



# **Interim Housing Strategy (2025 - 2026)**

Date: 21/10/2025

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## Foreword

In Barking and Dagenham, we know how much a decent home matters. It affects your health, your sense of security and the strength of our communities.

Right now, too many families are living in poor conditions, with damp, overcrowding, or homes that simply don't meet their needs. Many people struggle with housing costs, and demand for safe, good-quality homes is rising all the time. We can't ignore these challenges, and we won't.

This Interim Housing Strategy sets out the steps we are taking straight away. We are improving the safety and quality of homes, tackling poor conditions and working more closely with our health and care partners so residents get the right support.

At the same time, this plan prepares us for the future, laying the foundations for the long-term Housing Strategy (2026-2031) that we will shape together with residents and partners.

Our vision is clear: everyone in Barking and Dagenham should have a safe and affordable home as a foundation for their progress and wellbeing. We will keep pushing forward until that vision becomes a reality.

Cllr Maureen Worby  
Cabinet Member for Adult Social Care and Health and Housing

# Housing Strategy Overview

The diagram presents the essential elements of the interim and long-term housing strategies, briefly describing each one. These elements include the Action Plan, which sets out the pathway toward achieving the long-term strategy; mission statements, which guide the delivery of housing services; strategic objectives, which provide direction for both the interim and long-term housing strategies; and draft strategic priorities, which will be developed through co-production and will inform and shape the long-term housing strategy.



# Interim Housing Strategy (2025 - 2026)

## Introduction

This Interim Housing Strategy sets out the Council's housing priorities through to March 2026. It provides a focused and accountable short-term plan of action to meet our residents' housing needs, ensure compliance with statutory requirements, improve the quality and safety of homes, and strengthen partnership working while the Council develops a long-term Housing Strategy (2026 - 2031).

The Interim Strategy and the future long-term Strategy are aligned through a shared set of commitments: fairness, safety, inclusion, transparency and accountability. The interim actions are necessary to deliver immediate improvements and to establish the foundation for the co-produced long-term strategy.

An interim strategy is appropriate because urgent challenges cannot be delayed. These include meeting building safety requirements, tackling damp and mould in line with the new duties set out in 'Awaab's Law', improving standards in the private rented sector, preventing homelessness, and ensuring that residents who need adapted and accessible homes have access to them. This interim strategy enables the Council to take coordinated action now, embed new ways of working, strengthen the housing evidence base and prepare for forthcoming regulatory inspection.

This Interim Housing Strategy forms part of the Council's Strategic Framework. It complements the current Corporate Plan (2023 - 2026), which makes housing quality, safety and homelessness prevention clear priorities. It also supports the development of the new Neighbourhood Model beyond its origins in health and care to become part of a council-wide approach to prevention.

Crucially, the interim strategy also aligns with the Our B&D three pillars of People, Place and Partnerships. It reflects the borough's commitment to **putting people first** - ensuring that residents' voices shape housing priorities and that services are inclusive, safe and fair. It supports the creation of **thriving places** through regeneration, sustainability and neighbourhood-focused housing delivery that makes Barking and Dagenham a borough where residents are proud to live. It also strengthens **partnerships** - embedding collaborative working across public services, housing providers, the NHS, the Voluntary, Community, Faith and Social Enterprise sector (VCFSE), and residents themselves, so that housing challenges are addressed together.

The Council will develop a new long-term Housing Strategy during the remainder of 2025. This strategy will be shaped by stronger evidence base and co-produced with residents, partners and stakeholders through comprehensive consultation. It will build on the borough's existing vision and priorities, setting out the framework, objectives, and delivery plan to meet housing needs over the next decade. The long-term Strategy will establish clear priorities and actions on housing supply, affordability, quality, health and care integration, and ensuring residents who need

adaptable homes can access suitable properties. Delivery will be supported by robust governance and alignment with national and regional policy requirements

Above all, it begins the process of delivering on the vision that every resident in Barking and Dagenham has access to a safe, good-quality, affordable and accessible home.

## **Vision and Objectives (Interim and Long-Term Housing Strategies)**

These objectives apply to the Interim Housing Strategy and will also guide the development of the long-term Housing Strategy. They describe the long-term outcomes the Council is committed to achieving and the principles that will underpin delivery in partnership with residents and stakeholders. Together, they provide the framework for ensuring that housing supports both individual households and the wider health, well-being and prosperity of our communities.

### **Objectives and Missions**

Our strategic objectives set out the broad, long-term outcomes we want to achieve, such as increasing the supply of affordable homes or preventing homelessness. They define what the Council is aiming for over time.

Our housing mission statements are ongoing service-level commitments that guide the day-to-day delivery of housing services. They define how the Council will operate, the standards residents can expect, and the principles that underpin every decision.

### **Our Vision**

Every resident in Barking and Dagenham should have access to a safe, good-quality, affordable and accessible home that meets their needs and supports their wellbeing. A secure and suitable home is essential for health, independence, dignity and participation in community life.

### **Strategic Context**

Barking and Dagenham is experiencing significant demographic, economic and social change. Our population is growing and ageing, and more residents are living with complex needs or long-term health conditions. These shifts require a new housing offer that is not only sufficient in volume, but designed with flexibility, inclusivity and long-term sustainability in mind.

We must respond to these challenges with foresight and collaboration, ensuring homes are adaptable to changing needs, resilient to climate impacts, and integrated within neighbourhoods that are well connected to employment, health, education and care services.

### **Our Approach**

Both the interim and long-term strategies embed prevention, collaboration and resident engagement as the core foundations of delivery. The Council will work in

close collaboration with residents, health partners and the VCFSE to plan and deliver housing services that identify needs early and provide timely, coordinated support.

This approach places people at the heart of the strategy by improving health, wellbeing and independence. It strengthens place by developing safe and sustainable neighbourhoods connected to jobs, education, health and care. It builds partnership by aligning the efforts of the Council, the NHS and VCFSE.

Through this integrated way of working, the Council will reduce housing-related inequalities, support the ambitions of the recently adopted Equality, Diversity and Inclusion (EDI) Strategy, promote greater independence and prevent crisis situations such as homelessness wherever possible.

The Council also recognises the constraints on funding and resources. In response, both strategies are shaped around prevention, effective use of assets and strong partnership working. This includes alignment with the Anti-Poverty Strategy that the Council has recently adopted. Together, these strategies ensure that resources are used effectively and that support is directed to those facing the greatest challenges, including residents living in inadequate housing, those experiencing health inequalities and households at risk of homelessness.

