
INTEGRATED HOUSING BOARD

WEDNESDAY, 10th DECEMBER, 2008 at 18.30 HRS –CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: See membership list set out below.

AGENDA

1. APOLOGIES AND SUBSTITUTIONS

To receive any apologies for absence.

2. MINUTES (PAGES 1 - 8)

To confirm the minutes of the meeting held on 15 October 2008 as a correct record.

3. DECLARATIONS OF INTEREST

Members of the Board must declare any personal and/or prejudicial interests with respect to agenda items and must not take part in any decision required with respect to these items.

4. URGENT BUSINESS

The Chair will consider the admission of any items of Urgent Business. (Late items will be considered under the agenda item where they appear. New items will be considered under agenda Item 12 below).

5. PERFORMANCE MANAGEMENT REPORT FOR THE 2ND QUARTER 2008 (PAGES 9 - 16)

To consider progress against the targets set out in Haringey's LAA.

6. DEVELOPMENT OF RISK REGISTER (PAGES 17 - 28)

To receive a briefing on the Integrated Housing Board Risk Register.

7. FEEDBACK FROM THE CONSULTATIVE FORUMS (PAGES 29 - 34)

To note the feedback from the recent meetings of the Landlords Forum and the Registered Social Landlord/Developers Forum.

8. HARINGEY'S HOUSING STRATEGY UPDATE (PAGES 35 - 50)

To receive an update on the development of Haringey's new Housing Strategy.

9. TACKLING UNDER OCCUPATION

To receive a short presentation on the nature and extent of under occupation in social housing and to consider the options for reducing the under occupation of family homes.

10. GROWING FOOD ON ESTATES (PAGES 51 - 54)

To consider the merits of setting aside land on housing estates for the purpose of growing food, following the success of pilot schemes.

11. TREE PLANTING AND STREET LIGHTING

To receive a short presentation, by Councillor Brian Haley, on the opportunities to increase tree planting and improve street lighting on housing estates.

12. NEW ITEMS OF URGENT BUSINESS

To consider any new items of Urgent Business admitted under Item 4.

13. ANY OTHER BUSINESS

To consider any items of AOB.

14. DATES OF FUTURE MEETINGS

The next scheduled meeting of the Integrated Housing Board is due to take place on 23 March 2009.

Please note that the Council's Calendar of Meetings for 2009/10 is being drafted at present. Once dates have been agreed by Council they will be circulated to members of the Board.

Yuniea Semambo
Head of Local Democracy and Member Services
5th Floor
River Park House
225 High Road
Wood Green
London N22 8HQ
2 December 2008

Xanthe Barker
Principal Support Manager
Tel: 020-8489 2957
Fax: 020-8881 5218
Email: xanthe.barker@haringey.gov.uk

SECTOR GROUP	AGENCY	NO. OF REPS	NAME OF REPRESENTATIVE
Local Authority	Haringey Council	6	Councillor John Bevan (Chair)
			Councillor Brian Haley
			Niall Bolger
			Phil Harris
			Lisa Redfern
			Matthew Pelling
Health	Haringey Teaching Primary Care Trust	1	Eugenia Cronin *
	Mental Health Trust	1	Lee Bojtor
Voluntary and Community Sector	Community Link Forum	3	Sue Brown Ibilola Campbell Louis Antill Lewis
	HAVCO	1	Gloria Saffrey
	Supporting People Provider Forum	1	Janice Gunn
	Family Mosaic	1	Jo Murphy (Vice-Chair)
Other agencies	Metropolitan Housing Trust	1	Neil Mawson
	Circle Anglia	1	Robert Black
	Innesfree	1	Claire Winstanley
	Homes for Haringey	1	Paul Bridge
Total		18	

** Jointly appointed by the Council and PCT*

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	<p>until the position in relation to the RSL vacancy was clarified.</p> <p>The Board was advised that the RSL position on the HSP remained vacant and that historically, the Haringey Housing Group (formerly the RSL Forum) had nominated a representative. There was agreement that, at their next meeting, the RSLs would elect an HSP representative.</p> <p>With the RSL representatives in place, the Board agreed that Councillor Bevan should be appointed as the Integrated Housing Board's representative to the HSP on a permanent basis.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That Councillor Bevan be confirmed as the Board's permanent representative on the HSP. ii. That the Haringey Housing Group should nominate a representative to the HSP at its next meeting and report this to the Clerk to the HSP, for inclusion within the HSP membership list. 	<p>XB</p> <p>JM</p>
<p>LC73.</p>	<p>. MEMBERSHIP AND TERMS OF REFERENCE</p> <p>The Board was reminded that at its last meeting it had been requested that the Terms of Reference were updated and brought back to the Board for confirmation.</p> <p>A revised version of the Terms of Reference was circulated.</p> <p>The Board was advised that, since the last meeting, the Chair, Vice-Chair and Assistant Director had met to discuss the current membership of the IHB, particularly the RSL membership. There had been a consensus that there should be four RSL representatives on the Integrated Housing Board, including one from a BME RSL and that consideration should be given to appointing an additional representative from the Supporting People Provider Forum.</p> <p>Upon the recommendation of the CLF representatives, the Board agreed to extend its membership to include a representative elected by the Supporting People Provider Forum.</p> <p>It was agreed that any further comments in relation to the proposed Terms of Reference and Membership should be sent to the Assistant Director who would ensure that these were considered at the next meeting.</p> <p>RESOLVED:</p> <p>That any further proposals in relation to the Board's Terms of Reference and Membership should be considered at its next meeting.</p>	<p>PH/MP</p> <p>All to Note</p> <p>PH</p>

<p>LC74.</p>	<p>UPDATE ON LOCAL AREA AGREEMENT</p> <p>The Board received a report that provided an update in relation to performance during the first quarter (April-June) against the Local Area Agreement (LAA) National Indicators (NI's) within the Board's responsibility.</p> <p>In addition to the report included within the agenda pack, a performance Scorecard was circulated at the meeting.</p> <p>The Chair confirmed that, in future, all performance reports would include a scorecard. Covering reports would be used to provide a commentary on any areas of Red or Amber performance and to describe the measures being taken to address concerns about performance.</p> <p>It was anticipated that performance against NI 158 (Decent Homes) would improve during the 2nd Quarter following the start of Homes for Haringey's Decent Homes programme in April 2008.</p> <p>In response to a query, the Board was advised that measures were being taken to bring vacant private sector homes back into use.</p> <p>The Board discussed the numbers of people living in temporary accommodation and the progress made in reducing these. In response to a query, the Board was advised that a small proportion of those were accommodated outside the Borough. However, the majority were found accommodation in the Borough. There were also a significant number of people who opted to enter the private rented sector.</p> <p>There was agreement that it would be useful if the Board were to receive a detailed analysis of statistics relating to temporary accommodation.</p> <p>The Board was advised that the Council's Housing Improvement Board met on a weekly basis and was chaired by the Council's Chief Executive. At this meeting progress was reported and detailed statistical information was reviewed. This information would be made available to the Board.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the report be noted. ii. That a report setting out detailed information in relation to the numbers of people in temporary accommodation be brought to a future meeting of the Board. 	<p>PH</p> <p>PH</p> <p>PH</p>
<p>LC75.</p>	<p>REGISTERED SOCIAL LANDLORDS AND THE LOCAL AREA AGREEMENT</p> <p>The Board received a comprehensive presentation, by the Vice-Chair Jo Murphy, on the contribution that Registered Social Landlords made towards the achievement of the targets set out in the Local Area Agreement (LAA).</p>	

	<p>The presentation highlighted the diversity of the RSLs and the contribution they made to building stronger, safer communities, improving the health and well-being of people, tackling exclusion and promoting equality, improving economic vitality and prosperity, sustaining the environment and providing added value.</p> <p>RESOLVED:</p> <p>That the presentation be noted.</p>	
LC76.	<p>OPTIONS FOR RING FENCING SUPPORTING PEOPLE FUND</p> <p>The Board received a detailed verbal update, from the Council's Head of Housing Needs and Strategy, on the options for ring fencing the Supporting People funding.</p> <p>The Board was reminded that, at the previous meeting, concern had been expressed that funding, which was currently allocated to Supporting People projects, would be subsumed into the Area Based Grant during the next financial year.</p> <p>Since that meeting a piece of work had been carried out, which estimated that 46% of the Supporting People funding was currently being spent on homelessness-related projects and that this was likely to be added to the ABG. It was noted that similar concerns had been raised by other Authorities and that these were being considered by the Government at present.</p> <p>The Supporting People Board had met on 14 October 2008 and had considered this issue and as a result had requested that a steer be sought from the IHB in order to inform discussion at its next meeting in November 2008.</p> <p>The Board was advised that a number of grants had been subsumed by the ABG, including the Neighbourhood Renewal Fund. The Government had indicated that further grants would be included within the ABG in 2009/10. Unlike previous funding arrangements, there was no provision for ring fencing parts of the ABG and the allocation of this was up to the Council in its role as the accountable body for the Partnership.</p> <p>There was agreement that the role played by Supporting People projects in achieving the Board's objectives and LAA targets should be stressed to the HSP and that it should be asked to support the ring fencing of the homelessness-related Supporting People funding.</p> <p>It was noted that, if funding from the Supporting People budget was subsumed into the ABG, it would have an impact upon the support available for children and young people's services in the Borough.</p> <p>It was requested that the Board should receive a further update in relation to this at its next meeting.</p>	<p>Chair/PH</p> <p>PH</p>

