

NOTICE OF MEETING

INTEGRATED HOUSING BOARD

MONDAY, 11TH OCTOBER, 2010, AT 18.30HRS – CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Please see membership list below.

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. URGENT BUSINESS

To consider any items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be considered under Item 14 below).

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 made with respect to those items.

4. MINUTES (PAGES 1 - 10)

To confirm the minutes of the meeting held on 14 June 2010 as a correct record.

DEVELOPING GOOD PRACTICE:

5. HOMES FOR HARINGEY DOOR KNOCKING EXERCISE (PAGES 11 - 14)

6. CAMPSBOURNE HOUSING PARTNERSHIP

A presentation will be made.

PERFORMANCE:

7. QUARTER ONE PERFORMANCE REPORT 2010/11 (PAGES 15 - 20)

UPDATES AND INFORMATION:

8. THEME BOARD PRIORITIES 2011/12 RESOURCING AND SUSTAINABLE COMMUNITY STRATEGY REFRESH (PAGES 21 - 22)

A briefing note with respect to the process is attached.

9. HOUSING ALLOCATION POLICY: UPDATE

A verbal report will be given.

10. BOROUGH INVESTMENT PLAN: UPDATE

A verbal update will be given.

11. DRAFT OLDER PEOPLE'S HOUSING STRATEGY 2010-2015 (PAGES 23 - 26)

12. ALLOCATIONS, LETTINGS AND HOMELESSNESS: AUDIT COMMISSION RE-INSPECTION FINAL REPORT (PAGES 27 - 34)

13. ITEMS FOR FUTURE MEETINGS

It is proposed that the following item should be included within the agenda for the next meeting:

- Makeda Weaver Project: Shian Housing Association

Members of the Board are invited to suggest other agenda items for future meetings.

14. NEW ITEMS OF URGENT BUSINESS

To discuss any new items of Urgent Business admitted under Item 2 above.

15. ANY OTHER BUSINESS

To raise any items of AOB.

16. DATES OF FUTURE MEETINGS

To note the dates of future meetings for the remainder of 2010/11 set out below:

- 31 January 2011, 6.30pm, Civic Centre, Wood Green, N22 8LE
- 5 April 2011, 6.30pm, Civic Centre, Wood Green, N22 8LE

Ken Pryor
Local Democracy and Member Services
Level 7
River Park House
225 High Road
Wood Green
London N22 8HQ

Xanthe Barker
Principal Committee Officer
Tel: 020 8489 2957
Email: xanthe.barker@haringey.gov.uk

Published: 30 September 2010

SECTOR GROUP	AGENCY	NO. OF REPS	NAME OF REPRESENTATIVE
Local Authority	Haringey Council	6	Councillor John Bevan (Chair) Niall Bolger Phil Harris Lisa Redfern Margaret Allen Jean Croot
	Haringey Teaching Primary Care Trust	1	Susan Otiti
Health	Mental Health Trust	1	Lee Bojtor
	Community Link Forum	3	Dana Abbas Louis Lewis Gloria Saffrey
Voluntary and Community Sector	HAVCO	1	TBC
	Family Mosaic	1	Yvonne Arrowsmith
Other agencies	Metropolitan Housing Trust	1	Neil Mawson
	Circle Anglia	1	Madeleine Foster
	Innesfree	1	Clare Winstanley
	Sanctuary Housing	1	Stephanie Killer
	Homes for Haringey	1	Paul Bridge
Total		18	

**MINUTES OF THE INTEGRATED HOUSING BOARD (HSP)
MONDAY, 14 JUNE 2010**

Present: Councillor John Bevan (Chair), Danna Abbas, Margaret Allen, Jean Croot, Jason Houston, Louis Antill Lewis, Leigh Saunders, Clare Winstanley, Paul Dennehy.

In Attendance: Councillor Karen Alexander, Xanthe Barker, Martin Bradford, Phil Harris, Paul Dowling, Nick Powell.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP161.	APOLOGIES Apologies for absence were received from the following: Yvonne Arrowsmith - Jason Houston substituted Paul Bridge - Paul Dennehy substituted Lee Bojtor - Leigh Saunders substituted Niall Bolger - Phil Harris represented Neil Mawson Susan Oti	
HSP162.	URGENT BUSINESS No items of Urgent Business were admitted.	
HSP163.	DECLARATIONS OF INTEREST No declarations of interest were made.	
HSP164.	MINUTES RESOLVED: That the minutes of the meeting held on 23 February 2010 be confirmed as a correct record.	Xanthe Barker
HSP165.	APPOINTMENT OF CHAIR FOR 2010/11 RESOLVED: That Councillor John Bevan be appointed as Chair of the Integrated Housing Board for 2010/11.	Xanthe Barker
HSP166.	APPOINTMENT OF VICE-CHAIR FOR 2010/11 RESOLVED: That this item should be deferred to the next meeting.	Xanthe Barker