## **Strategic Objectives**

To realise the borough's housing vision, the Council will focus on the following strategic objectives:

- 1) Increase the supply of high-quality, accessible homes
- 2) Make housing more affordable for local residents
- 3) Prevent homelessness and rough sleeping
- 4) Support vulnerable residents to live independently and ensure those needing adapted homes have access to them
- 5) Improve housing quality, safety and environmental performance
- 6) Support prevention and wellbeing through partnership

These objectives are grounded in statutory duties, local evidence and the Council's commitments to fairness, safety and accountability.

### **1) Increase the supply of high-quality, accessible homes**

The Council is committed to increasing the supply of high-quality, accessible homes that meet the needs of Barking and Dagenham's diverse population, including older people, residents living with disability and those with complex needs. Working in line with the Local Plan 2020 - 2037, the Council will optimise the use of land, apply planning policy effectively and work with delivery partners to secure sustainable, well-designed housing. This approach will raise the proportion of accessible homes, ensure developments are adaptable and resilient to future needs, and create safe, inclusive neighbourhoods where vulnerable residents can access suitable homes that promote independence and wellbeing.

### **2) Make housing more affordable for local residents**

The Council will deliver a balanced range of housing options at rent levels and tenures that reflect local incomes, helping to ease pressure on households and

enable more residents to access secure and sustainable homes. By working in partnership with Registered Providers, external investors and developers, the Council and its housing companies will deliver a range of housing offers, increase the supply of genuinely affordable housing and support the development of mixed, inclusive communities.

### **3) Prevent homelessness and rough sleeping**

The Council will strengthen its early intervention offer, expand access to advice and support, and work with partners to reduce the risk of crisis and repeat homelessness. Protecting vulnerable households in this way helps reduce instability within communities and is made possible through close cooperation with the NHS, the VCFSE and housing partners.

### **4) Support vulnerable residents to live independently and ensure those needing adapted homes have access to them**

The Council's housing services will work with social care and health services to strengthen pathways that enable residents with disabilities or support needs to access timely adaptations and specialist accommodation. By improving coordination across housing, health and social care, residents will be supported to maintain their dignity, independence and quality of life. This approach will also help create more inclusive neighbourhoods where people of all ages and abilities can live safely and confidently in homes that meet their needs

### **5) Improve housing quality, safety and environmental performance**

The Council will invest in existing homes to meet the highest standards of safety, quality and sustainability, while improving standards in the private rented sector and ensuring new homes achieve climate resilience. This programme protects residents' health and wellbeing, contributes to safe and sustainable places, and requires shared investment and regulatory partnership across sectors.

### **6) Support prevention and wellbeing through partnership**

Through neighbourhood working, housing will build stronger relationships with residents and our partners in health, care and the VCFSE to ensure advice and support are better coordinated, more responsive to local need, and easier to access within neighbourhoods. An underpinning principle is that our residents are our assets, and that most residents, with the informal support of family, neighbours and more, can find their own solutions to issues. The role of housing services is to enable and empower residents and communities. By focusing on prevention and early help, we will make advice and services easier to access, more responsive to local needs and better able to promote wellbeing.

# **Our Mission Statements (Interim and Long-Term Housing Strategies)**

The Council's nine housing mission statements guide the delivery of housing services across Barking and Dagenham. They are distinct from wider corporate priorities such as Our B&D and the Corporate Plan, which set out the borough-wide vision and ambitions. The housing missions translate those ambitions into housing-specific commitments, defining the standards and principles that underpin the Council's housing services and ensuring that delivery is fair, safe, transparent and accountable.

These missions are grounded in the Council's statutory responsibilities under housing, safety, and equality legislation, including the Housing Acts 1985, 1988, 1996 and 2004; the Homelessness Act 2002; the Homelessness Reduction Act 2017; the Landlord and Tenant Act 1985; the Building Safety Act 2022; the Fire Safety Act 2021; the Equality Act 2010; and the Social Housing (Regulation) Act 2023. Together, these frameworks set the duties local authorities must meet in relation to housing quality, safety, tenancy management, resident engagement and complaints handling.

The mission statements provide the foundation for both the Council's current practice and the future direction of housing services. They inform the approach to allocating homes, managing tenancies, undertaking repairs and supporting households at risk of homelessness. They also shape how the Council engages with residents, responds to concerns and delivers services that are accessible and inclusive.

By embedding these commitments, the Council provides clear continuity between immediate priorities and long-term objectives. The mission statements form the thread that connects urgent housing needs with the borough's strategic direction. Whether addressing safety and compliance today or planning for future housing growth, the Council is guided by a consistent principle: to deliver safe, secure, affordable and inclusive housing that meets the needs of all residents.

Each of the nine housing missions set out below applies to both the Interim Housing Strategy and the long-term Housing Strategy, ensuring consistency of purpose and delivery across all aspects of housing services.

## **Mission 1: Stock Quality, Decency, Repairs and Adaptations**

The Council will provide homes that are safe, well-maintained, and meet or exceeds Decent Homes Standard. Planned and responsive maintenance will be informed by robust stock condition data, and adaptations will be delivered to ensure homes remain suitable for residents' changing needs.

## **Mission 2: Health and Safety**

The Council will uphold the highest standards of safety across all homes and communal areas. Compliance with statutory requirements will be absolute areas of focus, and the Council will act swiftly to address hazards such as damp and mould, fire risks and other threats to residents' health and wellbeing.

### **Mission 3: Local Co-operation and Anti-Social Behaviour**

The Council's housing services will work in partnership with the Police, community safety agencies, and local organisations to prevent and address anti-social behaviour, crime and hate incidents. Action will be proportionate and effective, ensuring victims are supported and neighbourhoods remain safe and respectful.

### **Mission 4: Tenancy Management**

The Council will manage tenancies fairly and transparently, ensuring that all tenants understand their rights and responsibilities. Housing services, such as sign-up, succession and mutual exchange, will be delivered consistently and equitably to support housing stability.

### **Mission 5: Fairness and Respect**

The Council will deliver services that treat all residents with dignity, fairness and respect. Staff will be supported and trained to ensure that every interaction reflects these values, and all residents will have equitable access to housing services.

### **Mission 6: Meeting Diverse Needs**

The Council will recognise and respond to the diverse needs of the borough. Housing services and homes will be inclusive and accessible for all residents, including older people, individuals living with disabilities, carers and families, with tailored support provided where required.

### **Mission 7: Engagement with Tenants**

The Council will embed tenant voice at the heart of housing services. Through co-production, scrutiny forums, neighbourhood events, and other forms of engagement, residents will be able to shape policies and hold the Council to account.

