

London Borough of Hammersmith & Fulham

Housing Strategy
2007-2014

**A Housing Ladder of
Opportunity For All**

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Foreword

Hammersmith & Fulham is a borough of opportunity. Its economy is growing, its town centres are being rejuvenated, and new businesses are setting up here at a fast rate. However, it is also a borough facing real challenges. Demand for housing is outstripping supply and too many people are being forced to leave the borough because they can no longer afford to live here due to high house prices. There are areas in the borough, concentrated on the larger social housing estates, with continuing high levels of deprivation and many local people who have great aspirations but believe that the ladder of opportunity at least in this borough has well and truly slipped away.

Our 7 year Housing Strategy is not only intended to set out how we will meet the housing challenges facing the borough head on but how we will provide opportunity at every turn in terms of the housing and housing services we provide now and into the future.

We will tackle lack of supply by increasing the housing developed in the borough. Our planning policies will seek to assist developers who share our aims to increase the supply of good quality housing that will help us meet the vision set out in this strategy. This will include maintaining a programme of development of affordable rented housing particularly to meet the demand for family housing. However we will not repeat the mistakes of the past by developing large concentrations of social rented housing in our most deprived areas. Working with developers and housing associations our aim is to build high quality mixed tenure developments.

We will promote homeownership. Owning your own home gives you a greater stake in your community, a greater stake in your own future prosperity and more choice. Building assets (particularly through home ownership) is central to advancing social mobility and an important foundation for personal security. Yet in Hammersmith & Fulham too many people are unable to get on the housing ladder; the first rung is way out of reach. We will make homeownership a viable option for more households in the borough and we set out here how we will do this through increased development of low cost homeownership housing and innovative low cost homeownership options that make homeownership affordable for the many and not the few.

We are determined to improve the quality of all housing services provided in the borough including housing management services both in the public and private sectors. Through the provision of high quality housing advice services our aim is to reduce levels of homelessness and provide high quality advice to those people on low to middle incomes looking to stay and buy in the borough. We will set tough targets for our housing management services to improve and increase satisfaction levels which have, over the last 3 years, fallen. We will expect all housing management services to go that bit further to effectively tackle crime and

anti social behaviour and increase levels of employment amongst social housing tenants.

The Housing Strategy also identifies our aspirations to set in place area regeneration programmes in the Shepherds Bush area, Hammersmith Centre and North Fulham, aimed at improving the social housing available in those areas, improving neighbourhoods, building communities and breaking down the “them and us” culture that can so easily develop when communities are segregated by tenure.

The approaches we use to make neighbourhoods and communities successful must empower individual households and neighbourhoods to help themselves. Therefore this strategy identifies how we will work with households living in more deprived neighbourhoods to take a step change to improvement through neighbourhood management initiatives and targeted employment and training schemes.

We have a clear mandate to deliver a borough of opportunity. We have a clear vision of what we want to achieve. With the help of our housing partners we are determined to deliver not only a borough of opportunity for all but thriving neighbourhoods and communities that people want to live in now and into the future.

I therefore commend this Strategy to Council housing staff and our housing partners who will help us deliver it and to tenants, leaseholders and residents who we will all work hard to serve into the future by delivering better homes, better housing services, successful neighbourhoods and opportunity for all.

Cllr Lucy Ivimy
Cabinet Member for Housing

1. Introduction

This Housing Strategy is an overarching policy document that sets out the strategic aims and objectives for housing related services across the entire spectrum of housing activity including; housing management both in the council and housing association sectors, housing advice services, allocation of social rented housing, private sector renewal and new development.

The updated Housing Strategy reflects the approach and direction for housing in Hammersmith & Fulham. It is intended to positively respond to the strategic housing direction set out in the recently published Government Green Paper “Homes for the Future”, to requirements set out in Planning Policy Statement 3 and to the Mayor of London’s Draft Housing Strategy within the context of local circumstances which dictate an approach to meeting housing demands that balances housing needs within the context of tackling economic and social polarization and securing prosperous, safe, thriving and sustainable neighbourhoods.

The Strategy draws together a broad range of activities and will inform and is aligned to other key Council strategies and plans including Planning Policy, Regeneration and Economic Development. Most of all however it is a keystone to the delivery of the objectives set out in the boroughs Community Strategy. In this respect the Strategy is geared towards the delivery of high quality, outcome focused and value for money housing and housing services that provide more opportunities for households to get on and help deliver successful neighbourhoods and communities where people want to and can live now and into the future.

2. Summary Analysis

Overview

Hammersmith & Fulham is a unique, diverse, vibrant, and popular borough to live and work in. Being on the outer edge of Inner and Central London it is well served by transport links and has significant cultural, leisure, business, and employment attractions.

According to the latest mid-year estimates from the Office for National Statistics (ONS) Hammersmith and Fulham's population was 169,729 people in 2009. This is virtually static when compared to the 2001 population estimate of 169,374. This represents a very small increase of 0.2% or 355 people, a lower rate of increase than those for both West London (3.4%) and London as a whole (5.9%).

Just over one in five residents are from non-white ethnic backgrounds, 5% were born in Ireland. There is also a well-established Polish community in the borough and a growing French community in the south of the borough. Some ninety different languages are spoken in local schools. London's place as a world city means that the borough will continue to be home for many diverse groups of people, of different nationality, ethnic origin, religion, and culture.

Residents in H&F have better general health compared to London as a whole, as 73% of all people reported good health. 7.2% of population aged 16-64 in H&F reported not to have good health. Over a quarter of older residents in the borough have reported the same; this compares to 23.3% in London.

The proportion of H&F working age population suffering from limiting long-term illness (11.6%) was lower compared to West London (12.0%) and London (12.4%). Conversely, a half of H&F older residents reported to suffer from LLTI; this compares to 48% in both West London and London as a whole.

The future population projections suggest that H&F's population will continue to but at a slower pace than West London and London as a whole. The currently projected increase in population between 2009-2018 is 2%, with a further projected increase between 2018 and 2033 ranges of 5%. This is the third slowest population growth rate in London.

There are 11,000 businesses in the borough and it is anticipated that employment levels will increase by 18% (29,000) by 2016. The borough has one of the highest percentages of employees working in the creative industries in London and there are future opportunities opening up to increase employment in this area of activity in the north of the borough as plans to develop a creative media hub are taken forward as part of the regeneration of W12. The Westfield shopping centre in Shepherds Bush also provides a range of job opportunities

for skilled and non skilled workers as may possible plans to improve convention, leisure and hotel facilities in the Earls Court and Olympia area.

In 2007 45% of all vacant posts were either in sales and customer services occupations or elementary occupations (e.g. hospital porters, postal workers, cleaners, labourers). 70% of working-age people in Hammersmith & Fulham are employed compared to 68.6% for London. An estimated 80,000 workers commute into the borough every day.

3. Housing Supply

It is unsurprising that there is a high demand for all forms of housing with the borough having the 4th highest house prices in the country. As at July 2010 the average price of a house in the Hammersmith & Fulham housing market was £495,000. This is significantly higher than both averages for London and England and is 12 times higher than the median borough income of £ 40,045 pa which is the 12th highest in London.

Therefore, property in Hammersmith & Fulham is prohibitively expensive and for the vast majority of people who live in the borough (93%), their income levels are beneath the level required for an entry level property in the area.

The vision of the H&F Community Strategy is to create a borough of opportunity for all. A key priority of this vision is to promote home ownership – to make home ownership more affordable for a greater number of residents. This will help address the current tenure imbalances and ensure that more local people stay in the borough and have a stake in the future. In particular, we will provide more home ownership opportunities for key workers, first time buyers and those on low to middle incomes.

The 2010 Housing needs assessment suggests that there are many households in Hammersmith and Fulham that fall into the “ intermediate market” – households who do not meet the criteria for social housing but who can not afford market priced housing in the borough. Opportunities for finding affordable accommodation that meets the need their needs within Hammersmith and Fulham is currently limited and must be expanded.

.The demand for low cost homeownership housing is high with over 3000 households on the Council’s HOMEBUY register. About 70% of the applicants live in the borough with the remainder working but not living in the borough. Our latest Housing Needs Assessment (2010) suggests 1,434 households per annum could require intermediate products or need to have their housing needs met through the private rented sector.

About 2% of the housing stock is intermediate housing and there is evidence that the overwhelming need in H&F is for more intermediate housing to meet the aspirations of local residents and workers for home ownership. 32% of the housing stock is already social rented housing, compared to 24% in London as whole.

H&F aims to build a minimum of 6150 additional dwellings over the next 10 years and 2,460 additional affordable dwellings. This represents a 37% increase above the Council's current London plan target of 450 dwellings. These targets are likely to be exceeded if the proposals for estate regeneration go ahead.

The Council 2010 strategic housing market assessment which has identified that housing need can be met from the existing annual supply of social rented housing. The Council is also committed to replacing any social rented stock lost through regeneration and therefore there will not be a net reduction in the number of affordable rented dwellings in the borough in future years.

Between 2001/2002 and 2009/10 approximately 4,520 additional dwellings have been completed in the borough of which 53% have been affordable housing units. Of the affordable units, 1,256 (53%) were for social rent and the remainder 47% for intermediate housing

In addition the supply of social rented housing can be increased by targeting employment and HomeBuy services to existing council tenants and those in housing need. The Rehousing Opportunities Initiative is tackling under occupation and overcrowding and proposals for estate regeneration will provide opportunities for tackling under occupation and overcrowding and of re-providing housing more suitable for families.

