



**Haringey** Council

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## Housing and Regeneration Scrutiny Panel

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MONDAY, 3RD NOVEMBER, 2014 at 18:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

**MEMBERS:** Councillors Adje (Chair), Bevan, Carroll, Diakides, Elliott, Engert and Marshall

### AGENDA

#### 1. WEBCASTING

**Please note:** This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council.

Generally the public seating areas are not filmed. However, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

If you have any queries regarding this, please contact the Scrutiny Support Officer at the meeting.

#### 2. APOLOGIES FOR ABSENCE

#### 3. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

(i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and

(ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interest are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

**4. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS**

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

**5. URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. Late items will be considered under the agenda item where they appear. New items will be dealt with at the end of the agenda.

**6. MINUTES (PAGES 1 - 4)**

To approve minutes of the last meeting held on 30th September 2014.

**7. CABINET Q & A**

The Cabinet Member for Housing & Regeneration will attend to respond to questions from the panel.

**8. THE UNIFICATION AND IMPROVEMENT OF HOUSING SERVICES IN HARINGEY (PAGES 5 - 20)**

The unification and improvement of housing services (the transfer of Community Housing Services to Homes for Haringey) is a key priority for the Council. As one of the six corporate transformation programmes, scrutiny is expected to monitor progress.

A report is provided outlining the plans and progress for the unification of housing services.

**9. HOMES FOR HARINGEY (PAGES 21 - 28)**

A report is attached outlining arrangements for contract management and performance monitoring of Homes for Haringey.

(Head of Commissioned Services together with the Managing Director of Homes for Haringey).

**10. HARINGEY HOUSING STRATEGY (PAGES 29 - 58)**

The approach and key principles for the development of a new Haringey Housing Strategy (2015-2020) were agreed at Cabinet on 14/10/14.

The Housing and Regeneration Scrutiny panel is being consulted as part of the public consultation exercise agreed as part of this strategy development process.

**11. HARINGEY PREFERRED PARTNERSHIP AGREEMENT (PAGES 59 - 62)**

An update will be provided on the Preferred Partnership Agreement between the Council and a number of local Registered Housing Providers.

**12. EMPLOYMENT AND LAND SUPPLY (PAGES 63 - 66)**

To note a briefing on employment and land supply (as requested from the previous meeting).

**13. INDUSTRIAL LIVING (PAGES 67 - 70)**

To note a briefing on the Councils approach to sites for Industrial Living (as requested from previous meeting).

**14. WORK PROGRAMME UPDATE (PAGES 71 - 92)**

Brief on work programme including the panel forward plan and the Council wide forward plan.

**15. DATE OF FUTURE MEETINGS**

- 18.30 on 8<sup>th</sup> December 2014 (Budget Scrutiny)
- 18.30 on 22<sup>nd</sup> January 2015
- 18.30 on 2<sup>nd</sup> March 2015

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Friday, 24 October 2014

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**MINUTES OF THE HOUSING AND REGENERATION SCRUTINY PANEL**  
**TUESDAY, 30 SEPTEMBER 2014**

Councillors Adje (Chair), Bevan, Carroll, Diakides and Engert

**LC1. WEBCASTING**

**LC2. APOLOGIES FOR ABSENCE**

Apologies were received from Cllr Elliot and from Cllr Marshall.

**LC3. DECLARATIONS OF INTEREST**

None.

**LC4. URGENT BUSINESS**

None received.

**LC5. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS**

None received.

**LC6. TERMS OF REFERENCE**

The panel noted and agreed the terms of reference for the Housing and Regeneration Scrutiny Panel.

**LC7. CABINET Q & A**

7.1 The Cabinet Member for Planning attended and provided a briefing on this portfolio and then responded to questions from the panel. As the following item (Planning Enforcement) fell within this portfolio area, this was also incorporated into the Cabinet Q and A discussions. The following is a summary of the key points from this discussion.

7.2 Within the briefing, the Cabinet member highlighted key achievements of the planning service over the past 6 months together with future challenges and opportunities that the service faces going forward. These were:

- Achievements: significant progress on delivery of planning service improvement programme, completion of new member training, adoption of Community Infrastructure Lev;
- Opportunities: harnessing community interest and expertise in local planning and development processes;
- Challenges: workloads and planning reforms, increased workloads are not matched by increased income from fees due to statutory fees regime, recruitment and retention of expert planning staff.

7.3 It was noted that the planning service would be offering a programme of planning visits for members. This programme would incorporate a range of activities including visits to local completed developments, developers and architects. The

**MINUTES OF THE HOUSING AND REGENERATION SCRUTINY PANEL  
TUESDAY, 30 SEPTEMBER 2014**

purpose of this programme was to raise awareness of some of the local planning challenges and successes, and through dialogue with members, further identify community aspirations for new development.

7.4 The panel noted the work of the planning enforcement service in relation to a number of local industrial sites that were being used for residential accommodation. Planning and other enforcement services (waste, licensing, building control and planning) were working together to resolve the following issues:

- Designated employment site being used for residential accommodation being;
- Health and safety issues;
- Hygiene and public health issues.

7.5 The panel noted that there were a number of factors that inhibited effective enforcement action in respect of 'industrial living sites' which were:

- The scale of the issue, there are estimated to be in excess of 1,000 people living in such accommodation;
- Access to units can be difficult were the planning service to resort to courts to gain access;
- In some instances, people have lived in this setting for many years which restricts planning enforcement options.

7.6 After further assessment of the nature and usage of the sites, it was apparent that units were also used for small artist workshops and other small enterprises. As a result, what was originally an enforcement issue for the Council, now encompasses a regeneration perspective, given the value that these units provide in terms of economic and social benefits to the local community. It was noted that this had precipitated a meaningful dialogue about the use and purpose of the land with both landowners and residents.

**Agreed:** That a briefing on industrial living would be provided to the panel for the 3<sup>rd</sup> November 2014.

7.7 It was noted that the sites such as those described above were important for the growth and development of small and medium sized businesses and that there was a concern that such sites may be lost to housing development. The panel wanted reassurance that the economic value and importance of existing and potential SME business sites should be considered in the broader economic development plans for the borough.

**Agreed:** That a briefing on the Growth and Economic Development Strategy would come to the panel (with reference to retention of sites for small businesses) on the 3<sup>rd</sup> November 2014.

7.8 It was noted that in respect of large scale developments (i.e. Tottenham), miscommunications sometimes arose between the planning service, local councillors and the community which resulted in misinformation being circulated. The Cabinet member indicated that an open and transparent approach was being adopted within these developments and that he had met with local ward councillors in Northumberland Park and Tottenham Green and was open to further meetings with other members to discuss and clarify plans.

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7.9 The panel noted that the planning website was constantly being evaluated to ensure that all necessary information was available and that relevant pages were easy to navigate. The Customer Service Transformation project, with a new IT system, would also contribute to greater ease of access to planning service information.

7.10 The panel noted that a consultation for the new waste plan would be undertaken in the New Year, most likely February 2014.

7.11 Members of the panel indicated that transportation responses to planning applications (from TFL) were often not accurate or in sufficient detail when included in final planning reports. It was noted that in a number of cases, TFL had responded directly to the applicant and these responses had been omitted from reports. The panel were reassured that these would be incorporated into future reports.

7.12 The panel was informed that the inclusion of planning enforcement function in to all planning officers' job descriptions was not viable. This had been trialled but had not been successful as this role often required specialist knowledge and input for effective action. The panel noted that the service was intending to increase its enforcement profile and capability through a number of other ways:

- Where planning breaches were identified, that a more robust approach to enforcement is adopted by the council;
- Publicising the outcomes successful planning enforcement outcomes within the community;
- The introduction of new working methods in the planning service;
- In respect of industrial living complexes, a project manager was being recruited to coordinate enforcement action and planning response.

7.13 The panel noted that the resource for planning enforcement had not been increased in recent budgets, and as a result, new ways of working were being developed to help extend enforcement capability. Further prioritisation of this aspect of planning function would require a reassessment of current resourcing levels. It was noted that a workshop was planned for November 2014 to raise awareness of planning enforcement issues with members, and that this would also be an opportunity for members to contribute to the repositioning and focus planning enforcement services.

7.14 Members of the panel sought further clarification in respect of planning applications being agreed when these appeared to contravene local planning policies. An example provided was that of a recent planning proposal being approved when this did not meet minimum room size policy guidelines. The panel noted that a planning proposal can only be rejected for what are defined as 'material reasons', and that local policies are predominantly there for guidance and are not part of the legal framework for decisions. The panel noted that difficult decisions have to be taken and that a balance has to be struck in terms of the quality and compliance of the whole application, and the likely costs of dealing with an appeal.

7.15 The panel suggested that in light of the above, further work may need to be undertaken to promote awareness of the planning process among local residents. It was noted that further information would be placed on planning service web pages to ensure that local stakeholders have an improved understanding of how planning decisions are reached.

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7.16 The panel noted that the planning service had provided training sessions for councillors on planning policy and development management processes and that these had been well received. The panel welcomed the planned site visits programme as this would help them to identify the nature and characteristics of good development and inform decision making processes.

**LC8. PLANNING ENFORCEMENT - PERFORMANCE MONITORING**

This item was covered in discussions for item 6 above.

**LC9. WORK PROGRAMME 2014/ 15**

The panel noted and discussed the work programme for the year ahead (2014/15). The work programme is made up of a number of short reports requested by the panel together with those projects that the panel wish to investigate in further detail. These have been scheduled in to a forward plan, which was agreed by the panel.

**Agreed:** Housing and Regeneration Scrutiny Panel forward plan to be circulated to lead officers to note.

**LC10. DELIVERY OF AFFORDABLE HOUSING (PANEL PROJECT)**

A presentation on the proposed scope for the panel project was presented at the meeting to the panel. Panel members were invited to comment further on the aims and objectives of the project scope (by October 8<sup>th</sup> 2014), which could then be discussed with relevant officers and agreed by Overview & Scrutiny Committee at its next meeting.

**Agreed:** The panel to feedback on the proposed scope of the project.

**LC11. DATES OF FUTURE MEETINGS**

Dates were noted and confirmed.

**Clr Charles Adje**

**Chair**





**Haringey Council**

<b>Report for:</b>	<b>Scrutiny Panel</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>Housing Unification and Improvement Programme - Update</b>		
<b>Report Authorised by:</b>	<b>Tracie Evans – Chief Operating Officer</b>		
<b>Lead Officer:</b>	<b>Tracie Evans – Chief Operating Officer</b>		
<b>Ward(s) affected: All</b>	<b>Report for Key/Non Key Decisions:</b>		

**Signed: Tracie Evans**

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## **1. Describe the issue under consideration**

- 1.1 On the 18<sup>th</sup> March 2014, Cabinet considered arrangements that would deliver the improvement and unification of Housing Management Services. Cabinet agreed at that meeting to transfer some housing services currently delivered in the Council to HfH for a period of up to two years until 31 March 2016 and to transfer support service functions from HfH to the Council, along with associated governance and delegations to support this proposal.
- 1.2 On 15th July 2014, Cabinet approved the setting up of the Housing Unification and Improvement Programme as one of the Council's transformation programmes.
- 1.3 This report updates Scrutiny Panel on the implementation of this programme.

## **2. The Housing Unification and Improvement Programme**

- 2.1 The Council reviewed the operation of housing services. At the time (prior to March 2014), housing services are mostly delivered from two places, either in the Council's Arms Length Management Organisation (ALMO), Homes for Haringey (HfH) or in the Community Housing Service managed within the Council. This split of service delivery



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creates duplication, and work has been undertaken in the Council and Homes for Haringey to look at how housing services could be delivered in a more integrated way to provide a better quality and more efficient service to residents.

- 2.2 In the high level review of these services, the Council considered that there is potential to bring operational housing services together in a way that will improve customer service for residents, provide a more seamless service and prove more cost effective. Because of the contract in place with Homes for Haringey, the services would unify within that organisation. This integrated service will build on the success of Homes for Haringey and the Community Housing Service in delivering housing services to residents across the borough, while delivering improvements.
- 2.3 In order to fully realise the benefits of managing housing services largely in one place, it will mean a new relationship needs to be forged between the Council and HfH. The new relationship will be based on more appropriate arrangements in terms of delivery responsibilities, accountability for outcomes, governance and partnership working.
- 2.4 Given the flexibilities around housing service delivery brought about by the ending of the national Decent Homes funding programme, it would also seem pertinent to review the current Haringey model for delivering services through Homes for Haringey against any other models of delivery that may be more relevant. This piece of work though is significant and would need to be timed to ensure that Members are able to make decisions about the future of housing service delivery in time to put in place an implementation plan to coincide with the end date of the Management Agreement in March 2016.
- 2.5 To enable the right long-term decision, a strategic review of housing options will begin, looking at the options open to the Council about how to deliver housing services in the future. With the Government ending the Decent Homes programme, the Council has more flexibility about whether we maintain an ALMO or whether we adopt a different structure for delivering housing services.
- 2.6 The level of re-organisation proposed is significant and requires a planned approach to the transfer and re-configuration of services. Hence the need to set up a transformation programme which will bring together staff from the Council and HfH to ensure that the transformation is delivered in the most appropriate way and in consideration of all customer and staffing issues.
- 2.7 In July 2014, Cabinet agreed to set up the Housing Unification and Improvement Programme. This programme aims to bring operational housing services together in one place and transform them into a service that:
  - Delivers the council's priorities and vision for the future, both of the organisation and the services provided
  - Enables and supports customers and the community to provide their own solutions
  - Fits streamlined, necessary services around the customer
  - Links to other providers and parts of the Council to find solutions



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- 2.8 The programme has been split into 5 phases or 'waves', as set out below, with key outcomes and deliverables identified for each:
- **Wave 1: Unification:** unify the housing operational services under one management structure within Homes for Haringey:
    - *A unified housing service in one place and ready for improvement by end September 2014.*
  - **Wave 2: Housing Strategy:** ensure the development of a robust vision for housing for the future through the Housing Strategy and associated documents
    - *Agreed strategies for Housing in place*
    - *A clear vision for housing services over the next 3-5 years with SMART outcomes and strategies and policies that support delivery of that vision.*
  - **Wave 3: Housing Improvement:** integrate services into a unified, efficient, effective and customer focussed service in line with Corporate Priorities and programmes and housing strategy vision including to review and improve the delivery of housing capital investment programmes
    - *Deliver transformation programme savings and corporate priority savings of at least £2.97m GF and £3.8m HRA by March 2017, including investment and growth in order to support savings.*
    - *Improved customer satisfaction – residents and members*
    - *Clarity of service – who, what, why, how and why not*
    - *Increased customer resilience: focus on enabling rather than doing*
    - *Achieve outcomes set to deliver Vision as agreed in Wave 2 above*
    - *A more efficient, coherent service for residents, where services are needed*
  - **Wave 4: CST and BIP:** implement and align transformation with the customer services (CST) and business infrastructure programme (BIP) design and outcomes
    - *To support transformation and corporate priority savings targets to be achieved through BIP and CST*
    - *Customer services and Support Services designed in line with the Council's TOM that work for customers to deliver the improved housing service.*
  - **Wave 5: Future Housing Delivery:** the development of options for the future of housing delivery post March 2016.
    - *An independent and objective recommendation to Cabinet on the future delivery model for housing and the future of the ALMO, that fits with the Council's priorities and direction of travel, by September 2015.*
    - *A recommendation that takes resident and other stakeholder views into account.*



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2.9 The programme has been set up based on standard project management practice and the programme sponsor is the Chief Operating Officer. A timeline for the overall programme is attached as **Appendix A**.

### 3. Unification

3.1. The first wave of the programme is to bring all operational housing services together into one service within Homes for Haringey. This is the first stage in the process to bring services together and transform them.

3.2. The Cabinet report in March set out the proposal to second staff into Homes for Haringey, and this has been implemented. Staff have now been moved from Community Housing Services – as was – into Homes for Haringey. Services that have moved include homelessness, housing advice and options, lettings and HMO licensing.

3.3. In implementing the change, the a detailed consultation process was carried out including:

- A consultation package
- Union discussions and negotiations on the detail of the secondment agreement
- Consultation sessions led by the Council's Chief Operating Officer and Homes for Haringey's Managing Director
- Drop in sessions
- FAQs following consultation sessions
- Attendance at team briefs by Chief operating officer, MD Homes for Haringey and Programme Manager.
- Feedback e-mail address
- Feedback package and consultation session

3.4 The unification timetable was as follows:

Formal consultation with Unions	15 <sup>th</sup> July 2014
Formal Consultation with Staff	15 <sup>th</sup> July 2014
Complete formal consultation	1 <sup>st</sup> September 2014
Corporate Committee	18 <sup>th</sup> September 2014
Implementation	29th September 2014

3.4. Other issues that were resolved as part of the unification process through a joint Council and Homes for Haringey team were:

- Scheme of delegation
- Process through which Homes for Haringey can take statutory/enforcement decisions on behalf of the Council (i.e. homelessness, private sector enforcement)
- Transfer of associated budgets
- A variation to the management agreement between the Council and Homes for Haringey
- The new management structure within Homes for Haringey



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- Contact with suppliers and users of services to advise them of the change.

