

# Housing Strategy 2025 – 2030

New  
homes,  
Safer  
homes

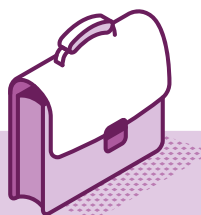
A home for the future



THE ROYAL BOROUGH OF  
KENSINGTON  
AND CHELSEA

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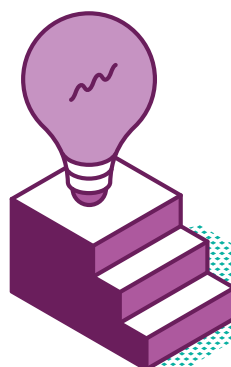
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# Foreword



**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.

In our determination to be 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 time 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.



**Cllr Sof McVeigh**  
**Lead Member**  
**for Housing**

# 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 local 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, others 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

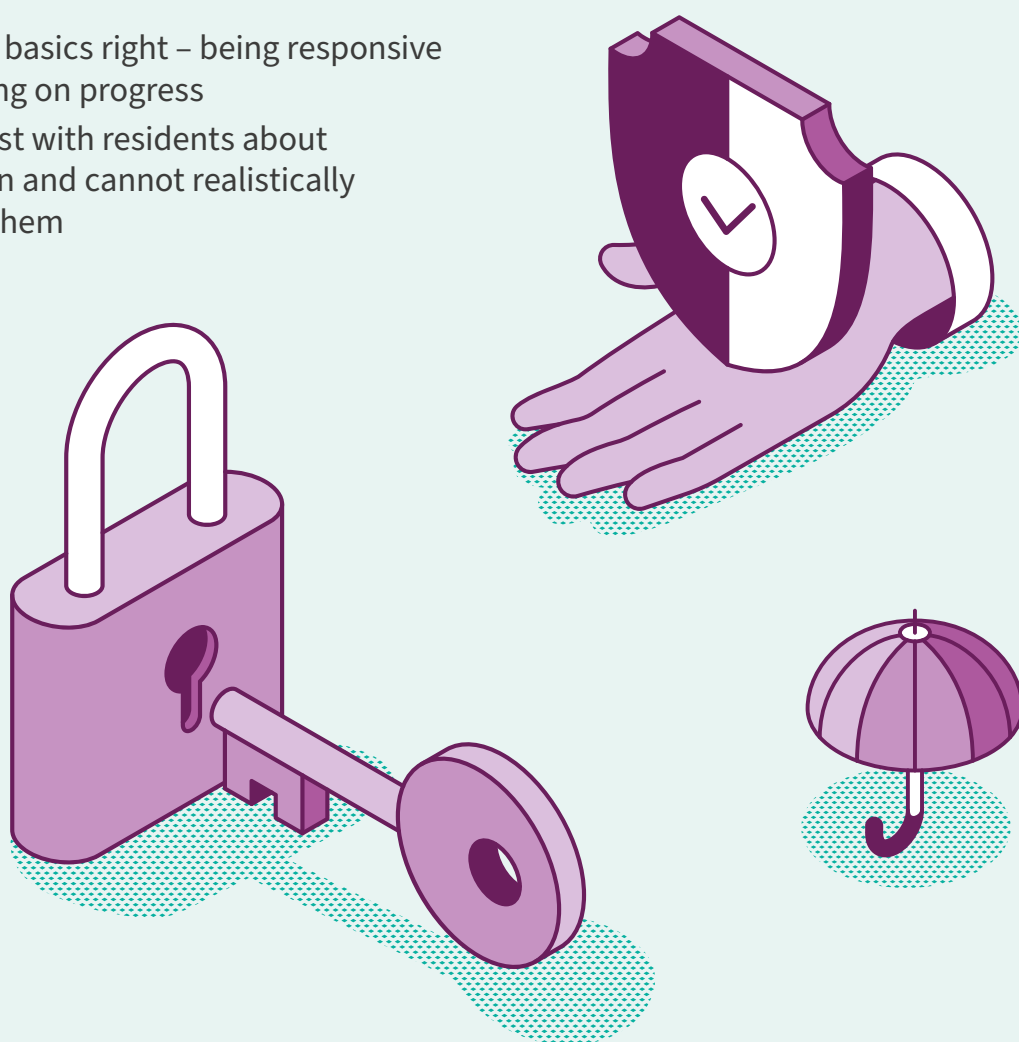
Our three priorities describe the commitments we are focused on delivering – but what is equally important to us is how we do this.

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 to be at the Council.

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.

