

Draft Housing Strategy 2025 - 2030

A home for the future



**Housing
Needs**



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Contents

Pages

1. Foreword	3
2. Housing vision and priorities	4
3. Learning from Grenfell	5
4. Challenges and opportunities	6
5. Facts about Kensington and Chelsea	9
6. Our progress so far	13
7. Our priorities	16
8. Delivering the Housing Strategy	23

Foreword

To provide a safe, decent home where life can spring from, and ambitions achieved is at the very heart of this Housing Strategy.

People rely on us to house them. Often when they are at their most vulnerable, we provide a roof over their head and a route to a better life.

As a caring and competent landlord, we are committed to resetting the dynamic between us and our tenants and to listen to a more diverse range of residents in our decision making – something highlighted as a failing by the Grenfell Inquiry.

The learnings from the tragedy form the backbone of this Housing Strategy – so we can look forward, while always remembering and learning from the past.

The national housing and homelessness picture is changing; people are struggling with rising housing costs and coming to councils for help. This has led to a long wait for a settled home. Therefore, fairness is crucial, and we acknowledge waiting times and place value on local connections and communities.

While social housing remains an important housing option, it is no longer the case that we can provide a social home to all that apply. We must champion choice and provide our residents with a wider, diverse supply of homes. This Strategy commits us to looking

at options, from co-living to specialised housing for people most in need.

Part of this work will focus on unlocking new funding for temporary accommodation, including our pension fund, so we can better meet those needs. We are committed to continuing to reduce the use of commercial hotels, they are not a good long-term option for anyone.

Many of our existing Council homes are old and need improvement. We have a plan to bring these all up to date, spending over £400 million over the next five years, with a real focus on safety.

In our housing services good customer service is essential, somewhere we continue to improve. We also endeavour to become leaner and more efficient, embracing technology to make residents' interaction with the Council excellent.

A fitting legacy of the Grenfell tragedy would be to create an exemplary housing authority, which treats all residents with respect and courtesy; and provides safe, decent, warm homes for our tenants.

This forward-thinking Housing Strategy sets out our plan to achieve that ambition.



Sof McVeigh

Lead Member for Housing Management, Housing Safety and Building New Homes

Housing vision and priorities

We will embed the learning from Grenfell to provide safe, modern homes and promote the supply of different types of housing for local communities.

Our three priorities will deliver this vision over the next five years – and contribute towards the Council’s commitments in response to the Grenfell Inquiry, including ensuring Council homes are safe and being a better landlord, and the ambition of the Council Plan to be **a borough that is greener, safer and fairer for residents:**

Priority 1

Provide a diverse supply of housing to help residents achieve their aspirations for a settled home

Priority 2

Ensure our homes are safe and meet the Decent Homes Standard

Priority 3

Deliver exemplary housing and landlord services

Learning from Grenfell

72 people lost their lives in the Grenfell Tower tragedy, including 18 children.

The Council could and should have done more to stop it happening – it is our commitment to ensure this is never forgotten and to play our part in ensuring nothing like it happens again.

Bereaved families, survivors and residents have challenged the Council to use the learning from the tragedy to become the best Council for all our residents.

Listening to residents – what we have heard

Since the tragedy, we have heard from thousands of bereaved, survivors and residents across the borough on what they think about the Council, their experience of accessing our services and living in our homes, and how we need to learn from Grenfell to change for the better.

Whilst some residents feel the Council has changed since 2017, some residents do not feel the Council has changed enough or feel that change has been too slow.

We know that residents want to see us transform the culture within the Council and the way we deliver many of our services, including our housing services. Residents

want the Council to deliver change that they can see and feel – and at a quicker pace. They want to be listened to, and treated with respect, dignity and humanity, regardless of their background.

To become the best Council for our residents, we must accept the challenge from bereaved families, survivors and residents to learn from the tragedy and change for the better.

The way we deliver housing services to residents

Our three priorities describe the commitments we are focused on delivering – but what is equally important to us is how we do this. These are the golden threads that run through our commitments and everything we do – and shape the way we deliver housing services to our residents:

- Listening to and involving residents
- Creating a positive culture within services
- Delivering housing services in a caring and competent way
- Recognising and resetting the power imbalance between residents and the Council
- Getting the basics right – being responsive and updating on progress
- Being honest with residents about what we can and cannot realistically do to help them

Our aim is to build an organisational culture based on fairness, respect and humanity. We want everyone who relies on the Council – no matter their background – to feel listened to, cared for and understood. We want strong relationships with residents, especially people living in our social housing or in temporary

accommodation. This is what we want the lasting legacy from Grenfell at the Council to be.