3.5. The unification was completed on time and went live on 29<sup>th</sup> September 2014 with few problems. A lessons' learned review is now being undertaken to inform future processes.

#### 4. **The Housing Strategy**

4.1. As a fundamental part of the work described in this report, Councillors, residents and other stakeholders will be consulted on a new Housing Strategy. The Housing Strategy will be a strategic document setting out the vision and outcomes expected for housing and sits above a suite of documents including:

- The Homelessness Strategy
- The Allocations Policy
- The Tenancy Strategy
- The Affordable Housing Policy

4.2 All of these strategies and policies need to be reviewed, and are at different stages in the process to do this. In each case, some careful thought and discussion with Members will be needed in order to determine the extent and level of change that will be required, to deliver the improvement within housing services needed to build community resilience and reduce costs.

4.3

The 'golden thread' of strategy starts with the Council's Corporate Priorities, which are currently being reviewed. Below this sits the Housing Strategy, and then the related suite of documents. The timetable for agreeing these documents is:

<b>Anticipated activity</b>	<b>Timescale</b>
Housing Strategy consultation draft approved	14.10.15
Allocations Policy approved	14.10.14
Tenancy Strategy approved	14.10.14
Homelessness strategy consultation draft approved – Cabinet report	Jan '15
Housing Strategy approved	Feb '15
Private Sector Strategy – being developed	TBC

#### 5. **The Housing Improvement Process**

5.1. Following the unification of services within one organisation, the improvement of all Housing Operational Services is intended to be undertaken.

5.2. This process will rationalise services across Housing, redesign them to put the customer at the heart of the process and deliver a major budget reduction. This will be driven by a new vision for Housing that is being determined through the Corporate Priority review and the development of the new housing strategy. The driving principles for how this vision will be achieved are still in development as part of that



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process. The direction of travel is towards:

- A tenure blind approach
- Increased emphasis on enabling support and prevention, reducing demand
- A 'joined up services' approach created with other services and partners for the customer, promoting choice and aspiration and building community resilience
- Improving operational service delivery to be efficient, streamlined and seamless with high satisfaction from users

- 5.3. The improvement process also needs to fit within the customer services and business infrastructure programmes, and staff will need to move from housing into the new structures being developed there. In addition, the housing services will need to align processes, procedures and systems to ensure that services can be delivered within the new target operating models.
- 5.4. Attached as **Appendix B** is a draft model for this process, based on the customer journey showing :
- the customer services 'front end' on the left – this is how customers will start the discussion with us
  - the functions on the right that support the delivery of services to customers
  - the business infrastructure 'support services' on the far right – this is the back office support function that sits behind the service that customers don't see
  - the housing improvement process in the middle – this is a draft approach which may change.
- 5.5. This process has identified that customers come to talk to the Council about issues that fall into three main areas:
- Finding and Keeping a home
  - Managing a home
  - Maintaining and Improving a home
- All these areas apply to customers regardless of the home in which they currently live, be it council tenanted, council leased, RSL, owner occupied or private sector rented.
- 5.6. Modelling processes around the customer is not new. What is an area of development is the idea of pro-active enabling and prevention at a much earlier stage – be it work to prevent homelessness becoming a crisis situation or proactively identifying the vulnerable within the community. This part of the 'customer journey' is being considered across the Council and will form part of the 'joined up approach to service delivery to get to the root cause of issues and try to identify and resolve these early. This piece of the journey is not mapped on the model at **Appendix B**.
- 5.7. The process will use the vision, and outcomes identified to set out what this vision will look like in 3-5 years to drive what the customer journey and outcomes for customers should look like. Systems thinking processes will be used, to look at what we do now and where the gaps and issues are; what good looks like, using best practice examples from elsewhere; where demand is coming from and why, and therefore what the new service should look like from a customer perspective. The process also builds in the work being done at the 'front end' and 'back end' in other corporate



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transformation programmes, to create a seamless process.

- 5.6 Drivers for the change include:
- Delivering corporate priority savings and objectives
  - Delivering the Housing Strategy and other strategies
  - CST programme timetable
  - BIP programme timetable
  - Need to unify in a true sense – remove duplication between services
  - Temporary Accommodation reduction process: area of highest individual spend within the general fund housing budgets
  - General efficiency and service improvement
- 5.7 The programmes of change for Customer Services Transformation (CST) and Business Infrastructure Transformation (BiP) are ahead of the Housing Unification and Improvement Programme (HUI), specifically the housing improvement plan. This means that delivering a customer service solution for housing when it is not clear as yet what the new housing service will look like is hard to do. There is a strong need, therefore, to ensure that the housing improvement process gets underway as soon as possible.
- 5.8 The main areas of immediate consideration are those impacted by the CST programme, namely:
- the homelessness process, including housing advice, options, provision of temporary and permanent accommodation
  - income collection, an area of duplication that needs to be resolved prior to moving staff into the new CST model
  - tenancy management, an area of duplication that needs to be resolved prior to moving staff into the new CST model
- 5.9 A process for the homelessness review has been drafted, and is attached as **Appendix C**. The aim is to:
- start workshops with staff in November 14
  - carry out data analysis, benchmarking and best practice analysis
  - develop a target operating model
  - develop detailed design
  - test design
  - approve design by March 15.
- Similar timelines are being developed for income collection and tenancy management.
- 5.10 It is intended to carry out the improvement work in two phases, both of which are planned to be completed by March 16. This will mean all relevant housing services will be, or will have a plan to be, transformed by that time.
- 6. Future Housing Delivery Model**
- 6.1 The Homes for Haringey contract comes to an end on 31st March 2016. It is important for our customers' sake that the Council is able to articulate through a body of





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evidence how it has decided that Housing Services should be managed in the future.

- 6.2 This question is bigger than whether the Council retains its ALMO or not. The question needs to be how it affords to deliver good quality housing services, and also fulfil its ambitions to regenerate and improve Haringey's homes. This is an opportunity to review the options that are available to deliver services and improvement in a unique and innovative what that fits the Council's ambitions and residents expectations.
- 6.3 A report will be presented to Cabinet in September 2015 which sets out the options, analysis and recommends a proposal for the way forward. This process will be facilitated independently and led by a Member steering group from November 2014, reporting in September 2015. This steering group will work with other key stakeholders to take all views into account and consider the analysis and information presented in order to agree the recommendation to go forward to Cabinet.

## 7. Legal Comments

- 7.1. The Assistant Director, Corporate Governance has been consulted in the preparation of this report, and makes the following comments.
- 7.2. An integral part of the governance of this project, was the need to abide by the terms of the following condition which was attached to the consent given by the Secretary of State when approval was obtained to set up the ALMO:

*The Council "has to give the Secretary of State one calendar month's notice of any significant changes proposed by the Council or its ALMO to the terms of the agreement between the Council and its ALMO, to the constitution, responsibilities or operation of the ALMO as expressed in its Memorandum and Articles of Association, or to any other statement of the Council's or the ALMO's intentions specified in the Council's application for s27 approval. The Council and its ALMO shall take account of any comments made by or on behalf of the Secretary of State within this period before determining whether and how to proceed with the proposed changes".*

- 7.3. The Assistant Director Corporate Governance confirms that those views were sought, and was advised that no adverse comments were received.

## 8. Finance Comments

- 8.1 The resources required to compile this report and to undertake the transformation programme have been contained within existing budgets and funding approved by Cabinet in July 2014. If further resources are required they will need to be agreed by Cabinet in line with Financial Regulations.
- 8.2 The transformation programme is expected to deliver significant savings that will help to alleviate the £70m funding gap the Council faces in the General Fund and to help support funding pressures within the Housing Revenue Account. Savings proposals are expected to be agreed by Cabinet in December 2013.





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**9. Use of Appendices**

Appendix A – Programme timeline

Appendix B - Programme structure

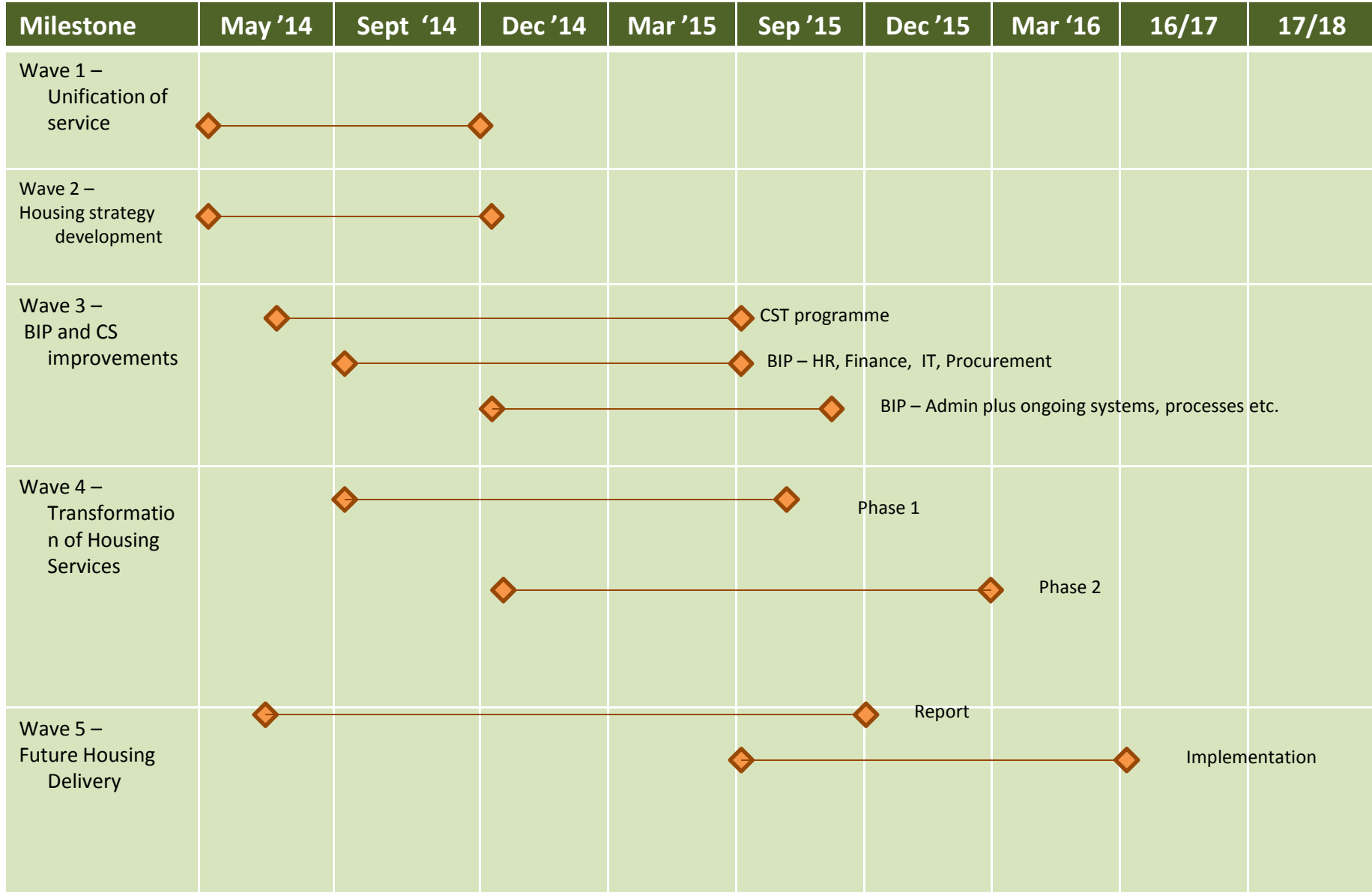
Appendix B – Draft timeline for improvement process

**10. Local Government (Access to Information) Act 1985 - Not Applicable**

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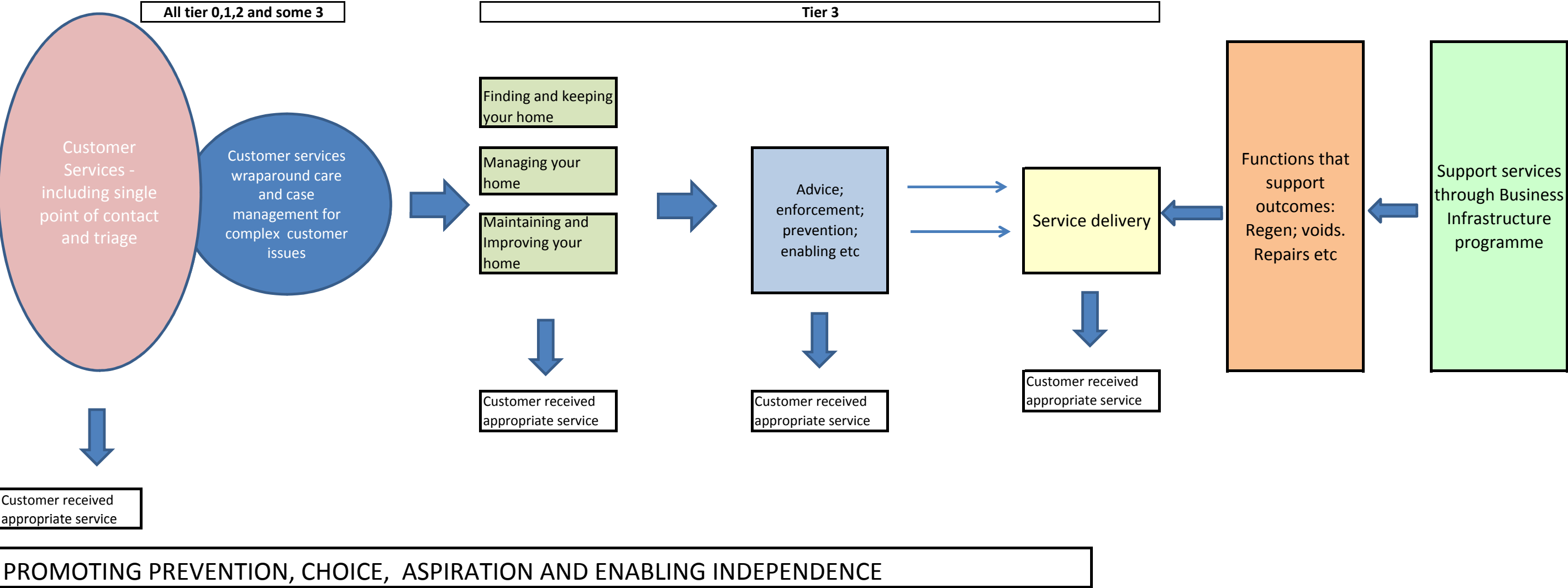
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# Overview Project Plan – Housing Transformation Programme – v4 9.10.14



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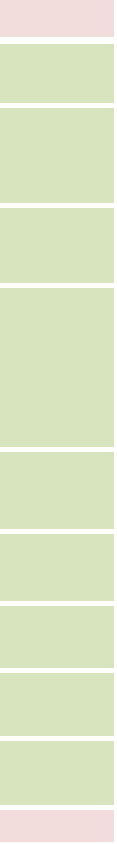
Appendix B: Customer Journey workstream - HUI Programme June 2014





	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15
<b>TRANSFORMATION PROCESS</b>														
Agree methodology	▲													
Workshop process to agree 'as is'	→													
Data capture and analysis	→													
Benchmarking, best practice and development of new vision and TOM		→												
Design process - workshops etc			→											
Validation of design				→										
Agree detailed design						▲								
Consultation							→							
Implementation										→				
<b>COMMUNICATIONS AND CULTURE CHANGE</b>														
<b>GE</b>														

Dec-15







**Haringey Council**

<b>Report for:</b>	<b>Housing &amp; Regeneration Scrutiny Panel 3 November 2014</b>	<b>Item Number:</b>	
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<b>Title:</b>	<b>Homes for Haringey – Monitoring and Scrutiny Arrangements</b>
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<b>Report Authorised by:</b>	<b>Tracie Evans, Chief Operating Officer</b>
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<b>Lead Officer:</b>	<b>Mustafa Ibrahim, Head of Housing Commissioning Andrew Billany, Managing Director Homes for Haringey</b>
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<b>Ward(s) affected: N/A</b>	<b>Report for Key/Non Key Decisions: N/A</b>
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## 1. Describe the issue under consideration

This report sets out the current arrangements for the monitoring and scrutiny of Homes for Haringey's performance, both by the Council and by Homes for Haringey, and describes how these arrangements may change as a result of the recent transfer of additional housing delivery responsibilities from the Council to Homes for Haringey.

## 2. Background information

2.1 The performance of Homes for Haringey (HfH) is monitored regularly by the Council and by the Homes for Haringey Board and Executive Leadership Team. The Council's monitoring is coordinated by the Housing Commissioning Team, although other parts of the Council are also involved in scrutiny, regulation and compliance (for example, Finance, Internal Audit and Corporate Procurement).

