



# Housing Strategy Action Plan

**2020-2021**



THE ROYAL BOROUGH OF  
KENSINGTON  
AND CHELSEA

# Supporting Grenfell survivors

## Overall outcome

Grenfell survivors feel supported in their new homes and receive the highest possible standard of housing management services.

Action	Milestones	Completion date	Lead
Support Grenfell survivors to move into a new permanent home of their own choosing	All Grenfell survivors and their families living in a permanent home	Ongoing – the Council will move at a pace comfortable to survivors	Director of Housing Needs and Supply
Provide wide-ranging specialist support for survivors via the dedicated service, developed in partnership with them	All Grenfell survivors and their families feel settled in their home	Ongoing – the Council will move at a pace comfortable to survivors	Dedicated Service Steering Group
Provide high quality bespoke Housing Management services for survivors and bereaved	<p>Establish single standard of service across all residents, irrespective of who their landlord is</p> <hr/> <p>Establish in house repairs service for all RBKC owned properties, and a handyperson service for those in homes managed by registered providers</p> <hr/> <p>Launch seamless highly responsive customer service for all former Grenfell residents</p> <hr/> <p>Co-design and implement a Tenancy Sustainment Policy and Income Collection Policy with residents</p> <hr/> <p>Agree permanent team structure with residents and recruit to roles</p>	May 2020	Director of Housing Management

# Leading the way on health and safety

## Overall outcome

Residents feel safe and secure in their homes.

Action	Milestones	Completion date	Lead
Develop and implement a comprehensive approach for resident safety in Council housing	Implement a Fire Risk Management Strategy in accordance with BS9997: <i>Fire risk management systems – Requirements with guidance for use</i>	March 2020	Director of Housing Management
	Obtain and maintain third-party certification under the British Approvals for Fire Equipment (BAFE) Scheme for Fire Risk Assessment organizations, BAFE SP205-1	June 2020	
	Fire Safety Team to develop and implement a training programme for staff, tenants and leaseholders	June 2020	
	Review and update key policies relating to safety: Gas, Electric, Water and Asbestos	March 2020	
	Service the Resident Safety Group to ensure resident requirements are incorporated	Ongoing	
Ensure safety and security of temporary accommodation	Complete update of required standards, including FRA records	January 2020	Director of Housing Needs and Supply
	Increase spot checks and implement additional compliance enforcement processes, including contract termination where standards are not met	April 2020	
	Increase the percentage of accommodation that we own and contract directly with landlords so that we can enforce higher standards	Review in summer 2020	

## Leading the way on health and safety

Action	Milestones	Completion date	Lead
Actively promote safety and security of housing association homes	Appoint Registered Provider Liaison Manager to share best practice and promote fire safety in housing association homes	January 2020	Director of Housing Needs and Supply
	Develop, consult and implement Tenancy Strategy, in consultation with social housing tenants, with fire safety as a key priority	Summer 2020	
Work with government to improve safety in high rise residential buildings. Identify and review residential buildings over 18m high with cladding to review safety	Work with Government to ensure all ACM is removed from private residential buildings over 18m in the borough	June 2020	Director for Public Protection
	Identify high rise buildings that have other types of cladding and confirm that they meet fire safety standards		
	Continue to work with London Fire and Emergency Planning Authority High Rise team to ensure remediation of flammable cladding		
Review the Environmental Health Fire Protocol	Fire Protocol with LFB reviewed to ensure guidance and compliance in place for private rented sector housing	March 2020	Director for Public Protection
	Regular liaison between Environmental Health Department and London Fire Brigade. Clear lines of responsibility identified		
Improve housing standards in the private sector particularly fire safety and security	Use data modelling techniques to identify unlicensed HMOs and privately rented properties likely to be unsafe	April 2020	Director for Public Protection
	Review the evidence to determine whether discretionary licensing would improve the conditions of privately rented homes and drive up management standards	October 2020	
	Carry out targeted interventions, and respond to and investigate service requests (within target times) related to health and safety hazards including fire safety, cold homes and security		
Join the London Councils' "Setting the Standard" initiative to ensure the quality of emergency temporary accommodation	RBKC signs up to scheme	Complete	Director of Housing Needs and Supply

# Increasing the supply of genuinely affordable housing

## Overall outcome

A significant increase in the number of genuinely affordable homes in the borough.

