Housing & Homelessness Strategy 2021 – 2026
Summary of proposed commitments and actions

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STRAND 1: ENSURING THE SUPPLY OF HIGH QUALITY HOMES

PROPOSED COMMITMENTS	PROPOSED ACTIONS
Secure the delivery of Council and affordable rented homes for those in priority housing need.	- Build circa 750 new Council homes and set out our future plans to sustain development. - Utilise off-site manufacture construction on appropriate sites to accelerate the delivery of Council homes. - Continue to meet our carbon neutrality commitment and high building safety standards. - Aim to achieve the delivery targets for two and three-bedroom low-cost rented homes because this is the property type with the greatest demand for those in priority need. - Target at least 35% on-site affordable housing units on schemes of ten or more homes and at least 50% on developments that are delivered on public sector land. - Of these affordable homes, target 70% to be available at London Affordable Rent (LAR) or less, and 30% to be intermediate housing products. When planning applications do not meet these targets, we will negotiate with developers to maximise the number of homes offered at London Affordable Rent levels. - Develop an active downsizing policy that makes it easier for those who want to move to do so.
Ensure that intermediate housing is accessible to those who want it.	- Develop our Intermediate Housing Policy that sets out our priorities for the tenure in the borough. - Establish a process for matching intermediate homes with residents who want to access submarket rent and low-cost home ownership schemes. - Identify the priority categories for intermediate housing to ensure that the homes are matched to households in demand.
Utilise our partnerships to maximise housing development and place shaping potential in the borough.	- Establish our future relationship with Meridian Home Start (MHS) as our preferred provider of Build to Rent housing in Royal Greenwich. - Encourage partnerships to develop homes with non-profit organisations that are committed to meeting the needs of current and future residents. - Review how we allocate Right to Buy funding to maximise take-up from registered providers. - Work with NHS organisations to explore opportunities to develop key worker housing and lifetime homes alongside neighbourhood health and wellbeing hubs. - Deliver two pilot sites for the community land trust model, which is a form of community-led housing that is set up and run by local people to develop and manage homes. - Establish a standard for the supply of high-quality licensed and regulated accommodation with some shared facilities targeting young, single people.

STRAND 2: TACKLING HOMELESSNESS & ROUGH SLEEPING STRATEGY

PROPOSED COMMITMENTS	PROPOSED ACTIONS
Deliver a person-centred approach to preventing homelessness.	• Establish a Homelessness Prevention Board to drive a joined-up approach to homelessness prevention. • Use data more effectively to understand the routes people with multiple disadvantages take into homelessness and rough sleeping. • Review the restructured homelessness services that were implemented following the enactment of the Homelessness Reduction Act to further improve outcomes. • Develop digital infrastructure that is designed to improve outcomes and assist staff to achieve their aims. • Support vulnerable groups such as survivors of domestic violence and abuse and victims of modern slavery. • Improve access to employment opportunities and address in-work poverty for people in housing need or at risk of becoming homeless to help them sustain their housing in the long-term. • Review the use of Discretionary Housing Payment to address the increased demand for additional financial support that has been required following the introduction of the Homelessness Reduction Act.
Implement the government's Rough Sleeping Strategy to end rough sleeping by 2024.	• Scale our outreach services to enable meaningful engagement with rough sleepers. • Embed health-based solutions into services offered to rough sleepers. • Provide suitable emergency accommodation for rough sleepers to help them off the streets and for a place where our services can engage with them. • Ringfence move-on accommodation in Council homes for rough sleepers who have been assisted by our commissioned services. • Monitor outcomes and explore opportunities to expand our Housing First model project for rough sleepers. • Develop initiatives to improve partnership working with other boroughs to address cross-border activity, prevent displacement and share information. • Support London-wide initiatives that support rough sleepers such as No Second Night Out, Routes Home for non-UK, Severe Weather Emergency Protocol, Pan-London Safe Connections, Pan-London Accommodation Network and London Homeless Health Programme.
Improve the quality of accommodation that we use in the private rented sector.	• Develop a pipeline of high-quality PRS units to use as TA and suitable move-on accommodation for our customers. • Review our Landlord Business Forum to improve engagement with the sector. • Collaborate with landlords to bolster our understanding of the sector and to better inform our initiatives. • Develop a data-informed approach to landlord incentives. • Provide a rent guarantee scheme that is attractive to landlords and with rents that are within Local Housing Allowance levels.