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HSP167.	<p>APPOINTMENT OF REPRESENTATIVE TO THE HSP STANDING LEADERSHIP CONFERENCE FOR 2010/11 RESOLVED:</p> <p>That Councillor John Bevan be appointed as the Board's representative on the Haringey Strategic Partnership Standing Leadership Conference for 2010/11.</p>	Xanthe Barker
HSP168.	<p>CONFIRMATION OF MEMBERSHIP AND TERMS OF REFERENCE FOR 2010/11 The Board received a report that sought confirmation of Membership and Terms of Reference for 2010/11.</p> <p><u>Terms of Reference</u></p> <p>During discussion the following points were raised with respect to the Term of Reference:</p> <ul style="list-style-type: none"> • The Anti Social Behaviour Strategy and Community Safety Strategy were separate documents and should be referred to as such • The Rough Sleepers and Older Persons Strategies should be listed as sub strategies of the Homelessness Strategy <p>There was agreement that they should be amended to reflect the points above.</p> <p><u>Membership</u></p> <p>The membership of the Board, as set out in the report, was confirmed. It was noted that at present one of the three Community Link Forum (CLF) places was unfilled at present; the CLF intended to identify and co-opt another representative to fill this position.</p> <p>It was agreed that Circle Anglia should be contacted to confirm whether Madeleine Foster was still their nominated representative and that Stephanie Killer of Sanctuary Housing should be co-opted as a member of the Board.</p> <p>RESOLVED:</p> <p>That, subject to the points raise above being address, the Membership and Terms of Reference be confirmed for 2010/11.</p>	<p>Nick Powell / Paul Dowling</p> <p>Nick Powell / Paul Dowling</p> <p>Nick Powell / Paul Dowling</p>
HSP169.	<p>LETTINGS POLICY</p> <p>The Board received a verbal update on the Council's new Housing Allocations Policy and a report was tabled, which would be considered by the Council's Cabinet on 13 July.</p> <p>Subject to Cabinet's approval a three month consultation period would run until 1 October 2010 with a view to formally adopting the strategy in</p>	

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January/February 2011.

The Board was advised that there were approximately twenty thousand households on the register at present and it was likely that around 85% of these would never be re-housed.

The present Allocations Policy operated on a points based system with forty-eight different categories, which was complicated and difficult for people to understand. In addition, under the current policy, the highest priority cases were often not properly prioritised. The new policy would be fairer and more transparent with the flexibility to allow the Council to assist people find cross tenure solutions rather than relying solely on Local Authority housing.

In terms of the methodology used to assess cases the new policy would use a banding system consisting of five bandings rated A to E.

Cases eligible for Band A would be prioritised according to the length of time they had been on the waiting list. In order to be categorised under Band A a Director or Assistant Director would need to sign them off. There would be certain circumstances in which a case could be moved up into Band A for example if people living under occupied properties and they were prepared to move into smaller accommodation in order to create capacity in the system. Similarly, this approach would be taken with respect to Supported Housing in order to help the Council make best use of the specially adapted properties available.

Band B would include those in serious medical need or people classified as living in overcrowded accommodation. Again cases in this banding would be prioritised according to the length of time they had been on the waiting list.

To put this in context the Board was advised that approximately five thousand households would be placed in Band A and B. The remainder of the cases on the waiting list would be categorised into Bands C, D and E.

One of the key drivers behind establishing a new policy was to make it clearer that there was a limited level of social housing available and how this would be allocated. Housing Services staff would work with people, where appropriate, to help them find other forms of housing and it was anticipated that this approach would free up housing in the sector that could be more appropriately used.

It was noted that Councillors had been supportive of the new bandings approach as it made the system simpler and easier to explain to residents.

In response to a query the Board was advised that it was anticipated that households placed in Band A would be re housed in six to twelve months. It was hoped that this would drop as the new policy and approach became embedded.

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	<p>The Board was advised that a localised approach could be adopted in order deliver Choice Based Lettings (CBL) where this was considered appropriate.</p> <p>It was requested that the report to Cabinet was circulated by email to the Board.</p> <p>RESOLVED:</p> <p>That the verbal update be noted.</p>	<p>Phil Harris /Xanthe Barker</p>
<p>HSP170.</p>	<p>PERFORMANCE REPORT - 2009/10</p> <p>The Board received a report that set out end of performance against Local Area Agreement (LAA) targets within its responsibility.</p> <p>It was noted that NI 154, which related to the net number of additional new homes provided during the year, was showing as Red at present. At present the total number of new additional new homes delivered during 2009/10 would not be formally measured until the early August; however, it was anticipated that the target for 2009/10 would be met by then.</p> <p>Performance against NI 155, which related to the number of affordable homes delivered during 2009/10, had been affected by the economic downturn and the impact upon the building industry; given this it was unlikely that this target would be met.</p> <p>The Board was advised that NI 187 (i), which related to the percentage of people receiving income based Benefits living in homes with low energy efficiency, was incorrectly listed as being Green and that this target had been missed by 0.89% at the end of 2009/10.</p> <p>The remainder of the LAA targets within the Board's responsibility had been met.</p> <p>The Board discussed communications between the Local Authority and Housing Associations with respect to nominations and lettings and it was noted that the Housing Associations Lettings Forum had played a key role in resolving issues that had previously caused delays in information being relayed. It was agreed that Family Mosaic and the Strategic Housing Service should discuss specific cases in more detail outside the meeting and that Family Mosaic would ensure that a representative was present at future meetings of the Housing Associations Lettings Forum.</p> <p>There was discussion around how information with respect to lettings was recorded and it was noted that the housing sector's regulator the Tenant Services Authority (TSA), operated on a national level and recorded a range of information regarding lettings. Housing Associations</p>	<p>Nick Powell / Family Mosaic</p> <p>Family Mosaic</p>