This Strategy supports our ambition to deliver the change that residents want and to build a positive legacy from Grenfell within our housing services.

Challenges and opportunities

The Council – like all local authorities in London and many beyond – is facing unprecedented housing challenges.

We have experienced significant financial challenges, with high inflation and economic uncertainty impacting on our finances; and an increase in homelessness and the cost of providing temporary accommodation, placing significant financial pressure on the Council's budget. It is therefore now more important than ever to find alternative options to costly temporary accommodation.

The Council's housing target, set through the London Plan 2021, is to deliver 4,480 new homes in the borough over 10 years to 2028/29. The Council's Local Plan 2024 sets out how we aim to achieve this by allocating sites and protecting our existing housing stock. The Local Plan sets out a stepped trajectory to reflect the timelines for when our two Opportunity Area sites – Kensal Canalside and Earl's Court – will start delivering homes. These are the areas with the potential to deliver new neighbourhoods, as most of the borough is characterised by a densely built-up environment, largely within conservation areas.

More recently, the Government has updated the standard method for calculating housing need, which generates a figure of 5,107 new homes per annum for the borough. This is not our housing target, however, which will continue

to be set through a review of the London Plan and takes land capacity into account.

Whilst delivering new homes is a key priority for the Council, it must be recognised that building new homes in the borough remains extremely challenging: Kensington and Chelsea is a small, densely populated borough with high land values and limited land available for new developments; and there are complexities in developing small plots of land.

This Strategy supports the vision of our Local Plan; in particular, to make the borough more inclusive and liveable by providing a mix of homes that meet the housing needs of our communities.

We must face the challenge of meeting the future housing needs of an ageing population and residents with disabilities.

We know that people are living longer, the population is ageing and the number of people aged 75+ is expected to increase significantly in the future – our Local Housing Needs Assessment predicts a 68% increase in older people with mobility difficulties and a 47% increase in people with dementia from 2021 to 2040. There is an opportunity to deliver the specialist housing to meet the needs of older residents and those with disabilities – and tackle social isolation – over the lifetime of this Strategy and beyond.

More residents than ever need help with finding a suitable home; however, the Council cannot provide social housing for everyone who wants this. Demand for social housing in the borough far outstrips supply and households wait many years to be rehoused through the Housing Register, with waiting times increasing for larger and accessible homes.

In addition, two-thirds of the Housing Register is comprised of homeless households in temporary accommodation. We have 2,100 households living in temporary accommodation – 80% outside the borough – meaning homeless households often spend many years living in temporary accommodation, away from their communities and support networks, whilst they wait to be rehoused. This can be detrimental to families, children and vulnerable residents, resulting in instability and negative outcomes.

We therefore need to reduce reliance on temporary accommodation and social housing – it is also our preference to do this.

We believe that promoting the supply of all types of housing, as an alternative to temporary accommodation and social housing, can help residents to achieve their aspirations for a settled home, and support them to lead thriving and prosperous lives. It can prevent households from becoming homeless in the first place and provide a route out of temporary accommodation.

This Strategy commits to helping residents into home ownership where this is affordable; and supporting residents to find a settled rented home where this is not a viable option.

To do this, we must explore opportunities to increase the supply of all types of rented homes under this Housing Strategy, including private rented homes and intermediate housing – such as London Living Rent and key worker homes – and explore the options for different types of rental models. Working with organisations, including private sector institutions, and unlocking outside investment, such as through pension funds, will help us to improve the supply of affordable housing for our residents.

We must acknowledge, however, the challenging context within which we are working. We have seen a reduction in available private rented homes (and temporary accommodation), with many landlords exiting the market – there has been a 41 per cent reduction in the number of London properties available for private rent since the covid-19 pandemic. The gap between Local Housing Allowance and private rents has continued to grow, which has proved challenging for residents and the Council, alongside the rising cost of living.

The Council will need to work creatively and innovatively with partners to maximise opportunities to help residents into suitable private rented homes.

We expect the Renters' Rights Act to provide additional security and stability for private renters – the Council will be committed to implementing and enforcing this new legislation once it comes into force.

The policy context has changed since the previous Housing Strategy with the introduction of new legislation. This provides further opportunities for the Council to improve the standard of homes and services provided to residents. The Fire Safety Act 2021, Fire Safety (England) Regulations 2022 and Building Safety Act 2022, introduced following the Grenfell Tower tragedy, place additional responsibilities on local authorities in relation to the safety and management of their buildings. These responsibilities have been at the heart of the changes we have made since the Grenfell tragedy – and we are committed to ensuring our homes are safe in the future.