	• Offer tenancy workshops with residents to help them sustain their PRS tenancies.
Reduce the number of households in temporary accommodation and improve standards in the sector.	• Secure the delivery of Council and affordable rented homes for those in priority housing need, as outlined in Strand 1 • Develop a cross-departmental TA and procurement strategy to enhance value for money, improve standards and ensure that TA is being used effectively. • Work in partnership with other local authorities in London to coordinate TA rates. • Review our downsizing incentives to encourage people who are living in council properties with spare bedrooms to move into homes that fit their housing need. • Reduce our usage of expensive emergency overnight accommodation by increasing the supply of good quality and affordable TA. • Explore opportunities to develop our own TA units. • Review our arrangements with private sector landlords to allow us to use their properties for those in housing need.

STRAND 3: SUPPORT FOR SPECIFIC HOUSING NEEDS

IDENTIFIED GROUPS	PROPOSED COMMITMENTS
People with learning disabilities and/or autism	• To assist more service users to live independently. • Pilot a move-on protocol where clients access general needs Council housing with floating support from Health and Adult Services. • Review current commissioning contracts for the support that residents receive in specialist accommodation and set out our procurement intentions. • Move away from a reliance on buildings, reinvest in provision that can flexibly support new needs and outcomes, so those who have the most complex needs and need access to space to undertake activities in support of their independence; resilience and wellbeing

Communities and ethnic groups at risk of marginalisation
The (marginalized) groups identified include:
  ○ Travellers
  ○ The Nepalese community
  ○ Black and ethnic minority groups
  ○ LGBTQ+ community
	• Increase our work with the Traveling Community in the Borough and improve conditions and safety on our permanent Traveller's site.
	• Support the Nepalese community through targeted engagement, public health initiatives and improving housing conditions in HMO properties.
	• Sign up to Houseproud to understand the issues faced in Council housing by LGBTQ+ residents and work better with LGBTQ+ communities.
	• Ensure that the principles outlined in the Royal Borough's Equality and Equity Charter are at the heart of everything we do.
	• Continue to raise awareness of the Armed Forces Covenant among all council staff and the general public, to ensure we always consider our commitments appropriately when members of the armed forces community approach us for services or support.

People with physical disabilities and/or sensory impairments	• Engage with specialist housing providers to encourage additional developments that are wheelchair accessible, with consideration for proximity to local amenities and are amenable to increased use of assistive technology as required • Reduce admissions to residential and care homes by flexible access to accommodation provision where it can prevent high care costs • Expanding the Handyperson service to provide more minor adaptations to vulnerable clients. • Streamlining our processes for residents who are to receive an adaption in their home to reduce waiting times.
People with mental ill health	• Provide 130 residential and supported living placements for working age and older adult mental health clients • Provide 110 supported living units per year through our commissioned block contract pathway of high and medium support provision in the borough. • As part of our long-term recovery plan, we will work differently using the Mental Health Alliance model and delivery plan. This will provide a more efficient and responsive service, taking a user led approach rather than a prescriptive model.

Older People	- Create an evidence base on older people's needs in the borough to fully understand the types of housing required for different stages of old age, support needs and health needs is necessary. - The Disability & Home Improvement Team will target funding on measures such as fuel poverty and energy efficiency work, security or crime prevention initiatives. - Explore opportunities to use new technologies to help older residents live independently for as long as possible, improve their health and connect with their communities.