### **Mission 8: Service and Performance Information**

The Council will maintain openness and accountability by publishing clear and accessible information on housing performance. This will include key indicators such as repairs completed, satisfaction levels, and compliance with safety standards, enabling residents to see and scrutinise how services are performing.

### **Mission 9: Complaints Handling**

The Council will handle complaints promptly, fairly and transparently. Complaints will be treated as an opportunity to learn and improve, strengthening accountability and building trust between the Council and its tenants.

# Action Plan: A Pathway to the Long-Term Housing Strategy

The Action Plan sets out the Council's immediate priorities, focuses on urgent housing challenges that cannot be delayed, strengthens accountability, and establishes the foundations for the borough's long-term Housing Strategy. While implementation will begin during the period of the Interim Strategy, many actions will continue beyond March 2026 to secure lasting outcomes for residents and communities.

The programme is guided by the Our B&D pillars of People, Place and Partnership, and is aligned with a number of the Council's wider strategies, including the Inclusive Growth Strategy (2022-2026), the Health and Wellbeing Strategy (2023-2028), the Community Safety Partnership Plan (2022-2026), and the Corporate Plan (2023-2026). Alongside the evolving Neighbourhood Model and the Council's Net Zero 2030 commitment, these frameworks ensure that housing remains central to creating a fairer, healthier, safer and more sustainable borough.

The actions set out in this section translate these strategic commitments into actions. They include building the evidence base to inform future decisions, delivering the Behind Every Door programme to ensure we know our tenants and our properties, applying the Neighbourhood Model to enable earlier and more coordinated local support, and reviewing all our policies to ensure they are lawful and fit for purpose. The Action Plan also outlines the Council's approach to compliance and quality, resident and community engagement, strategic partnerships and governance.

Together, these measures will deliver immediate improvements while embedding prevention, integration and resident voice in housing delivery. The Action Plan serves as both a programme of immediate action and a bridge to the long-term Housing Strategy 2026 - 2031, ensuring continuity of focus and ambition over the longer term.

## **Building the Evidence Base**

The Council is strengthening its housing evidence base to inform future decision-making. This includes updated housing needs data, market analysis and population data to ensure policies are accurate and responsive.

This work is central to delivering fair and effective services. A robust evidence base allows the Council to target resources where they are most needed, ensure no neighbourhoods are overlooked, and deliver early interventions to prevent housing challenges from escalating.

## **Behind Every Door Programme**

The Council is launching the Behind Every Door programme of Tenancy Update Visits - a proactive initiative to assess people and properties across all council-managed homes and strengthen support for residents. A dedicated project team of housing officers will visit all of our circa 15,000 homes to interview every tenant and gather information to improve our services.

The purpose of each visit is threefold:

- a) To **verify** that the tenant is in occupation and confirm the household composition
- b) To **review** from a non-technical standpoint the condition of the property, and note any urgent issues such as safety hazards
- c) To **assess** the tenant and their wellbeing, to ensure appropriate support is provided where it is needed

These visits will provide a valuable opportunity to strengthen relationships with residents, promote higher housing standards, and connect households to wider forms of support. Where additional needs are identified, such as reduced mobility, mental health concerns, or social isolation, referrals will be made to Adult Social Care, community navigators through social prescribing or other relevant services. This coordinated approach will ensure that residents are able to access practical assistance, community activities, welfare advice and wellbeing support in a timely manner. Where appropriate, housing officers may also be accompanied by social workers to provide a fully joined-up response.

This preventative approach places early intervention at the centre of housing services. By acting before problems escalate, the Council will support tenancy sustainment, improve quality of life, and ensure council tenants have access to a safe, suitable home and appropriate support where it is needed.

## **Developing the Neighbourhood Model**

The Neighbourhood Programme was established in 2023 (as the Localities Programme) to improve the provision of information, advice and support and to foster agency and independence, in order to improve health and wellbeing and reduce demand for long-term statutory duties. The Council is now extending the model to encompass housing and wider services as its whole-council approach to prevention. The immediate priority for housing services is to increase partnership working across health, care and the VCFSE in order to provide more holistic, relationship-based, proactive information, advice and support to residents.

This includes supporting closer working between housing, the NHS, Adult Social Care and VCFSE, creating more accessible routes into housing support and clearer local accountability.

## **Policy Reviews**

The Council is undertaking a comprehensive review of all housing policies to ensure they remain lawful, effective, fair, and aligned with the borough's priorities and values. Covering key areas such as housing allocations, leaseholder services, repairs, vulnerability and homelessness prevention, the review will place a strong emphasis on early intervention, inclusive access and consistency in decision-making.

Policies will be updated to reflect the borough's diversity, uphold statutory responsibilities and promote equitable outcomes across all housing tenures and services. Adopting a Health in All Policies approach, the review will also ensure that housing policy actively contributes to improving health and wellbeing by reducing inequalities, supporting independent living and creating safe, resilient communities.

## **Compliance and Quality**

Providing safe, decent homes remains a key priority. A comprehensive inspection of the borough's housing stock is underway to confirm compliance across the six key areas 'FLAGEL' fire, legionella (water safety), asbestos, gas, electrical, and lift safety. Regular servicing, inspections and risk assessments will continue to be carried out in each area, with immediate action taken where issues are identified.

The Council has also commissioned a borough-wide stock condition survey covering all assets, including council homes. This will determine the level of investment required to ensure residents continue to live in safe, comfortable and well-maintained homes.

In parallel, the Council is investing in the wider quality and environmental performance of housing. This includes insulation improvements, heating system upgrades, and a phased retrofit programme to reduce carbon emissions.

All new council homes will meet high design and environmental standards, and comply with Secure by Design principles, supporting the Council's duty under section 17 of the Crime and Disorder Act 1998 to consider the impact on crime of all our activities

## **Resident and Community Engagement**

The Council is committed to placing residents at the centre of housing decisions through genuine transformative co-production. This will be aligned to the development of neighbourhood teams through the Neighbourhood Model. A new Resident Engagement Strategy is being developed to set out how residents will be fully involved in the design, delivery and evaluation of housing services.

A new Resident Board is being established to shape service delivery and policy. Led by the Resident Safety and Engagement Team, the Board will provide a forum for residents to raise concerns, give feedback and contribute directly to decision-making. The Council will also continue ward walkabouts, providing residents with the opportunity to join councillors as they walk their local area. The current programme is running from August 2025 to November 2025. In addition, community listening events will continue across the borough, offering informal opportunities for residents to share their views directly with officers.