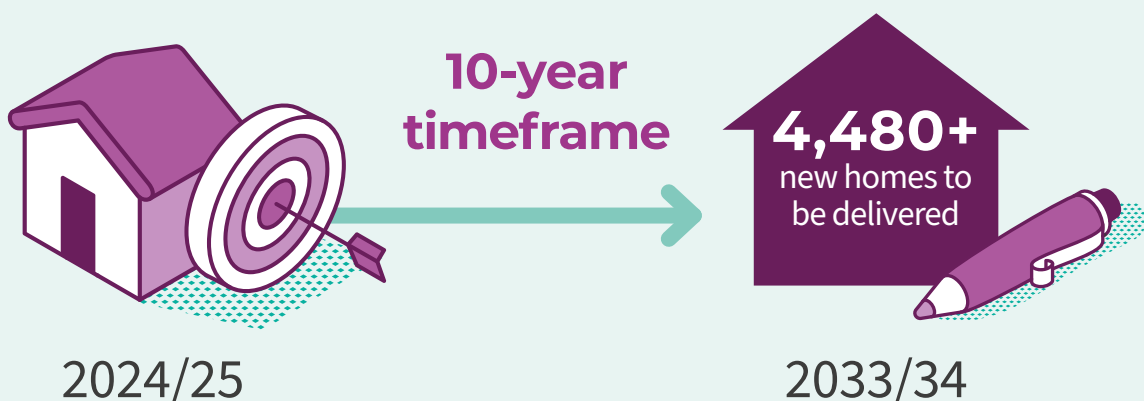


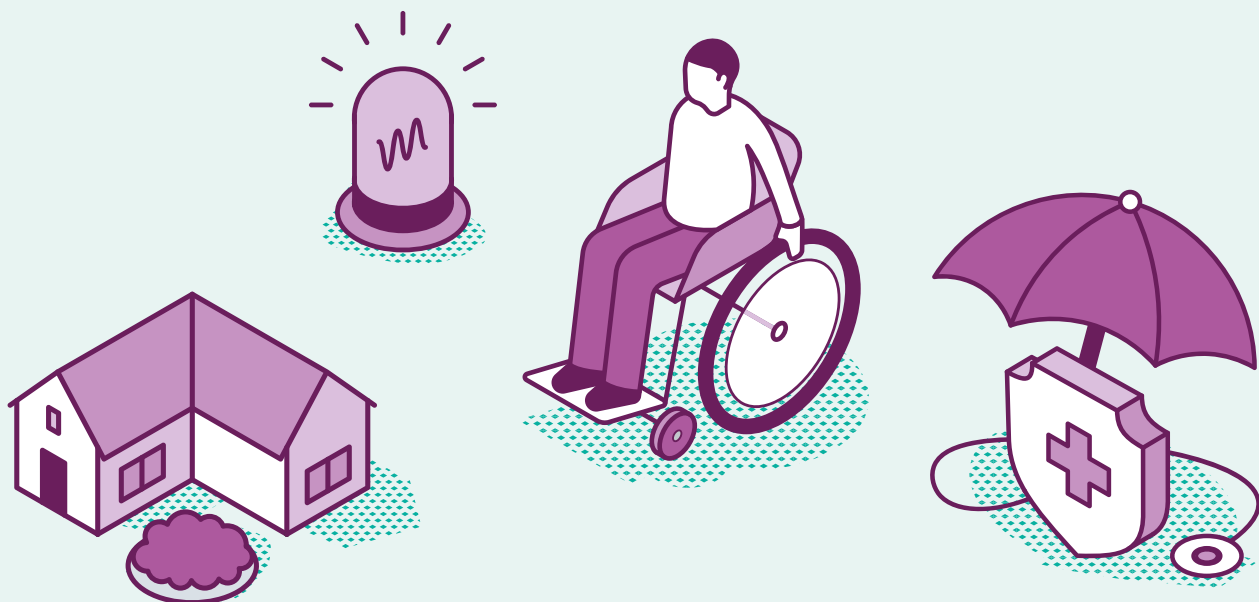
We have experienced significant financial challenges, with high inflation and economic uncertainty impacting on our finances; and an increase in homelessness and the cost of providing temporary accommodation, placing significant financial pressure on the Council's budget. It is therefore now more important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

Where schemes have 650 sqm or more residential development, the Local Plan requires them to include 50 per cent community housing when on public land, and 35 per cent community housing when on private land.