Meeting the continuing demand for family size social rented housing presents challenges when considering the significant percentage of 1 bed accommodation in this tenure e.g. 40% of council stock and 51% of Shepherd's Bush Housing Association (RSL) social rented units are 1 bed. This situation exacerbates overcrowding in the borough, and also waiting times for family sized units as illustrated in Figure 1 below.

Figure 1: households between January 2007 and 13th March 2011 : Average (median) time from band start to Rehousing months

All households	Band A	Band B	Band C	Band D
1 bedroom	4.5	4.4	35.1	3.6
2 bedroom	4.3	9.3	50.5	39.3
3 bedroom	7.3	13.9	63.2	2.8
4+ bedroom	15.8	-	89.9	-
TOTAL	6.0	5.8	50.2	3.6

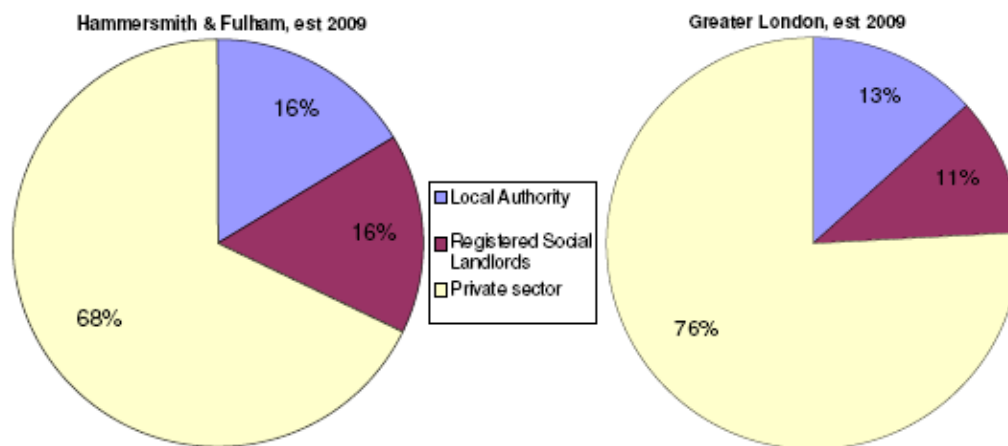
Source: Locata

Given Hammersmith & Fulham’s current London Plan homes target of 450 additional units a year, and every with the aim to increase this to at least 615 additional homes pa, there is no way that the shortfall in affordable housing dwellings can be made up through new development in the borough alone. The challenges facing the Council therefore are how to balance demand against ensuring that our letting plans and new developments are sustainable, that social rented housing does not become a residualised form of tenure and that households successfully access housing that will become available outside of the borough.

The tenure and sustainability dynamics in Hammersmith & Fulham are not common to all London boroughs and are significantly different to those found in other boroughs in the West London Housing Corporation sub region.

There were 81,566 dwellings in April 2010 in Hammersmith & Fulham, some 4,500 more than in April 2001. Just over two thirds of housing stock or 55,741 dwellings in the borough are in the private sector while less than a third or 26,224 dwellings are from the public/RSL stock. This compares to 76% and 24% in London.

Figure 2. Tenure Mix Comparisons



Source: CLG HIP Data, 2009

Only 4 out of 10 households in the borough own their property compared to 6 out of 10 for London. There is a small intermediate housing sector accounting for less than 2% of the housing stock in the borough with few if any opportunities for those on low to middle incomes to access either shared ownership or affordable private rent accommodation¹. The last Housing Need Survey showed that

¹ The London Requirement Study defined affordable private rented accommodation as accommodation with rents at or below the London lowest quartile.

although for every social rented unit that became available there were 3.8 households in housing need, it also showed that for every shared ownership unit that might come up for sale there were 107.9 households in housing need who could potentially afford some form of intermediate housing.

There are real challenges therefore in providing housing offers to younger households looking to stay in the borough and for family households on low to middle incomes looking to settle in the borough. The table below demonstrates the importance of low cost homeownership options in making accommodation affordable with the average key worker being able to purchase a new build flat if sold at 25% equity but not at full market price.

Figure 3.

Affordability by occupation

Occupation	Average Annual Income	Income as % of income required to purchase
Managers and senior officials	£51,099	59.4%
Professional occupations	£44,298	51.5%
Key workers	£34,751	40.4%
Nurses	£30,676	35.7%
Police officers	£46,213	53.7%
Social workers	£33,621	39.1%
Teaching Professionals	£37,764	43.9%
Prison service officers	£30,701	35.7%
Probation officers	£33,883	39.4%
Fire service officers	£33,087	38.5%
Town planners	£42,811	49.8%
Associate professional / technical occupations	£33,871	39.4%
Skilled trades occupations	£28,617	33.3%
Administrative and secretarial occupations	£20,954	24.4%
Personal service occupations	£16,062	18.7%
Customer service occupations	£17,578	20.4%
Sales occupations	£11,638	13.5%
Elementary occupations	£20,742	24.1%
Elementary administration	£12,068	14.0%

Source: Annual Survey of Hours and Earnings (ASHE) - 2009

Additionally, a recent independent study by the Housing Quality Network for Hammersmith & Fulham identified that households on incomes of between £50k to £60k would have difficulty in accessing new market housing larger than 2 bed accommodation and would be priced out of the market for 2 and 3 bedroom homes unless they brought with them equity or substantial savings.

From a recent 2010 survey of the Housing Register, 47% of main applicants stated that they or their partner was in some form of employment. At the same time, 7% of households on the housing register stated that they had annual incomes of £29k pa or more, and would be in a position to afford low cost home ownership products. The remaining 93% had incomes less than the £29k threshold, of which the vast majority had incomes of £19k per annum or less.

The housing register has not been validated since late 2005 and the Council is undertaking is currently undertaking an exercise to refresh the Housing Register, and these figures will be updated when the exercise has been completed.

There are also affordability issues that must be addressed in relation to service charge levels some of which are now as high as £2,000 for some new developments in London.

The Council and other social landlords must also consider whether the social housing they provide continues to be fit for purpose and what needs to be done to improve accommodation for all households.

In particular, they need to be mindful of the large expected increases in the population aged 65 or over in the next 20 years (at just over 20% increase). The largest increases will be among those aged 85 or over. With this, the expected numbers of older people with mobility problems and dementia will increase rapidly; and landlords will need to ensure that these needs are met and not exacerbated by housing conditions and availability.

At the same time with pressures on budgets across all service areas, and combined with increasing life expectancy, the Council will need to find alternative ways of keeping older people independent and in their own homes (should they choose to do so).

As part of the work to integrate social services with the local health services, the borough is considering the provision of nursing care in existing sheltered and extra care sheltered schemes to reduce the admission rate for nursing care and assist older people to remain independent through the provision of early care services designed to reduce the need for long term placements and hospital

3.1 Quality Housing Services

The Cave Review on social housing regulation, entitled “ Every Tenant matters: A review of social housing regulation”, was published in June 2007. It identified a number of disturbing trends in relation to housing management services delivered to social housing tenants:

- Nationally falling levels of satisfaction with housing management services with some housing management services still failing to get the basics right.
- A lack of tenant choice in who delivers housing services and indeed in some instances a failure to listen to what tenants and indeed leaseholders want.
- Nationally amongst social rented tenants a relatively ambivalent view of the advantages of continuing to be social housing tenants with 46% of Council Tenants and 45% of housing association tenants preferring to be owner occupiers and only 39% and 33% respectively preferring to remain with their current tenure.
- Nationally, a concern about how complaints or concerns raised by tenants are dealt with.

Cave has concluded that “What is common to each of these points is that they are symptoms of the failure of the social housing system to provide customer choice. The current regulatory arrangements have been only partially successful in remedying these defects”.

For Hammersmith & Fulham there have been increases in levels of satisfaction locally and particularly with housing management services provided to council tenants where overall levels of satisfaction have increased from 65% in 2006 to 73% in 2010.

The steady increase in resident satisfaction can be attributed to the work undertaken to ensure residents views shape service delivery. The Tenant and Leaseholder Forums and Annual Conferences have sought to identify the key issues raised by residents, and to implement changes designed to improved service outcomes and the quality of front line delivery.

Figure 4.

