

# Service Plan 24/25

**SERVICE: HOUSING**

**DIRECTORATE: INCLUSIVE ECONOMY, HOUSING  
AND CULTURE**

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## Overall vision for Housing



**WE ARE NEWHAM.**

- Housing is integral to **building a fairer Newham**. Having a good home shapes people's **quality of life**.
- Our vision is that all residents are treated **fairly**, with services that put the experience of **residents first, prevent homelessness** and **increase inclusion**.
- Residents will be fully involved to ensure homes are **safe, well-maintained** and **energy efficient** to promote health, social and economic wellbeing and life opportunities.

### Changes in 2024-25

April 2024 sees the commencement of two regulatory regimes affecting the Council's service to council tenants and leaseholders:

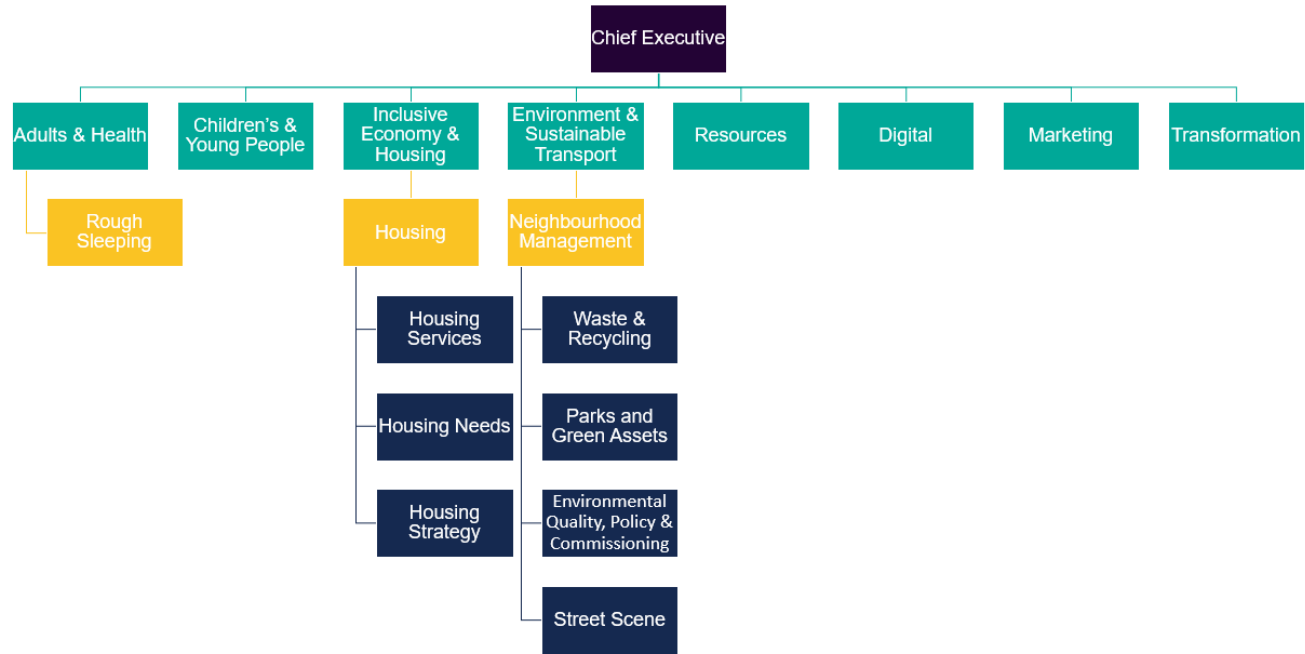
- The regulatory regime introduced by the Social Housing Regulation Act 2023, and overseen by the Regulator of Social Housing
- The regulatory regime introduced by the Building Safety Act 2022, and overseen by the Building Safety Regulator

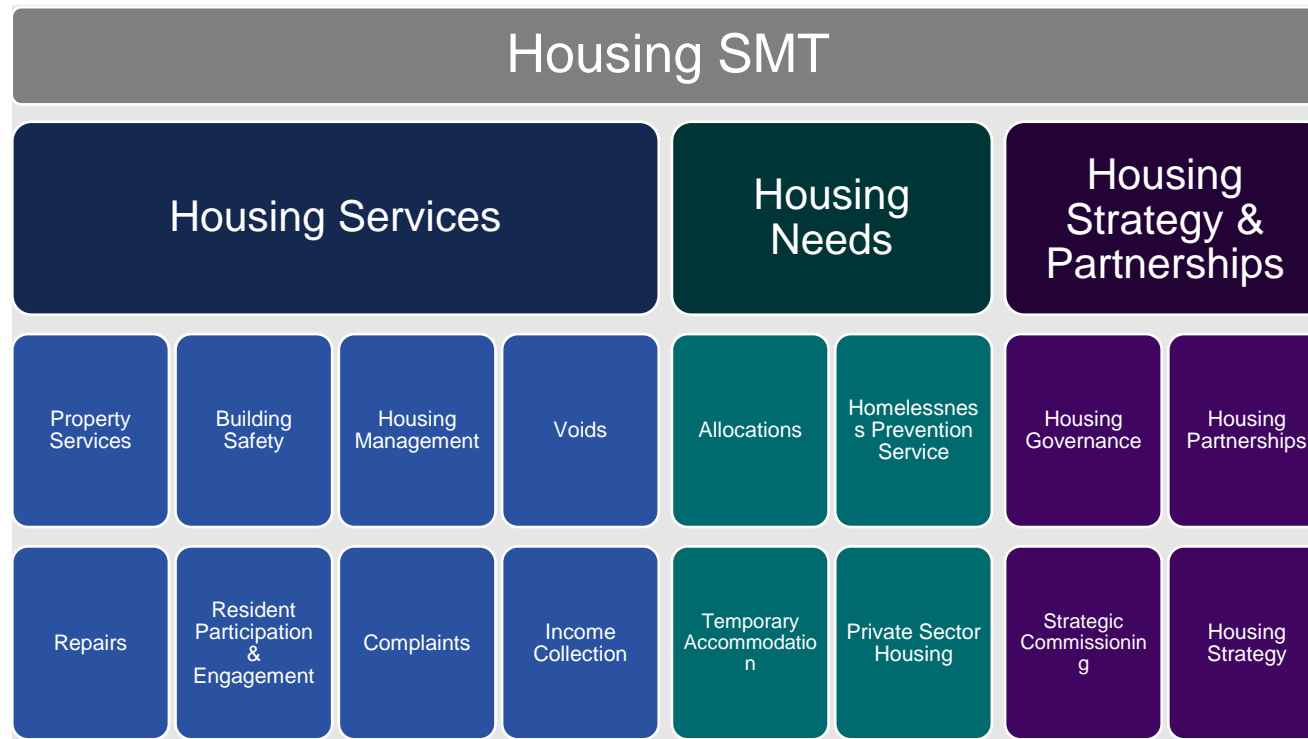
April 2024 also sees the launch of the Statutory Complaints Handling Code for Housing, which is overseen by the Housing Ombudsman. A similar code has been launched by the Local Government and Care Ombudsman, which also takes effect from April 2024.