Action	Milestones	Completion date	Lead
Council to build 600 new homes, at least 300 of which will be at social rent	Secure planning permission for the four Stage One schemes	April 2020	Director of Housing Needs and Supply
	Stage One schemes start on site to build 94 new homes	October 2020	
	Stage Two sites feasibility analysis completed	Autumn 2020	
Deliver £20m programme to purchase former Council properties on estates to provide new permanent social housing and local temporary accommodation	Purchase a minimum of 30 three- and four-bedroom properties within a 2020 to 2024 programme	2024	Director of Housing Needs and Supply
Adopt a new Affordable Housing Supplementary Planning Document (SPD) to maximise the delivery of genuinely affordable homes	Publish and consult on Affordable Housing SPD that requires developers to deliver more affordable homes	February 2020	Director of Planning and Place
	Adopt Affordable Housing Supplementary Document	Summer 2020	
Develop plans for key worker housing to help public sector workers find housing they can afford in the borough	Pilot a key worker housing scheme	Spring/Summer 2020	Director of Housing Needs and Supply
	Develop, consult on and implement a Key Worker Housing Policy, based on pilot findings and best practice research and informed by the consultation on the SPD	Autumn 2020	

## Increasing the supply of genuinely affordable housing

Action	Milestones	Completion date	Lead
Make more efficient use of our existing social housing stock	Review the Voids process and ensure the re-letting of properties is more efficient	April 2020	Director of Housing Management/ Director of Housing Needs and Supply
	Ensure the social housing stock is fairly and appropriately tenanted by taking counter fraud actions to identify illegal sublets	Ongoing	
	Review and improve the underoccupation scheme to provide better incentives and more help to households who want to downsize	February 2020	
Investigate pan-London Capital Letters initiative to increase supply of private sector rent available	Assess whether joining Capital Letters would increase access to additional private rented sector supply cross-London for temporary or settled housing that is affordable	February 2020	Director of Housing Needs and Supply
Develop an Empty Homes Strategy to encourage owners of empty properties to bring them back into use	Appoint dedicated officer in Environmental Health	March 2020	Director for Public Protection
	Adopt a strategy that uses all available powers to bring empty properties back into habitable use	March 2021	
Develop stronger partnerships with Registered Providers (housing associations)	Work closely with RPs in the borough to increase numbers of lettings to those on the Council's Housing Register	March 2020	Director of Housing Needs and Supply
	Appoint Registered Provider Liaison Manager and ensure regular Council/RP meetings	January 2020	
	Implement new approach to working with RPs to increase development of new affordable housing in the borough	January 2020	

# Deliver resident-centred services

## Overall outcome

Residents feel that services are there to help them and feel positively involved in the design and delivery of services.

Action	Milestones	Completion date	Lead
Develop a Housing Management Resident Engagement Strategy	Produce and publish the Council's Resident Charter	Completed	Director of Housing Management
	Consult and deliver the Council's Housing Management Resident Engagement Strategy	May 2020	
	Regularly review the range and effectiveness of Resident/Council working groups	June 2020 and ongoing	
	Provide a wider range of digital opportunities for resident engagement	August 2020 and ongoing	
	Publish the Housing Management annual performance report by October each year	October 2020 and ongoing annually	
Review the Housing Allocation Scheme	Undertake scoping exercise to identify options and issues	Spring 2020	Director of Housing Needs and Supply
	Engagement with residents, Members and other stakeholders to ensure a new Allocation Scheme reflects resident priorities	From Summer 2020	
	New Allocation Scheme agreed	May 2021	

## Deliver resident-centred services

Action	Milestones	Completion date	Lead
Review Local Lettings Plan for Lancaster West Estate and Bramley House	Review the impact of the Local Letting Plan with tenants	December 2020	Director of Housing Needs and Supply/ Director of Housing Management
Improve understanding and approach to equality, diversity and inclusion	Establish Housing Equalities Board	Completed	Head of Community Engagement/ Director of Housing Management/ Director of Housing Needs and Supply
	Implement Corporate Equalities Strategy	March 2020	
	Implement new standards of equalities monitoring and reporting within Housing	June 2020	
Housing Needs resident communication review	Review Housing Needs communications and set standards to ensure that all are clear and helpful	Summer 2020	Director of Housing Needs and Supply
	Make advice and information on housing options more easily accessible , working with advice agencies and other local stakeholders to ensure that residents in permanent, temporary and private sector accommodation are supported to make informed choices	Summer 2020	
Reintroduce ‘lifetime’ secure tenancies for all Council tenants to give them greater security	Implementation of a new Tenancy Policy setting out how Council tenancies are granted	January 2020	Director of Housing Management/ Director of Housing Needs and Supply
	Update and publish Residents’ handbook to reflect new tenancies	May 2020	



