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## INTEGRATED HOUSING BOARD

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TUESDAY, 5<sup>th</sup> APRIL, 2011 at 18.30 HRS – COMMITTEE ROOMS 1 AND 2, CIVIC CENTRE, WOOD GREEN, HIGH ROAD, LONDON, N22 8LE.

**MEMBERS:** Please see membership list set out below.

### AGENDA

**1. APOLOGIES**

To receive any apologies for absence.

**2. URGENT BUSINESS**

The Chair will consider the admission of any late 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 12 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 - 8)**

To confirm the minutes of the meeting held on 31 January 2011 as a correct record.

**5. DRAFT OVERCROWDING AND UNDER OCCUPATION STRATEGY (PAGES 9 - 44)**

**PRESENTATION ITEMS:**

**6. CURRENT HOMELESSNESS ISSUES**

A presentation will be given by Rachel Orr, Campaigns Manager, Shelter London.

**7. ADULT SAFEGUARDING**

A presentation will be given by Margaret Allen, Assistant Director Safeguarding and Strategic Services.

**BUSINESS ITEMS:**

**8. HARINGEY'S HOMELESSNESS STRATEGY (PAGES 45 - 84)**

**9. SUPPORTING PEOPLE BUDGET CUTS - IMPLICATIONS FOR SERVICES (PAGES 85 - 90)**

*A report considered by the Council's Cabinet on 22 March 2011 is attached for information.*

**10. RETHINKING HARINGEY - IMPLICATIONS FOR STRATEGIC AND COMMUNITY HOUSING SERVICES**

A verbal update will be provided.

**11. HARINGEY LOCAL CARBON FRAMEWORKS PILOT - ENERGY EFFICIENCY OF HOUSING STOCK**

A verbal update will be provided.

**12. PERFORMANCE REPORT: QUARTER THREE 2010/11 (PAGES 91 - 94)**

**13. NEW ITEMS OF URGENT BUSINESS**

To consider any new items of Urgent Business raised under Item 2 above.

**14. ANY OTHER BUSINESS**

To raise any items of AOB.

**15. DATES OF FUTURE MEETINGS**

The Council's Calendar of Meetings for 2011/12 has not been formally agreed as yet. The provisional dates for the IHB are set out below:

- 21 July 2011
- 24 October 2011
- 19 December 2011
- 20 March 2012

Once the calendar has been agreed members of the Board will be advised.

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Deputy and of Local Democracy and Member  
Services  
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Published: 28 March 2011

## Integrated Housing Board Membership List

SECTOR GROUP	AGENCY	NO. OF REPS	NAME OF REPRESENTATIVE
Local Authority	Haringey Council	7	Councillor John Bevan (Chair) Margaret Allen Jean Croot Phil Harris Jeanelle De Gruchy Lisa Redfern X1 TBC
	Mental Health Trust	1	Lee Bojtor
Voluntary and Community Sector	Community Link Forum	3	Dana Abbas Tim Fallon Gloria Saffrey
	HAVCO	1	Pamela Pemberton
Housing	Family Mosaic	1	Yvonne Arrowsmith
	Metropolitan Housing Trust	1	Neil Mawson
	Circle Anglia	1	Carole Carter
	Innesfree	1	Clare Winstanley
	Sanctuary Housing	1	Stephanie Killer
	Homes for Haringey	1	Paul Bridge
	Newlon Housing Trust	1	Sunita Parbhaker
<b>Total</b>		<b>19</b>	

**MINUTES OF THE INTEGRATED HOUSING BOARD (HSP)  
MONDAY, 31 JANUARY 2011**

**Present:** Councillor John Bevan (Chair), Dana Abbas, Margaret Allen, Jeff Baker, Phil Harris, Claire Kowalska, Sunita Parbhaker, Pamela Pemberton, Gloria Saffrey, David Sherrington, Deborah Shynn, Clare Winstanley.

**In Attendance:** Xanthe Barker, Martin Bradford, Rosie Green, Nick Powell.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
<b>HSP193.</b>	<p><b>APOLOGIES</b></p> <p>Apologies for absence were received from the following:</p> <p>Yvonne Arrowsmith - Steve Thomas substituted  Niall Bolger  Paul Bridge - David Sherrington substituted  Jean Croot - Claire Kowalska substituted  Dr Jeanelle De Gruchy  Stephanie Killer - Deborah Shynn substituted  Louis Lewis  Neil Mawson  Lisa Redfern</p> <p>Councillor Karen Alexander (<i>Overview and Scrutiny observer</i>)</p>	
<b>HSP194.</b>	<p><b>URGENT BUSINESS</b></p> <p>There were no items of Urgent Business raised.</p>	
<b>HSP195.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>No declarations of interest were made.</p>	
<b>HSP196.</b>	<p><b>MINUTES</b></p> <p>Prior to confirmation of the minutes the Board discussed the appointment of a Vice-Chair.</p> <p><u>Election of Vice-Chair</u></p> <p>It was noted that at the previous meeting it had been agreed that this issue should be dealt with at the current meeting.</p> <p>It was agreed that Newlon Housing Trust should be given a place on the Board and that Sunita Parbhaker of Newlon Housing Trust should be appointed as Vice-Chair.</p> <p>It was also noted that Sunita Parbhaker would take up the vacant</p>	<p>Xanthe Barker</p> <p>Xanthe</p>

**MINUTES OF THE INTEGRATED HOUSING BOARD (HSP)  
MONDAY, 31 JANUARY 2011**

	<p>Register Housing Provider place on the HSP Standing Leadership Conference for the remainder of 2010/11.</p> <p><b>RESOLVED:</b></p> <p>That the minutes of the meeting held on 11 October 2010 be confirmed as a correct record.</p>	Barker
HSP197.	<p><b>MAKEDA WEAVER PROJECT</b></p> <p>The Board was given an overview of work undertaken by the Makeda Weaver (MW) project and the support it provided to former gang members leaving prison.</p> <p>Following the presentation the Board put questions to a representative from the MW project and discussed how the Board may be able to work with the project in the future.</p> <p>It was noted that there was a sub group of the Safer Communities Executive Board (SCEB), which focused on addressing gang crime and there was agreement that establishing links between this and the MW project may be useful to both parties. In addition the Council's Community Safety Team had helped form a new charity to reduce re-offending that would also be well placed to work with the project. Similarly it was suggested that there was scope for the Council's Adult Safeguarding team to develop links with the project.</p> <p>There was agreement that officers from the Community Safety, Adult Safeguarding and Housing Support &amp; Options Teams should meet to discuss how the Council could work with the MW project.</p> <p>In response to a query, as to how Housing Associations could assist the project, the Board was advised that establishing a 'floating' supply of housing units across London was one of the projects goals. It was critical to ensure that ex gang members were not tempted back into their former gangs and establishing a robust floating stock of housing would provide the flexibility to place clients in suitable areas quickly.</p> <p>The Board was advised the project provided training for staff from partner organisations such as the Council and Registered Providers and that this may be an area that could be developed in partnership.</p> <p>It was confirmed that MW had worked with the St Giles Trust to re home clients on the Witness Protection Programme. The project also worked with the families of gang members and it was noted that family members were often as at risk from intimidation and reprisals as former gang members themselves.</p> <p>The Board was advised that the North London Housing Forum had discussed the 'Safe and Secure' project and concern had been expressed that Local Authorities had not been consulted with respect to this. There had been a general consensus that there ought to be</p>	<p>Denise Gandy / Margaret Allen / Claire Kowalska</p> <p>All to note</p>

**MINUTES OF THE INTEGRATED HOUSING BOARD (HSP)  
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	<p>provision within this for Council's to exchange properties with ease for this type of purpose.</p> <p>The Board agreed that input from the MW project would also be helpful in shaping the Safe and Secure project and that Assistant Director of Strategic and Community Housing should raise the issue of establishing a protocol between Housing Associations and Councils, around the exchange of properties, at the next meeting of the North London Housing Forum.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>i. That officers from the Community Safety, Adult Safeguarding and Housing Support &amp; Options Teams should meet to discuss how the Council could work with the MW project.</li> <li>ii. That the Director of Assistant Director of Strategic and Community Housing should raise the issue of establishing a protocol between Housing Associations and Councils at the next meeting of the North London Housing Forum.</li> </ul>	<p>Phil Harris</p> <p>Denise Gandy / Margaret Allen / Claire Kowalska</p> <p>Phil Harris</p>
<p><b>HSP198.</b></p>	<p><b>IMPLEMENTATION OF THE HOUSING ALLOCATION POLICY: UPDATE</b></p> <p>The Board received a verbal update on the implementation of the new Housing Allocation Policy.</p> <p>It was noted that the consultation period had now ended that and the responses received had reinforced the move to a points based system. The Board was reminded that the system was comprised of five bands ranging from A to E.</p> <p>In terms of re registration those people currently within bands A an B would automatically be re registered. Those in the remaining bands would have to re register and advice would be given to people in these bands that the likelihood of being re homed was poor at the point of re registration.</p> <p>Re registration would commence on 14 February and staff would be available at Apex House to assist anyone that required help with completing the online form. Home visits could be arranged to assist anyone with mobility problems and interpreters could also be arranged where necessary.</p> <p>There was agreement that, subject to any data protection issues being resolved, information should be shared with Housing Associations to assist with the re registration process and to identify clients that may need assistance with completing the form.</p> <p><b>RESOLVED:</b></p> <p>That the verbal update be noted.</p>	<p>Phil Harris</p>

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<p><b>HSP199.</b></p>	<p><b>HARINGEY'S OLDER PEOPLE'S HOUSING STRATEGY 2011-2021</b></p> <p>The Board considered a report that presented the new Haringey Older People's Strategy 2011-2021.</p> <p>It was noted that a three month consultation exercise had been undertaken that had engaged approximately nine hundred people via newspaper articles, the website and consultation events. The key priorities of the strategy were:</p> <ul style="list-style-type: none"> <li>➤ Improving partnership working to provide joined up services</li> <li>➤ Housing options that enable people to live independently for as long as possible</li> <li>➤ Ensuring specialist housing and support was integrated to those most in need</li> <li>➤ Ensuring the strategy supported the wider Council agenda for older people</li> </ul> <p>The Board was advised that due to changes with respect to funding arrangements and resources the strategy would need to be reviewed in a year to eighteen months time. This would also incorporate any policy changes arising from the Supporting Housing Review and Extra Care commissioning project.</p> <p>The strategy was commended as a thorough and well put together piece of work.</p> <p>There was discussion around the Protheroe House sheltered housing scheme and how the transition ahead of its closure was being managed in terms of the impact upon the remaining residents. It was noted that the strategic housing team and officers from adult social services were working with the manager of the scheme to ensure a smooth transition in terms of re housing residents. At present twenty people were still resident; there would be discussion with remaining residents around their move before the number of people reduced to a level that was unviable.</p> <p>It was agreed that the Board should receive an update at the April meeting providing an update with respect this.</p> <p><b>RESOLVED:</b></p> <p>That the Haringey Older People's Strategy 2011-2021 be approved.</p>	<p>Rosie Green</p>
<p><b>HSP200.</b></p>	<p><b>OVERVIEW AND SCRUTINY SCOPING REPORT - REGISTERED SOCIAL HOUSING</b></p> <p>The Board received a presentation on the planned Overview and Scrutiny Review of Registered Housing Providers in Haringey.</p> <p>It was noted that the key objective of the review was to determine how the Council could facilitate more effective and integrated service provision by the formation of agreed common standards.</p>	



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The Board discussed the objectives of the review and whilst there was agreement in principle to these it was noted that in practical terms the work outlined may be overly onerous for Housing Associations at a time when resources were limited.

It was confirmed that as part of the review all of the Housing Associations with stock in the Borough would be contacted. It was envisaged that this would also provide an opportunity for Registered Providers to set out how the Council could improve engagement with them over this and other issues.

Clarity was sought around what the review was intended to achieve and partnership working at the Campsbourne Estate was cited as an example of how improvements for residents could be achieved by improving joint working. Identifying how the Council could facilitate this type of working was the review's main objective.

In terms of the process attached to the review the Board was advised that once the panel had formed its recommendations these would be considered by the Cabinet for adoption. It was clarified that the Overview and Scrutiny process did not have a budget from which it could allocate funding to implement the recommendations it made.

It was suggested that it would be helpful if the review looked at the implications of the new Localism Bill and the role of Councillors in terms of scrutiny and that the review, as currently proposed, may be more useful if it were undertaken once the new Housing Strategy was in place in twelve months time.

Martin  
Bradford

The Board was advised that Boroughs where this approach had worked well had identified specific locations where a more joined up approach would add value.

It was noted that the Council's Anti Social Behaviour Partnership Board had a Register Provider sub group and that there may be potential areas of overlap that officers should review as data collected by the this group may be useful in informing the Overview and Scrutiny review.

Martin  
Bradford /  
Nick  
Powell /  
Claire  
Kowalska

In conclusion Council officers encouraged Register Provider representatives to use the review as an opportunity to engage and influence Councillors.

**RESOLVED:**

- i. That the presentation be noted.
- ii. That officers from the Community Safety Team, Strategic Housing Team and Overview and Scrutiny should liaise to determine whether there was existing data that could be used to inform the review.

Martin  
Bradford /  
Nick  
Powell /  
Claire  
Kowalska

**MINUTES OF THE INTEGRATED HOUSING BOARD (HSP)  
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<p><b>HSP201.</b></p>	<p><b>SOCIAL HOUSING REFORMS: BRIEFING PAPER</b></p> <p>The Board received a report that set out the Council's response to the Government's recent consultation on social housing reform (Register Providers had been consulted separately).</p> <p>It was noted that there had been discussion with Housing Association partners with respect the new 'Affordable Rent' tenure that would come into place in April 2011. However, arrangements around this were still evolving and the implications for both the Council and Housing Associations required further working thought before a policy was finalised.</p> <p>The Chair noted that the Council's Cabinet had not reached a view on this as yet. Once the budgetary proposals for the next financial year had proceeded through the decision making process this would be considered.</p> <p>The Government had sought responses to a raft a consultation exercises in a very short period of time. This meant that it was difficult to provide responses that were as comprehensive as the Council would like and that there were likely to be unforeseen consequential impacts.</p> <p><b>RESOLVED:</b></p> <p>That the report be noted.</p>	
<p><b>HSP202.</b></p>	<p><b>PERFORMANCE REPORT</b></p> <p>The Board received a report that provided an overview of performance during the third quarter of 2010/11 against Local Area Agreement (LAA) Performance Indicators (PIs) within the Boards responsibility.</p> <p>It was noted that the rate at which the number of people living in Temporary Accommodation (TA) had reduced had decreased during the last quarter. This was due to a number of reasons including the introduction of a subsidy cap that had reduced the number of homes available and increased the use of TA.</p> <p>The Board was advised that the target with respect to the delivery of new Affordable Homes was unlikely to be met. It was anticipated that the number of Affordable Homes delivered in future years would reduce significantly as sources of funding were withdrawn.</p> <p>In terms of the Decent Homes programme the Board was advised that there would be 75% reduction in the funding available for this in the next financial year. Beyond this the financial picture was unclear at present.</p> <p><b>RESOLVED:</b></p> <p>That the report be noted.</p>	

**MINUTES OF THE INTEGRATED HOUSING BOARD (HSP)  
MONDAY, 31 JANUARY 2011**

<b>HSP203.</b>	<p><b>FEEDBACK FROM MINISTER FOR HOUSING</b></p> <p>The Board received a verbal update with respect to the meeting that had been held on 7 December 2010 with the Housing Minister.</p> <p>Council officers, Councillor Bevan and residents of the Broad Water Farm estate had met with the Minister to raise issues of concern arising from changes in legislation and funding for the Decent Homes programme.</p> <p>The Board was advised that there had been a useful dialogue and concerns raised by residents had been taken on board by the Minister. This approach had personalised the impact that the changes were having upon ordinary people and the Minister had acknowledged that further thought may be required around the implications of the Universal Credit.</p> <p>It was noted that officers from the Strategic Housing team were also meeting with representatives from the Department of Communities and Local Government (DCLG) to discuss the impact on the Borough of the cap on Housing Benefit. The case for putting legislation in place to prevent Local Authorities placing vulnerable families outside their Boroughs in order to ensure that the financial burden meeting their needs did not fall to less affluent Boroughs where housing was cheaper.</p> <p><b>RESOLVED:</b></p> <p>That the verbal update be noted.</p>	
<b>HSP204.</b>	<p><b>NEW ITEMS OF URGENT BUSINESS</b></p> <p>There were no new items of Urgent Business.</p>	
<b>HSP205.</b>	<p><b>ANY OTHER BUSINESS</b></p> <p>There were no items of AOB.</p>	
<b>HSP206.</b>	<p><b>DATES OF FUTURE MEETINGS</b></p> <p>It was noted that the next meeting would be held on 5 April 2011.</p>	All to note

The meeting closed at 8.45pm.

