

Building, buying and securing more and better homes			
Action	Owner	Resources required	Target
<p><b>1.1 Deliver our Affordable Homes for Newham programme</b></p> <ul style="list-style-type: none"> <li>Deliver new homes, including more than 1000 new homes to be let at social rent levels</li> <li>New homes will meet Lifetime Homes and target Passivhaus Classic standard</li> </ul>	Head of Housing Delivery	<p>HRA funding capacity and budgets approved.</p> <p>The final phase of funding for Populo Homes schemes in the programme is to be agreed by Cabinet during 2021/22</p>	To meet the Mayor's target of more than 1000 new homes started before the end of March 2022
<p><b>1.2 Set out the next phase of Newham-led development:</b></p> <ul style="list-style-type: none"> <li>Identify land that could be used for the next phase of housebuilding</li> <li>Identify funding, including bidding for GLA funding</li> <li>Set out proposals for pilot temporary accommodation on vacant land</li> </ul>	Director of Housing, Director of Asset Management	<p>Work to identify sites is underway and initial assessment can be carried out with existing resources.</p> <p>Capital funding for Populo Living in future years totalling £336.5m is detailed within the Capital Programme Summary 2021, part of Council Budget 2021/22.</p>	<p>We will identify the next phase of sites for potential housebuilding by the end of 2021/22</p> <p>We will submit a bid for GLA Affordable Homes grant under their 2021-26 programme</p> <p>We will take forward proposals for a pilot temporary housing development on one vacant site in 2021/22</p> <p>Populo Living/Homes Business Plan to be published in 2021/22.</p> <p><b>Note:</b> HRA resourcing for new homes in the future may be constrained by additional requirements for building safety-related investment in our existing homes due to changing regulations. We are clear that we will prioritise building safety investment</p>
<p><b>1.3 Deliver on the Carpenters Estate</b></p> <ul style="list-style-type: none"> <li>50% of the completed scheme will be affordable housing</li> </ul>	CEO Populo Living (development management for Council)	The masterplanning work underway will set out the resource and funding requirements for the housing (including affordable housing) as part of the new plans for the Carpenters Estate	We will publish a resident-led masterplan and hold a ballot in summer 2021
<b>1.4 Deliver new homes in Custom House and Canning Town</b>	Corporate Director of Inclusive	The financing strategy is to be determined as part of masterplanning work	We will bring forward the first proposals for schemes in Custom House in 2021

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	Economy and Housing	A number of early schemes within these areas have been identified for delivery within the Affordable Homes for Newham programme, matched with identified HRA funding	
<p><b>1.5 Rooftop development to deliver new affordable homes</b></p> <ul style="list-style-type: none"> <li>Establish a pilot programme to test the feasibility of deliver homes on top of Council-owned buildings</li> <li>Evaluate programme</li> </ul>	CEO Populo Living (development management for Council)	Capacity already identified in the HRA Business Plan may be reallocated from property acquisitions to fund the Council's own developments, as per Dec 2020 HRA Business Plan Cabinet report	Bringing forward the first scheme for Cabinet approval in late 2021.
<p><b>1.6 Deliver our joint venture with the NHS</b></p> <ul style="list-style-type: none"> <li>Deliver new health centres – directly and via third parties</li> <li>Deliver new homes affordable to key workers</li> <li>Develop policy to support the allocation and management of homes to key workers</li> </ul>	Managing Director, Health & Care Space Newham	£60m already allocated in capital budget. Additional £160m flagged (not yet allocated) for future developments 2023-2026 Alternative funding sources (such as s106 grant funding) may be available to support overall cost.	<p>Three new centres in development:</p> <ul style="list-style-type: none"> <li>Hallsville Quarter - under construction</li> <li>Custom House – Design team appointed</li> <li>Hartley – Planning Application submitted in October 2020</li> </ul> <p>For all new health centre developments (12 new developments planned) – funding/progression will be subject to viable Business Case.</p>
<p><b>1.7 Work with partners to deliver on nationally-significant regeneration programmes</b></p> <ul style="list-style-type: none"> <li>Work with LLDC on sites where the Council has landholdings, to deliver the homes and facilities that Newham needs</li> <li>Prepare to take back planning powers from LLDC in 2024</li> </ul>	Corporate Director of Inclusive Economy and Housing	These sites are likely to be delivered in partnership with developers through LLDC led Joint Venture mechanisms.	The LLDC are currently working to procure a joint venture partner for the Stratford Waterfront and Bridgewater sites (total 1,165 units). Planning submissions are anticipated for Bridgewater in August 2021, with Pudding Mill Lane later in October 2021.

