a long-term approach to evaluate and manage Croydon Council’s Housing Regeneration and New Build Scheme opportunities across its HRA Asset base.
- 1.2 The Framework acts as a tool to help guide decision-making and the preparation for the successful delivery of Housing Schemes by the Council and its partners.
- 1.3 The report aligns with the Housing Strategy, the Asset Management Strategy, and the Homelessness and Rough Sleeping Strategy. It seeks to engage residents and partners to address the complex circumstances and opportunities faced in potential New-Build and Housing Regeneration Schemes.
- 1.4 The report also takes note of the recommendations and changes brought about by The Grenfell Tower Inquiry, Phases 1 and 2.

2. RECOMMENDATIONS

For the reasons set out in this report and appendix, the Executive Mayor and Cabinet are asked to:

- 2.1** Agree the Housing Supply & New Build Framework (HSNBF) attached as Appendix A and which will be the basis for understanding and evaluating substantial investment in Croydon's Housing Estates.
- 2.2** Note, that each new scheme considered for development and investment will be subject to Council decision-making, procurement processes and resident consultation.

3. REASONS FOR RECOMMENDATIONS

- 3.1** The Council's Housing Strategy seeks to increase the number of social-rented and affordable homes in the borough, whilst also increasing the quality of housing for tenants and leaseholders. Key to this approach is the delivery of new homes by the Council, and through both the private sector and housing associations. New build opportunities and regeneration of existing estates will also be considered within the context of the Asset Management Strategy, reviewing investment in existing Council homes.
- 3.2** The Executive Mayor's Business Plan 2022-26 sets out its objectives to: Invest in council homes, to drive up standards and to develop a more responsive and effective housing service.
- 3.3** Rooted in the framework is the need to engage and involve residents to shape their neighbourhood and future homes. By being transparent about the process of evaluation and steps toward such housing investment, it is anticipated that this inclusive approach will gain the support of local communities and partners. There is a strong reoccurring theme in the Grenfell enquiry reports that recognise the need to work with the community, provide assurance, challenge where necessary and work effectively across multi-agencies.
- 3.4** The framework provides a guide to officers accessing the merits or otherwise of opportunities to build council housing on Croydon Housing Revenue Account (HRA) housing land or schemes that facilitate supported or specialist affordable housing.

4 BACKGROUND & DETAILS

Strategic Context

Executive Mayor's Business Plan 2022-2026

- 4.1** The framework is aligned with the Outcomes set out in the Executive Mayor's Business Plan. This Framework directly supports Outcome 4. By providing a pathway to better homes this Framework primarily supports Priority 3, which commits to '*driving up standards*' and creating '*a more responsive and effective*

housing service'.

It also facilitates Priority 4 by enabling the delivery of 'safe, well-designed homes' that improve and enhance the local areas while preserving local character and heritage.

- 4.2 The Housing Strategy is a key reference point that outlines the objective of increasing housing supply and affordable housing whilst driving up the quality standards of these homes.
- 4.3 The Homelessness Strategy underlines the need to address the rise in homelessness across London and Croydon. These pressures are amplified by a stagnant housing market and significant reduction in housing association development where not enough homes are being built to address demands for housing.
- 4.4 Planning Policy**

Local Planning Policy is enshrined in the Croydon Local Plan 2018 (revised 2024) Housing development is covered under the three key strategic objectives:

A Place of Opportunity - objectives 3 and 4

A Place of Belonging - objectives 5 and 7

A Place with a Sustainable Future - objectives 8 and 9

Under strategic policy SP1 (Growth in Croydon 2019-2040) ambitious targets are set out with a focus on homes, jobs and services that support sustainable growth, primarily centred around brownfield sites with existing supportive infrastructure.

The key objectives of this policy are:

To deliver a minimum of 34,145 homes by 2040, 641 of which to be delivered on small sites annually.

To deliver 14,500 new homes (50% to be affordable housing) and 10,500 jobs by 2040 in the Croydon Opportunity Area.

The proposed changes to the National Planning Policy Framework (NPPF) are being monitored and reviewed to ensure this Framework aligns with any amendments made.

- 4.5 Any major development, such as a regeneration scheme, will hinge on the context of planning policy at national, regional, and local level. The framework recognises that early engagement and understanding of the planning environment, strategies and its potential impact on neighbourhoods and financial viability are woven into discussions and considerations.
- 4.6 The Council has an important role to play by directly delivering and enabling housing to be built, which, informed by the approach set out in the framework allows a long-term view of housing investment, neighbourhoods and engagement with local communities, landlords and businesses to collectively shape and boost

thriving communities. The framework, as a procedural tool, enables this to take shape.