The Social Housing (Regulation) Act 2023 aims to improve the standard of social housing and services provided to tenants. The Regulator of Social Housing has introduced new consumer standards and inspections, and the Government has enacted Awaab's Law, which requires social landlords to fix hazards, such as damp and mould, in their homes within strict time limits. We will embrace these changes, including the new standards, through our commitment to delivering exemplary housing and landlord services.

The extent of the housing challenges we face means there is a need for us to achieve stabilisation in the short term, particularly in relation to our financial challenges.

We also need a long-term vision to address our housing challenges in the future. Short-term stabilisation will provide the foundation for us to deliver our long-term housing vision. This Strategy sets out our vision for housing in Kensington and Chelsea – and our commitment to embed the learning from Grenfell, provide safe and modern homes for our residents, and promote a diverse supply of housing for our communities.

Facts about Kensington and Chelsea

The population of the borough



Population of almost 143,600 residents:

13 per cent children and young people aged 0-14, 72 per cent people aged 15-64, 15 per cent people aged 65 and over



Average age is 40

(and increasing) making it the fourth oldest population in London



12 per cent of all residents

in the borough report a long-term condition or disability that limits their life in some way



Very diverse borough

– 64 per cent of our residents are White, 12 per cent Asian and Asian British, 8 per cent Black, 6.6 per cent Mixed heritage, and 4.5 per cent Arab

Housing in the borough

Property market



We have the highest average house prices in the country

– in March 2024, the average price was £1.2 million, compared to £500,000 in London and £300,000 in England – and the highest rents

Type of housing



34 per cent of homes are owner occupied, 22 per cent are social rented*

and 44 per cent are private rented – circa 7 per cent of all homes are Council owned



Circa 20,000 social rented homes in the borough,

of which circa 7,000 are owned by the Council and 13,000 by housing associations



The Council's social housing is dominated by

smaller properties – 38 per cent studio and 1-bed, 33 per cent 2-bed, 16 per cent 3-bed, and 13 per cent 4-bed or larger



4 in 5 properties in the borough are flats,

compared to 2.5 in 5 for London and 1 in 5 for England

* Of which 35 per cent are Council owned and 65 per cent housing association owned.

Social housing and temporary accommodation



Circa 2,300 households with live rehousing applications on our Housing Register

– circa 80 per cent with dependent children, and nearly 200 needing an accessible home



On average, households in temporary accommodation wait 4 years 6 months to be rehoused to social housing in the borough, and other households 3 years 10 months – but families needing larger homes or accessible homes typically wait over 10 years











368 social housing properties were let through our Housing Register in 2023/24 – 16 per cent of households on our Register were rehoused



We have over 2,100 households living in temporary accommodation – 80 per cent outside of the borough