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	<p>were required to submit certain 'Core' data sets to the TSA on a continuous basis in order to provide central Government and Local Authorities with information to monitor performance and inform policy.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>
<p>HSP171.</p>	<p>MOVE ON STRATEGY AND ROUGH SLEEPERS STRATEGIES</p> <p>The Board considered a report that presented and sought approval of the Move-On Strategy 2010-15 and the Rough Sleepers Strategy 2010-15. It was noted that both strategies sat beneath the over arching Homelessness Strategy.</p> <p><u>Move-On Strategy 2010-15</u></p> <p>The Board was advised the strategy contained five key objectives:</p> <ul style="list-style-type: none"> • Increasing move-one through the development of effective partnerships • Developing accommodation and support pathways • Provision of targeted advice and accommodation options for clients in short-term supported housing • Developing a range of new initiatives to increase access to housing solutions • Sustaining move-on by encouraging independence <p><u>Rough Sleepers Strategy 2010-15</u></p> <p>The Board was advised that the strategy contained six key objectives:</p> <ul style="list-style-type: none"> • Partnership development • Early Intervention • Prevention and emergency accommodation services • Contact and assessment through outreach • Accommodation and support pathways • Specialist interventions and pathways to independence <p>In response to a query as to how the number of rough sleepers in the Borough was recorded and what the approximate number was, the Board was advised that it was estimated that there were approximately twenty rough sleepers in the Borough at any given time. The official</p>

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count, which was undertaken by the Council annually, recorded a lower number; however, the figures recorded by the outreach team, which worked with homeless people on a day to day basis, showed that the figure of twenty was likely to be more accurate.

It was noted that as part of the strategy a 'Task and Targeting' group would be established to case manage rough sleepers. This would provide a higher level of targeted support on a one to one basis to assist individuals address the issues that were causing them to be homeless.

The Board was advised the Council's Corporate Strategy and Supporting People teams had reviewed the Action Plan attached to the Move-On Strategy and as a result of their recommendations specific teams had been allocated responsibility for delivering the actions it contained.

In conclusion the Board was advised that both strategies were also subject to approval by the Council's Cabinet on 13 July 2010.

The Board discussed the strategies and concern was raised that moving people with complex backgrounds out of Temporary Accommodation (TA) too quickly may damage the stability of their environment. This would need to be taken into account and reflected within the strategy.

Concern was raised that Housing Associations were often not given the necessary information by the Local Authority to inform the way in which people with complex backgrounds were handled. This lack of information meant that there were often problems attached to moving people from long term TA into permanent accommodation.

The Board was advised that the Council recognised the importance of sharing information with Housing Associations. In consultation with the Housing Associations, via the Housing Associations Letting Forum, procedures around moving people on had been revised in order to assist Housing Associations make their assessments and a new protocol had been formed. There was agreement that the details of any specific cases where partners felt that information had not been shared properly should be raised with the Council's Strategic Housing team and discussed outside the meeting.

In response to a query the Board was advised that elements of the action plan where it was stated that 'resources were to be identified' largely related to the cost attached to staff time rather than requiring additional funding.

It was noted that moving people on generally involved a number of organisations and Council services and that Adult Social Services played a key role in managing these effectively. The Board was reminded that it had previously approved an Information Sharing Protocol, which

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	<p>partners had agreed to take back and use within their respective organisations.</p> <p>RESOLVED:</p> <p>That, subject to the amendment of typographical errors on pages 44 and 68, the Move-On Strategy 2010-15 and the Rough Sleepers Strategy 2010-15 should be approved.</p>
HSP172.	<p>BOROUGH INVESTMENT PLAN - CONSULTATION</p> <p>The Board received a verbal update with respect to consultation on the new Borough Investment Plan (BIP).</p> <p>It was noted that the Investment Plan was a product of the Single Conversation process with the Homes and Communities Agency (HCA) and outlined the future priorities for the Housing Service. The BIP would focus on addressing the disparity seen across the Borough in terms of wealth and opportunities and there would be six themed priority areas:</p> <ul style="list-style-type: none"> • East/West polarisation • Maximising supply of new housing • Estate renewal and regeneration (including Decent Homes) • Specialist housing provision • Economic development and regeneration • Sustainability <p>There were also three spatial priorities:</p> <ul style="list-style-type: none"> • Haringey Heartlands/Wood Green • Tottenham Hale • Wider Tottenham (including the A10/A1010 Corridor) <p>In terms of the governance arrangements around the BIP a group called Transforming Haringey would oversee the delivery of the BIP and this would ensure that the Mayor's Strategy and national policy issues were also reflected.</p> <p>There would be a consultation event on 26 June and partners were asked to advise their colleagues that this was taking place.</p> <p>The Chair noted that the Cabinet was keen to address the disparity between the east and west of the Borough, particularly in terms of the</p>

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	<p>opportunities available to children and young people. It was hoped that a project could be established with Tottenham Hotspur Football Club to give young people work experience on match days along with foyer accommodation included in the development plans for the new stadium site.</p> <p>RESOLVED:</p> <p>That the verbal update provided be noted.</p>	
HSP173.	<p>OVERVIEW & SCRUTINY LIAISON WITH INTEGRATED HOUSING BOARD</p> <p>The Board received a report that provided an update with respect to the Overview and Scrutiny Work Programme for 2010/11.</p> <p>It was noted that one of the key functions of the Overview and Scrutiny Committee was to review Council performance and this included performance against LAA targets. In order to assist the Council and its partners achieve LAA targets Councillors sitting on the Overview and Scrutiny Committee had been aligned to the HSP Thematic Boards and it was anticipated that this would foster a close working relationship between Overview and Scrutiny and the Thematic Boards.</p> <p>The Work Programme for 2010/11 was still to be confirmed; however two topics had been short listed:</p> <ul style="list-style-type: none"> • Housing Association Working in Haringey: Performance of Estate Management and Cleanliness • Routes of Exit and Flow of Residents from Temporary Housing <p>The final programme would be agreed by the Overview and Scrutiny Committee on 5 July 2010.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	
HSP174.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no new items of Urgent Business.</p>	
HSP175.	<p>ANY OTHER BUSINESS</p> <p>There were items of AOB.</p>	
HSP176.	<p>DATES OF FUTURE MEETINGS</p> <p>The dates of future meetings, set out below, were noted:</p> <p>11 October 2010, 6.30pm, Civic Centre</p>	

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	31 January 2010, 6.30pm, Civic Centre 5 April 2010, 6.30pm, Civic Centre	All to note
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The meeting closed at 8pm.