### Statutory services

- The delivery of Council's landlord service is underpinned by various acts of parliament, regulations and contractual requirements set out in council tenancies and leases
- The Council's homelessness prevention and housing assistance services

Structure of Housing





Housing Services - led by Donna Morelli, Assistant Director of Housing Services

Asset Management activities:

- Building Safety
- Specifying and overseeing the delivery of planned maintenance
- Overseeing the delivery of day-to-day repairs and void repairs
- Development of an asset management strategy for Newham's council housing portfolio

Housing Management activities:

- Tenancy, estate and leasehold management for council tenants and leaseholders;

- Income Collection
- Sheltered Housing and Independent Living Service
- Newham Network - 24-hour telecare service to council tenants and other local residents
- Housing complaints

Repairs & Maintenance Services (RMS): RMS deliver reactive repairs and planned works to 23,000 homes including Newham Council managed homes and repairs to Local Space properties. RMS also undertakes highways maintenance for the borough.

The key work programmes include:

- Housing responsive repairs and void works
- Planned works such as Kitchen or Bathroom replacements
- Disabled adaptations
- Fire safety works
- Gas servicing, repairs and boiler replacements
- Compliance works – electrical safety, water tank testing, etc.

### Housing Needs

Homelessness Prevention and Advice Service carry out homelessness assessments of households under the Housing Act:

- Preventing and relieving homelessness
- Housing advice and personal housing plans
- Tenancy sustainment
- Housing Pathways for complex cases

The Temporary Accommodation (TA) service provides suitable accommodation to those households that the Council owes a housing duty, until an offer of long-term accommodation is made. This includes procuring TA supply, managing relationships with TA providers and managing tenancies within LBN's own stock and that leased from Local Space.

Private Sector Housing Standards:

- Undertake enforcement activity in relation to the Council's licencing scheme and environmental standards

- Support private sector tenants in exercising their rights under landlord and tenant law
- Working with owners of private buildings, of more than 18 metres in height, to address high risk fire issues with them

Allocation and Lettings administer the Council's Housing Register, manage the Choice Based Lettings System ELLC and allocate empty social housing homes in the borough to those on the Register

### Housing Strategy and Partnerships

The activities undertaken in this service area include:

- New initiatives, service development and looking at new routes to increase affordable housing supply
- Housing Revenue Account (HRA) strategic planning
- Strategy, policy and procedure development and supporting/monitoring action plans
- Business Continuity Planning, and Risk Management
- Regulatory assurance
- Contract Management of our long-term PFI management contracts in Canning Town and Forest Gate
- Building relationships with Registered Providers active in the borough to identify opportunities for new homes delivery and alignment of housing management services in communities

## Where are we now?

### Key facts about the service

- Number of housing units at 31 March 2024: 18717 low cost rental accommodation units. The Council also has approximately 7,300 leasehold units
- Number of repairs completed in 2023-24: 39688 repairs were completed
- Rent collected in 2023-24
  - Housing Revenue Account: rent charged £88.17m; rent collected £88.75m or 99.5%. The target was 99%
  - General Fund: rent charged £79.46m; rent collected £74m or 93.14%. The target was 96%
- Number of requests for housing assistance in 2023-24: 6723 households
- Numbers placed in temporary accommodation in 2023-24: 6465 households. This represented a 26% increase on the previous year
- Number of households on the Housing Register as at 31 March 2024: 38,399. 3,873 households joined the Register in 2023-24
- 431 households were allocated secure accommodation (council and housing association properties) by the Council
- Private sector licensing: 10,470 properties were inspected in 2023-24. These inspections were for compliance, enforcement or desktop audit reasons

### Key achievements in 2023-24

- Implementation of the Private Sector Landlord Licensing Schemes
- The successful prosecution of a building owner for a failure to remove cladding from their building
- Completion of the Damp and Mould Strategy and its implementation
- Rent collection performance
- Progress in the establishment of tenant and resident associations across the Council's housing stock

N.B. The Council's tenant satisfaction measures (TSMs) scores for 2023-24 are included in the appendix.

## Strengths

- Private sector landlord licensing scheme
- Success with external funding (e.g. Energy Grant, Accommodation for ex-offenders grant, NHS funding for hospital discharge)
- Delivery of key actions in Homelessness and Rough Sleeping Strategy e.g. improved partnership working to support residents in housing need
- Joint working with Welcome Newham on assisting asylum seekers and refugees
- Service development to improve Homelessness Response Programme
- Service provided to local residents from the Stratford and Canning Town Housing Hubs
- Strong income collection performance in a challenging economic context
- Development and acquisition programme for new council housing (including temporary accommodation)
- Clear approach to retrofitting the Council's housing stock
- Resident Involvement Strategy
- Partnership working with external agencies e.g. the London Fire Brigade

## Weaknesses

- Performance information is not visible to staff and residents
- Stock condition data management processes and resources limited, particularly in light of future decarbonisation
- Operational need for policies and procedures in specific areas
- Lack of systematic cost and performance benchmarking with London local authorities
- Resident perception of the Housing service
- Lack of an embedded training programme
- Need to improve data analysis and reporting
- Need for a wider range of external audit arrangements for the landlord service
- Staff perception (compared to the council average) from 2023 Staff Engagement Survey of:
  - Poor service collaboration between different parts of the Housing Directorate
  - Not having the materials and equipment etc. to do their job
  - Council bureaucracy and decision making
  - Care for their well being

## Opportunities

- Governance and other changes introduced following the outcome of the Local Government Association's Peer Review
- Input from newly formed tenants and residents' associations, and thematic panels such as the High Rise Working Group, Temporary Accommodation Working Group and Repairs and Maintenance Scrutiny Group
- Insight to be gained from the Housing panel (to be called Housing Equality Matters) to support the Directorate tackling potential discrimination in its service delivery
- Delivery of change programme affecting the delivery of repairs and other Housing service areas
- Benefits of IT system development in asset management, to enhance service delivery and resident experience
- Joint working with Public Health on impact of overcrowding and solutions for mitigating it
- Work to tackle under-occupation through the use of incentives
- Increased opportunity (and appetite) for joint working within the social housing sector to address challenges to the sector (e.g. with London Councils, Chartered Institute of Housing)