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<ul style="list-style-type: none"> <li>Continue to collaborate with the GLA on the Royal Docks Enterprise Zone</li> </ul>			Newham will also take back planning powers from LLDC by 2024, and will be preparing for this transition.
<b>1.8 Support local builders and developers</b> <ul style="list-style-type: none"> <li>Develop a scheme that would identify small sites suitable for use by small builders and developers</li> </ul>	Director of Property; Head of Strategy and Partnerships	Capital Funding not required – ongoing work around identification of suitable sites	A programme to support local builders and developers will be developed in late 2021/22
<b>1.9 Ensure that new housing meets a range of needs.</b> <ul style="list-style-type: none"> <li>Commission SHMA to provide evidence of housing need</li> <li>Make use of housing needs assessments produced by other service areas</li> </ul>	Director of Planning and Development	Funding agreed	SHMA will be commissioned in mid-2021.
<b>1.10 Community Led Housing</b> <ul style="list-style-type: none"> <li>Support E16 CLT to deliver the Borough’s first CLT</li> <li>Encourage other communities to come forward with plans</li> </ul>	Head of Strategy and Partnerships	Most CLT housing development requires the low/nil cost transfer of council land assets to CLT organisations, on the basis that they are kept Affordable in perpetuity. We are developing our approach to recognising the social value of using Council land in partnership with communities and organisations wanting to make a difference	Provide support to support to E16 CLT in 2021, with the aim that the development is in construction by 2023 Work with other organisations to develop a range of community-led initiatives by the end of 2023 to create a pipeline of opportunities

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<p><b>1.11 Increase acquisition of homes to meet housing need</b></p> <ul style="list-style-type: none"> <li>Establish a framework for the acquisition of new homes to provide permanent homes for those currently in temporary accommodation (see also 6.6 below)</li> <li>Continue to acquire properties to meet long-term needs for affordable housing</li> </ul>	Director of Property; Director of Strategic Investments; AD Housing Options and Supply	Our Housing, Property and Strategic Investment teams are working together to appraise a number of opportunities in the marketplace, including outright acquisition, leasing and working with institutional investors keen to support affordable housing delivery.	<p>We will publish our plans for an acquisition framework by Autumn 2021</p> <p>We aim to have the first medium/large acquisition deal in place by the end of 2022</p>
<p><b>1.12 Review the Local Plan</b></p> <ul style="list-style-type: none"> <li>Commission SHMA</li> <li>Identify any revisions to the Local Plan needed</li> <li>Adopt revisions to the Local Plan</li> </ul>	Director of Planning and Development	Funding agreed in existing budgets	<p>SHMA will be commissioned in mid-2021.</p> <p>We will aim to adopt revisions to the plan by the end of 2022 (subject to change, in light of the Government's White Paper 'Planning for the Future')</p>
<p><b>1.13 Work in partnership with Housing Associations</b></p> <ul style="list-style-type: none"> <li>Establish a partnership forum for housing associations</li> <li>Explore how to best engage with housing associations</li> </ul>	Head of Strategy and Partnerships	Staffing resources through existing budgets	<p>Establish the Newham Partnership, an RP forum, by Summer 2021</p> <p>We will agree an approach to engagement of housing association tenants by March 2022</p>
<p><b>1.14 Encourage high-quality private development</b></p> <ul style="list-style-type: none"> <li>Continue to provide an exemplary planning service</li> <li>Meet the targets for overall housing delivery set out in the Local Plan</li> <li>Maximise social rented housing delivery and delivery of family-sized homes</li> </ul>	Director of Planning and Development	Funding agreed in existing budgets to provide planning service	<p>We will continue to support working to the targets set out in the London Plan 2021 for overall housing delivery of 32,800 new homes between 2018/19 and 2028/29</p> <p>Attainment of the New London Plan housing targets is dependent on the strength of the market over time</p>

