

# Housing and Homelessness Strategy 2014 - 2019

Regeneration and Housing





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# 1. Introduction

**1.1** Ealing Council previously had a separate 5 year Housing Strategy and Homelessness Strategy, which both come to an end in 2014. We made significant progress in meeting our housing priorities over the duration of these strategies. We have brought the management of the council housing stock back in-house and are well underway delivering our estate improvement programme, which has so far delivered 424 homes for social rent and 153 homes for low cost home ownership on the South Acton and Green Man Lane estates. A further six regeneration schemes are underway. Over the last five years, a total of 3817 additional new homes of all tenures and 1120 new affordable homes have been delivered across the borough. An additional 852 empty properties have been brought back into use<sup>1</sup>.

**1.2** Since the last Housing and Homelessness Strategies were published, there have been extensive changes to national government legislation and policy. This has included a range of reforms to the social housing sector, including the publication of a new national housing strategy, Laying the foundations: A Housing Strategy for England (November 2011) and a new draft London Housing Strategy. There have also been major reviews of the planning system, welfare benefits and the wider structure and the role of the public sector. New legislation includes the Localism Act 2011, Welfare Reform Act 2012 and the Energy Act 2011.

**1.3** In light of this, we have reviewed our housing evidence base, including Ealing's Strategic Housing Market Assessment. This has identified a number of challenges, which we are looking to respond proactively to through our new combined housing and homelessness strategy. The 2011 census has revealed significant changes in the local demographic profile. Ealing has the 3rd most diverse population, in terms of ethnicity. The borough has also experienced high levels of both inward and outward international migration and has the 2nd highest net loss of population in London due to outward internal migration. Although Ealing is generally perceived as relatively affluent borough, there are pockets of deprivation and unemployment has almost doubled within the borough over the last 5 years, with a notable increase in low paid work<sup>2</sup>. Housing affordability has also worsened, making it more difficult for residents to buy or rent. The government's Welfare Reform programme has also placed additional pressures on our services, at a time when funding from central government has been significantly reduced.

**1.4** But there are also a number of significant local opportunities. Crossrail runs through the centre of Ealing and there are five stations planned to open in 2019. This is likely to provide a major impetus for growth and development. Ealing also has two areas along the Crossrail route in Southall and Park

CLG, New Homes Bonus: Aggregate number of homes recognised for the 4 years 2011-12 to 2014-5, December 2013. Trust For London & NPI: London's Poverty Profile, Ealing Press release, Monday 14th October 2013

Royal, which have been identified within the GLA's London Plan as Opportunity Areas, which will deliver a significant number of new homes and employment. Ealing Council has a comprehensive estate improvement programme and new build programme set to deliver more than 3,000 new mixed tenure homes with our delivery partners over the next five years. The reform of local authority Housing Revenue Accounts has provided new freedoms in managing our council owned housing assets. Ealing Council has explored the opportunities provided by these reforms and taken the decision to set up the first Council Owned Company, which has plans to deliver a minimum of 500 new mixed tenure homes over the next 5 years.

*Ealing Council's vision is to 'Ensure the borough has an affordable, good quality housing stock to meet the housing needs and aspirations of our residents, ensuring Ealing is a thriving place to live and work'.*

**1.5** Our aim is to work in partnership with our housing delivery partners to support the priorities set out in our Corporate Plan of:

- Delivering Value for Money
- Making Ealing Safer
- Securing Public Services
- Securing Jobs and Homes
- Making Ealing Cleaner.

**1.6** While the primary focus of this document is upon housing, the scope of this strategy reaches way beyond. Housing is the

foundation of stable and vibrant communities and is a requisite for basic wellbeing. Poor housing or lack of a home has consistently been proven to have a detrimental impact on employment, crime, education and health and hence impacts directly on the delivery of other local public services. It is also a significant economic driver, helping to support economic growth. Similarly, there are numerous non-housing factors which can have a direct impact on levels of housing need and homelessness, affecting our resident's quality of life and ability to live independently.

**1.7** Our new combined Housing and Homelessness Strategy updates our approach in light of the changes since the last strategies were published. It provides a new housing vision for Ealing covering the next five years. Our key housing priorities are to:

- Increase the supply of affordable homes
- Improve the quality of housing & neighbourhoods in Ealing
- Support residents to access affordable, well managed social and market rented homes
- Meet the needs of older and vulnerable residents
- Prevent homelessness.

## 2. Strategy in Context

**2.1** This section sets out the recent changes at the national, regional and local levels. National, regional and local strategies help identify constraints and opportunities, informing our priorities. At a national level, the full impact of many of the policies being implemented by the current government is only just starting to become clear. At a regional level, the GLA has just published a draft London Housing Strategy and will shortly be publishing a new Strategic Market Housing Assessment and soon be making an announcement on the affordable homes programme for 2015-18. At a local level, the Ealing Housing Commission made a number of recommendations to shape local housing policy. This section also sets out the inter-dependency between the housing strategies and other local strategies.

### National Context

**2.2** The Coalition government has undertaken major overhauls of housing, planning and welfare policy. In addition, major changes have been made to the organisation, structure and funding of central and local government. Some key public bodies have been abolished, notably the Audit Commission and the Tenant Services Authority. Housing associations moved from being Registered Social Landlords (RSLs) to Registered Providers (RPs) and their regulation and funding has been assumed by the Homes and Communities Agency (HCA). In the transition, regulation has become 'light touch' with an emphasis on value for money and financial viability. The major changes are set out below:

### Localism Act 2011

**2.3** The Localism Act affects government organisation, guidance and requirements, and the powers and obligations of local authorities. It also devolved powers which were previously the domain of central government to local councils and to communities at the neighbourhood level. Housing and regeneration powers were devolved from central government to the GLA, which involved abolishing the London Development Agency and transferring the budget and management of the affordable homes programme to the GLA from the HCA. The affordable homes programme continues to be overseen by the HCA for the rest of England.

### Changes to National Planning Policy Framework:

**2.4** The government's national planning policy framework (NPPF) was published in March 2012. The NPPF came into effect immediately, replacing existing national Planning Policy Statements and Planning Policy Guidance, together with various government circulars and other guidance issued between 2002 and 2011. The NPPF Framework includes provisions for neighbourhood planning and the development of local plans. The Government also introduced the Community Infrastructure Levy (CIL) which partially replaces delivery of infrastructure through Planning Obligations (S106 agreements).

## **Welfare reform**

**2.5** Central government is in the process of implementing a major programme of Welfare Reform, which includes significant changes to housing benefit and disability benefits, the merging of several key working age benefits into a single universal credit and the localisation of some welfare provision. The DWP Impact Assessment indicates that, by region, 54% of affected households are in Greater London. The LGA estimated (see appendix 5) that almost a third (101,041) of Ealing residents will be affected by the reforms in total by 2015/16. More than half of those affected (56%) are in work.

**2.6** The reform impacting the largest number of Ealing residents (44,181) is the limiting of annual increases for most working age benefits (including tax credits) to 1% (as opposed to by the rate of inflation) for 3 three years from April 2013. While the financial impact is low, relative to many of the other reforms (an average of £355 per year), this is likely to be an additional budgetary pressure on affected households, on top of constrained wage rises and inflation.

**2.7** The changes already introduced to LHA have created additional pressure on the supply of affordable rented accommodation in the private rented sector for claimants in Ealing, caused by a movement of households from more expensive central London boroughs to outer London boroughs. Ealing saw a 7% increase in LHA claims between January 2012 and January 2013 and lower quartile rents (affordable to those claiming LHA) increased by 15% in the same period. The majority of growth in LHA claims (67%) between

January 2011 and January 2013 was caused by an increase in claims from households living in the private rented sector, reflecting an increase in working households who are claiming LHA due to higher rents.

**2.8** Ealing has the joint third highest number of cases impacted by the caps in London and nationally. Only Brent and Enfield have higher numbers of households affected . The overall benefit cap affects an estimated 1,582 households in Ealing, with an average loss of £3,304 . This includes 104 council tenants and 366 homeless households living in private sector temporary accommodation. Ealing is the 3rd most affected London borough by the social size criteria, which is estimated to affect up to 2,571 tenants with an average loss of £1,227 per year (see appendix 5). Cumulatively, the impacts of these reforms could exacerbate the movement of population from central London to more affordable outer London areas, as well as increase overcrowding and homelessness.

These reforms, timescales and impacts are set out in more detail in appendix 4 and 5.

## **Laying the foundations: a housing strategy for England**

**2.9** This strategy presents the government's intended direction of travel for housing, its role in the wider economy and its contribution to social mobility. It sets out ideas on the shape of housing provision that the government wants to see, which involve the primacy of home ownership; social housing as welfare; and an increasing role for the private rented sector. Measures included:

- **Affordable Rent:** the government introduced a new Affordable Rent model for the delivery of affordable housing, whereby social housing providers can charge higher rents, up to 80% of market levels, and use the increased rental income to support additional borrowing to compensate for reduced grant.
- **Flexible Tenancies:** there is new flexibility over the length of tenancies that Registered Providers (RPs - the current term for housing associations) can offer in accordance with the removal of a requirement to offer lifetime tenancies. Local authorities are also required publish a tenancy strategy for their area, setting out recommendations on how social landlords should use flexible tenancies and the circumstances in which they should be reissued.
- **Housing Register:** There has also been greater flexibility offered over the management of the housing register, giving more local discretion over eligibility.
- **Homelessness duties:** A significant change to the homelessness legislation allows local housing authorities to offer private sector tenancies to homeless households, who have applied as homeless since the change, in order to bring the duty to accommodate them to an end.
- **New Homes Bonus:** was introduced in the financial year 2011/12. For every new home and empty property brought back into use local authorities receive the equivalent of the annual council tax raised, together with an additional £350 for affordable units, for a period of 6 years. The scheme was part of the government's overall strategy to substantially increase the level of house building and was intended

to incentivise local authorities and local communities to accept and encourage residential development and encourage a proactive approach to addressing long term empty homes.

- **Green Deal:** The Green Deal is a Government scheme, introduced in October 2012, designed to help homeowners and tenants to increase the energy efficiency of their homes. Households can make energy saving home improvements that may be partly or wholly funded over time through electricity bills. The Green Deal also includes a new obligation on energy companies to help the poorest and most vulnerable households with saving energy. A range of measures designed to improve energy efficiency are also introduced; such as facilitating the roll-out of smart meters, widening access to energy performance certificates and making information on energy bills clearer.

## Regional Housing Priorities

**2.7** The Mayor is responsible for strategic housing, regeneration and economic development in the capital. This includes responsibility for:

- publishing the London Plan, the overall planning policy for the capital, providing a fully integrated economic, environmental, transport and social framework for the development of the capital
- producing a statutory London Housing Strategy
- the budget and management of the programme to deliver new affordable homes, improve existing social rented homes and undertake other housing initiatives – £1.8 billion up to 2015



- a land and property portfolio of 550 hectares and delivery of a range of major regeneration projects

## Homes for London, the Draft London Housing Strategy 2013

**2.8** The Draft London Housing Strategy is being finalised following a public consultation. There are 5 themes:

- Increasing the supply of new homes
- Improving design
- Improving existing homes and estates
- Supporting working Londoners
- Meeting a range of housing need.

**2.9** In terms of meeting new supply, the GLA's data indicates that at least 42,000 new homes a year are required for the next 25 years. This includes 15,000 new affordable homes, 22,000 market homes for owner occupation and 5000 for private rent. In terms of delivering the new affordable homes, the GLA have stated they will be maintaining the current London Plan affordable tenure mix of 40:60 intermediate: affordable rented homes for the 2015-18 investment round.

This means that, of the 15,000 affordable homes that the GLA aims to deliver each year:

- Forty per cent will be for low cost home ownership products delivered through the Mayor's GLA's First Steps programme. First Steps delivers a mixture of shared ownership, rent to save and other intermediate models, depending on the financial circumstances of individual households. Eligible households can earn

up to £66,000 per annum, extended to £80,000 for larger families requiring three or more bedrooms.

- Sixty per cent of new affordable housing will be for Affordable Rent:
  - Half of this will be "capped" at low affordable rents at a maximum of 50% of market levels, and will be prioritised for those in the greatest need and those in low income employment. To assist with long-term asset management, promote mobility and reflect changes in household circumstances, local investment partners will be expected to use fixed-term renewable tenancies. For the purpose of this investment period only, and for this part of the programme, the GLA are promoting smaller homes specifically to enable under-occupying households affected by the social sector size criteria.
  - The remaining half will be at "discounted" rents, set at the lower of up to eighty per cent of market rent or the local housing allowance. This is intended to maximise output to provide cross subsidy for the homes at the lower capped rents. Access to these homes should be targeted to those in work in the first instance. Thirty six per cent of these homes should be family-sized homes of three or more bedrooms.

**2.10** With regards to improving design, the focus is on building to the London Housing Design Guide standards and to the Lifetime Homes standards, with at least ten per cent of new homes wheelchair accessible. The third theme of 'improving existing homes and estates' focuses around improving energy efficiency and the key objectives are to:

- retrofit every poorly insulated home in London by 2030.
- Retrofit all affordable homes in London by 2020.
- Ensure that no more than one per cent of homes in London should remain empty for more than six months.

**2.11** The remaining two themes are focused around delivering the Mayor's Housing Covenant, published in September 2012. This sets out the Mayor's commitment to improve the housing offer to those households who contribute to London's economy. The Covenant includes proposals to:

- Provide a more structured intermediate market
- Support home ownership, by lobbying central government
- Support working Londoners by recognising the importance of the private rented sector, by implementing the London Rental Standard
- Rethink affordable housing allocations, providing greater priority to working households
- Facilitate mobility, by expanding the Housing Moves scheme to enable affordable housing tenants to move across London
- Work towards providing a London rental policy, including longer private rented tenancies, greater use of flexible tenancies and proportionate rent and service charge increases for low cost home ownership products

- Meet a range of housing needs, including: halving severe overcrowding in affordable rented housing, ensuring no one new to the streets sleeps rough for a second night, provide a range of products for older people's housing
- Finance Housing delivery, including exploring the concept of a London Housing Bank
- Bringing land forward for development and making greater use of equity investment or loan guarantees in future spending rounds
- Increase development capacity by encouraging institutional investment in London's private rented sector and

**2.12** The GLA is also finalising allocations for the 2015-18 Affordable Homes Programme. The resources available include:

- Over £1 billion to support the delivery of 42,000 affordable homes in 2015-18.
- At least £160 million for the London Housing Bank to deliver up to 3,000 homes.
- Around £145 million to improve the condition of 9,500 council-owned homes.
- £120 million for the Get Britain Building Fund to kick-start housing delivery on 22 sites to deliver 2,755 homes up until 2015.
- At least £750 million in aggregate from the Build to Rent programme and the Help to Buy equity loans programme up until 2016.