2.2 Monitoring is carried out in a number of ways, generally in accordance with the following principles and guidelines:

- The number of reports produced should be minimised and duplication avoided, by ensuring that reports produced for the Board and other HfH use are also provided to the Council.



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- The number of meetings is streamlined with minimal overlap and duplication (although some is unavoidable).
- Major HfH initiatives (e.g. voids improvement) are collaborative, with Council involvement through the Commissioning Team and in some cases the Corporate Delivery Unit (CDU).
- Performance measures are regularly reviewed and streamlined where possible to ensure reports remain a manageable size and do not require unreasonable effort to produce.

2.3 Sections 3 and 4 below set out the current arrangements. Note that these are to some extent defined in the Management Agreement but are in transition following the recent change to HfH's responsibilities; this is described in section 5 below.

### 3. Monitoring and Scrutiny by the Council

- 3.1 A monthly performance scorecard is produced by HfH and provided to the Council. This contains about 25 key performance indicators (KPIs) covering repairs, voids, regular maintenance, tenancy management, income collection, estate services, home ownership, complaints, Member's enquiries and staff absence. A small number of these are included in the quarterly Council performance report to Cabinet.
- 3.2 KPIs are reported either monthly or quarterly and are reviewed annually. KPIs may be added, removed or amended and targets and tolerances are agreed. If performance is outside tolerance, HfH is required to prepare an exception report, setting out the reasons for the performance and the remedial actions being taken to achieve target.
- 3.3 In addition to the scorecard, a range of other performance data is routinely made available to the Council. This includes for example, detailed reports for voids and income collection (weekly) and for estate services (monthly).
- 3.4 A range of Service Level Agreements (SLAs) and protocols are in place in those areas where the Council is providing services to HfH or vice versa or where there is a need for close collaboration and clarity of responsibilities. These include for example, a protocol setting out respective responsibilities for housing benefits and SLAs for waste management or estate lighting. These are monitored in various ways by managers and staff and any performance issues addressed or escalated to the Commissioning Team.
- 3.5 Policy issues, service development and improvement projects are regularly discussed and monitored as and when they arise or upon request of either the Council or HfH. The regular monitoring meeting will normally include items relating to specific issues or opportunities where HfH provide an update or a Council view or agreement is sought – in recent months this has included former tenant arrears, customer access and safeguarding of vulnerable residents.



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- 3.6 The Commissioning Team carries out a number of regular monitoring and quality assurance activities at the day to day operational level. This includes estate inspections, sampling key functions (e.g. viewings), mystery shopping and issue resolution often relating to Member enquiries. The Commissioning Team attends some operational meetings either regularly (e.g. weekly Voids meeting) or on an ad hoc basis.
- 3.7 The Decent Homes Programme Board is chaired by the Chief Operating Officer and meets 6-8 weekly to monitor the delivery of the current programme and plan future programmes. The Board focuses on quality, risk and spend while the Commissioning Team is involved in pre and post inspections.
- 3.8 The arrangements for budget monitoring reflect its importance. HfH is subject to the Council's monthly monitoring cycle and report formally to the S.151 Officer. Council Finance officers attend the monthly meetings where detailed monitoring reports covering the Company Account and the Managed Account (budgets managed by HfH on behalf of the Council) are presented. In addition Finance officers from both organisations meet monthly with the Commissioning Team and review revenue and capital issues and projections.
- 3.9 HfH's annual business plan is reviewed and approved by the Council, to ensure close alignment with the Council Plan. Delivery progress is monitored at the regular meetings.
- 3.10 HfH is subject to the Council's Internal Audit in accordance with the Management Agreement. An annual audit plan is agreed with HfH and for 2014/15, includes signing off rents, leasehold service charges and accounts generally, data security and quality, health and safety, tenancy management and estate services.
- 3.11 A number of delivery areas that are HfH's responsibility are currently subject to CDU scrutiny, which involves regular analysis, reporting and improvement planning that is reported to the Leader and Chief Executive. CDU play a critical friend role in relation to temporary accommodation reduction, voids and repairs and work with HfH and the Commissioning Team to support improvement.

## 4. Monitoring and Scrutiny by Homes for Haringey

- 4.1 The Board of Management for Homes for Haringey has ultimate responsibility for achieving the objectives in the business plan (which reflect the Council's priorities) and the agreed performance standards, including financial performance. The Board meets monthly with the Council's Representative in attendance.
- 4.2 HfH has a suite of key performance indicators which are reported to and monitored by various different audiences, including the Council as described in section 3 above. The Board receive monthly performance reporting through KPI



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exception reports with associated narrative, as well as a weekly 'on track' KPI report (which is also sent to all HfH staff).

- 4.3 Board scrutiny is also provided through Board Portfolio holders, who each have responsibility for specific areas e.g. repairs (all the areas are set out in appendix A). Portfolio holders meet with their respective Executive lead and jointly own that area for the Board, acting as the Boards non executive 'expert'. The Portfolio holders focus on performance and trend monitoring and delve deeper into the KPIs, providing direct challenge and informing the exception reporting that is required to go to the Board.
- 4.4 Further scrutiny is provided by the Board's Audit and Risk Committee, which oversees the assurance programme, including resident scrutiny (described in paragraphs 4.6 - 4.8 below). As well as driving and monitoring responses to audit reports, each quarter the Committee receives health and safety exception reports outlining key indicators to inform strategy and risk mitigation. The Committee reviews the Resident Scrutiny reports and monitors the progress being made against the recommendations via exception reporting from the Executive.
- 4.5 The Executive team receives detailed monthly financial and performance reports, and monitor specific areas of performance and financial progress in working groups called Performance Improvement Group and Financial Improvement Group; however these groups will shortly be combined into the Executive Programme Board shown in appendix A. These are detailed KPI monitoring and challenge sessions that cover service and project delivery. The Executive Team also monitors delivery of the strategic business plan, which is managed through projects or departmental improvement plans. This is also reported to the Board via the Board Bulletin, a monthly reporting brief to Board members and the Council's Commissioning team.
- 4.6 Resident scrutiny by the HfH Resident Scrutiny Panel is aligned to the Board through a Portfolio holder (the Chair of the Board) and through the reporting process to the Audit and Risk Committee. A member of the Resident Scrutiny Panel is co opted to the Committee to ensure that there is appropriate challenge to the Executive exception reporting.
- 4.7 The Resident Scrutiny Panel has reviewed three major areas of work this year, making recommendations from complex and important reviews and then monitoring the implementation to ensure achievement. These reviews were of responsive repairs, customer access and the Haringey Leaseholders Association. The Panel is currently considering a request from the Board to look at anti social behaviour.
- 4.8 The Resident Scrutiny Panel also receives performance information at its monthly meetings, covering all aspects of the services including complaints. The



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'resident top ten' KPIs are reported through the website and the annual report to residents and in regular briefings such as Home Zone.

- 4.9 The Chair of the HfH Resident Scrutiny Panel and the Chair of the Council's Housing Scrutiny Panel meet annually to ensure alignment of their respective work programmes.

## **5. Future Monitoring and Scrutiny**

- 5.1 On 29 September 2014 some 200 staff were seconded from the Council to HfH and responsibility for the services provided by the former Community Housing Services (CHS) business unit transferred to HfH. This is a significant change that requires monitoring and scrutiny to evolve, in line with wider changes in the Council e.g. the new Council Plan, Medium Term Financial Strategy and the move to a commissioning model).
- 5.2 As part of the unification of housing services, Heads of Terms were agreed that amend the existing Management Agreement. This signals a new relationship between the Council and the HfH.
- 5.3 The new agreement has removed the previous prescriptive arrangements and introduced a new streamlined process for the Council to raise any performance concerns formally with HfH. The principle of more rigorous commissioning of HfH from a single Council commissioner has been introduced and the Commissioning function will change as a result, particularly as Commissioning effort will need to reduce (in both organisations) in line with available budgets.
- 5.4 The evolution of monitoring and scrutiny will continue to reflect the principles set out in 2.2 above, with some refinement where needed. The emphasis will shift more to HfH's self-scrutiny with appropriate Council safeguards based on a more commissioning-oriented approach. This means more focus on outcomes, ensuring that services are clearly specified and well-designed, benchmarking with best in class performers and taking a longer term view of improvement and quality assurance.
- 5.5 This does not mean that regular monitoring will cease, but the method and frequency will change. A scorecard will continue to be produced by HfH but the frequency and alignment with Board reporting will be improved. A revised scorecard is being developed that covers the existing and formerly CHS services but there will be more emphasis on the Council having access to data and less on formal reporting through regular meetings. Rather than operate as a passive recipient of performance data, the Commissioning function will need to become a proactive commissioner who interrogates data and acts accordingly.
- 5.6 This does mean that Council involvement in day to day operations will cease. The level of operational monitoring described in 3.6 above is no longer appropriate and in any case cannot be sustained with the available staff



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resources. Where appropriate, the Commissioning Team will continue to be involved in long term improvement initiatives and in any significant changes in policy or approach, or an exceptional basis where necessary to address performance issues.

- 5.7 A new governance model is required for the relationship with HfH and this is under development. We are in a transitional period and it is expected that the revised monitoring and associated governance will be in place fully by January 2015. This will continue to evolve in line with the Housing unification and improvement programme and the new Council Plan.
- 5.8 Copies of the performance reports and bulletins referred to above will be made available to Members at the meeting or on request.

**6. Comments of the Chief Financial Officer and Financial Implications**

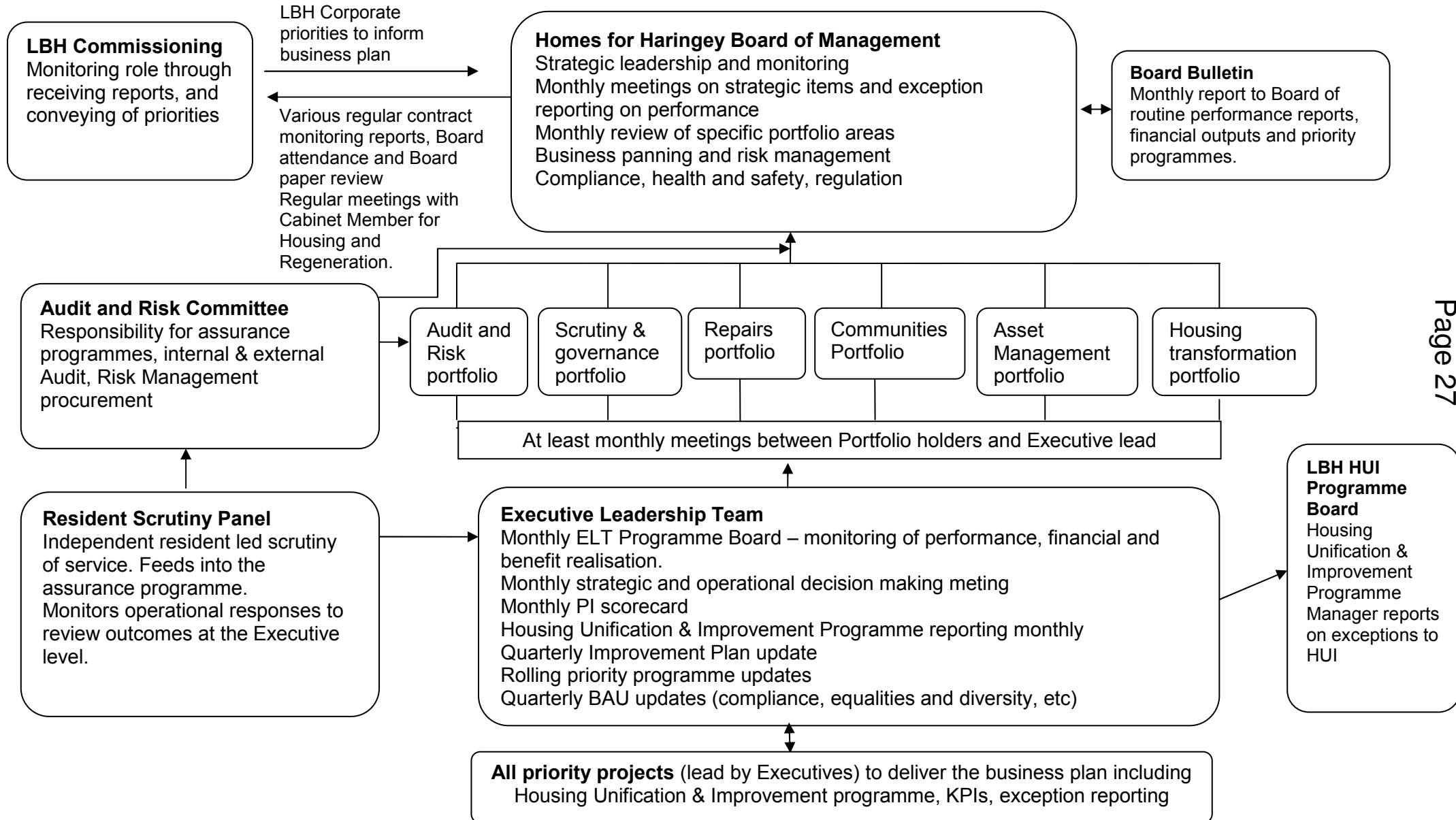
- 6.1 The costs of producing this report and undertaking the processes described within the report are contained within existing budgets.

**7. Comments of the Assistant Director of Corporate Governance and Legal Implications**

- 7.1 There are no legal implications arising out of the report that are not dealt with in the body of the report.

**8. Use of Appendices**

Appendix A – Homes for Haringey Monitoring & Scrutiny diagram









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<b>Report for:</b>	<b>Housing &amp; Regeneration Scrutiny Panel 3 November 2014</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>Developing a new Housing Strategy for Haringey: Consultation on Vision, Priorities and Principles</b>		
<b>Report Authorised by:</b>	<b>Lyn Garner, Director of Regeneration, Planning and Development</b>		
<b>Lead Officer:</b>	<b>Michael Kelleher, Head of Housing Investment and Sites Tel: 020 8489 4754 E-mail: <a href="mailto:michael.kelleher@haringey.gov.uk">michael.kelleher@haringey.gov.uk</a></b>		

## 1. The issues under consideration

- 1.1 This report sets out the council's proposed vision, priorities and principles which will be included in Haringey's new Housing Strategy which will be written by the end of the year. These are currently out for six weeks public consultation which ends on 28 November 2014.

## 2. Background information

- 2.1 The council's published Housing Strategy sets out the vision and priorities for housing in Haringey. Specifically, the document is intended to:
- assess and plan for the current and future housing needs of the population of Haringey, across all tenures
  - make the best use of existing housing stock to meet need
  - plan and enable new housing supply
  - plan and commission housing support services which link homes to support and other services
  - ensure effective housing and neighbourhood management through partnership
- 2.2 The purpose of the Housing Strategy is to provide a framework for achieving the outcomes and priorities for housing in Haringey and contribute towards delivery of the council's corporate plan.
- 2.3 In addition to setting out local priorities, a Housing Strategy must also reflect national housing priorities and in the case of Haringey the regional housing priorities and targets set by the Mayor of London.



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- 2.4 Finally, a Housing Strategy reflects the council's role in discharging a range of statutory duties such as those relating to homelessness, private sector housing and the safeguarding of vulnerable children and adults. It will also contribute to meeting the council's priorities across a range of other priority policy areas including growth and regeneration
- 2.5 The Housing Strategy is a wide ranging strategy that touches the lives of all Haringey residents in one way or another, be that directly through the provision of accommodation and services or indirectly through improvements in the public realm, environment and health. To this end, the Housing Strategy contributes to many of the council's corporate priorities both in the current and emerging Corporate Plan. In the current Corporate Plan, housing most directly impacts on Priority 9 (Ensure that everyone has a decent place to live) and Priority 8 (Deliver regeneration at priority locations across the borough) while contributing to Priority 2 (Enable every child and young person to thrive and achieve their full potential), Priority 3 (Make Haringey one of the safest boroughs in London), Priority 4 (Safeguard adults and children from abuse and neglect wherever possible, and deal with it appropriately and effectively if it does occur), Priority 6 (Reduce health inequalities and improve wellbeing for all) and Priority 7 (Drive economic growth in which in which everyone can participate).
- 2.6 While the Housing Strategy covers issues across the full scope of the emerging Corporate Plan for 2015-18, it most directly impacts on Priority 5 (Housing) and Priority 4 (Growth).