	<p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the verbal update be noted. ii. That an update should be provided at the Board's next meeting. 	PH
LC77.	<p>DEVELOPMENT OF HARINGEY'S HOUSING STRATEGY</p> <p>The Board received a report on the proposed development of Haringey's new Housing Strategy. It was noted that the revised Housing Strategy would play a key role in harnessing partners' efforts to achieve the priorities contained within the Community Strategy and the LAA.</p> <p>It was proposed that the Integrated Housing Board, in conjunction with the Housing Improvement Board, should take the strategic lead in the development of the Strategy. Implementation of the Strategy would be co-ordinated by officers from the Urban Environment Directorate.</p> <p>The Board discussed how community engagement could be facilitated and noted that this was particularly relevant to design issues. It was noted that, as part of the consultation process in relation to a recent review of planning documents, there had been community engagement and the views sought as part of this would be reflected in the Strategy.</p> <p>It was noted that the Housing Strategy would form the overarching document, under which other strategies would sit. These would set out in detail the approach and actions that were intended to be taken in specific areas.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the Housing Strategy be developed as a Partnership Strategy. ii. That the HSP be recommended to adopt the Housing Strategy. iii. That the proposed process and timetable for developing the Strategy be approved. 	
LC78.	<p>CONSULTATIVE FRAMEWORK</p> <p>The Board received a report that set out proposals in relation to the establishment of a framework for dialogue and consultation between the Board and key housing stakeholders in the Borough.</p> <p>It was intended that, if adopted, the framework would be used as part of the consultation process in relation to the new Housing Strategy.</p> <p>The framework would provide three Stakeholder Forums:</p> <ul style="list-style-type: none"> • Landlords Forum 	

	<ul style="list-style-type: none"> • RSL/Developer Forum • Advice Agencies Forum <p>Concern was raised that tenants living on estates were often not engaged in consultation processes and it was suggested that the process for consultation set out in the Haringey Compact should be promoted as an example of good practice.</p> <p>The Board was advised that Homes for Haringey was currently carrying out a door to survey of local residents and that this approach had been successful in engaging residents. The information gathered as part of this could be shared with Partners if this would be helpful.</p> <p>Members of the Board were asked to forward any queries or comments in relation to the Consultative Framework to Chris Wood, Strategic and Community Housing Services:</p> <p>chris.wood@haringey.gov.uk</p> <p>RESOLVED:</p> <p>That the approach, development and implementation of the consultative framework, as outlined in the report, be endorsed.</p>	<p>PB/PH</p> <p>All to note</p>
LC79.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>No new items of Urgent Business were raised.</p>	
LC80.	<p>ANY OTHER BUSINESS</p> <p>The Board noted that Paul Bridge was now the Homes for Haringey representative.</p> <p>The following items were suggested for consideration at the next meeting:</p> <ul style="list-style-type: none"> • Under occupation • Allotments/Growing food on Estates • Tree planting 	<p>XB</p> <p>All to note</p>
LC81.	<p>DATES OF FUTURE MEETINGS</p> <p>The following dates of future meetings were noted:</p> <ul style="list-style-type: none"> • 10 December 2008 • 23 March 2009 	<p>All to note</p>

COUNCILLOR JOHN BEVAN

Chair

The meeting closed at 8.20pm.

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Meeting: Integrated Housing Board

Date: 10 December 2008

Report Title: Performance Management Report for the 2nd Quarter 2008

Report of: Assistant Director for Strategic and Community Housing Services

Summary

This report highlights performance issues arising from the performance reporting for Quarter 2 (July – September 2008) in relation to the Local Area Agreement targets for which the Integrated Housing Board is taking the lead, and those projects receiving housing-related ABG funding.

The attached performance report shows progress against those National Indicators for which the Integrated Housing Board is taking the lead, together with those for which the responsibility for delivery is shared between a number of the Haringey Strategic Partnership's Theme Boards.

As indicated in the attached table, data for a large number of indicators is only available annually. This report provides extra information, on an exception basis, about performance in respect of the Integrated Housing Board's main indicators.

Exception Commentary

As shown in the attached traffic light report, the funded projects delivered by the Integrated Housing Board have a traffic light status of green, and are expected to deliver against agreed outputs on budget within the financial year.

The Integrated Housing Board leads on six LAA targets. As indicated on the attached performance report, five have been negotiated and agreed with Government agencies and one is a local commitment. All but one of the indicators is reported on an annual basis.

Performance against the target NI 156 (number of households living in temporary accommodation) is at **AMBER**, with the total being just 12 households below target for the quarter.

The action being taken to address this includes the following:

- conversion of private sector leased properties and housing association

leases into assured short-hold tenancies;

- communicating with households in temporary accommodation about alternative housing options; and
- continuing efforts to identify abandoned properties

Proxy data provides some information about the annual National Indicators NI 158 and NI 187:

- **NI 158, % non-decent council homes**

Homes for Haringey reports the number of homes made decent against the number of homes programmed to be made decent. This shows that, for Quarter 2, some 84% of programmed works were completed.

Scrutiny over the course of the year will enable Homes for Haringey to more accurately gauge whether objectives are being met.

- **NI 187, Tackling fuel poverty** – people receiving income based benefits living in homes with a low energy efficiency rating.

- Stretch target, Carbon emissions from vulnerable private households

Data from 2007/2008 shows a huge increase in the take-up of the Warm Front grant compared to previous years, indicating the success of the Tackling Fuel Poverty programme in promoting the improvements which impact on this indicator. To date this year £538,200 worth of improvements have been delivered, assisting 228 households, and installing 198 replacement boilers and 19 brand new central heating systems.

Recommendations

It is recommended that the Board notes the contents of this report and the borough's performance against the whole suite of indicators, and continues to monitor the action being taken to resolve issues.

For more information contact:

Name: Kate Dalzell

Officer: Executive Policy Development Officer, Urban Environment

Tel: 020 8489 2148

Email address: Kate.dalzell@haringey.gov.uk

07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress
<i>Top Quartile</i> 13%	NI 158 <i>Target</i>	% Non-decent council homes				LAA local Lead
<i>Worst Quartile</i>	6,819 units were non decent as at 1st April 2008. This is an Annual Performance Indicator recorded as at the 1st April.					Lead ↑
Red 44.7%	Amber 41.6%					Amber 41.6%
<i>Stretch</i>	Carbon emissions from vulnerable private households 376 tonnes by 2009/10					LAA local Lead
	This figure is provided annually at the end of the financial year. Contractors British Gas should have completed the exercise in April 2008. The work was completed in September but the results have not been forthcoming. A request has been made to the sub regional co-ordinator to get the final values for 07-08 and for 08-09 to date.					
<i>Stretch</i>	Repeat incidents of domestic violence					LAA Cross Cutting
	This is a rolling annual return and represents the number of repeat incidents in a 12 month period.					↓
	176	Red 217	Red 271			Red 271
<i>Stretch</i>	Number of incidents of domestic violence that result in sanction					LAA Cross Cutting
	36%	Green 49.8%	Green 48.7%			
<i>Stretch</i>	Number of accidental dwelling fires					LAA Cross Cutting
						↑
	230	Green 55	Green 42			Green 97
	NI 186 <i>Target</i>	Per capita CO2 emissions in the LA area				LAA Cross Cutting
	Annual Performance Indicator measured by DEFRA. There has been a two year time lag in publishing figures.					
	5.1					

07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress
	NI 35	Building resilience to violent extremism				LAA Cross
	<i>Target</i>	This is an annual self assessment; we will not be in a position to predict where we are going until later in the year. We are considering a strategic needs assessment around this work, we will have a partnership structure in place by September and an action plan for 2008-2011 by January 2009.				Cutting
	2					
	NI 21	Dealing with local concerns about anti-social behaviour and crime by the local council and police				LAA Cross
	<i>Target</i>	Quarterly return not available, sourced from the Place Survey. Place Survey discussions are still underway on the reporting frequency and data collection method to ensure that meaningful data is available on this indicator for use in APACS.				Cutting
	NI 116	Proportion of children in poverty				LAA Cross
	<i>Target</i>	This is a new Annual Performance Indicator.				Cutting
	NEW PI	34.5%				
	NI 141	Number of vulnerable people achieving independent living				LAA Cross
	<i>Target</i>					Cutting
						↑
		Green	Amber			Green
	NEW PI	85.20%	69.00%			76.80%
	75%					
	NI 149	Adults in contact with secondary mental health services in settled accommodation				LAA Cross
	<i>Target</i>	This Performance Indicator has been delayed until 2009/10.				Cutting