**Figure 1: Links to National, Regional and Local Priorities for Housing**

National Housing Policy	Greater London Authority: Housing Priorities	Ealing Council Corporate Plan Priorities
<p>Increase housing supply</p> <p>Reform social and affordable housing.</p> <p>Create a thriving private rented sector.</p> <p>Bring empty homes back into use.</p> <p>Provide choice and ensure a stable home is accessible for vulnerable households.</p> <p>Improve the quality, sustainability and design of housing.</p>	<p>Increasing the supply of new homes</p> <p>Improving design</p> <p>Improving existing homes and estates</p> <p>Supporting working Londoners</p> <p>Meeting a range of housing need</p>	<p>Make Ealing Safer</p> <p>Secure our Public Services</p> <p>Secure Jobs and Homes</p> <p>Make Ealing Cleaner</p> <p>Deliver Value for Money</p>

## Local Context

### Ealing Housing Commission Report 2012

**2.13** Ealing Council's Housing Commission was tasked with examining possible ways of providing more affordable homes, particularly social rented housing, and to consider how new government policy might affect housing in the borough to help shape the housing goals which should be pursued. The report's recommendations focused around six themes:

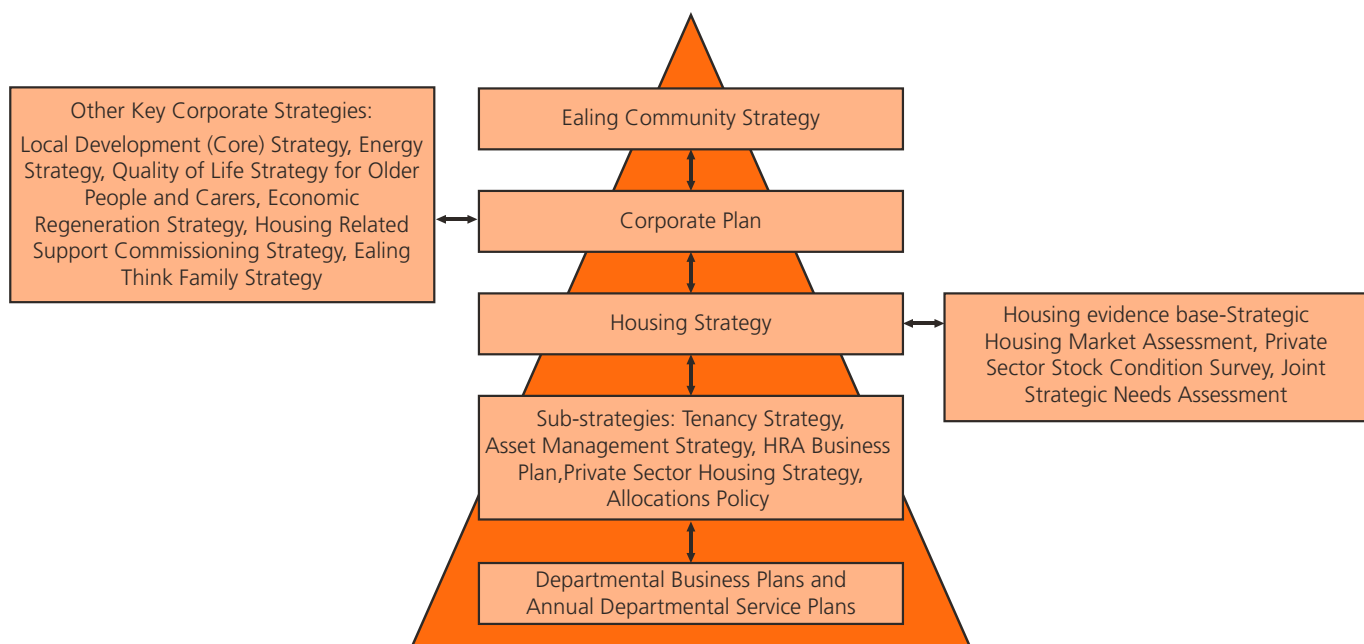
- Meeting Need and Supporting the Vulnerable
- Supply
- Regeneration
- Finance
- Residualisation, Employment and Mixed Communities
- Supporting 'Generation Rent'

**2.14** Many of the recommendations have already been completed, whilst others are more long term. The key recommendations still being progressed, which have helped shape the delivery plans of this Strategy are as follows:

- Maintain a commitment to socially rented homes and security of tenure in its own stock to meet housing need
- Work in partnership with housing associations which are part of the Affordable Rent programme to ensure rents are as low as they can be and tenancies as secure as possible
- Work with partners and advice agencies to warn people as early as possible if benefit changes are going to leave them less able to pay their rent.
- Begin developing homes for private sale and rent to provide cross subsidy for social housing and help create sustainable mixed tenure communities.

- Consider the purchase of street properties in areas of high churn and poor quality private rent
- Consider re-letting its own properties at an affordable rent where this would help promote mixed tenure and income communities
- Use the asset management strategy to identify estates in need of major investment for inclusion in the estates improvement programme
- Investigate private sector landlord licensing
- Consider directly providing housing for private rental as part of its own developments and regeneration schemes.
- Use the capacity in the rent model to support the construction of new social rented homes
- Consider providing additional subsidy so that housing associations can offer social rents
- Consider building properties for private sale, market rent or market rent to generate cross subsidy to provide social rented homes, using new HRA freedoms
- Work with partners and advice agencies to warn people as early as possible if benefit changes are going to leave them less able to pay their rent
- Use its housing policies to help support people in and into work
- For new developments, ensure partners provide training and apprenticeships for local young people through tender and contract requirements
- Prioritise the construction of affordable family homes through use of planning policies and working with registered providers of social housing.

**Figure 2: Relationship with other council plans and strategies**



## **Ealing Community Strategy 2006-2016:**

### **Refresh 2011**

**2.15** Ealing's Local Strategic Partnership (LSP) brings together public, private and voluntary sector organisations to identify and take action on local issues in the borough. The partnership's overarching vision and goals is that Ealing will be a borough of opportunity where people enjoy:

- Health – improving public health and supporting those with specific needs to achieve well-being and independence.
- Safety – working with communities to ensure that everyone is safe and has the support they need.
- Prosperity – securing Ealing as a place where people are able, and want, to live and work.
- High quality of life – making Ealing a place where people enjoy a high quality of life in clean, green and cohesive neighbourhoods.

**2.16** Underpinning the vision is a commitment by all partners to act according to three values: equality and fairness, engaging and enabling, and value for money.

### **Housing Related Support Commissioning Strategy 2013-15**

**2.17** This strategy sets out the council's approach to funding housing related support services, providing support to vulnerable residents to enable them to live independently. Funding (previously through the government's Supporting People programme) for housing related support in Ealing has reduced from £10.2m in 2011/12 to £5.6m in 2013/14. As a result, services commissioned have needed to be more flexible and non-tenure specific. It has also led to a reduction in the number

of services commissioned from 100 to 59, reducing the number of vulnerable residents supported from 3224 to 885, across 14 service user groups. Services are commissioned around 3 principles:

- Services that provide a high level of support to service users; a high level was defined as ten hours of housing related support per week or more, as at 1st April 2011 in existing services.
- Services that prevented service users from requiring another service at comparable or higher level of funding from the Council.
- The provision of floating support services which deliver housing related support to people living in their own homes, where this support enables them to remain living independently.

### **Ealing Health and Wellbeing Strategy 2012-16**

**2.18** The Health and Wellbeing Strategy 2012-16 focuses on shared areas of work for Ealing Council, NHS, statutory and voluntary sector partners. It sets out includes five priority areas: 1) Early years intervention (0-5years old); 2) Child obesity; 3) Alcohol misuse; 4) Older people and ageing well; 5) Out of hospital strategy. This strategy contributes towards meeting the following key targets:

- Reduce time spent in hospital by people with long term conditions – unplanned hospitalisation for people with chronic ambulatory care conditions (adults)
- Helping older people to recover their independence after illness or injury – the proportion of older people (65 and over) who were still at home 91 days after discharge into rehabilitation/reablement services.

Housing and Homelessness Strategy 2014 - 2019 **13**

## **Ealing Tenancy Strategy 2012-15**

**2.19** This strategy sets out the types of tenancies that Ealing Council and other social housing providers should provide, as well as guidance on rent levels where Affordable Rent is used and a framework for landlord policies. The strategy expresses a preference for social housing providers to:

- Provide lifetime tenancies where possible
- Maintain affordability by using social rent where possible
- Limit the use of flexible tenancies to where required, as part of the GLA's funding arrangements

## **The Housing Revenue Asset Management Strategy, March 2013**

**2.20** The Asset Management Strategy informs the strategic medium and long term approach to our housing assets. It sets out eight strategic priorities that aim to strike a balance between investment and improvements to the existing stock and opportunities to change and increase the level of our stock. The strategic priorities are:

- To ensure well designed repair and maintenance systems that ensure the stock is kept in a good state of repair and meets the Ealing Standard for Accommodation
- To ensure current, robust and accurate data about its assets and the necessary IT systems and processes to interrogate and use the data effectively
- To develop a long term strategy to improve the thermal efficiency of HRA stock, reducing carbon emissions and fuel poverty
- To get the best value from our stock by replacing obsolete or uneconomic stock

with improved or new assets that are better designed to meet future needs and maintain a balanced portfolio

- To regenerate Ealing's neighbourhoods and estates
- To identify land (HRA, General Fund or non-council) to build additional homes and increase the number of Council owned homes available and identify opportunities for acquisition of properties and land to match housing need, location and type
- To ensure that specialist housing continues to cater to the needs of particular groups, including housing for older people, special needs and hostels.

## **Ealing Private Housing Strategy 2014-19**

**2.21** This supporting strategy sets out the council's ambitions and detailed plans for private sector housing in Ealing. The strategy aims to:

- Increase the supply of Private Housing
- Support residents to access affordable, well managed private rented homes
- Improve the condition of private housing through regulation
- Develop strong partnerships to support the private housing sector

## **Ealing Energy Strategy 2013-18**

**2.23** Ealing Council's Energy Strategy sets out the ambitions of the council related to energy use and production, recognising the significant relationship between energy efficiency and health. The strategy contains several housing targets:

- Deliver additional solar photo voltaic (PV) panels on council owned homes, bringing the total to 500 across the estate

- Raise SAP rating of all properties judged to be in lowest EPC bands (G, F and E) to minimum SAP 70 (EPC 'C') by 2018
- Reduce fuel poverty by 30% by 2016 from 2011 levels
- Reduce domestic CO2 emissions by 40% on 2010 levels by 2020
- Raise SAP rating of all properties judged to be in lowest EPC bands (G, F and E) to minimum SAP 70 (EPC 'C') by 2018.

### Ealing Local Plan

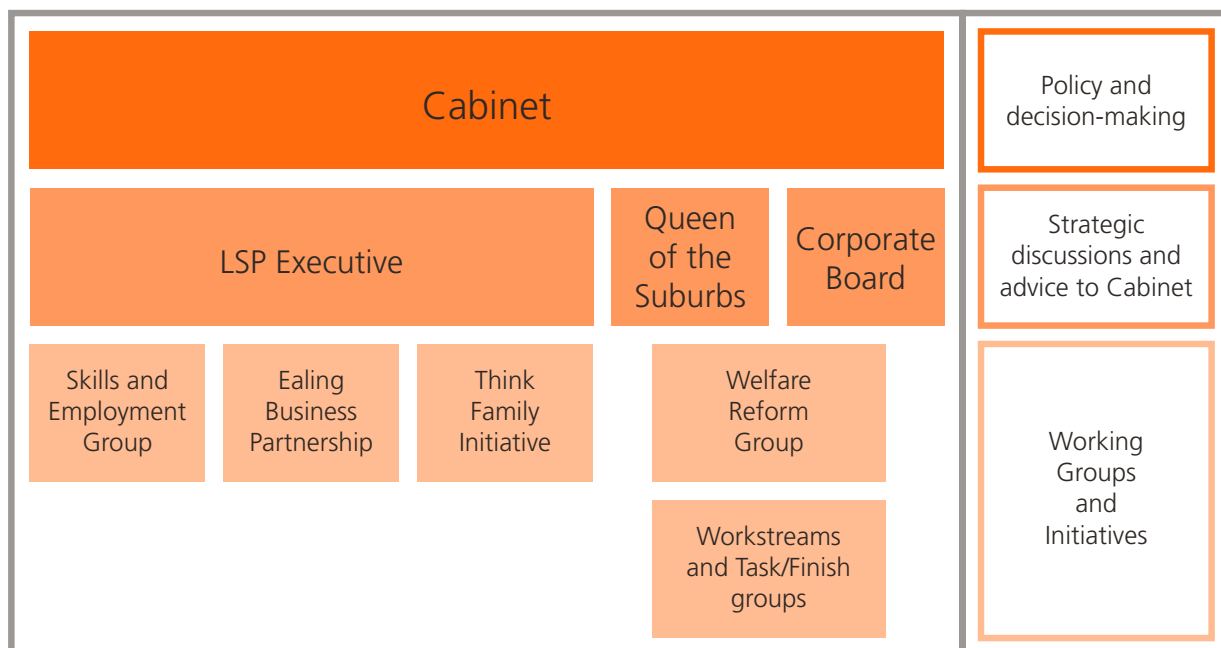
**2.24** The Local Plan is a collection of documents setting out plans to develop the borough up to 2026. The existing development plan for Ealing currently comprises three separate documents:

- London Plan, July 2011 (The spatial development strategy for Greater London)
- Part of Adopted Urban Development Plan, 2004
- Development (or Core Strategy), April 2012.

**2.25** The Development Strategy 2026 was adopted in April 2012 and sets out the council's vision and plans for the borough. It includes plans to provide 14,000 additional homes by 2026. At least 50% of these new homes will be affordable, either low cost home ownership or social housing, to achieve mixed communities with a range of housing types across the borough to meet need. The majority of new housing is planned for sites located along the Uxbridge Road corridor close to the new Cross Rail link.

Between 2007/08 and 2011/12 a total of 3,501 dwellings were completed, an average of 700 dwellings per year. This falls short of the both the target of 915 new dwellings per annum from 2007/08 to 2010/11 and 890 new dwellings per annum from 2011/12 onwards.

**Figure 3: Governance Arrangements Relating to the Welfare Reform Agenda in Ealing**





**2.26** Ealing Council has adopted a strategic approach and established a Corporate Welfare Reform Steering Group to help manage the impact of welfare reform locally. The Council is monitoring the impact of the welfare changes and potential implications include: a risk to the council's income collection (particularly rent collection), an increase in the number of households approaching the council for homelessness assistance and rising demand for temporary accommodation, a risk of legal challenge, and an increase in overcrowded households. The approach being undertaken and planned by officers is summarised below:

#### **Corporate Response to Welfare Reform**

- **WR1:** Working in collaboration with Job Centre Plus, DWP's work programme contractors Registered Social Landlords, local colleges and private sector providers to help residents train for and find work
- **WR2:** Raising awareness of the impact of Welfare Reform to encourage
  - residents to act quickly
- **WR3:** Providing impacted residents with proactive and targeted advice and fast track access to services to assist them to meet the additional financial liability
- **WR4:** Continuing to work with tenants to ensure they pay their rent
- **WR5:** Providing a single point of financial support to residents via the Local Welfare Assistance Scheme
- **WR6:** Households will be placed in affordable accommodation that is within their means, but may have to be outside of Ealing and London
- **WR7:** Seeking to increase the supply of temporary accommodation by utilising empty buildings, purchasing properties and utilising properties decanted for redevelopment
- **WR8:** Minimising the use of temporary accommodation and Bed and Breakfast in particular by using the statutory power to end a main homelessness duty with a suitable private sector offer following a thorough assessment of the individual housing needs.



## 3. Our Strategic Priorities

### Strategic priority 1: Increase the supply of affordable homes

**3.1** Our evidence base shows that demand for housing in Ealing is high across all tenures. Affordability is a major issue and makes it difficult residents to access homes in the private sector to buy or rent. Social housing is affordable, but in high demand and is consequently limited in supply as few properties become available for re-letting. Our Strategic Market Housing Assessment has identified a significant annual shortfall in the number of new homes that are required in Ealing. The 2011 census has also shown the borough has undergone significant demographic change since the last census, affecting the type of new homes required.

**3.2** Increasing the supply of affordable homes across all tenures is a central priority of this strategy. We are committed to not only delivering new homes for residents, but also playing an active role in the wider housing market, using our assets instead of selling them off. Ealing Council's aim is to create high quality, mixed tenure developments and communities, while retaining the equity of council owned land, and shifting people's opinions of publicly owned housing.

### Key Issues and Challenges:

#### Home ownership and private renting is already unaffordable to many:

- Both private renting and home ownership are unaffordable to the majority of median and lower income families in Ealing (see appendix 5).
- Sold prices of housing in Ealing were 9.3% up on the previous year (Land Registry, August 2013).
- The average home price is £438,133 (August 2013, Land Registry).
- The average rent in the private rented sector was £1250 per month (Q3 2013, Valuation Office Agency).
- Entry private rental costs in the private rented sector vary by location within the Borough, 83% of new households forming cannot afford to buy in the private market (Ealing SHMA 2013).
- First-time buyer lending in London at highest level since 2007 (CML Lending Report, August 2013)
- The average deposit requirement for a first time buyer in London is 25%, with an average income multiple of 3.67 times (CML Lending Report, August 2013).
- A first time buyer would need a household income of approximately £51,089 and a deposit of £62,499 to buy a home in the lowest 25% in Ealing based on current mortgage lending trends (CLG live tables).