COUNCILLOR JOHN BEVAN

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Chair

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**Meeting:** Integrated Housing Board

**Date:** 5 April 2011

**Report Title:** Draft Overcrowding and Under Occupation Strategy

**Report of:** Strategic and Community Housing Services

### **1.Purpose**

1.1 The purpose of this report is to seek views on the consultation draft of the Overcrowding & Under-occupation strategy and to request agreement to begin public consultation.

### **2.Summary**

2.1 Following the publication of the previous government's Overcrowding Action Plan, all London boroughs were awarded 'Pathfinder' status and allocated funding to support initiatives to tackle overcrowding. The expectation was that Local Authorities would develop a clear strategic approach to tackling this problem.

2.2 In response to this, Strategic & Community Housing Services developed an Overcrowding and Under-occupation Action Plan which has led to a number of households successfully moving out of overcrowded or under-occupied accommodation.

2.3 The action plan has given us the foundation with which to launch this draft strategy which seeks to address overcrowding and under-occupation, not just in Haringey Council stock but across the whole of the social housing sector in Haringey.

### **3.Legal/Financial Implications**

3.1 None identified

### **4.Recommendations**

4.1 That the Draft Overcrowding & Under-occupation Strategy is approved for consultation subject to any changes required by the Board.

4.2 That the IHB note the attached consultation plan

### **For more information contact:**

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## **5. Background**

- 5.1 Haringey's Housing Strategy 2009-19 recognises that action is needed to combat overcrowding and prioritises the development of this strategy. Whilst considerable work on initiatives to combat overcrowding is already underway in Haringey, we now need to ensure that a co-ordinated multi-agency approach is adopted across the borough.
- 5.2 Following the publication of the previous government's overcrowding action plan, all London boroughs were awarded 'Pathfinder' status and allocated funding to support initiatives to tackle overcrowding. Over the period 2008 – 2011 an additional £15m was earmarked for this purpose with the expectation that local authorities developed a clear strategic approach to tackling this problem. Specifically the government called on local authorities to pilot housing options and advice services targeting overcrowded households.
- 5.3 Through the Pathfinder initiative the government encouraged authorities to adopt the Bedroom Standard of overcrowding. Although aspirational the definition is overly burdensome and partly as a result several local definitions of overcrowding exist. Through Haringey's Allocations Policy we have adopted a Haringey standard which will allow us to tackle those most in need. Through this strategy we will encourage providers to work with us to this standard.
- 5.4 Through Haringey's overcrowding action plan we have delivered a number of key initiatives to tackle overcrowding and under-occupation across our stock. This new strategy will tackle these issues through effective partnerships across the whole of the social housing sector in Haringey.
- 5.5 Considering the current climate a clear strategic approach to tackling overcrowding and under-occupation is now more imperative than ever. Changes to the welfare system are likely to have a significant impact on the numbers of families presenting to councils as homeless and our ability to delivery new affordable housing has been hampered by cuts in grant funding.
- 5.6 Because of the significant challenges ahead, this strategy will seek to put into place initiatives to make better use of the limited social housing stock in Haringey. Principally, by working with partners to encourage under-occupiers to downsize we will be able to free up larger properties for those in need.

## **6. Overcrowding & Under-occupation Strategy**

- 6.1 The draft strategy has identified 6 draft priorities:
1. Strengthen partnership working Increase the supply of new homes
  2. Assess the extent of overcrowding and under-occupation in Haringey and monitor the impact of the strategy
  3. Increase the supply and availability of affordable homes
  4. Deliver real options and promote choice

5. Make the best use of existing housing stock & improve living conditions

6. Maximise resources to facilitate the delivery of the Strategy

6.2 Although it is not usual practice to produce a delivery plan at this stage, the development work on Haringey's Overcrowding Action Plan has enabled us to include this draft to further stimulate discussion. It is envisaged that the delivery plan will be developed further following consultation with stakeholders.

## **7. Consultation**

7.1 Subject to agreement of this draft there will be a period of consultation from May to July 2011 with a wide range of groups, organisations and residents to make sure we have identified all the issues and help us complete the strategy.

7.2 The final strategy will include the result of this consultation and we will state how and with whom we consulted. A separate document will be produced with detailed responses.

7.3 We will consult widely using Haringey Council's Consultation Framework, thus ensuring we fulfil the requirements of the Compact agreement. This strategy will be strengthened significantly by the input of other organisations and service users.

## **7. Conclusion**

7.1 The development of this strategy has a strong foundation following the previous government's Overcrowding Pathfinder programme and Haringey's resulting action plan. However, as Pathfinder funding dries up it is important that we endeavour to continue the good work that has been started.

7.2 By working in partnership with social housing providers across Haringey as well as community groups through this strategy we can ensure that we make the best use of the limited resources at our disposal to tackle these issues.

## **8. Appendices**

8.1 Overcrowding & Under-occupation Strategy – Draft for Consultation

8.2 Overcrowding & Under-occupation Strategy Consultation Plan

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Appendix 8.1

# Haringey's Overcrowding & Under-occupation Strategy 2011-16

Draft for consultation



**Haringey** Council

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## Foreword

Overcrowded housing can have potentially devastating impacts on health and wellbeing, on children's future welfare and educational attainment and also family unity. Outdated definitions of overcrowding have for some years masked the true extent of this problem and only now is there a renewed drive to tackle this issue and by doing significantly improve the lives of tenants across the capital.

Despite this drive there are significant challenges ahead; reductions in government spending, unprecedented changes to the welfare system and a limited supply of new affordable housing will exacerbate the situation. This is why it is now more important than ever to ensure that we make the best use of the limited social housing available in the borough. Already we have made significant progress; our new Allocations Policy makes it easier for people under-occupying their properties to move to more suitable accommodation freeing up larger units which in turn will help alleviate overcrowding.

There is also a need for a consistent approach across providers of social housing. Through this strategy we will work with partners toward an agreed definition of overcrowding.

I hope you agree with the priorities for Haringey that we and our partners have identified here and that you will join us to achieve these aims. I welcome any comments you have on this draft strategy.



**Cllr John Bevan**

Cabinet Member for Housing

## Document Control

Document details	
Document name	Overcrowding & Under-occupation Strategy 2011 - 2016
Document version number	V0.1
Document status	Consultation draft for approval
Author	Paul Dowling, Principal Housing Strategy Officer
Lead Officer	As above
Approved by	
Scheduled review date	

Version History		
Version	Change/Reasons for Change	Date
V0.1	Consultation draft	22.03.11
Approval history		
Version	Approving body	Date
VO.1	Integrated Housing Board	05.04.11

To let us know your views on this strategy please contact us on

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## Introduction and overview

In 2007, with the publication of 'Tackling overcrowding in England: An action plan'<sup>1</sup>, the previous government recognised that the problem of overcrowding had long been hidden behind outdated statutory definitions that have significantly underestimated the scale of overcrowding in England.

Overcrowding is not just about a lack of storage space or a queue for the bathroom in the morning, it can have significant negative impacts on family cohesion and wellbeing. Living in overcrowded conditions can lead to increased anxiety, depression and relationship breakdown.

The effects of living in overcrowded conditions are perhaps most keenly felt by children; it is estimated that children growing up in difficult housing conditions are 25% more likely to suffer severe ill health and disability during childhood/early adulthood<sup>2</sup>. Overcrowding can also impact negatively on a child's educational and emotional development; a lack of space to study for example can lead to academic underachievement and strained family relations which can lead to feelings of isolation and unhappiness. This strategy seeks to support the work to combat child poverty being to contribute to the development of Haringey's forthcoming Child Poverty Strategy.

### Strategic context

Following the publication of the previous government's overcrowding action plan<sup>1</sup>, all London boroughs were awarded 'Pathfinder' status and allocated funding to support initiatives to tackle overcrowding. Over the period 2008 – 2011 an additional £15m was earmarked for this purpose with the expectation that Local Authorities developed a clear strategic approach to tackling this problem. Specifically the government called on local authorities to pilot housing options and advice services targeting overcrowded households including initiatives such as;

- Making better use of allocation frameworks to give greater priority to under-occupiers and those in severely overcrowded households

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<sup>1</sup> *Tackling overcrowding in England: An action plan*, Communities & Local Government, 2007

<sup>2</sup> *Chance of a lifetime – the impact of bad housing on children's lives*, Shelter, 2006

- Targeted support and cash incentives for under-occupiers to move to smaller properties
- Giving greater priority to severely overcrowded households
- Joint working with housing associations to ensure a common approach to overcrowding
- Supporting adult children of overcrowded households to move to their own tenancy

The London Housing Strategy published in early 2010 echoes the government's prioritisation. It calls for the level of severe overcrowding in the capital to be cut by half and the number of social rented households under-occupying to be reduced by 12,000 by 2016, targets reiterated in the London overcrowding action plan<sup>3</sup>.

A recent report<sup>4</sup> by the London Assembly's Planning & Housing Committee into overcrowding in social housing calls for a number of reforms to ease the burden of overcrowding in London; among the recommendations are that:

- London boroughs should commit to collecting more accurate data to measure overcrowding
- Grant rates in London should be reviewed to incentivise the development of larger units
- The headline target for new affordable housing should be changed to the number of bedrooms provided rather than the number of units

The priority for delivering affordable family housing is entrenched in adopted planning policy and Haringey's Homelessness Strategy. Supporting the recommendation from the London Assembly, Haringey's policy is already based on the number of habitable rooms delivered rather than the number of units which does not act to discourage larger units being built.

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<sup>3</sup> Overcrowding in social housing, A London action plan, GLA, July 2010

<sup>4</sup> Crowded houses, Overcrowding in London's social rented housing, London Assembly, March 2011

Haringey's Housing Strategy 2009-19 recognises that action is needed to combat overcrowding and prioritises the development of this strategy. Whilst considerable work on initiatives to combat overcrowding is already underway in Haringey, we now need to ensure that a co-ordinated multi-agency approach is adopted across the borough.

### **Scope of the Strategy**

This strategy covers the issues of overcrowding and under-occupation in the social housing sector in Haringey. It does not cover overcrowding in the private sector which will be addressed in a forthcoming private sector strategy.

### **Definitions of Overcrowding**

Two statutory standards are currently in place to define overcrowding. These standards, the 'room standard' and the 'space standard' have not been updated since their introduction since their introduction in 1935.

In 2007, with the publication of its action plan<sup>1</sup>, the government called upon all pathfinder authorities to adopt the Bedroom Standard (see explanation overleaf) with a view to adopting the standard in statute at a later date. The Coalition Government's 2010 consultation paper on the reform of social housing<sup>5</sup> sought views on whether the statutory framework should be reviewed. In Haringey's response to this paper we, along with other authorities in the North London Sub-region argued the case that these outdated definitions are no longer fit for purpose evidenced by so many different definitions across providers of what constitutes overcrowding. An updated definition is clearly required, although one which does not put undue pressure on local authorities to re-house young adults at an early age.

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<sup>5</sup> Local decisions: A fairer future for social housing, CLG, Nov 2010



### **The Bedroom Standard**

The Bedroom Standard is based on the ages & composition of the family. A notional number of bedrooms is allocated to each household in accordance with its composition by age, sex and marital status and relationships of family members. A separate bedroom is allocated to each:

- Married or cohabiting couple;
- Adult aged 21 years or more;
- Pair of adolescents aged 10-20 years of the same sex;
- Pair of children under 10 years regardless of sex.

Any unpaired person aged 10-20 years is paired, of possible, with a child aged under 10 years of the same sex or, if that is not possible given a separate bedroom. The same applies to any unpaired child under 10 years.

This standard is then compared with the number of bedrooms available for the sole use of the household. Bedrooms converted to other uses are not included; bedrooms not in use are included unless they are uninhabitable.

Through the new Allocations Policy Haringey Council has adopted a modified version of the Bedroom Standard raising the age at which a separate bedroom is allocated to 25 years old. However, for monitoring and benchmarking purposes the Council will use the Bedroom Standard definition of overcrowding.

### **How we produced this strategy**

The creation of this Overcrowding & Under-occupation Strategy to deliver a borough-wide approach to overcrowding and under-occupation in the social sector was identified in Haringey's Housing Strategy 2009-19. Its development has been led by the Integrated Housing Board, a theme board of the Haringey Strategic Partnership.

This strategy has been developed in partnership with a number of key agencies including housing associations and voluntary and community groups that have demonstrated a commitment to working with the Council on alleviating overcrowding and tackling under-occupation in the social housing sector.



In London around 207,000 households are overcrowded as measured by the Bedroom Standard which equates to 6.8 percent of the total households; around 102,000 of these live in social rented housing.

Chart 2: Number of overcrowded & under-occupied social rented households in London (thousands)<sup>6</sup>

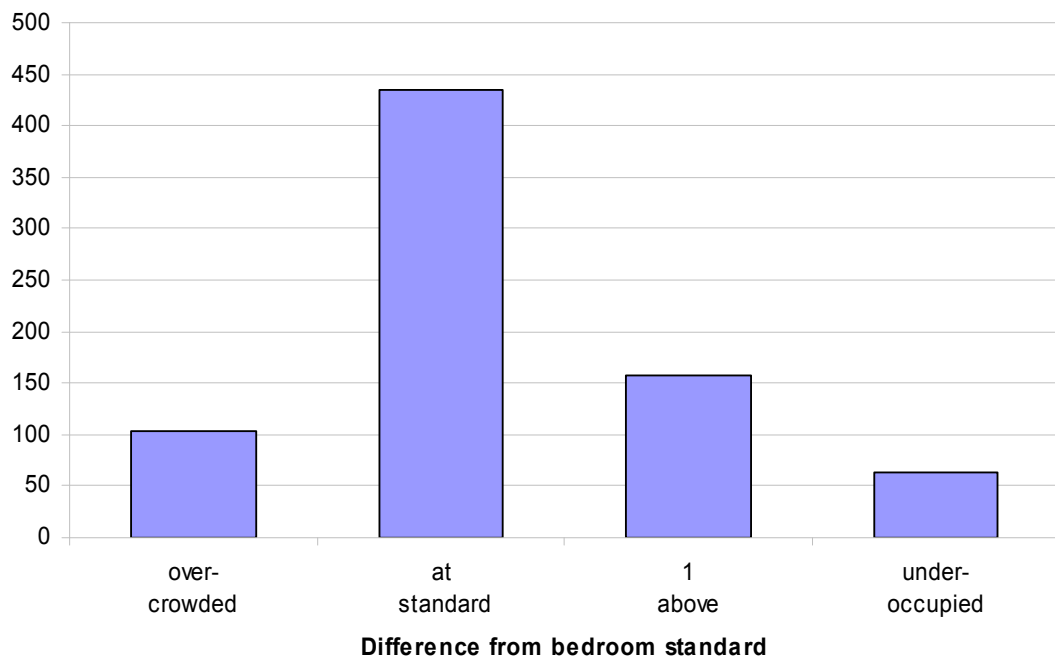


Chart 2 also shows that there are 222,000 social rented households with one or more bedrooms over the Bedroom Standard, demonstrating that local authorities can make significant advances in tackling overcrowding by making better use of under-occupied stock.