## The Council's housing target





Community housing should be 70 per cent social rent and 30 per cent intermediate (ordinarily London Living Rent at Notting Dale ward levels). Community housing is otherwise known as affordable housing, and comprises social rented housing and intermediate housing.

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; the amount of land owned by the Council is very small; 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 per cent increase in older people with mobility difficulties and a 47 per cent 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 comprises households in temporary



accommodation, which is primarily through private rented properties. We have 2,100 households living in temporary accommodation – 80 per cent outside the borough. This can be detrimental to families, children and vulnerable residents, resulting in instability and negative outcomes.

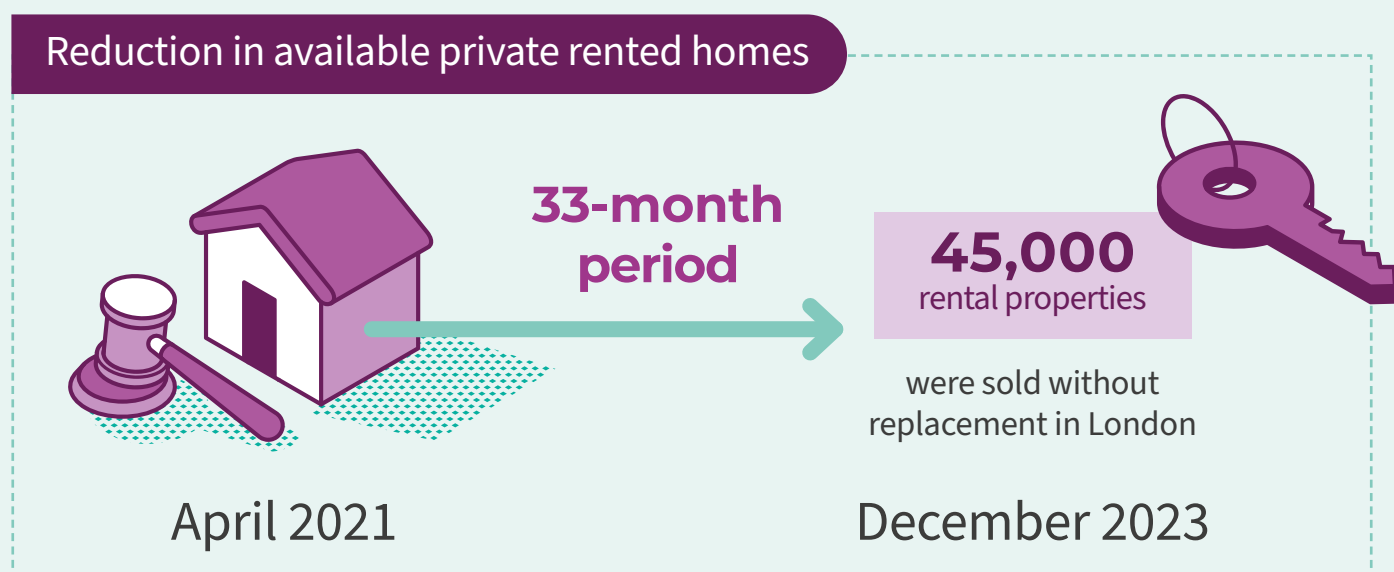
**We therefore need to reduce reliance on temporary accommodation and social housing – it is also our preference to do this.**

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. A good quality, settled home is also the foundation of positive health and wellbeing.

**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, which we rely on for temporary accommodation, with many landlords exiting the market – 45,000 rental properties were sold without replacement in London from April 2021 to December 2023, which accounts for 4.3 per cent of London's privately rented homes. 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 – only five per cent of private rented listings in London are affordable to those on Local Housing Allowance.



**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 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.

## New housing regulations

**October  
2025**

**the government has enacted  
Awaab's Law**



The law is being implemented in phases, with the first phase focusing on damp and mould starting in October 2025.

# Facts about Kensington and Chelsea



## The population of the borough



### Population of 147,460 residents:

14 per cent children and young people aged 15 and under, 72 per cent people aged 16-65, 14 per cent people aged 66 and over



**Average age is 40** (and increasing) making it the fourth oldest population in London



**13 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 and 36 per cent are Black, Asian or Minority Ethnic

## Housing in the borough

### Property market



### We have the highest average house prices in the country

in April 2025, the average price was £1.3 million, compared to £567,000 in London and £265,000 in the UK. We also have the highest rents.