## Key Issues and Challenges:

- In the 2012 Ealing Residents Survey, the lack of affordable housing was cited as a concern of 17% of residents, up from 6% in 2009. (Ealing 2012 Residents Survey)
- Based on income data 87% of new forming households cannot afford to buy property locally in the lowest quartile of prices (draft Ealing SHMA 2013)

### There are significant differences in affordability across the borough

- The least affordable area within Ealing to buy is West Acton (£545,801) and the most affordable is Northolt (£225,796).
- The most expensive areas to rent are Acton and central Ealing and the most affordable areas are Northolt and Southall.

### Homes are expected to become less affordable over the next five years

- Average rents in Ealing are set to increase by 32% by 2020 (NHF, Home Truths 2013-14).
- It is estimated that house prices in Ealing will increase by a further 42% by 2020 (NHF Home Truths 2013-14).
- Transaction levels for home purchases were still 39% below 2007 peak, but are forecast to increase steadily over the next five years (Savills Residential Property Focus, Q4 2013).
- Ealing has a higher proportion (45%) of homes owned outright than the average in London (44%), indicating higher than average increases will continue placing continued pressure on affordability (census 2011 and Savills Residential Property Focus, Q4 2013).

### Reduced central government funding to build affordable housing

- The grant available for affordable housing development over the period 2011-15 is about 50% less than during the previous four year period
- The London affordable homes programme for 2015-18 is expected to be around £1billion, reduced from £1.8billion for 2011-15.
- Our provisional New Homes Bonus settlement for 2014-15 is £6.8m, but this included in the overall grant settlement from central government, which has reduced by 20% over 4 years. The NHB stand is not ring-fenced, so is absorbed into the General Fund and offsets the funding reduction, helping to protect high priority council services.

### Lack of Supply:

- There were 124,082 homes in Ealing, an increase of 5% over 10 years (census 2001-2011).
- ONS projections indicate the population of Ealing will increase by 9.7% between 2011 and 2020 (Ealing JSNA 2012)
- There is an estimated shortfall of 1994 affordable homes per year in Ealing (Ealing SHMA, 2013)
- There was a net addition to Ealing's housing stock of 2002 in Ealing over the 5 years between 2008/9 and 2012/3 (Ealing Council, Planning Policy, Annual Monitoring Reports).

## Key Issues and Challenges:

- Between 2008/9 and 2012/3, 1212 affordable new homes were delivered, including 535 for low cost ownership.
- 140 council homes in Ealing have been sold through the Right to Buy Scheme in the last 5 years. The number of applications and sales has increased since the government increased the discount.

### Significant Demographic Change

- The ONS forecast is for 18,000 extra households in Ealing by 2021 compared to 2011, an increase of 14.5%. Household size in Ealing is forecast to reduce from 2.70 in 2011 to 2.36 in 2021 (draft SHMA 2013).
- Ealing has a lower proportion of one person households and couples to the rest of London, but a larger proportion of families (around 25.6%) than the average for London (18.2%) census 2011)
- Ealing has the third highest (13.5%) proportion of larger (5 person plus) sized households in London, above the London average of 9.7% (census 2011)
- Ealing is scored as the third most ethnically diverse local authority in the country.

### Changes in Tenure

- The private rented sector in Ealing grew by 74% between 2001 and 2011. At the time of the 2011 census, the private rented sector provided homes for 34,182 households. During the same period, the number of households who own their home has declined by 15% between 2001 and 2011, reducing from 74,375 to 63,420. (census 2011)
- The private rented sector is expected to grow in size nationally by a further 21% by 2018 (Savills Residential Property Focus, Q4 2013).

### Ealing has high levels of population churn

- Ealing has some of the highest movements of population for both inward and outward for international migration and the 2nd highest net loss of population due to outward internal migration in London. Ealing also has the 3rd highest birth rate in London after Newham and Croydon (census 2011)

### Tackling empty homes:

- As at February 2013, according to council tax records, there were 1816 empty properties. Of these, 483 properties had been empty for over 6 months.

### High demand for social housing

- There were 9213 households on Ealing Council's housing register as of 1st April 2013. This included 1111 homeless households.

### Key Outcomes being sought:

- Provide a minimum of 500 new council managed homes
- Deliver a minimum of 3000 new homes of all tenures with our delivery partners across our estate improvement and new build programmes.
- Meet the Greater London Authority's current delivery target (a revised target of 1,297 new homes per year is being consulted on)
- Ensure 50% of new homes are affordable housing
- Meet the London Housing Strategy tenure split targets for affordable housing of 40% for low cost home ownership and 60% social housing
- 50% of future affordable homes delivery should be small one and two bedroom properties, to meet the needs of younger single and couple households, older people and small families
- 50% of affordable homes delivery should be three and four bedroom units
- Meet the London Housing Strategy target of ensuring that no more than one per cent of homes stand empty and unused for more than six months
- Bring 350 long-term empty dwellings into use through direct intervention

### Our Objectives:

- **Work with housing associations and other developers to maximise affordability and security of tenure**

**3.3** We have been using the Affordability Impact Modelling Toolkit developed to support the Tenancy Strategy to provide guidance

to registered providers on the affordability, where Affordable Rents are proposed. This model uses scenarios provides information on affordability for a sample of household types, of different sizes and composition, working full or part-time on the minimum hourly rate, or in seeking work. It also factors in the impact of the benefits cap to indicate whether there is a shortfall that the household will need to meet. The assumptions are revised on an annual basis by our housing benefit department to take into account any changes in local housing allowance caps, increase in minimum wage and changes to benefits and tax credits.

**3.4** We will be reviewing and revising our Tenancy Strategy to take into account the new London Housing Strategy and Affordable Housing Programme 2015-18. This will need to take into account their policy on rents for new social housing funded through their programme. The GLA's expectations are that all new social housing should be let using Affordable Rent. Half should be "capped" at low affordable rents, around 50% of market rent levels, and prioritised for those in the greatest need and those in low income employment. The remaining half will be set at the lower of up to eighty per cent of market rent or the local housing allowance.

**3.5** In future we intend to evaluate, and where appropriate, challenge developers viability assessments to help ensure new homes are affordable.

- **Deliver a new supply of quality, mixed tenure homes**

- 3.6** We have agreed to set up a Council Owned Company to deliver new homes. This will initially focus on assisting in the implementation of the Copley Close Development, but will also explore other opportunities to deliver additional new homes across all tenures.
- 3.7** Southall and Park Royal Opportunity Areas are also expected to deliver additional new homes. Southall Opportunity Area includes the Havelock Estate Regeneration Scheme and Southall Gas Works site. The master plan for the transformation of the Havelock estate has just been approved, which will see 922 mixed tenure homes built, enabling households from all income brackets to live in the new neighbourhood. In total, the Southall Opportunity Area is expected to deliver up to 4000 new homes by 2031, as well as regenerate the town centre. Park Royal Opportunity Area is closely linked with the longer term development potential at Willesden Junction. This area also straddles London Borough of Brent and London Borough of Hammersmith & Fulham. The primary focus is on generating employment, but there is potential for delivering up to 1,500 new homes.
- 3.8** We are also looking to encourage investment into private renting and we have started discussions with potential investors and look at working with them to develop new purpose built, good quality rented

accommodation in the borough. Housing Associations and other registered providers also develop homes at market rental prices. We are working with these partners to encourage them to build properties available for market rent, as well as for affordable rent and low cost home ownership.

- **Make the most efficient use of the existing housing stock**

- 3.9** Ealing Council has an Empty Property Strategy (2010-2015) adopted by Cabinet in January 2010 and takes every step to assist owners of empty properties in bringing the accommodation back into use, through providing advice and grants to owners. We work in partnership with the West London Empty Homes Consortium, which has secured funding from the GLA to provide grant assistance to bring long term empty homes back into use as affordable housing.
- 3.10** Ealing Council has an Incentive Scheme aimed at under occupiers to free up accommodation for larger overcrowded households. We will be looking to replicate the success of the Dickens Yard development in freeing up under occupied council housing. Ealing Council used the Incentive scheme to encourage seventy under-occupying households to downsize from their much larger properties, releasing over 130 bedrooms. We will also be exploring new opportunities to develop new housing to enable further under occupying households living in council housing to move.

**3.11** We have been involved in a data sharing project to identify cases of tenancy fraud, where council tenants illegally sublet their homes. The Track a Fraudster scheme has seen benefits data, tenancy details and financial records being shared and compared across eight London boroughs to identify people cheating the system. Where tenancy fraud has been identified, cases are referred to Audit and Investigation for possible prosecution.

## **Strategic priority 2: Improve the quality of housing and neighbourhoods**

**3.12** Our strategy seeks to transform the standard of homes and neighbourhoods across the borough so that the quality and sustainability of homes is improved, making places where people want to live. At the heart of West London, Ealing is a borough of contrasts. Our community of more than 300,000 people is one of the most diverse in the country. Bridging central and outer London, our seven towns sit amongst areas of attractive open space. While the borough is relatively affluent, there are pockets of deprivation and two neighbourhoods are amongst the most deprived in the country.

## **Key Issues and Challenges:**

### **Pockets of deprivation within the borough:**

- Whilst the borough is relatively affluent overall, two neighbourhoods (Norwood Green and Dormers Wells) are within the top 5% of most deprived areas within the country. (Indices of Deprivation, 2010)
- The highest concentration of households deprived in all four dimensions (employment, education, health & disability, housing) are present in Acton Central (1.7%), Dormers Wells (1.8%), Norwood Green (1.7%), followed by Southall Green and Southall Broadway (1.5%). (census 2011)

Resident satisfaction with neighbourhoods has declined slightly

- Resident satisfaction with their neighbourhood had declined to 79%, the lowest rate since 2005/6 (Residents Survey 2012).

### **Improving Community Safety:**

- There were 2751 residential burglaries in Ealing during 2012/13. Burglaries were most common in Perivale (197) and Greenford Green (171), North Greenford (165) and Greenford Broadway (165) wards (Metropolitan Police crime statistics).

### **Poor thermal comfort:**

- The Energy Act 2011 introduces a legal minimum energy efficiency standard for homes rented from a landlord from 2018.
- The average SAP rating of private sector stock was 55 (an EPC rating of D) (Ealing Private Sector Stock Condition Survey 2010)
- An estimated 8% of private dwellings have an EPC rating of below D (Ealing Private Sector Stock Condition Survey 2010)

## Key Issues and Challenges:

- Current SAP average of 67 for council housing (EPC 'D') (Ealing Private Sector Stock Condition Survey 2010)
  - An estimated 20,080 private homes in Ealing (19.6%) had a poor degree of thermal comfort (Ealing Private Sector Stock Condition Survey 2010)
  - A significant number (1886) of homes in Ealing lack central heating (2011 census)
- Reduced local government funding
- A 39% reduction in central government grant for Ealing between 2011-15
  - Ealing Council has had to make £85M budgetary savings between 2011/12 and 2014/15.

### Tackling Fuel Poverty

- Fuel poverty has been linked to the many excess winter deaths still occurring in the UK among people aged over 65 years old. Data for 2008-2011 indicates an Excess winter Death Index of 17.2% and an average of 103 excess winter deaths per year in Ealing (POPPI 2012)
- An estimated 14,425 (12%) of households in Ealing are in fuel poverty

### High levels of Overcrowding

- 29,300 households are overcrowded, short of at least room bedroom in Ealing, using the occupancy measure (census 2011)
- 17,601 households are overcrowded, short of at least 1 bedroom using the bedroom rating (census 2011)
- Levels of overcrowding are slightly higher (23%) than the London average (22%)
- The highest levels of overcrowding are found in Southall Green and East Acton where 35% of households are short of at least one room (census 2011)
- Severe overcrowding where there is a shortfall of 2 bedrooms under the bedroom rating is 14.18% (census 2011).
- The number of overcrowded households was x4 times higher than under-occupying households, meaning that only a limited supply of under-occupied housing in Ealing will become available. (census 2011).

### Tenure varies across the borough

- High concentrations (above 63%) of home ownership are found in Lady Margaret, Greenford Green, North Greenford and Northfield wards (census 2011).
- High concentrations (above 28%) of social housing are found in Northolt West, Dormers Wells, Norwood Green and South Acton (census 2011).
- High levels of private renting (above 33%) are found in Hanger Hill, East Acton, Ealing Broadway, and Ealing Common (census 2011).

## Key Issues and Challenges:

### Established links between affordable warmth and health

- 1886 dwellings were without central heating (census 2011)
- Private homes with low SAP ratings are more likely to be single person households and contain pensioners, vulnerable households and have low incomes (Private Sector Stock Condition Survey 2010)

### Vulnerable Households are more affected more by poor property conditions

- An estimated 36.3% of households with a disabled resident had an income of below £10,000 (Private Sector Stock Condition Survey 2010)
- 39% of vulnerable households live in non-decent housing
- Much higher proportions of households containing a disabled person had a category 1 hazard (32.0% compared to the borough average of 21.6%)
- An estimated 8,450 disabled adaptations are required. The most needed are straight or curved stair lifts (2070) followed by redesigned baths (1,140).

### Poor safety record of private rented sector

- An estimated 22,150 (21.6%) of private sector homes contained a category 1 hazard ((Private Sector Stock Condition Survey 2010)
- By far the most common category 1 hazards were falls on stairs (40.5%), excess cold (37.9%) and falls on the level (37%).

### Poor property conditions

- An estimated 39% of private dwellings are non-decent (2010). Levels of non-decency are higher in HMO dwellings (51.7%)
- There were 2647 households on the Ealing Council's housing register who were occupying insanitary or overcrowded housing or otherwise living in unsatisfactory housing conditions as of 1st April 2013(LAHS, 2013)
- 4.8% of council homes were non-decent as of April 2013 (LAHS, 2013)

## Key Outcomes being sought:

- All new homes should be built to the London Housing Design Guide standards
- Reduce the number of homes with category 1 hazards
- Reduced levels of over crowding
- 100% of new homes should be built to Lifetime Homes standards
- 10% of new homes should be wheelchair accessible
- Reduced crime and anti-social behaviour
- Reduce domestic CO2 emissions by 40% on 2010 levels by 2020
- Raise SAP rating of all properties judged to be in lowest EPC bands (G, F and E) to minimum SAP 70 (EPC 'C') by 2018
- All affordable homes in Ealing should be retrofitted by 2020
- Reduced levels of fuel poverty



## Our Objectives

- **Ensure homes are safe and free from hazards**

**3.13** We take the safety of residents seriously, regardless of tenure. We have a legal requirement to annually undertake gas inspections for all council owned housing. This includes temporary accommodation, which is inspected using the pan-London "Setting the Standard" scheme.

**3.14** For other private rented sector housing, our Regulatory Services team take enforcement action where category 1 hazards under the Health and Housing Safety Rating System are identified. We also have a cross-disciplinary Outhouse Project Team. During this financial year (April to September 2013) the team have received 567 complaints of occupied outhouses. This compares to 602 complaints during 2012/13, and 300 in 2012/12. Street survey inspections have estimated there were 263 unauthorised outhouses across the borough, the majority (136) concentrated in Southall Green. A range of enforcement action is taken, including serving planning contravention notices, building control notices, demolition notices and requiring the owner to obtain a HMO licence. Ultimately if the owners do not comply with the notices served, they can be prosecuted. To date, 2 cases have been successfully prosecuted and 4 more are pending trial.

- **Minimise over-crowding**

**3.15** Overcrowding is a major issue in Ealing and has a range of well documented negative impacts on both families and the neighbourhoods they live in. We use a range of measures to tackle overcrowding, and focus on moving under-occupying tenants to release properties for overcrowded households. Our Housing Demand team prioritise cases of statutory overcrowding in our own housing stock, which are allocated band A status on our housing register. In the last review of our Allocations Policy, we increased the priority to under occupying households who are now also given band A status to free up larger properties. This also assists under-occupying households who were affected by the social housing bedroom criteria introduced by the Government's benefit reform changes.