## Threats

- Impact of required budget savings on service
- Risk of building safety related incidents impacting adversely on residents, neighbours and/or visitors to council housing
- Cyber security threats to the Council's information technology systems
- Impact of relatively high inflation (compared to recent years) in energy, food, housing rents impacts adversely on the ability of council tenants to pay their rents and service charges, and increasing the incidence of homelessness from evictions in the private rented sector
- Impact of relatively high inflation (compared to recent years) in construction and building maintenance suppliers and labour, and the adverse impact on the new build and capital programmes
- High private sector rents in Newham adversely impacting on the sourcing of temporary accommodation
- Potential reputational damage from enhance frameworks for regulating social housing, building safety, and enhanced activity by the Housing Ombudsman and Local Government Ombudsman, and increased social media activity from the general public
- Difficulties in recruitment across a number of service areas within Housing
- Lack of supply in the private rented sector
- Impact of overcrowding
- Incidence of damp and mould in private rented sector
- Staff turnover
- Potential impact of digital switchover on the delivery of telecare services to council tenants and service users
- Increasing cost of using hotel accommodation for decanting of council tenants
- Potential cost of installing emergency lighting in the Canning Town Private Finance Initiative scheme

## The priorities for the Service for 24/25.

### Service priorities for 2024-25

The key priorities for the upcoming year are:

- Housing income collection for HRA and General Fund tenancies, and council leaseholders
- Delivery of the Homeless Response Programme, and other activities to contain the spend on temporary accommodations
- Delivery of the Council's Private Sector Landlord Licensing Schemes and related enforcement activity
- Delivery of the Housing Capital Programme to invest in the Council's housing stock
- Implementing the Asset Management Strategy for the Council's housing stock
- Progressing the 'We are Housing' service improvement programme
- Implementation of three-year tenancy audit programme
- Regulatory compliance with the expectations of the Building Safety Regulator, and the Regulator for Social Housing
- Comprehensive review of the HRA Business Plan
- Maintenance of the Housing Register and implementation of any national policy changes to in social housing allocations
- Management response to issues identified in the staff survey
- Implementation of the Housing elements of the Lilian SAR Action Plan

### Service priorities for 2025-26

Other than responding to a change in policy in social housing allocations, Housing's longer term priorities are likely to remain as above. allocations.

## How we are organised to deliver?

### 1. WORKFORCE

The current structure of the Housing service is shown earlier in this document. Restructuring plans in 2024-25 are focussed around the creation of an asset management information function within Housing Services. The creation of the function is to facilitate the greater use stock condition information in the formation and delivery of Housing’s capital programme.

#### a) An Inclusive Workplace

We want to build an organisation where every employee feels valued, inspired and empowered to help the council achieve its priorities and provide residents with the best possible service.

Key Themes	Narrative/response
How is the service supporting and monitoring the application of the council’s HEART values and behaviours?	Through individual, team and service management, via one-on-one discussions and team discussions.
How is the service ensuring effective cascade of messages to all staff?	As above.
What steps are being taken to ensure the working environment is positive and everyone’s contributions are valued and recognised?	HPAS awards – to recognise to key achievements in what has been a challenging period

#### b) Leadership and Management

Leaders and managers have a critical role to play in shaping employees’ experience of working at the council and enabling staff to succeed.

Key Themes	Narrative/response
What steps are being put in place to ensure all colleagues have objectives, and their performance is managed through frequent face-to-face interaction and all colleagues receive an end of year appraisal?	Performance objectives for 2024-25 are to be derived from the Housing Service Plan.
How are your teams performance objectives linked to corporate priorities and KPIs?	As above.

What actions and/or strategies are you adopting to motivate and inspire staff?	Service anchor days (to be considered) Training slots Team leader away days
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c) A Stable, Permanent Workforce

We want to attract, develop and retain the best talent – people who share our values and behaviours, and who bring the skills and commitment we need to deliver our vision. We know that our use of agency workers is high and while we value the contribution of our temporary staff, we want to create more permanency and stability at every level of the council.

Key Themes	Narrative/response
Succession planning – what plans do you have in place?	The Housing Directorate’s plans are developing in this area. Work is to be carried out, with advice from Human Resources, on developing effective ways of fostering the sharing of knowledge between teams and management tiers within Housing.
What steps are you taking to reduce agency spend in your service?	Agency spend is reviewed, on a monthly basis, as part of budget monitoring.
Have you developed a recruitment strategy to backfill roles currently occupied by agency workers?	Housing Needs – has been addressed through service restructures in TA and Allocations
Vacancies – what plans are in place to fill long term vacancies?	These vary between Housing service areas. For example the use of apprentices within RMS, and the development of council offers to be housing advisors.
Apprenticeships – what plans do you have in place to increase the use of apprentices effectively?	Housing Needs – in-house training programme for career grades PSHS – apprenticeships now in place
Representativeness – what plans are in place to work toward a more representative workforce in services using data available on pay gap and representativeness?	<ul style="list-style-type: none"> <li>- Adherence to Council Tackling Racism Inequality and Discrimination programme</li> <li>- Housing Equality Matters Panel</li> </ul>
How are you ensuring participation in council wide programmes such as reciprocal mentoring and the Diverse Leaders Programme?	Housing staff have participated in Diverse Leadership programme, and Housing Needs staff are participating in Ministry of Housing, Communities and Local Government management training course.

d) Productivity - the Workforce Information Portal

Based on the key workforce metrics provided in the monthly Workforce Information Portal (if already covered in sections a-d above there is no need to repeat), outline the action you will be taking to improve performance in areas you have identified as requiring improvement.

Workforce metric	Action
[This information is not available to the Housing Directorate]	[Not applicable]

e) Staff/Pulse Survey

Summarise here your response and actions you are taking following presentation of the latest engagement and Staff/Pulse Survey results.

- Monthly team meetings (ideally in person)
  - Focussing on operational issues
  - Must include;
    - Celebrating success
    - Roundtable discussion about any work challenges
- Facilitating the provision of a welfare resource for staff
  - Safe space to discuss
  - Dedicated resource as part of a number of peoples' roles
    - Set up so dedicated to cover a diverse workforce
    - One day per week
- Employee Assistance Programme
  - To be well publicised
  - Promoted through team meetings
- Team building/away days
  - Social events
  - Making time away from business as usual (BAU)
- Staff suggestion email
  - Darren to feedback at All Housing meeting (e.g. 'You said, we did')
  - Darren's open door invites

## 2. BUDGET

### Revenue budget

For the department, the 2024 to 2025 revenue budget is shown below.

#### Housing Revenue Account (HRA)

The Council approved a rent increase for 2024-25 of 7.7% for 2024-25, the maximum allowed under the Government's Rent Policy which allows rent increases equal to the previous September inflation rate (as measured by the Consumers Price Index), plus one percentage point. Service charges will increase by 6.7%.