COUNCILLOR JOHN BEVAN

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Chair

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Meeting: Integrated Housing Board

Date: 11 October 2010

Report Title: Homes for Haringey Door Knocking Exercise

Report of: Homes for Haringey

1. Purpose

1.1 To inform the IHB of the outcomes of the 2008/9 door knocking project undertaken by Homes for Haringey.

2. Summary

2.1 As part of the National Customer Service Week (October 2008), Homes for Haringey launched an initiative to knock on the door of every council tenant and leaseholder to gather their feedback on our performance and ask for their preferences on a number of matters. The number of properties visited as part of the Door Knocking Campaign totalled **20,516** – these include only occupied properties and exclude long or short term leased properties.

3. Legal/Financial Implications

3.1 None identified

4. Recommendations

4.1 That the IHB receive and note the outcomes from the door knocking project

For more information contact:

Name: Arshi Zaman
 Title: Manager, Projects Team
 Tel: 020 8489 3392
 Email address: arshi.zaman@homesforharingey.org

5. Background

5.1 The Door Knocking project ran during the period October 2008 to July 09. Analysis has been carried out on all aspects of the campaign.

5.2 A total of **4690** *usable* surveys were completed – 2904 were completed face-to-face and 1937 were received by post.

5.3 The aim of the project was for staff to actively engage with tenants and leaseholders to increase awareness and encourage involvement so that services can be delivered right on the first attempt. Over 80% of Homes for Haringey staff took part in the door knocking exercise.

6. General Key Themes

6.1 Service is inconsistently good across borough

6.2 Service demand varies by area – in the east of the borough residents are more concerned about security than the west.

6.3 Homes for Haringey have improved the repairs service but there is still room for improvement.

6.4 The repairs service is a key driver for resident satisfaction.

6.5 Communal repairs are a key concern for residents.

6.6 There is enthusiasm among residents to get involved in the work of Homes for Haringey through a variety of ways.

7. Outcomes

7.1 A total of **1200** residents said that they would like to be involved in shaping future services that Homes for Haringey provide.

7.2 The exercise has increased resident participation.

7.3 Residents told said that the **top three areas** of concern are with **internal repairs, external/communal repairs and security**.

7.4 As a result, below are some of the identified key actions of the project:

	Action	progress
1	Customer Journey Maps	To date Homes for Haringey have completed mapping for ASB, Income Collection and Estate Services with action being implemented. Actions are currently being decided on Decent Homes and Communal Repairs and the consultation is nearing completion for Gas Safety. Homes for Haringey is one of six finalists in the Championing Customer Service and Choice category for its work in journey mapping and the inherent resident interaction and involvement in the organisation.
2	Communal repairs project	The communal repairs implementation plan includes improving feedback to residents and staff e.g. improved communications with residents about scaffolding.
3	Fixed penalty notices	Feedback from the Door Knocking stated that rubbish dumping

	– ESMS trained to give fixed penalty notices	and nuisance such as noise and dangerous dogs were major concerns for residents. In response Homes for Haringey worked closely with Haringey Council's enforcement service to deal with these issues. Estate Services staff have now been trained to issue fixed penalty notices for dumping and litter.
4	Estate action days	<p>Estate actions days have been introduced in response to concerns raised by residents about perceived delays between the estate inspection and action to address the issues raised. As well as having the regular estate walkabout, teams of other staff, i.e. estate services, repairs, will attend to address particular issues there and then including tree / shrub pruning; repairs to communal areas and deep cleaning where appropriate.</p> <p>Homes for Haringey have used these events to further engage with residents and to deal with a variety of issues which they bring to our attention.</p> <p>Homes for Haringey successfully held the first estate action day at Saltram Close and The Sandlings on 17th March 2010, feedback was very positive.</p> <p>Further estate action days were held between March and July at 12 different sites throughout the borough.</p>
5	Identify top 10 dumping "hot spots"	Homes for Haringey have worked with residents to produce and start implementing an action plan, via Area-based Working Groups, local community & resident groups etc, to combat repeated rubbish dumping. To date surveillance has been set up in the worst spots and offenders prosecuted.

7.5 In edition to the many tangible outcomes the Door Knocking project achieved, a qualitative aspect to the work was the enhancement of the culture change programme taking place in Homes for Haringey. Over 80% of staff went out into the borough and engaged with residents and in doing so the organisation achieved a positive sense of being and cohesion.