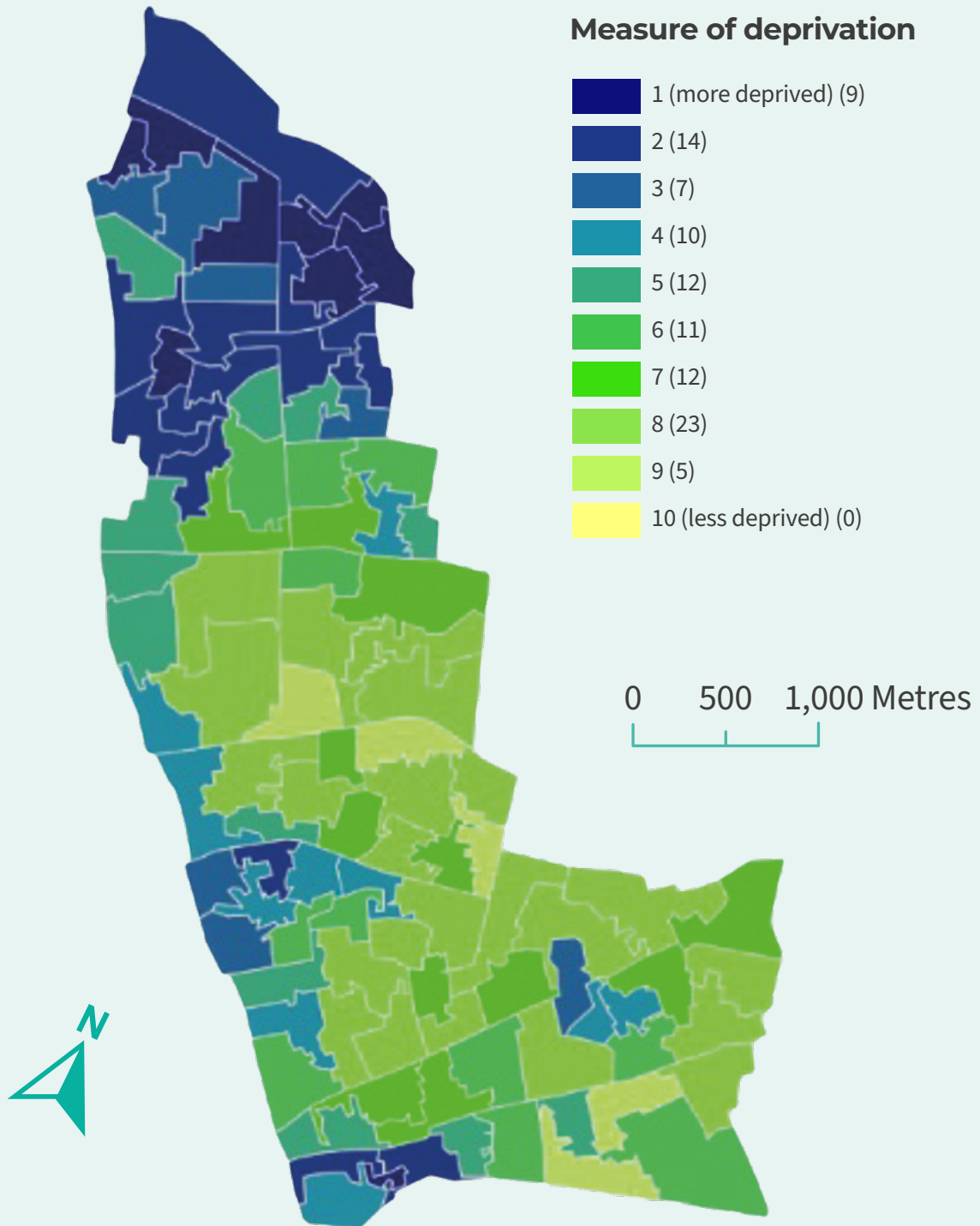
A fairer place to live

			
<p>We have some of the richest areas in the country and some of the poorest</p>	<p>22 per cent of all households in the borough are deprived in the housing dimension, compared to 18 per cent in London</p>	<p>Golborne and Notting Dale wards are two of the 10 most deprived wards in London – Dalgarno is 18th</p>	<p>74 per cent of Council estates are in the five most deprived wards and 49 per cent of social housing is situated in the Golborne, Notting Dale and Dalgarno wards</p>
			
<p>Social housing tenants are 1.7 times more likely to be deprived than the rest of the borough</p>	<p>There are significant differences in terms of housing, employment, health and life expectancy</p>	<p>8 per cent of all households in the borough are overcrowded (15 per cent in Notting Dale), compared to 11 per cent in London</p>	<p>10 per cent of all residents in the borough are living in relative poverty, and many households – including those with children – are living below the poverty line</p>

There is a strong link between deprivation and the location of social housing in the borough – and the Council has a responsibility to address this as a social landlord and provider of housing services.

The Housing Strategy has a vital role to play in making the borough a fairer place to live – including by meeting the housing needs of residents, tackling inequality and deprivation, and promoting diverse, vibrant and inclusive communities.

Index of multiple deprivation map (2019)



This map illustrates the parts of the borough which have the highest levels of deprivation.

