

HEALTH & WELLBEING BOARD

Subject Heading:	Housing Strategy
Board Lead:	Patrick Odling-Smee
Report Author and contact details:	Gill Butler, Head of Housing Strategy and Service Development

The subject matter of this report deals with the following themes of the Health and Wellbeing Strategy

<input checked="" type="checkbox"/>	<p>The wider determinants of health</p> <ul style="list-style-type: none"> • Increase employment of people with health problems or disabilities • Develop the Council and NHS Trusts as anchor institutions that consciously seek to maximise the health and wellbeing benefit to residents of everything they do. • Prevent homelessness and minimise the harm caused to those affected, particularly rough sleepers and consequent impacts on the health and social care system. 										
<input type="checkbox"/>	<p>Lifestyles and behaviours</p> <ul style="list-style-type: none"> • The prevention of obesity • Further reduce the prevalence of smoking across the borough and particularly in disadvantaged communities and by vulnerable groups • Strengthen early years providers, schools and colleges as health improving settings 										
<input checked="" type="checkbox"/>	<p>The communities and places we live in</p> <ul style="list-style-type: none"> • Realising the benefits of regeneration for the health of local residents and the health and social care services available to them • Targeted multidisciplinary working with people who, because of their life experiences, currently make frequent contact with a range of statutory services that are unable to fully resolve their underlying problem. 										
<input checked="" type="checkbox"/>	<p>Local health and social care services</p> <ul style="list-style-type: none"> • Development of integrated health, housing and social care services at locality level. 										
<input type="checkbox"/>	<p>BHR Integrated Care Partnership Board Transformation Board</p> <table border="0"> <tr> <td>• Older people and frailty and end of life</td><td>Cancer</td></tr> <tr> <td>• Long term conditions</td><td>Primary Care</td></tr> <tr> <td>• Children and young people</td><td>Accident and Emergency Delivery Board</td></tr> <tr> <td>• Mental health</td><td>Transforming Care Programme Board</td></tr> <tr> <td>• Planned Care</td><td></td></tr> </table>	• Older people and frailty and end of life	Cancer	• Long term conditions	Primary Care	• Children and young people	Accident and Emergency Delivery Board	• Mental health	Transforming Care Programme Board	• Planned Care	
• Older people and frailty and end of life	Cancer										
• Long term conditions	Primary Care										
• Children and young people	Accident and Emergency Delivery Board										
• Mental health	Transforming Care Programme Board										
• Planned Care											



SUMMARY

The Council remains committed to doing everything we can to tackle the 'Housing Crisis' both in providing those much needed new affordable homes for local people in Havering and supporting vulnerable members of society to have a home that they can be proud to live in.

"Whether you live in a council home, rent privately, or own your own home, we understand people deserve to live in a place that they love."

Cllr Damian White, Leader of Havering Council

Current Housing Strategy covered a successful period of delivering valuable services to our residents, but now we need a new one to take into account the ever-changing environment.

Havering, like many local authorities, faces huge challenges not only in housing but also in social care, health and other public services. Councils' are under vast pressure to deliver excellent services at a time of increasing demand and financial restriction. This challenge is ever more demanding when we take into account the potential impact on the Council from the covid-19 pandemic!

However building new homes remains a high priority to meet the needs of our fast growing population in Havering. The Council is taking a pro-active approach to housing delivery, as it recognises the importance of ensuring that there is the necessary provision of genuinely affordable homes for local people.

We are doing this by working with partners to build new homes, with an ambitious 12 estates regeneration programme across existing Council estates to revitalise Havering's Housing and investing in building new communities.

Alongside our existing ambitious regeneration plans for Havering, we will set out our vision for those living in Council managed new and existing homes within the borough, and how we will work with local residents to shape sustainable communities, future proofing for the next five years.

RECOMMENDATIONS

We are proposing that Havering Council deliver a new Housing Strategy to set out the strategic aims of Housing for the 5-year period 2021–26. This strategy will form part of a joined up, strategic approach to tackling the housing challenges for all residents of Havering.

It is recommended that a facilitated discussion on the development of a housing strategy takes place with the Health and Wellbeing Board (HWB) members, so that they can have meaningful input into the vision and draft objectives of the proposed Housing Strategy.



REPORT DETAIL

Our approach to developing a Housing Strategy

The Housing Strategy will define what 'affordable' housing actually means in a Havering context, based on: legislation, national and local government guidance and best practice, local and national demographic information and Strategic Housing Market Assessment, Housing Needs Assessment, as well as changes to the planning regulations, and the review of the Local havering plan and the GLA – revised London plan.