07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress															
	NI 1 <i>Target</i>	% of people who believe people from different backgrounds get on together in their local area				LAA Cross cutting															
		This will be measured by the Place Survey in September 2008.																			
		<p>NI 1, 2006/07</p> <table border="1"> <tr><th>Area</th><th>%</th></tr> <tr><td>Haringey</td><td>78</td></tr> <tr><td>England</td><td>78.9</td></tr> <tr><td>London</td><td>78.6</td></tr> </table>				Area	%	Haringey	78	England	78.9	London	78.6								
Area	%																				
Haringey	78																				
England	78.9																				
London	78.6																				
	78%																				
	NI 4 <i>Target</i>	% of people who feel that they can influence decisions in their locality				LAA Cross cutting															
		This will be measured by the Place Survey in September 2008.																			
		<p>NI 4, 2006/07</p> <table border="1"> <tr><th>Area</th><th>%</th></tr> <tr><td>Haringey</td><td>41</td></tr> <tr><td>England</td><td>31.8</td></tr> <tr><td>London</td><td>39.5</td></tr> </table>				Area	%	Haringey	41	England	31.8	London	39.5								
Area	%																				
Haringey	41																				
England	31.8																				
London	39.5																				
	43%																				
	NI 6 <i>Target</i>	Participation in regular volunteering				LAA Cross cutting															
		The citizenship survey has been released with national level statistics. Below are the headline figures for the volunteering question. This will be measured by the Place Survey but the target and baseline deferred until 2009, when a statistically significant improvement will be agreed as part of year 1 refresh.																			
		<p>Participation in volunteering - England</p> <table border="1"> <tr><th>Year</th><th>All adults (%)</th><th>Group at risk of social exclusion (%)</th></tr> <tr><td>2001</td><td>47</td><td>41</td></tr> <tr><td>2003</td><td>50</td><td>44</td></tr> <tr><td>2005</td><td>50</td><td>43</td></tr> <tr><td>2007</td><td>47</td><td>41</td></tr> </table>				Year	All adults (%)	Group at risk of social exclusion (%)	2001	47	41	2003	50	44	2005	50	43	2007	47	41	
Year	All adults (%)	Group at risk of social exclusion (%)																			
2001	47	41																			
2003	50	44																			
2005	50	43																			
2007	47	41																			
	TBC																				
	NI 7 <i>Target</i>	Environment for a thriving third sector				LAA Cross cutting															
		Baseline not available, to be set with targets as part of year 1 refresh.																			
	TBC																				
	NI 140 <i>Target</i>	Fair treatment by local services				LAA Cross cutting															
		Measured by the Place Survey in September 2008.																			
	70%																				

Project Highlight Report

Period: April - June 2008

PROJECT HIGHLIGHT REPORT - HOUSING													Appendix 2 c									
Projects	Project Manager	Board Outcomes					RAG Status					Finances			Project Objectives/Target 08/09	Year to date	Comments					
		Achieve Economic Wb	Be Healthy	Positive Contribution	Be Independent	Stay Safe	Last Quarter	This Quarter	Timescale	Resources	Issues	Risks	Budget	Total Budget 07/08				Spend To Date	Budget Left to Spend			
IH-01	Tackling Fuel Poverty		✓				G	G	G	G	G	G	G	G	£51,000	£22,000	£29,000					
IH-02	Improvement & Repairs Programme		✓				G	G	G	G	G	G	G	G	£171,000	£85,500	£85,500					
<p>Note: Traffic light annotation is based on the following:</p> <p>Green Status- the project is on schedule to deliver agreed milestones/outcomes in line with the project plan</p> <p>Amber Status- the project has encountered some issues which could affect the delivery of outcomes within agreed time, cost and resources. Recovery action is underway, but has either not yet been approved or tested.</p> <p>Red Status- Delivery of outcomes within agreed time, cost and resources is not presently possible. The project may have stalled and requires urgent attention</p>																						

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Meeting: Integrated Housing Board

Date: 10 December 2008

Report Title: Development of Risk Register

Report of: Assistant Director for Strategic and Community Housing Services, Haringey Council

Introduction

Each of the Haringey Strategic Partnership's Theme Boards have been tasked with the development of a Risk Register that covers the targets it is leading on in respect of the Local Area Agreement.

The Integrated Housing Board's Risk Register 2008-09 (see Appendix A) covers the following LAA targets:

- NI 186 – Net additional homes provided
- NI 155 - Number of affordable homes delivered (gross)
- NI 156 – Number of households living in temporary accommodation
- NI 158 – The proportion of non-decent council homes
- NI 187 – Tackling fuel poverty

The Register identifies a series of risks and assesses the impact and likelihood of inherent and residual risks.

The **inherent risk** is the impact of the risk occurring, and how likely it is to occur, without any mitigating actions in place to address the risk.

The **residual risk** is the impact and likelihood of the risk occurring with the current controls in place.

Where there is a residual risk, the Register identifies the action(s) required to reduce the Integrated Housing Board's exposure to the risk.

A draft risk register is being drawn up by the Council Strategic and Community Housing Service and will be circulated for discussion at the Integrated Housing Board meeting.

Recommendations

It is **recommended** that the Integrated Housing Board reviews and approves the contents of the Risk Register.

For more information contact:

Officer: Althea Mitcham

Title: Performance and Quality Assurance Manager, Strategic and Community Housing Services

Tel: 020 8489 4797

Email address: althea.mitcham@haringey.gov.uk

APPENDIX A – HSP Integrated Housing Theme Board Risk Register 2008-09

Integrated Housing Board – Significant Risks

This document sets out the HSP Integrated Housing Board key risks, as per the agreed approach. The risks are based upon the LAA targets, which have been included below for information:

NI 154	Net additional homes provided
NI 156	Number of households living in temporary accommodation
NI 187	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating
Local target NI 155	Number of affordable homes delivered (gross)
Local target NI 158	% Non-decent council homes
Local target Stretch target	Carbon emissions from vulnerable private households

Key to the Risk Register:

Ref: Details the reference number (usually the National Indicator) for the risk.

Risk Identified: Details the risk identified by the Theme Board.

Inherent Risk: Is assessed by Impact (I) and Likelihood (L). The Inherent risk is the impact of the risk occurring, and how likely it is to occur, without any mitigating actions in place to address the risk. The Impact and Likelihood of the risks are scored from Low to High according to the schedule in Appendix 1 of this report. The rankings can be tied into the overall HSP risk framework.

Controls: The actions and processes which are currently in place to manage the risk identified.

Residual Risk: Is assessed on the same rankings as Inherent Risk. The Residual Risk is the impact and likelihood of the risk occurring with the current controls in place.

APPENDIX A – HSP Integrated Housing Theme Board Risk Register 2008-09

Further Action: Where there is outstanding residual risk, further actions have been identified by the Theme Board to reduce the exposure of the Theme Board to the risk. A separate action plan, including a timetable for implementation of the further actions, will be produced where appropriate.