STRAND 4: SAFE & SUSTAINABLE HOMES FOR ALL

PROPOSED COMMITMENTS	PROPOSED ACTIONS
Ensure our Council homes are safe and have modern facilities	• Agree an Asset Management Strategy to support the long-term investment programme for Council homes and estates. • Enhance resident engagement in line with the recommendations of the Grenfell Tower Public Inquiry and the proposals contained in *'The Charter for Social Housing Residents – Social Housing White Paper'*. • Produce a comprehensive Compliance Strategy for our housing services, encompassing all areas of the Royal Borough's landlord compliance obligations, including the proposals contained in the Fire Safety Bill and Building Safety Bill. • Work collaboratively with the London Fire Brigade and other partners to reduce fire risks inside people's homes and communal areas.
Support and enforce safety standards in privately-owned and rented homes.	• Introduce a selective licensing scheme in private rented accommodation, to tackle unethical landlords and to improve living standards. • Lobby central government for structural changes including improving security of tenure and affordability. • Use enforcement action when required to improve standards in the minority of homes that are poorly managed.
Improve the energy efficiency in homes owned by the Royal Borough of Greenwich.	• Make existing homes owned by the Royal Borough of Greenwich more energy efficient, including insulating walls, roofs and floors and upgrading windows and doors. • Pilot a whole block approach to reduce carbon emissions in a cost effective way. • Reduce the dependence on fossil fuels by replacing communal heating systems to carbon neutral alternatives such as heat pumps; explore new technologies and opportunities for funding to enable wider roll out. • Install individual meters, moving communal heating charges away from pooled to an individual billing model, providing transparency and for residents to pay for their actual consumption. • Through Greenwich Builds - Build all new Royal Borough of Greenwich council homes to zero-carbon standards. • Work with partners and other agencies to develop schemes and initiatives to help alleviate fuel poverty.
Support carbon reduction and improved energy efficiency in all homes in Royal Greenwich.	• We will support council wide action on carbon reduction in all housing tenures across the Borough and continue to engage with residents, businesses and organisations to encourage them to share ownership of our 'Carbon Neutral Plan', and to jointly make the changes that will be required to achieve carbon neutrality.

STRAND 5: BUILD RESILIENT & VIBRANT COMMUNITIES AND NEIGHBOURHOODS

PROPOSED COMMITMENT	PROPOSED ACTIONS
Ensure that residents have a voice and are empowered and supported to help shape their local surroundings and environment	• Develop an inclusive community engagement approach which ensures engagement of all the borough's communities in housing and neighbourhood matters • Be an exemplar landlord and lead by example in ensuring that residents and their needs act as the 'guiding star' for Housing service delivery and ensure that all Housing services are designed around our residents' needs. • Conduct research with tenants and Housing service users to review and refine channels for engaging with residents and service users. • Improve the Council's data and evidence-base to improve service delivery and neighbourhood planning and management. • Enable increased community participation in support of the Digital Inclusion strategy.
Improve the safety and security of our neighbourhoods	• Build on our integrated enforcement approach, both within and outside of the Council, to tackle crime, disorder and broader community safety issues which impact on the quality of life of our residents. • Increase enforcement and problem solving on our residential estates using our Safer Spaces service in conjunction with housing colleagues. • Modernise our 24/7 CCTV capability across the Borough and maximise the lawful and proportionate use of new technology to keep people and places safer. • Introduce a new Community Protection Team to help provide a more integrated and cost-effective response to noise, nuisance and anti-social behaviour (ASB) concerns.
Prioritise mixed-use, high-quality designed neighbourhoods,	• Promote compact and mixed-use neighbourhoods to facilitate residents of all ages groups to meet their needs locally • Reduce the need to travel and promote active and sustainable transport modes • Lobby for good transport infrastructure between neighbourhoods and town centres so they are all efficiently connected and part of a polycentric network • Explore how flexible building typologies in new developments could accommodate different uses over time increasing the resilience of local neighbourhoods to changing trends and requirements • Encourage the design of new housing units so that meet people's needs throughout all their lives • Ensure the provision of good quality and diverse open spaces for the enjoyment of residents • Activate street frontages where possible with businesses, shops, etc. to boost the neighbourhood's local economy, its liveability levels and safety • Embrace new technologies and digital infrastructure to gather insights that will enable more efficient and better designs, construction and management of built assets and resources

Improving digital connectivity to homes	- Deliver full fibre connectivity to every premises in the borough by 2025, giving residents and businesses future-proofed connectivity and to enable the next-generation digital public services that help people to learn, work and live in the Borough, and live in their own homes for longer - Use Internet of Things Technologies including a range of smart sensors and building components in social housing and use data analytics to support efficient and early interventions to deliver services and maintain buildings more efficiently and improve services to residents. - Use Internet of Things Technologies, smart sensors and controls to support and enable energy efficiency and carbon reduction in the home. - Open up opportunities for resident discussion and suggestions through the use of open data on energy use, building maintenance and other services. - Develop robust and comprehensive cyber security and privacy approaches to ensure that residents and their data remain safe and secure