### **Evidence base**

- 2.7 The strategy will be based on current research into the housing market in Haringey, including the Strategic Housing Market Assessment, carried out by GVA in 2013/14. This contains information on the demographic and socio-economic profile of Haringey, together with housing market information and details of housing need/demand and supply. The evidence base will be up-dated as new data becomes available.
- 2.8 The following vision, priorities and principles for Haringey's new Housing Strategy have been developed through taking into account the council's draft corporate priorities and a range of demographic and other data about housing need in the borough. They reflect the overarching need for more homes in the borough together with the council's ambition to set those new homes within neighbourhoods that local residents identify with and where they can thrive.
- 2.8.1 The proposed vision is:

"Housing is about people and communities, not just bricks and mortar. This means we want to see mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives"



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2.8.2 The proposed priorities are:

- Build strong, inclusive and mixed communities
- Build more homes across the borough
- Improve the quality of housing for everyone

2.8.3 The proposed principles underpinning Haringey's new Housing Strategy state the council will:

- help people help themselves by working supportively with them on their need for a home
- build homes that people want and need and can afford
- deliver excellent housing services whilst managing our budgets well and reducing costs
- make best use of council-owned homes and assets
- work in partnership with residents and stakeholders to deliver our housing vision for Haringey

### **3. Delivery**

3.1 The Housing Strategy will be delivered through a series of delivery plans and sub strategies that sit beneath the Strategy and cover areas such as homelessness, the private rented sector, housing investment and estate renewal. These plans will set out how the council and its partners will use the diminishing resources available to deliver the vision and meet the priorities contained within the overarching Strategy. In moving forward we need to be realistic about what is achievable, and what is not, and who is best placed to deliver on key aspects of the strategy. The council will remain accountable for the delivery of the housing strategy even if services are delivered by other organisations.

### **4. Next Steps**

4.1 Following approval by Cabinet on 14 October 2014, the council's housing vision, priorities and principles were issued for public consultation for a period six weeks between 20<sup>1</sup> October 2014 and 28 November 2014. Appendix 1 contains a copy of the consultation document; Appendix 2 contains a copy of the survey which is collecting feedback on the proposed vision, priorities and principles. Appendix 3 sets out the range of stakeholders being engaged and the methods for consulting them.

4.2 The following stakeholders are being consulted:

- Registered providers (housing associations) working in Haringey
- Haringey residents
- Members
- MPs

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<sup>1</sup> May not be up on website until 22 or 23 October



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- Council staff
- Statutory and other public bodies, eg, the Greater London Authority, local planning authority, Department of Work and Pensions, and others
- Private rented sector landlords
- Third sector organisations including those representing Black and minority ethnic communities, disabled residents, womens' groups, LGBT groups, travellers and gypsies groups, welfare groups (eg, CAB) groups representing older people, youth groups
- Tenants and residents associations in Haringey
- Developers with whom Haringey already works or may in the future
- Health organisations, eg, CCG, GP surgeries
- Education organisations including CHENEL
- Business organisations, eg, North London Chamber of Commerce

4.3 Following the consultation, a final draft of the Housing Strategy 2015-2020 will be submitted to Cabinet in February or March 2015 to approve it for adoption by Full Council by the end of March 2015.

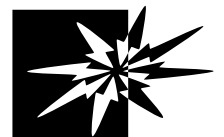
# Developing a new Housing Strategy for Haringey

## Consultation on Vision, Priorities and Principles

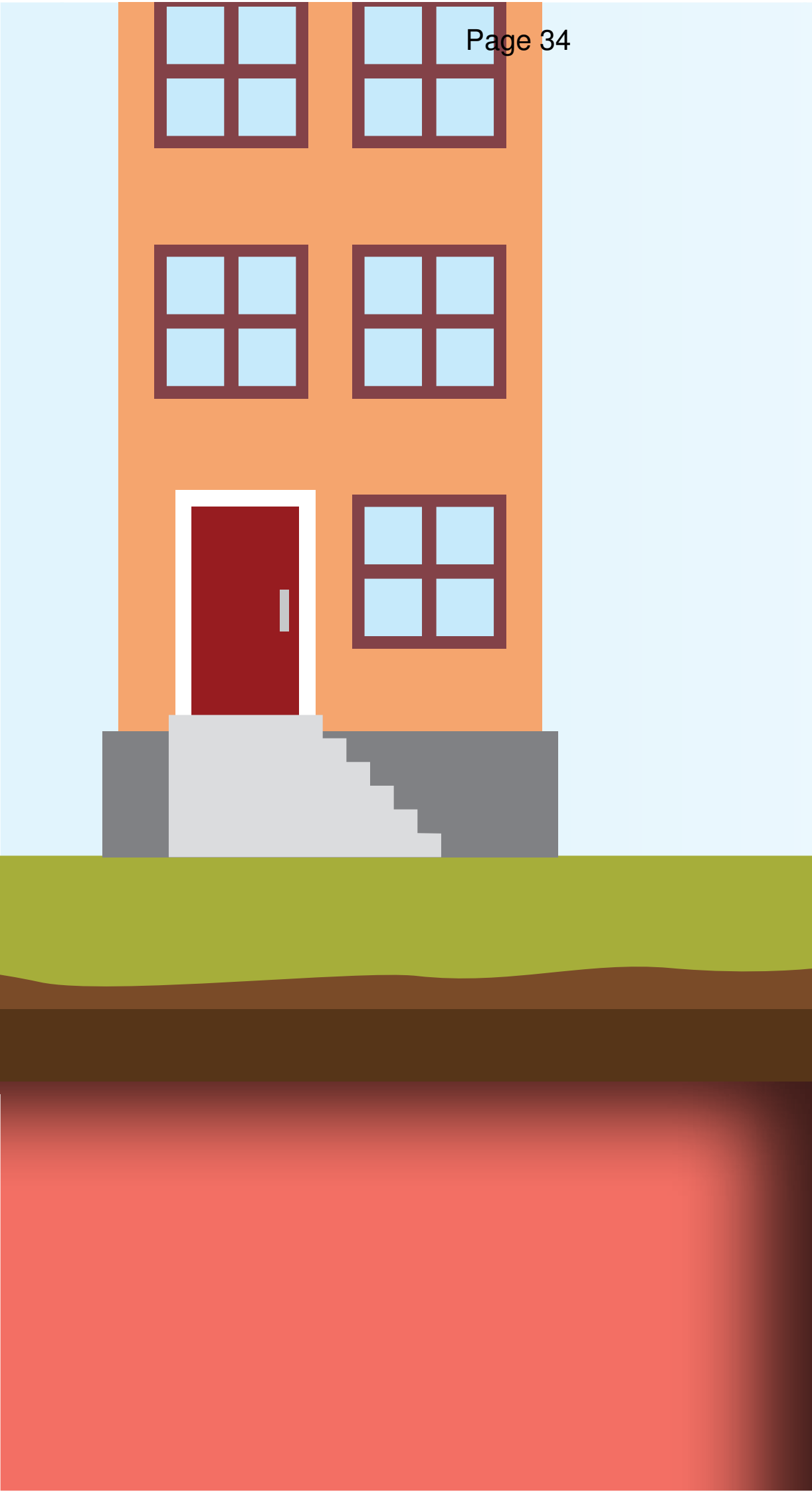
**WE NEED  
YOUR VIEWS**



Consultation  
23 October 2014 to 28 November 2014



**Haringey** Council



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# Tell us what you think ...

## What's this document about?

We are developing a new Housing Strategy for Haringey for 2015 onwards and need your views to help us get it right.

We're asking you to let us know what you think about our proposed vision, priorities and principles for our new Housing Strategy.

The consultation starts on 23 October 2014 and ends on 28 November 2014.

This consultation overlaps with the council's "Investing in our Tomorrow" consultation which ends on 31 October 2014. Responses to the housing-related questions in that consultation will also be used in the development of Haringey's new Housing Strategy alongside this consultation.

## How can you let us know your views on this consultation?

### You can:

- Complete the same survey online at [www.haringey.gov.uk/housingstrategypriorities](http://www.haringey.gov.uk/housingstrategypriorities)
- Download a pdf copy of the survey, scan it and email it to us at [housing.strategy@haringey.gov.uk](mailto:housing.strategy@haringey.gov.uk) or post it to this FREEPOST address: RTJK – BZBZ – LASY
- Email us at [housing.strategy@haringey.gov.uk](mailto:housing.strategy@haringey.gov.uk)





# The why, what and how of Haringey's new Housing Strategy

## Why do we need a Housing Strategy?

Every council needs a Housing Strategy because access to good quality, affordable homes is very important to everyone.

### **A housing strategy**

- Is a summary document that brings together all of the issues about housing in a council area in both the private (such as private rented and owner occupied homes) and the public sector (such as council- and housing association-owned homes)
- Looks at what the council wants to achieve and the actions it thinks are needed to improve housing in its area
- Sets out:
  - The council's vision and priorities for housing of all types in the borough
  - A description of the local housing market and information about residents living in the borough and their housing needs now and in the future
  - How the council needs to take account of housing priorities set by the national government and, in Haringey's case, the Mayor of London.
  - How the council will use its own resources and work in partnership with others to achieve its housing vision and priorities

## Hasn't Haringey got a Housing Strategy already?

Yes it has, but it was written five years ago and a great deal has changed since then, particularly national policies on housing and welfare. Haringey's local housing market and housing needs have also changed, and the council has less money and staff now to help solve the borough's housing problems.

We need to think again about how we use the resources we do have to help meet housing need and maintain a good standard of homes in our area. Our current Housing Strategy doesn't help us to achieve that. That's why we need a new one and we need your help to get it right.



The council has not yet written Haringey's new five year Housing Strategy. We are first consulting everyone on a proposed **vision, priorities and principles** which could guide the new Housing Strategy. The Housing Strategy is an important document for everyone, whether you rent from a private landlord or from a social landlord like the council or a housing association, or own, or want to own, your own home, or you're a developer, a housing association, a voluntary organisation or work in the health or education fields. When finished, Haringey's new Housing Strategy will set out how the resources of the council and the organisations it works with can be brought together to help build the homes of all types we need in Haringey and to make better use of the ones we have already.

This consultation document sets out the proposed vision, priorities and principles for housing and housing-related services in the borough over the next five years. The focus is on how building new homes and maintaining the ones we have already could contribute to the growth, success and well-being of the borough.



## What's the housing situation in Haringey right now?

- **There's a rising demand for good quality, affordable homes.** There are many hard working households in Haringey who would like to own their home but growing house prices mean they can't afford to buy on the open market. Haringey Council also helps hundreds of homeless households every year who need affordable housing options too.
- Haringey Council is doing everything possible to promote growth in the number of homes in the borough. It welcomes the Mayor of London's **challenging targets to build 1,502 new homes in the borough per year**, including affordable homes to own and rent.
- **The council's leadership on the affordability of homes** in the borough is vital right now. Leading by example, it's using its own income and assets to start building new homes for renting and buying which are genuinely affordable by Haringey's residents. The council expects its partners to build new affordable homes in the borough.
- The Government's deficit reduction programme means that, like all councils, **Haringey has less money and staff to deal with housing needs** in the borough. Despite this, a big change is currently being put in place to deliver better housing and related services for Haringey residents. Part of the change involves asking other organisations and service providers to take on much more.
- The **quality of homes in the borough, existing and new, needs to be maintained.** Any new homes built need to match the council's high design and building standards. There are many more private rented homes than social rented homes in Haringey. As so many people depend on private rented homes, they need to be good quality and well managed.

## What are we proposing to do in our new strategy that's different from our old one?

- Have a "can do" approach to bringing growth and investment to Haringey. "Can do" means what everyone can do, not just the council! Initiatives like the proposed housing zone in Tottenham will be very important in achieving a big boost in the number of homes being built and increasing investment in the borough. The council's housing association and developer partners will play a crucial part in achieving this.
- Encourage a mix and balance of housing across the borough. So where there's more social rented housing in some parts of the borough, more home ownership and private rented homes are needed. On the other hand where there's a lot of home ownership or private rented homes in some areas of the borough, more affordable rented homes are needed.
- Help more hard working households get on the housing ladder through supporting affordable home ownership.
- Help people help themselves. Many people would prefer to help themselves given the right information and support. The council will champion this. Where people are vulnerable in some way and the council needs to intervene, it will, and as early as possible to avoid homelessness using pathways to empower people to reach housing independence.
- Address quality and management in the private rented sector. It's the main housing option for most households now who can't afford to buy or move into social housing. It has to remain good quality, well managed and sustainable.

## How can we make our ideas a reality?

Above all, **it's a team effort**. It's simply not the council's responsibility to do everything. Instead, the council will provide direction and work in partnership with other organisations who want to be proactive with us to provide the new homes and housing and services Haringey really needs; organisations like local housing associations, developers, social enterprises and institutional investors (like pension funds and insurance companies), Haringey's voluntary and community sector, and its health and education agencies.

## What do you think?

The next few pages have a lot of information about housing in Haringey and set out the proposed vision, priorities and principles for housing and housing services in the borough. Do you think the focus is right? What's missing? This is your chance to tell us your views and help us get our new Housing Strategy right.



## What's our proposed **vision** for our new housing strategy?

Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives

**Do you agree with this vision? Let us know your views**

## What are our proposed **priorities** for housing in Haringey?

- Build strong, inclusive and successful communities
- Build more homes across the borough
- Improve the quality of housing for everyone

Are these the right priorities? Do they all have the same importance or is one more important than the others? Should there be other priorities? Fill in our survey and let us know what you think

The next few pages have a lot of facts about housing in Haringey and talk about each of the priorities we've set out above in more detail, including some proposals

**Are we focusing on the right things?  
Have we missed anything?  
Let us know. Your views are important to us!**

# Build strong, inclusive and successful communities

## Key Facts

- Haringey's population increased by 18% between 2001 and 2011, pushing up housing demand in the borough
- Haringey has a very diverse population with over 200 languages spoken. Black and minority ethnic communities tend to live in the less affluent north and east of the borough
- 27% of Haringey's population live in wards that are in the 10% most deprived in England
- Private renting has increased more in Haringey than anywhere else in England since 2001; concern is increasing about its quality and management
- Demand for council and housing association homes is far bigger than the number available for letting
- Within London, Haringey has the second highest number of households in temporary accommodation because they are homeless
- There are not enough housing options for low to middle income households of all ages who can't afford to buy or rent on the open market
- The number of ageing residents living as couples is rising in Haringey. We need to understand and provide for their housing needs in the future

## What should happen?

**Strong communities are needed in which all residents feel they belong and can thrive. This can be done through things like**

- Supporting local people to strengthen existing communities and build new ones
- Addressing the needs of a growing older population by making sure all new homes meet Lifetime Homes standards and 10% meet wheelchair housing standards
- Improving health and wellbeing and tackling fuel poverty by actively promoting energy conservation and efficiency in homes of all types
- Helping residents of all ages access employment opportunities as well as banking and other financial services (financial inclusion)
- Working with the voluntary and private sectors to develop a wider range of housing options for those who are ready to move on from supported housing schemes

**Create new local employment opportunities and infrastructure through building new homes by**

- Using planning policy to
  - Create new jobs and apprenticeships and promote new business opportunities for local people
  - Make new developments as attractive as possible with open space, community facilities, good transport facilities, and better education and health facilities

**Residents should have access to better support with their housing problems by**

- Championing ways of helping people to help themselves through things like better online housing options advice and support
- Working with social enterprises, housing associations and charities to provide housing options advice and support to help people remain in their homes where they are at risk of losing them
- Removing barriers to renting privately
- Making it easier to access employment services and opportunities
- Introducing new support pathways which lead to independence for people who are vulnerable and have complex housing needs, including putting in place the right housing-related support services

# Build more homes across the borough

## Key Facts

- **1,486**  
Affordable (rented and low cost home ownership) homes have been built in Haringey over the last five years; that's an average of 297 homes per year. This was 78% of the target set by the Mayor of London for new homes in Haringey
- **206**  
New homes were built on former council-owned land sold to housing associations
- **109**  
The council is building new homes for the first time in decades (37 shared ownership homes and 72 affordable rent homes)
- **1,000+**  
More homes are planned over the next two years
- **Affordable home ownership**  
There is a high demand for shared ownership homes in Haringey. Around 50% of new shared ownership homes are bought by Haringey residents
- **Where do we need homes?**  
There are high levels of social rented homes in some parts of the borough and a high level of home ownership in other parts. A balance of all types of homes, rented and owned, is needed across the borough

## What should happen?

**The right homes need to be provided in the right places** through doing things like:

- The council and partner agencies working together to help increase the supply of new homes in Haringey
- Bringing public and private land together and working creatively with other organisations to build new homes of all types, owned and rented, which will also stimulate further investment
- Supporting the building of more homes for sale (market and affordable) and good quality, purpose built private rented homes in areas of the borough where there is more social housing
- Supporting the building of more affordable homes in areas of the borough where there is more home ownership
- Getting as much affordable housing built as is possible on every single development site in the borough

**Public-owned land (including council-owned) and resources should be used to provide new homes including social rented homes**

**More genuinely affordable homes of all types should be built for Haringey people** through doing things like:

- Using the value in council-owned land to help keep rents and sale prices as low as possible for local people
- Setting up a new register for people interested in living in shared ownership homes or rented homes which charge below market rents in Haringey
- Giving people who live and/or work in Haringey top priority for new homes