APPENDIX A – HSP Integrated Housing Theme Board Risk Register 2008-09

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
Lack of continuity of membership across the theme board							
	<p>Lack of continuity of membership impacts on the ability to deliver on outcomes/targets:</p> <ul style="list-style-type: none"> • High turnover of members • Inability to recruit and/or retain right members • Non-attendance of members at meetings • Lack of continuity and/or succession planning <p>Risk Owner: Chair of the Integrated Housing Board</p>	M	L	<ul style="list-style-type: none"> • Agreed recruitment procedures for Theme Board membership • Membership reviewed on an annual basis • Responsibility for filling posts identified • Training & Development for Theme Board members • Reporting processes to highlight and identify vacancies and/or non-attendance <p>Control Owner: Head of Housing Strategy, Development and Partnerships</p>	L	L	<ul style="list-style-type: none"> • Action plan to address any identified gaps to be drawn up • This issue to be included as a regular agenda item at Board meetings

APPENDIX A – HSP Integrated Housing Theme Board Risk Register 2008-09

Data Quality and/or Information management arrangements							
	<ul style="list-style-type: none"> Data is not robust enough and/or timely enough to effectively monitor and manage performance <p>Risk Owner: Chair of the Integrated Housing Board</p>	H	L	<ul style="list-style-type: none"> Effective quality monitoring of internal performance data <p>Control Owner: Head of Housing Strategy, Development and Partnerships</p>	M	L	<ul style="list-style-type: none"> Review of existing data collection and monitoring processes and action plan to fill gaps
Governance arrangements							
	<ul style="list-style-type: none"> Lack of strategic direction impacts on the ability to deliver on outcomes/targets Lack of continuity of membership impacts on the ability to deliver on outcomes/targets <p>Risk Owner: Chair of the Integrated Housing Board</p>	H	L	<ul style="list-style-type: none"> Terms of Reference are reviewed on an annual basis Positions of Chair and Vice Chair are reviewed on an annual basis Board membership is reviewed on an annual basis <p>Control Owner: Head of Housing Strategy, Development and Partnerships</p>	M	L	<ul style="list-style-type: none"> Action plan to address identified gaps to be drawn up

APPENDIX A – HSP Integrated Housing Theme Board Risk Register 2008-09

Non-delivery of outcomes; allocation of resources, commissioning, spend, linkages to other theme boards/cross-cutting work not identified					
	H	L	H	L	
<ul style="list-style-type: none"> • LA outcomes are not delivered • Delivery projects do not meet spend profile • Integrated Housing Board membership is not wide enough to ensure linkages to other theme boards/cross cutting work <p>Risk Owner: Chair of the Integrated Housing Board</p>			<ul style="list-style-type: none"> • Delivery partners are regularly monitored on outcome and financial performance. • Performance and progress reports are received at every Integrated Housing Board meeting. • Integrated Housing Board membership is reviewed on an annual basis • Integrated Housing Board representative attends the HSP Co-ordinators meetings. <p>Control Owner: Head of Housing Strategy, Development and Partnerships</p>		<ul style="list-style-type: none"> ▪ Action plan to address identified gaps to be drawn up • Evaluating the role of delivery partners where appropriate

APPENDIX A – HSP Integrated Housing Theme Board Risk Register 2008-09

Net additional homes provided						
NI 154	<ul style="list-style-type: none"> Economic downturn has reduced the availability of credit and increased the cost of loans and mortgages, which threatens delivery of target. 	H	H	<ul style="list-style-type: none"> Regular monitoring of projected performance against the target Ongoing engagement with RSLs and developers to identify risks to delivery as they emerge Engagement with the Homes and Communities Agency to negotiate flexibilities and support where developments are at threat 	H	M
	<p>Risk Owner: Chair of the Integrated Housing Board</p>			<p>Control Owner: Head of Housing Strategy, Development and Partnerships</p>		<ul style="list-style-type: none"> Exploration of innovative funding and delivery models to sustain level of development

APPENDIX A – HSP Integrated Housing Theme Board Risk Register 2008-09

Number of affordable homes delivered (gross)					
	H	H	H	H	M
<p>NI 155</p> <ul style="list-style-type: none"> Economic downturn has reduced the availability of credit and increased the cost of loans and mortgages, which threatens delivery of housing, reducing supply delivered through Section 106. <p>Risk Owner: Chair of the Integrated Housing Board</p>	H	H	<ul style="list-style-type: none"> Regular monitoring of projected performance against the target Ongoing engagement with RSLs and developers to identify risks to delivery as they emerge Engagement with the Homes and Communities Agency to negotiate flexibilities and support where developments are at threat Introduce affordable housing through means other than new build, e.g. increase street purchases, using empty homes <p>Control Owner: Head of Housing Strategy, Development and Partnerships</p>	H	M

APPENDIX A – HSP Integrated Housing Theme Board Risk Register 2008-09

Number of households living in temporary accommodation					
NI 156	<ul style="list-style-type: none"> That the economic downturn increases the numbers requiring TA That the economic downturn increases competition for private sector leases threatening procurement <p>Risk Owner: Chair of the Integrated Housing Board</p>	M	M	L	M
	<ul style="list-style-type: none"> Delivery of Homelessness Strategy to strengthen prevention and response Ongoing monitoring of progress through TA Reduction Service Improvement Group and Housing Improvement Board Introduction of new Private Sector Lettings and Housing Options teams. TA bookings signed off by SMT member. Strengthening of partnership work. <p>Control Owner: Assistant Director for Strategic and Community Housing Services</p>				
% Non-decent council homes					
NI 158	<ul style="list-style-type: none"> Delays in programme delivery <p>Risk Owner: Chair of the</p>	M	M	M	L
	<ul style="list-style-type: none"> Regular monitoring, with a focus on key performance issues – regular meetings taking place with appropriate seniority. <p>Control Owner: Assistant Director for Strategic and</p>				

APPENDIX A – HSP Integrated Housing Theme Board Risk Register 2008-09

	Integrated Housing Board			Community Housing Services			
	Integrated Housing Board			Community Housing Services			
	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating						
NI 187 <ul style="list-style-type: none"> • Elements of the programme are reliant on funds from the sub-region: increased need in other boroughs may increase competition for these funds • Elements of the programme are reliant on short-term ABG funds <p>Risk Owner: Chair of the Integrated Housing Board</p>	<p>M</p>	<p>L</p>	<ul style="list-style-type: none"> • Continued negotiation and partnership work at sub-regional level • Target prioritised as an LAA target, continued support likely <p>Control Owner: Housing Improvement Manager (Private Sector)</p>	<p>L</p>	<p>L</p>		
	Carbon emissions from vulnerable private households						
<p>Stretch Target</p> <p>See above actions re NI 187</p> <p>Risk Owner: Chair of the Integrated Housing Board</p>	<p>M</p>	<p>L</p>	<p>See above actions re NI 187</p> <p>Control Owner: Housing Improvement Manager (Private Sector)</p>	<p>L</p>	<p>L</p>	<p>L</p>	

APPENDIX A – HSP Integrated Housing Theme Board Risk Register 2008-09

Appendix A1

Impact and Likelihood Scales

To be used as a guide in assessing risk ratings:

Descriptor	Impact Guide	Likelihood Guide
LOW	No or limited impact. Financial loss up to £10,000, or no impact outside single objective or no adverse publicity	Up to 10% likely to occur in next 12 months
MEDIUM	Financial loss up to £300,000, or impact on many other processes, or local adverse publicity, or regulatory sanctions (such as intervention, public interest reports)	Up to 40% likely to occur in next 12 months
HIGH	Financial loss up to £1 million, or major impact at strategic level, or closure/transfer of business	Up to 90% likely to occur in next 12 months



Meeting: Integrated Housing Board

Date: 10 December 2008

Report Title: Feedback from the Consultative Forums

Report of: Assistant Director for Strategic and Community Housing Services

Summary

At its meeting on 15 October 2008, the Integrated Housing Board agreed to the development and implementation of a consultative framework for housing stakeholders in Haringey. It was agreed to support 3 stakeholder forums – for private landlords, RSLs and developers, and advice providers.

The Landlords Forum and the RSL/Developers Forum have now met and the purpose of this report is to provide the Board with feedback.

Recommendation

It is **recommended** that the Integrated Housing Board notes the summaries from each of the forums and takes the feedback into account in its discussions about the development of the new 10 year Housing Strategy.

Background

The **Landlords Forum** met on 13 November 2008 at the White Hart Lane Sports Centre. It was a well attended meeting with around 100 people in attendance, including more than fifty landlords and rental agents.

The main item for discussion and consultation was the 10 year Housing Strategy. After a short presentation, voting technology was used to capture the views of landlords. The results are included in Appendix 1.

The Landlords Forum was organised jointly by the Housing Service and the Housing Benefit Service, and included a presentation that updated landlords on the implementation of the Local Housing Allowance. Not surprisingly, this was a lively session and, again, a summary of the main points made has been included in Appendix 1 of this report.

A collection of “stalls” in the hall provided landlords with the opportunity to speak with the Empty Property Officer and staff from the Housing Benefit, Private Sector Lettings and Private Sector Initiatives teams about a range of matters, including energy efficiency and affordable warmth.

The **RSL/Developers Forum** met on 25 November 2008 at the West Green Learning Centre. Attendance was good, with 12 Housing Associations and 2

developers represented at the meeting.

Once again consultation on the 10 year Housing strategy was the main agenda item. The results are included in Appendix 2.

The RSL / Developers Forum was organised jointly by the Housing Service and the Planning and Regeneration Service, and included an update on the main Planning issues and the development of the Local Development Framework core strategy.

A representative of the Homes and Communities Agency (HCA) provided the meeting with a useful update on the priorities of the HCA, and the North London Housing Sub Region's Co-ordinator provided an update on the work that is going on to commission a housing market assessment.

The key points from the Forum are detailed in Appendix 2.