Our progress so far

- 1. The Council continues to work with developers**, including Ballymore, St William, and Earls Court Development Company, to bring forward and implement planning applications for these sites, which are allocated in the Local Plan to deliver the largest increase in housing in the borough
- 2. We are part-way through our New Homes Delivery Programme**, building the first new Council homes in a generation, with residents moving into the first homes in 2023 – 600 new homes will be delivered through the Programme, with 50 per cent at social rent
- 3. The Council's Acklam Road site won the award for Best Affordable Housing Development** (less than £20m) at the Inside Housing Development Awards in 2024. This development provides 32 new homes, including 20 social rent homes (four wheelchair accessible), 12 market rent homes and community facilities
- 4. The Council's Kelso Cochrane House won the same award** in 2023. This development provides 38 new homes, 28 at social rent and 10 at intermediate rent for key workers
- 5. We have invested £310 million in our Capital Works Programme since 2019**, with a further £446 million to be invested over the lifetime of the Strategy to 2030, to prioritise safety improvements and essential works in our Council homes – including window replacements, fire safety improvements to external walls, and mechanical and electrical upgrades
- 6. All 34 of our high-rise buildings now have dedicated Building Safety Managers** to oversee structural and fire safety management and to work with residents
- 7. Higher-risk buildings** (including those over 18 metres tall, sheltered housing and hostels) are reassessed every two years, with other properties assessed every three years
- 8. Fire risk assessments are managed by a dedicated Fire Safety Team** and carried out by a company independently certified as meeting national quality standards for fire risk assessment. An independent contractor has been appointed to undertake quality assurance reviews of the fire risk assessments for 49 higher risk buildings
- 9. A new contract for fire entrance door inspections uses qualified inspectors under the Fire Door Inspection Scheme** – and annual checks are conducted on flat entrance doors above 11m for all properties, with quarterly checks on communal doors by trained caretaking staff
- 10. We have made progress in identifying vulnerable residents.** The proportion of tenants for whom we hold data on whether they have vulnerabilities has increased from less than 9 per cent at the end of 2017/18 to 72 per cent. We have completed over 800 Person-Centred Fire Risk Assessments and developed over 400 Personal Emergency Evacuation Plans

11. We have seen an improvement in tenant satisfaction, from 52 per cent in 2018 to 63 per cent in 2023 – leaseholder satisfaction has improved from 26 per cent in 2018 to 45 per cent in 2023, and the Lancaster West Neighbourhood Team has achieved 94 per cent satisfaction on responsive repairs

12. We have progressed our work to make Lancaster West a model 21st century estate and deliver our Lancaster West Future Neighbourhood Vision, including through refurbishment, retrofitting, energy supply, health and wellbeing, nature recovery and green skills

13. The Lancaster West Neighbourhood Team and Lancaster West Residents' Association won the Future Place award at the prestigious Pineapples Awards 2024 for the Lancaster West Estate

14. The Warm and Well Project – a partnership between Housing Management and Public Health – sees senior surveyors and health professionals conduct joint visits to vulnerable residents and homes with poor insulation levels, with the aim of tackling damp and mould in our Council homes, improving the quality of homes, and supporting the safety, health and wellbeing of our residents

15. The number of successful homelessness prevention outcomes has increased by more than 200 per cent over the five-year cycle of our Homelessness and Rough Sleeping Strategy. We have recorded the highest percentage of successful homelessness prevention outcomes across London on three separate occasions, and seen 49 per cent of relief cases result in accommodation being secured – more than double the average rate for London and higher than England as a whole

16. We have helped many households to move to suitable private rented homes and other types of rented homes, including social housing in other parts of the country, instead of moving to or staying in temporary accommodation – 1,011 residents and households have moved since April 2023, with 523 moves so far in 2024/25

17. We have entered into an agreement with Madison Brook for the long-term provision of 25 private rented homes in London, which will enable residents and families to live in suitable homes in the future and achieve stability

18. There has been a significant reduction in the number of residents and families placed in commercial hotel temporary accommodation from over 100 in January 2024 to 12 currently. The number of families placed in bed and breakfast and hotel accommodation for more than six weeks has also reduced from 38 in April 2024 to 11 currently

19. Our Housing and Employment Service has assisted households to find work or maximise income through benefits, with a total of 410 cases managed in 2023/24 – the financial value of achieving positive outcomes is £72,133 per month

20. Our No Recourse to Public Funds and Refugee Service supported circa 200 new arrivals to the UK to settle here and access housing and other services in 2023/24, with a similar number supported in 2024/25. The team has secured Local Authority Housing Fund government funding and was nominated for the Supporting Child Refugees Award at the national Children & Young People Now awards 2023

21. The Council opened a new service at 198 Latimer Road providing 10-bed supported accommodation for entrenched and vulnerable rough sleepers, funded by the GLA's Single Homelessness Accommodation Programme grant

22. The Council has acquired Princess Beatrice House so it can be remodelled as 66 units of self-contained supported accommodation for vulnerable residents

23. We have supported care leavers by assisting them with rehousing through the Housing Register to permanent social housing in the borough; providing additional Housing Management services when they move into a Council home, including decorating, flooring, blinds/curtains, white goods and a handyman service; and through strengthening partnership working between Housing and Children's Services

24. We have made the best use of our housing stock by helping residents to move from under-occupied and accessible homes they no longer need to alternative suitable housing, freeing up these homes for those who need them. Our Housing Mobility Team has helped 54 households to move, with a net bedroom gain of 72 and projected temporary accommodation savings of £222,000

25. We have continued to tackle social housing fraud. With a current Housing Register of over 2,300 individuals and families needing a home, recovering our properties from people committing tenancy fraud enables us to help those in genuine housing need. We have recovered 54 properties so far between 2023/24 and 2024/25. It is estimated that each case of tenancy fraud, on average, costs the public purse £42,000. The 54 homes we have recovered therefore equates to a saving of £2,268,000.