## Our Context – the situation in Haringey

### Who lives in Haringey?

Our Borough Profile gives<sup>7</sup> data about the make up of Haringey. There are approximately 230,000 people living in Haringey. It is a very diverse Borough and ranks as the fifth most diverse borough in London.

Haringey is a 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.

34.4% of Haringey's population belong to a Black and Ethnic Minority group.

30% of Haringey's population live in wards ranked among the 10% most deprived in England.

### Housing in Haringey

As with other London Boroughs there is a shortage of suitable housing in Haringey, particularly family sized accommodation and we have high numbers of people living in temporary accommodation (TA). The current figure is 3305 (Feb 11) which has been reduced from a high of 5449 in January 2008.

Buying a home in Haringey is expensive; the average price is £342,342<sup>8</sup> whereas the average household gross income is £30,295<sup>9</sup> which is lower than the London average. There is significant polarisation between the east and west of Haringey the average household income alone is over £16,000 less in the eastern wards. These lower wages and high house prices make it impossible for some people to ever buy a house.

### What our research has told us about overcrowding & under-occupation in Haringey

According to the 2001 census there are 20,455 households in Haringey who are suffering from overcrowding which equates to 22% of all households in

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<sup>7</sup> [http://www.haringey.gov.uk/index/news\\_and\\_events/fact\\_file/boroughprofile.htm](http://www.haringey.gov.uk/index/news_and_events/fact_file/boroughprofile.htm)

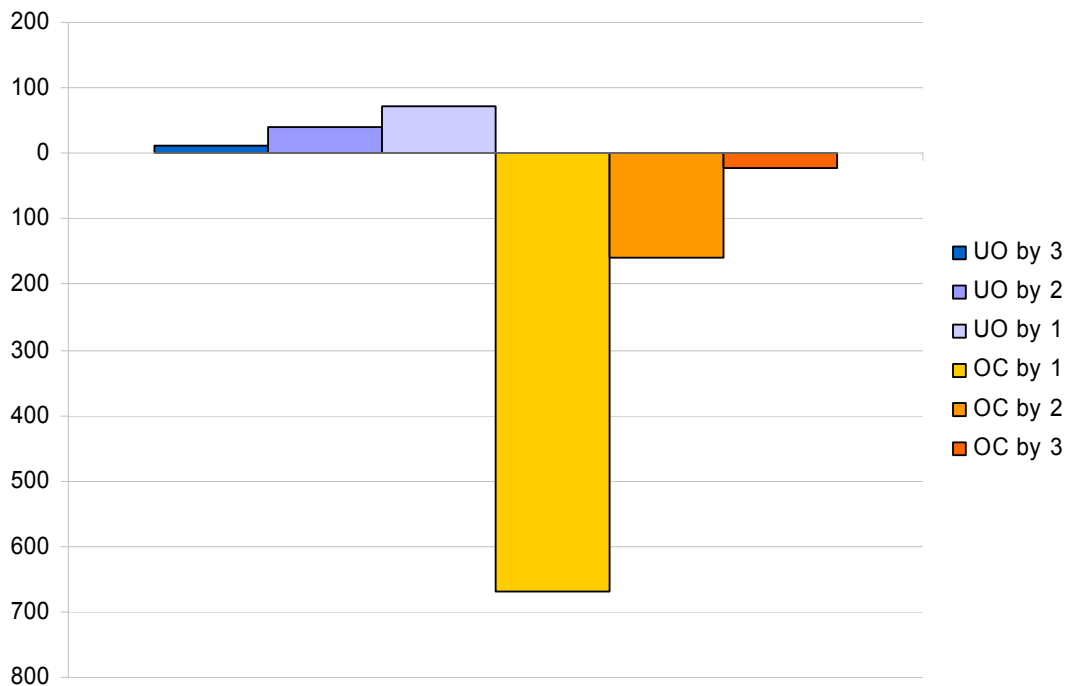
<sup>8</sup> Land Registry data, January 2011

<sup>9</sup> Haringey median household income (gross), CACI, 2010

the Borough. It showed that more than 10% of households living in social housing are overcrowded with 4.4% severely overcrowded.

Although more recent data suggests things have improved, it also shows that there is a long way to go. Chart 3 shows the number of social rented households on Haringey’s housing register that are under-occupying or overcrowded. As those in overcrowded conditions are more likely to self-identify due to the negative impact of overcrowding it is likely that this chart under represents the number of under-occupying households.

Chart 3: Under-occupying and overcrowded Social rented households on Haringey’s Housing Register



Even after this is taken into account, it is clear that there are still significant challenges ahead.

### What we have achieved so far

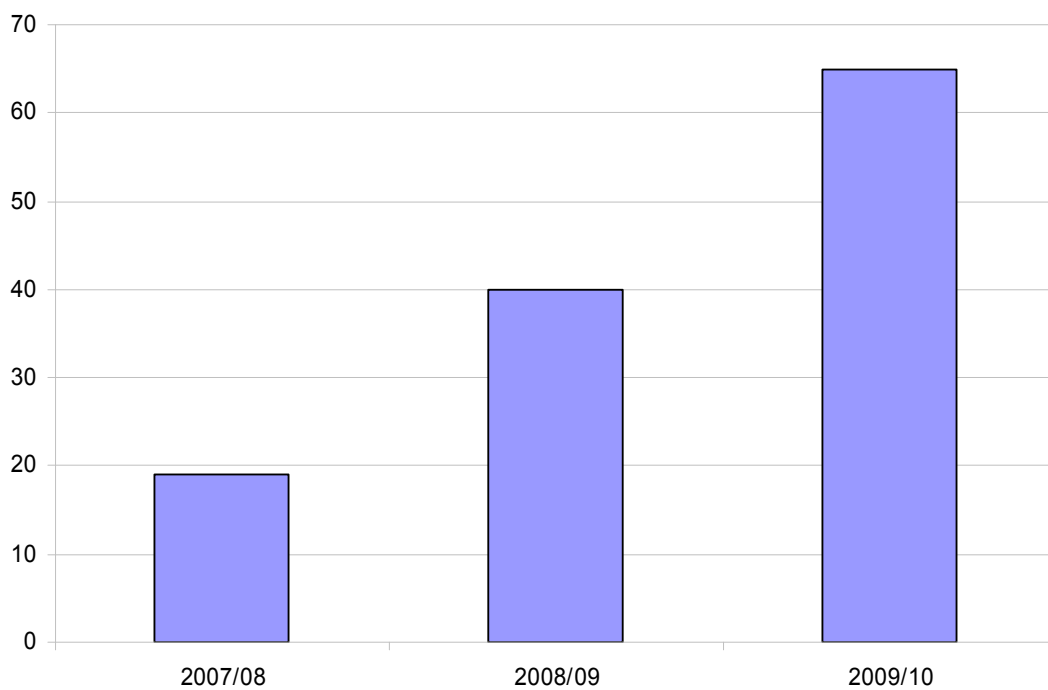
In the first three quarters of 2010/11 we have managed to assist 45 under-occupied households and 23 overcrowded households to move to more suitable accommodation. These successes have been made possible by a

hands on approach to tackling overcrowding and under-occupation utilising a number of initiatives.

### Increasing the number of larger size units

Through delivery of our Planning Policies and working with partner housing associations the number of family sized properties delivered in the borough has increased significantly from a baseline of 19 homes with three or more bedrooms in 2007/08 to 65 in 2009/10 (see chart 4).

Chart 4: The number of new social rented homes delivered in Haringey 2007/08 to 2009/10



Despite this success however it is likely that output in the coming years will be lower caused both by the impact of the credit crunch on housing development and Coalition cuts to social housing grant. What is clear is that Haringey alike other local authorities cannot rely on the delivery of new social rented housing to combat overcrowding, instead we must ensure that we make the best use of the housing we have.

### Extensions & conversion programme

Although still a relatively small programme, our work with Homes for Haringey has so far resulted in 4 overcrowded households being able to stay in their own homes by having loft conversions in 2009/10. There are further plans in 2011 to extend 18 existing 2 bedroom flats to create 4 bedroom units.

### Money to Move Scheme

In 2010 we introduced the Money to Move Scheme to help Council tenants living in large properties move to more suitably sized homes. As well as offering financial incentives to move, a dedicated officer offers help in finding suitable properties, accompanying clients to viewings, arranging removals and providing general assistance and advice.

## Case study

## Moving On.... Moving Out

*August 27 is a special day for former Tottenham residents Leslie and Cicely King.*

It's the day they got married 51 years ago. It's the date that they moved into their council home in Yarmouth Crescent, Tottenham, 33 years ago.

And it was the day this summer that they moved from Haringey to Essex thanks to Haringey Council's

to their sons and because they needed a smaller house because of declining health.

Mr King said: "We spoke to Rom Williams, the housing adviser at Haringey Council. He came round the following day to explain everything. That was February and we moved in August.

"We just looked at the one property. It was love at first sight. It is a two-bedroom bungalow in a small cul-de-



### **Seaside & County Homes Scheme**

This scheme offers council and housing association tenants living in Greater London the opportunity to move home to a one or two bed property in several locations across the country. Priority is given to tenants giving up larger properties. In the first three quarters of 2010-11 five under-occupying households were allocated properties under the scheme.

### **Haringey Home Finder Scheme**

Through the Council's Home Finder scheme in the first three quarters of 2010/11, 17 overcrowded households successfully moved to more suitable accommodation in the private sector. Through the scheme the Council assists households by finding properties in the private sector and matching them to a household's individual requirements. Funds usually required to secure private sector accommodation are covered by a rent and damage guarantee organised by the Council.

### **A new allocations framework for Haringey**

Haringey's new Allocations Policy<sup>10</sup> will come into effect at the start of March 2011. The policy awards priority for cases of both overcrowding (in line with Haringey's bedroom standard) and under-occupation. The new framework will

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<sup>10</sup> [www.haringey.gov.uk/index/housing\\_and\\_planning/housing/housingstrategy/allocations-policy.htm](http://www.haringey.gov.uk/index/housing_and_planning/housing/housingstrategy/allocations-policy.htm)



encourage greater mobility across social housing in the borough and allow Haringey and its partners to make best use of limited stock we have.

## **The future for Haringey**

### **Welfare reform**

In February 2011 the government published the Welfare Reform Bill. If enacted in its present form there is likely to be significant consequences for families across the country but especially in London. Amongst other reforms the Bill proposes to bring together a number of existing benefits (including Housing Benefit) under a 'Universal Credit' which will be capped at £500 per week. The cap will hit larger families hardest, some of whom will be unable to afford anything other than social housing. Consequences may be that families are forced to choose to live in overcrowded and unsuitable accommodation or move to cheaper areas away from schools and family.

### **Funding for new affordable homes**

The government's new framework<sup>11</sup> for the delivery of new affordable housing makes it clear that in light of the economic challenge facing the country requests for funding to support delivery will be expected to be at the minimum level necessary for delivery to be viable. In other words the government is now looking to local authorities and housing associations to bring forward new supply using other methods of funding. This new framework includes for the first time specific reference to local authorities investing in affordable housing schemes.

### **The Affordable Rent Model**

As part of the new framework for affordable housing delivery the government is introducing the 'Affordable Rent' model of social housing. The intention is that housing associations will be able to fill the funding gap by charging social rents at up to 80% of private sector rent levels. Our initial modelling indicates that the new rent levels would be unaffordable to those in housing need requiring larger units and so Haringey will continue to prioritise the

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<sup>11</sup> 2011-15 Affordable Homes Programme – Framework, Communities & Local Government and Homes & Communities Agency, Feb 2011

development of family units at existing rent levels, perhaps offset by higher sustainable rents on smaller units.

### **Additional funding**

Haringey Council has been allocated an additional £150,000 of Government funding over the next two years to help make the best use of social housing. The funding will be used to tackle overcrowding and under-occupation and will be instrumental in the delivery of this strategy. Whilst the majority of the fund is yet to be allocated, it will initially enable the Council to retain advisers to assist overcrowded and under-occupied households, to find alternative, more suitable accommodation either in Haringey or outside the borough.

In cases where it is not possible to facilitate a move for overcrowded families, space saving initiatives may be employed such as creating study areas under stairs for children to do their homework or finding and facilitating attendance at a homework club.

The remainder of the fund will be allocated through this strategy.

## **Links with other Strategies**

### **Housing Strategy 2009 – 19**

Development of this Overcrowding & Under-occupation Strategy is identified as a priority in Haringey's Housing Strategy to deliver a borough-wide approach to overcrowding and under-occupation in the social sector, in close partnership with support services and registered providers of social housing

### **Homelessness Strategy 2008 – 11**

This strategy will build on the work already being delivered by the Homelessness Strategy to tackle overcrowding and under-occupation in Haringey.

### **Child Poverty Strategy 2011**

The causal link between overcrowding and child poverty is well documented. Through this strategy we will ensure that our efforts to combat overcrowding contribute to improving the welfare of children living in social housing and temporary accommodation.

### **Older People's Housing Strategy 2011 – 21**

The greatest instance of under-occupation tends to be among the older population; many older people continue to live in homes that may be too large after children have moved out. We will ensure through this strategy that we help older people that wish to downsize to do so.

## **Outcome**

In order to support the Mayor's priorities our aim is to significantly reduce the levels of overcrowding in Haringey's social housing sector and that through a targeted approach to tackling under-occupation we make better use of the limited stock we have.

## **What are our priorities and how are we going to achieve them**

### **1. Strengthen partnership working Increase the supply of new homes**

#### **Key actions are to:**

- Ensure the delivery of the Overcrowding & Under-occupation Strategy through multi-agency partnership working
- Ensure effective communication with and information dissemination to partner organisations

- Contribute to a sub-regional approach to tackling OC & UO

## **2. Assess the extent of overcrowding and under-occupation in Haringey and monitor the impact of the strategy**

### **Key actions are to:**

- Establish a baseline for OC & UO in social housing
- Set and deliver on clear targets for tackling overcrowding and under-occupation

## **3. Increase the supply and availability of affordable homes**

### **Key actions are to:**

- Increase the provision of new family sized rented dwellings
- Maximise the number of social tenancies available to overcrowded and under occupied households

## **4. Deliver real options and promote choice**

### **Key priorities are to:**

- Increase housing mobility through a clear Allocations Policy
- Provide a targeted housing advice and options service
- Utilise a range of initiatives to encourage moves from overcrowded or under-occupied properties
- Review & improve existing communication channels for disseminating information about housing options to overcrowded and under occupying households

## **5. Make the best use of existing housing stock & improve living conditions**

### **Key priorities are to:**

- Improve existing living conditions in overcrowded households

## **6. Maximise resources to facilitate the delivery of the Strategy**

### **Key priorities are to:**

- Identify capital funding to achieve under-occupation moves and tackle overcrowding

### **How we will implement and monitor this strategy**

The delivery of this strategy will be overseen by the Integrated Housing Board (IHB), a thematic partnership board of Haringey Strategic Partnership.

We will establish an Overcrowding & Under-occupation Strategy Delivery Group that will meet regularly.

Their role will be to make sure that the actions in the delivery plan are being delivered and by monitoring performance demonstrate that they are successful. As well as reporting to the Integrated Housing board this group will identify and share good practice between partners to tackle overcrowding and under-occupation.

This group will produce an annual review detailing progress made in that year and also look to future ways to deliver priorities.

### **Draft Delivery Plan**

The following draft delivery plan has been produced using Haringey's existing overcrowding and under-occupation pathfinder action plan; this will be revised following feedback after the strategy consultation period. It is envisaged that the plan will be a live document that will be further developed over the life of the strategy.