For more information contact:

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APPENDIX 1: LANDLORDS FORUM OF 13 NOVEMBER 2008**INTERACTIVE SESSION – YEAR HOUSING STRATEGY**

The landlords were invited to answer 11 questions. The questions, and the landlords' answers, are set out below.

Question 1 - How many properties do you manage?

1-3.....27%
 4-9.....13%
 10-20.....8%
 More than 20.....52%

Question 2 - What proportion of your properties are “Buy to Let”?

None.....12%
 Less than half.....14%
 More than half.....31%
 All.....43%

Question 3 - How many of your properties are houses in multiple occupation (HMO)?

None.....52%
 1-3.....24%
 4-9.....10%
 10-20.....10%
 More than 20.....4%

Question 4 - Where in the borough are most of the properties you manage?

In the East.....26%
 In the West.....13%
 In the Centre.....25%
 All over.....36%

Question 5 - Are your tenants mainly...?

Families with children.....52%
 Young adults, aged 16-24.....0%
 Older adults aged 25+.....5%
 A mixture of the above.....43%

Question 6 - In which of these areas does your stock need most investment?

Health and safety.....15%
 General repairs.....41%
 Energy efficiency.....27%
 External appearance...17%

Question 7 - What are the biggest issues you have had with tenants over the last 2 years?

Property left in poor condition.....45%
Non-payment of rent.....39%
Anti social behaviour..... 8%
Overcrowding..... 7%

Question 8 – As a landlord, what is important to you about the neighbourhood in which your properties are situated?

Environmental issues.....12%
Crime and ASB.....51%
Availability of local amenities.....16%
Transport links.....20%

Question 9 – What support can we give to help you be a responsible landlord?

Advice on the responsibilities of landlords.....36%
Enforcement of legal standards..... 25%
Voluntary accreditation scheme.....13%
Training for landlords.....26%

Question 10 – What will be the main effects of the ‘credit crunch’ on private rented housing in Haringey?

An increase in rented accommodation.....29%
A decrease in buy to let as investors sell.....14%
The housing market will stay the same.....6%
Rents will increase.....39%
Rents will decrease.....8%
None of the above.....4%

Question 11 - Do you see yourself expanding your operation over the next 3 years?

Yes.....51%
No.....24%
Maybe....25%

UPDATE ON THE LOCAL HOUSING ALLOWANCE (LHA)

Following the presentation from the Deputy Head of Benefits and Local Taxation, there was a lively question and answer session.

Most of the landlords’ criticism of the scheme was levelled at central government policy, rather than the local administration of the scheme.

Landlords expressed dissatisfaction with two elements of the LHA scheme:

- The fact that, in most instances, the LHA is paid direct to the tenant
- The inability of existing tenants to opt into the LHA scheme, since LHA is only payable for new tenancies. The landlords acknowledged that the rent levels that could be supported through the LHA scheme were generally higher than under the old scheme.

FUTURE PARTNERSHIPS WITH LANDLORDS

Landlords noted the Council's new approach to tackling homelessness (as set out in the Homelessness Strategy 2008-11) and its plans to reduce its use of emergency accommodation and play a more effective role in procuring assured shorthold tenancies.

A number of landlords expressed interest in working more closely with the Council in the future and left their contact details.

APPENDIX 2: RSL / DEVELOPERS FORUM OF 25 NOVEMBER 2008

ROUND TABLE DISCUSSION ABOUT 10 YEAR HOUSING STRATEGY

Following a presentation, everyone was invited to consider two questions:

1. What are the 3 key priorities for the next 10 years?
2. How can we mitigate the effects of the 'credit crunch' and what opportunities are there to exploit?

The headline points resulting from the discussions were as follows:

The key priorities

- The maximisation of new housing supply across all tenures.
- The need for flexible tenure options – rent to buy; home ownership to renting; broadening the range and accessibility of shared ownership options.
- Support for home owners – mortgage rescue and flexible tenure (see above) and new innovative mortgage products
- Sustainable well designed energy efficient housing
- Improving housing management standards and better co-ordination of housing management between RSLs and the Council

Responding to the 'credit crunch'

- Taking the long term view, it offers opportunities – land values are falling; construction costs are falling; next year will start to see distressed sales.
- While market sales are difficult, Planning authorities will need to be more flexible on the mix of new developments.
- As cross-subsidisation is no longer feasible, there is a need for new subsidy arrangements for affordable housing, such as discounted public land.



Meeting: Integrated Housing Board

Date: 10 December 2008

Report Title: Haringey Housing Strategy Update

Report of: Assistant Director for Strategic and Community Housing Services

Introduction

At its meeting on 15 October 2008, the Integrated Housing Board approved the methodology and timetable to be used for the development of Haringey's new 10 year Housing Strategy.

This report updates the Board on the progress made since that meeting.

Recommendations

It is **recommended** that the Integrated Housing Board:

- (a) Notes the progress that is being made in developing the Strategy;
- (b) Endorses the approach and timetable that is proposed for the ongoing development of the Strategy; and
- (c) Notes the contents of the working document (attached as Appendix A) and provides feedback on the content.

Progress to date

To date, the following work (supported by a 'key issues' paper) has been undertaken to develop Haringey's 10 year Housing Strategy:

▪ Chief Executive's Management Board

Meeting on 4 November 2008, this group of the Council's Chief Officers considered the Housing Strategy and advised that:

- (a) The Haringey Strategic Partnership must play an active role in the development of the Housing Strategy
- (b) Value for money considerations must be incorporated into the Strategy

▪ **Stakeholder Group**

On 10 November 2008, a group of Council Officers met with representatives from Homes for Haringey, London Councils, the GLA and a number of RSLs and, after a wide ranging discussion, concluded that:

- (a) Sustainability must be at the heart of the Housing Strategy
- (b) A 'whole communities' approach is needed, drawing on all partners to provide residents with the support they need
- (c) The Tenant Services Authority offers an opportunity to share performance information about the management of social housing and could prove to be a very useful tool with which to improve performance where it is patchy across the borough
- (d) There is scope for estate renewal and regeneration in the borough. Although the 'credit crunch' makes delivery challenging at the moment, it is essential we plan for the long-term and explore the options now.
- (e) We need to explore alternative funding and delivery models, since delivery on the basis of cross-subsidisation is not viable in the current economic climate.
- (f) Neighbourhood regeneration has a big impact on resident satisfaction, especially where it is linked to the condition of individual homes.

▪ **Landlords Forum**

Meeting on 13 November 2008, more than fifty private landlords and rental agents considered the housing needs of the borough.

Of the landlords and rental agents present, about a third managed less than 3 properties and more than half managed more than 20 properties. A large proportion of these were 'buy to let' properties.

From consultation with the landlords and agents present (using voting technology), it was established that:

- (a) 40% felt that the most pressing need for investment was general repairs; 27% felt that the most pressing need was for energy efficiency
- (b) 45% said that the biggest problems they have with tenants is the poor condition in which properties are left at the end of the tenancy; 39% said that the biggest problem was the non-payment of rent.
- (c) In terms of the wider neighbourhood, 51% said that crime and anti social behaviour were the most important issue; 20% said transport links were the most important.

- (d) More than three quarters said there was a possibility that they would expand their operation over the next 3 years.

- **RSL & Developers Forum**

On 25 November 2008, a group of Council Officers met with 2 developers and representatives of a dozen RSLs to consider the priorities for the new Housing Strategy and the challenges / opportunities resulting from the 'credit crunch'.

The RSL & Developers Forum agreed that the priorities were:

- (a) To maximise new supply across all tenures
- (b) To develop flexible tenure options - rent to buy; home ownership to renting; broadening the range and accessibility of shared equity options
- (c) To provide support for home owners – mortgage rescue and flexible tenure (see above) and new innovative mortgage products
- (d) To provide sustainable, well designed, energy efficient housing
- (e) To improve housing management standards and the co-ordination of housing management between the RSLs and the Council

The Forum concluded that, although the 'credit crunch' may provide new opportunities (lower land prices and construction costs, for example), the Planning authorities will need to be more flexible on the tenure mix of new developments, while market sales are difficult. As cross-subsidisation is no longer feasible, new subsidy arrangements (such as discounted public land) are needed for affordable housing.

- **Cabinet Members**

On 27 November 2008, the Council's Chief Officers met with the Cabinet Members to discuss the Housing Strategy and requested the following:

- (a) More consideration of housing and older people
- (b) More consideration of the private sector housing 'offer' and the way in which the sector is to be regulated
- (c) References to green and environmental issues to be enhanced
- (d) Specific objectives should be set to ensure that RSL accommodation is managed to a good standard
- (e) The Strategy should demonstrate the contribution that housing can make to help families to settle and stabilise, and how the borough can

invest in the social housing stock and adapt families' homes so they do not have to move as their family grows.

- (f) The Strategy should reflect the fact that there are particular needs associated with specific communities in the borough

Process for development

A draft Housing Strategy is under development, and the latest working document is attached at Appendix A.