**3.16** We also promote the InCoMe Project, run by Shepherds Bush Housing Group. This is designed to ease the pressure of overcrowded households who have children over the age of 18 living within Ealing Borough. All applicants must be aged between eighteen to thirty years and living as part of an overcrowded council tenancy. Applicants must be able to demonstrate a willingness to undertake a part time bona fide college based education that will naturally lead to meaningful occupation. Successful applicants will secure a two-year temporary residency in either a bed-sit or self-contained flat in a suitable area for ease of access to college and family. During this time they will be supported by a nominated key-worker and they can also access advice and support via the phone or directly from staff at SBHG HQ based at Mulliner House.

**3.17** We look at undertaking extensions or loft conversions to reduce the impact of overcrowding, for council tenants residing in two bed room plus sized properties. As an interim measure, we also fund additional space saving furniture solutions to reduce the impact of overcrowding on council tenants. This includes bedding that allows families to make better use of their accommodation.

**3.18** From the Prevention Fund, we have funded rent deposit payments for Housing Solutions cases which resulted in a 12 month AST from an overcrowded household, or a household being made homeless from an overcrowded household. To deal with overcrowding in social housing tenancies with growing families with adult children is parents make their children homeless.

**3.19** Following the success of our Mutual Exchange Make your Move Event, we will be looking to host further events. These events bring together under-occupiers and over-occupiers who could potentially take part in a mutual exchange. Our last event resulted in 162 tenants registering interest.

- **Improve energy efficiency and reduce fuel poverty**

**3.20** Ealing Council has recently published an Energy Strategy setting out our corporate approach to all our assets, such as the council housing stock. We have a whole programme designed to improve energy efficiency across the entire borough housing stock to encourage home-owners and landlords to invest in energy efficiency and

renewable technologies. As well as helping to raise the profile about available technologies; we also look at ways of providing incentives to encourage owners to adopt measures. We also target landlords with Energy Performance Certificates with of a rating of E, in advance of introduction of minimum EPC standards by government in 2018. This will bring benefits to residents in terms of lower bills. Where the council is the owner, we will benefit through building maintenance costs.

**3.21** Ealing Council has also joined Green Deal Together (GDT), a Community Interest Company, to deliver the Green Deal in Ealing. This will provide the mechanism by which consumers (domestic and business) can have their properties assessed, introduce them to installers who want to do the work, and line up the finance (Green Deal Loan, ECO and any other local funding) in order for the work to take place.

**3.22** Ealing Council actively seek funding to help support vulnerable households facing fuel poverty. We are also planning to develop a partnership to access Home Heating Cost Reduction Obligation (HHCRO) grant funding scheme from energy suppliers under ECO for eligible private sector properties. A key part of our work to address fuel poverty is in providing training and resources to both internal and external front line staff on affordable warmth. This is an efficient way of ensuring that awareness is raised and residents are helped through good quality advice and sign posting to assistance.

- **Continue to deliver the Estate Improvement Programme**

**3.23** Ealing's vision to change the image of public housing is exemplified in the regeneration of its larger 1960s and 1970s estates. We have a major Estate Improvement programme, with eight major housing regeneration schemes underway and a further four planned. We have been granted HCA "preferred partner status", which has enabled the council to be the lead developer for two estate regeneration schemes and bid for funding.

**3.24** Ealing Council has a well established Estate Improvement Programme and new build programme. We have eight estates being regenerated, with proposals for a further 2 estates being developed with tenants and leaseholders, delivering a range of mixed tenure homes over the next five years (see appendix 7). Our current programme includes proposals to develop 1,102 homes for social rent, 238 homes for Affordable Rent, 373 homes for low cost ownership, 1,293 for private sale and 44 homes for private rent. These plans are likely to be extended if we are successful bidding for funding in the GLA's 2015-18 Affordable Homes Programme and raise additional funding through our new CoCo.

**3.25** Our plans also include improvements to the existing stock. This includes mechanical and electrical works to South Acton and Havelock estates and a four year programme to improve the communal areas of our sheltered housing blocks.

- **Invest in and improve neighbourhoods**

**3.26** High concentrations of houses in multiple occupation can negatively impact neighbourhoods. In addition to the mandatory HMO licencing scheme, Ealing Council has an additional licensing scheme operating in 6 wards in the borough for 2 storey plus houses that have at least 4 unrelated tenants. When this scheme finishes in 2015, we will be undertaking a review to consider our options for future licensing. This will include looking at the possibility of introducing selective licensing of all private rented accommodation in those areas experiencing higher crime levels and anti-social behaviour connected to high concentrations of poorly managed privately rented accommodation and houses in multiple occupation.

**3.27** We will also be exploring opportunities to deliver additional non-housing benefits, as part of our estate improvement programme to enhance neighbourhoods. The Green Man Lane Estate Regeneration Project includes a proposal to rebuild and expand St John's Primary School (West Ealing).

- **Ensure new homes are of a high quality design and environmentally sustainable**

**3.28** The GLA's London Housing Design Guide, clarifies and sets minimum space standards in a number of key policy areas. It also provides guidance on promoting better neighbourhoods, high environmental standards, better accessibility and design. The London Housing Strategy requires all homes developed with public funding to deliver high quality in line with the guide. We are looking to publish and promote an Ealing Design Guide, which

will provide supplementary local guidance for developers setting out our aspirations for new build housing in Ealing. The guide is compliant with the key standards and requirements, including the London Housing Design Guide, Lifetime Homes, Secured by Design and Building for Life. It is not intended to be prescriptive, but to provide guidance, conveying the council's broader aims, wishes and priorities for our own council new build properties.

**3.29** Our new Energy Strategy sets out our commitment to improving the environmental sustainability of the housing stock in detail. We will be looking to ensure that all new housing contributes towards meeting our corporate target to reduce domestic CO2 emissions by 40% on 2010 levels by 2020. For our own developments, we currently look to achieve a minimum of level 4 in the Code for Sustainable Homes.

**3.30** In addition, we are looking to promote pilot schemes for innovative design, including modular homes and custom build properties. We are looking to develop modular homes for use as temporary accommodation, but also encourage other developers to develop new design solutions to supplying additional affordable new homes.

### **Strategic priority 3: Support residents to access affordable, well managed social and market rented homes**

**3.31** This section focuses on improving the management of both social and private rented homes in the borough. Ealing Council is the largest social housing landlord in the borough managing 12,544 properties, as of April 2013. We also work with other social housing landlords in the borough. There are also more than 40 registered providers of social housing with stock, or plans to develop new homes for rent in Ealing.

**3.32** The private rented sector is the largest source of rented housing in Ealing and has increased by 74% in Ealing over the last 10 years. The private rented sector offers a flexible form of tenure, meeting a diverse range of housing needs. We work with landlords to support them to provide well managed homes providing secure and good quality accommodation to our residents.

## **Key Issues and Challenges:**

### **There has been a substantial increase in people privately renting both in Ealing and nationally**

- 28% of Ealing's housing stock is rented privately, an increase of 74% between 2001 and 2011 (census 2011).

### **Social Housing in Ealing has a very low turnover**

- Social housing is scarce with only 662 lettings in Ealing during 2012-13 (LAHS 2013). Of these, 501 were lettings of council properties and 161 were RP property lettings. This is a decline of 64% in the number of lettings over 2 years since 2010/11.

- Social housing stock in the borough has a very low turnover of 3.8% per year, reflecting the high desirability due to the relative affordability compared to other tenures (draft Ealing SHMA 2013).

### **A high proportion of council tenants are reliant on welfare benefits**

- 69% of council tenants receive housing benefit to help with housing costs
- 27% of council tenants are unemployed and seeking work, and receive housing benefit to help with their housing costs (HB December 2013)
- 13.5% of council tenants are in low paid work, so claim housing benefit to help with housing costs (HB December 2013)

### **Local authorities can discharge their homelessness duty into the private rented sector.**

- As of 31st December 2013, 1018 homeless households were living in private sector accommodation in Ealing.

### **Ealing has a higher than average percentage of houses in multiple occupation**

- An estimated 5.3% of dwellings are HMOs (5370 buildings). The national average for HMOs is approximately 2% (2010 Private Stock Condition Survey)

### **Private sector tenancies have less security of tenure**

- 43% of homelessness in Ealing between January 2013 and December 2013 were caused by private rented sector tenancies being terminated (P1E return).
- 383 households were supported into private rented accommodation, preventing homelessness between January 2013 and December 2013. More than half of landlords were helped through deposit guarantee schemes or other incentives (P1E return).
- A third of households renting in Ealing include children and around a quarter are shared households.

### **The local impact of welfare reform**

- The overall benefit cap affects 1500 households in Ealing, including 748 private tenants and 366 tenants that have been placed by the council in private sector temporary accommodation. The majority of those households will be claiming 'out of work' benefits (Ealing Council Cabinet Report, Managing the Impact of Welfare Reform, 23rd July 2013)

### **Changing demographic profile with a higher proportion of vulnerable people:**

- Projections indicate a 44.8% increase in people aged over 65 years old by 2031.
- There are an estimated 24.8% of households containing a member with a disability or limiting long-term illness.

### **Poor property condition of Houses in Multiple Occupation:**

- Property conditions for HMO's are much worse, 51.7% failed the Decent Homes Standard, compared to 39% for private sector housing as a whole.
- There are an estimated total of 4690 HMO's in Ealing, of which 680 are subject to mandatory licencing, as of April 2013.
- As of April 2013, 330 HMO properties had been issued with a mandatory licence

### Key Outcomes being sought:

- Extended levels of housing choice
- Increased levels of access into PRS
- Reduced number of complaints regarding management issues
- High levels of tenant satisfaction with the management of the council owned housing stock
- Reduced levels of arrears for rent collection

### Our Objectives:

- **Improve access & choice to homes for households living & working in Ealing**

**3.33** Social and private rented housing plays an important role in meeting housing need in the borough, as home ownership is generally out of reach to those with a below average household income. To help support households access the private rented sector, we will be looking to create a local lettings agency to provide lower cost fees and additional security for landlords and tenants. This will operate with the existing West London Choice based lettings scheme and advertise private sector properties. We will also support tenants by helping to raise awareness of their rights and responsibilities in relation to tenancies.

**3.34** We will also be reviewing our Allocations Policy to improve churn in temporary accommodation and permanent council housing stock. This should improve our ability to meet housing needs in the borough at a time of increased pressures due to homelessness, the impact of welfare reform and the affordability of the private rented sector.

- **Raise the management standard of social and private rented housing**

**3.35** Given the private rented sector has undergone a substantial expansion which is expected to continue over the next 5 years, it is a priority to ensure that it is well managed. Voluntary landlord accreditation schemes help raise the professional standard of management and we work with landlords in the borough to promote good practice and an understanding of the landlord role by encouraging and incentivising landlord accreditation. Ealing Council currently offer a discount on our HMO licence fee for accredited landlords. It is also a requirement of our Empty Property grants for a landlord to become accredited within 6 months of receiving the grant.

**3.36** Ealing Council is a partner in both the London and UK Landlord Accreditation Schemes (LLAS & UKLAS). The London Landlord Accreditation Scheme (LLAS) is by far the largest accreditation scheme in London and is central to the success of the Greater London Authority's London Rental Standard. We are fully supportive of the LLAS and facilitate their landlord training by running courses at Ealing Council on a regular basis. Accreditation is gained once landlords have attended a training course and passed a written test (an indication of their roles and responsibilities under the law and knowledge of good practice). Through our annual Landlords Forum Day and information detailed on our webpage we will continue to promote membership to the LLAS or alternative accreditation schemes which are compliant with the London Rental Standard.



**3.37** We will also be looking to establish a Tenancy Relations Service for landlords to help ensure compliance with the law. This will ensure landlords are supported both in terms of being provided with affordable legal advice in terms of managing tenancies, minimising unlawful eviction and supporting landlords to respond to problem tenants.

- **Promote a range of opportunities for resident involvement**

**3.38** Ealing's council housing stock provides homes for 12% of households living in Ealing. We aim at providing a range of interesting and engaging opportunities for tenants and leaseholders to become involved in the services we deliver. These include; social media platforms, websites for young people, mystery shopping, estate inspections and our Housing Forum for tenants and leaseholders. There are also Scrutiny Panels created by residents for residents. Their priorities set the agenda for scrutiny and they have a direct channel of communication with decision makers. To date, the groups have completed over 900 individual scrutiny checks, which have been used in performance management of teams, contracts and service providers, driving continuous improvement. Over the next year, we will be reviewing our Resident Involvement Strategy to look at ways of undertaking further improvements, including proposals to reach out to under-represented groups.

- **Provide effective regulation of houses in multiple occupation**

**3.39** In recent years, local authorities have been provided with additional regulatory tools to tackle the problems caused by high concentrations of houses in multiple occupation. Licensing is mandatory for all rented properties where any part of the building comprises of three storeys or more, is occupied by five or more persons living in two or more single households. Our mandatory licensing scheme now has nearly 400 licensed properties. In addition to the mandatory scheme, Ealing Council has an additional licensing scheme operating in 6 wards in the borough for 2 storey plus houses that have at least 4 unrelated tenants. This scheme runs until 2015 and will be subject to further review.

- **Ensure council housing services offer excellent services**

**3.40** We are looking to undertake a range of enhancements to the service to improve accessibility, efficiency and satisfaction with the service. This includes the procurement of a new Housing management IT system, as well as increasing the use of other new technologies such as texting, online reporting and access to online accounts for tenants and leaseholders. The estate environments will be improved through programmes of planned preventive maintenance and the new in house team carrying out communal repairs. We also work with our tenants to review and set our local service standards and performance measures for the services we provide, which are monitored by our tenant scrutiny panels. We also plan to undertake a Tenant Satisfaction Survey to measure satisfaction and identify any further areas for future improvement.

## Strategic priority 4: Meet the housing & support needs of vulnerable residents

**3.41** Many residents in Ealing have additional housing and housing related support needs due to vulnerability for a range of reasons including: age, disability, substance misuse or exposure to abuse. Good quality, suitable housing and support can prevent many health issues from arising, reduce hospital admissions and help people live independently. Older people and those with disabilities are particularly vulnerable and tend to live in accommodation in the worst condition, which is expensive to heat.

**3.42** Ealing borough is scored as the third most ethnically diverse local authority in the country. This is reflected in the diversity of resident's national identities, languages spoken, and countries of birth. The 2011 census showed that Ealing has some of the highest movements of population for both inward and outward for international migration. A high proportion of residents (23.8% or 80,409) have arrived in the UK since the last census in 2001. It is therefore not surprising that a notable number of residents (7.2%) either cannot speak English, or cannot speak English well. While ethnic diversity can create vibrant communities, it could potentially lead to tensions, with some residents feeling isolated and in need of support to fully integrate into UK life and local communities.

### Key Issues and Challenges:

#### Changing demographic profile with a higher proportion of vulnerable people:

- The over 65 population is projected to increase by 12.8% by the year 2020 to 43,961 (GLA 2011 Round LA Ward Population Projections (revised))
- There are an estimated 24.8% of households containing a member with a disability or limiting long-term illness (census 2011).
- Nearly 4,000 people claimed Incapacity Benefit or Severe Disablement
- Benefit in 2010-11 claimed for conditions related to mental and behavioural disorders, nearly 1,500 for musculoskeletal related conditions and over 2,000 for 'Other' conditions

#### There is a limited availability of supported housing in Ealing

- There are 567 supported housing units in Ealing. The main provider is West London YMCA with 267 units for: young people at risk, single homeless with support needs, teenage parents, people with mental problems and learning disabilities.
  - There were 94 lettings in supported housing across Ealing in 2012/12 (LAHS 2013)
  - There were 714 properties for social rent for older people in Ealing (HCA statistical return 2012).
  - There were 743 supported housing units in Ealing (HCA statistical return)
- The demand for housing support and care is high
- 58.8% (20,716 implied) of households indicated a need for care or support (Ealing SHMA 2013)



## Key Issues and Challenges:

### **Ealing is the third most ethnically diverse boroughs in the country**

- The majority of Ealing residents don't consider their national identity as British (57.9% or 196,008).
- Ealing has some of the highest movements of population for both inward and outward for international migration.