Overcrowding & Under-occupation Strategy 2010 - 2016 Draft Delivery Plan

Priority	Key Actions	SMART Target	By when	Resources	By whom
<b>1. Strengthen partnership working</b>	<b>Ensure the delivery of the Over crowding (OC) &amp; Under-occupation (UO) Strategy through multi-agency partnership working</b>				
	1.1.1 Utilise the existing Homelessness Strategy networks to establish a delivery mechanism for the strategy	Strategy delivery group (SDG) established	July 2011	Within existing resources	Strategic & Community Housing Services
	1.1.2 Ensure robust and transparent governance arrangements	Delivery group Chair appointed and terms of reference agreed	July 2011	Within existing resources	Strategy delivery group
	1.1.3 Programme regular meetings to ensure the delivery of this delivery plan	Annual programme of meetings scheduled	July 2011	Within existing resources	Strategic & Community Housing Services
	1.1.4 Ensure that progress of the strategy is effectively scrutinised	OC & UO Strategy progress added to the RP Lettings Forum as a standard item	August 2011	Within existing resources	Housing Advice and Options Manager
	1.1.5 Create a system to effectively monitor the progress of the Strategy	Strategy monitoring system established	July 2011	Within existing resources	Strategic & Community Housing Services
	1.1.6 Draw comparative information together on how housing associations tackle OC & UO with a view to standardising	Information collated and standard approach agreed	August/ Sept 2011	Within existing resources	Strategy Delivery Group

HARINGEY'S OVERCROWDING & UNDEROCCUPATION STRATEGY 2011 - 2016

Priority	Key Actions	SMART Target	By when	Resources	By whom
	approach through collaborative working				
	<p><b>Ensure effective communication with and information dissemination to partner organisations</b></p> <p>1.2.1 Housing Options Team to deliver training to Homes for Haringey staff on available schemes</p> <p>1.2.2 Ensure all housing associations working in Haringey are made aware of the Council's Allocations Policy</p>	<p>Training delivered to all relevant staff</p> <p>All housing associations aware of Haringey's Allocation Policy</p>	<p>July 2011</p> <p>July 2011</p>	<p>Within existing resources</p> <p>Within existing resources</p>	<p>Housing Advice &amp; Options Manager</p> <p>Housing Advice &amp; Options Manager</p>
	<p><b>Contribute to a sub-regional approach to tackling OC &amp; UO</b></p> <p>1.3.1 Continue to engage with sub-regional benchmarking and the sharing of good practice on overcrowding and under-occupation</p> <p>1.3.2 Ensure Haringey engagement in the plans for a pan-London mobility scheme</p>	<p>Deliver to timescales set by the sub regional working group</p>	<p>April 2011</p> <p>April 2011</p>	<p>Within existing resources</p> <p>Within existing resources</p>	<p>Housing Advice &amp; Options Manager</p> <p>Strategy Delivery Group</p>
<b>2. Assess the extent of overcrowding and under-occupation</b>	<p><b>Establish a baseline for OC &amp; UO in social housing</b></p> <p>2.1.1 Review current data collection methods</p>	<p>Data collection and reviewed</p>	<p>April 2011</p>	<p>Within existing resources</p>	<p>Strategy Delivery Group &amp; Sub-regional group</p>



HARINGEY'S OVERCROWDING & UNDEROCCUPATION STRATEGY 2011 - 2016

Priority	Key Actions	SMART Target	By when	Resources	By whom	
<b>in Haringey and monitor the impact of the strategy</b>		recommendations made to delivery group				
	2.1.2	Devise mechanisms to collect up to date information on overcrowded social housing tenancies		April 2011	Within existing resources	Strategy Delivery Group
	2.1.3	Research& establish information held by housing associations in Haringey		Sept/Oct 2011	Within existing resources	Strategy Delivery Group
	2.1.4	Identify all under-occupying social housing tenants in Haringey (including those in TA)		July 2011	Within existing resources	Strategy Delivery Group
	2.1.5	Identify all severely overcrowded social housing tenancies in Haringey (including those in TA)		July 2011	Within existing resources	Homes for Haringey
	2.1.6	Ensure Haringey Council's housing needs system is capable of effectively monitoring OC & UO		On launch of new allocations framework	Within existing resources	Homes for Haringey
		<b>Set and deliver on clear targets for tackling overcrowding and under-occupation</b>				
2.2.1	Set clear targets on how many several overcrowded social housing tenants are moved	5 tenants move into PRS as solution 10 tenants move into alternative	Quarterly Quarterly	Within existing resources	Housing Advice & Options Manager	

HARINGEY'S OVERCROWDING & UNDEROCCUPATION STRATEGY 2011 - 2016

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>2.2.2 Set clear targets on how many under-occupying social housing tenants are moved</p> <p>2.2.3 Review targets on a regular basis</p>	<p>housing</p> <p>1 property converted/extended</p> <p>1 Council move via TDS scheme</p> <p>5 tenants receive space saving solutions</p> <p>3 tenants move to PRS as solution</p> <p>20 tenants move into alternative housing</p> <p>2 tenants move via TDS scheme</p> <p>Targets reviewed and updated</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>At start of quarter 1 each year</p>		
<b>3. Increase the supply and availability of affordable homes</b>	<p><b>Increase the provision of new family sized rented dwellings</b></p> <p>3.1.1 Prioritise the development of larger family units through the development of planning policies</p>	Adoption of Housing SPD	March 2011/ongoing		Planning Policy

HARINGEY'S OVERCROWDING & UNDEROCCUPATION STRATEGY 2011 - 2016

Priority	Key Actions	SMART Target	By when	Resources	By whom
	3.1.2 Deliver larger family units through the de-conversion of hostels and other suitable properties as they become void	15 units identified for de-conversion in 2010/11	Ongoing		Enabling Team
	3.1.3 Develop with housing association partners purchase and repair schemes to secure larger sized family homes	Schemes developed	Ongoing	Subject to funding to be identified	Enabling Team
	3.1.4 Assess the demand for larger sized home ownership units		August/ Sept 2011		Enabling Team
	<b>Maximise the number of social tenancies available to overcrowded and under occupied households</b>				
	3.2.2 Hold a mutual exchange event with UO and OC Council and housing association tenants	Event held, resulting moves reported to delivery group	Sept/Oct 2011	Within existing resources	Strategic & Community Housing Services
	3.2.3 Assess Islington's Smart Move Scheme and consider whether a similar scheme would be beneficial for Haringey	Scheme assessed and recommendations made to delivery group	Sept/Oct 2011	Within existing resources	Strategic & Community Housing Services
<b>4. Deliver real options and promote choice</b>	<b>Increase housing mobility through a clear Allocations Policy</b>				
	4.1.1 Through a revised Allocations Policy ensure that priority is given to overcrowded households	Overcrowding requirement incorporated into the Allocations	January 2011	Within existing resources	Strategic & Community Housing Services

HARINGEY'S OVERCROWDING & UNDEROCCUPATION STRATEGY 2011 - 2016

Priority	Key Actions	SMART Target	By when	Resources	By whom
	4.1.2 Through a revised Allocations Policy ensure that priority is given to under-occupying households	Policy Under-occupation requirement incorporated into the Allocations Policy	January 2011	Within existing resources	Strategic & Community Housing Services
	<b>Provide a targeted housing advice and options service</b>				
	4.2.1 Ensure dedicated casework support to advise OC & UO households of the range of housing options	Recruitment of OC & UO advisers	2010	CLG funded posts	Strategic & Community Housing Services
	4.2.2 Actively promote alternative housing options to overcrowded households in temporary accommodation (TA)	100% of overcrowded TA tenants visited and offered housing options	March 2011/ ongoing	Within existing resources	Temporary Accommodation Team
	<b>Utilise a range of initiatives to encourage moves from overcrowded or under-occupied properties</b>				
	4.3.1 Establish a cash incentive scheme to encourage moves from under-occupied Council properties	Money to Move scheme established	Nov 2010	Funded through Housing Revenue Account	Housing Advice & Options Manager
	4.3.2 Explore with housing association partners the development of a joint incentive scheme		Sept 2011	Within existing resources	Housing Advice & Options Manager

HARINGEY'S OVERCROWDING & UNDEROCCUPATION STRATEGY 2011 - 2016

Priority	Key Actions	SMART Target	By when	Resources	By whom
	4.3.3 Actively promote the Seaside & County Homes scheme to eligible under-occupying households		Ongoing	Within existing resources	Housing Advice & Options Manager
	4.3.4 Assess the viability of new initiatives in line with this Strategy including the InComE project		Ongoing	Subject to funding	Housing Advice & Options Manager
	<b>Review &amp; improve existing communication channels for disseminating information about housing options to overcrowded and under occupying households</b>				
	4.4.1 Develop Housing Options leaflet for overcrowded households	Options pack developed and distributed	December 2010	Within existing resources	Housing Options Team
	4.4.2 Publish information leaflet on housing options for under-occupiers (including cash incentive scheme)	Leaflet produced and distributed	Summer 2010	Within existing resources	Housing Options Team
	4.4.3 Through events and publications promote housing options for under-occupiers (including cash incentive scheme) & overcrowded households	Promotion of housing options at all relevant events	Ongoing	Within existing resources	Housing Options Team

HARINGEY'S OVERCROWDING & UNDEROCCUPATION STRATEGY 2011 - 2016

Priority	Key Actions	SMART Target	By when	Resources	By whom
<b>5. Make the best use of existing housing stock &amp; improve living conditions</b>	<b>Improve existing living conditions in overcrowded households</b>  5.1.1 Implement a property improvement/adaptation grant programme to make better use of space and storage in overcrowded households	100% of severely overcrowded Council households visited and assessed for conversion/ extension/ space saving grant	March 2011/ ongoing		Housing Options Team
	5.1.2 Ensure families living in overcrowded conditions are given support to help alleviate the effects of overcrowding	Launch a rolling programme of outreach work including children's centres, parenting groups and schools	Sept/Oct 2011		Housing Options Team
<b>6. Maximise resources to facilitate the delivery of the Strategy</b>	<b>Identify capital funding to achieve under-occupation moves and tackle overcrowding</b>  6.1.1 Utilise resource of PSLT to procure and secure suitable properties in the PRS for under-occupation & severely overcrowded moves		Ongoing		Housing Advice & Options Manager
	6.1.2 Utilise resource of HOT to promote housing options to overcrowded and under-occupying households through outreach work in particular		Ongoing		Housing Advice & Options Manager

HARINGEY'S OVERCROWDING & UNDEROCCUPATION STRATEGY 2011 - 2016

Priority	Key Actions	SMART Target	By when	Resources	By whom
	6.1.3 Capital funding made available for conversions		April 2011	£1.5m for conversions identified by HfH	Housing Manager Advice & Options
	6.1.4 Capital funding made available for under-occupation incentive moves		April 2011	09/10 £50,000 spent	Housing Manager Advice & Options
	6.1.5 Review current revenue funding to establish whether further funding could be made available for small alterations to alleviate symptoms of overcrowding		April 2011	None currently available	Housing Manager Advice & Options

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**Meeting:** Integrated Housing Board

**Date:** 5 April 2011

**Report Title:** Haringey's Homelessness Strategy

**Report of:** Strategic and Community Housing Services

### **1.Purpose**

1.1 The purpose of this report is to provide the IHB with an overview of the progress of the Homelessness Strategy 2008-2011 action plan and invite the Board to indicate the priorities they would like addressed in the next Homelessness Strategy. The Board are also asked to agree the development of this new strategy.

### **2.Summary**

2.1 The Housing Act 2002 places a duty on Local Authorities to formulate and publish a homelessness strategy and for this to be reviewed and renewed within 5 years. Although Haringey is not required to renew its strategy until 2013, Haringey's existing Homelessness Strategy is due to come to an end in July 2011. A new strategy will reinforce Haringey's commitment to tackling homelessness; making best use of the social housing, reducing the use of temporary accommodation and providing customer focused services.

2.2 The Coalition Government's approach to reducing public spending and the deficit will have an impact on the resources available to tackle homelessness and support vulnerable people. The new homelessness strategy must therefore consider the challenges this presents and identify ways of delivering "better for less" and ensure that our services address housing need while promoting well-being and independence.

### **3.Legal/Financial Implications**

3.1 None identified

### **4.Recommendations**

4.2 To note the progress of Haringey's Homelessness Strategy 2008-2011 action plan and the work to develop the next Homelessness Strategy.

4.3 To advise which issues and priorities it would like reflected in the new strategy

4.4 To agree the development of a new strategy ahead of the statutory requirement.

### **For more information contact:**

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## 5. Background

5.1 Haringey's current Homelessness strategy was developed in 2008. Preceded by a poor audit inspection review and the highest number of households in temporary accommodation in the country, the strategy was developed in partnership with key stakeholders, heavily consulted on and attracted support from a wide range of partners. Homelessness Champions across housing, health, education, mental health, children's and voluntary sector services, promoted the aims of the strategy and were pivotal in its delivery.

5.2 The strategy's delivery framework consisted initially of nine themed multi agency delivery groups, with more than half of these being chaired by external partners. These were later reconfigured to 4 groups, to reflect the amount of work completed. A Homelessness Strategy Implementation Officer supported these groups and monitored the strategy's progress.

5.3 The strategy was formally reviewed in 2009 and twice in 2010. The strategy action plan was also under continuous scrutiny and adjusted to keep in line with local and national priorities and learning. Annual events provided key stakeholders with an opportunity to shape and influence the actions for the next year and information on the progress of the strategy

5.4 The achievements of this strategy have been acknowledged by the Audit Commission who reported that *"An effective homelessness strategy is in place and being delivered with partners. There is now a comprehensive approach to preventing homelessness and offering housing options and appropriate standards of casework advice. There has been a significant reduction in the use of temporary accommodation, increased support to the households that remain, and bed and breakfast targets have been met"*.

5.5 An overview of the achievements through this strategy are set out in the Year 2 (2010) Review in appendix 1

5.6 Since the Comprehensive Spending Review (CSR) it has become clear that we will see a significant reduction in resources across the public and voluntary sectors. Welfare reforms and the introduction of Universal Credit, could have a severe impact on Haringey's residents. A clear strategic approach which is aligned with our local and sub-regional partners is essential to ensure that we are able to continue to prevent homelessness and support Haringey's most vulnerable residents

## 6. The current situation

### Homelessness Strategy Progress

6.1 A progress review was conducted in February 2011. This found that 86% of the Strategy's actions have been completed and 6% were in progress. The remaining 8% will be considered for inclusion in the new homelessness, private sector housing or the child poverty strategies, which are or will be developed.

6.2 An up to date report setting out the outstanding actions are provided in appendix 2 .

### Impacts on service delivery and Homelessness

6.3 As part of the reconfiguration of Council directorates (Rethinking Haringey), from April 2011 the housing service (excluding the ALMO client; Enabling and Strategy and Policy functions) will become part of the new Adult and Housing services directorate. This will provide opportunities to provide more joined up services relating to the commissioning, assessment, safeguarding and provision of support and housing to vulnerable people in housing need.

6.4 In recent months, proposed Welfare reforms and the CSR have set out a number of changes which will affect welfare benefits claimants, both social and private sector tenants, and public and voluntary sector organisations. Phased in Welfare reforms will -

- Introduce greater control and penalties for job seekers who do not meet their job seeker commitment
- In some cases (particularly for single people under 35 and larger families) less housing benefit will be payable, leaving residents to make up shortfall in rent or move to smaller/cheaper accommodation
- Parts of centrally located boroughs will become inaccessible to housing benefit claimants, which is likely to result in migration to outer London Boroughs, which in turn could result in delayed transitions between health, education and care services
- Higher housing benefit deductions will also be made to claimants who have non dependants living with them
- Housing benefit may not pay the full rent of social housing tenants if they under occupy their home
- The development of new social housing may also present a challenge given the aim to change the way in which Social landlords secure funding for new developments, from grant funding to a to self financing (affordable rent model).

6.5 While homelessness prevention work has been very effective in bringing down the levels of homelessness acceptances in recent years, the new and proposed reforms may result in a reluctance from private sector landlords to let to tenants claiming welfare benefits, both directly and via local authority schemes.

### **Strategy Development**

6.6 In seeking to develop a homelessness strategy that will take us to 2014/15 we have begun to consult with key stakeholders. The review event in 2010, provided us with our first opportunity to consider what we have learned from the implementation of the current strategy and the challenges and priorities for the future. The homelessness strategy delivery groups have also focussed on the next strategy over recent months. One of the more strategically facing groups, (Partnership Communications and Customer Experience), will also be expanded to effectively become the strategy steering group.