Members of the Integrated Housing Board are invited to review the document and provide comments that will inform the development of this early draft.

Permission to consult on a draft strategy will be sought from the Council's Cabinet on 26 January 2008, following which there will be a seven week consultation period.

Consultation will take place with a wide range of stakeholders, including residents, partners, community groups and council staff, using a variety of methods. The consultation will make use of existing forums, including the Haringey Strategic Partnership and its theme boards, resident engagement mechanisms used by Homes for Haringey and RSL partners, community and voluntary groups, the Youth Council, the Haringey Forum for Older People, and the consultative forums in place for engaging with housing stakeholders.

A Housing Conference will be held in January or February 2009, and the Council's website, Haringey People, and customer access points in the borough will be used to ensure that the Strategy reaches a wide audience.

The results of the consultation will be incorporated into the final version of the Housing Strategy which will be 'signed off' by the Integrated Housing Board on 23 March 2009, and by the Council's Cabinet at its meeting in April 2009.

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WORKING DOCUMENT: NOV 08

Haringey's Draft Housing Strategy 2009-19

Introduction and Overview

Haringey is the fifth most diverse borough in London, and home to 225,700 people. It contains both areas of relative affluence and concentrations of deprivation and we face exciting opportunities and serious challenges in meeting our aspirations for its housing. The borough has high levels of housing need, and many homes that don't meet required standards of decency or are situated in run-down areas. At the same time the borough contains highly successful neighbourhoods, and there are significant regeneration schemes underway.

Housing has a significant role to play in improving quality of life in Haringey and contributes to a wide range of outcomes. Many organizations and areas of work at local, regional and national levels play a part in this. This is an over-arching strategy, and articulates at a high level how these strands of work come together to contribute to achieving the overall vision shared by partners and residents, and a range of other strategies inform and support the strategy.

Our aim is to create balanced neighbourhoods of choice, which meet the housing aspirations of Haringey's residents and offer quality, affordability and sustainability. To do this we must increase the amount of housing in the borough, ensuring that a significant proportion of new homes are affordable to residents, and that they meet high standards of design. We must ensure that we make the best use of existing stock, and that all housing in the borough is well-managed and energy efficient. We must make homes a part of neighbourhoods that people want to live in, a part of sustainable communities of mixed tenure. Finally, we must provide support and advice that give residents independence and choices, with continuing opportunities to exercise these as they move through their lives and their needs change.

At the time of writing, the economic down-turn presents us with new challenges in meeting these aspirations. Over the short to medium term we will place a particular focus on making sure that excellent services ameliorate the impact of the credit crunch on residents and that regeneration and home-building projects in train in the borough are delivered. Through its 'single conversation' approach the Homes and Communities Agency will provide mechanisms through which we can make the most of regional and national support and opportunities, and explore the scope for innovative delivery models through which to drive renewal where it is needed. The council, with the Haringey Strategic Partnership, will

actively participate in this.

Our context: the situation in Haringey

Haringey is a diverse and fast changing borough. Some 50% of our population overall, and three-quarters of our young people, are from ethnic minority backgrounds, and around 200 languages are spoken in the borough. The population is projected to expand by up to 10.6% by 2031. Within this there is expected to be a general shift upwards in the average age, but also an increase in the numbers of very young people.

It is the dynamics of the borough's population that lie behind the change and growth in housing demand in the borough. Currently just under half of Haringey's households are owner-occupiers, with around 30% living in the social rented sector (18% Council stock, 11% Registered Social Landlord) and 22% in private rented accommodation. Owner occupation is greater in the west of the borough, with concentrations of social rented housing in the east of the borough, reflecting a wider social and economic polarisation. 30% of Haringey's population live in central and eastern areas of the borough which are among the 10% most deprived in England, and it is in these areas that regeneration efforts are currently concentrated.

There is a high demand for housing across all tenures. In the private sector this can be seen in house prices, which rose by 94.9% over 2002-7, with the average home in Haringey costing approximately £353,800 in summer 2008. However this average house price masks significant variation across the borough, and 60% of the borough's population cannot afford to purchase a property. The need for affordable housing outstrips supply, with a shortfall in provision of 4,865 units per annum, or 52 per 1,000 head of population - outstripping the Inner London average of 32 per 1000. Housing need particularly affects BME households, with 40% of Black African and Asian households living in unsuitable accommodation.

Responding to this shortfall is a priority for the borough: 26% of residents consider affordable decent housing to be the most important thing in making somewhere a good place to live, and 17% think that it is the thing that most needs improving in the local area. Housing need is reflected in high demand for social housing. In 2007/8 1488 households joined the Housing Register, while only 868 households secured a permanent social rented home. At November 2008 about 4,800 households Haringey were living in temporary accommodation, and the borough faces a huge challenge in meeting government targets to reduce these numbers.

The borough has targets for provision of new housing, and affordable housing, based on a capacity study, and has identified a five year supply of land on which housing can be delivered, which is regularly updated. Over four fifths of new housing over the next ten years will be supplied through Tottenham Hale and

Haringey Heartlands, which are designated as an Opportunity Area and Area for Intensification respectively in recognition of the potential to provide significant numbers of new homes, jobs and regeneration benefits at these locations. The borough also has identified five priority areas which contain the highest levels of deprivation where regeneration initiatives are targeted. There is also scope to make greater use of existing stock through tackling empty homes, and increasing turn-around times on void social properties. Council tax records show that in April 2007 approximately 1000 private sector properties had been vacant for over six months. Evidence also suggests that 18.6% of homes are under-occupied, particularly within the owner-occupier sector.

Parallel to this, the 2007 Housing Needs Assessment identified 20.9% of households to be living in unsuitable housing, the main reason for which was overcrowding. Within the social rented sector 15% of households are overcrowded. This reinforces evidence about demand for affordable housing which demonstrates insufficient availability of larger, three to four bedroom, dwellings in the borough (although demand for one and two bedroom properties remains high). Support needs households are more likely than households overall to be in unsuitable housing: nearly one in five households in Haringey currently contains at least one person with a designated special need. Quality of housing environment is linked to health outcomes, and care and access requirements can tie housing provision closely to independence.

The government has set a target that by 2010 all social housing stock will reach Decent Homes standards. A survey of council stock concluded that at March 2008 42% of Council stock did not meet these standards, and an investment programme is underway to address this, with similar improvements being carried out by other social landlords in the borough. There are areas in the borough where there are wider environmental issues, for example poor design of estates, where we need to look beyond upgrade of individual homes to explore potential for wider estate renewal. A 2002 Private Sector Stock Conditions Survey identified that 15.7% of private stock was unfit, against 7.5% nationally, most commonly due to disrepair. Domestic emissions make up 50% of all CO₂ emissions in Haringey, and improvements to the thermal efficiency of homes in the borough will be key to work to reduce poverty and contribute to the Mayor's ambitious target to reduce carbon emissions in London by 60% by 2025.

The National and Regional Context

National government has committed to the provision of more homes, more affordable homes, and greener homes. Emphasis has also been placed on the need for mixed tenure and sustainable communities. Partners are being encouraged to work together flexibly and to make use of innovative models through which to deliver on this agenda, and there is a commitment to working with local authorities to enable this and to mitigate the impact of the credit

crunch.

The economic downturn has reduced the availability of credit and increased the cost of loans and mortgages. As social housing construction frequently depends on market housing through section 106 agreements, there is pressure on house building across all sectors. National government has introduced a package of reforms and support to temper the impact of this. The Homes and Communities Agency, established through the 2008 Housing and Regeneration Act, provides mechanisms through the 'single conversation' which will support local authorities and their partners in working with regional and national agencies to counter negative impacts. The introduction of the Tenant Services Authority in the same act will have a direct impact on the future management of social and council housing. This is likely to build on recent reviews which have brought to the fore the need to strengthen the voice of tenants and provision of choice, as well as a role in training and employment.

The Mayor of London's Draft Housing Strategy was published in November 2008. This identifies three priorities: the provision of additional homes, using innovative models for investment and the single conversation approach; the quality and design of new homes, regeneration of areas and greening of all homes; and working to promote opportunity, by meeting need and raising aspirations. Our North London Housing Strategy also addresses the need for increased supply of affordable and intermediate housing, mobility and choice, improved housing quality, meeting need for Supporting People services and homeless households, and contributing to the development of balanced communities.

Locally, housing is key to meeting the objectives of Haringey's Community Strategy 2007-16, particularly those on improving health and quality of life, and creating economic vitality and prosperity, and will contribute to delivery of a number of other key strategies, including the Greenest Borough Strategy, Local Development Framework and Regeneration Strategy.