Putting People at the Heart of Housing			
Action	Owner	Resources required	Target
<p><b>2.1 Develop a clear framework for resident involvement in housing</b></p> <ul style="list-style-type: none"> <li>• Publish Resident Involvement Strategy</li> <li>• Establish and recruit residents to panels and working groups</li> <li>• Review strategy on an annual basis</li> <li>• Full evaluation of the strategy</li> </ul> <p>Launch of housing newsletter in July</p>	Assistant Director for Housing Services	Funding for new resident engagement team agreed and included in HRA budget Ringfenced funding already in place for resident involvement through Neighbourhood Led Schemes	Resident involvement strategy published Spring 2021. Resident Involvement Panel, and other framework groups established by end of 2021/22 Framework to be reviewed annually, with an impact assessment report being submitted to the Resident Involvement Panel for review. A full, detailed evaluation of this strategy (including the framework) to be carried out in March 2024
<p><b>2.2 Improve the ways to get in touch with the Council</b></p> <ul style="list-style-type: none"> <li>• Continue to use and grow the network of Housing Services Officers</li> <li>• Open housing hubs</li> <li>• Develop online services</li> <li>• Digital champions to support peers</li> </ul>	Assistant Director for Housing Services	HLOs already funded through housing service budgets The housing hubs will use existing Council property resources to deliver frontline services nearer to where our residents live. Our staffing resources and investment in technology is funded through existing budgets.	Resident Involvement framework initiatives, including digital champions, will monitor, review and improve this area of our service. Online portal for tenants and leaseholders to view their account and self-serve online – launched summer 2021 Ongoing progress: Year-on-year improvement identified through performance review working groups, tenant and leaseholder surveys and other initiatives within the Resident Involvement framework.
<p><b>2.3 Adopt a 'Residents First' approach to engaging with residents</b></p> <ul style="list-style-type: none"> <li>• Establish joint working protocols with other service areas</li> <li>• Establish joint working protocols with external partners</li> <li>• Training for officers</li> </ul>	Assistant Director for Housing Services	Funding agreed in existing budgets	Training for officers within all service areas (particularly front line staff), Joint working protocols and single points of contact established with a range of other departments and external partners by May 2022 First round of evaluation via performance review and improvement groups by December 2021 Year-on-year improvement identified through performance review working groups, tenant and leaseholder surveys and other initiatives within the Resident Involvement framework.
<p><b>2.4 Champion co-production and co-design in regeneration schemes</b></p>	Head of Estate Regeneration	Funding agreed in existing budgets	Continued co-production and co-design as set out in the framework for each scheme

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<ul style="list-style-type: none"> <li>Co-production framework and principles agreed in each estate regen area and adhered.</li> <li>Resident co-design in all relevant aspect relating to the development of regeneration proposals such as and related work such as community initiatives and meanwhile uses</li> <li>Co-design of newsletters, posters of other promotional material</li> <li>Co-produced Annual Report</li> <li>Continued development of Steering Groups to work as strategic officer/resident meetings</li> </ul>			<p>Further mechanism for monitoring co-production success to be created with residents following successful ballots in 2021/22</p> <p>Evidence of co-production continuing past successful ballots, into technical design and physical delivery of sites</p>

Addressing the Climate Emergency			
Action	Owner	Resources required	Target
<p><b>3.1 Set high environmental standards in new homes</b></p> <ul style="list-style-type: none"> <li>New Council properties to be built to minimum Passivhaus 'classic' standard, with some exceptions permitted</li> <li>Review the Local Plan to ensure environmental standards for all forms of housing delivery (including by private developers) is high</li> <li>Ensure new developments are at least Air Quality Neutral</li> </ul>	<p>Head of Delivery</p> <p>Director of Planning and Development</p>	<p>Funding agreed in existing budgets</p>	<p>New council homes continue to meet agreed target</p> <p>Review of Local Plan (see 1.12) commenced mid 2021</p> <p>Adoption revisions to Local Plan (see 1.12)</p> <p>Continue to meet the standards set out in SC5 of Local Plan (2018) and Air Quality Action Plan (2019)</p>
<p><b>3.2 Reduce carbon emissions from Council-owned homes</b></p> <ul style="list-style-type: none"> <li>Complete our stock condition survey</li> <li>Complete energy performance assessments on our homes</li> <li>Get 100% of Council stock to EPC C or higher</li> <li>Explore new heating systems</li> </ul>	<p>Assistant Director of Housing Services</p>	<p>Funding agreed in existing budgets</p>	<p>We will complete our stock condition survey by the end of 2021 and complete energy performance assessments on our homes</p> <p>We will aim for 100% of council stock to reach Environmental Performance certificate C or higher by 2025.</p>