6.7 To help us identify and raise awareness of the issues which need consideration in the new strategy, Shelter has been invited to speak to IHB. The Homelessness Adviser for London from the Department of Communities and Local Government was also invited to speak at the next Partnership, Communications and Customer Experience Delivery Group on 29 March 2011.

6.8 At the homelessness strategy review event in November 2010, stakeholders took part in workshops where they told us what challenges they were facing and which priorities should be included in the next homelessness strategy (a summary is provided in appendix 3). During the workshops partners expressed an anxiety about the reforms and the cost efficiencies that were needed as a result of the Comprehensive Spending Review. There was recognition that partnership working has been successful, however the capacity to continue to work in this way and concerns that services would be funding rather than customer led, were apparent. The need to prevent homelessness and ensure the supply of good quality, private sector, temporary and affordable housing was also seen as a challenge in the current climate. Despite the concerns expressed, communication joined up working and shared services were considered to be the way forward.

6.8 A draft project plan and scoping document will be presented at the IHB meeting on 5 April.

6.9 A draft strategy will be presented at future IHB and Cabinet meetings with a view to public consultation beginning this summer.

## **7. Conclusion**

7.1 The three year strategy will come to an end in July this year and a robust evidence based strategic approach is needed to make the best use of limited resources across the public and voluntary sector.

7.2 The project plan and scoping document details the stages of the development of the strategy and comments on this are welcomed.

### **8. Appendices**

8.1 Year 2 Review - November 2010

8.2 Outstanding Actions Report – February 2011

8.3 Homelessness Strategy Review Workshop Outcomes Nov 2010

Appendix 8.1

# **Haringey's Homelessness Strategy 2008-11**

## **Year 2 (2010) Review**

A celebration of our achievements  
and the way forward

**Tuesday 23 November 2010**



**Haringey Council**

## Background

Haringey's three year Homelessness Strategy<sup>1</sup> was launched in September 2008. This comprehensive strategy acknowledged the scale of homelessness and deprivation in Haringey and set out the Council's multi agency approach to tackling homelessness. This was to be achieved through nine key objectives:-

1. Actively support and promote a partnership approach to preventing homelessness
2. Invest in early intervention and effective homelessness prevention
3. Increase the supply of affordable homes
4. Provide choice and encourage independence
5. Halve the number of homeless households in temporary accommodation
6. Improve the quality and suitability of temporary accommodation
7. Work proactively to safeguard children and vulnerable adults
8. Improve customer service, involvement and satisfaction
9. Ensure that our policies and procedures are fair, transparent and widely understood

The first year review which took place in 2009, celebrated unprecedented levels of partnership working through the Homelessness Strategy Delivery Groups, set up to implement and monitor the strategy action plan. This work resulted in 46% of the 234 specific actions being completed.

Achievements included the significant reduction of the number of households in temporary accommodation which was supported further by the restructure of Strategic and Community Housing Services (S&CHS) and the creation of new Housing Advice, Options and Private Sector Lettings teams. New and existing forums were also developed to provide opportunities to work in partnership and enable service users to be a part of improving services.

The review also considered the future targets, priorities and timescales for the following year, including the original structure of the strategy delivery groups. The review process, along with the work done over the last year, has resulted in a number of changes; it has ensured the best use of time and resources, and that objectives remain in line with Council priorities and the needs of service users. The main changes include the merger of certain delivery groups and the revision of some of the specific actions contained within the action plan.

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<sup>1</sup> A full version can be found at [http://www.haringey.gov.uk/index/housing\\_and\\_planning/housing/housingstrategy/homelessness.htm](http://www.haringey.gov.uk/index/housing_and_planning/housing/housingstrategy/homelessness.htm)

## Introduction

This review will set out the progress we have made, identify the outstanding actions, outline some of the main achievements linked to the strategy action plan and look forward to our plans for the next year and beyond.

Given the current financial climate it is clear that there will be fewer resources available to deliver our objectives, however it is important that we maintain the momentum gained over the last two years. This is an opportunity to look at innovative ways to move forward with our plans and ensure that homelessness prevention, the reduction of the Council's use of temporary accommodation and raising standards remain the highest priorities.

The 2008-2011 strategy described our strategic priorities through nine key objectives<sup>2</sup>, with 64 key actions providing details of the work to be done. Each key action was then defined further with specific actions (234 in total).

In recognition that significant change can present new challenges, to take into account lessons learned, and to ensure that this strategy remained relevant, the key and specific actions were reviewed. As a result 36 of the original specific actions have been deleted (31 of these were either replaced with revised actions, or are now contained or are being developed further within sub-strategies such as the new Move-on and Rough Sleepers strategies). The Children, Young People and Families Delivery Group made the most amendments to their action plan, resulting in a number of new actions.

Since the launch of this strategy 170 of the specific actions have been completed (50 of the Key Actions), representing 83% of the total.

The achievements of this strategy have also been acknowledged by the Audit Commission, who reported that *"An effective homelessness strategy is in place and being delivered with partners. There is now a comprehensive approach to preventing homelessness and offering housing options and appropriate standards of casework advice. There has been a significant reduction in the use of temporary accommodation, increased support to the households that remain, and bed and breakfast targets have been met"*.

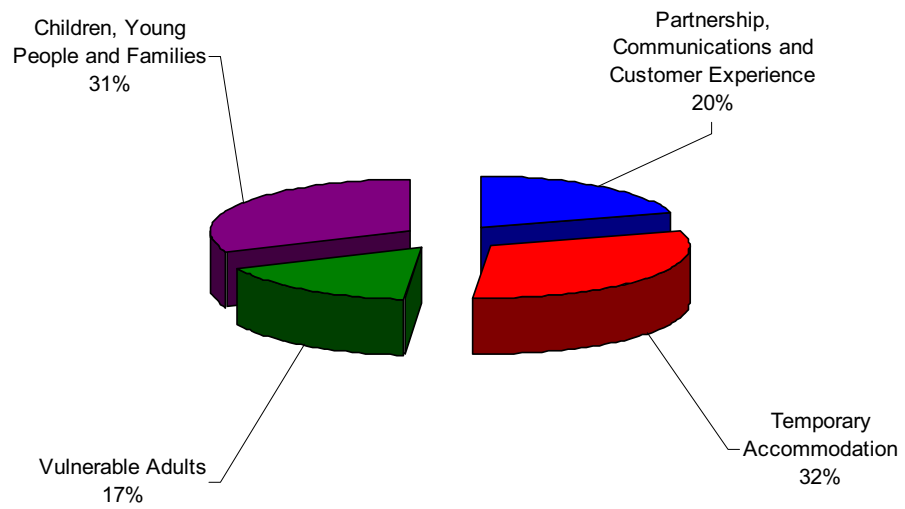
While it is right that these achievements are celebrated we must also be clear that there is more to do to ensure that we continue to meet our objectives. Appendix A provides a summary of the number of specific actions completed under each priority, along with the status of outstanding actions. A detailed breakdown of the remaining specific actions is also provided in Appendix B.

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<sup>2</sup> See page1

The distribution of all remaining specific actions, across each delivery group are shown below.

### Distribution of Remaining Specific Actions (2010)

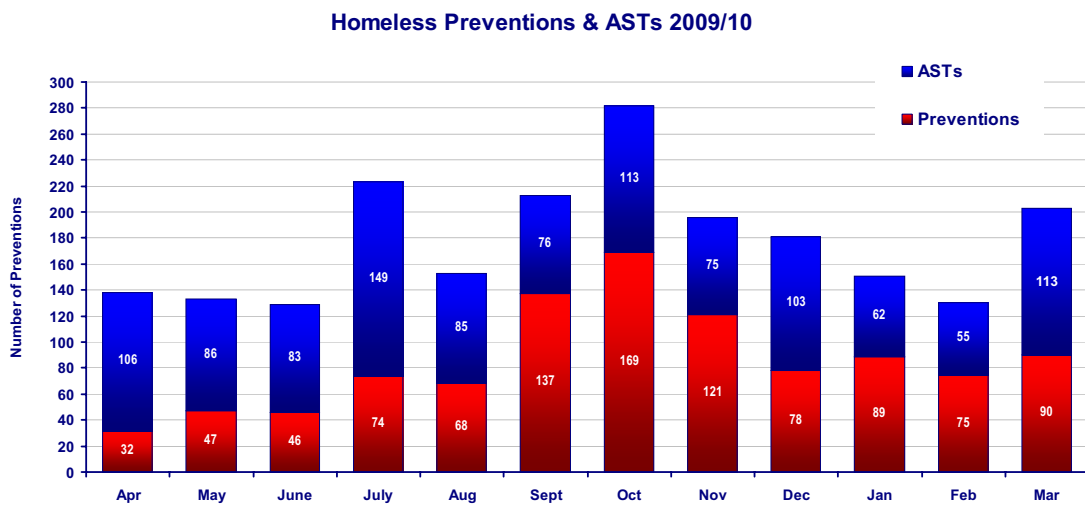




## Achievements

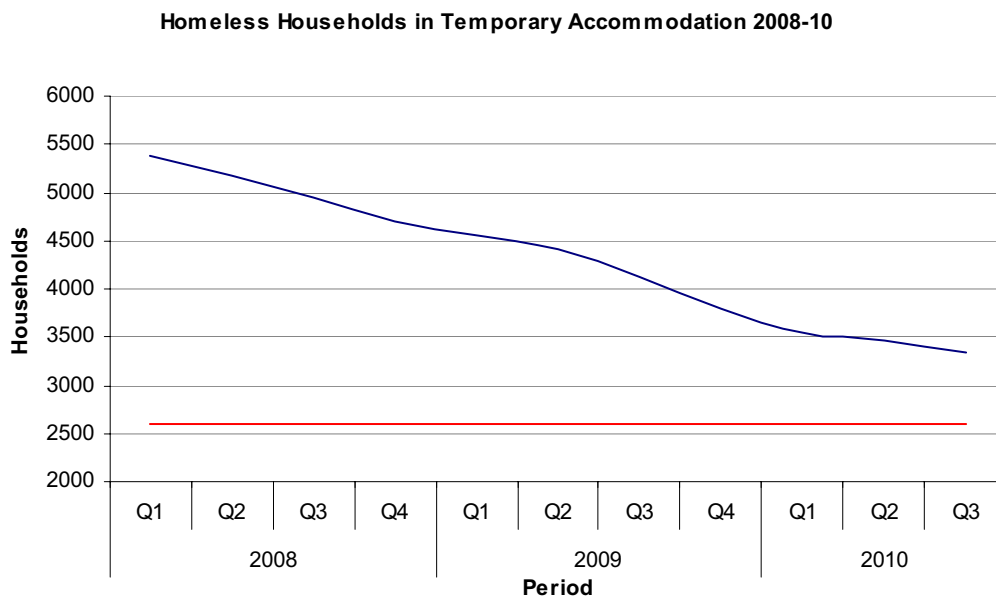
### The prevention of homelessness and private sector lettings

The restructure of S&CHS in 2009 created three new teams focused on preventing homelessness, providing settled housing solutions and supporting the reduction of the Council's use of temporary accommodation. The combined effort of these teams (Housing Advice, Options and Private Sector Lettings) during 2009/2010 resulted in preventing 2,132 households becoming homeless, with 1,026 of these being helped into private sector rented accommodation. Accessing the Mortgage Rescue Scheme also resulted in two vulnerable families being able to remain in their own homes.

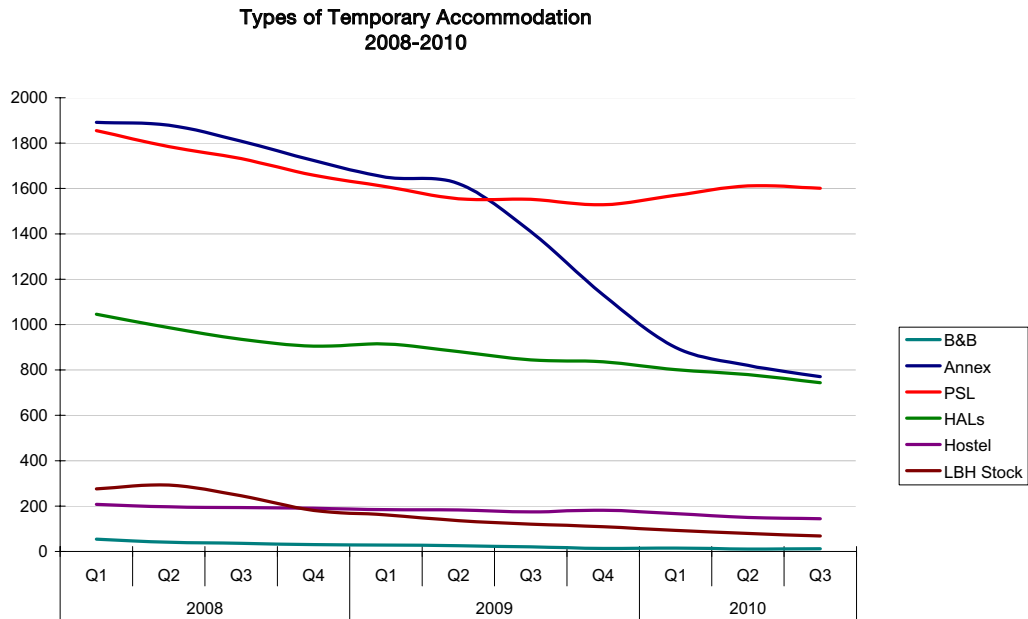


### Reducing the use of temporary accommodation (TA), the cost of TA and improving standards and suitability

There are 2,048 fewer households living in temporary accommodation since the development of the Homelessness Strategy in 2008. This chart shows the rate of reduction of households in TA against the Council's target.



In addition to the overall reduction of the use of TA the Council focused on reducing the use of nightly paid accommodation (which is the most costly) saving an estimated £600,000.

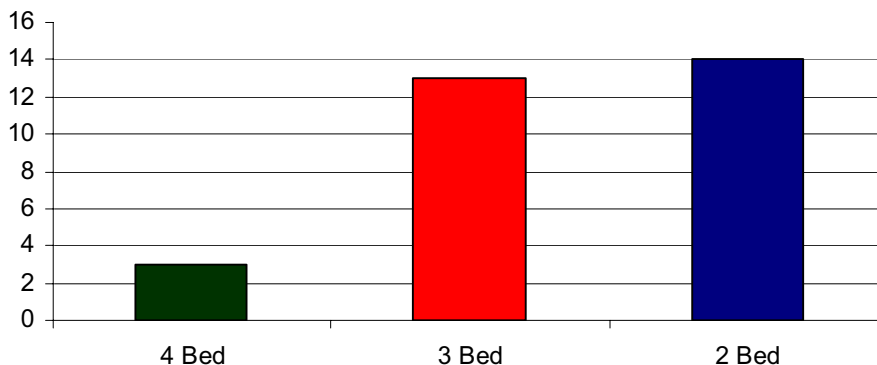


To ensure all households in temporary accommodation receive up to date housing options advice, a rolling programme of visits to people in temporary accommodation was introduced. This process will also enable us to identify and address any disrepair and assess any changes in circumstances more quickly.

**Overcrowding and Under-occupation**

Since the beginning of this year the Overcrowding and Under-occupation Officers based within the Housing Options Team have assisted 47 social housing tenants move to suitably sized accommodation. This work has freed up 30 family sized social housing properties which will be let to homelessness families. Seventeen overcrowded households have also been assisted. Fifteen were moved to larger (mainly private sector) accommodation and two families were assisted by extending or converting part of their accommodation.