7.6 For a full report including feedback analysis and segmentation according to estate and resident group please email Arshi.zaman@homesforharingey.org

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Meeting: Integrated Housing Board

Date: 11 October 2010

Report Title: Quarter One Performance Report 2010/11

Report of: Strategic & Community Housing Services

1. Purpose

1.1 To advise the IHB of 2010/11 Quarter 1 (Q1) performance against indicators.

For more information contact:

Name: Paul Dowling
 Title: Principal Housing Strategy Officer
 Tel: 020 8489 4301
 Email address: paul.dowling@haringey.gov.uk

2. Performance Information

NI 154 Net additional homes provided

2009/10 target – 549 (the annual target for 2009/10 was revised from 1,602 following agreement with GoL in January 2010)

2009/10 performance – 628

2010/11 target – Revised target of 1,040 agreed as part of the year 2 LAA refresh

Indicator Status – Not measured quarterly

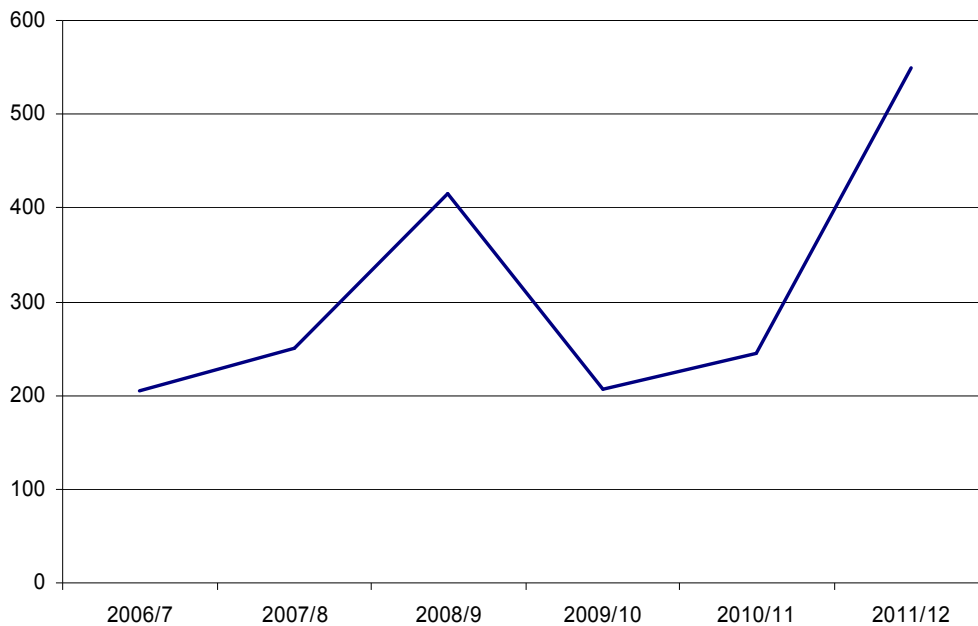
NI 155 Number of affordable homes delivered (gross)

Q1 performance – 107

Annual target – 340

Current projected 2010/11 figure – 244

*Indicator Status – **RED***



NI 156 Number of households living in temporary accommodation

2010/11 Q1 – **3,454**

2010/11 target – 2,603

Indicator Status – **AMBER**

Following the introduction of the subsidy cap in April 2010, the council has been working with suppliers to reduce rents paid, this has had an adverse impact on the supply coming in and as a consequence the rate of TA reduction has slowed

NI 158 % non-decent council homes

Quarter 1 performance – **26.64%**

Target 2010/11 – **21%**

Indicator Status – **GREEN**

NI 187 % of people receiving income based benefits living in homes with (i) low energy efficiency

Previous year 2009/10 performance – **13.42%**

Target 2010/11 – **11.53%**

Indicator Status – Not measured quarterly

(ii) high energy efficiency

Previous year 2009/10 performance – **16.23%**

Target 2010/11 – **15%**

Indicator Status – Not measured quarterly

This Indicator relates to the SAP ratings of homes occupied by vulnerable households. Performance is assessed on the basis of a postal survey form sent to households randomly selected from a list supplied by the

Benefits and Local Taxation Service. The returned survey forms are analysed and returns submitted to DEFRA by the end of April each year.

8. Appendices

8.1 Homelessness households in temporary accommodation as at Q1.

8.2 Q2 Performance information not available at time of print but will be circulated at meeting.

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Briefing Note: Setting and Resourcing Haringey's Priorities 2011/12 Guidance for Thematic Boards

Introduction

The Haringey Strategic Partnership (HSP) has agreed that the thematic partnerships should **confirm their priorities for 2011/12 and undertake scenario planning based on reduced Area Based Grant (ABG) funding and / or mainstream reductions across partner agencies**. This work needs to begin now to best inform commissioning options immediately following the Comprehensive Spending Review (CSR) on 20 October 2010.

The key strategies that will guide the priority setting and commissioning are:

- **Better Places** - [Greenest Borough Strategy](#)
- **Children and young people** - [Children and Young People's Plan](#)
- **Enterprise** - [Regeneration Strategy](#)
- **Housing** - [Housing Strategy](#)
- **Safer Communities** - [Safer for All strategy](#)
- **Well-being** - [Well-being Strategic Framework](#)

The HSP Business Group, working to the HSP Executive, is leading on this process and will consider cross-cutting issues for the partnership as a whole.

A "light-touch" refresh of the [Sustainable Community Strategy](#) (SCS) will be undertaken from January 2011, informed by the 2011/12 priority setting and incorporating national and local policy developments.

The process

The process will be undertaken in three phases starting from August 2010.

Timetable

Phase	Action	Deadline	Partnership body
Phase 1	Each theme board to: <ul style="list-style-type: none"> ➤ Confirm priorities for 2011/12 ➤ Undertake scenario planning for a reduction in ABG funding based on 25%, 50% and 100%. 	Mid Aug-end of Sept 2010	Theme Board / Executive
Phase 2	<ul style="list-style-type: none"> ➤ Review options and commissioning intentions following announcement of the Comprehensive Spending Review ➤ Preparation for de-commissioning programmes and projects 	Oct-Nov 2010 Dec 2010	Theme Board / Executive
Phase 3	<ul style="list-style-type: none"> ➤ Review longer-term SCS priorities and commissioning options over the 3-year period 2012-15 ➤ Refresh of the SCS and development of delivery plan 	Jan-March 2011	Theme Board / HSP Executive

Phase 1: August - September 2010

A template (**attached**) has been developed to ensure that there is a consistent approach to reviewing and agreeing evidence-based priorities and undertaking scenario planning across each of the theme boards. This information will also feed into Impact Assessments (e.g. COMPACT, Equalities etc.) that will need to be undertaken as part of this process.