26. Environmental Health has continued to roll out our five-year Additional Licensing scheme for Houses in Multiple Occupation focusing on improving housing conditions, fire safety and housing management standards, with circa 3,594 properties in scope

Our priorities

Priority 1: Provide a diverse supply of housing to help residents achieve their aspirations for a settled home

There will never be enough social housing in the borough to meet demand and households wait many years in temporary accommodation to be rehoused. We must therefore promote alternative types of settled homes to reduce reliance on temporary accommodation and social housing, and enable residents to achieve their housing aspirations in a settled home

Deliver more new homes

Work with housing developers through the planning process to deliver more new homes and support the ambition of the London Plan and Local Plan

We will require developers, in line with planning policy, to **increase the supply of all types of homes** in the borough using a design-led approach, including new build specialist housing and community housing, such as intermediate housing and homes let at social rent. Both the London Plan and Local Plan support the creation of **new neighbourhoods with new homes** through development in the Kensal Canalside and Earl's Court Opportunity Areas

Outside investment

Maximise institutional investment in affordable housing

We will actively explore new ways of **unlocking outside investment** to increase the supply of new affordable housing and deliver the future housing pipeline – including through working with private sector organisations and institutional investment, such as pension funds. We will also look to buy back former Council homes on our estates to meet the needs of our residents

Older and vulnerable residents

Deliver the homes and support that our older people and most vulnerable residents need in the future

We will meet the needs of an ageing population and residents with disabilities by providing **specialist, accessible, dementia-friendly homes**, including through developments at Lots Road South, Kensal Canalside and Earl's Court – and we will explore how we can use vacant land and existing sites to deliver **specialist accommodation for vulnerable residents**. Residents will be supported to live independently in their homes through technology, aids, adaptations and care – and we are committed to providing rehousing support to vulnerable residents, such as adults with learning disabilities, domestic abuse survivors and care leavers

Different types of rented homes

Improve the options available to residents for accessing different types of rented homes as an alternative to temporary accommodation and social housing

We want residents to have access to **different types of homes** as an alternative to living in temporary accommodation for many years – and to provide **a route out of temporary accommodation**. This includes working with landlords and organisations to provide more affordable **private rented homes, intermediate rent, London Living Rent** and **key worker homes**, and social housing in other areas of the country

Different rental models

Explore the options for different types of rental models to meet the housing needs of residents

We will explore the options for using different types of rental models to meet housing need, including working in partnership with the private sector to deliver larger scale rental models, and supporting residents to access co-living options where suitable

New Council homes

Continue to deliver the first new Council homes in a generation

600 new homes, with 50 per cent at social rent, will be delivered through our **New Homes Delivery Programme**, which is a key commitment in our Council Plan – this includes key worker homes, market rent homes, and 60+ extra care affordable homes at Lots Road, owned and managed by the Council

Home ownership

Support residents to fulfil aspirations of home ownership

Residents will be supported into **home ownership** where this is possible, including through affordable home ownership schemes and the right to buy – we will support residents who cannot afford to buy a home to secure a suitable rented home

Supported accommodation

Improve supported accommodation options in the borough

Supported accommodation helps **vulnerable residents** to stabilise and work towards living independently – and provides **an alternative option to temporary accommodation**. We will improve the supported accommodation options available to our residents, including by providing modern, self-contained supported housing at the **redeveloped Princess Beatrice House**

Preventing homelessness

Prioritise early intervention to prevent homelessness and reduce rough sleeping

We will maximise opportunities to **prevent homelessness** and reduce the use of temporary accommodation through our new **Homelessness Prevention Hub**, including

by identifying people at risk of homelessness as early as possible, collaborating with partners and co-locating services in the community – and we will **tackle rough sleeping** by supporting our street population

Prioritising local residents

Aim to prioritise the housing needs of local residents where possible

We know the importance of **keeping communities and families together** where we can and recognising what residents have contributed to the borough. We will therefore aim to prioritise the housing needs of local residents where possible to help them secure a suitable settled home