Addressing the Climate Emergency			
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<ul style="list-style-type: none"> <li>We will monitor the impact of our improvements through research in collaboration with the University of East London</li> <li>Take advantage of grants to improve Council homes where available (see 3.3)</li> </ul>			We will explore new heating systems, as an alternative to gas central heating, and implement a range of pilot projects to test this out in 2022/23
<p><b>3.3 Take advantage of Government grants as these become available</b></p> <ul style="list-style-type: none"> <li>Take advantage of central Government grants to support LBN-led programmes (delivered via an external delivery partner) where these become available.</li> <li>Work with partners in the energy sector to enable residents to take up opportunities from the ECO scheme.</li> <li>Signpost to information to support tenants to reduce their carbon footprints</li> <li>Support landlords to take up green retrofit grant opportunities</li> </ul>	Assistant Director for Housing Options and Supply	No additional funding required	Improve energy efficiency in 200 homes under ECO Scheme – by summer 2022 Using Green Homes Grant improve energy efficiency in 100 homes – by summer 2022 Using Green Homes Grant improve energy efficiency in 200 homes by summer 2024 (dependant on external funding).
<p><b>3.4 Improve the energy-efficiency of PRS properties</b></p> <ul style="list-style-type: none"> <li>Use the specialist energy efficiency team to inspect houses in the PRS and offer advice and guidance to property owners</li> <li>Enforce against landlords whose properties fall below the minimum energy standards</li> <li>Enforce against landlords who try to evict tenants without providing an Energy Performance Certificate.</li> </ul>	Assistant Director for Housing Options and Supply	Growth bid March 2020 to cover staff costs for energy efficiency team	Updated energy webpage to raise awareness of energy saving measures -early 2021 Enforcement target for landlords renting homes below EPC of E – 100 homes (Summer 2022) Long-term enforcement targets for landlords letting homes below EPC of E. No home at EPC F&G or below being offered for rent (unless exempted). Improve energy efficiency in 500 homes under Eco Scheme.
<p><b>3.5 Incentivise refurbishments to older, terraced properties</b></p> <ul style="list-style-type: none"> <li>Establish pilot scheme on a small number of Council owned homes</li> </ul>	CEO Populo	Funding for pilots already agreed	We will establish a pilot and start construction within 2021. This depends on the success of the pilot programme, If successful, we will develop a package

Addressing the Climate Emergency			
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			offer to private owners which will be rolled out within two years

A Safe and Secure Private Rented Sector			
Action	Owner	Resources required	Target
<p>4.1 <b>Provide tenants with information about rights and responsibilities</b></p> <ul style="list-style-type: none"> <li>We will undertake a review of the information and communications provided to PRS tenants</li> <li>Produce new materials, including an online renters' pack</li> <li>Disseminate information in collaboration with partners in the voluntary, community and faith sectors</li> <li>Review and improve on materials using feedback from PRS tenants</li> </ul>	Assistant Director for Housing Options and Supply	Generation Rent officer funded by JRF to work with hard-to-reach groups	<p>Tenancy relations officers recruited early 2021</p> <p>We will complete the tenants' communications review by autumn 2021.</p> <p>Tenant information, produced in collaboration with VCVS, distributed online by end of 2021.</p> <p>We will use financial incentives to encourage tenants to offer feedback on the renters' packs. Start with a pilot PRS Tenants Forum.</p> <p>Summer 2024:</p> <ul style="list-style-type: none"> <li>PRS tenant engagement panels established</li> <li>Audit tenancy agreements via licence scheme and design comms campaign in response.</li> </ul>
<p>4.2 <b>Build upon the PRS licensing scheme</b></p> <ul style="list-style-type: none"> <li>Continue to ensure that all landlords register with the licencing scheme and pay a fee</li> <li>Continue to ensure compliance with the terms of the licence and work with landlords to help them comply</li> <li>Apply to the Government to renew the terms of its licensing scheme</li> </ul>	Assistant Director for Housing Options and Supply	Covered by existing budgets	<p>Consultation with residents and stakeholders on new discretionary licensing schemes during 2021.</p> <p>95% of PRS properties licenced by end 2021/22 (39,000 at present).</p> <p>By 2023, (end of current licensing designation) ensure that 23,000 PRS homes and households have a safe and secure home during the 5-year licensing designation period.</p>
<p>4.3 <b>Prosecute and/or enforce against landlords who do not comply with their licence</b></p> <ul style="list-style-type: none"> <li>Continue to prosecute and enforce against landlords who do not comply with the terms of</li> </ul>	Assistant Director for Housing Options and Supply	Covered by existing budget	<p>We expect to impose:</p> <ul style="list-style-type: none"> <li>at least 100 financial penalty notices.</li> <li>150 enforcement notices</li> </ul>