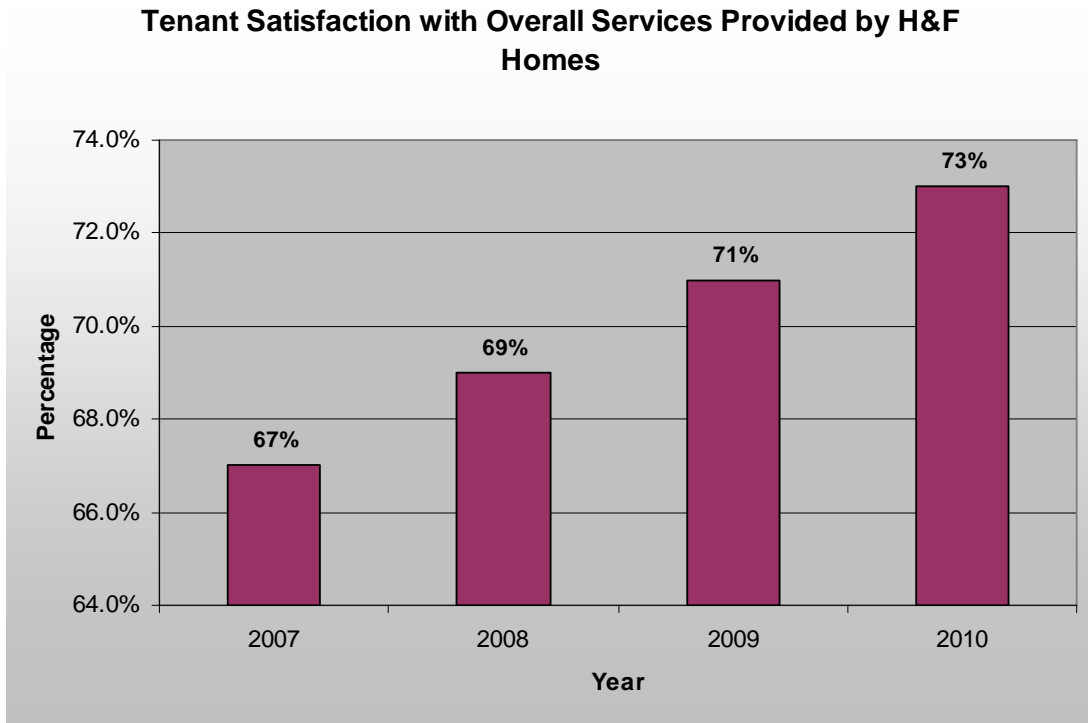
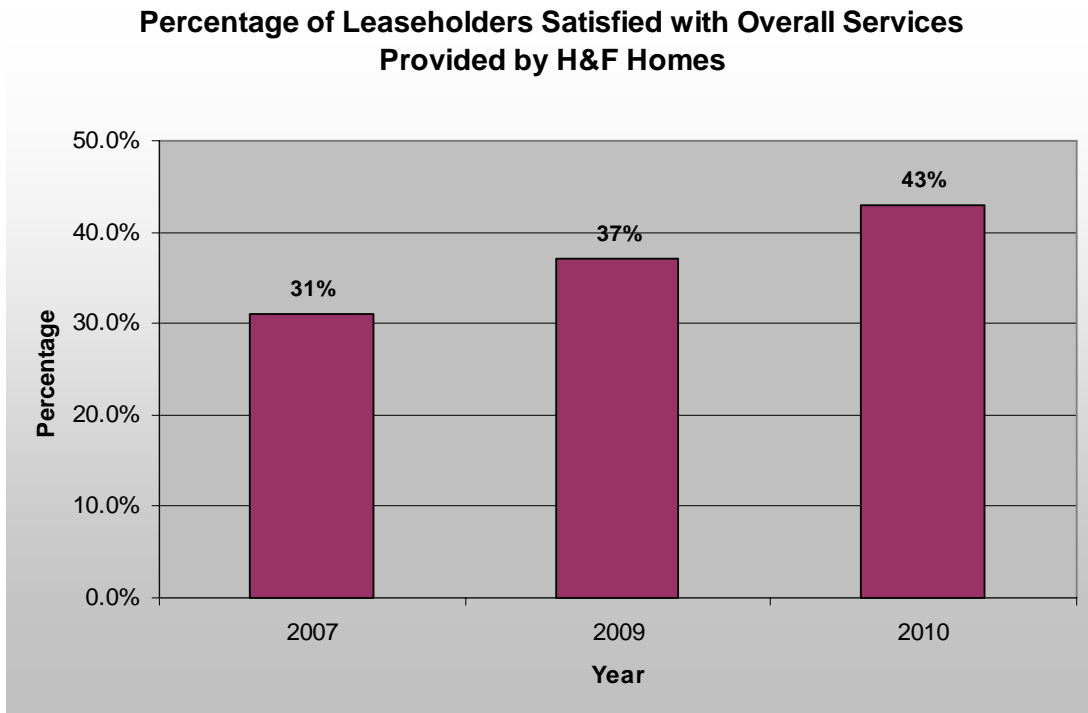


Figure 5.



Despite real improvements in most areas of housing management services locally and examples of excellent joint working between agencies residents wish to see further improvements in the repairs service, caretaking and tackling anti social behaviour.

Indeed recent surveys of Council social housing tenants and leaseholders have identified that anti social behaviour continues to be a concern with low levels of satisfaction as to how local services are responding to a range of ASB related issues.

Figure 6. Satisfaction Survey Results for Council Tenants 2010

To what extent are the following a problem in your neighbourhood.	
Dogs	36%
Litter	44%
Noisy Neighbours	27%
Young People Hanging around	39%
Racial and other Harassment	8.0%
Graffiti and Vandalism	22%
Drugs	33%
Speeding Vehicles	31%
Car parking	34%

3.2 Housing related support services

The Hammersmith and Fulham housing related support programme aims to provide a timely service for the most vulnerable members in the community that prevents escalation of need and/or recourse to institutional services, and helps people develop the personal and practical skills and networks that enable them to live the life that they value and as independently as possible.

The Supporting People programme directly or indirectly contributes to all of the objectives of the Hammersmith and Fulham Community Strategy, most visibly in tackling crime and anti-social behaviour, setting the framework for a healthy borough, and delivering quality, value for money public services.

Beyond this, the programme contributed to many of Hammersmith and Fulham's Local Area Agreement Improvement Targets 2008-11 in a number of ways, including addressing offending, anti-social behaviour and related substance misuse; increasing employment amongst the vulnerable and long-term unemployed; and increasing the number of vulnerable people achieving independent living.

Housing related support services are:

- Available to vulnerable residents when needed, preventing an escalation of need and supporting individuals to develop their skills and move toward more independent living;
- Complementary to and integrated with each other, wider council programmes and specialist services across the community;
- Outcome-focused, with an emphasis on enabling the person to do things themselves and to work towards a more independent future.

The preventative nature of Supporting People services, and the variety of needs and client groups that they serve, places the programme at the intersection of a number of council departments and public bodies.

3.3 Social and Economic Polarisation

H&F is a polarised borough and has some of the most deprived neighbourhoods in the country and is ranked the 13th most deprived borough in London.

In 2010, the GLA published "Children in Poverty" report which shows the proportion of children living in families in receipt of out of work benefits or of tax credits where their reported income is less than 60% of median income. According to that measure, 36% of children in the borough were in poverty in 2008; this is the 10th highest level within London.

3.4 Worklessness

A key factor in contributing to the levels of deprivation in some of Hammersmith and Fulham's neighbourhoods is high concentrations of unemployment and worklessness. Despite the strength of H&F's economy, the borough has one of the lowest employment rates in the capital, with the 4th lowest employment rate for males. Furthermore, Hammersmith and Fulham also has the highest unemployment rate for working age people from ethnic minorities.

We know that unemployment pockets are concentrated on our housing estates, within certain BME communities, the homeless, lone parents and people with physical and mental disabilities. Improving employability of our more disadvantaged residents is vital to broadening the range of housing opportunities that are available to them.

Households in the social rented sector have the lowest average gross annual incomes (40% of borough average). Other household groups demonstrating below average incomes include lone parent households and those containing someone with a special need (annual incomes of just over 10k) and households from Black and minority ethnic (BME) groups (average annual income 15k).

It is estimated that up to 80% of homeless households in temporary accommodation are not working. The current unemployment rate in Hammersmith & Fulham is 2.8% but for households in social rented accommodation the rate (7%) is more than twice this. On a few council estates in the north of the borough the unemployment rate is closer to 10%. The percentage of lone parents who are not working in the borough is 61.4% compared with 60.1% for London and 50.2% for England and Wales. Additionally, profiling of local Council estates has identified high numbers of Incapacity Benefit claimants particularly identifying low level mental illness as a reason not for working.

This stark polarity and indeed the concentration of deprived households in particular neighbourhoods in the borough where there are also high concentrations of social rented housing has impacts on local services as for instance 50% of households choose to send their children not to local schools but to schools outside the borough.