# Improve the quality of housing for everyone

## Key Facts

- Concern is rising about the quality and management of the private rented sector in Haringey
- 42% of council-owned homes did not meet the Decent Homes Standard in 2007. This will be reduced to 27% by March 2015
- A different way forward is needed for 1,342 council-owned homes where it would cost too much to bring them up to the Decent Homes Standard
- The quality of management of housing estates where homes are owned by several landlords varies and needs to be resolved

## What should happen?

- **There should be an affordable, good quality and well managed private rented and owned housing sector in Haringey by doing things like**
- Putting in place a borough-wide “selective licensing scheme” to reduce poor management and conditions in the borough’s private rented sector
- Setting up a private rented lettings agency so that Haringey households and landlords can get a better deal
- Bringing more empty homes back into use through Compulsory Purchase Orders if necessary

### **Council and housing association homes in Haringey should be well-managed and maintained** by doing things like

- Finishing the current plans for bringing council-owned homes up to Decent Homes Standards
- Improving some council-owned estates by replacing them with new good quality, energy-efficient and affordable homes for rent and sale
- Changing and improving the way the council manages the homes it owns
- Keeping a close eye on housing associations with homes in the borough to make sure they manage them well, especially where several housing associations manage homes on estates together
- Rigorously tackling the illegal sub-letting of Council homes by tenants
- Making sure adaptations are done to the homes of older people and those with disabilities so they can carry on living independently for longer
- Reviewing how homes for older people (like sheltered homes) can be used best to reduce moving on to residential care

# What are the proposed principles we will use when making our proposed priorities happen?

To achieve the proposed priorities we will follow these principles:

- help people help themselves by working supportively with them on their need for a home
- build homes that people want and need, and can afford
- deliver excellent housing services whilst managing our budgets well and reducing costs
- make best use of council-owned homes and assets
- Work in partnership with residents and stakeholders to deliver our housing vision for Haringey

**Do you agree or disagree with these principles? Are there other**

## How can you let us know your views

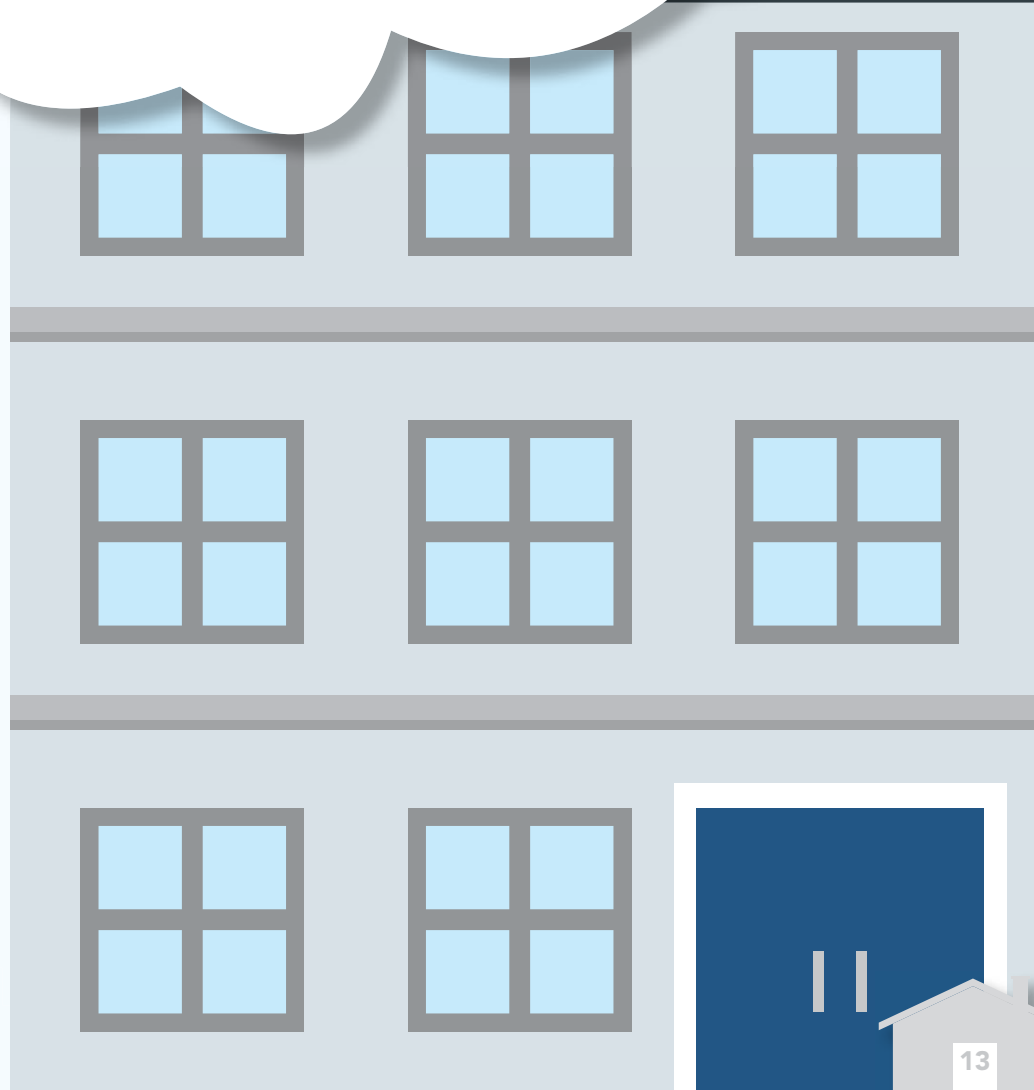
**You can:**

- Complete the enclosed survey and return it, FREEPOST (you won't need a stamp)
- Complete the same survey online at [www.haringey.gov.uk/hssurvey](http://www.haringey.gov.uk/hssurvey)
- Download a pdf copy of the survey, scan it and email it to us at [housing.strategy@haringey.gov.uk](mailto:housing.strategy@haringey.gov.uk) or post it to this FREEPOST address: RTJK – BZBZ – LAS Y
- Email us at [housing.strategy@haringey.gov.uk](mailto:housing.strategy@haringey.gov.uk)

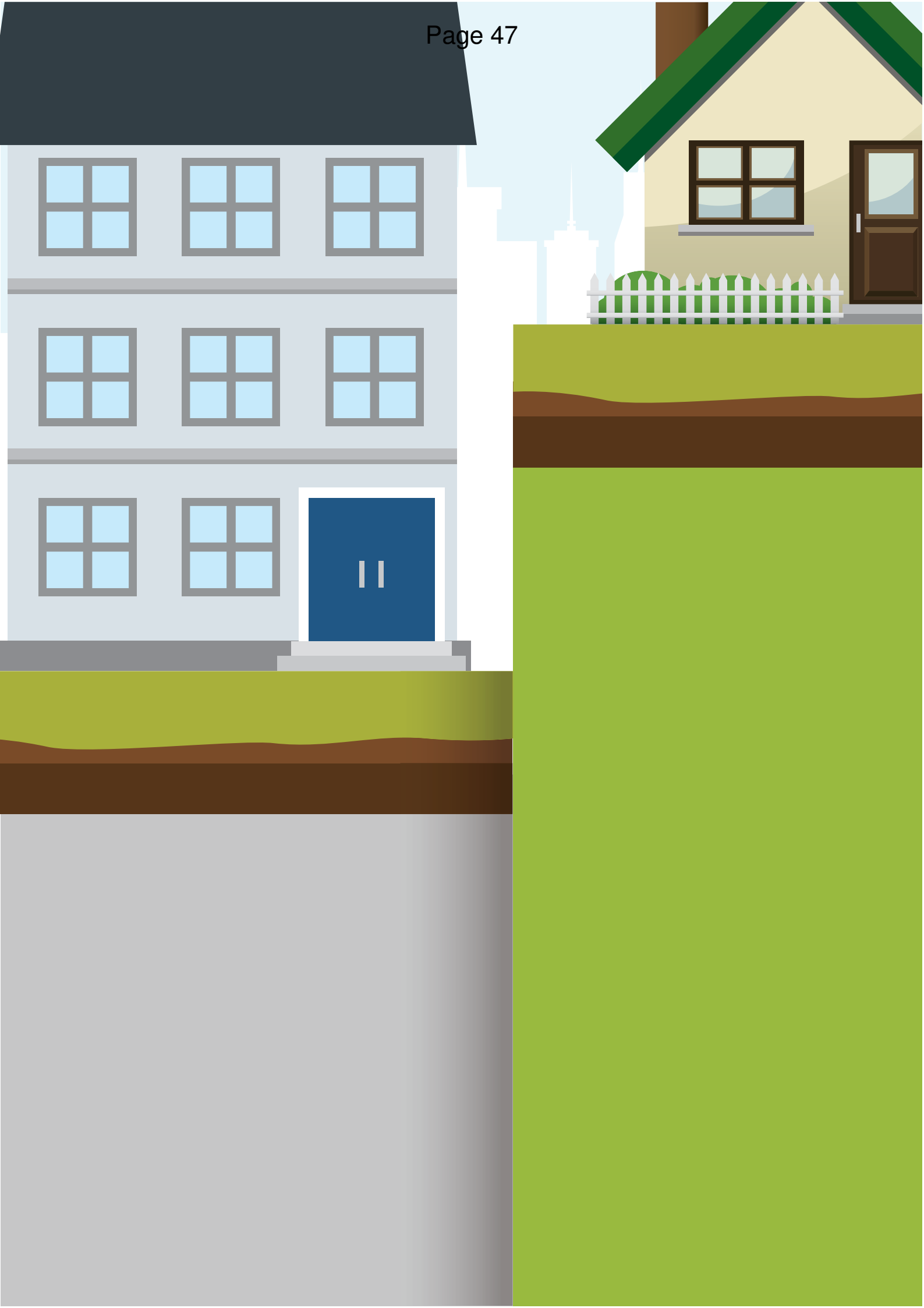


# What happens after this consultation?

Haringey's new five year Housing Strategy will be drafted by the end of the 2014 taking into account the feedback from the "Investing in our tomorrow" consultation and this consultation on the proposed vision, priorities and principles. The new Housing Strategy will be presented to Cabinet in February or March 2015 which will recommend its adoption to Full Council. Full Council should adopt the new Housing Strategy by the end of March 2015.







Nëse dëshironi ta keni këtë në gjuhën tuaj, ju lutemi vendosni shenjën ✓ në kuti, shënoni emrin dhe adresën tuaj dhe niseni me postë falas në adresën e mëposhtme.

## Arabic

إذا كنت تود هذا الكتيب بلغتك، فالرجاء وضع علامة على المربع، واكتب إسمك وعنوانك وارسلهما بالبريد المجاني إلى العنوان المبين بأسفل

## French

Pour recevoir ces informations dans votre langue, veuillez cocher la case, inscrire vos nom et adresse et nous renvoyer ce formulaire, sans affranchir, à l'adresse ci-dessous.

## Greek

Αν θέλετε αυτό το έντυπο στη γλώσσα σας, παρακαλούμε σημειώστε το τετράγωνο, συμπληρώστε το ονοματεπώνυμο και τη διεύθυνσή σας και στείλτε το στην παρακάτω διεύθυνση χωρίς ταχυδρομικό τέλος.

## Hindi

आपनि यदि एटा आपनार निजेर भाषाय पेटे चान तबे अनुग्रह करे सठिक बाक्त्रे टिक दिन, एवं आपनार नाम ठिकाना लिखे निचेर ठिकानाय पाठिये दिन, एर जन्य कौन डाकटिकिट लागबे ना।

## Burdish

Ku hun wena la zîmanixa daxwâzin. Lewira îflaret bîkin Navixa û navnîflanaxa tije bikin â biflenin ê navniflana jêr la vepêre.

## Portuguese

Se desejar receber o folheto na sua própria língua, por favor assinale a quadrícula, preencha com o seu nome e morada e envie para o endereço 'freepost' (com porte pago) abaixo indicado.

## Romanian

Dacă doriți un exemplar al broșurii în limba dvs. maternă, vă rugăm să bifați caseta corespunzătoare, să ne dați numele și adresa dvs., și să trimiteți formularul la adresa de mai jos, fără timbru poștal.

## Somali

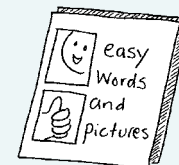
Haddii aad kan ku rabto afkaaga fadlan xarriijin ku dhig sanduuqa yar, ku qor magacaaga iyo cinwaankaaga oo markaas u dir cinwaanka boosta lacag la'aanta ah ee hoos ku qoran.

## Turkish

Bu kitapçığın Türkçe'sini istiyorsanız, kutuyu işaretleyip, adınızı-soyadınızı, adresinizi yazdıktan sonra, lütfen bunu posta pulu yapıştırmadan aşağıdaki adrese gönderin.

Please tell us if you would like a copy of this document in another language that is not listed above or in any of the following formats, and send the form to the Freepost address below.

In large print  On audio tape  In Braille   
 In another language, please state: \_\_\_\_\_



Name: \_\_\_\_\_ Tel: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 Email: \_\_\_\_\_

Please return to: Freepost RLXS-XZGT-UGRJ, Haringey Council, Translation and Interpretation Services, 8th Floor, River Park House, 225 High Road, London N22 8HQ

Haringey Council offers this translating and interpreting service to Haringey residents. We can translate this document into one language per resident ONLY.

**Haringey's Draft Housing Strategy 2015-2020 - Survey**

**1. Haringey's proposed VISION for the new Housing Strategy**

We need your help to get the new Housing Strategy right. Your feedback on what you think of our proposed vision, priorities and principles for housing in Haringey and how we will go about improving the housing situation here is very important to us.

**Q1** "Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives." To what extent do you agree with this vision:

- Strongly agree     Agree     Not sure     Disagree     Strongly disagree

**Q1a** Please tell us why you support or do not support our proposed vision:

**2. Haringey's proposed PRIORITIES for housing over the next five years are set out below.**

**Q2a** **Priority 1 Build strong inclusive and successful communities. How much do you agree or disagree with this priority?** [We think the following is needed to make this priority happen: Strong communities need to be built where all residents feel they belong and can thrive. When new homes are built new local employment opportunities and infrastructure like schools, health and leisure facilities need to be created as well. Better support is needed for residents with housing problems].

- Strongly agree     Agree     Not sure     Disagree     Strongly disagree

**Q2b** Any other comments about this priority (for example, have we missed anything you think important?)

**Q2c Priority 2. Build more homes across the borough.** [To achieve this priority we think the following needs to happen: The right kind of homes need to be provided in the right places. Public-owned land (including council-owned land) and resources should be used to provide new homes including social rented homes. More genuinely affordable homes of all types should be built for Haringey people].

- Strongly agree   
  Agree   
  Not sure   
  Disagree   
  Strongly disagree

**Q2d Any other comments about this priority (for example, have we missed anything out that you think is important?)**

**Q2e Priority 3. “Improve the quality of housing for everyone” How much do you agree or disagree with this priority?** [To achieve this we think there should be affordable, good quality and well managed private rented and owner-occupied homes in Haringey, and that Council and housing association homes should also be well managed and maintained].

- Strongly agree   
  Agree   
  Not sure   
  Disagree   
  Strongly disagree

**Q2f Any other comments about this priority?**

**3. Rating the importance of the proposed priorities**

**Q3 Of the three priorities set out in the previous questions, do you think any one of them is more important than the others? Using a rating of one to five, where 1 = most important and 5 = not important, please rate each of the priorities according to how effective you think they are.**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Build strong, inclusive and successful communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Build more homes across the borough	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve the quality of housing for everyone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q4** What other priorities for housing, if any, do you think should be included in the council's new five year Housing Strategy?

**New Housing Strategy PRINCIPLES:**

**To achieve the three priorities we will follow these principles:**

- Help people help themselves by working supportively with them on their need for a home.
- Build homes that people want, need and can afford.
- Deliver excellent housing services whilst managing our budgets well and reducing costs.
- Make best use of Council-owned homes and assets.
- Work in partnership with residents and stakeholders to deliver our vision for Haringey

**Q5** How much do you agree or disagree with these principles?

- Strongly agree     Agree     Not sure     Disagree     Strongly disagree

**Q5a** Use the box below to make any other comments about the suggested principles

**What else should Haringey's new Housing Strategy include?**

**Q6** If you have any other views on what the council's new Housing Strategy should include please Use the box below to let us know what these are:

**ABOUT YOU**

**Q7 Please tell us if you are responding as a:**

- |   |  |
|---|--|
| <input type="checkbox"/> Resident                           | <input type="checkbox"/> Landlord                          |
| <input type="checkbox"/> Housing association                | <input type="checkbox"/> Private developer                 |
| <input type="checkbox"/> Tenant or resident group           | <input type="checkbox"/> Other, please write details below |
| <input type="checkbox"/> Voluntary / community organisation |  |

**Q8 If you live in Haringey, please tick one of the following to indicate your housing status. If not living in Haringey please go directly to the next question.**

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Council tenant                  | <input type="checkbox"/> Private rented tenant       | <input type="checkbox"/> Living with friends         |
| <input type="checkbox"/> Housing association (HA) tenant | <input type="checkbox"/> Owner occupier              | <input type="checkbox"/> Living in supported housing |
| <input type="checkbox"/> Leaseholder (council)           | <input type="checkbox"/> Living with parents         | <input type="checkbox"/> Other                       |
| <input type="checkbox"/> Leaseholder (HA)                | <input type="checkbox"/> Living with other relatives |  |

*If you ticked Other, please give details*



**Q9a Please indicate your age group**

- Under 16     16-24     25-44     45-64     65+

**Q9b Gender**

- Male     Female

**Q9c Do you have a physical or mental health condition or illness lasting or expecting to last 12 months or more?**

- Yes     No

**Q10 Please tell us your ethnic or cultural heritage**

Thank you for taking the time to complete this survey.