## Type of housing



**44 per cent of homes are private rented, 34 per cent are owner occupied and 22 per cent are social rented\*** – circa seven 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

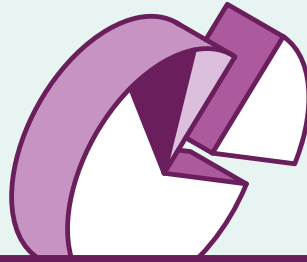


**The Council's social housing is dominated by smaller properties** – 38 per cent studio and one-bed, 33 per cent two-bed, 16 per cent three-bed, and 13 per cent four-bed or larger



**Four-in-five properties in the borough are flats**, compared to 2.5-in-five for London and one-in-five for England

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



## Social housing and temporary accommodation



**Circa 2,900 households on our Housing Register**  
– circa 57 per cent with dependent children, and circa 12 per cent needing an accessible home



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



**390 social housing properties were let through our Housing Register in 2024/25** – 13 per cent of households on our Register were rehoused



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



## A fairer place to live



**We have some of the richest areas** in the country and some of the poorest



**22 per cent of all households in the borough are deprived** in the housing dimension, compared to 18 per cent in London



**Golborne and Notting Dale wards are two of the 10 most deprived wards in London** – Dalgarno is 18th



**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



**Social housing tenants** are up to three times more likely to be deprived than the rest of the borough



**There are significant differences** in terms of housing, employment, health and life expectancy



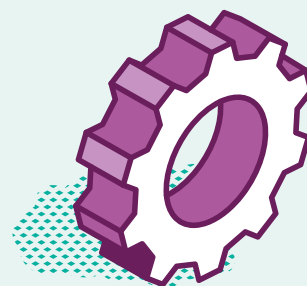
**Eight per cent of all households in the borough are overcrowded** (15 per cent in Notting Dale), across all housing tenures, compared to 11 per cent in London



**13 per cent of children are living in families in relative poverty** and 12 per cent of households are in fuel poverty

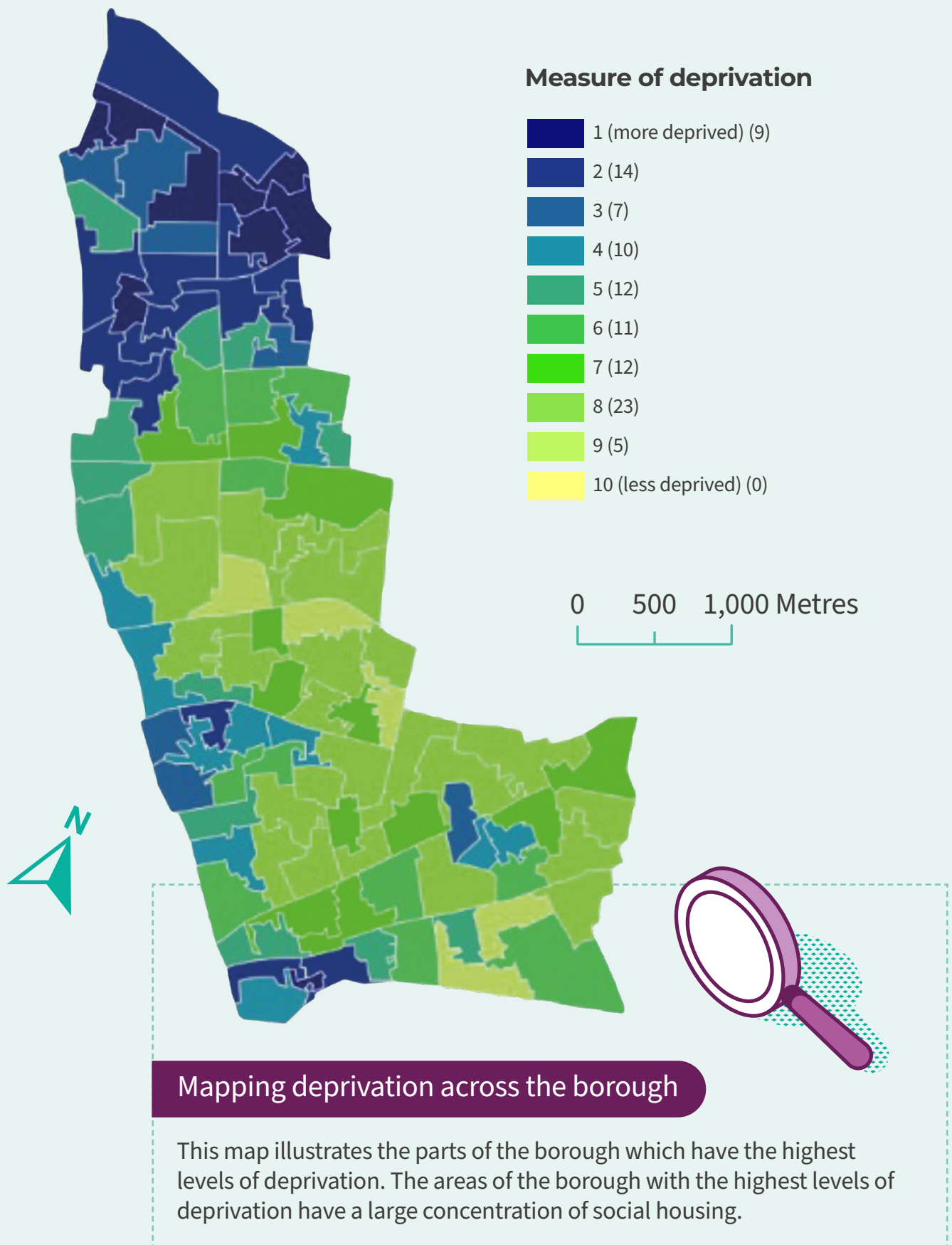
There is a strong link between deprivation and the location of social housing in the borough – and the Council has a responsibility to address this as a social landlord and provider of housing services.