For leaseholders, the Council hosted a Leaseholder Conference in November 2025, launching a new Leaseholder Forum. This Forum will act as a representative body to consult on service charges, policy changes and legislative matters, ensuring leaseholders are fully informed and involved in decisions that affect them.

By working in this way, the Council will ensure that services are responsive and accessible, and that trust and transparency are strengthened through clear communication with residents. Co-production will play a central role, ensuring that housing priorities are shaped with residents to ensure the Council delivers better outcomes for all our residents.

## **Strategic Partnerships**

Strong collaboration with partners is essential to delivering improved housing outcomes. Housing will continue to work closely with the Police, NHS, VCFSE, registered providers, businesses, and private developers to shape and develop our integrated response to local housing needs.

Aligning resources, data, and delivery models enables more coordinated support for residents, extends reach, avoids duplication and drives progress against shared priorities, such as housing quality, affordability and community wellbeing.

## **Governance**

The Council's governance is based on clear decision making, effective scrutiny, transparent performance management and compliance with statutory and regulatory requirements. Executive oversight is through Cabinet and relevant committees, supported by routine performance reporting, risk management and internal audit. Services must demonstrate continuous improvement, value for money and strong partnership working across the organisation and with external agencies. Residents' views are integral to assurance and are used to test the quality and impact of services.

A Resident Scrutiny Group will be established from volunteers on the Resident Board and supported by the Resident Safety and Engagement Team. The Group will review the delivery of housing service and provide structured feedback and ensures that lived experience informs service design and delivery for local communities.

The Council uses the statutory Tenant Satisfaction Measures (TSMs) to drive improvement. Results are published annually on the Council's website for resident scrutiny and are embedded in day to day performance management, including regular updates to directorate dashboards. The measures enable comparison with other boroughs and support accountability for customer satisfaction across council services and delivery partners. Results are also shared through resident newsletters and other communications to promote transparency.

Governance arrangements are in place for the Interim Housing Strategy and the long-term Housing Strategy. The Housing Strategy Delivery Group, chaired by the Cabinet Member for Housing, is responsible for delivering the objectives and actions in both strategies. It sets priorities, approves delivery plans, allocates resources, manages risks and monitors performance against statutory and regulatory requirements and local targets. A cross council multidisciplinary officer group leads operational coordination to deliver agreed work programmes, track milestones and dependencies, ensure compliance and quality, and escalate issues as required. Once established, the Resident Scrutiny Group will provide independent oversight of the delivery of actions in both the Interim and long-term Housing Strategies.

## **Regulation, Inspection and Resident Voice**

The Council is committed to strengthening housing services and improving standards across the borough. This includes enhancing data quality and embedding the resident voice across all aspects of housing management and governance. The TSMs remain a key source of insight and will continue to guide how service performance is assessed. The Council closely monitors these measures and is committed to acting on the feedback it receives to improve services and outcomes for residents.

Progress has already been made, including improved resident satisfaction with repairs, greater ease in reporting problems, and stronger engagement with tenants. The Council recognises that further improvement is required, particularly in addressing damp and mould, and is taking proactive steps to ensure hazards are identified and resolved swiftly. Work is also underway to prepare for new statutory consumer standards and to meet the requirements of the amendments to the Social Housing (Regulation) Act 2023 which introduced 'Awaab's Law'. This legislation places a duty on landlords to investigate and fix hazards such as damp and mould within defined timescales, ensuring that residents are protected from unsafe living conditions.

As part of the national move to strengthen consumer regulation, Barking and Dagenham will in the future be the subject of an in-depth inspection by the Regulator of Social Housing. While preparing for this inspection, the Council's focus is on sustained service improvement and co-production with residents. Resident involvement is central to governance and delivery, and the Council's ambition is to embed meaningful co-production so that resident voice is integral to the design, delivery and oversight of services. In this way, inspection readiness goes hand in hand with the Council's broader commitment to fairness, safety and accountability.

## **Progress to Date and Ongoing Activity**

The Council has taken steps to strengthen housing services and improve outcomes for residents. Progress is evident in the delivery of new homes, higher standards in the private rented sector, homelessness prevention and tenancy sustainment. Work is under way to ensure that homes are safe, well maintained and energy efficient. Housing services have increased their focus on resident engagement and have worked closely with partners to support delivery.

Modernisation has also been a priority, with investment in digital innovation improving service access and responsiveness. Housing activity is being closely linked to wider goals around inclusive growth, employment and skills development, ensuring that housing contributes directly to the borough's prosperity and wellbeing.

Together, these achievements demonstrate a strong platform for further improvement and form the foundation for the actions set out in this Interim Housing Strategy and the draft strategic priorities of the long-term Housing Strategy that will follow.

## **Housing Delivery and Regeneration**

Barking and Dagenham is delivering one of London's most ambitious housing and regeneration programmes. Through its regeneration company Be First Ltd, the Council has delivered over 3,000 new homes, approximately 75% of which are affordable.

Placemaking remains a core principle in the Council's approach to housing delivery and regeneration. Through Be First's delivery model, new housing developments are not planned in isolation but are integrated with essential infrastructure, including schools, healthcare facilities, green spaces, local transport and community amenities. This holistic, place-based approach has created neighbourhoods that support residents' daily lives, encourage social connection, and promote healthier, more sustainable ways of living.

## **Improving Standards in the Private Rented Sector**

The private rented sector is a major part of the local housing market in Barking and Dagenham, accounting for approximately 27% of homes. Conditions and management standards vary. The Council operates a borough wide property licensing scheme that requires landlords to obtain a licence to let legally. The scheme supports improved quality and safety and enables effective monitoring of compliance with housing and safety requirements. Where breaches are identified, the Council takes proportionate enforcement action to secure timely improvement.

Alongside enforcement, the Council supports responsible landlords to meet their legal duties, providing information, training and guidance through landlord forums and online resources to build understanding of regulatory requirements and good practice.

Targeted support is available for tenants experiencing eviction, exploitation or poor housing conditions. The Council provides accessible, accurate advice on rights and can intervene in cases of unlawful eviction, harassment or other breaches of housing law.

The Renters' Rights Bill is progressing through Parliament, proposing stronger protections for private tenants and the abolition of Section 21 "no fault" evictions. The Council will assess the impact of the legislation once enacted on standards in the sector and on the supply of private rented homes in the borough.