### **Residents generally think that people from different ethnic backgrounds get on well together**

- The 2012 Residents Survey indicated that 90% of residents thought people of different ethnic backgrounds got on well, an increase from 71% in 2003/4.

### **A high proportion of older people are living on low incomes**

- Almost 60% of the pensionable population in Ealing claim the state pension only (POPPI 2012)
- The Deprivation Index for Older people shows dense income deprivation
- across Southall & South Acton and parts of West Ealing and Northolt (2010 Indices of Deprivation).

### **Reduced government funding**

- Ealing Council's budget to commission housing related support has reduced from £10.2m in 2011/12 to £5.6m in 2012/3.

## Key Outcomes being sought:

- A high proportion of people who are supported to establish and maintain independent living.
- Improved access to advice and support services
- Improved health and wellbeing indicators
- Effective information and services to reflect the diversity of local communities
- High levels of resident satisfaction with neighbourhoods

## Objectives:

- **Support vulnerable residents to enable people to live independently and remain in their home**

**3.43** Our Repairs and Adaptations Service provide a range of assistance to vulnerable households across all tenures to help support independence. We have a very successful Handyperson and Handyperson Plus Scheme, in addition to offering mandatory Disabled Facilities Grants through referrals from the council's occupational therapist service or our NHS partners. We also provide Equity Release Loans for those aged above 55 years old, to facilitate major improvements. In addition to discretionary and mandatory grants, we also have an approved contractors list that is open to all households, regardless of eligibility for grants and work.

**3.44** Ealing Council also provide funding to Ealing Advice Service, a new community legal advice service started for Ealing residents, following the closure of Law for All in 2011. They provide a range of services from basic information to advice, to full legal representation from a specialist solicitor or caseworker. The advice provided includes housing advice, but also advice on welfare benefits, access to NHS healthcare, employment skills and immigration.

- **Ensure vulnerable people are able to access accommodation which meets their needs**

**3.45** Ealing Council currently fund more than fifty services to provide housing related support to residents. These services cover four clusters of client groups:

- **Cluster 1** - Young people at risk, young people leaving care and teenage and young parents
- **Cluster 2** - People with physical and sensory disabilities, HIV/AIDS, learning disabilities, older people (including frail elderly, mentally ill and dementia)
- **Cluster 3** - People with mental health problems, people with drug and alcohol problems, offenders and offenders with mental health problems
- **Cluster 4** - Women at risk of domestic violence, refugees, travellers, rough sleepers, single homeless, homeless families with support needs

**3.46** Support assessments are undertaken by the Specialist Support Team to identify if there are suitable services that can assist and then make an appropriate referral. Officers within this team and other areas of Housing Demand and Landlord Services also work with the Integrated Offender Management Board and Social Services to support offenders and those with complex needs, to enable them to access and sustain their accommodation.

- **Support minority ethnic groups to integrate in communities**

**3.47** Ealing is one of the most diverse boroughs in London and supporting ethnic groups to integrate is a priority to improve community cohesion and enable new arrivals to fully participate in neighbourhoods. A large proportion (24% or 80,409) of Ealing residents have arrived in the UK since the 2001 census. The latest census has shown that language is a major barrier and a third of resident's main language is not English and 7% cannot speak English, or cannot speak English well. This makes it difficult for these residents to fully participate in the communities that they live in and access services, which could negatively impact community cohesion.

**3.48** Ealing Council help fund Ealing Equality Council to provide a borough-wide advice service for black minority ethnic, refugees and migrant communities. Their service provides information and general advice free of charge in the areas of consumer protection, mental health, immigration/nationality, community care, education, employment, family and domestic issues, welfare benefits, housing and

debt. They also provide legal casework support to clients who are most in need, not eligible for Legal Help, and who are unable to act for themselves and cannot afford a solicitor.

**3.49** There are also many specialist voluntary and community services working in Ealing providing valuable advice and support to ethnic minority groups. With members of the Homeless Forum, we will be identifying translation and other specialist services to ensure that clients can be signposted to assistance to help.

**3.50** Ealing Council manages a gypsy and traveller site at Bashley Road providing twenty four permanent pitches for gypsy and travellers for up to forty eight caravans. We will be looking to procure a new management service for this site rather than continuing to provide this in-house, which is expected to be both more efficient and offer an improved service to residents.

- **Work in partnership to support families at risk with complex & multiple needs**

**3.51** Staff across all our housing services identify and refer families at risk to the Think Families Team for support. Families 'at risk' is a term used to describe families who are experiencing multiple and complex problems, which frequently lead to poor outcomes for children and adults within those families. Think Family approach is to co-ordinate core services to children and adults providing a range of interventions and support including employment, education, mental health,

substance misuse, anti-social behaviour and crime. Our Specialist Support Team also work with Social Services and assess housing related supported needs, where families are at risk of homelessness or are in housing need. These families are then referred to appropriate services to receive floating support.

## **Strategic priority 5: Prevent homelessness**

**3.52** The Homelessness Act 2002 places a duty on Ealing Council to carry out a homelessness review and to publish a homelessness strategy at least every 5 years. This strategy is published in compliance with those statutory obligations. It sets out our plans for working with the various public sector and voluntary and community sector organisations to prevent and tackle homelessness in Ealing. In preparing this strategy, Ealing Council has had regard to its allocation scheme under s.166A Housing Act 1996 and the Ealing Tenancy Strategy, as required under s.150 of the Localism Act 2011.

**3.53** In recent years, there has been a national trend of increasing homeless acceptances, rough sleeping and households living in temporary accommodation. This is a trend which is reflected locally. The government's Welfare Reform programme, currently being implemented, has increased pressures on housing and made it difficult for out of work households to secure and sustain tenancies. It has also made it more difficult to secure affordable bed and breakfast accommodation for those presenting as homeless and increasingly, we have to look beyond the borough to find suitable accommodation.

## Key Issues and Challenges:

### Increasing homelessness

- Homelessness and associated B&B usage is rising. In the last 2 years, the number of households presenting as homeless increased by 24%. With the introduction of Welfare Reform, it is expected that numbers will increase further as the impacts start to take effect (P1E quarterly returns).
- The number of households for whom Ealing Council accepted a homeless duty increased by 5.1% between 2011/12 and 2012/13. (P1E quarterly returns).
- There were 567 homelessness acceptances for 2013, 48% higher than last year (383 acceptances-P1E data).

### Loss of private rented sector accommodation has increased and is now the main reason for homelessness

- The proportion of homeless acceptances due to a loss of private rented sector accommodation has increased from 21% of acceptances in 2009/10 to 51% in 2012/13.

### Difficulty of placing households in the private sector

- In 2011 we housed 500 households in the private rented sector, but in 2012 we were only able to find suitable private sector rented accommodation for 58 households.

### Increased demand for temporary accommodation

- 1772 households were living in temporary accommodation as of December 2013 Of these 1018 were placed in the private rented sector, 352 in self-contained annexes, 103 in council housing stock and 93 in hostels. (P1E quarterly return).
- 164 households were housed in temporary accommodation outside Ealing as of December 2013 (P1E quarterly return).

### Rising costs of providing bed and breakfast accommodation

- In 2012/13, the housing benefit loss to the Council from B&B accommodation was £1.5m . It is expected that this will rise during 2013/14.
- In 2013/14 of 300 cases analysed, 167 cost the council more than could be recovered in Housing benefit and in 47 of those cases the loss was significantly higher.

### The demand for housing advice has been increasing

- There was a 23% increase in households seeking housing advice from Ealing Council.

#### Households at risk of homelessness

<b>Apr 2011-Mar 2012</b>	<b>2814</b>
<b>Apr 2012-Mar 2013</b>	<b>3470</b>
<b>% increase</b>	<b>23.3%</b>

- 1936 households have been prevented from being homeless during 2013.
- The main reason (62%/1207 cases) for seeking advice in 2013 was due to rent arrears in the private rented sector (P1E returns).
- During 2013, 94 cases have been prevented through negotiation or legal advocacy to ensure someone can remain in their accommodation. (P1E returns)
- 204 households were supported into alternative private rented sector accommodation using landlord incentives during 2013 (P1E returns).

## Key Issues and Challenges:

### Unemployment and low paid work has increased in Ealing

- The estimated unemployment rate in Ealing 10.4% between July 2012 and June 2013 (ONS, Model-based estimates of unemployment for local authorities, 13th Nov 13), the 9th highest in London.
- The incidence of low pay among Ealing residents is 21%; the 8th highest rate in London, up from 11th place 4 years ago (Trust for London & NPI, London's Poverty Profile 2013).

### There is a lack of availability of social housing

- 58% of waiting list applicants fall into a 'reasonable preference category' under the (LAHS 2013)
- 12% of waiting list applicants (1111) were homeless (LAHS 2013)
- Approximately 15% of allocations are made to homeless households through our housing register. Over 2012/13, 109 homeless households were offered permanent council or RP tenancies. Between 1st April to 1st December 2013, 80 offers were made.

### Private sector tenancies have less security of tenure

- 43% of homelessness in Ealing during 2013 was caused by private rented sector tenancies being terminated. (P1E returns)

### The number of people sleeping rough has increased

- The November 2013 Rough Sleeper Count (snap shot of one night) found 15 people rough sleeping, three times more than found in 2010.
- The number found rough sleeping has increased substantially from 94 in 2009/10 to 244 in 2012/13 (St Mungo's Annual Chain report 2013).
- 74 persons found rough sleeping in 2012/13 were seen more than once (St Mungo's Annual Chain report 2013).
- 53% were sleeping rough due to a loss of private rented sector accommodation.
- 79% of rough sleepers had support needs around alcohol, drug use and mental health. (St Mungo's Annual Chain report 2013).
- Around a third of rough sleepers in Ealing have no recourse to public funds St Mungo's Quarter 2 report (July 2013 – September 2013)

### Pressures created by welfare reform

- All strands of welfare reform could affect up to 101, 041 residents in Ealing-almost a third of residents (LGA Welfare Reform Toolkit, 2013)
- Ealing is the 5th most affected local authority by the overall benefit cap so far. It has impacted 775 households between 15th April and October 2013 (DWP, Benefit Cap: number of households capped, data to October 2013)
- The overall benefit cap will affect an estimated 1532 households in Ealing by 2015/16, including 748 private tenants and 366 tenants that have been placed by the council in private sector temporary accommodation. The majority of those households will be claiming 'out of work' benefits.
- Ealing is the 3rd worst affected borough by the social housing size criteria with an estimated 2,571 households living in social housing affected (LGA Welfare Reform Toolkit, 2013)

### Key Outcomes being sought:

- Ensure families are not placed in bed and breakfast accommodation for more than six weeks
- Reduced numbers of homeless households
- Reduced number of households in high cost temporary accommodation
- Reduced numbers of rough sleepers
- Ensure rough sleepers do not spend a second night out on the streets
- Support household members to remain as a family unit
- Reduced waiting times for homeless households to be placed in suitable housing
- Increase numbers of members of 'deprived' households into work
- Reduced levels of benefits dependence
- New local jobs and apprenticeships created in the construction industry through house building.

### Our Objectives:

- **Provide housing advice & support to households at risk of homelessness**

**3.54** Our Housing Solutions Team provides advice and assistance to households at risk of homelessness. Due to the scarcity of social housing, this advice is usually on options in the private sector both in Ealing and further afield, especially for larger out of work households affected by the overall benefit cap, who would not be able to afford an appropriately sized property. In partnership with voluntary and community services, we also provide advice and sign-post people without recourse to public funds to specialist services.

**3.55** We also work with tenants and their landlords to prevent unlawful evictions. The loss of rented or tied accommodation due to termination of assured tenancy or other (where the main reason is the ending of AST), is currently the most common reason (51%) for being accepted as homeless. This has increased as a proportion of homeless acceptances from 21% in 2009/10. Over the last 12 months, we have also seen an increase in advice being sought due to rent arrears in the private rented sector.

- **Minimise the impact of Welfare Reform on residents**

**3.56** Ealing is one of the most affected local authorities in London by Welfare Reform. Through our Corporate Welfare Reform Steering Group, with our partners, we are taking a coordinated programme of support to households affected living in council and private rented accommodation. One of the key actions has been to raise awareness by contacting those affected most to ensure they are able to access help and advice. Where households can no longer afford to stay in their homes, we are providing advice about options, such as moving to more affordable accommodation or accessing hardship funds. For our own council housing, we are reviewing our Rent Strategy to allow for the adverse effect.

- **Support unemployed residents into employment and training**

**3.57** We are also helping resident's access work and training opportunities, to help minimise the number of households affected by the overall benefits cap. Ealing Council currently runs four work clubs in the borough dedicated to assisting residents with the tools they need to gain employment, this includes CV building, filling in application forms and interview techniques. There are plans to extend these to provide more specialist support. We will also be looking to replicate the success of our Jobs Fairs partnership with Jobs Centre Plus and working to identify opportunities to provide apprenticeships when tendering for new contracts and services.

- **Minimise the use of bed and breakfast accommodation**

**3.58** London Borough of Ealing, in line with other London authorities, is anticipating a significant increase in demand for assistance and accommodation. This is a result of welfare benefit changes and an overheated local rental market. The cost of bed and breakfast accommodation is high and often exceeds the amounts that can be reclaimed in subsidy. To help tackle these challenges, we have developed a Temporary Accommodation Procurement Plan and have a target of procuring 600 properties. We are in the process of implementing a range of solutions to reduce the use of bed and breakfast. Our plans include:

- Purchasing properties for use as temporary accommodation
- Using council owned properties awaiting regeneration
- Using nightly paid self-contained accommodation and placement in affordable accommodation outside Ealing
- Converting suitable empty commercial units on Council owned estates to temporary accommodation.
- Using council owned buildings as additional hostel accommodation and extension of current hostel schemes to accommodate additional households on existing sites

**3.59** We are also looking at new and innovative solutions, including securing planning permission for a suitable council owned site to install a minimum of 20 modular homes for the purpose of providing temporary accommodation.

- **Provide suitable accommodation for those who are homeless**

**3.60** The Localism Act 2011 has provided local authorities with a new power that allows suitable 'Private Sector Offers' to be used to end the main homeless duty, without requiring the applicant's agreement. This was supported by new government regulations which require local authorities to take a number of matters into account in determining the



suitability of accommodation. The combined effect of the homelessness legislation is that accommodation provided or arranged to meet a homeless duty must be affordable for the homeless applicant. Accommodation is not affordable if the applicant would require the local authority to contribute towards the cost of the accommodation. Larger properties in the private rented sector in Ealing are largely unaffordable to households affected by the overall benefits cap. Therefore, many households will need to look for more affordable accommodation in more affordable areas of the country.

**3.61** We already proactively manage homeless households expectations by using our Targeted Housing Options website to advise about realistic private rented sector options and promote out of London opportunities to move into social housing in lower demand, more affordable areas outside of Ealing. We also plan to use our powers to acquire properties and land to procure larger private rented accommodation outside of London for homeless households affected by the overall benefit cap. Lastly, we will also be looking to target sub-letting council leaseholders to encourage them to work with us to help us house homeless households.

- **Work with the voluntary sector to support households experiencing or at risk of homelessness**

**3.62** Ealing Council have strong links with the voluntary and community sector through the Homelessness Forum and Ealing Community Network. We work closely with St Mungo's to help meet the objectives of the government's "No Second Night Out" vision to end rough sleeping. We also work with the voluntary and community to support rough sleepers to return to their home country to prevent destitution. We plan to build on existing services by working with the Homelessness Forum and Ealing Advice Forum to identify and close gaps in service provision to develop an on-line directory of services in Ealing for households at risk of homelessness.