## Deliver resident-centred services

Action	Milestones	Completion date	Lead
Work with Registered Providers (housing associations) and other landlords to improve standards of service for residents	Consult on and publish a new Tenancy Strategy including prioritising the involvement of residents in the management of their homes	Summer 2020	Director of Housing Needs and Supply/ Director of Housing Management/ Director for Public Protection
	Encourage Registered Providers to adopt the National Housing Federation's 'Together for Tenants' Charter and share examples of best practice with them	Summer 2020	
	Improve enforcement of Mandatory Licensing Scheme for landlords of houses of multiple occupation (HMOs)	March 2020	
	Investigate potential for wider discretionary private sector HMO landlord licensing scheme	March 2021	
Involve residents in the Council's plans for new homes	Implement comprehensive resident engagement programme on the Council's new homes delivery programme	March 2021	Director of Housing Needs and Supply
Improve digital access	Complete the updates of the website content for Housing Services	April 2020	Director of Housing Management/ Director of Housing Needs and Supply
	Start two year Digital Transformation Programme for Housing Services, to include transactional services, information and social media engagement	May 2020	

# Improving the quality and environmental sustainability of housing

## Overall outcome

Residents live in good quality homes and neighbourhoods, which are energy-efficient and environmentally sustainable.

Action	Milestones	Completion date	Lead
Deliver a refurbishment programme across our Housing stock to improve and maintain the quality of the inside of tenants' homes and communal areas	Lancaster West major refurbishment works commence	June 2021	Director of Housing Management
	Publish outline capital programme and post code finder	Completed	
	Publish Housing Management Capital Asset Strategy	March 2020	
	Develop and deliver a refurbishment programme across our housing stock	April 2020 to March 2027	
	Deliver an effective communications programme to residents on works taking place in their homes, blocks and estates	Ongoing	
Ensure the Housing services contribute the Council's commitment to be net zero carbon by 2030 and carbon neutral by 2040	Support the review and update of the Council's Air Quality and Climate Change Action Plan: 2016 to 2021 to set out actions required to meet the net zero carbon commitment	March 2021	
	Work in partnership with residents to develop a Housing Sustainability & Fuel Poverty Strategy to include aims on energy, air quality, waste, transport, climate change adaptation and water	April 2020	
	Lancaster West Neighbourhood feasibility study for a zero-carbon district heating system	May 2020	

## Improving the quality and environmental sustainability of housing

Action	Milestones	Completion date	Lead
Invest in environmentally sustainable and energy-efficient materials and technologies across our New Homes Delivery Programme	Develop approach and specification for new homes including fabric first approach to sustainability and low carbon energy systems	March 2021	Director of Housing Needs and Supply/ Director of Social Investment
Improve energy efficiency in private sector homes	Embed Minimum Energy Efficiency Standards objectives in inspections of private sector housing	March 2020	Director of Public Protection
	Develop and implement the Affordable Warmth Strategy	March 2021	
Adopt a new Greening SPD to provide guidance on existing planning policy such as zero carbon homes and raise standards on all aspects of sustainability such as design of new homes, air quality, biodiversity, transport and waste minimisation	Draft, consult on and implement a Supplementary Planning Document (SPD) on Greening Issues	December 2020	Director of Planning and Place
Continue to improve our in-house repairs service, to ensure a timely and responsive service which meets residents' needs	Implement Housing Management Repairs Policy including taking further services in house and provisions of new services such as the Handyperson scheme	March 2020	Director of Housing Management
	Where specialist services are required, procure and effectively manage new contractors	October 2020	
Improve standards in the private rented sector and target poor performing landlords and HMOs	Develop and implement the Private Sector Housing Strategy	August 2020	Director of Public Protection
	Strengthen targeted inspection of high risk non licensed houses of multiple occupation (HMOs) and carry out formal enforcement and prosecutions in line with the Enforcement Policy	March 2020	
	Review housing guidelines for landlords and tenants on standards in HMOs	March 2020	
Support private renters through the Rogue Landlord and Agent Checker and Redress schemes	Maintain enforcement of the Redress scheme requirements	Ongoing	Director of Public Protection
	Upload data into the scheme and continue with its use to ensure details of rogue landlords and agents are available to the public through the scheme's website	February 2020	

# Supporting vulnerable residents and tackling and preventing homelessness

## Overall outcome

Residents are able to live independently in their homes for as long as possible, households receive specialist advice and support to prevent homelessness wherever possible and homeless families are supported to find suitable accommodation.

Action	Milestones	Completion date	Lead
Develop a Homelessness Strategy	Complete Homelessness review to inform strategy	December 2019	Director of Housing Need and Supply
	Consult on and agree new strategy	March 2020	
Housing Needs transformation programme	Develop and implement a new Housing Needs service model and structure focusing on prevention, early intervention and targeted support	Summer 2020	Director of Housing Needs and Supply
	Increase capacity to provide specialist advice and support to residents to prevent homelessness in the private rented sector, including working more closely with partners	Summer 2020	
Provide a comprehensive support service for rough sleepers to reduce the number of rough sleepers returning to the street	Commission an additional 14 emergency and 15 longer term bed spaces during winter months	December 2020	Director of Housing Needs and Supply
	Successful bids for grants to support rough sleeping services	March 2020	