The Housing Strategy will set out our proposed solutions to what type of housing is needed in our borough and how new housing relates to infrastructure planning and 'place-making', so making that crucial link with Social Care, Health care, Education and Employment, mental health and wellbeing of those living in our homes.

As a social landlord, Housing Services has a distinct responsibility to those living in Council managed homes. So Housing Services needs to focus on preserving and enhancing the borough's valuable assets i.e. existing Council homes, but we also care about those living in our homes and their aspirations for the future.

We have just completed an extensive stock investment survey and will be developing an Asset Management Strategy that will sit alongside the Housing Strategy and inform residents about our programmes to invest in managing and maintaining Council homes over the coming years.

Other Housing documents will also contribute to delivery of the commitments contained within the new Housing Strategy, so a Supported Housing Strategy, and our new Prevention of Homelessness and Rough Sleeping Strategy, will be key to achieving that holistic approach to Housing in Havering.

In order to produce a corporately owned document, it is important that the strategy be developed in conjunction with wider Council partners including:

- **Public Health** – including: *Promotion of health and wellbeing, responses to covid-19.*
- **Adult Services** – including: *Older people, people with learning difficulties, mental health, physical difficulties and adult Safeguarding.*
- **Children's Services** – including: *Education, inclusion & support, Youth Services, early help & Children's Centres, care leavers, employment and children's Safeguarding.*
- *Digital inclusion, customer engagement.*
- *Environmental strategy.*

The Cabinet Member for Housing has indicated that the strategy should focus on four key priorities, or objectives, that will seek to enhance the lives of all our residents and drive our service delivery in Housing Services. Each objective will centre on delivery through one, (or more), of our four Housing Services Departments: Property Services, (including Regeneration), Housing Management, Housing Demand, and Supported Housing.

We would welcome discussion on whether these objectives are the right ones to steer this important strategy and if there are any further objectives that should be considered?

- *Deliver genuinely affordable homes through high quality, new building for local people, and the regeneration of existing Council housing.*
- *Make best use of new and existing homes, ensuring Council residents have a safe, secure and well-maintained home and community to live in.*
- *Prevent homelessness and end rough sleeping in the borough by supporting those at risk of being homeless to improve their opportunity to find a settled home and championing early intervention. (This links directly to the Prevention of Homelessness Strategy 2020-2025)*
- *Supporting residents with a vulnerability by helping with housing related health and wellbeing initiatives.*

IMPLICATIONS AND RISKS

As part of the project delivery plan, we will be maintaining a risk register. At present the main risks identified are:

- Changes in National legislation and e.g. Social Housing White Paper and changes to the planning system (Planning White Paper 2020) – which may lead to revisions to the ‘standard method’ for calculating the housing need minimum target for a local planning authority.
- Housing Strategy being defined solely in terms of building homes – Regeneration is an important part of the strategy in creation of sustainable communities.
- Lack of potential buy-in from private sector landlords and/or Housing Associations.
- Emphasis on linking to Havering residents’ health and wellbeing as a way to support vulnerable residents living in our Council managed homes.

BACKGROUND PAPERS

Draft project delivery plan timetable

The Housing Strategy and Service Development team is leading on the research and development of the new Housing Strategy and have proposed a project delivery plan based on five key stages, (the sixth being implementation), as below.

Council tenants and leaseholders and other stakeholders will play a key role in feeding back their opinions throughout the development of the strategy. Although we have proposed formal resident consultation on the strategy vision and draft objectives takes



place from December 2020 – February 2021, we have already commenced informal consultation with residents and stakeholders. We will be keeping stakeholders updated at each stage as to progress with strategy development against the milestones of the project plan.

Stage 1 - Evidence base development	Stage 2 - Scoping document	Stage 3 - Stakeholder Engagement & Strategy development	Stage 4 - Strategy final drafting	Stage 5 - Cabinet Approval Process	Stage 6 - Implementation and monitoring
2 weeks period / 26 Oct.2020 – 8 Nov. 2020	2 week period / 9 – 22 Nov. 2020	12 week period / 30 Nov. 2020 – 21 Feb. 2021	4 week period / 22 Feb. 2021 – 21 March 2021	10 week period / 22 March 2021 – 30 May 2021	June 2021 – ongoing
Including benchmarking, ONS data, locally held data (e.g. This is Havering report).	Including: Project Plan, Project Tasks to Senior Mgt and Member for Housing.	Including: AD and staff Workshops, Public Consultation, Stakeholder Meetings.	Including reconciling outcomes of Stakeholder Engagement with Lead Member's vision.	Including: Theme Board and Lead Member Final Briefings.	Including: monitoring of the action plan/ 'SMART' actions. Reporting and annual reviews.