What each theme board needs to do

1. Identify who will lead on this process for each board – this will most likely be the **HSP Theme Board Co-ordinator or relevant Policy Lead**.
2. Completion of the attached template by Council theme board leads identifying **up to three** priorities and any relevant activities for delivering these at this stage. Provisional ABG funding should be allocated to activity based on varying reduced levels of funding and the impact to service provision must be considered. This should be returned by 3 September 2010 to Louisa.aubeeluck@haringey.gov.uk
3. Working group meetings to take place to confirm theme priorities; review scenario options and impact; and consider how best to utilise potential pooled resources to deliver the partnership priorities.
4. HSP Theme Board Co-ordinators to liaise with theme board chairs and their Cabinet Member.
5. Briefing and feedback with voluntary and community sector via Community Link Forum and representatives.

Phase 2: October – December 2010

6. HSP Theme Board Co-ordinator to report through relevant theme board structures on process, priorities, options and impact.
7. Review implications of CSR post 20 October 2010 and advise Cabinet Advisory Board (CAB) on scenario options and theme board allocations for 2011/12 and indicative allocations for 2012/13-2014/15.
8. Follow up meetings with voluntary and community sector via Community Link Forum.
9. CAB and CABINET to confirm theme board allocations (November/December).
10. Theme Board Lead Officers to confirm / revise ABG programme for 2011/12 based on theme board allocation.
11. Finalise Impact Assessment.
12. Theme boards to start decommissioning and inform providers.

If you have any questions about **Phase 1 or 2 - Theme Board priority setting and the HSP (de)commissioning process**, please contact Louisa Aubeeluck on 020 8489 4533, email <mailto:louisa.aubeeluck@haringey.gov.uk>.

Phase 3: January – March 2011

- Longer term priorities and activities to deliver them to be revisited from January 2011.
- Thematic boards will be asked to identify longer term priorities based on 2011/12 priority setting and evidence to form the basis for a refreshed SCS.
- Once agreed the longer term priorities should be used as the basis for the next review of the key strategy for the thematic board.

Guidance on Phase 3 will be distributed following the completion of the earlier phases. In the meantime, if you have any questions about the SCS Refresh, please contact either Becky Cribb on 020 8489 2981 or Liz Marnham on 020 8489 2514.

Appendix: Template for setting and resourcing Haringey's priorities for 2011/12



Meeting: Integrated Housing Board

Date: 11 October 2010

Report Title: Draft Older People's Housing Strategy 2010-2015

Report of: Strategic and Community Housing Services

1.Purpose

1.1 The purpose of this report is for the IHB to note the progress of the Older People's Housing Strategy 2010-2020. (At the time of writing this report the draft strategy was not completed but will be emailed before the 11th October and also hard copies will be brought to the meeting)

2.Summary

2.1 The Older People's Housing Strategy is a sub-strategy of Haringey's overarching Housing Strategy 2009-2019.

2.2 This strategy has been developed through a multi-partnership approach involving statutory and third sector organisations as well as older people through the Forum for Older People.

2.3 Through the priorities identified, this strategy will deliver Haringey's vision for housing for older people.

3.Legal/Financial Implications

3.1 None identified at this stage

4.Recommendations

4.2 That the Older People's Housing Strategy is noted and IHB participate in the consultation of the document.

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5. Background

- 5.1 Haringey's Housing Strategy is an overarching document that sets the vision and direction for housing in the borough for the next ten years. It is supported by a suite of specific strategies that address particular areas such as Affordable Warmth, Rough Sleepers. All of these strategies have been developed using a multi-partnership approach which has been proven to 'buy in' partners to delivering the action plan.
- 5.2 The Older People's Housing Strategy aims to address the needs of current older people and the next generation.
- 5.3 Older people's housing is changing and the traditional models of sheltered accommodation and then moving into residential or nursing care is now being superseded by other types of housing with support and care. Whilst the traditional model still has a role the expectations and aspirations of older people is changing.
- 5.4 The Government's agenda of choice and personalisation is also influencing the support and care people choose to purchase.
- 5.5 The increase in home ownership is a factor in the choices people make. Many do not want to sell and move into traditional rented sheltered schemes and residential care but want to remain in their own homes.
- 5.6 There are also an increasing number of older people who are living much longer and in particular the number of people aged 85+ is rising and this group are likely to require support and care as they become frailer.
- 5.7 The challenge for Haringey is to meet this challenge and develop housing options such as extra care housing that fulfil these requirements as well fitting with the health and social care agenda and the Supporting People programme.

6. Older People's Housing Strategy

- 6.1 The draft strategy has identified 3 outcomes:
1. to enable Haringey's older people to live independently for as long as possible
 2. to improve the quality of older people's housing
 3. to offer real housing choices to meet the needs of today's and tomorrow's older people
- 6.2 The key actions to deliver these will form the delivery plan.