	<b>2024-25 £m</b>
<b>INCOME</b>	
Rental income	105.6
Service charge income	8.2
Leaseholder income	10.0
Private Finance Initiative (PFI) Grant	7.3
Other income (from garages and aerals, and earned interest)	9.6
<b>Total income</b>	<b>140.8</b>
<b>EXPENDITURE</b>	
Repairs	21.0
Housing management	23.2
Other services	14.5
Provision for bad debts (tenants)	4.2
Rent, rates, insurance and council tax	5.4
PFI expenditure	21.0
Capital Financing Costs	21.8
Depreciation	22.2
Revenue Contributions to Capital	0
<b>Total expenditure</b>	<b>133.3</b>

<b>Net Expenditure (Surplus)/Deficit</b>	<b>(7.5)</b>

### Savings & Pressures

The 2024 to 2025 budgets include savings of X. Outline a) areas where savings will be made and mitigating actions to prevent deterioration in the quality of service offered to residents b) savings resulting from procurement b) key areas where pressures come from.

No savings are planned from Housing’s General Fund budgets. Instead the following savings are to made in HRA expenditure:

- £1.6m in savings are planned from the reduces use of ‘waking watches’, or additional staffing who provide onsite safety service to particular council blocks with fire safety issues. The savings will occur as the underlying building/fire safety issues are addressed
- £300k savings in the delivery of Property Services activities
- £200k savings in expenditure on information technology systems and processes that are administered by the Business Systems Management & Intelligence service

### Growth

Outline a) any agreed areas of growth in 24/25, the reason for growth and brief outline of evidence supporting growth b) Outline any external funding secured

The Temporary Accommodation budget will increase by £17.5m on the amount in 2023-24. This is £2.5m above what was originally planned, and this additional increase will be funded from a £0.9m rebate to the Council in non-domestic rates, plus a drawdown from the Council’s reserves.

### Capital budget

In terms of the Council’s housing stock is the capital budget for the three years starting from 2024-2025 is £268m. The priorities for this expenditure are:

- Quality and Safety – works necessary to achieve compliance with the regulatory framework introduced by the Fire Safety Act 2021 and the Building Safety Act 2022

- Damp and Mould – works to address damp and mould in tenants’ homes
- Decarbonisation – works to improve the energy and thermal performance of council homes to reduce CO2 emissions and fuel consumption, and tackle fuel poverty
- Improving resident satisfaction – this encompasses lift replacements, roofing works and cyclical works to communal areas of council housing blocks and estates to maintain the stock in good repair

In terms of new housing supply funds from the Housing Revenue Account are funding an acquisition programme for council leasehold homes previously bought under the Right-to-Buy.

Project Name and Type	Funding approved /Date (capital programme reference)	Duration	How does this link to Council priorities?
Planned Major Works & Improvements	£95.9m	2024-25	Homes for our residents
Works to promote decarbonisation	£3.7m	2024-25	Homes for our residents
Development Schemes Victoria Street	£249.9m	2024-25	Homes for our residents

List Capital programme projects not yet approved (this includes schemes where bids have been made but not agreed)

Project Name and Type	Funding required / phased across future years			
	2020/21	2021/22	2022/23	2023/24
[Not applicable]				

### 3. PROPERTY (OFFICE) MANAGEMENT

This section should a) list properties in use and b) summarise the service area's planned/future property management proposals.

Address of Building(s) occupied or provided by the service	What type of occupancy is this? (Sole/shared)	How do you use the space at this address?	No. of Service staff located at this address	No. of desks/ Work-stations at the address	Is this building owed by LBN or hired by LBN?	Who manages this building (e.g. Asset Management/directly by the business unit/ third party)?	Annual cost of occupancy (maintenance, utilities, security, NNDR etc.)
		e.g. Office space, meeting rooms, reception point for customers, care home, day centre, community centre, library etc.					
Bridge Road Depot, Abbey Road, London E15 3LX	Sole	Depot, offices and meeting rooms	This data is not available	318	Owned	Facilities	THIS COLUMN TO BE COMPLETD BY ASSET MANAGEMENT FOLLOWING BP SUBMISSION
Stratford Housing Hub, 22 Broadway, Stratford, London, E15 4QS	Sole (to be confirmed)	Reception point for council residents and office space	The Hub is allocated in accordance with a staff rota	13 including reception	Rented	Facilities	
Canning Town Hub, Ferrier Point, Forty Acre Lane, Canning Town, E16 1QN	Sole (to be confirmed)	Reception point for council residents and office space	As above	Eight including reception	Owned	Facilities	

Maybrook Court Sheltered Scheme 43 St Gabriels Close Wanstead, E11 3SD	Sole	Sheltered housing scheme, which contains the disaster recovery site for the Newham Network telecare service					
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Property management proposal	Details
Requirement for additional properties to meet increasing or changing demand (1-3 years)	Plans for additional Housing Hubs have been put on hold due to budget restrictions, and the Well Newham Hub project.
Surplus assets to be vacated (1-3 years)	Not applicable
Major repairs or refurbishment	Not applicable
Modification of properties to expand or change their functionality	Not applicable
Other	Not applicable

## 4. PROCUREMENT

List any existing contracts due to expire within the next two years

Contract Title	Expiry date	Is there an option to extend in the contract?	Total Value of existing contract incl Extensions	What are the timescales for contract review/procurement?
Stock investment procurement programmes	Not relevant – there are multiple procurements necessary for the Stock Investment programme	To be confirmed – there are multiple procurements necessary for the Stock Investment programme	To be confirmed – there are multiple procurements necessary for the Stock Investment programme	Throughout 2024-25

Predictive Analytics and AI automation for rent collection	Not applicable	Not applicable	Not applicable	Gateway 1 report – May 2024
Robotic processing automation	Not applicable	Not applicable	Not applicable	Completion of Procurement Initiation Form (PIF) June 2024

## 5. RISK

Outline the key risks in the service risk register and how they are being mitigated against

Risk	Probability (Likely/unlikely)	Impact (High/Low)	Mitigating Actions & Lead Officer
<p><u>Costs of temporary accommodation (TA)</u></p> <p>Description: because of:</p> <p>(1) a reduction in the size of the private rented sector, and the rise in other factors contributing to homelessness, there is a significant increase in the numbers of people presenting themselves as homeless resulting in a significant increase in the demand on homelessness services, and spending on TA</p> <p>(2) increase in hotel accommodation costs there is an increase in spending on TA</p>	Likely	High	<ul style="list-style-type: none"> <li>Use of HRA voids for TA (lead officer - Paul Porter, Voids Performance Manager)</li> <li>Review Housing Allocations Placement Policy (lead officer – to be confirmed)</li> <li>Acquisitions programme to buy up to 500 properties by May 2026 (lead officer - Sam Faulding, Programme Director, Residential and Leisure Assets)</li> <li>Homelessness Response Programme has been developed to coordinate the implementation of the activities in the Homelessness and Rough Sleeping Strategy 2021-2026 which sets out an intelligence-led, public health approach to tackling homelessness, and improving access to, and the quality of, housing within the borough (lead officer – Anna Trevena, Programme Manager)</li> </ul>