Your views will help us in writing the new Housing Strategy. We are aiming for the new Housing Strategy to be ready by March 2015. It will be published on Haringey Council's website in April 2015. If you would like more information about developing Haringey's new Housing Strategy, please email us on: [housing.strategy@haringey.gov.uk](mailto:housing.strategy@haringey.gov.uk)

**PLEASE CLICK ON THE SUBMIT BUTTON TO SEND US YOUR VIEWS**

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## Housing & Regeneration Scrutiny Panel – 3 November 2014 - Developing Haringey's new Housing Strategy - Appendix 3 – Stakeholder Engagement Plan

The key stakeholders currently being consulted and the methods of consultation are set out in the table below. All stakeholders are being consulted about Haringey's proposed vision, priorities and principles for Haringey's new Housing Strategy which will be written by the end of the year. Consultation is taking place over a period of 6 weeks from the week beginning 20 October 2014 and ends on 28 November 2014.

Stakeholders being consulted	How we are engaging with them
Haringey residents	<ul style="list-style-type: none"> <li>• Web page or microsite with               <ul style="list-style-type: none"> <li>○ Online survey</li> <li>○ Web link to Consultation Document explaining the proposed vision, aim, priorities and principles further set out in Appendix 2</li> </ul> </li> <li>• Hard copy surveys and promotion at local community events</li> <li>• Posters and leaflets distributed through Haringey libraries, council buildings, Homes for Haringey building, GP surgeries and other health buildings, recreation centres</li> <li>• Leaflets</li> <li>• Facebook Page entry</li> <li>• Article in <b>Haringey People Extra</b></li> </ul>
Registered providers	<ul style="list-style-type: none"> <li>• Letters / emails with copies of the Consultation Document and survey explaining the proposed vision, aim, priorities and principles further set out in Appendix 2</li> <li>• Presentation at RP forums</li> <li>• Request they put link to consultation on their home web pages</li> <li>• Posters and leaflets for their tenants and leaseholders</li> </ul>

Stakeholders being consulted	How we are engaging with them
Private Rented Sector Landlords	<ul style="list-style-type: none"> <li>• Letters / emails with information on access to:               <ul style="list-style-type: none"> <li>○ Online survey</li> <li>○ Web link to Consultation Document explaining the proposed vision, aim, priorities and principles further set out in Appendix 2</li> </ul> </li> <li>• Presentation at Accredited Landlord Forum</li> </ul>
Members	<ul style="list-style-type: none"> <li>• Letters / emails with information on access to:               <ul style="list-style-type: none"> <li>○ Online survey</li> <li>○ Web link to Consultation Document explaining the proposed vision, aim, priorities and principles further set out in Appendix 2</li> </ul> </li> <li>• Presentation at political group meetings (eg, Labour Group meetings, LibDem Group meetings)</li> </ul>
MPs	<ul style="list-style-type: none"> <li>• Letters / emails with information on access to:               <ul style="list-style-type: none"> <li>○ Online survey</li> <li>○ Web link to Consultation Document explaining the proposed vision, aim, priorities and principles further set out in Appendix 2</li> </ul> </li> <li>• Meeting with MPs if requested</li> </ul>
Statutory and other public bodies, eg, the Greater London Authority, local planning authority, Department of Work and Pensions, and others	<ul style="list-style-type: none"> <li>• Letters / emails with copies of the Survey and Consultation Document explaining the proposed vision, aim, priorities and principles further set out in Appendix 2</li> </ul>

Stakeholders being consulted	How we are engaging with them
Council staff	<ul style="list-style-type: none"> <li>• Web page or microsite with               <ul style="list-style-type: none"> <li>○ Online survey</li> <li>○ Web link to Consultation Document explaining the proposed vision, aim, priorities and principles further set out in Appendix 2</li> </ul> </li> <li>• Article in Chief Executive's newsletter</li> <li>• Facebook</li> <li>• Pop up poster when accessing Council's intranet or when signing in to Council's system</li> </ul>
Third sector organisations, including those representing BME communities, disabled residents, womens' groups, LGBT groups, travellers and gypsy groups, welfare groups (eg, CAB), groups representing older people, youth groups	<ul style="list-style-type: none"> <li>• Letters / emails with information on access to:               <ul style="list-style-type: none"> <li>○ Online survey</li> <li>○ Web link to Consultation Document explaining the proposed vision, aim, priorities and principles further set out in Appendix 2</li> </ul> </li> <li>• Attendance at key community events to explain, eg, Black History month events (Oct 2014)</li> <li>• Ask groups with websites to put a link to our Housing Strategy consultation on their websites</li> </ul>
Tenants and residents associations in Haringey (Council tenants)	<ul style="list-style-type: none"> <li>• Web page or microsite with               <ul style="list-style-type: none"> <li>○ Online survey</li> <li>○ Web link to Consultation Document explaining the proposed vision, aim, priorities and principles further set out in Appendix 2</li> </ul> </li> <li>• Information on HfH website leading to consultation</li> <li>• Letters / emails to all residents associations and umbrella tenant organisations</li> <li>• Hard copy surveys and promotion at HfH / community events</li> <li>• Article in HfH resident newsletter, Home Zone</li> </ul>

Stakeholders being consulted	How we are engaging with them
Developers with whom Haringey already works or may in the future.	<ul style="list-style-type: none"> <li>• Letters / emails with information on access to:               <ul style="list-style-type: none"> <li>○ Online survey</li> <li>○ Web link to Consultation Document explaining the proposed vision, aim, priorities and principles further set out in Appendix 2</li> </ul> </li> </ul>
Health organisations including the local Clinical Commissioning Group, GP surgeries, Whittington Hospital?	<ul style="list-style-type: none"> <li>• Letters / emails with information on access to:               <ul style="list-style-type: none"> <li>○ Online survey</li> <li>○ Web link to Consultation Document explaining the proposed vision, aim, priorities and principles further set out in Appendix 2</li> </ul> </li> </ul>
Education organisations including CHENEL,	<ul style="list-style-type: none"> <li>• Letters / emails with information on access to:               <ul style="list-style-type: none"> <li>○ Online survey</li> <li>○ Web link to Consultation Document explaining the proposed vision, aim, priorities and principles further set out in Appendix 2</li> </ul> </li> </ul>
Business organisations, eg, North London Chamber of Commerce	<ul style="list-style-type: none"> <li>• Letters / emails with information on access to:               <ul style="list-style-type: none"> <li>○ Online survey</li> <li>○ Web link to Consultation Document explaining the proposed vision, aim, priorities and principles further set out in Appendix 2</li> </ul> </li> </ul>



**Haringey** Council

<b>Report for:</b>	<b>Housing &amp; Regeneration Scrutiny Panel 3 November 2014</b>	<b>Item Number:</b>	
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<b>Title:</b>	<b>Preferred Partner Agreement</b>
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<b>Report Authorised by:</b>	
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<b>Lead Officer:</b>	<b>Michael Kelleher, Head of Housing Investment and Sites</b> Tel: 020 8489 4754 E-mail: <a href="mailto:michael.kelleher@haringey.gov.uk">michael.kelleher@haringey.gov.uk</a>
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## 1. Introduction

- 1.1 The council is in the process of establishing a Preferred Partner Agreement (the Agreement) that will comprise six organisations chosen for their strategic fit with the council and development capacity.

## 2. Background

### Strategic context

- 2.1 Registered providers have an important and central role to play in tackling the housing challenges that face the borough. In Haringey they currently manage around 13,000 affordable homes for rent and shared ownership and as such represent a major stakeholder in the future success of the borough and its residents. Registered providers have been the sole provider of new affordable housing in Haringey for around 30 years and will continue to provide the majority of new affordable housing in future despite the emerging council new build programme. In addition to their landlord and new build roles, registered providers have an important role to play in the economic growth of the borough by providing much needed affordable housing for the labour market, jobs through and during the construction phase of new developments and community investment initiatives including apprenticeships, training and back to work programmes. These issues and the need to form close and strong partnerships with registered providers will feature strongly in the emerging housing strategy.



**Haringey Council**

## **What are registered providers?**

2.2 Registered Providers of Social Housing (Registered Providers for short) are private organisations that provide low-cost affordable housing for rent and sale for people in housing need. Registered Providers are commonly referred to as Registered Social Landlords or Housing Associations. The term Registered Provider was introduced by the Housing and Regeneration Act 2008. Any surplus that a registered provider makes is re-invested back into the business to maintain existing housing and help finance new homes. Although independent they are regulated by the Government through the Homes and Communities Agency (HCA) and commonly receive public funding by way of Social Housing Grant. They are the major providers of new affordable housing for rent and sale in England and Wales.

## **Working with registered providers**

2.3 The council introduced a generic partnership agreement for registered providers in 2010 as a way of improving relationships and ensuring consistency. This has gone some way to bringing about improvements, but these have been limited due to the high number of providers operating in the borough and budget reductions that has seen the team that deals with this area of work reduced in size.

2.4 The relationship between the council and its partners was the subject of a Scrutiny Panel report in 2013 which recommended further improvements to develop and improve engagement between the council and local RPs, and support further liaison and partnership and to assist local officials in local scrutiny and performance management of registered providers.

## **3. Preferred Partnership Agreement**

3.1 One way the council is seeking to improve relationships with its partners is to establish a Preferred Partner Framework to bring together the most pro-active organisations to work with the council to deliver and improve housing services in the borough. The Framework will offer our preferred partners the opportunity to engage with the council in an honest, open and transparent way on all matters in relation to housing and will act as monitor of all registered provider activity in the borough.

3.2 The selection process took place between January and July 2014. Registered providers were invited to submit an expression of interest to work with the council as part of its preferred partnership arrangements and a long list was drawn up who were then invited to submit a formal application. Shortlisted organisations were invited to interview with the Lead Member for Regeneration & Housing and the Head of Housing Investment & Sites. The interviews took place during week commencing 28 July 2014 and the following organisations selected as the council's preferred partners: -

- Sanctuary
- Circle





## Haringey Council

- Family Mosaic
- Newlon
- London and Quadrant
- Notting Hill

- 3.3 In terms of their strategic fit, they represent some the largest and most consistent developers of new housing in the borough, and have a commitment to deliver mixed tenure schemes including affordable housing for rent and sale, large scale managed private rented housing and market sale. They have all committed to focus delivery of affordable housing for sale, private rented and market housing in the east of the borough while concentrating on the central and western parts of the borough to provide new affordable housing for rent. They are all experienced in housing estate renewal and are currently working in and around London in partnership with local councils to deliver growth and regeneration.
- 3.4 They also represent some of the largest stakeholders in the borough, owning and managing a significant proportion of the current registered provider stock. As such, they are well placed to make a significant difference to the lives of Haringey residents through improvements in the way they manage and invest in their existing stock.
- 3.5 In seeking to develop an open and transparent partnership, the council has deliberately been non-prescriptive in setting out terms and conditions, preferring instead to work with partners to develop the Framework and Agreement from the bottom up based on a set of guiding principles: -
- All partners will operate in an open, honest and transparent way, including the provision of information normally considered commercially sensitive as part of planning submissions.
  - The relationship will exist between all partners and not just between individual providers and the council (note: where commercially sensitive information is provided this will be shared only between the individual provider and the council).
  - Partners will work together to improve estate management by sharing information and proactively considering alternative management arrangements where this considered appropriate.
  - Partners will work together to tackle homelessness and reduce the reliance on temporary accommodation.
  - Partners will work together to maximise the provision of affordable housing in the borough and will comply fully with the Council's planning policies and aim of creating mixed and balanced communities.
  - Partners will work collaboratively with elected members, both in their strategic capacity as policy setters and community advocates for local residents.
- 3.6 The Agreement will cover three key areas and represents a real opportunity for our preferred partners to make a major contribution to tackling the housing challenges in the borough. The areas will mirror the three key priorities within the emerging housing strategy: -



**Haringey Council**

- a) development and new build, including estate renewal
- b) homelessness, temporary accommodation and lettings
- c) estate management, including community investment

- 3.7 The section on development and new build, including estate renewal, will seek to promote the provision of more housing through the appropriate use of council land and the use of the Council's retained RTB Receipts to provide grant funding. This will have additional benefits to the council of increasing the Council Tax base.
- 3.8 The section on homelessness, temporary accommodation and lettings, will co-ordinate work to reduce evictions and focus on proactive intervention and prevention measures to ensure residents can sustain their tenancies and contribute to a strong local economy. The Agreement will also promote alternative approaches to the use of temporary accommodation and the role registered providers have to play in this.
- 3.9 The section on estate management, including community investment, will focus on the local environment, condition of the estate and the properties themselves, as well as the opportunities available to tenants to enhance their life changes through access to education, training and work. The aim is to ensure that there is a joined up approach to local management that benefits everyone within a local community regardless of whom their landlord is.
- 3.10 The Preferred Partnership Agreement will also include a section on working with elected members, both at a strategic level to develop local housing policy in the borough and at an operational level to support members in their constituency and advocacy role. It will also include a clear governance and performance monitoring framework to ensure that registered providers, and the council, meet the expectations and outcomes of the agreement.
- 3.11 The inaugural meeting of the Preferred Partner Framework took place on 22 August 2014 to begin work on the Preferred Partner Agreement
- 3.12 As registered providers are private organisations, their involvement in, and adherence to, any agreement with the council is voluntary and therefore calls for an agreement that everyone can sign up to. The majority of the Agreement is about putting in place good practice for partnership working and ensuring that this feeds through to improvements that local residents can see. The provision of grant funding for new build requires detailed criteria which will set out the conditions of grant.



Haringey Council

<b>Briefing for:</b>	Housing & Regeneration Scrutiny Committee
<b>Title:</b>	Employment Land supply and strategy
<b>Lead Officer:</b>	Dan Hawthorn, Assistant Director for Regeneration
<b>Date:</b>	3 <sup>rd</sup> November 2014

### Summary

- 1.1 The London Plan gives Haringey one of the highest proportionate employment growth targets in London (22,000 by 2030) although - as our planners have told the GLA - we consider this target unrealistic. Haringey's emerging employment land study suggests a "need" for up to 35 Hectares of employment land (on top of safeguarding existing land) to achieve the London Plan target.
- 1.2 Of course, in identifying this land, we are balancing the need for employment land with the need for housing. However, it is simplistic to see it as one over the other and the challenge for the Council's Planners and Economic Development Team is to establish in the same timeframe a clear, evidence backed, strategy for economic growth and a planning policy framework that will ensure the land supply to deliver growth in both areas.
- 1.3 This briefing sets out the purpose of the Employment Land Study as part of the evidence base to inform our land use policies and investment decisions. The briefing also sets out, from paras 6.1 onwards, the regeneration programmes that will support business growth and the provision of business space guided by the Employment Land Study.

### 2014 Employment Land Study

- 2.1 Atkins is currently preparing an update of Haringey's Employment Land Study (ELS). The ELS is an audit of current sites and an assessment of emergent trends, rather than providing a strategy. That is a matter for the Council to interpret through its Local Plan and Economic Development and Growth Strategy.

Table of industrial use class types

B1 Business	B1a Offices (other than those that fall within A2) B1b Research and Development B1c Light Industry
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B2 General Industry	Use for industrial process other than one falling within class B1.
B8 Storage and Distribution	Storage, including open air storage e.g. Warehouses

- 2.2 Nationally, manufacturing is expected to continue to decline and Haringey is not considered to be the right location for significant warehousing / logistics growth as there is little suitable land available for these uses. Furthermore, significant levels of B8 development are not likely to be financially viable in the Borough.
- 2.3 Employment growth is likely to come primarily from small and medium sized B1 businesses, the creative sector and retail and leisure opportunities unlocked by the Borough's regeneration plans. The implications for Haringey's employment land policies are that the Council should safeguard good quality B1 sites where possible, encourage the intensification of employment uses and mixed-use developments where appropriate, and release surplus and low-quality B2 and B8 sites to help meet its housing and regeneration objectives. This reorientation of employment uses which generates greater job density aligns and accords with both Peter Brett's 2014 Economic Growth Assessment and through the promotion of SME's and emerging knowledge based industries *and* creative businesses requiring better workspace provision the Council's training and skills agenda.
- 2.4 A detailed analysis of the supply and demand for employment land and premises in Haringey, future employment growth projections and site-specific recommendations will be provided in the final ELS.
- 2.5 Broadly the assumptions include a move away from generic industrial uses (B2) to more office, light-industry/studio space and of course, additional retail capacity (B1a, B1c and A uses). These assumptions are consistent with the Experian forecasts emerging from the ELS and require a strategic framework (as exists in Tottenham) to underpin them. This is emerging in a) the Growth Strategy and b) the Wood Green Investment Framework.