7. Consultation

- 7.1 The strategy is now out for consultation for 3 months and will follow the Council's consultation framework as well fulfilling the Compact requirements.
- 7.2 A specific multi-partnership consultation group has been established that has developed the consultation plan and will assist in delivering this. We intend to consult through a variety of methods such as newsletters, web, focus groups, meetings and forums. We will ensure that the right method is

used as we already know that many older people are unfamiliar with IT and prefer a more face to face approach.

7.3 One Housing Group is working with us to undertake research on older people's expectations and aspirations for housing, care and support in older age. Following on from their Housing Corporation and Department of Health grant funded Aspiration Age project, this research will focus on five group of older people:

1. Homeowners
2. Social Housing tenants in general needs housing
3. Sheltered housing tenants
4. BME Elders
5. Working people aged 55+

The results of this research will inform the final strategy.

7.4 Once the consultation is completed (end December 2010) the strategy will be amended using the feedback received and then go through the political process for agreement.

8. **Conclusion**

8.1 This strategy aims to change the current provision of housing for older people to offer more choice and move away from just having the traditional type of housing.

8.2 It has been developed in conjunction with Social Care and Supporting People to ensure a 'whole system' approach that fulfils the requirements of personalisation, changing models of housing (such as extra care) and offers value for money for commissioners for current older people and the next generation.

8.3 The strategy recognises the value that partner agencies play in developing it and its delivery.

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Meeting: Integrated Housing Board

Date: 11 October 2010

Report Title: Allocations, Lettings and Homelessness: Audit Commission Re-Inspection Final Report

Report of: Strategic and Community Housing Services

1. Purpose

1.1 To inform the IHB of the outcome of the Audit Commission's re-inspection of the Council's Housing Allocations, Lettings and Homelessness services and to summarise the contents of the final inspection report.

2. Summary

2.1 The Audit Commission inspected the Council's Housing Allocations and Lettings Service in October 2007 and after some delay, published its final report in December 2008. The judgement was that the Housing and Lettings Service was a "poor" (no stars) service with "promising prospects for improvement".

2.2 In accordance with usual inspection practice, this meant a re-inspection would be conducted and, in May 2010, the Audit Commission undertook a re-inspection and extended the scope of that inspection to include Homelessness services.

2.3 The Audit Commission's draft report was issued on 21 June 2010 and, following minor changes, the final report was published on 12 August 2010.

2.4 It was the judgment of the Audit Commission that the Council is providing a "Fair" (one star) service that has "excellent prospects for Improvement".

2.5 The Audit Commission identified a number of improvements that the Housing Service has achieved since the previous inspection, along with a number of areas where strengths were adjudged to outweigh weaknesses. The Commission's summary and scoring is set out in **Appendix A** of this report.

2.6 In its report, the Audit Commission made 4 specific recommendations (see **Appendix B**) in relation to improvements that the Council should make in relation to the following areas:

- (a) Access to services and customer focus

- (b) Allocation of vacant social housing
- (c) Prevention of homelessness
- (d) Unit cost benchmarking and value for money

2.7 The Council is expected to act on the recommendations and to address the weaknesses identified in the report.

2.8 During the period leading up to the inspection, Strategic & Community Housing Services revised its approach to service improvement and developed the Housing Improvement Plan for 2010-12. This sets out the Housing Service's approach to continuous improvement and ongoing service change and development in response to the political, financial and social challenges the service is facing.

2.9 The Housing Improvement Plan was developed shortly after the preparation of the self-assessment submitted to the Audit Commission for inspection and, as a result, it anticipates to a great extent the improvements and weaknesses that the inspectors have since identified in their report. It therefore provides a ready-made framework within which the required local improvement actions are being managed and monitored.

2.10 A review is being carried out to ensure that all of the Audit Commission's recommendations and findings are reflected appropriately in the Housing Improvement Plan and its underlying action plans.

2.11 The Audit Commission has invited the Council to submit a formal response to the inspection recommendations, which will be published alongside the report on the Commission's website. There are no material issues with the inspection findings or the conduct of the inspection, and overall the inspection was balanced, professional and a positive experience for the service. The deadline for submission of the Council's response is 11 October 2010 so this will be submitted with the agreement of the Cabinet Member for Housing.

3. Legal/Financial Implications

3.1 This re-inspection was carried out by the Housing Inspectorate pursuant to its powers under the Local Government Act 1999 section 10. Under the Act the Housing Authority has a duty to ensure that its services comply with the requirements of the best value legal framework and as such the recommendations and findings should be implemented as part of the Housing Improvement Plan and its underlying action plans.

3.2 The recommended service improvements will be contained within the budgets for 2010/11 and 2011/12.

4. Recommendations

4.1 That the IHB Receive and note the Audit Commission's final report and judgements in relation to its re-inspection of the Council's Housing Allocations, Lettings and Homelessness services.

For more information contact:

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5. Consultation

5.1 Consultation took place with the Audit Commission on their findings and the draft report. The final report has been published on the Commission's web site and the Council has submitted a formal response, to be published alongside it.

5.2 A number of the improvement actions that address the inspection findings are already underway and where appropriate these include provision for service user and stakeholder consultation. This is identified in the Housing Improvement Plan or its underlying plans, including consultation on the Housing Allocations Policy.