## **Homelessness Prevention and Tenancy Sustainment**

The Council prioritises early intervention to prevent homelessness and sustain tenancies. The Council's homelessness services operate in line with the Homelessness Reduction Act 2017, embedding prevention and relief duties and working with partners to provide housing options that reduce reliance on temporary accommodation. In 2023/24, the Homelessness Team received 2,229 approaches and resolved 2,095 cases, with over half prevented before households became legally homeless. As of August 2025, 1,043 households were in temporary accommodation and of these 76 households were in bed and breakfast.

To promote consistency and manage temporary accommodation costs, the Council participates in the pan-London Inter-Borough Accommodation Agreement (IBAA),

which is under review. The IBAA sets common rates and placement terms for temporary accommodation across London boroughs, helping to control expenditure and reduce price competition.

Building on these measures, in August 2025, the Council piloted an AI-enabled phone system that resolved 23 percent of homelessness contacts at the first point of call, providing clear advice without referral to the contact centre and enabling staff to focus on more complex cases.

### **Responding to Rough Sleeping**

Daily outreach teams proactively identify and support individuals sleeping rough. Many of those engaged present with complex needs and limited recourse to public funds; therefore, the primary focus is on thorough assessment and rapid referral to health, substance misuse and housing advice services. From April to August 2025, 30 people were successfully rehoused into private rented accommodation. The Council conducts an annual rough-sleeping count alongside targeted initiatives to coordinate action and monitor outcomes. A dedicated officer leads collaboration with outreach teams, shelter, and voluntary partners, ensuring anyone identified as sleeping rough receives timely assistance, advice, or referral to the most appropriate services.

### **Housing Quality, Safety and Sustainability**

The Council's priority is to ensure that all homes are safe, well-maintained and energy-efficient, and meet the Decent Homes Standard. A borough-wide stock condition survey is underway. The survey programme is ahead of schedule with over 30% of properties assessed. The data from this rolling programme will inform the development of planned programmes to renew and refurbish the stock, and to shift expenditure away from reactive repairs to longer-term improvements in the stock.

All council-managed homes are maintained in line with statutory safety obligations. The Council remains fully compliant with recent legislation, including the Fire Safety Act 2021 and the Building Safety Act 2022. In addition, the Council has developed and implemented policies and procedures to meet the requirements of Awaab's Law, including clear triage and response pathways for damp and mould reports, statutory timescales for inspection and remedial works, strengthened case management and escalation for complex cases, and transparent resident communications throughout.

Where a property fails to meet compliance standards and significant works are required, the Council has a fair and transparent decant process. Residents will be treated with dignity and respect and offered suitable alternative accommodation. Residents will be kept informed at each stage, including arrangements for a managed return to their home once works are completed where appropriate.

Alongside these measures, the Council is delivering a borough-wide retrofit programme to improve the energy performance of existing council homes. The programme commenced in 2020, with approximately 2,493 homes scheduled to receive energy-efficiency upgrades by 2027.

## **Resident Engagement and Community Involvement**

Resident engagement remains central to how the Council designs, delivers and improves housing services. There are currently two active Resident Associations operating within the borough: the Becontree Residents Association and the Scrattons Farm Residents Association.

The Tenant Newsletter, published regularly, most recently in summer 2025, provides updates on changes to the Council's housing services, information about the housing team, and upcoming opportunities for residents to get involved.

The Tenant Recharge Policy has also been consulted on with residents to ensure transparency and fairness in its design. This consultation concluded on 31 August 2025, and resident feedback will inform the final policy.

Through these actions, the Council is strengthening the role of residents in housing, ensuring services are shaped by the people who use them and developed through genuine co-production.

## **Joint Working and Strategic Partnerships**

The Council has recently established a Housing and Care Board, bringing together senior officers from Housing, Adult Social Care and related services. This Board provides strategic leadership in integrating housing and care, ensuring that vulnerable residents and adults with support needs receive suitable housing solutions. The Board is supported by a Housing and Care Strategic Group, which sets long-term priorities, and an Operational Delivery Group, which drives practical improvements and fosters daily collaboration.

A strong partnership between the Council, NHS and the VCFSE ensures residents receive support through coordinated services. For example, the NHS collaborates with the Council to improve health outcomes for people experiencing homelessness or living in temporary accommodation. This approach is aligned with the shift to the Neighbourhood Model.

A practical example of this integrated approach is the Council's partnership with Beam, a social enterprise that provides tailored support for residents at risk of or experiencing homelessness. Between January and June 2025, Beam supported 20 local families to move into private rented accommodation, demonstrating how collaboration delivers tangible solutions and strengthens prevention through early intervention and personalised support.

## **Service Improvement**

The 2024/25 TSMs indicate clear improvements in tenants' satisfaction with their housing services, with overall satisfaction increasing from 50% in 2023/24 to 54% in 2024/25. Progress has been recorded in key areas including repairs, home safety and tenant engagement. While this marks a positive trajectory, overall satisfaction remains below the national benchmark of 60% for local authority landlords, underlining the importance of the Council's continued focus on service improvement.

The Council is strengthening housing services by learning from complaints and acting on resident feedback from all engagement channels. Complaints are treated as indicators of service failure and a key source of insight, informing service redesign, staff training and policy updates. In the most recent quarter, most corporate complaints were resolved within the 10-working day target, with an average resolution time of 7.3 working days. Insights highlight underperforming areas including repairs, refuse and parking, where targeted action is underway through service reviews, contractor performance management, process improvements and focused staff training.

To support further improvement, the Council is modernising its approach through investment in new digital systems. These systems enable earlier identification of issues such as increasing rent arrears or repeated maintenance requests, allowing teams to intervene more promptly and effectively. Tenants and leaseholders also benefit from an expanded range of online services, including reporting repairs. Since the launch of the digital self-service repairs portal in November 2024, 16% - 17% of responsive repairs have been reported online, demonstrating the potential for technology to improve access and efficiency.

### **Supporting Economic Growth and Resident Skills Development**

The Council recognises that good housing must go hand in hand with economic opportunity. For the period April 2024 to March 2025, the unemployment rate in Barking and Dagenham was 8.1%, compared with 5.3% across London, highlighting the need for targeted action.

To address this, the Council has invested in a broad range of initiatives to support economic growth and help residents access jobs, training and skills opportunities. This includes targeted employment programmes, apprenticeships and adult learning, delivered in partnership with local colleges, employers and community organisations.

Through the Housing Revenue Account, dedicated funding is set aside to support council tenants who need help to increase their income, improve skills and secure employment or better-paid work. The Council's Homes and Money Hubs also provide tailored support with debt advice, helping residents to improve financial resilience. This support will be rolled into the neighbourhood teams from next April, enabling a more holistic approach through closer working with other advice and support services, such as social prescribing, healthier behaviour support and family navigators' support.