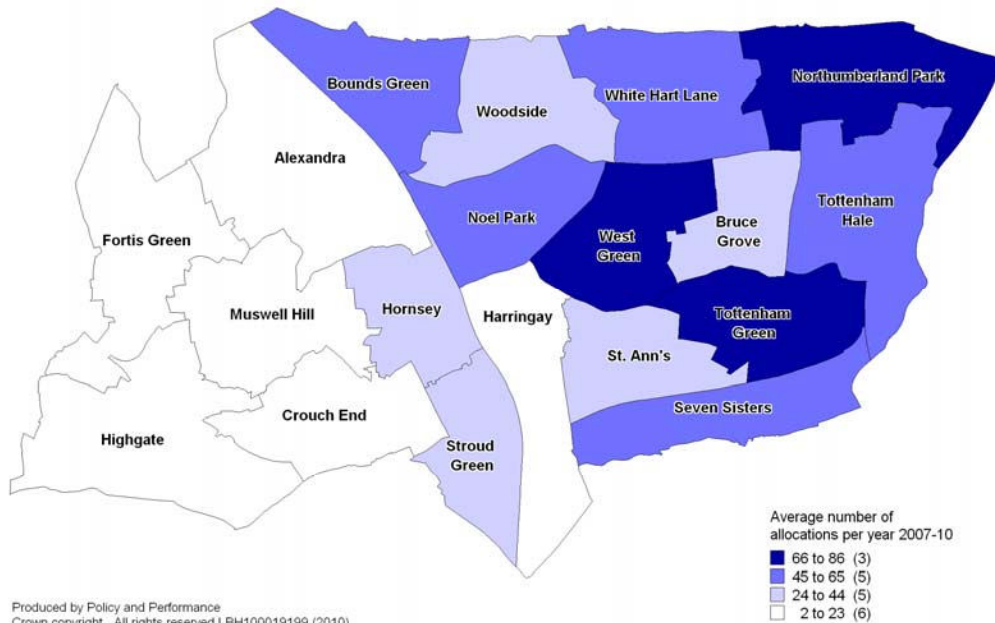
**Under Occupied Properties Released  
Q1 & Q2 2010**



## Social Housing Guide

To help people understand their prospects of obtaining social housing in the near future, we have developed an interactive social housing map which is now available through Haringey Council's website. This map provides a ward by ward analysis of the types and availability of social housing in an accessible and easy to use printable format.

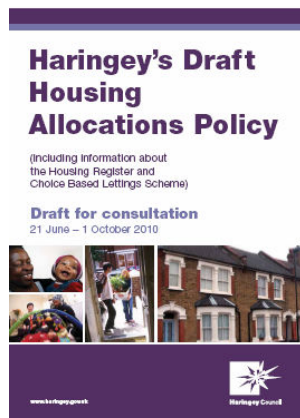
Average number of social housing allocations per year 2007-10



## Housing Services Directory

Bringing together all aspects of Housing, Health, Community and Education and Employment, our new directory provides access to advice, information and services for new and existing service users.

## Draft Allocations Policy



Our Draft Housing Allocations Policy has been very well received. The banding approach is considered a much more transparent way of prioritising households for new social housing allocations. The priorities set out have also been broadly accepted as the way forward, given the high demand and low supply of social housing. It has also been acknowledged that placing housing association and council tenants on an even footing, will provide greater mobility and more choice across the social housing sector. With consultation now complete, the policy will come into effect from mid-January 2011 and we are confident that this comprehensive policy will provide a clear and effective system of housing allocations for the future.

## Rough sleeper's and Move- on Strategies

The partnership approach used through the Homelessness Strategy Delivery Groups has served as a platform to develop two sub strategies. The Move-On Strategy and the Rough Sleepers Strategy have both been developed with our partners and approved by the Integrated Housing Board, a theme board of Haringey's Strategic Partnership.

Rough sleeping has been recognised as an increasing challenge in Haringey. With our partners, we will provide a coordinated approach to tackling rough sleeping in the Borough over the next two years, to ensure that we reduce and sustain the number so people sleeping rough on the streets of Haringey to as close to zero as possible by 2012.

### Haringey's Rough Sleepers Strategy 2010 - 2012

Strategic and Community Housing Services



### Haringey's Move-on Strategy 2010 - 2015

Strategic and Community Housing Services



We also know that a significant proportion of people living in short term supported accommodation are ready to move out but are unable to do so. The Move-on Strategy focuses on identifying and providing solutions to the barriers that prevent people that are ready, from moving on, freeing up this valuable resource for people that need it.

## Private Sector Improvement

The Private Sector Improvement Team is the driving force behind raising private sector property and management standards. During 2009-2010 the team dealt with 1,863 complaints and served 268 enforcement notices. The team also licensed 255 houses in multiple occupation overall. Through Empty Property Grants, 22 private sector properties have now been utilised as temporary accommodation. The use of Compulsory Purchase Orders has enabled a further 4 family homes to be brought back into use, with a further 4 properties partway through the process.

## Hearthstone

Hearthstone has continued to provide an essential service to survivors of domestic violence over the last year, with over 600 enquiries from agencies and members of the public between April and September this year alone. This multi-agency team *"...is providing effective one-stop help to people facing domestic abuse"*<sup>3</sup> and has provided support and interventions for 581 clients over the last year. This approach will be strengthened further with the recent appointment of a new Domestic Violence Social Worker.

<sup>3</sup> Allocations Lettings and Homelessness Re-inspection , July 2010, p5 (Audit Commission),

## Partnership

In 2008 we recognised that the successful implementation the Homelessness Strategy was dependant upon everyone working together. From the very beginning all partners have shown an outstanding commitment to the delivery of our strategic objectives. The recent Audit Commission re-inspection of this service found that *“The 2008-2011 Homelessness Strategy is an effective tool for improving services. It is a genuinely multi-agency strategy, developed and implemented with partners. The strategy covers all key aspects of homelessness, including rough sleeping, and is being delivered by nine delivery groups, attended and in some cases chaired by partners. The partners spoken to praised the content of the strategy and the partnership approach taken by the Council. This is helping to ensure that progress is made in addressing key areas of homelessness”*.

## Actions and Challenges for Year 3

The Housing Strategy Review Event is a celebration of what we have achieved together, but it also serves as an opportunity to look forward with our partners to establish the priorities for the next strategy.

Workshops will consider:-

- Learning points from the 2008-2011 strategy
- Future challenges
- Priorities for the next strategy

Recommendations from these workshops will be fed back to the Strategy Delivery Groups and the new Homelessness Strategy Steering Group.

## Homelessness Strategy 2008 -11

### Review summary 2010

#### 1 Actively support and promote a partnership approach to tackling homelessness

Number of sub Actions: 16 Number of completed sub Actions: 14	Number of outstanding sub Actions: 2 <b>RED</b> 0 <b>AMBER</b> 0 <b>GREEN</b> 2
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#### 2 Invest in early intervention and effective homelessness prevention

Number of sub Actions: 37 Number of completed sub Actions: 28	Number of outstanding sub Actions: 9 <b>RED</b> 2 <b>AMBER</b> 0 <b>GREEN</b> 7
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#### 3 Increase the supply of affordable homes

Number of sub Actions: 25 Number of completed sub Actions: 21	Number of outstanding sub Actions: 4 <b>RED</b> 0 <b>AMBER</b> 0 <b>GREEN</b> 4
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#### 4 Provide choice and encourage independence

Number of sub Actions: 27 Number of completed sub Actions: 27	Number of outstanding sub Actions: 0 <b>RED</b> 0 <b>AMBER</b> 0 <b>GREEN</b> 0
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#### 5 Halve the number of homeless households in temporary accommodation by 2010

Number of sub Actions: 21 Number of completed sub Actions: 16	Number of outstanding sub Actions: 5 <b>RED</b> 0 <b>AMBER</b> 0 <b>GREEN</b> 5
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#### 6 Improve the quality and suitability of temporary accommodation

Number of sub Actions: 16 Number of completed sub Actions: 14	Number of outstanding sub Actions: 2 <b>RED</b> 0 <b>AMBER</b> 0 <b>GREEN</b> 2
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## Review summary 2010

### 7 Work proactively to safeguard children and vulnerable adults

Number of sub Actions: 36 Number of completed sub Actions: 28	Number of outstanding sub Actions: 8 <b>RED</b> 0 <b>AMBER</b> 0 <b>GREEN</b> 8
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### 8 Improve customer service, involvement and satisfaction

Number of sub Actions: 17 Number of completed sub Actions: 12	Number of outstanding sub Actions: 5 <b>RED</b> 0 <b>AMBER</b> 0 <b>GREEN</b> 5
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### 9 Ensure that our policies and procedures are fair, transparent and widely understood

Number of sub Actions: 10 Number of completed sub Actions: 10	Number of outstanding sub Actions: 0 <b>RED</b> 0 <b>AMBER</b> 0 <b>GREEN</b> 0
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# Homelessness Strategy 2008-11

## Progress report

- HSIG:  Vulnerable Adults:   
 Live:  Children, Young People and Families:   
 Revised:  Temporary Accommodation and Housing Options:   
 Deleted:  Partnership, Communications and Customer Experience:

**Priority: 1 - Actively support and promote a partnership approach to tackling homelessness**

Key Action: 6 - Work proactively with local RSLs and Homes for Haringey to ensure the success of Haringey's Area Based Homelessness Action Planning pilot.


Sub Action	Due	Responsibility	Progress	Status	RAG
3	Jul-09 Dec-10	Partnership, Communications and Customer Experience	launch date moved to December 2010, update from KY after November meeting	Live	Green
4	Apr-10 Jul-11	Partnership, Communications and Customer Experience		Live	Green

**Priority: 2 - Invest in early intervention and effective homelessness prevention**




Key Action: 9 - Improve procedures for dealing with hospital discharge, prison leavers and care leavers, in order to improve planned move on and the prevention of homelessness

Sub Action Due Responsibility Progress Status RAG



6	Develop procedures so that care leavers receive an options interview 6 months before leaving care	Jan-11	Children, Young People and Families	new addition	Revised	
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**Key Action: 16** - Develop and promote a range of services and interventions for young people (including mediation, supported lodgings and mentoring) to prevent homelessness and sustain tenancies.

<b>Sub Action</b>	<b>Due</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Status</b>	<b>RAG</b>	
1	Apr-10 <b>Oct-10</b>	Children, Young People and Families	Initial data analysis provided to the group - discussed similarities across services particularly in relation to NEETs and Excluded pupils - completion expected end of November 2010	Live		
2	Apr-10 <b>Oct-10</b>	Children, Young People and Families	Undertake research to understand the needs of homeless young people and the reasons why they become homeless. Research should include an analysis of ethnicity, worklessness, teenage pregnancy, education attainment and family support networks	Literature review underway- completion expected end of November 2010	Live	
3	Jul-09 <b>Dec-10</b>	Children, Young People and Families	Evaluate each of the services and interventions, based on their success in preventing homelessness and sustaining young people's tenancies	Literature review underway-	Live	

4	Consult with service users, the Haringey Youth Council and other stakeholders.	Aug-09 Dec-10	Children, Young People and Families		Live	Green
5	Brief HSIG on the options with a view to them being incorporated into a youth homelessness plan.	Sep-09 Dec-10	Children, Young People and Families		Live	Green
6	Implement recommendations of the HSIG	Dec-09 Mar-11	Children, Young People and Families		Live	Green

Key Action: 17 - Provide schools and the Youth Service with advice and support to help them run a 'Leaving Home' project for 14-16 year olds, enabling young people to make informed choices about their future housing.

Sub Action	Due	Responsibility	Progress	Status	RAG
4	Dec-10	Children, Young People and Families		Revised	Green

5	Implement the plan	Apr-11	Children, Young People and Families		Revised	Green
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**Priority: 3 - Increase the supply of affordable homes**

Key Action: 18 - Set up a rent deposit scheme for homeless people deemed by the Council not to be in 'priority need'

Sub Action	Due	Responsibility	Progress	Status	RAG	
5	Launch the scheme	Jul-10 Nov-10	Temporary Accommodation and Housing Options	Full launch expected by target date	Live	Green

Key Action: 20 - Make it easier for low income households to access the private rented sector, and maximise the Council's tenancy nominations rights to private rented accommodation

Sub Action	Due	Responsibility	Progress	Status	RAG	
5	Develop and implement a 'hybrid' leasing and letting scheme involving a one year lease followed by 2 or 3 years' nomination rights	Apr-09 Mar-11	Temporary Accommodation and Housing Options		Live	Green

7	Publish a 'Good Lettings Guide' for private landlords	Dec-09 <b>Dec-10</b>	Temporary Accommodation and Housing Options	SR leading	Live	<b>Green</b>
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**Key Action: 21** - Make best use of Haringey's social housing stock by minimising voids and reducing the number of under occupied family homes.

<b>Sub Action</b>	<b>Due</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Status</b>	<b>RAG</b>
2	Dec-08 <b>Apr-11</b>	Temporary Accommodation and Housing Options	Action plan being devised by internal working group - CA to confirm when action plan can be shared with the DG	Live	<b>Green</b>

**Priority: 5 - Halve the number of homeless households in temporary accommodation by 2010**

**Key Action: 34** - Amend the lettings policy to ensure that it assists the prevention of homelessness and reduced use of TA

<b>Sub Action</b>	<b>Due</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Status</b>	<b>RAG</b>
3	Jan-09 <b>Jan-11</b>	Temporary Accommodation and Housing Options	Banding method agreed by Cabinet, public consultation running until 1/10 then results back to Cabinet. Method of implementation including re-registration being worked through by the project group	Live	<b>Green</b>

**Key Action: 39** - Work proactively with RSLs to convert temporary homes into settled accommodation

**Sub Action** **Due** **Responsibility** **Progress** **Status** **RAG**

1	Organise a workshop with the RSLs (as part of Haringey's Joint Action Planning pilot) to discuss the opportunities to convert temporary homes into settled accommodation	Jan-09 <b>Apr-11</b>	Temporary Accommodation and Housing Options		Live	<b>Green</b>
2	Produce a three year plan to prepare for future conversions in a managed way that contributes positively to the successful implementation of the Homelessness Strategy and the TA Reduction Plan	Mar-09 <b>Apr-11</b>	Temporary Accommodation and Housing Options		Live	<b>Green</b>
3	Implement the 3 year plan	Mar-09 <b>Apr-11</b>	Temporary Accommodation and Housing Options		Live	<b>Green</b>

**Key Action: 67** - Develop a protocol to facilitate( with the necessary permission) the sharing of information with voluntary and community sector support providers, ensuring that information held and advice on the prospects for re-housing is up to date

<b>Sub Action</b>	<b>Due</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Status</b>	<b>RAG</b>
1	Apr-11	Temporary Accommodation and Housing Options	New action replacing Key Action 38	Revised	<b>Green</b>

**Priority: 6 - Improve the quality and suitability of temporary accommodation**

Key Action: 41 - Improve the physical condition of TA (ensuring that all properties are well-managed and that all repairs are completed within agreed timescales) through routine inspections and by ensuring the robust enforcement of contracts and standards

Sub Action	Due	Responsibility	Progress	Status	RAG
2	Jan-09 <b>Nov-10</b>	Temporary Accommodation and Housing Options	Arrangements reviewed, guidance to be confirmed.	Live	Green
3	Apr-09 <b>Nov-10</b>	Temporary Accommodation and Housing Options	To be contained within Consultation and Communication Plan (RG)	Live	Green

**Priority: 7 - Work proactively to safeguard children and vulnerable adults**

Key Action: 47 - Adopt a shared strategic approach to the provision of housing and support for homeless children, young people and vulnerable adults

Sub Action	Due	Responsibility	Progress	Status	RAG
5	Mar-11	Children, Young People and Families		Revised	Green

Key Action: 48 - Improve joint working (especially between Housing and Children's Services) to help children and young people achieve the 5 'Every Child Matters' outcomes.

Sub Action	Due	Responsibility	Progress	Status	RAG	
2	Amend the assessment procedures used by the housing advice and homelessness teams to take into account CAF and make referrals where concerns are identified	Jan-11	Children, Young People and Families	Key staff attended Integrated Working training to increase awareness and make appropriate referrals, update of assessment expected Jan 2011	Revised	Green

Key Action: 49 - Provide joined-up services that are responsive to the needs of young people and vulnerable adults, and focus on homelessness prevention.