8. Appendices

Appendix A – Audit Commission Summary and Scoring

Summary

- 1 Haringey Council provides 'fair' allocations, lettings and homelessness services, which have excellent prospects for improvement. The services were inspected in 2007 and found to be 'poor', with promising prospects for improvement. This re-inspection found that services have improved in a number of areas.
- 2 There is now a comprehensive approach to preventing homelessness and offering housing options, which has contributed to a steady reduction in the use of temporary accommodation. Targets to limit the use of bed and breakfast accommodation have been met, and the standard of temporary accommodation is generally satisfactory. However, Haringey still has a very high number of households in temporary accommodation and the speed of homelessness decision-making is slow.
- 3 Services are generally easy to access and a good range of information is available, although the speed of telephone access is not meeting targets. Frontline staff provide a good level of customer care, and appointments are made efficiently and in appropriate timescales. There is also a sound approach to dealing with complaints. However, service standards are not comprehensive and the approach to obtaining customer feedback is patchy.
- 4 There is an effective approach to assessing and meeting the needs of vulnerable adults, and a strong multi-agency approach to providing advice and support to people experiencing domestic violence. There are arrangements to make services accessible to all customers, and a range of surgeries and activities take place to reach out to different groups.


However, the approach to monitoring diversity to ensure fair and equal access across all services is not consistent or comprehensive and has produced limited outcomes.

- 5 The present lettings policy is not sufficiently transparent, registrations are not carried out promptly and the register has not been reviewed for several years, although the Council has plans to address these issues.
- 6 The Council has reduced the cost of providing temporary accommodation, while maintaining standards, but there is also a lack of comprehensive benchmarking and comparative data to enable the service to be sure it is delivering value for money.
- 7 The prospects for improvement are considered to be 'excellent' because appropriate plans and strategies are in place, with actions that will improve services for customers. There is a strong track record of improvement over recent years, including good progress against the recommendations of the 2007 inspection. Performance monitoring and reporting is generally robust and there has been strong leadership of the inspected services. There is the financial and staffing capacity to deliver further improvement and capacity is strengthened through external funding and partnership working.

Scoring the service

8 We have assessed London Borough of Haringey as providing a 'fair', one-star service that has excellent prospects for improvement. Our judgements are based on the evidence obtained during the inspection and are outlined below.

'a fair service that has excellent prospects for improvement'

		Prospects for improvement				
	Excellent	Fair	Good	Excellent		
Excellent						
Promising						
Uncertain						
Poor						
	Poor	Fair	Good	Excellent		
		★	★★	★★★		

A Good Service?

Source: Audit Commission

9 We found the service to be fair because it has a range of strengths including:

- an effective approach to preventing homelessness and using the private rented sector has significantly reduced the level of temporary accommodation used;
- the housing and support needs of vulnerable adults are being addressed;
- targets for limiting the use of bed and breakfast accommodation have been met;
- good quality information and an informative website are available for service users;
- there is effective working with housing associations and other partners in the allocation of homes and prevention of homelessness;
- the multi-agency Hearthstone service is providing effective one-stop help to people facing domestic abuse;
- there is effective procurement of temporary accommodation, which has reduced unit costs while maintaining standards; and
- there is a sound approach to dealing with complaints.

10 However, there are some areas which require improvement. These include:

- the current allocations policy is not sufficiently transparent and needs updating;
- housing registrations are not carried out promptly;
- there are lengthy average relet times for empty council homes;
- the speed of homelessness decision-making is not meeting targets;
- diversity monitoring is not comprehensive and has not been systematically used to improve service delivery;
- the service does not have a clear understanding of the value for money of the inspected services and how this compares with other organisations;
- telephone calls are not answered within target times; and
- service standards are not yet comprehensive, and there are weaknesses in monitoring and reporting of performance against the standards.

11 The service has excellent prospects for improvement because:

- there is a strong track record of improvement over recent years, including progress against the recommendations of the 2007 inspection;
- appropriate plans and strategies are in place, with actions that will improve services for customers;
- performance monitoring and reporting is generally robust;

- there has been strong leadership of the inspected services which has supported improvement; and
- there is the financial and staffing capacity to deliver further improvement and capacity is strengthened through external funding and partnership working.

12 However, there are barriers to improvement. These include:

- progress has been slow in some areas, such as a failure to review the housing register; and
- there has not been a sufficiently strong focus on learning from other organisations or from customer feedback.

Appendix B – Audit Commission recommendations

Recommendation

R1 The Council should improve access and its customer focus by:

- ensuring that service standards are comprehensive and that performance against them is regularly monitored and reported;
- ensuring that telephone answering is accurately monitored and meets target timescales;
- ensuring that support is available to people bidding for properties at all Customer Service Centres;
- ensuring that the diversity of service users is monitored and that this information is used to shape service delivery and to ensure fair and equal access to services;
- completing equality impact assessments of all key service areas; and
- ensuring that customer feedback on the inspected services is regularly collected, reviewed and acted upon.

Recommendation

R2 The Council should improve its approach to allocating vacant social rented homes by:

- reviewing the present allocation policy, in consultation with stakeholders, to ensure that it provides customers with a clear understanding of how homes are allocated;
- ensuring that new housing applications are registered promptly;
- regularly reviewing the housing register to ensure that it records current housing need; and
- ensuring that the allocation element of property relet times is minimised.

Recommendation

R3 The Council should improve its approach to preventing and addressing homelessness by:

- developing an effective private sector deposit guarantee scheme for 'non-priority' homeless people;
- ensuring that landlords of Home Finder Scheme properties are either accredited, or meet accreditation standards before being accepted onto the scheme;
- ensuring that homelessness decisions are taken as promptly as is reasonably possible;
- considering the provision of a specialist mediation service, particularly for young people leaving home; and
- ensuring that all reports of disrepair in temporary accommodation are responded to in line with the agreed procedures and timescales.

Recommendation

R4 The Council should take action to improve its approach to providing value for money by assessing the unit costs and outcomes of its services and initiatives and comparing these with other organisations, including high performers.

END