In addition, the Council is embedding social value requirements in procurement and development activity, ensuring that new housing and regeneration schemes contribute to local job creation, work placements and training opportunities for residents.

# **Draft Strategic Priorities of the Long-Term Housing Strategy (2026-2031)**

This section sets out the priorities that will inform development of the borough's long-term Housing Strategy for 2026-2031. These themes have been shaped so far through evidence and early discussion with a number of council services and partners. They are not final and will be subject to wider consultation with residents and stakeholders before adoption.

The priorities reflect the borough's current challenges and opportunities: rapid population growth, rising housing costs, the condition and safety of existing homes, the need for more accessible and specialist provision, the climate emergency and entrenched health inequalities. Interim actions already underway are designed to lay the groundwork for these longer-term commitments.

## **1. Understanding Housing Needs**

Our borough is undergoing rapid demographic change, with a growing and ageing population and more residents living with long-term health conditions. To plan effectively, the Council will update its housing evidence base, including refreshing the Strategic Housing Market Assessment. This will ensure that decisions are informed by accurate and up-to-date information.

## **2. Housing Supply and Development**

A sustained increase in new homes is essential. Working with Be First and development partners, the Council will focus on delivering homes across a range of tenures, using publicly owned land where possible. New developments will be expected to meet high standards of design and sustainability, provide accessible homes and contribute to placemaking and local infrastructure.

## **3. Affordable Housing**

Affordability pressures in Barking and Dagenham continue to intensify, and the Council remains committed to increasing the supply of genuinely affordable homes. Priority will be given to delivering homes at social rent and London Affordable Rent levels, alongside a range of intermediate options, to ensure provision meets the needs and incomes of local households. The Council's objective is to secure a balanced mix of housing that expands access to secure, long-term accommodation and reflects the borough's diverse needs. To achieve this, the Council will apply a 50% strategic target for affordable housing across all new housing schemes, consistent with Policy H4 of the London Plan (2021), and will work proactively with partners to maximise delivery.

## **4. Preventing Homelessness and Supporting Tenancies.**

Homelessness prevention will remain a key theme. The Council will strengthen its proactive approach through earlier intervention on rent arrears, tailored financial advice, mediation and targeted support for groups at higher risk, such as care leavers and survivors of domestic abuse. Partnerships with

the VCFSE through neighbourhood teams will become more central to helping residents sustain tenancies and avoid crisis.

## **5. Resident Engagement and Co-production**

The Council is firmly committed to embedding co-production at the heart of all its services. While the development of the Interim Housing Strategy has so far involved collaboration between council services and partners, we recognise the vital importance of resident involvement. As we prepare the long-term strategy, we will ensure our residents play an active role in shaping the final priorities through meaningful co-production. This will include resident workshops and digital consultations to ensure the long – term Housing Strategy genuinely reflects the needs and aspirations of our communities.

## **6. Joint Working between Housing, Health and Social Care**

Poor housing and poor health are closely linked. Housing will continue to work with the NHS and social care partners to improve joint working, working through neighbourhood teams to provide earlier, coordinated support. For example, joint assessments and provision of support between housing officers, social workers and health professionals will help residents with additional needs remain independent and reduce the risk of crisis.

## **7. Accessible and Adapted Homes**

Demand for accessible and adapted housing is expected to rise, with more older residents and households living with disabilities. The Council will establish clear housing pathways in collaboration with health and care partners and create a borough-wide Accessible Housing Register to enhance allocations and reduce waiting times.

## **8. Improving Standards - Private Rented Sector**

The private rented sector continues to grow, but standards are inconsistent. The Council will maintain and improve its borough-wide licensing scheme, act firmly against poor practice, and strengthen engagement with landlords and tenants. Monitoring of short-term lettings will continue to protect community stability and housing supply.

## **9. Climate, Sustainability and Resilience**

The Council remains committed to tackling the climate emergency through housing. All new developments will be expected to meet high environmental standards, while the retrofit programme will improve the energy performance of older homes. This approach will reduce carbon emissions, tackle fuel poverty and improve resilience to climate impacts.

## **10. Quality, Safety and Asset Management**

Safe, well-maintained homes remain an unconditional priority. The borough-wide stock condition survey will guide long-term investment and renewal. The Council will continue to adopt a zero-tolerance approach to safety risks, using improved data to identify issues such as damp and mould early and respond effectively.

## **11. Technology, Data and Innovation**

New technology and better use of data will help modernise services and improve responsiveness. Predictive analytics will support early intervention, while digital tools will give residents more convenient access to reporting repairs and other housing services.

## **12. Delivery and Governance**

Delivering the Housing Strategy 2026–2031 will be crucial to achieving the long-term objectives equitably. Robust governance arrangements will ensure accountability and transparency. Strategic leadership will be provided by the Housing Strategy Delivery Group, chaired by the Cabinet Member for Housing, while a cross-council officer group will coordinate operational delivery, monitor progress, and escalate risks as needed.

The resident voice will be embedded through the Resident Scrutiny Group, which will provide independent challenge on implementation. The Overview and Scrutiny Committee will receive regular updates to maintain oversight and hold services to account.

# **National, Regional and Local Policy Framework**

This Interim Housing Strategy sits within a wider policy and legislative framework that shapes housing delivery at national, regional and local levels. It is aligned with the Council's statutory duties, national policy direction, and the borough's wider goals around inclusive growth, prevention and resident wellbeing. The forthcoming long-term Housing Strategy will also be guided by these same frameworks, ensuring consistency and continuity in approach.

### **Legal and Statutory Framework**

The Council's housing responsibilities, as delivered through both the interim and long-term Housing Strategies, are underpinned by a robust legal framework. Key legislation includes:

- Homeless Persons Act 1977 - Introduced core duties for local authorities in relation to homelessness, including definitions of priority need and local connection.
- Housing Act 1980 - Introduced the Right to Buy for secure tenants of local authorities and some other public bodies.
- Landlord and Tenant Act 1985 - Sets minimum repair obligations for rented homes, including structural safety and sanitation.
- Housing Act 1985 - Established the framework for secure tenancies and housing allocations and now mainly sets out Right to Buy in Part V (as amended).
- Housing Act 1988 - Created assured and assured shorthold tenancies as the main tenure in the private rented sector.
- Local Government and Housing Act 1989 - Introduced new financial frameworks for housing and the Housing Revenue Account.