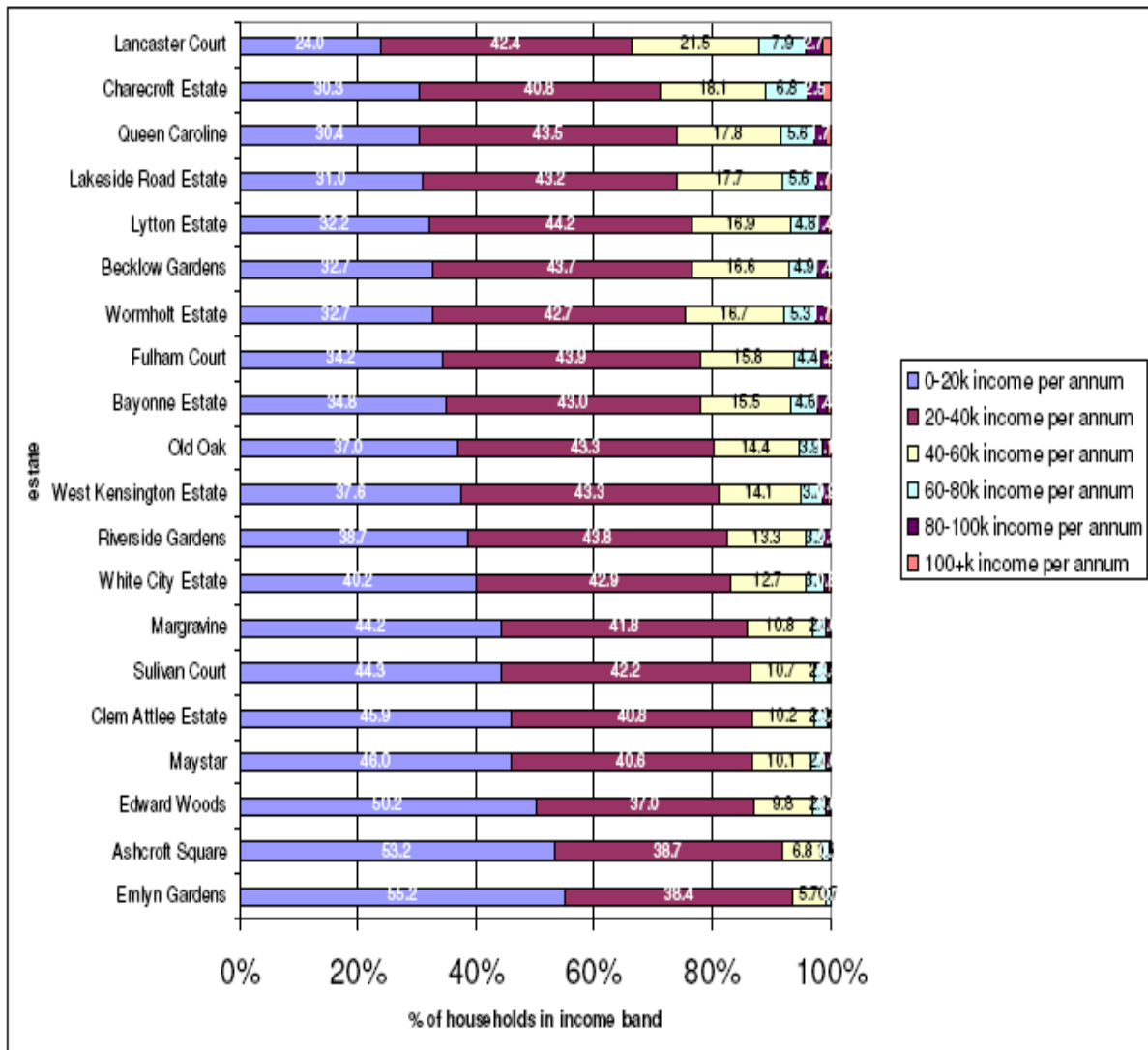
The borough is ranked as the 38th most deprived local authority area in the country and there are significant pockets of deprivation particularly in the north of the borough where crime, worse health, a poor environment and low aspirations blight people's lives. Seven (6.3%) of the borough's Super Output Areas (SOA²s)

² Super Output Areas are intended to identify distinct neighbourhoods within a borough. They consist of approximately 750 households.

are within the top 10% most deprived nationally. These five comprise major public sector estates: White City, Wormholt, Edward Woods, Clem Attlee and Charecroft. A further 21% of the borough's SOAs are in the 10-20% worst nationally (London 17%). Most of these areas are in the north of the borough but also extend down into parts of Hammersmith and north Fulham.

Figure 7.

Income distribution of households living in the largest 20 estates in the Borough



Source : CACI 2009 Paycheck data

As representative of the level of deprivation found in the social rented sector, John Hills in his influential study “Ends and Means: The Future Roles of Social Housing In England” also identified that between 1981 and 2006 the proportion of social tenant households in paid employment fell from 47% to 32%. Additionally he identified that employment rates of those living in social housing with particular disadvantages or with multiple disadvantages are substantially lower than those of people with similar disadvantages but living in other tenures.

However, in terms of resident aspirations half of households needing to move wish to stay in the borough with popular alternative locations being in the central and southern areas of Hammersmith & Fulham. The last Housing Market Assessment(2010) showed that there are high levels of aspiration for home ownership in the borough with 57% of households on the housing register interested in low cost home ownership products. 30% of all households in the borough live in the Private Rented Sector. A survey conducted by MORI for the GLA shows that 86% of all households in the sector wanted to own their own home.

- The relatively low levels of homeownership and higher levels of social and private renting in the borough which leads to a number of consequences that work against household, community and neighbourhood wellbeing: lack of mobility in and out of social rented housing, significant churn of households in the private rented sector, hot spot areas of deprivation where there are significant levels of social rented housing and high house prices putting market housing out of the reach of low to middle income first time buyers, key workers and families.
- Allocation and housing policies that have the potential to build in dependency, exacerbate levels of deprivation and build out opportunity. Social housing is now only available to those who are in very urgent need of housing and do not have the resources to resolve their own housing problems. Inevitably this means concentrating often vulnerable households who are often unemployed on social housing estates which further exacerbates levels of deprivation in those areas. Continuing to allocate accommodation solely in this way will only serve to further polarise communities in the borough and create unsustainable, isolated and low attaining neighbourhoods.
- In large part only those on higher incomes can afford to buy and privately rent in the borough. This leaves very few housing options available in the borough for low to middle income households. The borough is in danger of becoming further polarised than it already is with distinct ghettos of rich and poor with very little in between. There is little doubt that if this trend continues there will be further residualisation of public services as those who have no choice continue to use them and those who can afford to look further afield and often outside the borough to educate their children, seek medical help and so forth.

- To find ways to reduce the high levels of deprivation on social housing estates and in social housing. Work more effectively to tackle the high levels of worklessness in the social housing sector and amongst homeless households in temporary accommodation. Tackle other negative outcomes found in social housing such as poorer health outcomes and higher levels of overcrowding.
- To provide the right kind of advice and assistance to very old people or people with very severe impairments or long term illnesses to ensure they are maximising take up of benefits, health and other support related services.

4. The Challenges

A number of key challenges exist in relation to increasing the borough's housing options:

Housing Supply

- We must recognise that Hammersmith & Fulham with its relatively low capacity compared to other London boroughs has not and cannot meet all the demand for housing being identified. To attempt to meet the demand for one type of accommodation, such as social rented housing or market housing, would merely exacerbate the economic and social polarisation evident in the borough.
- The need to increase the amount of new housing developed in the borough and release sites that have not been brought forward for development thus far due to restrictive planning policies or developer land banking.
- The failure in the past to provide opportunities for households on low to middle incomes to progress up the housing ladder from private and social renting to homeownership given the very high house prices found locally and the flight of these households from the borough.
- To provide a wider range of housing options and opportunities both in the private and public housing sectors to those looking for and needing housing in and outside the borough.
- Recognising the planning requirements set out in the Access For All Supplementary Planning Document the need to be more responsive to the housing demands of disabled residents particularly for larger adapted or wheelchair accessible housing where there are identified needs which are unmet by existing or new supply.
- Inflexible housing funding regimes that fail to offer creative solutions to the borough's housing challenges. The social rented sector provides few opportunities for those looking to buy their homes to purchase given reductions in discounts. The shared ownership options developed with housing grants are unaffordable to many looking to move into homeownership

and is leading to the development of one and two bedroom properties only which does not meet the demand for low cost homeownership family housing.

Quality Housing and Services

- To look beyond the Decent Homes standard that will be delivered by 2011 and consider regeneration of social housing estates to provide energy efficient housing, high quality housing and public realms that meet rising resident demands and expectations. Levels of satisfaction with the housing management services and homes that the Council rents are falling. Often the public realm on Council estates is not well used or is indeed misused. The Council, working with tenants and leaseholders must make tough choices over the next 15 years as to whether to refurbish accommodation at great expense or to provide high quality new homes and public environments that better meet resident expectations and provide more mixed and sustainable communities and a better living environment.
- To improve energy efficiency through decent homes works in social housing and through energy efficiency initiatives in the private sector.
- For all social landlords working in the borough to deliver high quality value for money services to social tenants and leaseholders, and better respond to their demands and expectations. This is a key feature in making neighbourhoods better places to live and stay and in effectively addressing resident concerns.
- To demonstrate that housing management services and partner agencies including the police are effectively tackling crime and anti social behaviour providing reassurance to residents generally and those that live on the Councils social housing estates.
- The need to provide social tenants and leaseholders with more say in the running of the housing services they pay for and more choice in who provides those services.
- It is only recently that a comprehensive market testing programme has been put in place for services provided to council tenants and leaseholders. It could be seen that the Council has lagged behind other councils and social landlords in rigorously market testing its housing services to achieve optimum efficiency, quality and outcome.
- To continue and to better meet the housing and support needs of vulnerable people and households eligible for housing support services regardless of tenure and to provide high quality advice on a range of housing options including wheelchair accessible housing, adapted housing and opportunities to access housing built or adapted to lifetime home standards. The aim of the advice, management, support and care services is to allow residents to live successfully, independently and longer in their own homes and reduce the need for disabled people requiring care and support to be placed in care homes either in or outside of the Borough.

5. The Vision

Over the next seven years we want to do three things to improve housing, neighbourhoods and housing services in this borough:

Increase housing supply and deliver high quality housing and public spaces on new developments that meet resident expectations and complement existing neighbourhoods.

Work to bridge the social divide by increasing levels of employment, providing more homeownership opportunities for low to middle income households and deliver more mixed and sustainable communities.