- 4.7 This framework aligns with the Housing Asset Management Strategy, ensuring that a joined-up approach to property, estates, development, neighbourhoods and communities can be considered. The emphasis on neighbourhoods when considering new and existing housing also references expectations set out by the Consumer Standards – Code of Practice which aims to ensure that tenants live in safe, high-quality neighbourhoods.
- 4.8 The overarching objective will be to:
- Deliver safe, warm and dry homes for local people
 - Increase the supply of new social rent and affordable homes
 - Support multiple tenures and mixed balanced communities through tenure diversity (social and affordable rent, shared ownership, shared equity)
 - Improve the quality of the local environment through the provision of public realm works and social infrastructure (e.g. schools, parks and community spaces)
 - Facilitate community resilience and social cohesion
- 4.9 In operation this will require cross directorate consultation and co-ordination. The Housing Supply team will work closely with colleagues in Asset Management, Housing Management, Allocations, Sustainable Communities, Planning Economic Development, Procurement, Finance and Legal Services, as well as liaison and consultation with resident's boards/panels and wider communities.
- 4.11 The HSNBF referred to under appendix A sets out the context and approach to considering future long-term investment and engagement with tenants and leaseholders living in Croydon Council housing properties.
- 4.12 This framework sets out the council's proposed approach to managing an evaluation of housing opportunities, and how this might progress towards a limited number of large schemes or smaller new development options over time.
- 4.13 The Grenfell Tower enquiry has had a profound impact on the way that all buildings are developed, planned, built, managed and maintained. There have been changes to building regulations, fire risk and controls and many areas of material testing, assurance and installation. Coupled with this is a significant shift in how the building industry and closely associated industries and disciplines work together with local communities. This framework, through its neighbourhood and community focussed approach takes full account of recommendations set out in the Grenfell Tower enquiry and cements this approach throughout plans and proposals for new housing.
- 4.14 Any new housing regeneration or new build scheme proposals considered using the HSNBF as a guide, will be subject to Council decision making and consultation.

5 ALTERNATIVE OPTIONS CONSIDERED

The Housing Asset Management Strategy and ongoing review of the housing stock and investment needs, forms the basis on which any wider consideration for housing newbuild will be based.

6 CONSULTATION

Consultation with residents, in accordance with the Residents Charter for the Council's first regeneration scheme, Regina Road, has been ongoing since July 2022. Subsequently further consultation through 2 focus groups of Croydon tenants and leaseholders have taken place in July 2024 and further consultation is proposed with tenants and leaseholders as the framework principles develop as a working document.

7 CONTRIBUTION TO EXECUTIVE MAYOR'S BUSINESS PLAN

7.1 The HSNBF aligns with the Outcomes in the Executive Mayor's Business Plan, and directly contributes to Outcome 4, Priority 4: 'Croydon is a cleaner, safer and healthier place, a borough we're proud to call home'. It also enables the delivery of '*safe, well-designed homes*' that improve and enhance the local area preserving local character and heritage.

7.2 The Framework supports Outcome 4, Priority 3 which commits to driving up '*housing standards*' and creating '*a more responsive an effective housing service*'

8 IMPLICATIONS

8.1 FINANCIAL IMPLICATIONS

8.1.1 The Housing Revenue Account (HRA) Budget and 30 year Business Plan agreed in February 2024 has made provision for the elements drawn out in the housing regeneration report above including substantial investment in Croydon housing and estates, acquisitions and the maximisation of grants and the use of Right to Buy (RTB) receipts.

8.1.2 The budget also provides for the regeneration scheme at Regina Road taking into consideration the grant funding secured for the project.

8.1.3 The appraisal software purchased by the Council will be used to develop all projects appraisals and cashflows. All housing regeneration opportunities, or housing regeneration schemes or developments will be monitored monthly against budgets for each of the specific projects identified through the regeneration framework.

8.1.4 The next iteration of the HRA Business Plan and Budget will reflect the further development of this framework and any budgetary implications.

Comments approved by Orlagh Guarnori, Head of Strategic Finance on behalf of the Director of Finance (Deputy S151 Officer) Date 10 June 2024.

8.2 LEGAL IMPLICATIONS

- 8.2.1 The proposed Housing Supply and New Build Framework (HSNBF) is intended to be a tool to assist bringing forward housing sites and regeneration schemes. Each scheme will need to follow relevant governance and decision making, including resident consultation, which the HSNBF aims to facilitate.
- 8.2.2 The HSNBF further seeks to support the Council's duties under Section 105 of the Housing Act 1985 to maintain such arrangements as it considers appropriate to enable those of its secure tenants who are likely to be substantially affected by a matter of housing management (a) to be informed of the authority's proposals in respect of the matter, and (b) to make their views known to the authority within a specified period; and the Council shall, before making any decision on the matter, consider any representations made to it in accordance with those arrangements.

Comments approved by Kiri Bailey Head of Commercial, Housing & Litigation on behalf of the Director of Legal Services & Monitoring Officer on 8 November 2024.

8.3 EQUALITIES IMPLICATIONS

- 8.3.1 The Council has a statutory duty to comply with the provisions set out in Section 149 of the Equality Act 2010. The Council must therefore have due regard to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 8.3.2 An equality analysis will be integral to the evaluation and assessment of potential Housing Regeneration Schemes going forward. This will be carried out after work and consultation has progressed to identify future housing regeneration schemes.

Comments approved by Ken Orlukwu, Senior Equalities Officer, on behalf of Helen Reeves, Head of Strategy & Policy on 20/05/2024.

9 APPENDICES

APPENDIX A - Housing Supply & New Build Framework

10 BACKGROUND DOCUMENTS

Cabinet, 6th December 2023 – Housing Strategy Key Decision: 8323 EM

Cabinet, 15th July 2024 - Council Housing Asset Management Strategy 2024/29