What we need to do

Our vision for housing in the borough is to create:

balanced neighbourhoods of choice, which meet the housing aspirations of Haringey's residents and offer quality, affordability and sustainability

In order to deliver this vision our aims must be:

1. To meet housing need through mixed communities which act as a ladder of opportunity for residents
2. To ensure housing in the borough is well managed, of high quality, and sustainable
3. To provide people with the support and advice they need
4. To make all homes in the borough a part of neighbourhoods of choice

In order to achieve these aims for Haringey our approach will be based on the following principles:

- Partnership between organisations, agencies and residents in the borough
- Strong relationships with government and national agencies (such as HCA and TSA) that will get the best deal for Haringey's residents
- Engagement with residents and communities so that decisions and service improvement are shaped by what they want

1. To meet housing need through mixed communities which act as a ladder of opportunity for residents

We need to respond to housing need in the borough by increasing housing supply. We will do this through new build, and by making the most of the housing we have, for example tackling under-occupation and reducing the number of empty homes in the borough. The credit crunch has changed the housing market, and to continue to deliver new homes we will need to explore new models and products to drive delivery.

Currently different types of housing are unevenly spread in the borough. We need to create communities with a mix of housing tenure type and size. Mixed communities are more sustainable in terms of their impact on services and amenities, and allow for natural shifts in family size and the economic advancement of individuals. This aim allows housing to offer a ladder of opportunity to residents, allowing people to access housing suited to their needs and aspirations at different points in life, and providing routes for them to move up the ladder as their circumstances change, including accessible opportunities for intermediate home ownership. Residents opportunities are integrally linked to economic regeneration in the borough and efforts to increase skills and employment levels, and housing has a role to play in this.

1.1 Supply new housing as a part of mixed communities

We will deliver more housing, and more affordable housing, in line with our targets, and we will use our planning policies to ensure that this delivery focuses on sustainable locations, with a view to improving the spread of housing type across the borough.

To sustain delivery over the economic down-turn we need to work closely with our delivery partners, and with regional and national agencies through the single conversation with the Homes and Communities Agency. To support delivery we will look at innovative delivery models which draw on the different strengths and assets that partners can bring together, and a range of products to meet market needs. The partnership approach will be based on flexibility, however there we will not compromise on design, or on making housing a part of mixed and sustainable communities.

Some areas in the borough are characterised by severe deprivation and low quality housing stock. Where there are opportunities for wholesale development and improvement we will explore these through masterplanning tools.

Priority actions are:

- Maximise the supply of new housing and new affordable housing. We will meet the delivery targets set out in the Local Area Agreement, including delivery of our major regeneration projects at Haringey Heartlands and Tottenham Hale
- Develop and promote a range of flexible intermediate housing products
- Develop policies for our Local Development Framework which support us in delivering housing that is part of mixed and sustainable communities
- Ensure that delivery of new housing is supported by the infrastructure and services needed to make it part of sustainable communities
- Work with our local and national partners to broker support and flexibilities which sustain new development
- Review our preferred partner arrangements with social housing developers to make sure we are maximising our opportunities
- Explore the potential to develop local asset based vehicles and other innovative models to bring together public sector assets, finance, and partners to regenerate areas

1.2 Connecting housing to employment and skills

There are links between worklessness and tenure in Haringey. The 2001 Census found that the employment rate among those living in social housing was only 36%, compared to a rate of 56% for the borough as a whole. The 2007 Hills Report proposed a greater role for social housing in addressing worklessness, and strengthening our work in this area will be a key component of supporting

residents to realise their housing aspirations.

Priorities are to:

- Work with Homes for Haringey and social housing providers to connect residents to opportunities for training and employment through the Haringey Guarantee
- Ensure housing advice services and homelessness services are closely linked with employment and skills support, particularly in relation to housing for young people
- Work with contractors to help residents benefit from employment opportunities arising from their work in the borough through applying the Supplementary Planning Guidance Employment Code of Practice and Employment Training Protocol

1.3 Maximise the supply from existing homes by tackling empty homes, voids and under-occupation.

There is scope to make more use of existing stock, across all tenures in meeting housing demand in the borough, tackling empty homes, identifying where 'hidden homes' can be uncovered on housing estates, reducing voids and addressing under-occupation.

Priorities are to:

- Reduce the numbers of empty homes in the borough through delivery of our Empty Homes Strategy
- Develop an Under-occupation Strategy that delivers a borough-wide approach to under-occupation in the social sector, in close partnership with support services
- Explore options to deliver 'hidden homes' on estates
- Reduce turn-around times for void properties

1.4 Work with residents and private sector landlords to look at alternatives to temporary accommodation

The number of households living in temporary accommodation in Haringey is very high and the borough faces a huge challenge in meeting government targets to reduce these numbers. Of these homeless households approximately 60% have been living in temporary accommodation for at least 4 years. BME households account for 81% of households living in temporary accommodation, and young people aged 16-24 account for just over a third of single homeless people.

In addition to our work to prevent homelessness, we need to work with those in temporary accommodation to manage their expectations, and to work with private sector landlords to develop and promote affordable housing options appropriate for and accessible to homeless households.

Key actions will be to:

- Work proactively with private landlords and residents of temporary accommodation, persuading them to accept a new arrangement involving an assured shorthold tenancy
- Establish a Housing Options Team that provides specialist, comprehensive advice on a full range of housing options

2. To ensure all housing in the borough is well managed and of high quality and sustainability

Improvements to the physical condition of housing stock in all sectors is needed to reach Decent Homes Standards and to raise the energy efficiency of housing in the borough, and high standards need to be applied for new build. Partners need to engage with one another and with residents in delivering high quality management, benchmarking, sharing best practice, and putting customer needs to the fore.

2.1 High quality new build

To ensure that new housing in the borough meets high standards of design and energy efficiency, key priorities will be:

- To ensure that new housing is developed in line with the standards laid out within the Council's UDP and Housing Supplementary Planning Document, and forthcoming Local Development Framework, with high standards of design and energy efficiency applied. Expectations will build on the latest regional and national standards, such as the Code for Sustainable Homes and those for Lifetime Homes, the CAGE building for life standards and the forthcoming London Housing Design Guide.
- Ensure all planning applications have a sustainability and energy assessment and encourage new build to be low or zero carbon
- To work with Homes for Haringey and other housing providers and home owners to ensure investments and improvements secure the best possible environmentally sustainable solutions

2.2 High quality social housing

Social housing will be brought up to Decent Homes standards. Homes for Haringey and social landlords will have clear service standards and performance targets that drive continuous improvement in terms of value for money, customer service, accessibility and quality of delivery. Tenant involvement will be at the heart of improving housing management.

Key priorities will be:

- To bring council and social housing stock up to Decent Homes standards

- To engage residents with a view to strengthening their voice, and to building choice over where they live, the services that are delivered to them and how these are delivered.
- To use the Integrated Housing Board and its supporting forums to share best practise, local intelligence, and performance information, and for constructive challenge of partner performance.

2.2 High quality private sector housing

There is work to do to improve the quality and energy efficiency of private sector stock, and this is a particular priority for vulnerable households. In Haringey a relatively high percentage of households live in private sector accommodation (at 20%, against 14% in London and 9% nationally), and we need to make effective use of available tools, and strengthen our partnership with landlords to ensure that this accommodation is of a decent standard and well-managed.

Key priorities are:

- Improve the quality and energy efficiency of private sector stock through enforcement, information and provision of grants, the latter provided and registered as a charge against the property.
- To explore the potential of discretionary licensing to raise management standards in private rented accommodation
- To strengthen our engagement with private sector landlords through regular Landlords Forums and ensure that services provided by the Council are effective in helping them to deliver our aspirations.

2.3 High quality temporary accommodation

A high number of households in the borough live in temporary accommodation. The council is in a strong position to ensure that this accommodation is of appropriate quality and suitability. Our priorities in ensuring that this is delivered will be to:

- Improve the condition of temporary accommodation through routine inspections and robust enforcement of contracts and standards
- In consultation with service users, provide new guidance concerning the procurement and allocation of Temporary Accommodation, and transfers within TA

3. To provide people with the support and advice they need

For residents to experience housing as a 'ladder of opportunity' they need to be able to access advice and support at appropriate times. These services need to be geared towards enabling choice and independence. Early intervention and a joined-up approach will ensure the best outcomes. The economic down-turn has

increased the importance of advice and support, which must be able to address a wide range of need and be tailored to individual circumstances.