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)



# 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. Six hundred new homes will be delivered through the Programme, with 50 per cent at social rent

**600  
new homes**

**50%  
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

**£310 million  
invested**



**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

**Fire risk  
assessments**

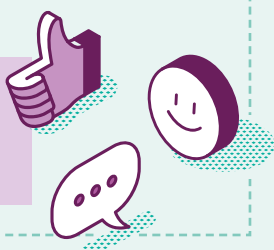


**9. A new contract for fire entrance door inspections uses qualified inspectors under the Fire Door Inspection Scheme** – and annual checks are conducted on flat entrance doors above 11m for all properties, with quarterly checks on communal doors by trained caretaking staff

**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 nine 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

**Satisfaction  
increase**



**12. We have progressed work to make improvements to the Lancaster West Estate and deliver our Lancaster West Future Neighbourhood Vision,** including through refurbishment, energy supply, health and wellbeing, nature recovery and green skills – and worked towards transforming Notting Dale into an exemplar eco-neighbourhood through the Notting Dale Future Neighbourhood Vision

**13. We have delivered energy efficient retrofit works and improvements on the Lancaster West Estate** and across the Council's wider housing stock

**14. 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

**15. 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

**16. 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

**Homelessness  
prevention**



**17. 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 – 564 residents and households moved in 2024/25 and 489 in 2023/24

**18. 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

**19. There has been a significant reduction in the number of residents and families placed in commercial hotel temporary accommodation** from 86 in April 2024 to six in July 2025. The number of families placed in bed and breakfast and hotel accommodation for more than six weeks has also reduced from 40 in April 2024 to 16 in July 2025

**86 to 6  
reduction**



**20. Our Housing and Employment Service has assisted households to find work** or maximise income through benefits, with a total of 421 cases managed in 2024/25 – the financial value of achieving positive outcomes is £72,133 per month

**21. Our No Recourse to Public Funds and Refugee Service supported around 130 new arrivals to the UK to settle here and access housing and other services in 2024/25.** The team has secured government funding to increase available housing and support refugee families resettling in the UK. The team was nominated for the Supporting Child Refugees Award at the national Children and Young People Now awards 2023

**22. The Council opened a new service in North Kensington** providing 10-bed supported accommodation for entrenched and vulnerable rough sleepers, funded by the GLA's Single Homelessness Accommodation Programme grant

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

**66 units  
to be remodelled**

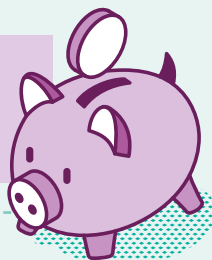


**24. In our role as a Corporate Parent, we have supported care leavers by assisting them with rehousing through the Housing Register** to permanent social housing in the borough; providing additional Housing Management services when they move into a Council home, including decorating, flooring, blinds/curtains, white goods and a handyperson service; and through strengthening partnership working between Housing and Children's Services

**25. 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, including families. Our Housing Mobility Team has helped 70 households to move, with a net bedroom gain of 93 and projected temporary accommodation savings of £267,187

**26. We have continued to tackle social housing fraud.** With a current Housing Register of over 2,900 individuals and families needing a home, recovering our properties from people committing tenancy fraud enables us to help those in genuine housing need. We recovered 25 properties in 2024/25 and 36 in 2023/24. It is estimated that each case of tenancy fraud, on average, costs the public purse £42,000. The 61 homes we have recovered in the last two years therefore equates to a saving of £2,562,000