Priority 2: Ensure our homes are safe and meet the Decent Homes Standard

Residents must be safe in their homes and this is one of the most important issues they want the Council to prioritise following Grenfell. We are committed to ensuring that our Council homes and temporary accommodation are safe, and residents feel safe living in our communities

Safety standards and Grenfell

Drive-up and maintain safety standards for our residents and lead the way on the response to the Grenfell Inquiry

We will improve and maintain safety standards for residents living in our homes, and adhere to best practice in relation to housing safety – and use our **learning from Grenfell** to support the local government and housing sectors to drive forward positive change across housing services

Banning contractors, products and combustible materials

We have banned contractors and products implicated in the Grenfell Tower fire from use by the Council and we will maintain a ban on the use of combustible materials in external walls for all Council projects

We are committed to ensuring the safety of our homes and buildings. We have **banned contractors and products implicated in the fire** from use by the Council, and we will maintain a complete **ban on the use of any combustible materials** in external walls for all Council construction and refurbishment projects, regardless of building height

Decent Homes Standard

Invest in our business plan to achieve and maintain 100 per cent decency in our housing stock

We will prioritise investment in our business plan to achieve and maintain **100 per cent decency in our housing stock**, in line with the consumer standards, so our residents live in safe and good quality Council homes

Vulnerable residents

Support vulnerable residents to feel safe in their Council homes

We are committed to implementing a new protocol for sharing information between departments about vulnerable residents so they can be given **personal risk assessments and evacuation plans**, and assisted properly in an emergency. We will improve the culture within services and interact with residents in a way that meets their individual needs and concerns – we will speak directly to vulnerable residents about their experience of housing safety and act upon what we hear

Antisocial behaviour

Tackle antisocial behaviour in our communities and on our estates

Tackling antisocial behaviour and crime in our communities and on our estates is a key commitment of this Strategy and a priority in our Council Plan – we will work with partners to achieve this so that **residents live in safe homes and neighbourhoods**

Temporary accommodation

Drive up safety and standards in our temporary accommodation

We will procure **good quality temporary accommodation** and drive up safety, standards and compliance with regulations, holding landlords to account where the temporary accommodation and services they provide do not meet our standards. We will ensure that safety concerns are escalated and addressed properly



Priority 3: Deliver exemplary housing and landlord services

Residents will receive the exemplary services they expect in the future and their experience of accessing our services will change for the better: we will lead on continuously improving our landlord and repairs service and the culture within housing services, providing good quality homes, listening to and involving residents, and making the borough a fairer place to live

Landlord and repairs services

Drive continuous improvement in our landlord and repairs services for tenants and leaseholders

We will continue to prioritise improvement in the services our tenants and leaseholders value most. We know that residents want to be able to report repairs easily, have them done quickly and have them resolved the first time where possible. We will continue improving our repairs service, including by **embracing new technology** and ensuring repairs can be **reported and tracked online**

Damp and mould

Support residents with damp and mould problems in their homes

We will ensure that damp and mould problems in our homes are addressed, including through supporting the implementation of Awaab's Law, and building on **our work alongside Public Health** to tackle damp and mould in homes and support residents to achieve improved health outcomes

Good quality Council homes

Improve the quality and condition of our Council homes through our £750+ million programme of investment

Our ongoing capital works programme will provide **good quality, warm and modern homes** for our residents, with an increase in the number of double-glazed homes – with safety improvements a key part of this. Our capital works programme will ensure our homes meet the Decent Homes Standard

Suitability of housing stock

Continue to review the long-term suitability of all our stock

We will continue to review the long-term **suitability of our housing stock** and work with residents to face the challenges of ageing property

Resident experience

Improve the resident experience of accessing our services

Our residents will have an improved experience of accessing our services over the lifetime of this Strategy. We will drive a **positive change of culture** within our housing services, **learn from complaints**

and invest in the quality of our housing teams. We will ensure relevant senior housing managers have professional qualifications and embed local and national consumer standards, **embracing independent judgement on our performance**

Resident involvement

Listen to residents and involve them in co-design, co-production and decision making

We will involve a more diverse range of residents in our work and **better understand the lived realities** of receiving housing services, including through co-design, co-production and decision making, using the feedback we receive to help shape and improve our services – and we will produce a new **Resident Involvement Strategy**. Through regular contact and meaningful engagement, we will better understand and support our **households in temporary accommodation** to help them achieve improved housing and other outcomes