3.1 Provision of high quality advice

We will deliver a full range of advice to help people across all tenures to maintain or improve their existing accommodation, or to inform them in considering options for a change in accommodation. Advice will be accessible, use outreach to increase awareness, and evidence strong linkage between services. Priorities are:

- Early intervention and the prevention of homelessness.
- Provision of specialist, comprehensive advice on a full range of housing options through a Housing Options Team that provides

3.2 Provide joined-up support through multi-agency working

Support services will work with vulnerable people in a joined-up and coordinated way, and promote social inclusion and independence. The Supporting People Strategy outlines the way that agencies need to respond to a wide range of groups in need of support, and high levels of need in the borough mean that this is of paramount importance. Priorities are:

- To support delivery of the Supporting People Strategy in providing housing related support to help vulnerable people live independent lives
- To develop and deliver an Older People's Housing Strategy, including implementation of conclusions from review of supported housing and extra care sheltered housing.

4. To make all homes in the borough a part of neighbourhoods of choice

Housing has a role to play in creating well-designed, attractive, clean and safe public spaces where there is a real sense of belonging and pride. Meeting this aim requires a wide range of services to work in partnership.

Key priorities are:

- For housing services to participate in area-based work to tackle key issues in local areas in a way which is responsive to local concerns
- To make use of enforcement powers to tackle environmental blight
- To improve the public realm in the borough through environmental improvement programmes on existing estates,
- To tackle the fear of crime through partnership work to improve home security
- To ensure new housing is supported by the necessary infrastructure in terms of local amenities, transport and services.

Our approach to delivering on this strategy:

- **Working in partnership**

The contribution of all partners is necessary for us to achieve our vision for Haringey. Partnership work will be co-ordinated through the Haringey Strategic Partnership and the Integrated Housing Board, with regular wider stakeholder consultation with private sector landlords, social landlords and residents informing this work.

- **Engaging with residents and communities so that we can place their needs at the heart of all we do**

This principle will be central to all of our work. Engagement will be ongoing at a range of levels, with landlords and services involving tenants and service users in service improvement, feedback from residents' groups informing our work in local areas, and shared data about what local people want acting as a driver for partnership working.

- **Leading and brokering relationships with government and national agencies (such as HCA and TSA) to get the best deal for Haringey's citizens now and in the future.**

The newly established Homes and Communities Agency brings together previous fragmented bodies and programmes driving and supporting housing and regeneration, to provide a mechanism for a 'single conversation' between national and regional agencies and local authorities and other partners on the housing and regeneration needs of area. Through a strategic approach based on partnership and a holistic understanding of the needs of communities in Haringey, we will maximise the opportunities this opens up for us to regenerate Haringey.

Delivering and monitoring the strategy

This strategy will be adopted by the Haringey Strategy Partnership (HSP), which brings together local public agencies, community groups and businesses. Its delivery will be overseen by the Integrated Housing Board, a thematic partnership board which supports the HSP with regards to housing issues.

This is an over-arching strategy, and below it sit a number of supporting strategies and areas of work each with their own implementation and monitoring arrangements. The implementation plan identifies where responsibility lies for delivery of this strategy, without seeking to duplicate these arrangements.

A small number of key indicators have been identified which will be monitored quarterly by the Integrated Housing Board. These indicators provide a high level picture of how we are delivering on our vision. They are underpinned by lower level indicators of success and progress which can be interrogated where issues in delivery arise.

Headline indicators	
NI 155	Number of affordable homes delivered (gross)
NI 154	Net additional homes provided
NI 156	Number of households living in Temporary Accommodation
NI 187	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating
NI 158	% Non-decent council homes
NI 160	Local Authority tenants' satisfaction with landlord services
NI 186	Per capita CO2 emissions in the LA area

How this strategy will be developed

A seven week period of consultation will take place between 26 January and 15 March, through which we will seek feedback from organizations and residents on this draft. These contributions will be incorporated within a final strategy, which we aim to formally adopt in spring 2009.



Meeting: Integrated Housing Board

Date: 10 December 2008

Report Title: Growing Food on Estates

Report of: Assistant Director for Strategic and Community Housing Services

Introduction

In recent years, prompted by rising food prices and the drive to reduce food miles, there has been increased interest in the idea of turning urban green space into community gardens and allotments.

The Abundance Project, operating from the Guinness Trust allotments in Brixton, provides a good illustration of what can be achieved by local residents cultivating public space on housing estates.

Details of the Abundance Project are attached as Appendix A.

Recommendations

It is **recommended** that the Integrated Housing Board:

- (a) Considers the benefits of cultivating urban green space, particularly on housing estates, as community gardens; and
- (b) Determines what action, if any, should be taken to encourage food growing on estates through the development of a network of community gardens in Haringey.

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The seeds of sustainable change

The Abundance project is rooted in the potential of cities to produce food. A community in Brixton, south London, has created a flourishing demonstration plot and is working through the issues involved to sustain it

Project

Activating Blighted Urban Niches for Daring Agricultural Networks of Creativity and Endeavour (ABUNDANCE)

Project coordinator

Robert Biel, UCL

Project partners

Transition Towns Brixton, Guinness Trust

Residents Association, volunteers

Website

<http://transitiontowns.org/Brixton/ABUNDANCE>

Contact details

r.biel@ucl.ac.uk

The Abundance project aims to create a 'low input, high output' community garden, and to demonstrate just how productive urban agriculture can be.

'Surveys suggest that a very significant amount, as high as 60 per cent, of food needs could be met within cities if all available space were to be cultivated, including rooftops, balconies, allotments and urban green space,' says project coordinator Robert Biel.

The team and local residents are already enjoying the first crops of fruit and vegetables they've grown in their new demonstration plot at the Guinness Trust allotments in Brixton, south London.

A key driver for Abundance is the emerging global food crisis and the drive to reduce food

miles, with food and fuel prices soaring and global urban populations outstripping rural one for the first time. The project brings in extensive experience from countries that have been forced by circumstance to cultivate all available land, for example Cuba and Argentina.

In Argentina, for example, community gardens were created to mitigate the effects of the 2001 economic collapse. As the economy recovered, the popular concept was reworked into government-run urban agriculture programmes providing unemployed workers with food and an income. It would seem that adversity breeds sustainability, as the Brixton plot, along with many of London's parks and gardens, was last cultivated during the food shortages of wartime Britain.

'I'm often here and the kids come up to me and ask "Who is going to eat all this stuff?" "Can I have my own patch?" Can I grow what I like?". At the moment, we don't know all the answers' Louise, estate resident





'We will get a significant yield from the Brixton plot. We're employing a no-dig method, meaning that you don't turn over the soil. The input in labour is very low. We pile compost on top and the worms will do the job. This is a crucial element of the model that we're developing'

Robert Biel, Director of MSc Development Administration and Planning, UCL

Policy and planning

Yet before we grab our spades, says Biel, another key aspect of the project is the need to explore the policy and planning arrangements that lie behind land cultivation. The UK policy context is complex: do residents have the right to cultivate land on social housing estates? How can we create common property management criteria to manage the space and distribute food? 'These issues have been investigated in some detail in the Latin American context, but they're completely new here,' says Biel.

A community resource

The residents are well aware of the issues that need to be thrashed out. Estate resident Louise is one of the community's keenest gardeners. 'I'm often here and the kids come up to me and ask "Who is going to eat all this stuff?" "Can I have my own patch?" "Can I grow what I like?". At the moment, we don't know all the answers. If we did, I'm sure that more people would get involved.' Louise notes, however, that the cultivated garden has never been mistreated. 'There's no monitoring, but I've never seen anyone even walk on ground that's been worked on,' she says.

The team also aims to map cultivable green

space across Brixton and to prepare a 'space surveying' manual. Plots will be mapped spatially and institutionally, with information about land ownership and land use collated along with location. 'Our experiences will feed into the urban planning situation, and we feel that policy guidance on urban agriculture will shift rapidly,' says Biel. It would seem that he's right: during June, even the royal parks in London began to put aside land for cultivation.

The team is also teaching cultivation techniques, with project partner Transition Towns offering courses on permaculture and plot design using the Brixton site as an exemplar. Low input agriculture can be highly productive. 'Although we value the recreational and quality-of-life aspects of the project, we focus on productivity,' says Biel. 'This is something that has never really been addressed by urban agriculturists in this country.'

The team aims to establish a sustainable institutional structure to manage this land, and other plots, once the project ends. ✦

A weekend event in late autumn 2008 at the Brixton site will bring together potential 'growing communities' from across London to share knowledge and good practice. Check the UrbanBuzz website for details

Key points to date

Experience from Abundance to feed into the MSc in Environmental and Sustainable Development at UCL's Development and Planning Unit from September 2008

An e-learning module is being planned in collaboration with Ryerson University, Toronto, which will be part of an international on-line teaching programme

Growing area designed and planted with a healthy crop

Open days and permaculture workshops held onsite

Draft guidelines for community green mapping drafted and discussed at Lewisham council level

Commitment from local area representatives to continue growing practice on the test site

Identification of cultivable land within the London boroughs

Activity and demonstration on site is the most effective means of engagement