Sub Action	Due	Responsibility	Progress	Status	RAG	
14	Undertake research to understand the reasons why members of the LGBT community become homeless and establish the housing and support needs of LGBT households and the extent to which they find it difficult to access services.	Nov-10	Vulnerable Adults	Initial contact made with local agency to establish what data is available.	Live	Green

15	Make recommendations to improve early intervention and support, and remove barriers to accessing services, for members of the LGBT community through better, joined-up services	Nov-10	Vulnerable Adults	see 49.15	Live	Green
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7	Undertake research to understand the reasons why disabled people become homeless, and establish the number of homeless people that have a disability and the housing and support needs of homeless disabled people.	Nov-09 May-11	Vulnerable Adults	Revised due date to allow for re-registration and up to date information	Live	Green
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9	Make recommendation to improve early intervention, support and housing options for disabled people (including children) and their carers and families and remove barriers to accessing services, through early intervention and better joined-up services	Apr-10 <b>May-11</b>	Vulnerable Adults	Revised due date to allow for re-registration and up to date information	Live	Green
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**Key Action: 50** - Undertake holistic needs assessments and tailor support packages to the specific needs of families and vulnerable adults

<b>Sub Action</b>	<b>Due</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Status</b>	<b>RAG</b>
1	Apr-09 <b>Jan-11</b>	Vulnerable Adults	Joint action with children young people and families group - CHYP DG will satisfy this action through revised KA 48. Vulnerable Adults DG to consider checklist at next meeting (Dec'10)	Live	Green
2	Sep-09 <b>Jan-11</b>	Vulnerable Adults	Joint action with children young people and families delivery group - CHYPF DG will satisfy this action through amended key action 48 Vulnerable Adults to consider at next meeting	Live	Green

**Priority: 8 - Improve customer service, involvement and satisfaction**

**Key Action: 55** - Improve the quality of customer care and ensure that all customers are treated with courtesy and respect.

<b>Sub Action</b>	<b>Due</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Status</b>	<b>RAG</b>
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2	Establish a Customer Service Forum and a Mystery Shopping Team, comprising past and present service users, to discuss and monitor the quality of customer care	Apr-09 <b>Mar-11</b>	Partnership, Communications and Customer Experience	To be included in Consultation and Communications Plan (RG)	Live	<b>Green</b>
3	Undertake periodic exit surveys in the Customer Service Centres, together with an annual postal survey, inviting service users to provide feedback on the quality of service they have received	Apr-09 <b>Mar-11</b>	Partnership, Communications and Customer Experience	To be included in Consultation and Communications Plan (RG)	Live	<b>Green</b>

Key Action: 58 - Develop and actively promote a range of opportunities for service users to get involved in shaping, monitoring and improving services.

Sub Action	Due	Responsibility	Progress	Status	RAG
3	Jun-09 <b>Mar-11</b>	Partnership, Communications and Customer Experience	To be included in Consultation and Communications Plan (RG)	Live	<b>Green</b>

Key Action: 59 - Produce and publicise an annual programme of consultation and service user involvement

Sub Action	Due	Responsibility	Progress	Status	RAG
1	Apr-09 <b>Mar-11</b>	Partnership, Communications and Customer Experience	To be included in Consultation and Communications Plan (RG)	Live	<b>Green</b>

Key Action: 60 - Improve communication and the co-ordination of services, encouraging joint-working and meeting customer's needs more quickly and efficiently.

Sub Action	Due	Responsibility	Progress	Status	RAG
3 Support and promote the work of Haringey's Homelessness Forum and Single Homelessness Forum	Jun-09 <b>Mar-11</b>	Partnership, Communications and Customer Experience	Move-On Strategy implementation of single homeless forum Jan 2011	Live	<b>Green</b>

## Homelessness Strategy 2008-11: performance summary

<b>RED:</b>	2	5.7%
<b>AMBER:</b>	0	0.0%
<b>GREEN:</b>	33	94.3%
<b>NO RAG STATUS:</b>	0	0.0%
		100.00%

<b>Total No Sub Actions:</b>	35
<b>Total deleted:</b>	0
<b>Total revised:</b>	6
<b>Total completed:</b>	0
<b>Live sub actions:</b>	35

<b>Percentage complete:</b>	0.0%
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<b>HSIG:</b>	0
<b>Vulnerable Adults:</b>	6
<b>Children, Young People and Families:</b>	11
<b>Temporary Accommodation and Housing Options:</b>	11
<b>Partnership, Communications and Customer Experience:</b>	7

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**A big thank you to  
all our partners for  
working so hard  
with us over the  
last two years**

*Event sponsor:* **Aitch**  
GROUP

# Homelessness Strategy 2008-11

HSIG:   
 Live:  Vulnerable Adults:   
 Revised:  Children, Young People and Families:   
 Deleted:  Temporary Accommodation and Housing Options:   
 Partnership, Communications and Customer Experience:

## Progress report

### Priority: 1 - Actively support and promote a partnership approach to tackling homelessness

Key Action: 6 - Work proactively with local RSLs and Homes for Haringey to ensure the success of Haringey's Area Based Homelessness Action Planning pilot.

Sub Action	Due	Delivery Group Lead	Progress	Status	RAG
3	Launch Haringey's Joint Homelessness Action Plan Jul-09 Dec-10	Partnership, Communications and Customer Experience	launch date moved to December 2010, update from KY after November meeting	Live	Green
4	Evaluate and publish the results and lessons learned Apr-10 Jul-11	Partnership, Communications and Customer Experience		Live	Green

### Priority: 2 - Invest in early intervention and effective homelessness prevention

Key Action: 9 - Improve procedures for dealing with hospital discharge, prison leavers and care leavers, in order to improve planned move on and the prevention of homelessness

Sub Action Due Delivery Group Lead Progress Status RAG

6	Develop procedures so that care leavers receive an options interview 6 months before leaving care	Jan-11	Children, Young People and Families	Denise Gandy/Jennifer Gould	new addition	Revised	Green
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**Key Action: 16** - Develop and promote a range of services and interventions for young people (including mediation, supported lodgings and mentoring) to prevent homelessness and sustain tenancies.

Sub Action	Due	Delivery Group	Lead	Progress	Status	RAG
4	Aug-09 Aug-11	Children, Young People and Families		For consideration in new homelessness strategy	Live	Green
5	Sep-09 Aug-11	Children, Young People and Families		For consideration in new homelessness strategy	Live	Green
6	Dec-09 Aug-11	Children, Young People and Families		For consideration in new homelessness strategy	Live	Green

**Key Action: 17** - Provide schools and the Youth Service with advice and support to help them run a 'Leaving Home' project for 14-16 year olds, enabling young people to make informed choices about their future housing.

Sub Action	Due	Delivery Group	Lead	Progress	Status	RAG
5	Apr-11 Apr-11	Children, Young People and Families	Denise Gandy/Cleo Andronikou	Roll out discussed with Attracta Craig - meeting DT's 30/3/11	Revised	Green

### Priority: 3 - Increase the supply of affordable homes

Key Action: 20 - Make it easier for low income households to access the private rented sector, and maximise the Council's tenancy nominations rights to private rented accommodation

Sub Action	Due	Delivery Group Lead	Progress	Status	RAG
5	Apr-09 Mar-11	Temporary Accommodation and Housing Options	For consideration within the private sector housing strategy development	Live	Green



Key Action: 21 - Make best use of Haringey's social housing stock by minimising voids and reducing the number of under occupied family homes.

Sub Action	Due	Delivery Group Lead	Progress	Status	RAG
2	Dec-08 Apr-11	Temporary Accommodation and Housing Options	work and monitoring ongoing	Live	Green

### Priority: 5 - Halve the number of homeless households in temporary accommodation by 2010

Key Action: 39 - Work proactively with RSLs to convert temporary homes into settled accommodation

Sub Action	Due	Delivery Group Lead	Progress	Status	RAG
1	Jan-09 Apr-11	Temporary Accommodation and Housing Options	For consideration within the private sector housing strategy	Live	Green

2	Produce a three year plan to prepare for future conversions in a managed way that contributes positively to the successful implementation of the Homelessness Strategy and the TA Reduction Plan	Mar-09 <b>Apr-11</b>	Temporary Accommodation and Housing Options	For consideration within the private sector housing strategy	Live	
3	Implement the 3 year plan	Mar-09 <b>Apr-11</b>	Temporary Accommodation and Housing Options	For consideration within the private sector housing strategy	Live	

**Key Action: 67** - Develop a protocol to facilitate( with the necessary permission) the sharing of information with voluntary and community sector support providers, ensuring that information held and advice on the prospects for re-housing is up to date



Sub Action	Due	Delivery Group	Lead	Progress	Status	RAG
1	Apr-11	Temporary Accommodation and Housing Options		New action replacing Key Action 38	Revised	

**Priority: 6 - Improve the quality and suitability of temporary accommodation**

**Key Action: 41** - Improve the physical condition of TA (ensuring that all properties are well-managed and that all repairs are completed within agreed timescales) through routine inspections and by ensuring the robust enforcement of contracts and standards

Sub Action	Due	Delivery Group	Lead	Progress	Status	RAG
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2	Review the arrangements for inspecting and enforcing standards in TA, and publish new guidance to ensure that all TA is inspected at least once a year and that contracts and standards are robustly enforced by the Council.	Jan-09 <b>Mar-11</b>	Temporary Accommodation and Housing Options	Arrangements reviewed. Procedures pending.	Live	
3	Undertake annual customer surveys, inviting residents of TA to provide feedback on the condition and suitability of TA Undertake annual customer surveys, inviting residents of TA to provide feedback on the condition and suitability of TA.	Apr-09 <b>Nov-10</b>	Temporary Accommodation and Housing Options	Consultation and Communication Plan (RG) being considered by the Partnership, Customer Experience and communications Delivery Group.	Live	

**Priority: 7 - Work proactively to safeguard children and vulnerable adults**

**Key Action: 47** - Adopt a shared strategic approach to the provision of housing and support for homeless children, young people and vulnerable adults

Sub Action	Due	Delivery Group	Lead	Progress	Status	RAG
5	Report recommendations to HSIG and implement agreed actions.	Mar-11	Children, Young People and Families	New statement /priorities for next strategy	Revised	

**Key Action: 48** - Improve joint working (especially between Housing and Children's Services) to help children and young people achieve the 5 'Every Child Matters' outcomes.



Sub Action	Due	Delivery Group	Lead	Progress	Status	RAG
2	Amend the assessment procedures used by the housing advice and homelessness teams to take into account CAF and make referrals where concerns are identified	Jan-11	Children, Young People and Families	Key staff attended Integrated Working training to increase awareness and make appropriate referrals, update of assessment expected Jan 2011	Revised	

Key Action: 49 - Provide joined-up services that are responsive to the needs of young people and vulnerable adults, and focus on homelessness prevention.

Sub Action	Due	Delivery Group	Lead	Progress	Status	RAG
14	Nov-10 <b>Apr-11</b>	Vulnerable Adults		Initial contact made with local agency to establish what data is available. National research to be distributed	Live	Green
15	Nov-10	Vulnerable Adults		see 49.15	Live	Green
7	Nov-09 <b>May-11</b>	Vulnerable Adults		Revised due date to allow for re-registration and up to date information - will link with child poverty strategy	Live	Green
9	Apr-10 <b>May-11</b>	Vulnerable Adults		Revised due date to allow for re-registration and up to date information - linked with child poverty strategy development	Live	Green

Key Action: 50 - Undertake holistic needs assessments and tailor support packages to the specific needs of families and vulnerable adults

Sub Action Due Delivery Group Lead Progress Status RAG

1	Assist the assessment process by producing a checklist of support needs	Apr-09 <b>Mar-11</b>	Vulnerable Adults	Shaun Needham	Joint action with children young people and families group - CHYP DG will satisfy this action through revised KA 48.  Comon referral framework will be introduced by VAT	Live	
2	Ensure that all services use the same process for assessing the needs of families and vulnerable adults in respect of housing, health, recreation, education, training and employment	Sep-09 <b>Mar-11</b>	Vulnerable Adults	Shaun Needham	Joint action with children young people and families delivery group - CHYPF DG will satisfy this action through amended key action 48  Common referral framework to be introduced by VAT	Live	

**Priority: 8 - Improve customer service, involvement and satisfaction**

**Key Action: 55** - Improve the quality of customer care and ensure that all customers are treated with courtesy and respect.

Sub Action	Due	Delivery Group	Lead	Progress	Status
2	Apr-09 <b>Mar-11</b>	Partnership, Communications and Customer Experience		To be included in Consultation and Communications Plan (RG)	Live
3	Apr-09 <b>Mar-11</b>	Partnership, Communications and Customer Experience		To be included in Consultation and Communications Plan (RG)	Live

**Key Action: 58** - Develop and actively promote a range of opportunities for service users to get involved in shaping, monitoring and improving services.

Sub Action	Due	Delivery Group	Lead	Progress	Status
					RAG

3	Actively promote the benefits of getting involved, ensuring that all activities are widely publicised well in advance.	Jun-09 <b>Mar-11</b>	Partnership, Communications and Customer Experience	To be included in Consultation and Communications Plan (RG)	Live	Green
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**Key Action: 59 - Produce and publicise an annual programme of consultation and service user involvement**

Sub Action	Due	Delivery Group	Lead	Progress	Status	RAG
1	Apr-09 <b>Mar-11</b>	Partnership, Communications and Customer Experience	Partnership, Communications and Customer Experience	To be included in Consultation and Communications Plan (RG)	Live	Green

**Key Action: 60 - Improve communication and the co-ordination of services, encouraging joint-working and meeting customer's needs more quickly and efficiently.**

Sub Action	Due	Delivery Group	Lead	Progress	Status	RAG
3	Jun-09 <b>Mar-11</b>	Partnership, Communications and Customer Experience	Partnership, Communications and Customer Experience	Move-On Strategy implementation of single homeless forum Jan 2011	Live	Green

# Homelessness Strategy 2008-11: performance summary

<b>Total No Sub Actions:</b>	28	<b>HSIG:</b>	0
<b>Total deleted:</b>	0	<b>Vulnerable Adults:</b>	6
<b>Total revised:</b>	5	<b>Children, Young People and Families:</b>	7
<b>Total completed:</b>	0	<b>Temporary Accommodation and Housing Options:</b>	8
<b>Live sub actions:</b>	28	<b>Partnership, Communications and Customer Experience:</b>	7
<b>Percentage complete:</b>		0.0%	

<b>RED:</b>	1	3.6%
<b>AMBER:</b>	0	0.0%
<b>GREEN:</b>	27	96.4
<b>NO RAG STATUS:</b>	0	0.0%
		100.0

Activity	Duration	Resources
Introduction	10 min	Handout
Group Discussion	15 min	Handout
Activity	20 min	Handout
Reflection	10 min	Handout
Conclusion	5 min	Handout

Activity Description: This activity is designed to help students understand the importance of community service and how they can get involved. The activity includes a group discussion, a hands-on activity, and a reflection period. The goal is to inspire students to take action and make a positive impact in their community.