A Safe and Secure Private Rented Sector			
Action	Owner	Resources required	Target
<p>their licence. This includes working with police to tackle illegal evictions and harassment and issuing FPNs.</p> <ul style="list-style-type: none"> <li>• Aim to target portfolio landlords of concern for prosecutions</li> <li>• Use partnership with Safer Renting to enable tenants to take legal action against bad landlords.</li> </ul>			<ul style="list-style-type: none"> <li>• 10 prosecutions focussing on our top 50 portfolio landlords of concern with improvements to over 500 homes.</li> </ul> <p>Figures only to 2023 as current licensing designation ends after 5 years.</p> <ul style="list-style-type: none"> <li>• 100 financial penalty notices.</li> <li>• 150 enforcement notices</li> <li>• 10 more prosecutions focussing on our top 50 portfolio landlords of concern with over 500 homes.</li> </ul>
<p><b>4.4 Raise awareness of poor letting agents</b></p> <ul style="list-style-type: none"> <li>• Review the letting agents rating system</li> <li>• Get the online ratings system back on the Newham website</li> <li>• Work with London trading standards institute to review the top letting agents of concern</li> </ul>	Assistant Director for Housing Options and Supply	Covered by existing budgets under licence fee	<p>Reinstate web-based letting agents rating system by Autumn 2021 for residents, and recruiting staff to monitor this scheme</p> <p>London trading standards institute to review the top letting agents of concern operating in Newham (summer 2022)</p> <p>Longer term: Continue to work and improve fair-trading and consumer protection for residents relating to residential letting agents by annual business health checks – 150.</p>
<p><b>4.5 Build a positive working relationship with landlords</b></p> <ul style="list-style-type: none"> <li>• Review of front-end communications</li> <li>• Continue to hold quarterly landlord forums</li> <li>• Evaluate the Council's new approach via forums and surveys</li> </ul>	Assistant Director for Housing Options and Supply	Covered by existing budgets	<p>Review of front-end communications by end of 2021</p> <p>Hold quarterly landlord forums over 2021/22</p> <p>Issue regular e-bulletins to 16,000 Newham landlords</p> <p>Ongoing: Use landlord forum/surveys to evaluate improvements to communications and information.</p>
<p><b>4.6 Promote a professional PRS sector</b></p> <ul style="list-style-type: none"> <li>• Encourage landlords to join professional bodies and promote accreditation</li> </ul>	Assistant Director for Housing	Covered by existing budgets	Increase the number of landlords in professional bodies by 2022.

A Safe and Secure Private Rented Sector			
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<ul style="list-style-type: none"> <li>Consult on ways to promote accreditation through the landlord licensing scheme</li> </ul>	Options and Supply		All Newham landlords to have access to a Newham property owner's information pack by March 2022. Longer term: Increase the number of landlords in professional bodies year-on-year Any additional efforts to encourage accreditation (e.g. via the licence scheme) will depend on the outcome of licencing scheme consultation
<p>4.7 <b>Campaign for legal changes to improve conditions for PRS tenants</b></p> <ul style="list-style-type: none"> <li>Continue to support the following campaigns:               <ol style="list-style-type: none"> <li>Case for review of Decent Homes Standard and HHSRS HA 2004 review - to improve standards and ensure effective enforcement in the PRS.</li> <li>Building Safety Bill improvements.</li> <li>Campaign for improved support for residents in building with unsafe cladding.</li> </ol> </li> </ul>	Assistant Director for Housing Options and Supply	Covered by existing budgets	Continue to campaign on these issues