**£2,562,000  
saved**



**27. 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

**28. We have looked to address the number of empty homes in the borough,** through charging a council tax premium on empty properties – this increases the longer a property is left empty

**Premium tax  
on empty homes**





# Our priorities



## Priority 1: Provide a diverse supply of housing to help local 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**. Working effectively through the planning process will enable the Council to deliver the homes that our communities need, including families with children, and provide high quality public realm and developments with green spaces where possible

### 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. In summer 2025, the Council agreed a **pioneering scheme** – the first of its kind in Britain – to use up to **£100 million from its pension fund** to purchase up to 250 homes for homeless families at no new cost to taxpayers. 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, including for families with children**. 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

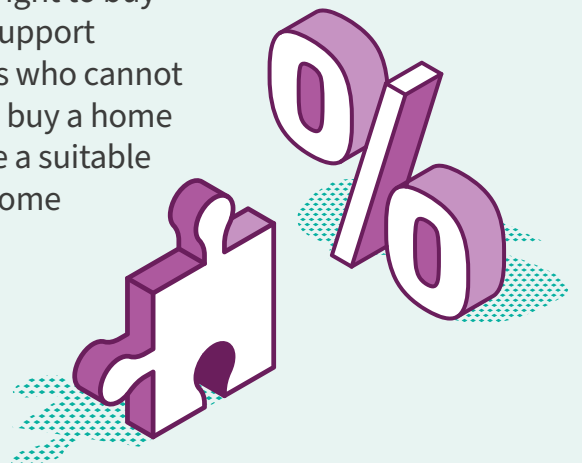
Continue to deliver the first new Council homes in a generation

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. A new **Homelessness and Rough Sleeping Strategy** will be introduced, which will set out in greater detail how we will support those who are homeless or at risk of becoming homeless, including households living in temporary accommodation

## 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 – and residents live in decent, warm and good quality homes

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** so our residents live in safe, warm and good quality Council homes. We will continue to invest in the quality and condition of our Council homes through our **£750+ million capital works programme** to achieve the Decent Homes Standard and improve the safety of our homes

### 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





## 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 ensure that **residents live in safe homes and neighbourhoods** by working with partners, including Community Safety and the police, and through meeting the new consumer standards



## 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. The Council will **minimise the use of hotels for families with children** – and Housing will work with other services, including children's services, to support homeless families

## Energy efficiency

Improve energy efficiency in Council homes

Where funding is available, we will improve the energy efficiency of Council housing to help meet the Council's net zero carbon target by 2030 and ensure that **residents live in adequately warm homes** at an affordable cost

## Climate change

Responding and adapting to climate change

We will strengthen our housing stock and estates against extreme weather events by **improving resilience to flood risks**, where this is reasonably possible





## 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

Tackle damp and mould problems in our Council 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 and meet the Decent Homes Standard through our £750+ million programme of investment

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

### 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 service and national consumer standards, **embracing independent judgement on our performance**. Promoting digital inclusion is important to us – we will provide support to residents who are unable to use technology and online services to ensure equal access to services

## 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, including residents with lived experience, and **better understand the lived realities** of receiving housing services, such as through co-design, co-production and decision making – using the feedback we receive to help shape and improve our services. We will embed the revised **Charter for Public Participation** in our work and 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 where possible, 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. The Council will **make its services more accessible** so those who need them can access them, and do more to **communicate with people in an accessible way**. 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 tenants

Working in partnership with housing associations

Housing associations are regulated by the **Regulator of Social Housing** rather than the Council. We will **work in partnership with local housing associations** to share best

practice, meet the challenges we face in the housing sector, and help improve standards for the 13,000 housing association tenants in the borough – including through the Council-run Registered Provider Strategic Group and Social Housing Provider Summit

## Private sector housing

Drive-up standards for private sector tenants

The majority of private sector landlords in the borough provide good quality homes and services. Where standards fall short, however, we will **continue to tackle poor property and management standards**, using the full range of regulatory and enforcement powers available. The Council will support the implementation of the **Renters' Rights Act** to protect private sector tenants – this will extend the **Decent Homes Standard** and **Awaab's Law** to the private rented sector, amongst other changes. Our Environmental Health service will be required to enforce against landlords who commit breaches or offences in relation to the new legislation

## Thriving communities

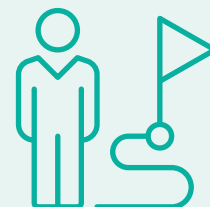
Support our communities to succeed and thrive