## Homelessness Strategy Review Workshop Outcomes Nov 2010

Learning	Challenges	Priorities
<p><b>Partnership works and Sharing information on policies and protocols</b></p> <ul style="list-style-type: none"> <li>• use this effectively (refer early)</li> <li>• coffee mornings</li> <li>• rent arrears forum</li> <li>• communication – still room for improvement – involve partners</li> <li>• rely on floating support</li> <li>• rough sleepers sub group has been good</li> <li>• delivery groups have served as a good place to link partners and key people – themed split works</li> <li>• Don't assume anything – consult</li> <li>• Clear messages</li> <li>• Seeing Partner's perspective</li> <li>• Housing directory a good idea</li> </ul>	<p><b>Capacity:–</b></p> <ul style="list-style-type: none"> <li>• to work in partnership (given reduced services) links to voluntary sector</li> <li>• Customer led services rather than funded led services</li> <li>• Capacity to provide up to date and clear communication to stakeholders</li> <li>• Difficult decisions about what can be kept given reduced budgets</li> <li>• Reliance on floating support and better communication with these services</li> <li>• Explore alternative funding streams</li> </ul>	<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Mystery shopping</li> <li>• Client focused</li> <li>• Use exiting links and groups to develop strategy</li> <li>• More partnership working</li> <li>• Introduce FAQ for all partners</li> <li>• Join messages /unified approach (Gov X)</li> <li>• Personal responsibility to be emphasised ( manage expectations and empower people)</li> <li>• Provide information on changes 'what's next'</li> <li>• Shared training/ shadowing</li> </ul>
	<p><b>Changes to HB/ welfare reforms and impacts including:-</b></p> <ul style="list-style-type: none"> <li>• Changes in policy fast – difficult to plan</li> <li>• Outward migration and cost to education and social services ( safeguarding)</li> <li>• Tracking out of borough placements</li> <li>• U35 Single room rate – will there be enough HMO's</li> <li>• Benefit cap and reduction of income after a year</li> <li>• Escalation of rents</li> <li>• Retaining links with private sector landlords</li> <li>• Vulnerable people sharing</li> </ul>	<p><b>Prevention</b></p> <ul style="list-style-type: none"> <li>• Work with partners to mitigate hardship, focus on prevention of homelessness and tenancy Sustainment</li> <li>• Consistent, customer friendly, co-location</li> <li>• Safeguarding vulnerable people</li> <li>• Educating young people and work to keep them at home (where possible)</li> <li>• Education, training and employment</li> </ul>

<p><b>More pathways</b></p> <ul style="list-style-type: none"> <li>Private sector options work (discharge TA duty as well)</li> </ul>	<p><b>Homelessness and Repeat homelessness</b></p> <ul style="list-style-type: none"> <li>Vulnerable people not being able to sustain tenancies</li> <li>Rough sleepers and historical links to violent crime</li> <li>Rough sleepers provision</li> <li>Future overcrowding issues</li> <li>Financial assessments</li> <li>Equalities</li> <li>Fixed term tenancies coming to and end</li> <li>Parents evicting young people</li> <li>Vulnerable people sharing</li> <li>Young offenders – different to move-on</li> <li>IH families</li> </ul>	
<p><b>Supply</b></p> <ul style="list-style-type: none"> <li>Supply of new and affordable homes – bringing empty homes back into use</li> <li>Sourcing private sector accommodation – haringey properties for haringey people</li> <li>HA role in rent levels</li> <li>Rental market being squeezed</li> <li>Reducing cost of EA</li> <li>More effective action in terms of hand backs and rejected stock</li> </ul>	<p><b>Maximise supply</b></p> <ul style="list-style-type: none"> <li>private sector partners required – emphasise support available for difficult issues/tenants</li> <li>innovative ways of securing affordable homes (register, negotiate low rents)</li> <li>make better use of social rented</li> <li>work with housing associations to tackle overcrowding and under occupation</li> <li>empty properties</li> <li>procurement that generates income</li> <li>manage quality of accommodation</li> <li>Review what can be offered to PRS landlords</li> </ul>	
<p><b>Continuously review</b></p> <ul style="list-style-type: none"> <li>Priorities and mechanisms which deliver them</li> <li>Identify gaps and fill them</li> <li>Starts with a bang then slows down</li> <li>Links to other policies/strategies</li> </ul>	<p><b>Do processes still work or do we need new ones?</b></p> <ul style="list-style-type: none"> <li>Good record keeping</li> <li>Build on last strategy</li> <li>Bring in PRS (strategically)</li> </ul>	





Agenda item:

**[No.]****Cabinet****On 22<sup>nd</sup> March 2011**

Report Title: Proposal for the redesign of the Supporting People programme and contributions to the Council's savings plan

Report of: **Mun Thong Phung, Director of Adult, Culture and Community Services**

Signed:

Contact Officer: Margaret Allen, Assistant Director Safeguarding & Strategic Services

Wards(s) affected: **ALL**

Report for: **Key decision**

**1. Purpose of the report**

- 1.1. To describe the proposal on redesign of the Supporting People programme from April 2011 to March 2014, and to achieve improved value for money savings and to deliver on strategic developments to ensure continued support to the residents of the borough.

**2. Introduction by Cabinet Member**

- 2.1. The funding cuts from Central Government have meant that all areas of support and budget commitment be reviewed. The Supporting People programme is preventative in nature and the council has a clear commitment to continuing to support local residents through this mechanism. A redesign option on the Supporting People programme has been drawn up, which will align the programme with future needs within the community and allow for savings to be made to contribute to the council's savings plan.

**3. State link(s) with Council Plan Priorities and actions and /or other Strategies:**

3.1. ACCS Council Plan Priorities are:

- Encouraging lifetime well-being at home, work, play and learning;
- Promoting Independent living while supporting adults and children in need; and
- Delivering excellent customer focused cost effective services.

**4. Recommendations**

4.1. It is recommended that the Supporting People programme is reduced in budget commitment by £5m from 1<sup>st</sup> April 2011.

4.2. It is further recommended that the programme makes use of this opportunity to be redesigned in line with current and future needs of the borough.

**5. Reason for recommendation(s)**

5.1. Currently the budget allocation for the Supporting People programme is £17m of which £3m is spent on delivering council-based services, and £14m is contracted with external providers. The services provided under the programme cover 19 client groups within 14 sectors and has 125 contracts in place to deliver services.

5.2. The programme provides services to the following sectors:  
Mental Health; Learning Disability; Older People; Offender & substance misuse; Home Improvement Agency; Generic Floating Support to all age groups; BME organisations (advice & information); Teenage parents; single homeless; Young People; Domestic Violence; HIV/AIDS and physical/sensory impairment.  
The programme also underpins the Rent Guarantee Scheme and links to the council's Housing Strategy, the Move On strategy and the Older People's Housing Strategy.

Floating Support services are designed to support people to access housing and to sustain tenancies in some circumstances. The service assists with:

- Rent arrears
- Benefits, budgeting and debt
- Finding and setting up a home
- Accessing local services

5.3. The programme has been externally evaluated as successfully delivering improved outcomes for service users and in achieving robust governance and oversight of council funds. The intention for the future is to use the key skills within the programme team to ensure continued delivery of both, within a reduced budget and a re-designed programme. The savings of £5m is challenging but achievable, through continuing the robust review of the programme which has already delivered savings of £4m plus, over the last 3 years, in response to Central Government funding reductions.

- 5.4. The Floating Support contracts equate to approximately 13% of the SP programme with approx 85% of Supporting People being accommodation-based, and 2% being made up of access to employment and Home Improvement Agency services. The retention of accommodation-based provision will guarantee security of tenure, and ensure the stability of the programme across sectors, which floating support would not directly provide. The intention is to reduce floating support services to a single, generic service (over two years), aimed principally at the core of homeless people in the borough. It is deemed a lesser risk to remove floating support services, as most people accessing this service also have access to other support. The reductions of floating support services would therefore reduce duplication and overlap with the system, and would achieve savings of £2.6m based on current spend.
- 5.5. Similarly, the current value of external contracts for mental health support could be reduced by 40% without losing the accommodation-based provision which is essential to supporting adults with Mental Health problems effectively. It should be noted that market rates have determined that the existing contracts are now over priced, so a contract value reduction would achieve some levelling of costs. Additionally, there is likely to be increased take up of individual budgets for this client group that is likely to mitigate a reduced contract value. A reduction on this part of the programme would achieve savings in the region of £1.3m.
- 5.6. The range of council services in the programme has been reviewed and a saving of £200k has been identified which could be achieved by 1<sup>st</sup> April 2011, without incurring exit costs (due to vacant posts), or destabilising the internal provision. It is therefore proposed to reduce the in-house spend by £200k.
- 5.7. The existing Root & Branch review of the programme during 2010/11 will also deliver a proportion of the savings required. The full year effect savings on these, from 1<sup>st</sup> April 2011 will deliver an additional £1.4m. The total savings achievable under this proposal amount to £5.545m which includes the £5m reduction in response to Central Government spending cuts, and meets an in-year budget pressure of £545k to bring in a balanced year-end account.
- 5.8. The redesign of the programme would allow (in 2012/13) for the funding to adult social care client groups to be moved into adult social care commissioning, which would align better with the transformation programme and increased choice and control offered to residents. This “passport” funding would allow new services to be commissioned which would link to housing-related needs, for example, expanding the use of assistive technology to link with the community alarm service, and to re-direct funding into extra care supported housing. Both of these examples would assist a broad range of people to remain in their own homes for longer. These proposals link to the existing review of supported housing and the development of the Older people’s Housing Strategy

- 5.9. The “core” of the redesigned Supporting People programme would focus on hard-to-reach groups such as; homeless people, Domestic Violence, Offenders, substance misuse, teenage parents, young people leaving care and young people at risk. The intention would be to retain the Home Improvement Agency and the Rent Guarantee scheme and to seek to develop a Foyer in the borough. This range of services would underpin a continuum of housing options for residents, whilst developing new initiatives for the future.
- 5.10. As part of the redesign of the programme, we are exploring options for some external providers to become social enterprises, and discussing re-modelling and reconfiguration of services across the provider forum, allowing for greater integration of service delivery, and access to alternative funding streams. To that end, we are also working with housing on the development of a “gateway” model incorporating Youth Offending, Hearthstone, the Vulnerable Adults Team and Housing Accommodation Officers, to enable a more coherent pathway to a range of housing-related support.
- 5.11. The redesign proposal will follow the council’s consultation process and all service areas will be equality impact assessed prior to any final decisions.

**6. Other options considered**

- 6.1. Officers have considered all options but due to budgetary constraints on the Council it is necessary to find this level of savings within the Supporting People budget. This necessitates the redesign of the service to meet these budgetary demands.

**7. Summary**

- 7.1 The Supporting People programme is an invest-to-save strategy which responds to the Prevention Agenda.
- 7.2 The programme has been externally evaluated as delivering good outcomes within robust governance and has successfully been reviewed in line with reducing income over the past 3 years.
- 7.3 The programme team enjoys a mature working relationship with providers, which has allowed for re-modelling and re-negotiated contracts. This approach will be taken to achieve further savings of £5m required in response to the current spending cuts.
- 7.4 Equality Impact assessments and full consultation procedures will be followed prior to any final decisions.
- 7.5 Market shifts have indicated that current contract values are “adrift” of benchmarked prices, and this will be used as a mechanism for a further levelling of costs across the programme.
- 7.6 Approximately 13% of the programme is concentrated in Floating Support, with 85% being accommodation-based provision. The proposal is to reduce all but one generic floating support service, retain accommodation based provision and re-negotiate contracts where flexibility is available to make the required savings

- without de-stabilising the programme.
- 7.7 The retained services would (under “Phase 2”) be re-designed with a view to moving those relevant adult social care client groups into the personalisation agenda for future commissioning, and focussing the programme on the Hard-To-Reach groups, within significantly closer working arrangements with strategic housing.
- 7.8 Consultation on the proposals is due to end on 22 March 2011, including responses to EqlA’s; and the conclusions from these will form part of any final decisions. The Council will take into account its public sector equality duties and responses received to consultation before making any final decisions on the cuts in this area.
- 7.9 As a consequence to delays in due process, there is a risk that the full £5m saving from the SP programme may not be realised by 1<sup>st</sup> April 2011. There is a potential financial risk of £410,000 for a delay of four weeks, which will create an in-year budget pressure, which will be managed within the programme. The Supporting People team are working to ensure the minimum disruption.

**8. Chief Financial Officer Comments**

- 8.1 The budget allocation for the Supporting People Programme is £16.99m. In order for the Council to meet its savings target and to bridge the gap between available funding and expenditure the Supporting People Programme must find savings of £5m. There is an over commitment currently within the programme which, unless reduced by the end of this financial year, will cause an overspend position on 1<sup>st</sup> April 2011 of £0.537m. Therefore, in order to achieve savings of £5m commitments must reduce by £5.537m.
- 8.2 The proposal outlined above will achieve the required reductions and will result in a contribution of £5m towards the Council’s budget gap. The service redesign, and re-negotiation based on current market rates will enable the service to become more cost effective. Each contract that is being proposed for change or decommissioning will need to be evaluated to ensure that correct process is followed minimising any risk of challenge to the council from the current providers.
- 8.3 In order for the saving to be achieved in full contract reductions must be effective from 1<sup>st</sup> April 2011. However, it is unlikely that the necessary consultation and impact assessment processes will allow for implementation from 1<sup>st</sup> April. A delay of one month will result in a reduction in savings of approximately £410k. A further 2 months delay, to end of June 2011, will result in a total reduction in savings of circa £990k.

**9. Head of Legal Services Comments**

- 9.1. Final decisions will need to be made as appropriate by the relevant Cabinet Member or Cabinet. The budget report that went to Cabinet on 8<sup>th</sup> February 2011 approved **in principle** savings set out in the relevant Appendix to the report and

agreed to delegates final decisions on the savings to be adopted to Directorates and where appropriate to the relevant Cabinet members within their portfolio responsibilities, following appropriate consideration of the results of any consultation and having had due regard to the Council's equality duties. In particular Equality Impact Assessments will be considered individually and where appropriately collectively before any final decisions are made.

**10. Head of Procurement Comments – [Required for Procurement Committee]**

10.1. N/A.

**11. Equalities & Community Cohesion Comments**

11.1 Equalities Impact Assessments have been carried out for all services which have been subject to the Root & Branch review within the Supporting People programme and continued consultation is ongoing with Providers and their service users.

11.2 For any stakeholders (includes providers and users) likely to be affected by this proposal but not yet reviewed, Equalities impact assessments are currently being carried out, in line with the guidance from the Equalities and Diversity Officer.

**12. Consultation**

12.1 Consultation, in line with guidance from legal services has commenced and a programme covering affected providers has been drawn up.

**13. Service Financial Comments**

13.1. Efficiencies

Of the proposed £5m cuts, £3.1m will be achieved through efficiencies, without impacting on service provision, and is inline with the Root and Branch review of the Supporting People programme which is due to be completed by March/April 2011.

**14. Use of appendices /Tables and photographs**

14.1. Appendix 1 attached.

**15. Local Government (Access to Information) Act 1985**

15.1. N/A.



haringey strategic partnership

**Meeting:** Integrated Housing Board  
**Date:** 5 April 2011  
**Report Title:** Performance Report: Quarter Three 2010/11  
**Report of:** Strategic and Community Housing Services

## 1. Purpose

1.1 To advise the IHB of 2010/11 quarter 3 performance against indicators

## 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)

*Q3 performance – 154*

*Annual target – 340*

*Indicator Status – RED*

*Q4 data should be available for the meeting on 5 April 2011.*

### NI 156 Number of households living in temporary accommodation

*2010/11 Q3 – 3,298*

*February 2011 – 3,305*

*March 11<sup>th</sup> 2011 – 3,296*

*2010/11 target – 3,000*

*Indicator Status – RED*

*Q4 data should be available for the meeting on 5 April 2011.*

TA numbers have levelled off since December 2010. This is due, in the main, to the severe shortage of affordable private rented accommodation in Haringey and neighbouring boroughs. This has reduced the Council's ability to prevent homelessness and re-house TA residents in the private rented

sector. Proposed changes to LHA rates have also had an adverse effect on housing supply and landlord confidence.

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

*Quarter 3 performance – 21.47% (Q4 figure will not be available until 15 April)*

*Target 2010/11 – 21% 20.25% expected at 31 March 2011*

*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 February 2011.

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Haringey Council  
Strategic & Community Housing

## London Borough of Haringey

### Homeless Households in Temporary Accommodation as at the last day of each month 2010/11

Baseline as at 31.03.10	Q1			Q2			Q3			Q4		
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
B&B	15	11	11	15	13	12	12	12	13	13	12	
Anex	900	842	821	804	789	771	752	761	777	791	794	
PSL	1570	1614	1612	1619	1610	1601	1600	1584	1576	1571	1560	
HALs	802	795	780	769	748	744	739	736	723	717	728	
Hostel	167	151	150	147	141	145	152	146	143	143	149	
S193	93	83	80	71	69	68	66	66	64	63	62	
<b>Total</b>	<b>3547</b>	<b>3496</b>	<b>3454</b>	<b>3425</b>	<b>3370</b>	<b>3341</b>	<b>3321</b>	<b>3305</b>	<b>3296</b>	<b>3298</b>	<b>3305</b>	<b>0</b>

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