- Section 17 of the 1989 Act - Places a clear duty on the Council to ensure housing services are delivered with a commitment to resident safety and statutory compliance.
- Housing Act 1996 - Consolidated councils' duties around homelessness prevention and introduced the requirement to maintain a housing register.
- Care Standards Act 2000 - Sets regulatory requirements for care and supported housing.
- Homelessness Act 2002 - Introduced the statutory duty for councils to publish and maintain a homelessness strategy.
- Housing Act 2004 - Introduced the Housing Health and Safety Rating System (HHSRS) and mandatory licensing for HMOs.
- Regulatory Reform (Fire Safety) Order 2005 -Requires regular fire risk assessments in multi-occupied buildings.
- Equality Act 2010 - Established the Public Sector Equality Duty, requiring fair and inclusive service delivery.
- Localism Act 2011 - Gave local authorities greater control over allocation policies and tenure flexibility.
- Welfare Reform Act 2012 - Introduced the under-occupancy charge (the 'bedroom tax').
- Care Act 2014 - Placed a duty on councils to consider housing as part of care and support planning.
- Housing and Planning Act 2016 - Introduced planning and housing tenure reforms.
- Homelessness Reduction Act 2017 - Extended prevention and relief duties for all eligible households.
- Fire Safety Act 2021 - Strengthened fire safety requirements in response to the Grenfell Tower fire, clarifying duties for building owners and managers to assess fire risks in external walls, doors, and communal areas.
- Building Safety Act 2022 - Created a new regulatory framework for high-rise residential buildings.
- Social Housing (Regulation) Act 2023 - Strengthened consumer regulation of social landlords and introduced 'Awaab's Law'.

## **National and Regional Policy Drivers**

National housing policy continues to shape how councils operate and deliver services. The National Planning Policy Framework (NPPF) promotes sustainable development and highlights the importance of delivering housing in a way that supports economic, social and environmental objectives.

National housing standards, including the current Decent Homes Standard, establish minimum expectations for property condition, energy efficiency and health and safety.

Regionally, the London Plan (2021) sets housing delivery targets for each borough, including affordability thresholds and design expectations. The Mayor's Housing Strategy and Greater London Authority (GLA) funding programmes help determine how affordable housing is funded and delivered, and support homelessness prevention across the capital.

Locally, the Council's Local Plan (2024 - 2037) provides a clear framework for delivering housing growth across Barking and Dagenham over the long term.

## **National Reforms and Strategic Implications**

A number of significant national housing reforms are being proposed by the Government, which are expected to come forward over the next few years. While many have yet to be finalised or implemented, they will have important implications for how the Council delivers, funds and regulates housing. Current proposals include:

- A new Affordable Housing Programme, valued at £38 billion nationally, with ambitions to deliver 300,000 homes over the next decade, at least 60% of which are expected to be for social rent.
- The creation of a National Housing Bank, with £16 billion of long-term finance earmarked to support new social and council homes.
- The introduction of a new Decent Homes Standard, applicable to both social and private rented housing.
- A revised rent convergence framework from 2026, intended to allow social landlords to align rents more closely with target levels.
- Proposals for mandatory professional qualifications for senior housing managers to strengthen leadership and accountability within the sector.
- Planned Right to Buy (RTB) reforms include a new 10-year qualifying period, reduced maximum discounts, and a 35-year exemption from RTB for newly built or acquired homes.

Taken together, these national proposals represent both opportunities for future investment and additional statutory responsibilities. The Council is closely monitoring developments and will continue to prepare proactively so that it can respond effectively once final details and implementation timetables are confirmed. The forthcoming long-term Housing Strategy will set out how Barking and Dagenham will position itself to meet these requirements.

## **Local Context and Housing Pressures**

Barking and Dagenham is one of London's fastest-growing boroughs, with a strong record of investment, ambition, and regeneration. Over 400 hectares of land are earmarked for development, supported by excellent transport connectivity and a significant pipeline of regeneration projects, firmly positioning the borough as a key growth area in the capital. Yet this rapid growth and potential for renewal sit alongside deep housing pressures and complex challenges. To respond effectively, the Council's approach must be grounded in a clear understanding of population change, housing affordability, stock condition and the wider social and health inequalities that shape residents' lives.

Barking and Dagenham is one of the most diverse and youthful boroughs in the country. Around seven in ten residents identify as Black, Asian or multi-ethnic, and nearly 190 languages are spoken locally. With 25% of the population under the age of 16, the highest proportion of any local authority in England and Wales, the borough has a distinctly young demographic profile. This diversity and youth are a significant strength, contributing a rich mix of cultures, experiences and perspectives that shape the character and identity of our communities

Despite these strengths, deep-rooted inequalities remain. Around one in five residents aged 20 to 65 lives with at least one long-term health condition, and as of March 2025, 25.5% of adults aged 16 and over were recorded as economically inactive. Many households also continue to face difficulties in accessing housing that is affordable, safe and of a decent standard. These pressures are compounded by poor health and economic insecurity, creating complex needs that place significant demands on residents and local services.

This underlines the strong connection between housing, health and economic participation. It highlights the importance of increasing the supply of adaptable homes, better aligning housing with health and social care, and linking housing delivery with skills and training opportunities. Through this approach, residents can be better supported to access employment, improve their well-being and achieve long-term economic independence.

In addition, rapid demographic change is intensifying the strain on housing and services. Barking and Dagenham's population grew by 17.7% between 2011 and 2021 - the third-fastest growth rate in England and Wales, reaching approximately 232,700 residents in 2024, with a further increase of over 16,000 people projected by 2031. However, this growth will not be evenly distributed. The number of residents aged 65 and over is expected to rise by around 34% by 2040, and the population of people with an autism diagnosis or individuals living with disability is projected to grow even faster than the general population over the same period. These shifts will require a significant expansion of accessible, adaptable housing and improved integration of housing with health and care services.

Meanwhile, pressure on the housing system is already acute. As of 2025, over 6,000 households are on the borough's social housing register, with more than 1,000 households living in temporary accommodation due to the shortage of suitable permanent homes. At the same time, the Council's housing stock is ageing, around 58% of council-owned homes are over 60 years old and require sustained investment to meet modern standards of safety, energy performance and quality.

Affordability remains a significant challenge. According to the latest data from the Office for National Statistics (ONS, September 2024), the median house price in Barking and Dagenham was £362,000 - the ratio of median house prices to median gross annual earnings stands at 9.52. While this is the third lowest ratio in London, it nevertheless represents a substantial barrier to home ownership and underlines the ongoing affordability pressures faced by residents.