#### The Economic Development and Growth Strategy

- 3.1 The Council's emerging Economic Development and Growth Strategy will seek to locate Haringey in the London economy, recognising and seeking to build on the opportunities which exist from our proximity to central London and growing tech and design clusters to the immediate south in Hackney and Islington. Making the most of this opportunity will include both attracting businesses to Haringey and ensuring that our residents are able to access employment in other areas. The draft Growth Strategy will report to Cabinet in January 2015.

#### The Wood Green Investment Framework and major sites

- 4.1 The work done in developing the Tottenham SRF has greatly determined land use requirements; however this work is only just beginning in Wood Green. The previous strategic objectives of 1,500 jobs and 1,700 homes in the 2008 SPD, relate primarily to Haringey Heartlands and pre-recession economic analysis. It is very likely that the economic opportunity is considerably different and these targets will change. The Investment Framework proposition will be presented to Cabinet in October 2014; the Framework itself will be commissioned in 2015.

#### Future investment

##### Diversifying the Affordable Workspace Market

- 5.1 The ELS and the Economic Development and Growth Strategy focus on a future for the borough that promotes employment land uses that will increase the density of employment. To achieve this we need to diversify the types of property management in the borough. We propose to engage affordable workspace providers, active in the London market, to link them with the significant regeneration and investment activity taking place across the borough.
- 5.2 In the last 12 months regeneration officers at the Council and our regeneration partners in the GLA have been contacted by a number of operators and investors interested in developing workspace in the borough. The level of contact does show that there is a strong appetite for investment and this is underlined by consistent feedback in discussions.
- Tottenham is an attractive and affordable proposition for people (operators and tenants) being priced out of workspace locations in Hackney and the City
  - The urban character and property stock is compatible with space requirements and aspirations that many creative operators are looking for
  - Many operators deliver social regeneration impacts through their facilities and this can complement the regeneration programme in Tottenham
  - To secure economic outcomes for local residents and businesses, public sector investment (be it any resource; time, assets, capital) is necessary

#### Housing Zone

- 6.1 The Housing Zone in South Tottenham is a multi-million pound investment platform to stimulate the growth of Tottenham Hale as a new housing and employment centre with 5,000 new homes and 4,000 new jobs. Whilst principally the fund is to support housing delivery, it must do so in the context of developing a sustainable community including a mixed economy and a new District Centre. The Council and the GLA will ensure that SME workspace is given maximum consideration in the master planning of large regeneration sites.

#### NHB Growth Fund

- 7.1 The New Homes Bonus (NHB) is a reward grant paid to local authorities based on the number of new homes built each year. For 2015/16, CLG have determined that 28% of that reward grant be ringfenced for economic development activity as a Growth Fund. In London this must be co-ordinated with the GLA and the London Enterprise Panel. We anticipate approximately £1.7m Growth Fund in Haringey of which approximately £1m will be allocated to delivering new affordable workspace. Further details on schemes will be available in the New Year, when the funding amounts are confirmed.

Opportunity Investment Fund

- 8.1 The Opportunity Investment Fund (OIF) is a joint £3.675m fund (joint between the GLA and LBH) to pump-prime new affordable workspace and improving employment sites. This PID sets out the work to establish mechanisms and processes to operate the fund. It is part of the £41m funding package for the Tottenham Regeneration Programme. The OIF is intended to be a revolving fund, so will operate primarily as a provider of loan funding, with interest and repayments providing capital for an ongoing investment programme.

**BRIEFING NOTE ON THE INDUSTRIAL LIVING PROJECT**

**Date:** 22 October 2014  
**Subject:** Industrial Living Project Update  
**Author/Service:** Stephen Kelly – AD Planning  
**Report to:** Housing & Regeneration Scrutiny Panel

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**Recommendations:** None

**For the Members to:**

1. **Note the current project progress and performance**
2. **Project risks**

**Reasons for briefing:**

This is a report pursuant to the request from the members following the meeting of the Housing and Regeneration Scrutiny Panel on 30 September 2014.

**Project background and rationale:**

Within the last couple of years Planning Enforcement and the Housing Improvement teams have both witnessed a rapid increase in instances of unlawful changes of use from storage and light industrial uses to purely residential and live/work uses in Employment Areas and their surrounds in South Tottenham. Unchecked, it most likely that this problem will grow resulting in unregulated loss of Employment Land and, potentially employment opportunities, within the borough. This is against the Borough's Corporate Plan, Local Plan and the London Plan which obligates the Council to manage and protect Employment Land. This potentially has the effect of undermining several objectives of the Tottenham regeneration programme.

More pressingly this unregulated change of use of the Employment Land to residential use consigns a significant number of residents to poor, insanitary, and potentially, dangerous living conditions. There have been instances of fire within these areas.

Given this background, a report was presented to Cabinet on 16 January 2014. Cabinet considered the report and agreed to make available funding for the establishment of a multi skilled project team to respond to this challenge. The funding for the project began in April and since that time, recruitment of a dedicated team has taken place – albeit that appointing a project manager took longer than expected. Important progress has been made nonetheless.

The projects started as a purely "regulation enforcement" project. The communities occupying the premises have nevertheless brought to the Councils attention, the significant role that this type of accommodation plays in nurturing enterprise (especially within the craft/creative sector) and providing affordable accommodation for single, post graduates and like minded

professionals. In addition, the acute pressure on affordable business/employment space means that evicting residents and their associated economic activities would adversely impact upon the delivery of wider economic and social objectives within the Councils emerging development plan documents, and corporate plan objectives. Whilst the Council continues to investigate the unlawful occupation/change of use of premises, a second thread of work, including consideration of future policy options, is now also underway involving residents and landowners on the Eade Road industrial area.

The expectation is that this investigation, and the lessons learn from planning appeals will be incorporated in the next consultation draft of the Development Management Policies DPD and Site Allocations DPD's due to be reported to cabinet in November.

## Progress

1. During the first phase of the project, significant time was devoted to the site visits to map out the nature and extent of the unauthorised industrial living. A significant number of properties were not visited due to the lack of cooperation from the owners and tenants. Steps are currently being undertaken to secure access into those properties by way of warrants of entry from the magistrate's court. This is a relatively lengthy process and involves payment of legal fees.
2. As a consequence of the site visits a number of enforcement notices were issued. The owners of the properties who were served with enforcement notices lodged appeals against the notices.

So far the completed appeals are:

60-68 Markfield Road : AAP/Y5420/C/13/2201618 - Dismissed  
Gaunson House Markfield Road: APP/Y5420/C/13/2207689 - Dismissed  
Unit 4 and Unit C 199 Eade Road: APP/Y5420/C/14/2212166 & 2212163. Allowed  
Unit 39 Millmead Industrial Estate at Mill Mead Road : APP/2212172 - Dismissed  
Unit 10A-D Omega Works Hermitage Road: APP/Y5420/C/13/2205342. Dismissed

Four of the five appeals determined so far have been dismissed. This supports the approach taken by the Council and strengthens its position in defending any subsequent appeals on similar grounds in the future.

One appeal was allowed. The Council's position is that this is a 'singular' decision which has gone against the grain. Consideration has been given to the merit of challenging the decision. This was not pursued following consideration of the merits of this course of action with the Counsel. Instead, a decision was taken to focus resources on future policy work and tightening the enforcement procedures.

There is one appeal at Omega Works which is currently ongoing, but has been adjourned until January 2015.

3. Work is currently underway with the freeholders for the Eade Road estate to consider whether a new masterplan to facilitate the regeneration of that area can be developed that achieves the objectives of safeguarding employment land and meeting aspirations for place making, housing delivery and good neighbourliness. The owners claim that the proposed masterplan has the potential to maintain, and or increase, the amount of available employment land in addition to the provision of good quality, affordable



residential accommodation. This claim is being tested by the Council.

4. The project team have also invited the Department of Communities and Local Government (DCLG) to visit the project following the consultation on changes to the permitted development rights regime to include the change of use from B1, B8 to residential use.
5. With the new team, and the broader focus of the project a revised Action Plan for 2014/15 is being drafted. This is likely to focus on a few key areas for targeted enforcement, rather than spreading the resources for the project too thinly.
6. The main work streams for the following quarter are:
  - Coordinated team site inspections with the building surveyor and environmental health officer and planning enforcement officers
  - Mapping the results of the site visits
  - Issuing the requisite enforcement notices
  - Reviewing appeal decisions
  - Exploring policy options to better regulate (incl enforce) inappropriate changes of use
  - Exploring the scope to identify creative clusters of new workspace, cross funded by communal living using low cost construction technologies, within emerging planning polices
  - Undertaking a design dialogue with landowners/architects around the future “design” criteria for new work/live units

## **Project Risks**

7. There are primarily three key project risks identified so far.
  - The first is the regulatory framework. DCLG recently consulted on making the change from B1 and B8 to residential a permitted use. The risk is that this might endanger the aims of the project should this proposal be carried forward.
  - The second risk is that of ‘rogue’ appeal decisions which undermine the development plan policies and also give support to potential appeals which would otherwise have no discernible merit.
  - The costs of legal advice are anticipated to be higher than originally thought due to all the appeals being public inquiries and hearings and also in the future the costs of seeking warrants of entry as the tenants/freeholders deny the officers entry into their premises.

These project risks are being actively managed by the project manager, through the policy actions and responses (including invitation to CLG) outlined above.





**Haringey Council**

<b>Briefing for:</b>	Housing and Regeneration Scrutiny Panel 3 <sup>rd</sup> November 2013	<b>Item Number:</b>	
<b>Title:</b>	Work programme – development and monitoring		
<b>Report Authorised by:</b>	Cllr Charles Adje, Chair, Housing and Regeneration Scrutiny Panel		
<b>Lead Officer:</b>	Martin Bradford, Scrutiny Officer, Corporate Governance Martin.bradford@haringey.gov.uk		
<b>Ward(s) affected:</b>	All	<b>Report for Key/Non Key Decisions:</b>	

## 1. Agreed work programme areas

- 1.1 Further to the discussions above, and in confirmation with the panel, it has been agreed that the Housing & Regeneration Panel incorporate the following issues within its work programme for 2014/15.

### Project (depth piece of work undertaken by the panel)

Delivery of affordable housing (particularly in relation to infill sites);

- How is the Council performing?
- Are there any processes that can speed up homebuilding, what can be learnt from other authorities in respect of:
  - New legal structures that might assist this
  - What new financial structures might assist this
  - Funding streams available to support this – e.g. right to buy, HRA.

### Short reports (as produced by relevant services to the panel)

- Update on Housing Unification and Improvement Programme – there is particular interest in respect of the prospective closure of APEX house and future customer service arrangements for housing service clients;
- Haringey Housing Strategy – the panel will be involved in the consultation as agreed with AD for regeneration;
- Homelessness Strategy – the panel would like to be involved in the consultation or preparation of this report;
- Haringey Preferred Partnership Agreement (with Registered Housing Providers);
- Update on Tottenham Regeneration plans;

- Homes for Haringey – to invite Managing Director of Homes for Haringey together with Head of Commissioned Services;
- Update on those properties owned by the council which are occupied by guardians number, how long they have been empty, and when heading back in to use;
- Asset Management Programme (particularly plans to dispose those properties/sites surplus to requirements and those that could potentially be used for social housing);
- Future plans for the Councils Community buildings.

1.2 The scheduling within the work programme of the above is as set out in the Housing and Regeneration Scrutiny Panel forward plan (Appendix A).

#### Performance Monitoring

- 1.3 To minimise duplication, it has been agreed that general performance monitoring would be undertaken by Overview & Scrutiny Committee (in line with Cabinet timetable). Scrutiny panels however, would monitor the performance of up to 3 key service areas within their remit. The Housing & Regeneration Panel agreed that it would monitor:
- Planning Enforcement – this will be incorporated into Cabinet Member for Planning Q and A sessions.
  - Provision of affordable homes – this will be incorporated within the panel project (as set out in 7.1)

#### Cabinet Member Question and Answer sessions

- 1.4 Under agreed scrutiny protocols, Cabinet Members will be invited to attend relevant scrutiny panels twice each year to discuss issues within their portfolio area. The format of Cabinet Q and A is not prescribed and can be varied according to local agreement between the Chair and Cabinet member. There is an assumption however, that questions will not be submitted (or answers provided) in advance of panel meetings.
- 1.5 Cabinet Members whose portfolio area that is covered by the Environment and Housing Scrutiny Panel are:
- Cabinet Member for the Environment
  - Cabinet Member for Housing.
- 1.6 Appropriate Cabinet Members have been invited to attend the Housing & Regeneration Scrutiny Panel and have been scheduled in the to the forward plan (Appendix A).

#### Budget Scrutiny

- 1.7 The budget (Medium Term Financial Plan) is scrutinised by each Scrutiny Panel in their respective areas and subsequent reports with their recommendations to be ratified by Overview & Scrutiny Committee. The areas of the budget which are not covered by the scrutiny panels are considered by the Overview & Scrutiny Committee. As per protocol, the Vice Chair of the Overview & Scrutiny Committee shall be responsible for the co-ordination of the Budget Scrutiny process.

- 1.8 To allow the Overview and Scrutiny and scrutiny panels to scrutinise the budget in advance of it formally being set and convey those recommendations to the Cabinet, the following timescales (exact timings are still being finalised and agreed):

<b>November 2014</b>	Financial Planning (Budget) Monitoring: Cabinet 18 <sup>th</sup> November 2014
<b>December 2014</b>	Draft Medium Term Financial Plan (MTFP) published
<b>December 2014</b>	Government Spending Review (Autumn Statement)
<b>8th December 2014</b>	Housing and Regeneration Scrutiny Panel to scrutinise MTFP and any budget saving identified in its area of responsibility. Cabinet Members / Snr. officers attend to respond to panel questions
<b>December 18th</b>	Recommendations of scrutiny panels considered and approved by Overview & Scrutiny Committee
<b>27<sup>th</sup> January 2015</b>	Final Budget Scrutiny Report approved by OSC
<b>10<sup>th</sup> February 2015</b>	OSC recommendations from the Budget Scrutiny process, ratified by the OSC, referred to Cabinet. As part of the budget setting process, the Cabinet will clearly set out its response to the recommendations/ proposals made by the OSC in relation to the budget.
<b>23<sup>rd</sup> February 2015</b>	Budget setting at Full Council

Cabinet Forward Plan (pre decision scrutiny)

- 5.12 In considering its future work plan, the Housing & Regeneration Scrutiny Panel may wish to consider or note the Council Forward Plan (future key decisions taken by the Cabinet). Items or decisions to be taken by Cabinet (up until November 2014) and which fall within the remit of this panel attached in Appendix C.