## 4. Delivery Plan

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>1. Increase the supply of affordable homes</b>				
1.1 Work with housing associations and other developers to maximise affordability and security of tenure	Negotiate with and support registered providers to maintain the affordability of rents for households living & working in Ealing	Housing Supply	On-going	Monitor the affordability & tenancy types offered by registered providers through the West London Housing Partnership
	Evaluate and, where appropriate, challenge developers viability assessments to maximise the delivery of affordable housing	Housing Supply & Planning Services Management	On-going	Number of new homes delivered monitored
	Revise the Tenancy Strategy	Housing Supply	2015	Strategy approved and published
1.2 Deliver a new supply of quality, mixed tenure homes	Encourage housing associations and private institutions to both develop and manage portfolios' of private rented accommodation.	Housing Supply	On-going	Monitor the number of new private rented homes delivered by RP's and on larger private owned sites
	Maintain a pipeline supply of deliverable & developable sites in the Strategic Housing Land Availability Assessment to deliver the housing targets in the Core Strategy	Planning Policy	2019	Annual monitoring
	Work with the GLA to prioritise and accelerate the development of the Southall and Park Royal Opportunity Areas	Planning Management Services and Planning Policy	2019	Monitor key programme milestones

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>1. Increase the supply of affordable homes continued</b>				
1.2 Deliver a new supply of quality, mixed tenure homes (continued)	Ensure that at least 50% of the housing developed in Ealing is affordable housing, as defined in the London Plan	Planning Policy	2019	Annual monitoring
	Develop homes for private sale and rent to provide cross subsidy for social housing and help create sustainable mixed tenure communities	Housing Supply & Regeneration	On-going	Monitor the number of new affordable homes delivered
	Work with registered providers to provide and promote a range of affordable home ownership options to residents	Housing Supply	On going	Monitor the number of new affordable homes delivered
	Set up a council owned Company Limited by Shares (a CoCo) to explore new funding opportunities for delivering new homes across a range of tenures	Housing Supply	2014	CoCo operational, funding opportunities evaluated and a delivery programme approved and monitored
	Evaluate options to purchase sites from other public and private sector organisations to support the delivery of mixed tenure housing	Housing Supply	2016	Proposal agreed and key milestones monitored
1.3 Make the most efficient use of the housing stock	Take targeted action to bring Empty Homes back into use	Empty Property Team	On-going	Number of empty properties bought back into use

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>1. Increase the supply of affordable homes continued</b>				
	Continue to promote & operate the Empty Property Matchmaker Scheme which brings together the owners of empty properties in Ealing and private individuals, investors and developers who want to purchase empty properties in the borough.	Empty Property Team	On-going	Number of referrals
	Minimise under occupation in the council's own housing stock by offering incentive payments	Landlord Services	2019	Monitor the number of payments
	Investigate and take enforcement action to tackle tenancy fraud	Landlord Services cases	On-going	Monitor the number of and action taken
	Explore opportunities to develop housing targeted at under-occupiers to free up larger properties for overcrowded households	Housing Supply & Housing Demand	2014	Evaluation complete, recommendations approved & implemented
<b>2. Improve the quality of housing &amp; neighbourhoods</b>				
2.1 Ensure homes are safe and free from hazards	Ensure annual gas safety inspections are undertaken for all council owned properties	Landlord Services	On-going	100% of council stock inspected annually
	Regulate and take enforcement action where unauthorised outhouse developments are identified	Regulatory Services	On-going	Monitor caseload and outcome

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>2. Improve the quality of housing &amp; neighbourhoods continued</b>				
	Carry out checks to ensure properties meet minimum repair standards in accordance with the Homelessness (Suitability of Accommodation) (England) Order 2012 where the council is placing households in private rented accommodation.	Housing Demand	On-going	Monitor the number of checks undertaken and ensure necessary follow up actions are completed
	Undertake an inspection programme of bed and breakfast and other emergency accommodation as part of the pan-London 'Setting the Standard' scheme	Regulatory Services	On-going	Monitor standards and action taken
	Take robust enforcement action against landlords who fail to take action where Category 1 and /or high scoring Category 2 hazards are identified.	Regulatory Services	On-going	Monitor the caseload and the type of enforcement action and outcome
2.3 Minimise over-crowding	Support households to find alternative, more appropriate sized accommodation	Housing Demand	On-going	Monitor the number of households rehoused

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>2. Improve the quality of housing &amp; neighbourhoods continued</b>				
	Promote and make referrals to the InComE Project. (Applicants must be aged between 18 & 30 living as part of an overcrowded council tenancy and be willing to undertake a part time, bona fide college based education that is expected to lead to meaningful occupation).	Housing Demand	On-going	Monitor referrals and project outcomes
	Continue to host an under-occupation / overcrowding matching event	Housing Demand	2014	Annual event held
	Where feasible, undertake extensions or loft conversions to reduce the impact of overcrowding on council tenants	Housing Demand	On-going	Monitor budget and outcomes
	Fund space saving furniture solutions as an interim measure to reduce the impact of overcrowding for council tenants	Housing Demand	On-going	Monitor budget and outcomes
2.4 Improve energy efficiency and reduce fuel poverty	Deliver additional energy efficiency measures in the council's existing and new homes	Housing Supply & Asset Management	2014	Monitor the number of households assisted and types of measures undertaken
	Support and promote Green Deal Together (GDT), a Community Interest Company delivering the Green Deal in Ealing	Sustainability Team	On-going	Monitor the number of households assisted and types of measures

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>2. Improve the quality of housing &amp; neighbourhoods continued</b>				
	Target landlords of private sector leased properties with EPCs of E (or below) to make energy efficiency improvements in advance of introduction of minimum EPC standards by government in 2018. Publicise appropriate funding sources, including Landlords Energy Saving Allowance (ends 1 April 2015).	Sustainability Team	2015	Monitor EPC ratings and number of referrals
	Develop projects to address fuel poverty that would be eligible for funding by GDT Community Funds as appropriate	Sustainability Team	2014	Number of projects launched & their outcomes
	Deliver and monitor the Energy Strategy	Sustainability Team	2019	Strategy published, monitor targets
2.5 Continue to deliver the Estate Improvement Programme	Continue to deliver the Estate Improvement Programme	Housing Supply	2019	Report to Cabinet for key decisions and provide annual updates on the programme
	Implement a 4 year programme of works to improve the communal areas of sheltered blocks	Asset Management	2017	Quarterly progress monitoring, programme complete
	Identify estates in need of investment & evaluate & agree option for redevelopment for inclusion in the Estates Improvement Programme	Housing Supply	2019	Redevelopment programme agreed and implementation monitored

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>2. Improve the quality of housing &amp; neighbourhoods continued</b>				
	Implement a 5 year programme of Mechanical and Electrical works on South Acton and Havelock estates	Asset Management	2015	Quarterly progress monitoring, programme complete
	Develop an Asset Management Plan to support the Asset Management Strategy	Asset Management	2014	Plan approved and implementation monitored
2.6 Invest in and improve neighbourhoods	Explore opportunities to deliver non-housing community benefits, such as schools	Housing Supply	2014	New opportunities identified, approved & implemented
	Investigate the feasibility of introducing selective licensing of private rented accommodation in areas experiencing low housing demand and/or suffering from anti-social behaviour (s.80 HA 2004)	Regulatory Services	Spring 2014	Review completed and new licensing scheme launched
2.7 Ensure new homes are of a high quality design and environmentally sustainable	Publish and Promote the Ealing design guide for new build	Housing Supply	2015	Design Guide published
	Ensure all new build homes commissioned by the council support Corporate targets to reduce CO2 by meeting or exceeding current environment standards, such as the Code for Sustainable Homes	Housing Supply	2014	Development Agreements monitored



Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>2. Improve the quality of housing &amp; neighbourhoods continued</b>				
	Promote pilot schemes to build low cost modular and custom build homes	Housing Supply	2015	Pilot schemes approved and delivered
<b>3. Support residents to access affordable, well managed social and market rented homes</b>				
3.1 Improve access & choice to homes for households living & working in Ealing	Develop a Local Lettings Agency to offer a management service in the private rented sector offering low cost fees & up-front costs for people living and working in Ealing and competitive management fees and greater security for landlords. Target subletting council leaseholders as part of this service.	Housing Demand, Home Ownership & Leaseholder Services	2015	Management Agency launched
	Review the Allocations Policy	Housing Demand	2014	Revised Policy published
3.2 Raise the management standards of social and private rented housing	Work towards raising the 'professional standard' of landlords operating in the borough by encouraging landlords to join the London Landlord Accreditation Scheme (LLAs), or an alternative accreditation scheme which is compliant with the GLA's London Rental Standard	Housing Demand & Regulatory Services	On-going	Monitor the number of landlords accredited

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>3. Support residents to access affordable, well managed social and market rented homes cont</b>				
	Facilitate an annual Landlord's Forum to promote best housing management practice	Housing Demand, Regulatory Services and Home Ownership & Leaseholder Services	On-going	Annual event held
	Develop a cross tenure involvement group in the borough	Landlord Services	2014	Group set up and outcomes monitored
	Establish a Tenancy Relations Service for landlords to ensure that as many landlords are engaging in terms of prevention, as well as acquisitions	Housing Demand, Regulatory Services and Home Ownership & Leaseholder Services	2014	Service launched
3.3 Provide a range of opportunities for resident involvement	Review the Resident Involvement Strategy	Landlord Services	2014	Review complete and new strategy consulted on and published
	Publish an Annual Report for Tenants and Leaseholders	Landlord Services	Annual	Annual report published
	Undertake regular estate inspections with tenants and leaseholder representatives	Landlord Services	Annual	Inspections and follow up actions complete
	Support effective resident scrutiny through a resident panel and complementary scrutiny groups	Landlord Services	On-going	Monitor outcomes

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>3. Support residents to access affordable, well managed social and market rented homes cont</b>				
	Promote innovative resident engagement opportunities to under-represented groups	Landlord Services	On-going	Monitor activities targeted at under represented groups
3.4 Provide effective regulation of houses in multiple occupation	Identify HMO's and take action where appropriate (including those within the additional licensing scheme designated wards).	Regulatory Services	On-going	Monitor caseload and outcomes
	Review the existing additional licensing schemes prior to expiry in 2015.	Regulatory Services	Spring 2014	Review complete
3.5 Ensure council housing services offer excellent services	Tender for a new Housing Management IT system	Landlord Services	2016	Procurement complete and new system in operation
	Undertake an annual review of Local Standards and develop performance measures with council tenants and leaseholders	Landlord Services	Annual	Review completed and standards/PI's agreed
	Investigate new technologies to make services more accessible and efficient, including on-line rent accounts	Landlord Services	2015	Service improvements delivered
	Commission & publish a STAR/Tenant Satisfaction Survey	Landlord Services	2014 published	Survey procured &
	Work 'With the Grain' to generate proposals to make council housing services more efficient	Landlord Services, Housing Supply & Housing Demand	2014	Review complete and recommendations implemented

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>4. Meet the housing and support needs of vulnerable residents</b>				
4.1 Support vulnerable residents to enable people to live independently and remain in their home	Continue to provide a Handyperson Service across all tenures, including hospital release scheme (discretionary)	Housing Repairs & Adaptations Service	On-going	Monitor the take up of services & budget
	Continue to provide Handyperson Plus Service. Includes repairs to disabled equipment and adapted properties, top up repairs for Disabled Facilities Grants, and emergency repairs for people on a means tested benefit (discretionary)	Housing Repairs & Adaptations Service	On-going	Monitor the take up of services & budget
	Continue to provide Disabled Facilities Grants, consisting of a programme of grant aiding adaptations for owner occupiers, RPs and tenant/landlord properties	Housing Repairs & Adaptations Service	On-going	Monitor the number of adaptations and time taken following referral
	Continue to offer Equity Release Loans for over 55s. Grant aid available for start-up costs. (discretionary)	Housing Repairs & Adaptations Service	On-going	Monitor the take up of equity loans
	Procure a new sheltered housing alarm and door systems for council owned stock	Landlord Services	2014	Review complete and recommendations implemented

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>4. Meet the housing and support needs of vulnerable residents continued</b>				
	Fund an information and advice service (currently Ealing Advice Service) to help vulnerable people support independence. To include advice on: <ul style="list-style-type: none"> <li>• Welfare Benefits</li> <li>• Access to NHS Healthcare, including registering with GPs</li> <li>• Adult Education</li> <li>• Employment skills</li> <li>• Recreational Services</li> <li>• Housing</li> </ul>	Grants and External Funding Team	On-going	Annual grant award, service outcomes monitored
4.2 Ensure vulnerable residents are able to access accommodation which meets their needs	Provide an Occupational Therapy Service to deal with hospital discharge cases by appointing a Housing Occupational Therapist.	Housing Demand	2014	Service set up
	Utilise floating support services to support vulnerable households at risk of homelessness	Housing Demand & VCS	On-going	Monitor service outcomes in terms of homeless preventions
	Work with the Integrated Offender Management Board to support prolific offenders	Housing Demand, Landlord Services & VCS	On-going	Monitor referrals
	Work with Social Services to support vulnerable adults with high/complex needs to help them access accommodation and sustain tenancies	Landlord Services, Housing Demand & VCS	On-going	Monitor referrals and outcomes.

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>4. Meet the housing and support needs of vulnerable residents continued</b>				
4.3 Support minority ethnic groups to integrate into communities	Help resource voluntary and community sector organisations to provide advice and support to black minority ethnic and refugee/migrant communities to enable local people to have greater access to and participation in activities and services, so improving the quality of life and sustainability of their local communities.	Housing Demand & Grants and External Funding Team	On-going	Funding agreed and service outcomes monitored in terms of advice outcomes and homeless preventions
	Identify and publicise translation and specialist BME and refugee/migrant services to improve sign-posting and advice	VCS	2014	Info disseminated and included in a directory of services.
	Procure a new management service for Bashley Road Gypsy and Traveller site.	Housing Demand	2014	New service procured
4.4 Work in partnership to support families at risk with complex & multiple needs	Work with the Think Families Team to identify and support families as part of the Think Families Plus programme	Housing Demand & Landlord Services	On-going	Monitor the number of referrals

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>4. Meet the housing and support needs of vulnerable residents continued</b>				
	Work with Social Services colleagues through the Specialist Support Team to identify & assess families at risk of homelessness or in housing need.	Housing Demand	On-going	Monitor number of cases identified and service outcomes
Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>5. Prevent homelessness</b>				
5.1 Provide housing advice & support to households at risk of homelessness	Provide advice about realistic private rented sector options for households facing homelessness, particularly where the private sector in Ealing is not a viable option.	Housing Demand	On-going	Monitor the number of homeless preventions
	Ensure clients understand their rights and obligations in relation to tenancies.	Housing Demand & Landlord Services	On-going	Monitor homeless preventions
	Provide advice and sign-post people without recourse to public funds to specialist services	VCS, Housing Demand	On-going	Monitor number of referrals
	Sign-post private sector tenants to sources of legal help to take action when an unlawful eviction is threatened or has happened	Housing Demand	On-going	Monitor casework/enquiry outcomes



Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>5. Prevent homelessness continued</b>				
5.2 Minimise the impact of welfare reform on residents	Continue to raise awareness of the impact of Welfare Reform and Universal Credit to encourage residents to act quickly.	Housing Demand, Landlord Services and Housing Benefit	2017	Outcomes monitored by the Corporate Welfare Reform Steering Group
	Ensure all households affected are identified and contacted to have their options explained	Housing Demand, Landlord Services and Housing Benefit	2014	100% of all households identified contacted
	Promote use of DHP to residents affected by reforms	Housing Demand & Landlord Services	2015	Monitor the take-up of DHP
	Review the Rent Strategy for the council's own housing to allow for the adverse effect of welfare reform against all equality strands	Landlord Services	2014	New Rent Strategy published
	Provide a Financial Inclusion service for council tenants to minimise debt and sign-post into employment and training opportunities	Landlord Services	2019	Monitor service outcomes
5.3 Support unemployed residents into employment and training	Expand the number of Work Clubs across the borough. Develop links with ECVS/third sector to broaden resource base and expand expertise	Housing Demand & VCS	2014	Monitor attendance statistics, job outcomes and training referrals made