Increase levels of satisfaction with social housing and all housing services, including advice and housing management services, delivered in the borough.

6. Our approach to delivery

Our approach to delivery will be innovative and creative. Working with the public and private sector we will seek the best solution to the housing challenges facing the borough and will be as flexible as possible in our housing and planning policies to deliver the outcomes we want to achieve. We will expect high standards and value for money in the services we deliver directly, we procure and our partners provide.

The Council recognises the part it must play in helping low to middle income households access housing be this low cost homeownership housing or low cost private and social rented housing. Our response to housing demands will be to provide a range of options to suit different lifestyles, circumstances and life stages both in the public and private housing sectors and in and outside of the borough.

In providing more housing options the Council will give greater choice to those looking for housing which builds in aspiration and opportunity including the opportunity to own for many more households.

We must be realistic in terms of who we can help given the limited supply of resources to meet housing demands. The specific housing needs of marginalised communities, including those with long term illnesses or disabilities, will be addressed by adopting measures that ensure our housing policies do not have any adverse impacts and provide access to the borough's 'housing ladder of opportunity'.

Whilst meeting our responsibilities to assist those in urgent housing need we must also have due regard to wider responsibilities to maintain and create thriving and successful communities.

By ensuring that the Council and its partner housing services, including the many housing associations working in the borough, provide good quality housing and excellent housing management services we will be in a better position to secure neighbourhoods where people want to live in and stay, now and into the future.

We will expect housing services to play their full part in delivering the Council's wider strategic objectives and for those services to go that extra mile. This includes housing services taking a tough line on anti social behaviour and crime and in services working pro actively with social tenants to get unemployed social tenants into work and helping deliver other borough objectives such as improving health.

We will seek local neighbourhood solutions to housing, environmental, health and socio economic problems, empowering local residents to make decisions that help improve their neighbourhoods. This will be facilitated by the Council through its Estate Improvement Projects which will combine physical and estate renewal with targeted and joined up initiatives to tackle local problems such as poor health, educational attainment, low levels of unemployment and crime.

Our aim is to deliver housing and neighbourhoods that are fit for the 21st Century and that better meet the aspirations, expectations and requirements of local residents. This will include taking forward major area and estate regeneration initiatives to improve social housing, build more housing for rent and low cost sale and to improve the public realm for all local communities.

Our determination to widen and strengthen our housing offer and to ensure that we build sustainable communities resonates with the policy objectives of London Councils, expressed in their document " Our vision for homes in London" (London Councils, January 2008). The vision is to make home ownership affordable, develop mixed and sustainable communities of which social housing is a part and tackle homelessness more effectively.

7. What we need to do

Attached to this Housing Strategy is a detailed Action Plan setting out what the Council is intending to do to deliver its Vision. In summary there are 9 areas the Council and its housing partners need to act to improve housing and housing services in the borough:

7.1 Increasing Housing Supply

I. Increase the new housing developed, providing quality homes on safe, mixed and sustainable new developments

We will increase the amount of housing developed in the borough from the current London Plan target of 450 to a minimum of 615 per annum over the next 10 years. This will be an increase of 37% We will aim to deliver 40% of all new housing as affordable. The Council will seek new social rented housing where this will enable the regeneration of existing estates and the provision of better accommodation (e.g. quality, dwelling size and conditions) for existing social rented tenants; and where it is possible to achieve a better mix of tenure and a more mixed and balanced community in the area. The Council's will ensure that there is no net loss of social rented accommodation in its two opportunity areas, Earls Court and White City should regeneration proposals proceed in these areas.

The Council will also take forward its "**Hidden Homes** " development programme in 2011 looking to develop housing for local residents on the smaller infill and redundant sites on council estates. The aim will be to develop a minimum of 150 new homes through this programme over the next 7 years.

We will improve and have better working relationships with developers that are focused on delivery of high quality housing and public realm. This will include meeting environmental sustainability, lifetime home and wheelchair standards as set out in the Access for All Supplementary Planning document, ensuring housing is safe and secure and developing safe and attractive public environments that are there for all to enjoy.

The Council will also produce comprehensive sustainability assessments for each new strategic development intended to inform tenure mix, size of units, the need for adapted and wheelchair accommodation and other key aspects that might be subject to Section 106 negotiations including; payments to support education, training and employment requirements and initiatives, new local facilities such as community and health centres, help to support local crime reduction initiatives and negotiating sustainable lettings plans.

We will negotiate tenure mixes and infrastructural requirements that lead to sustainable communities being developed that complement and enhance the neighbourhoods in which they are built and do not stand apart from them.

Supporting our plans to create a ladder of opportunity we will maximise low cost homeownership opportunities for social renters, families, first time buyers and key workers and maintain a programme of affordable rented housing particularly to meet the urgent need for family sized accommodation. In this

respect we will aim to develop 50% of all affordable rented housing and 10% of all intermediate housing as family housing (3 bed plus accommodation).

We will work with developers to build high quality housing which meets the expectations of future occupiers and which is in tune with and complements the local neighbourhood. We will look to keep service charges to a minimum and at opportunities to provide outside space which is either private to the occupier or alternatively communal space for the use of those occupying the new housing. By getting the quality right and building housing which people aspire to live in we will attract tenants and buyers who want to live in the housing developed now and into the future.

For existing homeowners we will look at how we can provide more opportunities and greater flexibility for such households to extend or adapt their current accommodation to better meet their needs at different life stages.

II. Offer more low cost homeownership housing that is affordable to those on low to middle incomes and encourage savings and equity stakes for social rented tenants

We will increase the amount of low cost homeownership housing in the borough for low to middle income working households so they can live, work and stay in the borough now and into the future. We will develop innovative low cost homeownership products that make this housing affordable to households on incomes between £19K and £60K.

Our aim will be to see at least a third of all new shared ownership housing sold at 25% equity so that it is more affordable to those on incomes below £30,000. We will also aim to negotiate lower rent on unsold equity on new developments. In all circumstances we will ensure that there is access to high quality financial advice so that those looking to purchase fully understand what they are taking on.

Making Low Cost Homeownership Affordable to More Residents

We want to work with the Government, Greater London Authority and Housing Corporation to tackle affordability issues with low cost homeownership housing. We will improve access to the intermediate housing sector for residents on lower incomes by offering innovative low cost home ownership solutions including:

- Development of smaller **discounted market sale** (DMS) housing for first time buyers and looking at opportunities to use DMS as one option to make standard shared ownership housing more affordable generally.
- Improve social homebuy for Council and Housing Association Tenants by offering **zero rent shared ownership** and looking to negotiate similar arrangements on new build schemes for low cost homeownership.
- **Tenant incentives** which will help low income households in social rented housing to purchase a home in the borough.
- Build in opportunity to the social rent offer through **slivers of equity** initiatives and targeted employment, training and savings initiatives.
- Looking at the viability of other ownership options such as **Community Land Trusts and Self Build Initiatives** particularly in the context of larger developments where deliverability of such options is potentially more feasible.

We will look to develop “Rent Plus” and “Tenant Repair Incentive” schemes for council tenants and encourage the development of such schemes by our partner housing associations. Rent plus schemes allow tenants to save above rent levels collected, and Tenant Repair Incentive schemes financially reward tenants for assuming responsibility for low level maintenance tasks.

Hammersmith & Fulham Credit Union

H&F Credit Union is sponsored by the Council, North Fulham New Deal for Communities and leading Housing Associations to directly tackle the financial exclusion evident in the borough’s social rental sector (Over 80% of the financially excluded in England & Wales are social housing tenants).

A Credit Union is a not for profit financial cooperative/community bank that is owned and controlled by its members. It provides a savings and loan facility for individuals financially excluded from conventional forms of banking, and forced to borrow from unscrupulous Loan Sharks/doorstep lenders. As well as providing access to cheap and flexible loans it provides financial literacy and money management skills that lead to the stabilisation of household income and expenditure, in turn this provides options to realise other aspirations.

We will also seek to negotiate on every new development where viable “micro staircase” purchasing for social renters to enable eventual purchase under social homebuy. This will take forward work that the Council has undertaken with Genesis Housing Association to develop an “Inclusive Living Scheme” where such arrangements will be put in place on a large new development in the north of the borough.

Finally, the Council will investigate the feasibility of ownership initiatives, such as Community Land Trusts, which give social tenants and leaseholders more control over the management of the housing they occupy. In this respect the Council will follow closely the work now being undertaken by the North Fulham New Deal for Communities in putting in place “legacy arrangements” which may see established a local neighbourhood trust.

III. Maximise use of social housing assets to meet housing demands and requirements encouraging mobility around and from social housing and using land and housing assets more effectively.

Given that the demand for all forms of housing outstrips supply, the Council will actively promote mobility and housing opportunities in and outside of the borough. This will include providing tenant incentives for tenants to move out of social rented housing and into homeownership, increasing the number of mutual exchanges and promoting mobility to housing opportunities that may arise in West London and further afield particularly in the housing Growth Areas to the north, south and east of London.

The yearly trend for the number of households in temporary accommodation since March 2006 has been steadily decreasing. This follows the five year target to halve the number of households in TA by the end of 2010, the target for LB H&F was 915 households. As at March 2010 the figure in LB H&F was already down to 877 households in Temporary accommodation.