<p><u>IT outage</u> Description: because of a hack of the Council's information technology systems, or an IT fault, IT systems are unavailable for several days or more, compromising service delivery</p>	Likely	High	<p>Develop data recovery arrangements which could be deployed in the event an IT outage.</p> <p>Progress: a limited service recovery plan has been developed which is based in maintaining the Directorate's ability to respond to incidents at council housing properties in the event of an IT outage. But joint work with ICT is required to fully implement a solution.</p> <p>Lead officer - Colin Thomas, Head of Housing Governance</p>
<p><u>General Fund rent and service charge collection</u> Description: because of the challenging financial circumstances of some tenants and leaseholders, there is an adverse impact on rent and service charge collection and the position of the General Fund</p>	Likely	High	<ul style="list-style-type: none"> <li>• There is an enhanced focus on early intervention to try and reduce the risk of residents building unmanageable arrears. Advice and support is given at point of contact, with referrals to wider support when needs are identified</li> <li>• Participation in the Council's Cost of Living Group established in 2022</li> </ul> <p>Lead officer - Simon Barton, Head of Housing Income Collection</p>
Risk	Probability (Likely/unlikely)	Impact (High/Low)	Mitigating Actions & Lead Officer

## 6. RESIDENT EXPERIENCE

Housing has two main improvement programmes: the Homelessness Response Programme, and the We Are Housing Programme.

### Homelessness Response Programme



Housing is integral to building a fairer Newham. Having a safe and secure home shapes people's quality of life.

All residents are treated fairly with services that put the experience of residents first, prevent homelessness and increase inclusion.

#### Homelessness and Rough Sleeping Strategy



HR1: Temporary Accommodation Service and Support

Support and engagement



HR2: Homelessness Prevention

Data & research-led prevention



HR3: Housing Supply Maximisation

Maximising supply

[newham.gov.uk](http://newham.gov.uk)

**WE ARE NEWHAM.**

# We Are Housing journey



## WE ARE HOUSING. PROGRAMME JOURNEY.

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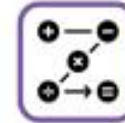
All residents are treated fairly with services that put the experience of residents first, prevent homelessness and increase inclusion.



Get the basics right to deliver 'right first time' services



Design integrated services to improve resident experience & deliver outcomes



Invest in skills to deliver data & insight-led continuous improvement

Values led, performance driven

People-powered outcomes

Insight-led continuous improvement

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**WE ARE NEWHAM.**

# We Are Housing projects



Resident Experience and Engagement	Repairs Improvement	Lettings Process Review	Tenancy Management Improvement	Asset Management & Compliance	Building & Fire Safety	Data, Governance & Continuous Improvement
<ul style="list-style-type: none"> <li>• Access to services</li> <li>• Accessible services and diverse needs</li> <li>• Resident engagement</li> <li>• Performance information and TSMs</li> </ul>	<ul style="list-style-type: none"> <li>• Repairs Improvement Plan</li> <li>• Repairs Online</li> </ul>	<ul style="list-style-type: none"> <li>• People and process</li> <li>• Online Housing Register</li> </ul>	<ul style="list-style-type: none"> <li>• Tenancy management process and procedure</li> <li>• Tenancy management systems</li> <li>• Operational and strategic governance</li> <li>• Independent Living casework</li> </ul>	<ul style="list-style-type: none"> <li>• Asset Management system</li> <li>• Compliance system</li> <li>• Asset management structure and process</li> </ul>	<ul style="list-style-type: none"> <li>• Building and fire safety system</li> <li>• Building and fire safety structure</li> <li>• Processes</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous improvement</li> <li>• Governance</li> <li>• Data modernisation</li> <li>• Performance</li> <li>• Assurance</li> <li>• Training programme</li> </ul>

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**WE ARE NEWHAM.**

## Resident consultation planned for 2024-25

The Resident Involvement Strategy 2021 – 2024 sets out the approach to providing opportunities for residents to participate in meaningful engagement with us, their landlord. The strategy is now in the final year of delivery so is subject to a review. This was scheduled for March 2024 but in agreement with the Lead member has been rescheduled to align to the publishing of the tenant satisfaction measures (TSMs) in June 2024. Under the existing strategy the following forums have been established.

- Six tenants' and residents' associations (TRAs)

- Repairs Performance Review & Improvement Panel is meeting quarterly
- Four working groups covering the issues of Leasehold, High Rise blocks, temporary accommodation, and youth

In addition:

- Inclusion Working Group discovery session delivered in February 2024
- The Resident Involvement team delivered the discovery Neighbourhood Performance Review and Improvement Panel.

A priority for 2024-25 is to establish a borough-wide Resident Panel to facilitate the engagement with council residents at a strategic, or service level.

## **7. RAISING AWARENESS, UNDERSTANDING & ENGAGEMENT – SERVICE COMMUNICATIONS PLAN**

Communications:

- Landlord performance for 2023-24 as measured by the tenant satisfaction measures
- Promotion of opportunities to participate in the Housing's resident involvement activities
- Private Sector Housing Standards – tenant awareness activities
- Policy consultations

**How will we achieve our priorities for 24/25 and deliver our vision?**

**N.B. The table below details key service improvement priorities for 2024/25, and is not a statement of all activities carried out by the Housing Directorate.**

Which Building a Fairer Newham Delivery Plan commitment does the activity align to?	Priority activity	High level deliverables	Deliver timeframes	Funded? (confirmed within 24/25 budget)	Lead Officer	Does this require an EqIA?
Ref 50: Provide at least 1500 more new homes, through starting our own homes, acquisitions and enabling other providers to develop. 1000 of these homes will be let at social rent levels; the remaining 500 will provide long term sustainable rented housing for homeless households and be let at Local Housing Allowance rent levels as an alternative to Temporary Accommodation.	Property acquisitions.	To be confirmed	To be confirmed	Yes	Giles Clarke (Director of Property)	No, as this activity is already being delivered