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>5. Prevent homelessness continued</b>				
	Continue to hold jobs, training and advice fairs in partnership with Jobs Centre Plus and other boroughs.	Housing Demand	On-going	Monitor job outcomes
	Identify and refer unemployed residents into employment and training support (Employment and Training officer) and Troubled Families Programme	Housing Demand, Landlord Services	On-going	Target for each staff member to make a minimum of 1 referral per month
	Secure and promote vacancies and employment/training opportunities for residents via the cross-council Employment, Learning and Skills Group	Housing Demand/ Economic Development	On-going	Monitor vacancies procured, job and training outcomes. Promotion of vacancies. Employment preparation workshops/ courses for candidates
5.4 Minimise the use of bed and breakfast accommodation	Purchase a portfolio of properties for emergency use.	Housing Demand	Sept 2014	83 properties procured
	Procure self-contained emergency accommodation as a cheaper and more suitable short-term alternative to B&B	Housing Demand	April 2014	150 units procured
	Enter into an agreement with Network Housing Association who will purchase properties for emergency use in the first instance.	Housing Demand	October 2014	25 properties purchased
	Increase the in-house managed hostel portfolio.	Housing Demand	2015	Provide 100 additional household units

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>5. Prevent homelessness continued</b>				
	Acquire Direct Let properties out of borough to facilitate timely move-on from emergency accommodation.	Housing Demand	On-going	100 per year
	Ensure families are not placed into bed and breakfast accommodation for more than 6 weeks	Housing Demand	On-going	Monitor length of time families spend in B&B
	Identify and secure planning permission for a suitable site in Ealing within the council's ownership for the installation of modular homes for the purpose of providing temporary accommodation	Housing Demand	December 2014	20 units provided
5.5 Provide suitable accommodation for those who are homeless	Procure private rented accommodation in lower cost outer London areas and out of London for larger units.	Housing Demand	2014	Monitor number of properties
	Target sub-letting council leaseholders to procure accommodation / offer a management service to let to homeless households	Home Ownership & Leasehold Service & Housing Demand	2014	Monitor number of properties

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>5. Prevent homelessness continued</b>				
	Proactively manage expectations by publicising the lack of social housing options within the borough and promote out of London opportunities for social housing through Locata.	Housing Demand	On-going	Monitor the number of households taking up accommodation in other boroughs
	Support households at risk of homelessness to meet the initial cost of accessing private rented accommodation by offering 'Finder Fees' and Discretionary Housing Payments	Housing Demand	On-going	Monitor the take-up of the different types of assistance
	Support non-statutory homeless persons with housing-related support needs access supported accommodation	VCS and Housing Demand	On-going	
5.6 Work with the voluntary sector to support households experiencing homelessness or rough sleeping	Minimise rough sleeping to ensure the objectives of 'No Second Night Out' and No Living on the Streets (NLOS) are met	St Mungo's & Housing Demand	On-going	Monitor the number of verified rough sleepers and undertake an annual rough sleeper street count
	Work with persons with no recourse to public funds to encourage and assist their voluntary return back to their home country to prevent destitution	VCS, Housing Demand & Regulatory Services	On-going	Monitor
	Work with the Police & UKBA to reconnect rough sleepers	Housing Demand	On-going	Monitor the number of referrals

Objective	Action	Lead	Timescale	Performance Measures & Milestones
<b>5. Prevent homelessness continued</b>				
	Develop on on-line directory of services	VCS, Supporting People & Housing Demand	2014	Directory published
	Work with the Ealing Homeless Forum and Ealing Advice Forum to identify and close gaps in service provision	VCS, Housing Demand	On-going	Services reviewed and developed/reconfigured

# Appendix 1:

## Key Areas of Progress since the publication of Ealing's Housing Strategy 2009-2014

- Reviewing the options for the management of council owned housing, taking the decision to bring services back in-house, integrating the ALMO back into the Council;
- Reviewing our Allocations Policy and the eligibility criteria for the housing register, resulting in; increased priority to under-occupiers to free up larger properties, an income restriction, suspending applicants who bid and refuse three or more reasonable offers, a 5 year local connection criteria, increased priority for those who make a community contribution;
- Meeting our 2010 government target to halve the use of temporary accommodation;
- Restructuring our housing advice and homelessness services to better meet the needs of our customers;
- In March 2011, Ealing completed their council housing stock repair and investment programme under the Decent Homes Programme at a total cost of £305 million.
- Publishing a new Asset Management Strategy;
- Made significant progress on our Estate Improvement Programme, with all schemes having partners on board and the majority on site.
- Copley Close is the first regeneration that Ealing Council is leading directly on, acting as both developer and master planner. A mixture of new build and refurbishment, phase 1 refurbishment is underway. After an extensive community consultation programme a planning application for 200 new build homes has been submitted.
- Residents have been consulted on four further estates, which were identified for a further round of estate improvements.
- Establishing new build programme, which has so far, delivering 80 homes with work continuing on the 135 homes currently on site across a number of schemes, including Golf Links and Eastcote Lane phase 2. A small sites procurement exercise is expected to deliver an additional 150 to 200 new homes. A bid has been submitted to the GLA for funding for a further 74 affordable units over 8 sites, to be completed by March 2015.

- Gaining approval to set up a council owned Company Limited by Shares (a CoCo) to explore new funding opportunities for delivering new homes across a range of tenures.
- Improving the range of ways council tenants can be involved by setting up a Tenant Scrutiny Panel;
- Reviewed and consulted on improvements to our sheltered housing service;
- Introduced a new method of calculating the management fee element of Service charges to leaseholders, to provide a fairer charging system for all leaseholders.
- Set up a Corporate Welfare Reform Steering Group to identify the local impacts of Welfare Reform and coordinate a programme to mitigate the effects and support affected residents;
- Setting up Green Deal Together (GDT), a Community Investment Company delivering the Green Deal in Ealing;
- Setting up and delivering a multidisciplinary Outhouse Project Team to undertake a coordinated approach to target rogue landlords and other illegal activities, in addition to effectively referring vulnerable people onto the appropriate support agencies.



# Appendix 2:

## Strategy Consultation

STAGE	Timescale	ACTIONS
Informal consultation to inform strategy development	October - November 2013	<ul style="list-style-type: none"> <li>• Internal consultation on priorities and objectives with key departments</li> <li>• Homelessness Forum</li> <li>• Information dissemination at Ealing Developer Forum</li> <li>• Housing Forum (tenants &amp; leaseholder representatives)</li> </ul>
Formal consultation on consultation draft	2 December 2013 - 26 January 2014	<ul style="list-style-type: none"> <li>• Housing Forum</li> <li>• Mail out to registered providers and community and voluntary sector</li> <li>• Article in Tenant's Newsletter</li> <li>• Consult with Residents Forum members</li> <li>• Report to Overview and Scrutiny Committee</li> <li>• Web consultation on council's website</li> <li>• Web consultation on Targeted Housing Options website for housing register applicants and home seekers</li> </ul>
Final draft	February 2014	Analyse feedback from consultation. Changes to final strategy document.
Cabinet Report	March 2014	Report on consultation results and seek approval to publish the final version
Strategy Implementation	May 2014	Publish and circulate Housing and Homelessness Strategy

### Summary of Responses:

- There were a total of 135 respondents, 88 through the Residents Survey and 47 through the public survey.
- There were a variety of respondents but the majority (58%) were home owners, followed by 15% who were renting privately. Other respondents included private landlords, developers and residents seeking accommodation.

- 71% thought the strategy moderately to completely capture the main housing challenges over the next 5 years. A further 11% thought the strategy capture the challenges slightly, 8% didn't feel the strategy captured the challenges and a further 8% didn't know/couldn't say.
- Respondents were asked to rank each priority in terms of their importance. 'Increasing the supply of affordable homes' was the top priority (28%). The % who ranked each of the other 4 priorities as most important was as follows:
  - o Improving the quality of housing & neighbourhoods in Ealing (23%)
  - o Preventing Homelessness (20%)
  - o Supporting residents to access affordable, well managed social and market rented homes (17%)
  - o Meeting the needs of older and vulnerable residents (12%)
- There was a good level of support for all objectives (between 59% and 92% supported each objective). The greatest level of support was for:
  - o 'Making the most efficient use of the housing stock' (92%)
  - o 'Minimising the use of 'bed and breakfast' accommodation' (91%) 'Supporting unemployed residents into employment and training' (89%)
- The lowest support was for:
  - o 'Supporting minority ethnic groups to integrate into communities' (59%)
  - o Promoting opportunities for meaningful resident involvement in the provision of the council's landlord service (69%)
  - o 'Minimising the impact of welfare reform on residents' (70%).

# Appendix 3: Glossary of Terms

Affordable Homes Programme	The HCA (England) and GLA (London) investment programme aiming to increase the supply of new affordable homes in England. The majority of the new programme will be made available as Affordable Rent with some for affordable home ownership, supported housing and in some circumstances, social rent.
Affordable Housing	Affordable housing includes social rented and intermediate housing, provided to specified eligible households whose needs are not met by the open market.
Affordable Rent	Social housing where rent is charged at up to 80% market rents. The tenancies can either be flexible tenancies or lifetime tenancies. Affordable Rent properties are not subject to the rent restructuring policy that applies to social rented housing.
AST	An Assured Short hold Tenancy is the most frequently used tenancy agreement in the letting of private residential properties. Assured Short hold Tenancy agreements are normally arranged for a six month period, but can be agreed for a longer period, e.g. twelve months. This type of tenancy allows the tenant to remain in the property for the first six months, or initial fixed period.
CLG	The Department of Communities and Local Government-the government department responsible for national housing policy
Decent Homes Standard	The Decent Homes Standard is a minimum standard, defined by the government as: <ul style="list-style-type: none"> <li>• being without a category 1 hazard;</li> <li>• in a reasonable state of repair;</li> <li>• having reasonably modern facilities and services;</li> <li>• providing a reasonable degree of thermal comfort (effective insulation and heating)</li> </ul>
DLA	Disability living allowance (DLA) is a non-means-tested, non-contributory benefit in the United Kingdom introduced in 1992 and scheduled for phase-out between 2013 and 2016, in relation to adults only, for whom it is to be replaced by a new Personal Independence Payment
DWP	Department of Work and Pensions, the government department leading on Welfare Reform.
ECO	The Energy Company Obligation (ECO) is aimed at improving energy efficiency of homes that are most difficult to heat for various reasons and is funded by the energy companies. Some strands of the available ECO funding aim to reduce fuel poverty by providing heating improvements at the homes of low income households with inefficient and expensive heating systems.

EPC	All domestic and commercial properties available to buy or rent in the UK must have a valid EPC. They show how energy efficient a building is on a scale of A (very efficient) to G (inefficient). From 1 April 2012 customers in the UK that wish to make use of the Feed-in Tariff (FIT) available from the government for electricity generation the building must have an EPC showing at least a D rating.
Fixed Term Tenancy	Applies to tenancies offered for a specific period of Time, rather than traditional "lifetime tenancies"
Flexible Tenancy	Fixed term tenancy for a minimum of 2 years with a built in review period
Fuel Poverty	A household will be defined as 'fuel poor' if its: <ul style="list-style-type: none"> <li>• Total income is below the poverty line (taking into account energy costs)</li> <li>• Energy costs are higher than typical</li> </ul>
GLA	The Greater London Authority- the body directly responsible for strategic housing, regeneration and economic development in the capital.
Green Deal	The Green Deal is a Government scheme introduced in October 2012 designed to help homeowners and tenants to increase the energy efficiency of their homes. Households can make energy saving home improvements that may be partly or wholly funded over time through electricity bills. The Green Deal also includes a new obligation on energy companies to help the poorest and most vulnerable households with saving energy. A range of measures designed to improve energy efficiency are also introduced; such as facilitating the roll-out of smart meters, widening access to energy performance certificates and making information on energy bills clearer.
HHSRS	Health and Housing Safety Rating System is a risk assessment tool used to assess potential risks to the health and safety of occupants, potential occupants and visitors to residential properties. The system is based on a risk assessment of 29 prescribed hazards. Once an assessment is made the hazards are scored as either Category 1 (serious) or Category 2 (less serious). The Council has a legal duty to take action if a Category 1 Hazard is found to exist in premises. Where there are numerous Category 2 hazards and/or high scoring Category 2 hazards, our discretionary powers may be exercised
HMO	<p>A house in multiple occupation (HMO) is a property which is occupied by three or more people forming two or more households, where facilities such as kitchens and bathrooms are normally shared. It includes bedsits, shared houses (students and professionals) and some self-contained flats.</p> <p>Properties of three or more floors, with five or more tenants belonging to two or more households require a Mandatory Licence under the Housing Act 2004</p>

HB	Housing Benefit is a means tested social security benefit in the UK that is intended to help meet housing costs for rented accommodation
HCA	Homes and Communities Agency. The national housing and regeneration delivery agency for England (powers are devolved to the GLA in London, with the exception of their regulatory powers)
Housing Association	Independent, not-for-profit organisation providing affordable housing
Lifetime tenancies	Either Secure (council) or Assured tenancies (registered provider).
LGA	Local Government Association- the national voice of local government. We work with councils to support, promote and improve local government
LHA	Local Housing Allowance (LHA) was introduced in April 2008 to provide Housing Benefit entitlement for tenants renting private sector accommodation in England, Scotland and Wales. It does not replace Housing Benefit - it is just a different way of calculating entitlement under the existing Housing Benefit scheme.
London Councils	A think-tank and lobbying organisation that promotes the interests of London's 33 Councils. It also runs a number of pan London services
Market Rent	This refers to unsubsidized/discounted private sector rent levels.
Reasonable Preference	Under the Housing Act 1996 s.167 local authorities are required to have an allocation scheme that gives "reasonable preference" to certain categories of people, which includes: <ul style="list-style-type: none"> <li>• People who are 'homeless', as defined in Part VII of the Housing Act 1996, or owed a particular statutory duty by any local housing authority under certain provisions of homelessness legislation.</li> <li>• People occupying unsanitary, overcrowded or otherwise unsatisfactory housing ( as defined by the Housing Act 2004)</li> <li>• People who need to move on medical or welfare grounds (including grounds relating to a disability)</li> <li>• People who need to move to avoid hardship themselves or others (e.g. at risk of domestic violence).</li> </ul>
Registered Provider	A provider of social housing registered with the HCA and subject to government regulation. Both profit and non-profit making social housing providers to be registered (with the HCA).
Registered Social Landlords	Government funded not-for-profit organisations that provide affordable housing. They include housing associations, trusts and cooperatives.
SAP rating	The Standard Assessment Procedure (SAP) is the methodology used by the Department of Energy & Climate Change (DECC) to assess and compare the energy and environmental performance of dwellings. Its purpose is to provide accurate and reliable assessments of dwelling energy performances that are needed to underpin energy and environmental policy initiatives.

Social Housing providers	Provider of subsidised social housing below market rent, including the council and other registered providers such as housing associations.
Social Housing Regulator	The body responsible for regulating social housing, currently the HCA.
Social Rent	Rents which are kept low through state subsidy, to approximately a third of market levels. The social housing sector is currently governed by a strictly defined system of rent control to ensure that rents are kept affordable.
SMHA	Strategic Market Housing Assessment - a framework that local authorities and regional bodies follow to develop a good understanding of how housing markets operate. It promotes an approach to assessing housing need and demand, which can inform the development of local development document and regional spatial strategy planning for housing policies.
Target Rent	This is the government's rent regime for social rented housing (owned by councils and registered providers). The original intention was to converge rents by the 31 March 2012 so that similar rents are charged for similar properties. This has now been revised to 2015/16. Every social rented property has a 'target rent', which is worked out using a formula set by the government. This means that rent rises are capped to current rent plus RPI+0.5% plus up to £2 per week.