**Appendix A - List of all work programme topics suggested through the CfPS review**

- Integration of health and social care
- Housing – private sector housing, tenants support.
- Universal credit and wider welfare reform – how prepared council is, how prepared community is.
- Mental health – CAMHS especially child to adult transition
- Waste management street sweeping
- Housing, land sales, social housing and regeneration
- Managing cuts
- Transformation programmes – fundamental to council’s savings plans and future operation.
- Regeneration
- Community resilience e.g. different ways of working and working with community, existing groups, e.g. different ways of doing parks management
- Access to health services, tackling obesity
- Customer services - Channel shift and on-line services
- Public engagement and involvement
- Supporting parks
- Tackling childhood obesity
- Creating a high skills economy
- Post-16 education
- On-line services
- Munro report implementation
- Housing associations’ compliance with planning permission conditions, management practices – engaging with external partners even where no formal powers
- Landlord licensing – get an evidence base for it, investigate IT, legal provisions – scrutiny could investigate details of what would work in Haringey
- Children – looking at academies and community schools comparisons, ensuring using all the authority’s powers
- Care homes – ditto re looking at external providers on behalf of residents
- Scrutiny fulfilling role of looking at a range of providers as part of democratic representative role, facilitating council’s role as enabler.
- Early help and prevention work - could be cross cutting
- Haringey 54,000 – contract with Impower, also safely bringing down numbers of children in care
- Adults social care and health integration
- Budget – strategy
- Service transformation – how are residents being involved

**Appendix B - Housing and Regeneration Scrutiny Panel – Forward Plan  
(September 2014)**

<b>Meeting date</b>	<b>Planned Items</b>
<b>Monday 3rd November 2014 18.30-21.30 Council Chamber</b>	<ul style="list-style-type: none"> <li>• Cllr Strickland, Cabinet Q &amp; A</li> <li>• Housing Unification &amp; Improvement Programme – update and plans (Catherine Illingworth)</li> <li>• Haringey Housing Strategy - consultation (Michael Kelleher)</li> <li>• Homes for Haringey - Andrew Billany &amp; Mustafa Ibrahim (tbc)</li> <li>• Haringey Preferred Partnership Agreement with Housing Associations (Michael Kelleher)</li> <li>• Work Programme Update</li> </ul>
<b>Monday 8th December (Budget) 2014 18.30-21.30</b>	<ul style="list-style-type: none"> <li>• Medium Term Financial Plan - Savings and investment proposals, capital expenditure (Cllr Strickland, Cllr Demirci and senior officers)</li> </ul>
<b>Thursday 22nd January 2015 18.30-21.30 Council Chamber</b>	<ul style="list-style-type: none"> <li>• Cllr Demirci Cabinet Q &amp; A <ul style="list-style-type: none"> <li>○ Planning Enforcement monitoring</li> </ul> </li> <li>• Current Asset Management Plan and update on disposal process of sites/ surplus to requirement (Jon McGrath)</li> <li>• Update on community buildings (Jon McGrath/ Charlotte Pomery)</li> <li>• Work Programme Update</li> </ul>
<b>Monday 2nd March 2015 18.30-21.30 Council Chamber</b>	<ul style="list-style-type: none"> <li>• Cllr Strickland, Cabinet Q &amp; A</li> <li>• Updates from previous projects – Community engagement with planning (to be agreed)</li> <li>• Work Programme Update</li> </ul>

To schedule:

Homelessness Strategy - consultation

Empty Council properties and use of Guardians (number, length empty etc)

Economic Development & Growth Strategy

Panel Project

Delivery of affordable homes – evidence gathering sessions to be scheduled as per project scope.

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# **PUBLICATION OF THE INTENTION TO MAKE A KEY DECISION<sup>1</sup>**

*Notice of Key Decisions being made by your Council over the next 3 months*

**AND**

# **NOTICE OF A PRIVATE MEETING OF A DECISION MAKING BODY<sup>2</sup>**

*Occasions over the next 3 months when the public may be excluded from meetings due to the likelihood that if members of the public were present during an item of business confidential or exempt information would be disclosed to them*

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<sup>1</sup> In accordance with Regulation 9(2) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

<sup>2</sup> In accordance with Regulation 5(2) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

### **Publicity in connection with Key Decisions.**

Where the Leader of the Council, the Cabinet, an individual Cabinet Member or a Cabinet Committee intend to make a key decision, the Council is required to give a minimum of 28 clear days public notice. This notice exceeds the statutory minimum by giving notice of key decisions which are intended to be taken over the next 3 months. New notices for the ensuing 3 month periods will be given at monthly intervals.

A Key Decision is defined in legislation as a executive decision, which is likely:

- to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

### **The Cabinet**

In Haringey, the Cabinet is made up of nine councillors including the Leader and is responsible for taking most of the Council's Key Decisions. Like government ministers in the cabinet, each councillor is in charge of a specific portfolio. The Cabinet currently comprises the following portfolio holders –

- Leader of the Council (Chair) – Councillor Claire Kober
- Cabinet Member for Children and Families –Councillor Ann Waters
- Cabinet Member for Economic Development, Social Inclusion and Sustainability – Councillor Joe Goldberg
- Cabinet Member for Environment – Councillor Stuart McNamara
- Cabinet Member for Resources and Culture – Councillor Jason Arthur
- Cabinet Member for Regeneration and Housing - Councillor Alan Strickland
- Cabinet Member For Communities and Deputy Leader - Councillor Vanier

Cabinet Member for Health and Wellbeing – Councillor Peter Morton  
Cabinet Member for Planning – Councillor Ali Demirci

- The Cabinet meets monthly to make key decisions as set out in this notice.
- The Cabinet makes decisions on how Council services are delivered.
- The Cabinet meets in public except when considering exempt or confidential information.

### **Procedures prior to private meetings**

A decision making body may only hold a meeting in private if a minimum of 28 clear days public notice has been given.

This notice is available for inspection at Haringey Civic Centre High Road Wood Green N22 8LE and on the Council's website. This notice exceeds the statutory minimum period by giving notice of the occasions over the next 3 months when currently it is anticipated that the public and press may be excluded from all or part of a meeting due to the likelihood that if members of the public were present during an item of business confidential or exempt information would be disclosed to them.

A statement of reasons for the meeting to be held in private is given in each case with reference to the definitions of confidential and exempt information below. A further notice will be published at least 5 clear days before a private meeting and available for inspection at the Civic Centre and on the Council's website.

A 'private meeting' means a meeting or part of a meeting of a decision making body which is open to the public except to the extent that the public are excluded due to the confidential or exempt business to be transacted.

'Confidential information' means information provided to the Council by a Government Department on terms (however expressed) which forbid the disclosure of the information to the public or information the disclosure of which to the public is prohibited by or under any enactment of a court.

'Exempt information' comprises the descriptions of information specified in Paragraphs 1-7 of Part 1 of Schedule 12A to the Local Government Act 1972 as follows:

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes – (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Information falling within the above categories is exempt information if and so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

If you wish to make any representations as to why the proposed private meeting should be held in public please write to contact Xanthe Barker, Principal Committee Coordinator, River Park House 225 High Road, Wood Green, N22 8HQ, or email to [xanthe.barker@haringey.gov.uk](mailto:xanthe.barker@haringey.gov.uk)

## Haringey Council Forward Plan - 1 October 2014 to 31 December 2014

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
14-Oct-2014	<b>Council Tax Reduction Scheme 2015/16 - Options for Consideration and Approval</b>	Report to show the proposed options for the 2015/16 Council Tax Reduction Scheme (CTRS)	KEY	Cabinet	Cabinet Member for Resources and Culture and Head of Revenues, Benefits and Customer Services	Report of the Interim Chief Operating Officer	Public
14-Oct-2014	<b>Adoption of Planning Obligations Supplementary Planning Document (SPD)</b>	The report seeks agreement to recommend the adoption of the Planning Obligations SPD by Council	NON-KEY	Cabinet	Cabinet Member for Planning and Director for Regeneration, Planning and Development	Report of the Director of Regeneration, Planning and Development will set out the changes from the draft to the final SPD, including a summary of consultation processes	Public
14-Oct-2014	<b>Investment Framework for Wood Green</b>	The report will seek approval for the vision, aims, objectives, core principals, timing and resources for the programme management of the investment Framework for Wood Green.	KEY	Cabinet	Cabinet Member for Housing and Regeneration and Assistant Director for Regeneration	Report of the Director of Regeneration, Planning and Development - supporting documents to be advised later.	Public

## Haringey Council Forward Plan - 1 October 2014 to 31 December 2014

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
14-Oct-2014	<b>A Draft Housing Strategy for Haringey</b>	To agree a draft Housing Strategy prior to consultation. The strategy will set out Haringey's proposed vision, ambitions and priorities for housing in the borough for the next 10 years	KEY	Cabinet	Cabinet Member for Housing and Regeneration and Director of Regeneration, Planning and Development	Report of the Director of Regeneration, Planning and Development	Public
14-Oct-2014	<b>Approval of a Tenancy Strategy</b>	The Localism Act 2011 requires the Council to publish a Tenancy Strategy that sets out its approach to tenure reform. The report also sets out the approach to the Affordable Rent model.	KEY	Cabinet	Cabinet Member for Regeneration and Housing and Interim Chief Operating Officer	Report of the Chief Operating Officer.	Public
14-Oct-2014	<b>Approval of a Revised Housing Allocation Scheme</b>	The report seeks agreement to changes to the Allocation Scheme. This statutory Scheme sets out which households are eligible to be placed on the Housing Register and how they are prioritised for permanent lettings.	KEY	Cabinet	Cabinet Member Housing and Regeneration and Deputy Director for Community Housing Services	Report of the Interim Chief Operating Officer	Public

## Haringey Council Forward Plan - 1 October 2014 to 31 December 2014

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
14-Oct-2014	<b>Health and Social Care Integration Programme</b>	Sets out the case for a transformation programme to integrate health and care services in order to improve outcomes for local residents and to meet corporate priorities of prevention, community resilience and value for money.	KEY	Cabinet	Deputy Chief Executive with the Cabinet Member for Health and Wellbeing	Report of the Deputy Chief Executive	Public
14-Oct-2014	<b>Housing Lift Modernisation Programme 2014-2015</b>	The report seeks approval to the replacement of lift car doors and lift room machinery.	KEY	Cabinet	Cabinet Member for Housing and Regeneration and the Interim Chief Operating Officer	Report of the Interim Chief Operating Officer	Private Part of the report will contain exempt information under Para 3 - information relating to the financial or business affairs of any person (including the authority holding that information)
14-Oct-2014	<b>Award of Contract for the Operation and Management of the CCTV Control Room</b>	To seek approval for the award of contract for the operation and management of the community safety control room	KEY	Cabinet	Cabinet Member for Environment and the Assistant Director of Environmental Services and Community Safety	Report of the interim Chief Operating Officer	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person

## Haringey Council Forward Plan - 1 October 2014 to 31 December 2014

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
21-Oct-2014	Winter Service Plan	To ask the Cabinet Member to approve the Winter Service Plan for 2014-2015.	KEY	Cabinet Member Signing	Cabinet Member for Environment & the Assistant Director of Environmental Services and Community Safety	Report of the Interim Chief Operating Officer	Public
03-Nov-2014	Better Care Fund (BCF) Revised Guidance	Retrospective endorsement of submission to be made to NHS England on 19 September	KEY	Leader of the Council	Cabinet Member for Health and Wellbeing and Interim Director of Adult Social Services	Report of the Deputy Chief Executive	Public
18-Nov-2014	Financial (budget) Monitoring – Period 6	Monitoring report on forecast spend against budget and consideration of any proposed budget virements	KEY	Cabinet	Cabinet Member for Resources and Culture and the Assistant Director Finance	Report of the Assistant Director Finance	Public
18-Nov-2014	Local Plan Making- Council's Preferred Options for Tottenham Area Action Plan, Sites Allocations and Development Management Development Plans (DPDs)	This report seeks approval to consult on three emerging Local Plan Documents (Regulation 18 ). These draft Development Plan Documents (DPDs) will set out Council's preferred options for Tottenham Area Action Plan, Sites Allocations DPD and Development Management DPD.	KEY	Cabinet	Cabinet Member for Planning and Assistant Director Planning	Report of the Director of Regeneration, Planning and Development	Public



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18-Nov-2014	<b>Adoption of revised Conservation Area Appraisal and Management Plan for part of the North Tottenham High Road</b>	Report seeking the adoption of a revision to the existing Conservation Area Appraisal and Management Plan for North Tottenham High Road Conservation Area, specifically to support the Heritage Lottery Fund Bid under the THI scheme for shop front improvements	KEY	Cabinet	Cabinet Member for Planning and Assistant Director	Report of the Director of Regeneration, Planning and Development	Public
18-Nov-2014	<b>Organisational Transformation Programmes</b>	To provide Members with an update on current transformation activity and an approach for the implementation of future transformation programmes.	KEY	Cabinet	Cabinet Member for Resources and Culture and Interim Chief Operating Officer	Report of the Interim Chief Operating Officer	Public
18-Nov-2014	<b>Haringey Economic Development and Growth Strategy</b>	To secure Cabinet approval for the Haringey Economic Development and Growth Strategy which will set out the Council's approach to pursuing economic growth over the next five years	KEY	Cabinet	Cabinet Member for Economic Development, Social Inclusion and Sustainability and the Director of Regeneration, Planning and Development	Report of the Director of Regeneration, Planning and Development	Private Part of the report will contain exempt information under Para 3 - information relating to the financial or business affairs of any person (including the authority holding that information)

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18-Nov-2014	<b>Working with Registered Providers to Deliver and Improve Affordable Housing in the Borough</b>	This report will consider the ways in which the Council and its registered provider partners will work together to both maximise the amount of new affordable housing in the borough and improve housing and estate management across existing estates	KEY	Cabinet	Cabinet Member for Housing and Regeneration and the Assistant Director Regeneration	Report of the Director of Regeneration, Planning and Development	Public
18-Nov-2014	<b>Facilities Management Framework Contract</b>	To ask Cabinet to approve the award of the Facilities Management Framework Contract	KEY	Cabinet	Cabinet Member for Housing and Regeneration and Interim Chief Operating Officer	Report of the Interim Chief Operating Officer	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person

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Between 08-Dec-2014 and 12-Dec-2014	<b>Outcome of Consultation on the Possible Expansion of Three Primary Schools and Decision on Next Steps</b>	We have consulted in the possible expansion of St Mary's CE Primary, ST James C of E Primary and Bounds Green Infant and Junior School and now seek a decision on whether or not to proceed to the first statutory step in any expansion process - the publication of a statutory notice setting out our intention to expand any of the schools followed by a four week representation period to seek views	KEY	Cabinet Member Signing	Cabinet Member for Children and Families and Assistant Director Schools and Learning	Report of the Director of Children's Services	Public
16-Dec-2014	<b>Asset Management Development Plan</b>	An update of the Asset Management Plan for the Council setting out the strategy, principles and priorities for the Council's property portfolio over the short to medium term	KEY	Cabinet	Cabinet Member for Housing and Regeneration and the Assistant Director Property and Capital Projects	Report of the Director of Regeneration, Planning and Development	Private Part of the report will contain exempt information under Para 3 - information relating to the financial or business affairs of any person (including the authority holding that information)

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16-Dec-2014	<b>Cranwood House Development</b>	This report will consider the development potential of Cranwood House to provide additional council owned affordable housing in the west of the borough and the implications that any development will have for the neighbouring St James primary school.	KEY	Cabinet	Cabinet Member for Housing and Regeneration and the Assistant Director Regeneration	Report of the Director of Regeneration, Planning and Development	Public
16-Dec-2014	<b>Tottenham Regeneration - Community Engagement</b>	This report sets out the community governance structure for the Tottenham regeneration programme	KEY	Cabinet	Cabinet Member for Regeneration and the Director of Regeneration, Planning and Development	Report of the Director of Regeneration, Planning and Development	Public
18-Nov-2014	<b>Tottenham High Road Historic Corridor (North) Submission of THI Bid</b>	Report to gain approval for submitting a bid for £1.5m to Heritage Lottery Fund to implement a Townscape Heritage Initiative for part of the North Tottenham Conservation Area	KEY	Cabinet	Cabinet Member for Housing and Regeneration and the Assistant Director	Report of the Director of Regeneration, Planning and Development	Public

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16-Dec-2014	<b>High Road West Regeneration Scheme</b>	This report will set out the findings of the final consultation on the High Road West masterplan and results of the section 105 Housing Act consultation. The report will ask Cabinet to consider the masterplan and policies relating to progressing regeneration in High Road West.	KEY	Cabinet	Cabinet Member for Regeneration and Housing and Director of Regeneration, Planning and Development	Report of the Director of Regeneration, Planning and Development	Public
16-Dec-2014	<b>Libraries Review and Future Actions</b>	Summary of the outcomes of the recent Libraries Review, key issues the service needs to address, request for investment, plus a final section on the significant opportunities for the Council that libraries can deliver in terms of community presence and customer services.	KEY	Cabinet	Cabinet Member for Resources and Culture and Interim Chief Operating Officer	Report of the Interim Chief Operating Officer	Public

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16-Dec-2014	<b>Ofsted Action Plan</b>	The Action Plan for Children's Service developed in response to the Ofsted Single Inspection Framework undertaken from 20 May to 11 June 2014. The report was published on 18 July 2014; outcome: Requires Improvement; Local Safeguarding Children's Board: Requires Improvement	KEY	Cabinet	Cabinet Member for Children and Families and the Assistant Director Safeguarding and Social Care	Report of the Director of Children's Services	Public
16-Dec-2014	<b>Admissions to Schools – Proposed Admission Arrangements for 2016/17</b>	To agree the proposed arrangements for admission to community nursery classes, primary, junior and secondary schools and to St Aidan's Voluntary Controlled School and for 6th form admission for the year 2016/17 can go out for consultation	KEY	Cabinet	Cabinet Member for Children and Families and the Assistant Director Schools and Learning	Report of the Director of Children's Services	Public
16-Dec-2014	<b>Procurement of a Customer Platform</b>	In order to deliver key changes as part of the Customer Services Transformation programme a Customer Platform is required to provide the necessary technological support for residents and staff	KEY	Cabinet	Cabinet Member for Resources and Culture and the Interim Chief Operating Officer	Report of the Interim Chief Operating Officer	Private Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person

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