We will work with other services to ensure tenants, leaseholders and residents in temporary accommodation feel the full benefit of their support – and we will support vulnerable residents to thrive, including **domestic abuse survivors, care leavers and families with children**. 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. The Council will ensure that no one misses out on services by supporting residents to **overcome barriers to accessing digital and online services**. We will **tackle health inequalities**, and support residents to lead healthy lives and live well in their homes, by addressing poor quality housing and 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



### Yearly progress report

We will produce a yearly progress report to explain how we are delivering our housing commitments and to measure the delivery of the Strategy. This will set out the outcomes we have achieved during the past year, assess in an honest way where further improvement is needed, and confirm what we will be aiming to achieve over the next 12 months.

The progress report will enable residents and stakeholders to see whether the Council is delivering on its commitments in the Strategy – and, importantly, will enable residents and stakeholders to hold the Council to account.

This approach will give the Council necessary flex in how it delivers on these commitments during the five-year lifespan of the Strategy – such as when responding to new challenges and changes in the housing sector.

It will enable the Council to assess each year how the housing landscape has changed, and what specific action and work is needed over the coming 12 months to deliver on its commitments, respond to the challenges it faces, and best meet the needs of residents and communities.

The progress report will be published online and communicated to residents and stakeholders, so they are aware of the progress being made against the Strategy. Residents and stakeholders will be able to find

the progress report and 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](http://www.rbkc.gov.uk/housing).

### Related plans, strategies and policies

There are various plans, strategies and policies sitting underneath the Housing Strategy, which will help to deliver its commitments. This includes:

- Homelessness and Rough Sleeping Strategy
- Housing Allocation Scheme and related policies
- Key Worker and Intermediate Housing Policy
- Resident Involvement Strategy
- Specialist Accommodation Strategy
- Supported Housing Strategy
- Housing Management policies
- Temporary Accommodation Procurement Strategy
- Private Sector Housing Enforcement Policy
- Housing and Social Investment Domestic Abuse Policy
- Tenancy Strategy
- Housing Management Sustainability and Fuel Poverty Strategy

The Housing Strategy is also connected to a range of other Council strategies, which relate to its priorities and commitments. This includes:

- Council Plan and Action Plan
- Fairer Action Plan
- Council's response to the Grenfell Tower Inquiry
- Local Plan 2024
- Charter for Public Participation
- Service Standards
- Customer Access Strategy
- Health and Wellbeing Strategy 2023-2033
- Children and Young People's Plan 2023-2026
- Early Help Strategy 2024-2027
- Learning Disability Plan 2023-2026
- Community Safety Plan
- Violence against Women and Girls Strategy 2021-2026
- Asset Strategy 2025-2030
- Social Investment Strategy 2023-2025

We will review and update our plans, strategies and policies – and introduce new ones – where needed to ensure that we can deliver on our housing commitments.

## **Service plans developed by departments and service areas**

Departments and service areas within the Council have their own individual service plans with specific actions and time-sensitive SMART targets. These will be informed by and contribute towards the delivery of the commitments in the Housing Strategy.

## **Council Plan Action Plan and Fairer Action Plan**

Meeting the targets under our published Council Plan Action Plan and Fairer Action Plan will support the delivery of the commitments in the Housing Strategy.

## **Resident involvement**

We will regularly consult with residents on their experience of accessing our services and living in the borough, and involve them in our work, to ensure that we are delivering our commitments.

## **External scrutiny**

We will embrace scrutiny by resident panels, councillors, and external organisations, such as the Regulator of Social Housing and Building Safety Regulator, to ensure we deliver the Strategy.

## **Engagement with other organisations and institutions**

Continuing to engage with others will help us to address the challenges we face and learn from best practice. This includes the government, regulators and Ombudsman services, Greater London Authority, local authorities, registered providers and the private sector.