Ref 55b: Decarbonising the Council's housing stock	Developing the Council's approach (in terms of technologies, and funding approaches) to retrofitting the housing stock.	30-year outline Stock Investment programme developed and HRA Business Plan refresh to account for potential investment for retrofit - this work can feed into lobbying ask of central Government	March 2025	Yes	Donna Morelli (Assistant Director of Housing Services)	No, as this activity is already being delivered
Ref 60: Over the next 4 years we will attempt to reduce the number of households in temporary accommodation to below the provisional projected increase to 7,000 in March 2026 (from 5,700 in May 2022).	Reduce or minimise the number of households in temporary accommodation.	Deliverables outlined in manifesto priorities 61, 62, 63, 73 and 74 will deliver ref60.	March 2026	Yes	Candida Thompson (Assistant Director of Housing Options & Supply)	No, as this activity is already being delivered
Ref 61: Increase the percentage of homeless households rehoused in Newham over the next 4 years to 70 percent from the current level of 63 percent target as a priority.	As per the commitment, subject to the need to control the amount spent on temporary accommodation.	The Homelessness and Rough Sleeping strategy was published in Dec 2021 and lasts for 5 years with 12 monthly action plans to be kept under review.	April 2026	Yes	Candida Thompson (Assistant Director of Housing Options & Supply)	No, as this activity is already being delivered
Ref 62: Improve the quality of our remaining Temporary Accommodation by working only with landlords whose	As per the commitment, subject to the need to control the amount spent on temporary accommodation.	Improve energy efficiency in the private sector (within Climate Emergency Delivery Plan)	Ongoing	Yes	Candida Thompson (Assistant Director of Housing)	No, as this activity is already being delivered

homes are of a decent, habitable standard and which meet Energy Performance Certificate (EPC) Band C where practical, cost effective and affordable.		Work to incentivise PRS landlords to achieve Band C rating will be carried out under the new licensing scheme (dependent on where practical and cost effective)	April 2026		Options & Supply)	
Ref 63: Over the next four years we will minimise the use of nightly paid Temporary Accommodation to below the provisional projected increase of 3,768 by March 2026, so that it is only used when no reasonable alternatives are available.	As per the commitment.	Implementation of the Temporary Accommodation reduction plan and the action plan to deliver the cross-council Homelessness and Rough Sleeping Strategy: -An increase in homelessness prevention, focused move-on of people from the most expensive units, discharge of our homelessness duty in to PRS tenancies and maximising the use of council accommodation. -Tightened up on occupancy checks, processes for ending bookings and focus on move-on for people accommodated during 'everyone in' particularly those with no recourse to public funds from whom we were unable to collect rent.	April 2026	Yes	Candida Thompson (Assistant Director of Housing Options & Supply)	No, as this activity is already being delivered
Ref 64: Inspect all new homes prior to purchase or letting, subject to staff	As per the commitment.	Develop an 'all council' response to support families and household while in TA or in housing need.	Ongoing	Yes	Candida Thompson (Assistant Director of	No, as this activity is

resources and ensure that residents continue to receive support from the Council until they are permanently rehoused.					Housing Options & Supply)	already being delivered
Ref 65: Re-establish Tenants and Residents Associations on all estates where the residents want to have one and establish a Newham wide Tenants and Residents Panel.	As per the commitment.	Resident Involvement Teams to actively work with a number of resident groups (both new and existing) to support them to formal TRAs.  Establish a Newham wide Tenant and Residents panel	April 2026  2024	Yes	Donna Morelli (Assistant Director of Housing Services)	No, as this activity is already being delivered
Ref 66: Produce in collaboration with our Council tenants a best practice consultation and engagement policy, which will clearly set out the stages and ways in which residents will be fully consulted and involved especially when work takes place to their homes.	As per the commitment.	An individual policy for work taking place in residents' homes will be covered by the Resident Involvement panel when set up but consultation is part of current BAU activity.	April 2024	Yes	Donna Morelli (Assistant Director of Housing Services)	No, as this activity is already being delivered
Ref 67: Open up to six housing hubs across the Borough where tenants and residents can access in person help and advice on housing services.	As per the commitment.	Open Manor Park Housing Hub - 19 Station Road, Manor Park E12  Open North Woolwich Housing Hub - Pier Parade, London, E16 2LJ	To be confirmed	To be confirmed	Donna Morelli (Assistant Director of Housing Services)	No, as this activity is already being delivered (two Housing Hubs have already been opened)

		East Ham - Wellington Street				
Ref 68: Implement a full digital repairs offer for our own tenants, giving them the ability to report, track and change repairs online.	As per the commitment.	Options appraisal for Repairs functionality to determine next steps	To be confirmed	Yes	Donna Morelli (Assistant Director of Housing Services)	No, as this activity is already being delivered
Ref 69: Improve our key performance indicators for repairs including first time fixes, appointments kept, and repairs satisfaction to all exceed 90 percent within the next 4 years. They are now in the range of 70 - 80 percent.	As per the commitment.	Improve service over a four-year period to meet 90% targets.  End to end service redesign.  Implementation - ongoing throughout 2024-25	Ongoing (by end of manifesto term)	Yes	Donna Morelli (Assistant Director of Housing Services)	No, as this activity is already being delivered
Ref 69b: Addressing damp and mould in council housing (including temporary accommodation), and private rented homes	As per the commitment.	Implementation of the Damp and Mould Strategy	Ongoing	Yes	Donna Morelli (Assistant Director of Housing Services)	No, as this activity is already being delivered
Ref 71: Implement the findings of the Grenfell Part 2 Enquiry and undertake any immediate remediation work required across our housing portfolio. Our programme already	As per the commitment.	Deliver a further 1000 front entrance doors across high rise stock.	End of term for full pledge.	Yes	Donna Morelli (Assistant Director of Housing Services)	No, as this activity is already being delivered

includes 5000 new fire doors and replacement cladding to 7 tall blocks.						
Ref 74: Introduce an enhanced inspection regime for the private rented sector in Newham, zero tolerance of poor landlords and provide the staffing resources needed for rigorous enforcement activity.	As per the commitment.	Recruitment drives - housing enforcement officers	Ongoing	Yes	Helen Masterson (Head of Private Sector Housing Standards)	No, as this activity is already being delivered
Ref 75: Set clear property standards so that landlords have to provide high quality housing that has good space standards, is safe and well managed.	As per the commitment.	Report back on how future licensing schemes are meeting their aims and objectives to be undertaken after the first year of operation.  Review of the two wards data research and government criteria which are excluded from the additional and proposed selective licensing schemes.	To be confirmed	Yes	Helen Masterson (Head of Private Sector Housing Standards)	No, as this activity is already being delivered
Ref 76: Place particular emphasis on establishing minimum standards of energy efficiency so that private rented homes meet EPC Band C where practical, cost effective and affordable and also	As per the commitment.	Enforce Minimum energy efficiency standard (MEES) legislation  Promote Green Home Grants and Energy Company obligation (ECO) schemes to landlord and tenants to upgrade loft and external wall insulation to	Ongoing	Yes	Helen Masterson (Head of Private Sector Housing Standards)	No, as this activity is already being delivered