The Council is responding through its Local Plan (2024–2037), which establishes a clear framework for phased and sustainable development. The Local Plan prioritises

inclusive, high-quality neighbourhoods supported by infrastructure, transport, community facilities, and accessible open spaces, ensuring that growth contributes to wider community wellbeing.

Alongside this, the Council is developing neighbourhood teams as part of the wider Neighbourhood Programme, working with the NHS and the VCFSE. Its purpose is to improve joint working across housing, health, social care, communities and residents. The approach prioritises prevention and early intervention, bringing specialist and accessible housing provision together with coordinated care pathways. Over time, this model will help more residents to live independently in safe, suitable homes and reduce the risk of crisis and homelessness. This is achieved not only through improving housing stock but also by enabling tenants' sense of belonging by creating more connected communities, ones in which residents are more connected to each other and to the support they need to live the life they want to live.

The Council is also taking action to address affordability by increasing the supply of genuinely affordable homes through planning and regeneration. This includes securing homes at social and affordable rent levels in new developments and strengthening partnerships with registered providers.

Taken together, these programmes reflect the scale of housing-related activity already underway across Barking and Dagenham. They also demonstrate the Council's commitment to tackling housing pressures in a way that is integrated, evidence-led and focused on long-term outcomes. However, the depth and complexity of the challenges mean that a more strategic and coordinated approach is required. This Interim Housing Strategy provides that short-term direction and lays the foundations for the borough's forthcoming long-term Housing Strategy

## **Council-Owned Housing and Delivery Companies**

To support the delivery of high-quality homes, strengthen housing management, and drive regeneration across the borough, the Council has established a number of wholly owned companies. Established between 2015 and 2017, these companies play a central role in advancing the Council's strategic housing and regeneration objectives. This section provides an overview of each company and details its contribution to the Council's housing services and delivery.

### **Be First Ltd - Regeneration and Development**

Be First Ltd is the Council's regeneration company. It leads the delivery of new homes across the borough by assembling and unlocking council-owned sites, securing planning permissions and managing large-scale construction programmes. Be First plays a central role in accelerating housebuilding and enabling the development of inclusive, high-quality neighbourhoods.

Since 2021, Be First has delivered additional temporary accommodation across three sites: Weighbridge (92 self-contained two- and three-bedroom units using Modern Methods of Construction (MMC)); Wivenhoe Road (20 two-bedroom units,

also using MMC); and Greys Court (59 family-sized temporary units). This programme has increased the borough's supply of temporary accommodation.

### **B&D Reside Ltd – Affordable Housing Management**

B&D Reside Ltd is the Council's housing company, responsible for managing newly built affordable homes delivered through Be First and other development programmes. Reside provides a range of housing products, including social rent, discounted market rent, market rent and shared ownership, allowing the Council to respond flexibly to local housing needs and affordability pressures.

So far, 70% of Reside lettings have gone to households already living in Barking and Dagenham. The company plays a key role in providing affordable homes for local residents while also supporting the borough's economic growth by offering options to those relocating for work from outside the borough.

### **BD Group and BDMS – Repairs and Property Maintenance**

BD Group is the Council's trading company, providing a wide range of services including building maintenance, cleaning, catering and facilities management. Within the group, Barking and Dagenham Management Services (BDMS) is responsible for carrying out repairs and maintenance to both the Council's housing stock and properties managed by Reside.

BD Group operates on a not-for-profit basis. Surpluses generated are reinvested to enhance service delivery and improve customer outcomes. BDMS plays a critical role in maintaining the condition and safety of homes. Its work supports the Council's commitment to delivering properties that are well-maintained, energy-efficient and fit for the future.

### **B&D Energy Ltd - Local Heat and Energy Supply**

B&D Energy Ltd, the Council's wholly owned energy company, manages and operates local heat networks supplying low-carbon heating and hot water to residential and non-residential buildings.

Local ownership and operation of heat infrastructure enable the Council to provide a stable, transparent and fair service for residents. B&D Energy supports the borough's climate goals by reducing emissions and accelerating the transition to low-carbon heat.

## **Conclusion**

Safe, secure and affordable housing is essential to the health and well-being of Barking and Dagenham's residents. This Interim Housing Strategy outlines the Council's immediate priorities in response to the borough's evolving demographic and social landscape. Key areas of focus include preventing homelessness, improving the quality and safety of existing housing stock, strengthening pathways for vulnerable residents to access suitable homes, enhancing the provision of adaptable housing, and improving joint working between housing, health and care services.

The Interim Housing Strategy marks an important step towards a more sustainable, inclusive and high-quality housing system in Barking and Dagenham. It establishes a clear framework for accountable delivery, sets out the urgent actions required now, and promotes collaborative working across services and sectors.

The longer-term priorities identified in this document are draft themes and will be further developed through engagement with residents, partners and stakeholders. Through this approach, the Interim Housing Strategy provides both immediate direction and the foundations for a co-produced long-term Housing Strategy that reflects the needs and aspirations of the whole borough.

## Table 1 - Interim Housing Action Plan

Action	Lead Service / Directorate	Delivery Timeline
Establish Housing Strategy Delivery Group.	Housing Strategy	By Dec 2025
Establish cross-council officer group.	Housing Strategy	By Dec 2025
Establish Resident Group for Scrutiny	Housing Strategy	By Dec 2025
Launch a borough-wide Accessible Housing Register.	Housing Strategy & Housing Management	By March 2026
Update housing policies (Allocations, Homelessness, Leaseholder Management).	Housing Strategy / leaseholder Team / Homelessness Team	By July 2026
Embed a resident voice approach into service delivery and governance structures.	Housing Strategy / Housing Management	By July 2026
Improve PRS landlord engagement	Private Sector Housing	By July 2026
Refresh SHMA and Social Care Housing Needs Assessment	Inclusive Growth / Housing Strategy / Adult Social Care	By July 2026
Complete the Behind Every Door programme of Tenancy Update Visits	Housing Management	By the end of 2027
Complete a borough-wide Stock Condition Survey.	Asset Management	By the end of 2027
Complete borough-wide retrofit programme.	Be First	By end of 2027

## Table 2 - Long-Term Housing Action Plan

Future-Focused Action	Lead Service / Directorate	Expected Start
Publish the Long-Term Housing Strategy	Housing Strategy	January 2026
Establish Resident Panel and Co-Design Group.	Housing Strategy / Compliance Team	July 2026
Identify housing pathways for vulnerable residents.	Adult Social Care / Health / Housing Management/ Housing Strategy	July 2026

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