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



# Glossary of terms

<b>Accessible home</b>	A home which is designed to meet the needs of people with mobility issues and disabilities
<b>Antisocial behaviour</b>	Any action that causes alarm, harassment or distress to others – it can include criminal and non-criminal behaviour
<b>Awaab's Law</b>	Requires social landlords to investigate and fix hazardous conditions in their properties, including damp and mould, within specific timeframes
<b>Building Safety Act 2022</b>	Came into force from 1 April 2023 and intends to improve the design, construction and management of higher-risk buildings
<b>Building Safety Regulator</b>	Ensures that all high-risk buildings comply with the established safety standards
<b>Capital works programme</b>	Sometimes referred to as major works, they include major repairs, exterior decorations and improvement works to Council buildings in which residents live
<b>Charter for Public Participation</b>	Sets out how the Council will involve local people in issues that impact on the community
<b>Co-design</b>	A collaborative approach involving different people in the design of services, policies and other work
<b>Co-production</b>	A way of working where people and services work together to reach a collective outcome
<b>Community housing</b>	This is what the Council refers to as truly affordable housing – it includes housing at social rent and intermediate housing
<b>Consumer standards</b>	Introduced by the Regulator of Social Housing, they set out the standards that social housing providers must meet when providing services to tenants
<b>Contractors</b>	A person or company that undertakes a contract to provide a service or do a job
<b>Decent Homes Standard</b>	A set of minimum requirements for the condition of housing to ensure that homes are safe, warm and in a good state of repair

<b>Digital inclusion</b>	Ensure that everyone can access, understand and use technology to access the services they need
<b>Extra care homes</b>	Self-contained homes with design features, and a 24/7 on-site care and support service, to enable older people with long term physical and/or cognitive health conditions to live fulfilling lives
<b>Financial inclusion</b>	Equality of opportunity to maximise income and access financial services
<b>Fire risk assessment</b>	A report on the fire hazards within a building
<b>Fire Safety Act 2021</b>	Introduced in May 2022, it clarifies that responsible persons for multi-occupied residential buildings must manage and reduce the risk of fire for the structure and external walls of the building
<b>Fire Safety (England) Regulations 2022</b>	Introduced in January 2023, it implements most of the recommendations made to government in the Grenfell Tower Inquiry Phase 1 report which required a change in the law
<b>Grenfell Inquiry</b>	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
<b>Houses in Multiple Occupation</b>	Properties with at least three tenants living there, forming more than one household; and tenants share toilet, bathroom or kitchen facilities. A home is a large HMO if at least five tenants live there, forming more than one household; and tenants share toilet, bathroom or kitchen facilities
<b>Housing Allocation Scheme</b>	A Council policy for how residents can join the Housing Register, how they are prioritised for social housing, and how the Council lets available social housing
<b>Housing developers</b>	Companies that buy land, design and build homes, and sell the developed homes
<b>Housing Register</b>	A record or list of every household that we agree should be prioritised for rehousing to a Council or housing association home

<b>Institutional investment</b>	Where organisations invest money on behalf of others, such as pension funds
<b>Intermediate housing</b>	A type of affordable housing with rents which are less than market rents and more than social rents
<b>Key worker homes</b>	A home specifically for a person employed within certain organisations serving RBKC residents, including NHS, London Fire Brigade, front-line care/social workers, educational services and Metropolitan Police
<b>Local Housing Allowance</b>	A rate that determines the maximum amount of housing benefit that a tenant living in private rented housing can receive towards their rent
<b>Local Plan</b>	A document that sets out the opportunities for development in the area, including in relation to housing
<b>Localised services</b>	Services provided in specific areas so they can be accessed by local people
<b>London Living Rent</b>	A type of affordable housing with rents based on a third of local household incomes
<b>London Plan</b>	The spatial development plan for London, which outlines the opportunities for developing housing across the city
<b>Person-Centred Fire Risk Assessments</b>	Help identify residents who are at higher risk from fire in their own accommodation, whether this is due to their behaviours or their ability to respond and escape from a fire
<b>Personal Emergency Evacuation Plans</b>	Sometimes called PEEPS, a bespoke escape plan which is created to assist individuals who may require additional support during an emergency evacuation of a building
<b>Private rented home</b>	A home rented by a tenant from a private sector landlord
<b>Regulator of Social Housing</b>	Regulates the social housing sector, including housing associations and local authorities, to support the delivery of quality homes and services – including through setting standards, robust regulation and inspections. It ensures that housing associations are well-governed, financially viable and offer value for money

<b>Service standards</b>	Co-designed between residents and the Council, they set out how residents want to feel when they contact the Council; what the Council needs to do to achieve that; and what staff and services need to do
<b>Social housing</b>	A settled home that is provided and managed by the Council or a housing association
<b>Social Housing (Regulation) Act 2023</b>	Came into force in July 2023, it aims to drive forward significant change in holding poor social landlords to account and improving the quality of life for those living in social housing across the country
<b>Supported accommodation</b>	Accommodation with on-site or visiting housing-related support for residents with specific support needs, including vulnerable residents
<b>Temporary accommodation</b>	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



## Your notes