# Appendix 4:

## Welfare Reform Changes

### Changes Implemented to date:

#### Tax Credits and Income Support

- Couples with children must work at least 24 hours between them (with one working 16 hours) to qualify for Working Tax Credit
- Income limit for Child Tax Credit reduced to £26k-32k
- Child Benefit ceases for families with someone earning over £60k, falling off from £50k
- Lone parents with no children under 5 lose Income Support and required to register for Job Seeker's Allowance (JSA) or alternative benefit.

**Local Housing Allowance Caps** limits the maximum LHA payable for each property size, and applying a four-bed limit:

- £250 for 1 bed
- £290 for 2 bed
- £340 for 3 bed
- £400 for 4 bed plus5

**Local Housing Allowance** set at the 30th percentile of local rents rather than the 50th percentile

**Annual increases** in working age benefits and tax credits will be limited to 1% for three years from April 2013.

#### Local Council Tax Allowance

The national council tax scheme has been replaced by local schemes with councils expected to reduce the budget by 10% while protecting 'vulnerable' groups such as older or disabled people. Schemes vary, but in many areas working age people are expected to pay between 8.5% and 20% towards their council tax.

**Shared Room Rate** extended to single people aged less than 25 years old to those under 35 year olds.

**The social sector** size criteria or 'Bedroom tax' restricts housing benefit for working age households to allow for one bedroom for each person or couple living as part of the household in most cases. Under-occupying households housing benefit is reduced by:

- 14% for under-occupancy by 1 bedroom
- 25% for under-occupancy by 2 bedrooms or more



## Overall benefits cap

- affects working age households total benefits, including HB, are limited to:
  - £500 per week for a couple or lone parent
  - £350 per week for single people
- 'excess' benefit is deducted initially from the claimant's HB until they move to universal credit (see below)
- impacts heavily on those with large families and/or high rents

## Timescale of changes still to be implemented:

**Universal Credit** - replaces many existing benefits and provides both in and out of work support for working-age claimants (Working Tax Credit, Child Tax Credit, Housing Benefit, Income Support, income-based Jobseeker's Allowance and income-related Employment and Support Allowance). Will be paid direct to resident (with housing component), monthly in arrears.

Phase 1 (April 2013): Pathfinder authorities introduced (Tameside, Oldham, Wigan and Warrington)

Phase 2 (October 2013 to March 2014): Extended coverage of Universal Credit rolled out, staged across Great Britain

Phase 3 (April 2014 to 2017): Universal Credit national implementation due to be completed by end of 2017.

## Personal Independence Payments

- replaces disability living allowance for those aged 16 to 64
- levels of award reduced from three to two
- eligibility criteria are much harder to satisfy

From April 2013, all new claims are now being assessed for PIP

Existing DLA claimants are being transferred onto PIPs between 2013 and 2017.

From 28th Oct, existing DLA claimants will be transferred if:

- They have a change in care or mobility needs on or after 28 October
- Their fixed term award is due to expire on or after 17 March 2014
- Children turn 16 years old on or after 7 October 2013
- An existing DLA claimant wishes to claim PIP instead of their DLA

From Oct 2015 until late 2017, all other existing DLA claimants in Ealing will be transferred onto PIP

# Appendix 5: Key Ward Statistics (including data from 2011 census)

Ward	No. of households	Tenure: Owned	Tenure: Social rental	Tenure: Private rental	Mandatory HMO licences	Additional HMO licences	% of households using the Occupancy rating (short of at least 1 room)	% Unemployed	% of residents born in the UK	% of residents arriving in UK between 2001-2011	% of persons whose main language is English	Cannot speak English at all (or well)	Household is deprived in 4 dimensions	Household is not deprived in any dimension	% of residents in very bad health	% of residents whose day-to-day activities are limited	Median house hold Income CACI 2013
Acton Central	6266	41.40%	23.30%	35.30%	57	33	27.99	5.0%	51.8%	32.1%	68.2%	7.0%	1.7%	36.3%	5.2%	13.9%	£32,576
Cleveland	5714	55.40%	21.50%	23.10%	11	1	19.86	4.9%	60.4%	30.4%	75.7%	4.6%	1.0%	45.4%	4.8%	13.8%	£35,038
Dormers Wells	4300	50.30%	28.40%	21.30%	6	6	29.00	6.1%	44.0%	24.7%	54.8%	11.2%	1.8%	23.5%	6.4%	17.2%	£25,705
Ealing Broadway	6184	45.10%	11.00%	43.80%	38	6	25.42	4.0%	55.7%	21.3%	74.7%	3.6%	0.7%	46.3%	4.0%	12.1%	£40,920
Ealing Common	5857	47.70%	14.60%	37.80%	29	15	19.26	4.5%	57.0%	26.1%	75.6%	3.9%	0.5%	48.8%	4.3%	13.0%	£38,593
East Acton	7065	42.30%	22.10%	35.60%	22	47	35.24	5.6%	45.6%	21.2%	63.8%	6.5%	1.2%	30.2%	5.1%	12.9%	£31,669
Elthorne	6044	50.60%	20.20%	29.20%	18	3	22.68	5.2%	59.3%	32.2%	74.3%	5.0%	1.2%	41.6%	4.8%	13.6%	£34,684
Greenford Broadway	6342	50.90%	23.40%	25.70%	10	18	25.62	6.2%	51.4%	25.6%	64.2%	7.3%	1.1%	29.0%	5.5%	15.4%	£27,329
Greenford Green	4994	63.90%	9.70%	26.40%	5	5	19.00	4.9%	50.0%	26.4%	62.8%	8.3%	0.7%	36.3%	4.5%	13.6%	£30,653
Hanger Hill	6130	55.70%	4.70%	39.60%	10	6	17.73	4.0%	46.9%	29.4%	64.2%	7.1%	0.4%	47.3%	3.4%	12.1%	£39,121
Hobayne	5287	54.60%	25.20%	20.20%	4	1	18.04	4.8%	59.2%	20.0%	72.2%	5.9%	0.8%	37.6%	5.2%	15.2%	£30,764
Lady Margaret	3964	69.90%	7.30%	22.80%	3	3	23.71	5.3%	44.1%	23.2%	56.4%	9.7%	0.8%	29.0%	5.0%	15.0%	£28,500
North Greenford	4864	67.90%	8.30%	23.70%	14	6	19.43	4.8%	48.6%	19.7%	62.3%	2.7%	0.5%	36.3%	4.1%	12.9%	£30,065
Northfield	5256	66.70%	6.70%	26.60%	8	4	11.38	3.3%	63.8%	17.8%	80.2%	8.1%	0.3%	55.6%	3.4%	10.5%	£38,177
Northolt Mandeville	5571	55.00%	24.20%	20.80%	2	2	23.16	5.6%	55.9%	23.2%	67.6%	6.2%	1.1%	31.6%	4.8%	14.2%	£28,029
Northolt West End	5622	44.80%	34.50%	20.80%	3	1	25.54	7.3%	58.5%	24.9%	69.3%	6.0%	1.2%	25.4%	5.9%	16.0%	£25,724
Norwood Green	4172	46.00%	34.70%	19.30%	21	3	30.39	7.5%	49.3%	24.4%	61.7%	9.7%	1.7%	25.5%	7.1%	20.0%	£27,240
Perivale	5316	63.20%	8.50%	28.30%	1	4	20.81	4.8%	44.6%	17.6%	58.4%	9.2%	0.6%	34.6%	4.3%	13.5%	£30,049
South Acton	6011	34.90%	33.90%	31.30%	43	32	30.08	5.8%	49.5%	16.4%	65.8%	7.0%	1.3%	34.2%	6.7%	15.3%	£31,434
Southall Broadway	3615	56.40%	16.40%	27.20%	27	43	33.50	6.1%	35.9%	18.7%	44.9%	15.7%	1.5%	18.6%	7.0%	17.3%	£26,353
Southall Green	4082	52.80%	13.60%	33.60%	15	50	34.93	6.9%	36.9%	19.5%	45.2%	15.2%	1.5%	18.9%	6.0%	15.6%	£26,146
Southfield	5939	57.60%	9.80%	32.60%	21	10	16.60	3.4%	63.7%	25.0%	82.9%	2.2%	0.7%	55.6%	3.8%	10.1%	£40,397
Walpole	5487	57.70%	12.00%	30.30%	14	9	17.75	3.8%	62.0%	22.3%	78.6%	3.5%	0.7%	52.1%	3.6%	11.4%	£39,450
Ealing	124,082	52.90%	18.10%	29.00%	690	382	23.61	5.2%									£32,049
London	3,266,173	49.50%	24.10%	26.40%			21.66										
England	22,063,368	64.10%	17.70%	18.20%													
England and Wales		64.30%	17.60%	18.00%													

# Appendix 6:

## LGA Toolkit Projected Impact of Welfare Reform on Ealing, August 2013

This model shows the estimated cash impacts in 2015/16 of Government welfare reforms, and the estimated number of claimant households affected for each reform.

This allows an estimate to be made of the impact in 2015/16 per household affected.

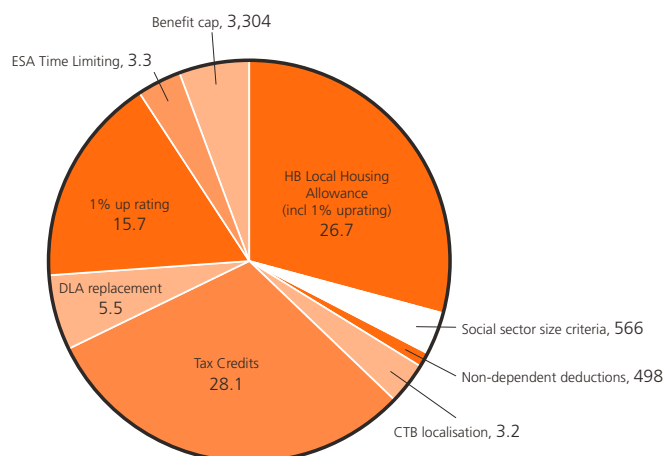
Impacts are also shown for working and non-working households.

**Table 2: Estimated Impact of welfare reform on Ealing residents 2015/16**

Estimated impacts of welfare reforms		HB Local Housing Allowance (incl 1% uprating)	HB social sector size criteria	Non-dependent deductions	CTB localisation	Tax Credits	DLA replacement	1% up rating	ESA Time Limiting	Benefit cap	No. of working age households	No. of working age households claiming benefit
TOTAL	Numbers affected	11,423	2,571	1,860	21,800	31,500	7,720	44,181	1,429	1,532	101,041	44,181
	Overall impact (£m reduction)	26.7	3.2	0.9	3.2	28.1	5.5	15.7	3.3	5.1	91.7	91.7
	Average loss (£/year)	2,342	1,227	498	147	893	71.8	355	2,286	3,304	908	2,077
	Average loss: rank	12	3	N/A	158	69	113	16	N/A	N/A	38	8
EMPLOYED	Numbers affected	6,158	709	741	8,440	22,200	695	25,606	406	N/A	64,955	25,606
	Overall impact (£m reduction)	13.9	0.9	0.4	1.2	29.6	0.5	6.4	0.9	N/A	53.8	53.8
	Average loss (£/year)	2,255	1,218	498	147	1,332	718	251	2,286	N/A	828	2,100
NOT EMPLOYED	Numbers affected	5,265	1,862	1,120	13,360	9,400	7,025	18,574	1,023	1,532	59,162	18,574
	Overall impact (£m reduction)	12.9	2.3	0.6	2.0	-1.4	5.0	9.3	2.3	5.1	38.0	38.0
	Average loss (£/year)	2,443	1,230	498	147	-152	718	499	2,286	3,304	642	2,044

Estimated Impact of Universal Credit	44,181	Number affected
	8.5	Overall impact (£m gain)
	192	Average gain (£/year)

### Welfare reform impacts, 2015/16 in Ealing (£m)



# Appendix 7:

## Housing Affordability in Ealing

Average Property price: £438,133 (as of November 2013). Annual Increase: 9.3%.

**Table 3: Average House prices in Ealing (October 2013, Land registry) and affordability**

Red-shows properties unaffordable to those on a median income for Ealing (£32,049, Paycheck)

Property Type	Average Price	Annual Income required (20% deposit x3.5 mortgage)
Detached	£1,057,810	£241,785
Semi detached	£632,202	£144,503
Terraced	£447,902	£102,377
Flat	£311,504	£71,201

**Table 4: Median private sector rents per week (January 2014, VOA) showing affordability**

Green-affordable rent levels (median household income of £32,049 spending 40% or less of net income on housing costs), red-shows properties unaffordable to households on a median household income (>40% of net income on housing costs).

Area	Rent level/ property type	1 bed	Income Required	2 bed	Income Required	3 bed	Income Required	4 bed +	Income Required
Acton	Market rent	£260	£46,000	£315	£58,200	£428	£83,600	£541	£113,600
Ealing	Market rent	£265	£47,000	£335	£62,700	£438	£85,700	£722	£157,000
Greenford	Market rent	£199	£33,600	£242	£41,900	£323	£60,000	£369	£70,400
Hanwell	Market rent	£208	£35,400	£261	£46,200	£323	£60,000	£408	£79,100
Northolt	Market rent	£185	£31,000	£231	£39,800	£288	£52,200	£323	£60,000
Perivale	Market rent	£196	£33,100	£242	£41,900	£323	£60,000	£369	£70,400
Southall	Market rent	£162	£26,600	£230	£39,800	£288	£52,200	£306	£56,300

**Table 5: Average Council weekly rents, 2012-13 and affordability for Ealing residents**

Green-properties affordable to households on Ealing's median household income (£32,049-Paycheck 2013).

Beds	Bedsit Req'd	Income	Bung- alow	Income Req'd	Flat	Income Req'd	House	Income Req'd	Maison- ette	Income Req'd
0	69.96	£9,200	73.64	£9,800	66.67	£8,800				
1	71.88	£9,500	80.43	£11,000	81.47	£11,200	88.89	£12,600	81.62	£11,300
2			102.90	£15,300	92.49	£13,300	99.86	£14,700	90.70	£13,000
3			114.80	£17,600	101.74	£15,100	109.93	£16,700	99.25	£14,600
4			124.44	£19,400	111.66	£17,000	125.73	£19,700	110.22	£16,700
5					144.98	£23,400	135.35	£21,500		
6							157.49	£25,800		
7							155.55	£25,400		
8							158.65	£25,900		

# Appendix 8:

## Ealing Council Estate Improvement Programme-completions and homes planned 2014 - 19

**Table 6: Completions to Date**

Estate	Social rented	Affordable Rent	Low Cost Home Ownership products	Home Sales	Private Rented
Rectory Park	0	0	0	0	0
South Acton	318	0	114	80	0
Havelock	0	0	0	0	0
Green Man Lane	106	0	49	13	0
Allen Court	0	0	0	0	0
Dean Gardens	0	0	0	0	0
Golf Links	0	0	0	0	0
Copley Close	0	0	0	0	0
<b>Total</b>	<b>424</b>	<b>0</b>	<b>163</b>	<b>93</b>	<b>0</b>
<b>Total delivered</b>					<b>680</b>

**Table 7: Planned Completions between 2014-19 for Ealing Council's Estate Improvement Programme and New Build Programme**

<b>Estate</b>	<b>Social rented</b>	<b>Affordable Rent</b>	<b>Low Cost Home Ownership products</b>	<b>Home Sales</b>	<b>Private Rented</b>	<b>Total homes planned</b>
Rectory Park	252	32	94	128	0	506
South Acton	214	0	107	560	0	881
Havelock	215	0	67	226	0	508
Green Man Lane	145	0	14	203	0	362
Allen Court	45	0	0	43	0	88
Dean Gardens	112	0	22	48	0	182
Golf Links	0	51	9	0	0	60
Copley Close	49	42	22	58	34	205
High Lane Estate	70	0	5	20	0	95
Islip Manor	0	0	0	0	0	0
Medlar Farm	0	0	0	0	0	0
Yeading 1	0	0	0	0	0	0
Other Council new build	0	113	35	7	0	155
<b>Total</b>	<b>1102</b>	<b>238</b>	<b>375</b>	<b>1293</b>	<b>34</b>	<b>3042</b>