## Supporting vulnerable residents and tackling and preventing homelessness

Action	Milestones	Completion date	Lead
Ensure that care leavers have move-on options into stable and secure housing	Review and refresh <i>Protocol for Joint Assessment of Homeless 16 and 17 year olds</i> by Housing and Family Services	March 2020	Director of Housing Needs and Supply/ Director of Family Services
	Review pathways into settled housing and tenancy sustainment for care leavers	Summer 2020	
Deliver new initiatives to promote high quality, independent living for those with complex needs	Design tenancy sustainment offers and rehousing pathways for residents with specific or complex needs including those in institutional care	March 2021	Director of Housing Needs and Supply/ Bi-Borough Director of Integrated Commissioning
Improve Housing Management services to vulnerable residents	Housing Management tenancy audit results in identification of and support services for vulnerable tenants	March 2021	Director of Housing Management
	Establish joint working protocols between Adult Social Care, Housing Management and Housing Needs	August 2020	
	Develop and implement a Mental Health Protocol	August 2020	
	Implement reviewed Safeguarding policy to ensure joined up working both within the council and wider partners delivers improved outcomes	Ongoing	
	Develop new policies identifying and addressing the potential impacts of new work programmes on vulnerable residents	April 2020	
	Disability forum – support quarterly meetings to ensure bespoke needs are considered in major work plans and programmes	Quarterly	
	Review and improve the accessibility of our housing stock where feasible within the capital programme works	2020 to 2025	

## Supporting vulnerable residents and tackling and preventing homelessness

Action	Milestones	Completion date	Lead
Improve Tenancy sustainment and financial inclusion	Establish a multi-agency Tenancy and Financial Sustainability Working Group (TFSWG)	Complete	Director of Housing Management
	Three new TFSWG subgroups being established: eviction, tenancy management and vulnerability	April 2020	
	Develop a new income and arrears policy	April 2020	
Work with developers to build new homes that are wheelchair accessible, not just adaptable	Reiterate existing policy to ensure all new homes are lifetime homes, and that at least 10 per cent of all affordable housing is fully wheelchair accessible	Ongoing	Director of Planning and Place
Review Supported Housing commissioning strategy	Develop new strategy to reflect Homelessness Strategy priorities and best practice in supported housing pathways	March 2021	Director of Housing Needs and Supply
Provide support for residents looking for work through our dedicated Housing and Employment team	Increase referrals to the housing and employment team of residents seeking support and advice in finding work by over 25 per cent	March 2021	Director of Housing Management/Director of Housing Needs and Supply
Improve Temporary Accommodation (TA) services	Reduce numbers of households in TA by 10 per cent	March 2021	Director of Housing Needs and Supply
	Develop new TA procurement plan to ensure provision of better quality and more cost effective properties	April 2020	
	Establish direct management TA service	September 2020	
Explore innovative models such as modular and or pop-up housing to provide temporary housing more quickly	Identify potential sites in borough for interim use for additional temporary accommodation	September 2020	Director of Housing Needs and Supply
Achieve Domestic Abuse Housing Alliance accreditation	Work with residents, and partners such as Standing Together, the Police and voluntary organisations to design service delivery, policy, and procedure to better address domestic abuse, and improve support to residents experiencing domestic abuse	April 2020	Director of Housing Management/Director of Housing Needs and Supply/Director for Public Protection

## English

Information from this document can be made available in alternative formats and in different languages. If you require further assistance please use the contact details below.

## Arabic

يمكن توفير المعلومات التي وردت في هذا المستند بصيغ بديلة ولغات أخرى. إذا كنت في حاجة إلى مزيد من المساعدة، الرجاء استخدام بيانات الاتصال الواردة أدناه.

## Farsi

اطلاعات حاوی در این مدارک به صورتهای دیگر و به زبانهای مختلف در دسترس می باشد. در صورت نیاز به کمک بیشتر لطفاً از جزئیات تماس ذکر شده در ذیل استفاده کنید.

## French

Les informations présentées dans ce document peuvent vous être fournies dans d'autres formats et d'autres langues. Si vous avez besoin d'une aide complémentaire, veuillez utiliser les coordonnées ci-dessous.

## Portuguese

A informação presente neste documento pode ser disponibilizada em formatos alternativos e em línguas diferentes. Se desejar mais assistência, use por favor os contactos fornecidos abaixo.

## Somali

Macluumaadka dokumentigan waxaa lagu heli karaa qaabab kale iyo luuqado kala duwan. Haddii aad u baahan tahay caawinaad intaas dhaafsiisan fadlan isticmaal xiriirka faahfaahinta hoose.

## Spanish

La información en este documento puede facilitarse en formatos alternativos y en diferentes idiomas. Si necesita más ayuda por favor utilice la siguiente información de contacto.

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