Council Stock and Specialist Housing			
Action	Owner	Resources required	Target
<p>5.1 <b>Change our Council home allocation process</b></p> <ul style="list-style-type: none"> <li>Implement a new policy</li> <li>Review and incorporate feedback</li> </ul>	Assistant Director for Housing Services	Covered by existing budgets	<p>We published a draft Allocations policy in autumn 2020, and will be taking final proposals to cabinet in summer 2021.</p> <p>New policy implemented by December 2021.</p> <p>Bring a report back to cabinet after one year providing update on implementation.</p>

Council Stock and Specialist Housing			
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<p><b>5.2 Invest in our Council properties</b></p> <ul style="list-style-type: none"> <li>• Implement Estate Busters programme</li> <li>• Complete our stock condition survey by the end of 2021</li> <li>• Produce work plan for major works to Council homes</li> <li>• Improve energy performance of Council stock (see also 3.2)</li> </ul>	Assistant Director for Housing Services	Investment in existing housing stock is a top priority and the HRA Budget includes £150m over the next three years for stock investment	<p>We will complete a full stock condition survey by the end of 2021.</p> <p>£150m invested in planned and major works to our homes by March 2024</p>
<p><b>5.3 Review all our Fire Safety arrangements</b></p> <ul style="list-style-type: none"> <li>• Ensure that all Council properties have an up-to-date fire risk assessment</li> <li>• Continue to respond to emerging legislation, guidance and best practice</li> </ul>	Assistant Director for Housing Services	Funding for Fire Safety works is included in the allocation above. If further funding is required, we are clear that funding this is a priority for the HRA over any other capital expenditure, such as acquiring new homes.	<p>All ACM cladding was removed from our tall blocks in 2019/20, and more recently, work to remove High Pressure Laminate cladding commenced on Smiths Point and is progressing well. We will remove the EPS insulation from a further 4 blocks in 2021</p> <p>We will ensure that all council properties have an up to date fire risk assessment</p> <p>Ongoing, we will continue to meet requirements of new guidance</p>
<p><b>5.4 Produce a needs assessment for vulnerable adults' accommodation</b></p> <ul style="list-style-type: none"> <li>• We will produce a needs assessment for vulnerable adults' accommodation, covering Sheltered Housing, Extra Care, and Care Homes, with Supported Living addressed separately</li> <li>• Develop a strategic commissioning plan to replace the dynamic purchasing system that is currently paused</li> <li>• We will develop a Step-Down / Move-On Action Plan for Care Act individuals being discharged from hospital but are unable to return home due to the level of their Health and Social Care needs - bridging the gap between hospital and home.</li> </ul>	Assistant Director, Adults and Health	To be funded from existing budgets	<p>Deliver a Needs Assessment by September 2021</p> <p>Long-term targets will depend on the outcome of the needs assessment, and will therefore be set out in next year's action plan.</p> <p>Commissioning Plan developed by October 2021, with a new award process in use by Summer 2022.</p> <p>Following the award, a program of "call-offs" to deliver new models of service will be delivered from Summer 2022 – May 2024</p> <p>The Plan will be developed and agreed by the Adults and Health DMT by Autumn 2021; Commissioning intentions will be implemented by March 2023</p>

<b>Council Stock and Specialist Housing</b>			
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<p><b>5.5 Review housing options for young people:</b></p> <ul style="list-style-type: none"> <li>Conduct a review of the housing pathways for children and young people leaving care</li> <li>Housing and Leaving Care teams to produce a joint housing offer</li> <li>Work with Brighter Futures and Children's Commissioning to explore options for engagement with young people on housing</li> </ul>	<p>Assistant Director for Housing Options and Supply; Head of Housing Strategy and Partnerships ; AD Children's Commissioning</p>	<p>Opportunities for the Council to provide accommodation directly may include requirement for new capital investment and will be subject to business case</p>	<p>Housing teams and the Leaving Care service will produce a joint housing offer to care leavers by the end of 2021. New PRS pathways in place, New floating support offer in place by end of 2021/22</p>