Further we will ensure we are maximising the use of affordable rented housing in the borough through development of Sustainable Allocation Plans intended to provide a fair and equitable way for residents to access housing. We will develop sustainable allocation plans for all new developments to ensure the right mix and balance of households are offered social housing so that schemes are not set up to fail. We will also put in place revised allocation agreements with all local housing associations and see that they are applied and regularly monitored.

We will look at the current stock mix and as part of the development of the Council’s Housing Stock Investment Strategy. We will identify options to better match the stock, particularly in terms of bedroom number, to demand

and adapted properties to individuals with disabilities through our estate renewal proposals that we will develop.

The Investment Plan will also set out the resources needed to maintain and improve council housing stock and opportunities to maximise the use of a valuable asset base to better meet a range of housing and estate improvement demands through our limited disposals policy.

We will continue to offer incentives to private landlords to bring their empty properties back into use as low cost rented housing.

Hammersmith & Fulham's Empty Homes Initiative

The last Private Sector Stock Condition Survey in 2004 identified that 688 private sector houses in the borough had been empty for more than six months. Utilising all the available residential properties in the borough is a priority for the Council and action will be taken to bring a further 100 empty properties back into use by March 2008. The Council is also working with owners of vacant commercial premises to convert suitable units for residential use; this will be facilitated by a proactive and sympathetic planning process.

7.2 Securing Quality Housing and Services

IV. Take forward estate regeneration and Estate Improvement Projects to tackle deprivation, improve housing and the public realm, better meet needs and deliver more mixed and sustainable communities.

Working closely and in tandem with tenants, leaseholders and residents we want to put in place an ambitious Area and Estate Renewal programme aimed at improving council housing stock and the public realm and providing homes and environments that are fit and appropriate for 21st Century living. This will include looking to improve the quality of life in neighbourhoods with high levels of deprivation and poorer health outcomes, increasing the level of family housing available and looking to promote more mixed and sustainable communities in these areas.

The Councils objectives as it looks to take forward regeneration plans must be seen in the context of master planning to deliver successful neighbourhoods and communities through support of business and retail development, improvement of social and physical infrastructure to the benefit not only of Hammersmith & Fulham residents but to London as a whole.

Area Regeneration

We believe that there is a unique opportunity and much to be gained from working with a range of public and private sector partners to regenerate the more deprived areas of the borough. Our plans are ambitious and include:

1. **Shepherds Bush and White City** – develop one of the country’s largest creative communities, see the successful opening of London’s largest shopping centre whilst rejuvenating local business, aiming to deliver possibly 3,500 to 4,000 additional homes, and improve and regenerate the White City Estate.
2. **Fulham North** – improve the retail and business offer, build on the conference, hotel and leisure offer around Earls Court where there is 40 acres of development potential, address issues identified in the New Deal for Community area of high levels of social housing stock (48.7%) and concomitant deprivation issues through estate renewal, continued targeted intervention and promotion of homeownership, improve the public realm and deliver more housing.
3. **Hammersmith Town Centre** - improve the retail offer and further develop Hammersmith Town Centre as a key West London office hub. There are opportunities to more effectively use council owned land for housing, to improve the social housing offer and to increase housing and diversify tenure through development of intermediate housing given that 51% of the current housing stock in the area around the Town Centre is social rented.

We will involve social housing tenants and leaseholders from a very early stage in any Area Regeneration that might be taken forward and we will work closely with them to develop an “optimal” improved housing offer that will guarantee the development of affordable, high quality, accessible and energy efficient housing in a well designed public realm.

Our plans will be supported by development of a robust Housing Revenue Account Strategy ensuring that the Council has the resources to take forward its housing plans and to maintain its housing stock and estates into the future.

Finally through our Estate Improvement Projects, which we will pilot in 2011, we will pursue physical estate regeneration in tandem with a coordinated planning approach that provides a more integrated and cross sector response to tackling deprivation including poor health outcomes. The approach will set locally relevant short, medium and long term targets for improvement to tackle deprivation including increasing levels of educational attainment and

employment, improving health, tackling and reducing crime and anti social behavior and improving the public realm so it is safe and accessible for all local residents to use. It will also provide an estate based focus for the delivery of housing management services geared again to meeting local requirements.

V. Improve housing management services making them more responsive to tenant and leaseholder demands and in doing so increase levels of satisfaction with services.

If we are to achieve successful neighbourhoods and communities particularly in the more deprived areas of the borough, council and housing association management services need to be more responsive to the changing expectations and demands of all tenants and leaseholders.

We will work with social housing management services delivered to council and housing association tenants to ensure they are providing high quality value for money services to social tenants and leaseholders.

Social landlords will be asked to demonstrate how they are playing their part in positively and pro actively contributing to meeting wider borough objectives including; reducing crime and taking a tough zero tolerance stance against anti social behaviour, delivering a cleaner greener borough, increasing safety, improving accessibility to and use of public realm and increasing training and employment opportunities for tenants and their families.

The overall aim is to better understand what tenants and leaseholders want from housing management services and to deliver services that as far as possible meet these requirements in a cost effective and efficient way. The 2010 consultation with council tenants and leaseholder consultation provided a clear indication of resident priorities.

Residents' views about which services should be improved.

	Frequency	%
1. Repairs and Maintenance	670	32%
2. Caretaking	389	19%
3. Security and Anti Social Behaviour	224	11%
4. Lift Maintenance	58	3%
5. Gardening and Horticulture	14	2%

We will expect our Department for Housing and Regeneration and Registered Social Landlords with significant levels of stock in the borough to undertake as a minimum annual satisfaction surveys and have a customer feedback programme which details how tenants and leaseholders are asked their views of services provided.

Where there are lower levels of satisfaction either by area or household type (e.g. younger households, over crowded households, working households and BME households tend to have lower levels of satisfaction) we will expect more detailed surveys and focus groups to be undertaken aimed at improving the services offered.

Social landlords working in the borough will be asked to detail how services have changed as a result of the customer research they have undertaken. To help facilitate this process the Council will work with housing associations to put the Housing Management Sub Group of the Housing Association Forum more centre stage in promoting good practice in terms of customer research and housing management delivery. We will also work with social landlords to produce an annual progress report demonstrating what they have done collectively to improve services.

We will expect all social landlords and other housing services working in the borough to have in place and publicise service standards and to have complaints procedures which ensure that lessons are learnt, mistakes rectified to the satisfaction of the complainant and practices improved. Service standards and complaints procedures need to be demonstrably easy to understand and to use.

A New Deal for Council Leaseholders was launched in 2007 which has promoted clearer billing of costs and greater opportunities for leaseholders to participate and influence the housing management and repairs services they receive. The Council will continue to review leaseholder service charges and methods for improving services to leaseholders.

We and now provides a greater range of payment options for resident leaseholders to ensuring that the Council reduces the impact of any large bills they might receive for repair and refurbishment work, particularly in relation to decent homes work. We have also put in place arrangements which allow council leaseholders to request a review of high bills for major works (including decent homes works) with the Council.

We will also continue to seek better ways to help council leaseholders cope with bills for refurbishment work recognising that it is not only a major cost to low and middle income households but is a potential barrier to the Council carrying out improvements to estates and council blocks.

We will continue to monitor performance of Hammersmith & Fulham Homes against a set of key performance indicators, setting tough targets to move performance into the "top quartile" for London by 2012. We have also set efficiency targets for housing management and repairs services that will bring down costs and enable the Council to plan better for the future and to reinvest resources to improve services.

We will work with social landlords on multi landlord estates to establish management agreements that ensure services delivered are better co-ordinated.

It is the view of the Council that market testing is the only way to improve and demonstrate efficiency and to achieve optimal delivery of service in terms of quality and effectiveness. The Council will take forward the market testing programme that is in place for housing management and related services so that by 2012 all services provided by the Housing and Regeneration Department will have been market tested.

In the medium to long term the Council will also look at ways that it can promote, encourage and secure greater customer choice for its tenants and leaseholders through development of housing management markets increasing the number of potential providers of such services.

All social landlords have to recognise that the main priority for tenants and leaseholders living on many of the estates in the borough is crime and anti social behaviour. One of the main priorities for the Council over the next 3 years will be to tackle the problems tenants, leaseholders and residents face.

We will expect all social housing management services to work closely with the Council's Safer Communities Division and the Police so that there is a joined up and concerted effort to reduce and eliminate anti-social behaviour and crime and so that incidents of crime etc. perpetrated by those living on estates in private rented, leaseholder or owner occupied accommodation or just those coming on to estates are dealt with effectively.

We will expect all social landlords to sign up to the Housing Management Respect Standard and monitor progress in its application in reducing crime and anti-social behaviour on estates. We will expect all social landlords to work in partnership to provide swift and effective solutions to problems of anti-social behaviour and crime using a range of preventative and enforcement measures that are now at their disposal. Ultimately the approach we want to see taken is a zero tolerance approach to anti-social behaviour, with clear penalties leading to eviction where there are continued and significant incidents.

The Council's Community Safety Unit (CSU) has implemented a 11 point plan to improve the Borough's response to tackling to anti-social behaviour. The intention of the plan is to reassure all residents and particularly those living on social housing estates that the Council is taking a firm and determined line in reducing ASB and crime.