have high standards of security.		tackle fuel poverty and carbon emissions.				
Not applicable	Temporary accommodation (Local Government Association – Peer Challenge Action 11.1)	<p>Create a dedicated TA board chaired by the Chief Executive to oversee and coordinate cross-organisational support and response to the temporary accommodation and homelessness challenge.</p> <p>Engage major supporting partners such as housing associations, charities, estate agents, with the TA board and involve them contributing to the collective response.</p>	July 2024	Yes	Darren Levy (Director of Housing)	To be confirmed
Not applicable	Temporary accommodation (Local Government Association – Peer Challenge Action 11.2)	Organise awareness sessions with staff, Senior Leadership Team (SLT), and Senior Leadership Forum (SLF), and members to educate and inform them about the temporary accommodation challenge and its underlying issues.	July 2024	Yes	Darren Levy (Director of Housing)	Not applicable
Not applicable	Temporary accommodation (Local Government Association – Peer Challenge Action 11.3)	Carry out an in-depth gateway review of the existing homelessness response programme to fine-tune the programme's approach and execution, with the specific aim to clarify and restate the resources needed for successful delivery.	July 2024	Yes	<p>Darren Levy (Director of Housing)</p> <p>Candida Thompson (Assistant Director of Housing Needs)</p>	To be confirmed

Not applicable	Compliance with social housing regulation	Development and implementation of an assurance programme to assess compliance with the regulatory framework introduced by Regulator of Social Housing	Throughout 2024-25	Yes	Colin Thomas (Head of Housing Governance)	No, as these will be internal processes that do not affect council residents
Not applicable	Compliance with building safety regulation	Development and implementation of an assurance programme to assess compliance with the regulatory framework introduced by the Building Safety Regulator	Throughout 2024-25	Yes	Nigel Wiles (Head of Building Safety)	No, as these will be internal processes that do not affect council residents
Not applicable	Asset Management Strategy Action Plan	Implementation of the Asset Management Strategy	Throughout 2024-25	Yes	Jon Hillier (Head of Property Services)	To be confirmed – the Asset Management Strategy has already been subject to an EQIA
Not applicable	We Are Housing improvement programme	To be confirmed – the scope of the programme is currently being reviewed	Throughout 2024-25	To be confirmed	Anna Trevena (Programme Director)	To be confirmed
Not applicable	Comprehensive review of the Housing Revenue Account Business Plan	Updated HRA Business Plan	September 2026	Yes	Bobby Arthur (Head of Housing Strategy and Partnerships)	Yes
Not applicable	Income collection activities for council tenancies (HRA and General Fund), and council leaseholders	Rent collection targets are detailed in the next (KPI) section	Throughout 2024-25	Yes	Simon Barton (Head of Housing Income Collection)	No, as this is an ongoing activity
Not applicable	Housing Equality Matters Panel	Supporting Housing's staff group focussed on equalities issues in their reviews of Housing service	Throughout 2024-25	Yes	Candida Thompson (Assistant Director of	No, the work of the Housing Equality Matters Panel is not

		areas and/or management practice			Housing Options & Supply)	about implementing service changes
Not applicable	Tenancy Audit Programme	Progress of the three-year Tenancy Audit Programme (starting in May 2024)	Throughout 2024-25	Yes	Tony Lynes (Head of Resident Services)	Yes
Not applicable	Delivery of Lilian SAR Action Plan (Housing elements)	<ol style="list-style-type: none"> <li>1) Development of Vulnerability Tenants Policy.</li> <li>2) Development of Hoarding Policy.</li> <li>3) Extending Housing's Independent Living Service to TA tenants housed in the Council's housing stock.</li> <li>4) Develop a joint working protocol for Housing and ASC with respect to cases of hoarding and/or self-neglect.</li> </ol>	Throughout 2024-25	Yes	Bobby Arthur (Head of Housing Strategy and Partnerships)  Gemma Allen (Head of Independent Living)	Yes (for the policy and service elements)
Not applicable	National social housing allocations policy	Scope necessary changes to the Council's Allocations Policy from any changes to national social housing allocations policy.	To be confirmed	Yes	Shiraz Bhajji (Head of Allocations)	Not applicable

**How will we measure progress?**  
**Consider the BaFN Outcomes and Performance framework and a) propose any amendments**  
**b) propose targets for 24/25**

BaFN or Supporting measure	PI Ref	Current Measure	Proposed change to this measure and why.	Target for 24/25	Lead officer
Supporting measure	P16001	Homelessness – number of new applications	Not applicable	Not applicable	Andrew Tonkin (Head of Homelessness Prevention and Advice)
Supporting measure	P16002	Homelessness – number accepted as homeless	Not applicable	Not applicable	As above
BaFN	P16003	Homelessness – households in temporary accommodation	Not applicable	Remain below 7000 households (until April 2026)	Matt Ewan (Head of Demand & Engagement)
BaFN	P16004	Homelessness – number of homelessness preventions/relief of homelessness	Not applicable	Not applicable	Andrew Tonkin (Head of Homelessness Prevention and Advice)
BaFN	P16005	Percentage of homeless households housed in Newham	Not applicable	70% by 2026	Matt Ewan (Head of Demand & Engagement)
BaFN	P16006	Number of households in nightly paid temporary accommodation	Not applicable	Remain below 3,786 (until April 2026)	As above
BaFN	P16011	Private sector rented properties licensed	Not applicable	Increase (the number of licensed properties)	Helen Masterson (Head of Private Sector Housing Standards)
Supporting measure	P16012	Private sector licensing – number of enforcement	Not applicable	Not applicable	As above

		activity, prosecution and anti-social behaviour cases			
Supporting measure	P16013	Tenant compliance – number of properties recovered from unauthorised occupancy	Not applicable	Not applicable	Tony Lynes (Head of Resident Services)
Supporting measure	P16015	Average time (in days) taken to relet Local Authority Housing - redevelopment and lettings, including sheltered housing	Not applicable	28 days	Paul Porter (Void Performance Manager)
Supporting measure	P16016	Percentage of units with a current gas safety certificate	Not applicable	100%	Jon Hillier (Head of Property Services)
Supporting measure	P16021	Emergency repairs completed within timescale	Not applicable	95%	Greg Gustard (Head of Planned Works & Cyclical Repairs)
Supporting measure	P16022	Repair appointments kept	Not applicable	88%	As above
BaFN	P16023	Repairs completed right first time	Not applicable	85%	As above
BaFN	P16024	Resident satisfaction with repairs (out of 10)	Not applicable	8.3	As above
Supporting measure	P16031	Rent collection rate (Housing Revenue Account)	Not applicable	99.5%	Simon Barton (Head of Housing Income Collection)
Supporting measure	P16032	Rent collection rate (Temporary accommodation)	Not applicable	97%	As above

Council leaseholders – service charge collection targets

<b>Target</b>	<b>Measure</b>	<b>Completion time frame</b>
To collect Service charges: 65%	The collection will be measured against the Estimated/Actual billing.  To be reported Corporately	31 <sup>st</sup> March 2025
To collect 70% of all outstanding service charges from previous years	The collection will be measured against the aged debt for the service charges.  To be reported Corporately	31 <sup>st</sup> March 2025
To Collect 12.% of the outstanding Major works debts.	This will be measured from the debt in April 2024 to March 2025  To be reported Corporately	March 2025
To collect 90% of all Ground Rent Charges	This will be measured using a local report created for this purpose	March 2025
<b>Target</b>	<b>Measure</b>	<b>Completion time frame</b>

## Appendix: Tenant satisfaction measures (TSMs) – results for 2023-24

In September 2022 the Regulator of Social Housing (RSH) introduced 22 TSMs, that all providers of social housing are required to use to report on the performance of their housing service.