<b>Tackling Homelessness</b>			
<b>Action</b>	<b>Owner</b>	<b>Resources required</b>	<b>Target</b>
<p><b>6.1 Prevention of homelessness through joint working</b></p> <ul style="list-style-type: none"> <li>Work with private landlords and RPs to increase the share of approaches to the Council for prevention (rather than relief) of homelessness</li> </ul>	<p>Assistant Director for Housing Options and Supply</p>	<p>Bid to be submitted for £500,000 out of the £600,000 MHCLG Homelessness Prevention Grant</p>	<p>By end of year 2021/22, increase the proportion of cases looking for prevention (rather than homelessness) to 50% By end of 2021/22, 38% of those cases to be successfully prevented, with a target of 54% cases prevented by end of 2022/23.</p> <p><i>Further actions and targets relating to Tackling Homelessness will be set out in the forthcoming Homelessness and Rough Sleeping Strategy, to be published by end of 2021</i></p>
<p><b>6.2 Early intervention where homelessness cannot be prevented:</b></p> <ul style="list-style-type: none"> <li>Ensure early intervention and working actively with all applicants to find suitable</li> </ul>	<p>Assistant Director for Housing Options and Supply</p>	<p>Additional funding will be needed for landlord incentive, landlord support and tenancy sustainment</p>	<p>Create 500 new PRS tenancies per year as a result of early intervention in homelessness cases</p>

Tackling Homelessness			
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accommodation, focussing on stable tenancies in the PRS.			
<p><b>6.3 Develop pathways for complex cases</b></p> <ul style="list-style-type: none"> <li>Analyse previous cases to develop an evidence base for complex cases</li> <li>We will recruit specialist pathway co-ordinators to design pathways for Hospital Discharge; Women; Families; Singles</li> <li>Joint working protocols established with other service areas including Adults and Health; Youth Empowerment within Brighter Futures</li> </ul>	Assistant Director for Housing Options and Supply	To be funded via bid to the MHCLG Homelessness Prevention Grant	We will recruit specialist pathway co-ordinators to design pathways based on detailed analysis of data, by summer 2021
<p><b>6.4 Develop the existing pathways for people sleeping rough</b></p> <ul style="list-style-type: none"> <li>Deliver work packages within the rough sleepers pathway</li> <li>Improve data collection on rough sleepers</li> </ul>	Assistant Director, Adults and Health	Commissioning covered by existing budgets, new policies to be funding through existing growth bid and grant bid.	The tender for the delivery of a range of work packages within the rough sleepers' pathway will go live in summer 2021, with the contract agreed in September 2021.
<p><b>6.1 Create a long-term plan to reduce rough sleeping in Stratford</b></p> <ul style="list-style-type: none"> <li>Option appraisals for the night time closure of the Stratford Centre to be developed for consultation and agreement</li> <li>Long-term plan to reduce the numbers of rough sleepers in Stratford</li> </ul>	Assistant Director – Commissioning , Adults and Health	To be funded from existing budgets	<p>Following appropriate consultation and formal agreement, a clear plan for the closure of the Stratford Mall to be in place by end of 2021-22</p> <p>Five-year Homelessness and Rough Sleeping Strategy to be agreed – December 2021</p>
<p><b>6.2 Develop alternatives to nightly-paid accommodation</b></p> <ul style="list-style-type: none"> <li>Publish plans for an acquisition framework for property to meet homelessness needs (see also 1.11 above)</li> <li>Work with partners to boost supply of sustainable accommodation</li> </ul>	Assistant Director for Housing Options and Supply	Business cases will be submitted for each acquisition proposal	Agreement of temporary accommodation acquisition framework by end of 2021
<p><b>6.3 Reduce the numbers of households in temporary accommodation</b></p>	Assistant Director for Housing	Covered by existing budgets	Annual target of 10% reduction of numbers of households in temporary accommodation

Tackling Homelessness			
Action	Owner	Resources required	Target
<ul style="list-style-type: none"> <li>Work with partners including Local Space to acquire and supply permanent accommodation for those currently in TA</li> </ul>	Options and Supply		
<p>6.4 <b>Improve the quality of temporary accommodation</b></p> <ul style="list-style-type: none"> <li>Inspect all temporary accommodation before it is accepted for use</li> <li>Continue to take part in 'Setting the Standard'</li> <li>Establish a temporary accommodation residents forum</li> </ul>	Assistant Director for Housing Options and Supply	Approx £30,000 subscription cost to join Setting the Standard for 2021/22 (based on joining fee from 2020/21), not covered by existing budgets	<p>Join 'Setting the Standard'</p> <p>Establish a temporary accommodation resident forum by end of 2021</p>