11 Point Plan to Tackle ASB and Crime

1. Identified the top 30 serious and persistent offending families for intensive enforcement action. This is an ongoing process monitored by the Cabinet leads for Crime and ASB and Housing.
2. Agreed at Cabinet for a CCTV Improvement Plan for nominated HF Homes Estates. Programme has begun and 5 completed. Next stage due to commence May 2011 whereby another 4 estates will have CCTV.
3. Employed a full time professional witness to enhance the fight against ASB.
4. To increase confidence in the response to tackling ASB developed an internal and external communications plan to publicise success in relation to Anti-Social Behaviour Orders, crack house closures, dispersal zones and ASB evictions.
5. Remodelled the Council's concierge service in line with realistic demands and requirements.
6. Provide ASB reduction services to at least one Registered Social Landlord.
7. Publicise activity with tenants and leaseholders of the Borough's estates.
8. Seconded one police officer into the CSU to improve intelligence and information sharing and the investigation of criminal behaviour.
9. Set ambitious performance indicators for all teams tackling ASB.
10. Implemented probationary and demoted tenancies.
11. Estate Warden Service remodelled and expanded to a Neighbourhood Warden Service covering the whole of the borough, not just estates.

On new developments we will also require developers and housing associations to outline how effective management services will be provided, how public spaces around new developments will be maintained for use by all, and where relevant what recreational facilities are provided for children and young people, thereby improving the quality of life and reducing potential anti-social behaviour. One key objective will be to minimise service charge levels through effective negotiation at the planning stage of new developments and in empowering tenants and owners in the management and upkeep of the housing they live in.

The current partnership working with the private rental sector will continue with an emphasis on landlord accreditation to promote good landlord practice, furthermore, the quality of the private rental stock will be improved by ongoing application of the Housing Health & Safety Rating System (HHSRS) and statutory inspection of Houses of Multiple Occupation.

VI. Provide high quality advice and assistance to those looking for housing in the private, social rented and low cost homeownership sectors.

We will continue to provide high quality housing advice services that signpost local residents looking for housing to a range of housing options in the private and where appropriate in the public sector. Our advice services will link with other services, such as children's services, supported housing, adult social care and money advice services, to ensure that the best possible advice and assistance is given to households either looking for housing or with housing problems and/or housing support needs. We will aim to ensure services are accessible for vulnerable adults and young people in the borough.

We will continue to work with households to identify housing opportunities in the private rented sector for those looking for housing ensuring that if ongoing support and advice services are needed that they are made available.

The Singles Homeless Project

A runner up in the Andy Ludlow Homelessness Awards in 2007 the Singles Homeless Project provides an integrated, holistic and outcome focused approach to tackling single homelessness in the borough. Through the Singles Homelessness Partnership, which includes local agencies, the police and the mental health trust, the Project ensures that people are not missed and are provided with timely help and assistance either through mediation and reconnection services or through the provision of good quality supported accommodation.

Successful outcomes include introduction of a single assessment process for single homeless which takes a holistic look at needs and requirements and identifies the right kind of options that meet the individual's needs.

In February 2007 the Council established the Hammersmith & Fulham Home Buy Team. The Home Buy Team is the advice agency linking households on low to middle incomes with homeownership opportunities. The Home Buy Team plays a vital role in identifying homeownership requirements and working to provide equity share opportunities to existing social housing tenants living in Council and Housing Association homes. It works to ensure that anyone wishing to buy can access independent financial advice to ensure that they can afford to purchase and cover the financial commitments entailed in being a home owner.

The Debt Advice Project (DAP)

DAP is a joint partnership between Hammersmith and Fulham Citizens Advice Bureau and Shepherds Bush Advice Centre (SBAC) and has been funded by Hammersmith & Fulham Council. Advice and casework in the field of Corporate Debt (Council Tax, rent arrears, & Housing Benefit) is provided as a way of holistically enabling the reasons for indebtedness to be explored, broker agreements for debts to be paid, and focus on income maximisation to potentially increase household income.

DAP intervention has resulted in a reduced number of eviction, committal, and recovery proceedings with the associated cost reductions, furthermore, it has enabled residents to gain better control of finances, be more economically active, and even access employment opportunities.

The Council also needs to work to optimise housing opportunities that are available outside the borough and to publicise these opportunities to households looking and needing to move. We will therefore set targets to increase the number of moves to housing opportunities outside the borough and provide dedicated resources that encourage mobility both within the councils own stock and beyond.

The Disabled Peoples Housing Service & Accessible Housing Register (AHR)

The Occupational Therapy & Adaptations Service within Adult Social Care provides a one stop shop for those residents requiring adaptations to properties to enable them to continue living in their homes. The service provides both occupational and technical support that can work across tenures providing advice and facilitating adaptations in the council, RSL and private sector. It continues to set tough targets to improve delivery times for adaptations for residents.

LBHF Re-housing Solutions Service incorporates Occupational Therapy assessment from point of application in order to fully identify the housing support needs of a disabled person i.e. whether it is accessible in terms of wheelchairs, steps etc.

As part of developing an Accessible Housing Register an access audit of all council stock and a large proportion of the other Registered Social Landlord Stock in the borough has taken place, residents awaiting for rehousing on medical needs have also been reviewed and allocated a mobility category. This is in order to utilise the housing resource more efficiently and match a particular unit with the housing needs of an applicant.

We will continue working with private sector landlords to improve management standards particularly through the licensing of Houses in

Multiple Occupation and ensure that vulnerable people living in private sector live in decent housing.

We will also continue to provide high quality advice and assistance to facilitate energy efficiency works in the private sector for vulnerable households. Given that the vast majority of the private housing stock is solid wall construction, we will concentrate on delivery of cost effective energy efficiency measures such as installation of efficient heating systems through gas central heating with a condensing boiler with adequate heating controls and loft insulation.

VII. Provide high quality flexible supported housing and housing support services that are targeted and outcome focused

Housing support services are provided to those people who either need relatively short term or intermittent help to get back on their feet or maintain a tenancy, such as single homeless people, ex offenders and some people with drug and alcohol problems or more permanent support such as that offered to older people, those with long term mental illness or those with a learning disability. The assistance provided is usually practical (e.g. assistance with form filling, checking to make sure someone is not experiencing difficulties, helping someone to find a job, teaching basic skills) and can involve organising other services and ensuring that they have access to the person who needs them. The services are often accommodation based or provided to people living in a particular type of housing (e.g. a council or housing association tenant).

We will continue to work with public and voluntary sector services to improve housing and support services that better meet the needs of vulnerable residents recognising that there are limited resources to pay for these services. We will ensure that the housing support services we provide are as far as possible tenure neutral (e.g. provided to social and private renters and owner occupiers), where practicable delivered to people in their homes, better targeted to those who need them and outcome focused in what they do in supporting vulnerable residents to live as independent lives as possible in their own homes and reach their full potential.

Launched in 2003, the supporting people programme aims to help vulnerable people with housing related support needs to achieve a better quality of life by enabling them to live more independently and improve their life chances.

In 2009-10, the average void rate for Supporting People Service units was 8%. 4,111 people accessed a Supporting People service, including 905 people who stopped accessing services. 368 (41%) users left short term services and 537 (59%) left longer term services.

81% of service users who have been supported moved on in a planned way from short term living arrangements, and of those who left longer term services 86% left because they no longer needed the service and 14% because they could no longer live independently.

Units of accommodation for special needs groups in LBH&F, 2009-10

Primary Client Group	Household Units Available
Frail Elderly	27
Offenders or People at risk of Offending	33
Older people with support needs	1,445
People with a Physical or Sensory Disability	234
People with Alcohol Problems	12
People with Learning Disabilities	22
People with Mental Health Problems	201
Refugees	31
Rough Sleeper	74
Single Homeless with Support Needs	180
Teenage Parents	8
Women at Risk of Domestic Violence	23
Young People at Risk	110
Young People Leaving Care	52
TOTAL	2,452

Source: LBHF Supporting People

Supported accommodation must be fit for purpose providing tenants with a safe, supportive and encouraging environment which promotes independence whilst providing a safe and warm place in which to live. Where housing management, support and accommodation services are failing to do this we will work with landlords to remodel services and accommodation. We work closely with sheltered housing tenants and services in the borough to reshape older peoples support services so that they are more flexibly and efficiently delivered and better targeted to those who need them. Where necessary we will also improve the quality of sheltered accommodation so it is more adaptable and suitable for changing needs and requirements.

We will support the development of new supported accommodation where there is an evidenced need for it in the public and in the private sectors. For frail elderly a number of existing supported schemes will be remodelled to provide better supported accommodation for young adults, young mothers and for those who are mentally ill.

In 2008 a review of the accommodation and support needs of community care groups was undertaken. This review led to establishment of a 5 year programme for future development including change of use to existing support schemes that are no longer required or fit for purpose.

In addition, the innovations offered by Assistive Technology will be fully utilised as a means to promote independent living, prevent hospital admissions, and reduce delayed hospital discharges. We will build on the success of the Occupational Therapy Self Assessment initiative.

We will also consider what opportunities there might be to offer those requiring housing support services their own budget to purchase these services themselves rather than relying on a service contracted by the Council and will continue to support outreach services that work with the police and street warden services to move rough sleepers and street users off the street and into supported accommodation where this is required.

7.3 Tackling Economic and Social Polarisation

VIII. Put in place a Sustainable Allocations Plan and develop sustainable allocation plans for new developments.

We will reshape the social housing offer for borough residents so that social rented housing is no longer an end destination for households, but a launch pad providing a secure footing from which members of that household can seek employment, training and educational opportunities and gain a foot on the homeownership ladder.