The RSH has set rules for the collation of each of the 22 TSMs so that they are all collated in a standard way, and to allow for the performance of different social landlords to be compared. More information on the TSMs is available here: <https://www.gov.uk/government/consultations/consultation-on-the-introduction-of-tenant-satisfaction-measures/outcome/tenant-satisfaction-measures-summary-of-rsh-requirements-accessible>

The first required reporting period for the TSMs is 1 April 2023 to 31 March 2024, or 2023-24. The Council has now collated all of the TSMs for 2023-24, and the results are presented below.

### Tenant perception survey results

12 of the 22 TSMs are derived from a survey of council tenants. The Council employed an independent research company, Opinion Research Services, to conduct and analyse its tenant survey results.

The Council's survey was completed between 20 February 2024 and 26 April 2024. This was later than planned as the RSH rules required for the survey fieldwork to be completed by 31 March 2024. But confirming the arrangements for ensuring the security of tenants' data necessary for the survey took longer than anticipated, and this delayed the survey timetable. The Council has informed the RSH of this delay.

As part of the survey, 1010 council tenants were interviewed. The raw results were then weighted, or compared with the data for all of the council's tenants, to ensure that the results were representative of all council tenants. More information on our survey approach is given in our [\*\*Summary of Approach document \(PDF\)\*\*](#)

### Management TSMs

The remaining 10 TSMs are calculated from the Council's management and information systems, using rules set by the RSH.

### Comparing our results

In order to provide context for our results, we have compared Newham's results with the median result for 24 other London councils and ALMOs. ALMO stands for Arms-Length Management Organisation, which is an organisation established by a council to run its housing service.

The information used for comparison has been obtained via the Council's membership of Housemark ([www.housemark.co.uk](http://www.housemark.co.uk)), which allows social landlords to learn from each other's performance.

The median is the middle number in range of values sorted from lowest to highest, or the other way round. It is an alternative measure to the average, or mean, which can sometimes be affected by extreme high or low values.

**Table 1: TSMs derived from tenant perception survey**

**N.B. All scores are rounded to the nearest whole number or percentage.**

Tenant satisfaction measure	Performance	Median score of other London councils and an ALMOs
TP01 - Overall satisfaction	59%	59%
TP02 - Satisfaction with repairs	72%	63%
TP03 - Satisfaction with time taken to complete most recent repair	62%	60%
TP04 - Satisfaction that the home is well maintained	61%	61%
TP05 - Satisfaction that the home is safe	71%	67%
TP06 - Satisfaction that the landlord listens to tenant views and acts upon them	54%	51%
TP07 - Satisfaction that the landlord keeps tenants informed about things that matter to them	62%	66%
TP08 - Agreement that the landlord treats tenants fairly and with respect	73%	69%
TP09 - Satisfaction with the landlord's approach to handling complaints	27%	26%
TP10 - Satisfaction that the landlord keeps communal areas clean and well maintained	70%	62%
TP11 - Satisfaction that the landlord makes a positive contribution to neighbourhoods	57%	62%
TP12 - Satisfaction with the landlord's approach to handling anti-social behaviour	58%	58%

**Table 2 – TSMs derived from management systems**

**N.B. All scores are rounded to the nearest whole number or percentage.**

<b>Tenant satisfaction measure</b>	<b>Performance</b>	<b>Median of other London councils and an ALMOs</b>
CH01 - Complaints relative to the size of the landlord (Stage 1)	84	73
CH01 - Complaints relative to the size of the landlord (Stage 2)	7	15
CH02 - Complaints responded to within Complaint Handling Code timescales (Stage 1)	72%	74%
CH02 - Complaints responded to within Complaint Handling Code timescales (Stage 2)	69%	67%
NM01- Anti-social behaviour cases relative to the size of the landlord (cases per 1000 homes)	149	32
NM01- Anti-social behaviour cases relative -hate crimes only (cases per 1000 homes)	0	0
RP01 - Homes that do not meet the Decent Homes Standard	29%	9%
RP02 - Repairs completed within target timescale - non-emergency repairs	67%	78%
RP02 - Repairs completed within target timescale – emergency repairs	96%	91%
BS01- Gas safety checks	100%	100%
BS02 - Fire safety checks	98%	100%
BS03 - Asbestos safety checks	82%	100%
BS04 - Water safety checks	98%	99%
BS05 - Lift safety checks	91%	98%

As at 31 March 2024 the Council had 18717 properties (i.e. individual houses and flats as at 31 March 2024). This figure is specified stock count that is used for four of the 10 management TSMs.

## Commentary

Our results are generally in line with those of other London councils and, in areas where we are behind, the Council has plans in place to improve the services that tenants receive. Key improvements underway include:

- Extensive maintenance programmes which are designed to improve the general condition and safety of our housing stock. In 2024-25 we will particularly focus on improving the information that we provide to tenants, about the works that are planned for their homes/estates
- We have reviewed the oversight of the delivery of our safety inspections (e.g. gas servicing, lift safety checks etc.), and are now looking at expanding our use of independent organisations to review how we deliver these works. In terms of improving our performance in completing safety checks:
  - By March 2024 all of our council blocks had a current fire risk assessment
  - By early July 2024 we had cleared the backlog of asbestos inspections that had built up in 2023-24
  - We are working to with our contractors to improve the completion of our water safety and lift safety checks
- We will continue the review of our repairs processes to improve tenants' experience of the service in terms of reporting repairs, arranging appointments and ensuring the quality of works completed
- We have conducted a self-assessment against the Housing Ombudsman's Complaint Handling Code [self-assessment-form-lbn-2024-v4 \(newham.gov.uk\)](#) , and we will be looking to gain further insight from tenants who have used the Housing complaints process
- We are working to establish more Tenants and Residents Associations, to involve council residents in the Council's plans to improve the areas where they live