Localised services

Deliver bespoke, localised services close to where people live

We will **make our services easier for residents to access** by delivering localised services in the community close to where residents live, including landlord services for our tenants and leaseholders, and services for residents in housing need

Fairness

Promote and embed fairness within all aspects of our housing services

We will support the Council Plan commitment to make the borough a fairer place to live by continuing to ensure our Housing Register

and access to social housing is fair. We will enhance our approach to equality, diversity and inclusion by identifying residents with diverse needs and backgrounds and taking these into account when developing and delivering housing services. We will promote fairness with regards to faith and culture, and learn from the findings of the Grenfell Inquiry to tackle discrimination

Housing association and private rented tenants

Drive up standards for housing association and private sector tenants

The majority of housing associations and private sector landlords in the borough provide good quality homes and services. Where standards fall short, however, we will use our powers to address this. We will **continue to tackle poor property and management standards** in the private rented sector, using the full range of regulatory and enforcement powers available – we will support the implementation of the **Renters' Rights Act** to protect private sector tenants

Thriving communities

Support our communities to succeed and thrive

We will work with other services to ensure tenants, leaseholders and residents in temporary accommodation feel the full benefit of their support. Residents will be supported to access **employment, training and learning opportunities**, and we will promote **financial inclusion** amongst residents by making the best use of targeted data. We will tackle **health inequalities** and support residents to lead healthy lives by targeting joined-up support in the most deprived areas of the borough

Delivering the Housing Strategy

How we will meet our commitments and deliver the Strategy:

- 1. Delivering through time-sensitive SMART targets** and service plans developed by service areas
- 2. Meeting our targets** under our published Council Plan Action Plan
- 3. Reviewing and updating our related strategies and policies**, including the Local Plan (once the new London Plan has been developed and adopted), Homelessness and Rough Sleeping Strategy, and Housing Allocation Scheme and related policies
- 4. Introducing new plans and policies** where needed, such as the Resident Involvement Strategy
- 5. Continuing to engage with the Government**, regulators and Ombudsman services, Greater London Authority, local authorities, registered providers and the private sector to address challenges and learn from best practice
- 6. Regularly consulting with residents** on their experience of accessing our services and living in the borough
- 7. Scrutiny by resident panels, councillors, and external organisations**, such as the Regulator for Social Housing and Building Safety Regulator

The successful delivery of this Strategy will depend on:

Communicating it clearly across all levels of services and teams within Housing and beyond, and aligning it with our capabilities

Actively managing its implementation through consistent monitoring and necessary adjustments, ensuring everyone understands their role in achieving its goals

Identifying critical weaknesses and barriers to achieving the goals and making changes and decisions to overcome them.

We will produce a yearly progress report to provide an update on how we are delivering our housing commitments.

Residents and stakeholders will be able to find information about how well we are delivering on the priorities in the Strategy through the housing section of our website:

 www.rbkc.gov.uk/housing

We will know that we have delivered on our priorities if we see better outcomes for our residents, and we contribute towards becoming **greener, safer and fairer on our journey to becoming the best Council.**

Glossary of terms

Antisocial behaviour	Any action that causes alarm, harassment or distress to others – it can include criminal and non-criminal behaviour
Co-design	A collaborative approach involving different people in the design of services, policies and other work
Co-production	A way of working where people and services work together to reach a collective outcome
Contractors	A person or company that undertakes a contract to provide a service or do a job
Decent Homes Standard	A set of minimum requirements for the condition of housing to ensure that homes are safe, warm and in a good state of repair
Grenfell Inquiry	Created to examine the circumstances leading up to and surrounding the fire at Grenfell Tower on the night of 14 June 2017 – the Inquiry has produced reports of its findings and recommendations
Home ownership	A person owns the home that they live in
Housing developers	Companies that buy land, design and build homes, and sell the developed homes
Institutional investment	Where organisations invest money on behalf of others, such as pension funds
Local Plan	A document that sets out the opportunities for development in the area, including in relation to housing
Localised services	Services provided in specific areas so they can be accessed by local people
London Plan	The spatial development plan for London, which outlines the opportunities for developing housing across the city
Private rented tenants	A person who rents a home from a private landlord
Supported accommodation	Accommodation with on-site or visiting housing-related support for residents with specific support needs, including vulnerable residents
Temporary accommodation	Housing provided by councils to certain individuals/households who make a homelessness application. Temporary accommodation could be a self-contained property, hostel, hotel or bed and breakfast. People can live in temporary accommodation for many years while they wait to be rehoused to a settled home