Our intention therefore is to develop a balanced and fair Sustainable Allocation Plan that whilst prioritising those in housing need seeks to provide more preference for working households or persons in some form of training leading to work in this category. We will use economic regeneration funding to actively work with prospective tenants to provide work opportunities as described below. Changes to the Allocation Plan are not intended to have any adverse impacts on any equalities groups and there will be monitoring undertaken to ensure that this is the case.

Our plans are intended to deliver 40% of housing as affordable on new developments whilst recognising the need to rebalance tenure mixes in some parts of the borough and in some neighbourhoods to achieve more sustainable communities. Working with housing associations we will put in place sustainable letting plans for new developments that achieve a balance of working, transferring, housing register and homeless households to ensure that new communities are not set up to fail.

Starter Tenancies for New Council Tenants

Starter tenancies are a managed way to ensure that a new tenant fully respects the terms of their contract with a housing provider, the tenancy operates on the basis of a 1 year probationary period with an option to extend if necessary. A tenant's conduct in relation to payment of rent, behaviour while in the accommodation, and other elements will be monitored and a determination made after the probationary period whether tenancy is permanent. Starter Tenancies have been in successful operation since 2008

IX. Increase employment amongst social tenants and homeless people

Through targeted and outcome focused employment and training programmes, such as Notting Hill Housing Groups Construction Training Initiative, our aim is to reduce levels of unemployment amongst social housing tenants and homeless households. This includes working with social landlords, and suppliers to ensure they work with tenants to get them into employment and offer either directly or through contractors apprenticeship and employment opportunities.

The relative inequity in the job market for black and ethnic minority groups, disabled, and older people is an acknowledged problem, one which the council will address by encouraging targeted employment initiatives such as those presented below.

Employment & Regeneration Partnership

We have a comprehensive series of programmes and initiatives aimed at increasing employment and training opportunities for residents in the Borough, including the Apprentice Scheme, Future Jobs Fund, Volunteering and Oneplace with other wrap around services such as One place, which is based in Hammersmith Job centre Plus.

The Work Matters team, also works on specialized training and courses from its base at Workzone at Shepherds Bush library. All of the course and resources are aimed at helping residents gain value work experience and knowledge which will enable them to enter the workforce fully skilled. The Work Matters Team work with a number of different agencies which includes the Voluntary sector, Charities and other government agencies.

We will review our allocation policies to consider what incentives we can use to encourage those who are moving into social rented housing to secure employment or to enter training that leads to employment where this is appropriate. We will also aim to ensure that provision is made to provide targeted employment and training assistance for social housing tenants moving on to new developments.

We are also committed to working with other local Councils to investigate how we can provide a viable alternative to the Housing Benefit subsidy system that does not give some households perverse incentives to stay on benefits but provides assistance to households so they are not poverty trapped or caught by too a steep a tapering off of benefits.

We also wish to initiate a debate with other Councils and public agencies as to whether there should be a stronger link made between the housing offer being made to those with priority need for social housing and employment with employment in some cases being a requirement to access housing for some households.

8. Measuring our success

We will measure our success through 20 key delivery targets

Nos	Action	Date
1.	Our aim is to work toward increasing the level of homeownership in the borough to 50% from its current level of 43%.	2014
2.	Increase the total number of low cost ownership units in the borough to over 3,000	2014
3.	Deliver a 3 year affordable housing programme to deliver 1,000 affordable housing units.	2011
4.	Deliver a minimum of 6,500 new units of housing over the next 10 years 40% of which will be affordable housing. .	2017
5.	Aim to build 50% of all affordable rented housing as 3 bed room plus accommodation and a minimum 10% of intermediate housing as 3 bedroom accommodation.	2017
6.	Develop at least a third of intermediate housing as affordable to households with a gross income of £30K or less (subject to annual review and uplift against RPI).	2011
7.	To help tackle overcrowding achieve a minimum of 300 moves of under occupying households in council rented stock by 2010 and maintain a level of annual moves after that of 150 per annum up to 2014.	2014
8.	Improve the energy efficiency rating (SAP rating – Standard Assessment Procedure ³) for Council housing in the borough from 64 in March 2007 to 70 by March 2010 exceeding the London top quartile. To facilitate energy	2010

³ The Standard Assessment Procedure (SAP) is adopted by Government as the UK methodology for calculating the energy performance of dwellings.

	efficiency and improvement works for 390 vulnerable people living in the private sector.	
9.	All new social housing developed in the borough will offer social tenants some form of equity stake or savings incentive scheme. All large social landlords will provide either directly or by affiliation savings and incentive schemes for their social housing tenants.	2014
10.	Reduce levels of deprivation and unemployment in the top five most deprived housing estates as measured through periodic deprivation surveys. For the borough a reduction in the proportion of working age residents in receipt of out of work benefits (Income Support, Incapacity Benefit and Jobseekers Allowance) by 2% from 14.1% to 12.1% of the working age population. Baseline = 17,500 residents –target reduce to 15,000 by 2012.	2020
11.	All social rented accommodation in the borough to be decent by 2011. For Council housing this will include delivering a complimentary programme of adaptations for disabled residents and improvements in sheltered housing that makes it more adaptable.	2011
12.	Estate regeneration and renewal plans will be in place by 2011 for council estates to secure high quality and adaptable accommodation and public realm for our council tenants and leaseholders into the future.	2011
13.	Reduce the number of homeless households in temporary accommodation by half by 2010 and aim to have no more than 900 households in temporary accommodation beyond this date.	2010
14.	Aim to have in place joint management protocols for all large multi social landlord estates and the offer of management services for all privately tenanted accommodation on those estates.	2009
15.	Hammersmith & Fulham Homes (HFH, the Council's ALMO) to achieve a 3 CPA rating or equivalent.	2009
16.	For the HFH and the 5 largest RSLs in the borough by stock size to aim to achieve overall satisfaction ratings of 70% for their housing management services. If this cannot be achieved improve satisfaction ratings by 5% from last Status Survey.	2014
17.	Implement 11 Point Plan to improve response to anti-social behaviour. This will include targeting the top 30 serious and persistent offending families for intensive enforcement action.	2009
18.	Facilitate the better use of borough housing stock by bringing back 700 empty private sector properties into residential use over the next 7 years to help meet demand from those moving on from supported housing, key workers and those threatened with homelessness.	2014
19.	The Council will aim to assist 950 local residents into private rented accommodation by 2010 and facilitate 250 lets per annum after that up to 2014.	2014
20.	Re-model supported accommodation for young adults and teenage parents in housing need. From April 2008 implement a 6 year supported housing plan for community care groups setting in place plans for remodelling of supported accommodation and new provision.	2014

9. Delivering the Strategy

The Director of Housing and Regeneration will have overall responsibility for the delivery of the Housing Strategy. Although the Council will be reliant on partners, such as local housing associations, to help deliver key actions. Individual Business Unit Managers within the Housing and Regeneration department have been identified as responsible for delivering individual projects and actions.

The Housing and Regeneration Department will be responsible for reviewing the Councils Housing Strategy and lead on the delivery of the Strategy through the strategic commissioning of housing services for the Council and through strong performance management. The objective is to commission services that are cost effective, efficient, market tested and of the highest possible quality. The team will also encourage, facilitate, enable and direct services in linking and joining up with other services and initiatives that promote community, neighbourhood, household and individual well being and help deliver the boroughs Community Strategy objectives.

Delivery of this strategy will be monitored through existing review and scrutiny structures and by regular and periodic liaison with providers, local community and stakeholder groups. To summarise delivery, review and scrutiny arrangements:

WHO?	WHAT?
Cabinet Member for Housing	Take an annual report and review on progress in delivering the Housing Strategy to the Housing, Health and Adult Social Care Select Committee .
Director of Housing and Regeneration	Report progress on delivery of the Strategy.. Chair an Housing Strategy Review meeting with local providers, groups and stakeholders to review delivery and emerging priorities.
Assistant Director Housing Strategy and Regeneration	The ADHSR will be responsible for ensuring that the Housing Strategy and related actions are aligned to delivery of Community Strategy. The ADHSR will also be ultimately responsible for negotiating and putting in place partnership arrangements with internal council partners (e.g. Children's Services and Environment Department), external partners (housing associations and voluntary sector groups) and the private sector to secure delivery of the Strategy.
Housing and Regeneration Business Unit Managers	Will be responsible for delivery of individual targets, projects and actions and for ensuring that the right level of consultation is undertaken in taking forward delivery and in providing feedback on positive and negative impacts of those actions and projects as required.

Housing Association Forum	Working with the HHSP will contribute to a report on delivery of the Housing Strategy and will provide the forum through which individual projects and actions can be taken forward.
Local Forums and Groups	The HHSP and relevant CSD Business Unit Managers will take regular reports on delivery to local consultative forums including but not exclusively: the Council Tenant and Leaseholder Borough Forum; BGOV consultative groups; HAFAD, Supporting People and Community Care consultative and provider groups; voluntary sector liaison groups and where relevant the local Crime and Disorder Partnership.
Resident Feedback	Undertake regular satisfaction and user surveys. The Strategy itself identifies the importance of capturing user and resident feedback on a regular basis and we will use this information to review housing and strategy delivery.