

Haringey's Draft Housing Strategy

2009-19



Haringey's Draft Housing Strategy 2009-19

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Foreword

All of us aspire to a good quality home in a pleasant neighbourhood. This strategy is about the next ten years, and how we can get closer to achieving this for everyone living in Haringey, whether they rent from Homes for Haringey, from a social landlord or private landlord, or own their own home.

There is a great deal of work underway to improve the housing in the borough. For example we are investing significant resources in improving the quality of homes through our Decent Homes Programme, and two of London's biggest regeneration projects are in the pipeline in Haringey, and will deliver thousands of new properties.

However much remains to be done. This draft ten-year plan looks at how all partners and stakeholders can work together to create better quality housing and neighbourhoods across the borough.

It considers how we create more homes, but also how we build communities with a mix of private, council and housing association properties. It considers issues such as how to make homes greener, as well as how to improve housing advice and support for residents.

I strongly encourage you to have a look at this draft Housing Strategy for 2009-19 and give us your views, so that we can produce a final plan that benefits everyone in the borough.



Cllr John Bevan
Cabinet Member for Housing Services

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Introduction and Overview

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

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

Our aim is to create balanced neighbourhoods where people choose to live, which meet the housing aspirations of Haringey's residents and offer quality, affordability and sustainability for current and future generations. In realising this vision for housing, we aim to have a positive impact on related areas which are priorities for Haringey, including the health, well-being and achievement of residents, particularly our children and young people, and the sustainability of the borough. To do this we must increase the amount of housing in the borough, ensuring that a significant proportion of new homes are affordable to residents, and that they meet high standards of design. We will make sure that design minimises the impact of new housing on natural resources. We must ensure that we make the best use of existing stock, and that all housing in the borough is well-managed and energy efficient. We must make homes a part of neighbourhoods that people want to live in and a part of sustainable, mixed communities. Finally, we must provide support and advice that gives residents independence and choices, with continuing opportunities to exercise these as they move through their lives and their needs change.

At the time of writing, the economic down-turn presents us with new challenges in meeting these aspirations. Over the short to medium term we will place a particular focus on making sure that excellent services, as far as possible, reduce the impact of the recession on residents and that regeneration and home-building projects being worked on in the borough are delivered. Through its 'single conversation' approach the Homes and Communities Agency will provide mechanisms through which we can make the most of regional and national support and opportunities, and explore the scope for innovative delivery models

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through which to drive renewal where it is needed. The council, with the Haringey Strategic Partnership, will actively participate in this. The Mayor of London is currently consulting on a Draft London Housing Strategy. This draft strategy for Haringey identifies what the borough can offer in contributing to delivery of the wider regional agenda.

Our context: the situation in Haringey

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

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

There is a high demand for housing across all tenures. In the private sector this can be seen in house prices, which rose by 94.9% over 2002-7, with the average home in Haringey costing approximately £353,800 in summer 2008 (although this average masks significant variation across the borough). While prices are falling at the time of writing, the long-term trend in house prices is for prices to increase. The need for affordable housing outstrips supply, with a shortfall in provision of 4,865 units per annum, or 52 per 1,000 head of population - outstripping the Inner London average of 32 per 1000. Housing need particularly affects BME households, with 40% of Black African and Asian households living in unsuitable accommodation.

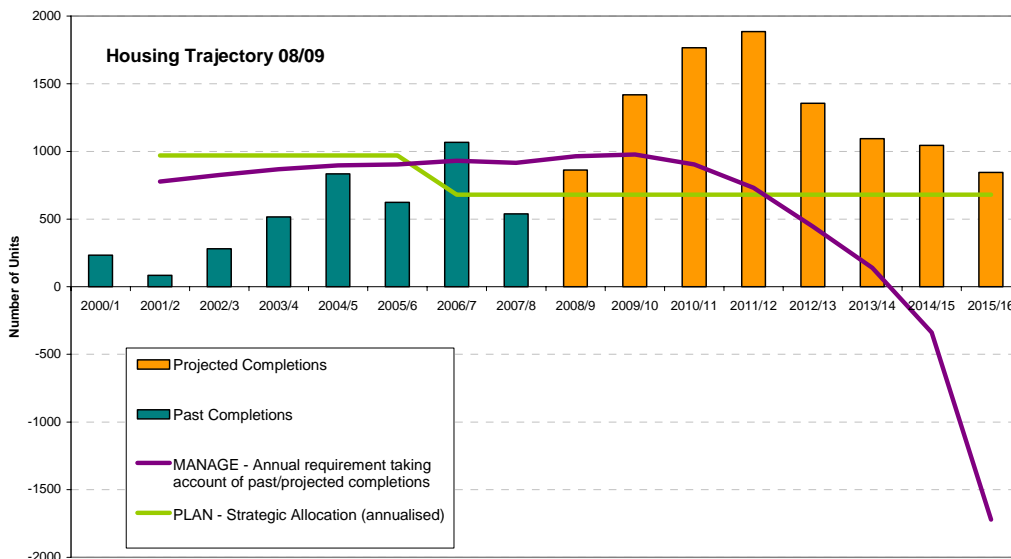
Responding to this shortfall is a priority for the borough. 26% of residents consider affordable decent homes to be the most important thing in making somewhere a good place to live, and 17% think that it is the thing that most needs improving in the local area. Housing need is reflected in high demand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

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reduce these numbers.

The borough has targets for provision of new housing, and affordable housing, based on a capacity study, and has identified a five year supply of land on which housing can be delivered, which is regularly updated. Over four fifths of new housing over the next ten years will be supplied through Tottenham Hale and Haringey Heartlands, which are designated as an Opportunity Area and Area for Intensification respectively in recognition of the potential to provide significant numbers of new homes, jobs and regeneration benefits at these locations. The borough also has identified five priority areas which contain the highest levels of deprivation where regeneration initiatives are targeted.

This table illustrates Haringey's programme for housing delivery for 2000/01-2015/16, showing past dwelling completions, projected dwelling completions and how we are performing against the London Plan housing target of 680 dwellings per annum. The trajectory shows that there is potential to exceed the 680 unit target.



There is also scope to make greater use of existing stock through tackling empty homes, and increasing turn-around times on void social properties. Council tax records show that in April 2007 approximately 1,000 private sector properties had been vacant for over six months. Evidence also suggests that 18.6% of homes are under-occupied. Under-occupation applies both to the private sector and social housing (including council housing).

Parallel to this, the 2007 Housing Needs Assessment identified 20.9% of households to be living in unsuitable housing, the main reason being overcrowding. Within the social rented sector 15% of households are overcrowded. This reinforces evidence about demand for affordable housing which demonstrates insufficient availability of larger, three to four bedroom,

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dwellings in the borough (although demand for one and two bedroom properties remains high). Households with support needs are more likely than households overall to be in unsuitable housing, with nearly one in five households in Haringey currently containing at least one person with a designated special need. Quality of housing environment is linked to health outcomes. Care and access requirements can also tie housing provision closely to independence. Poor housing also has a negative impact on other areas of life for children and young people, for example their educational attainment.

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

The National and Regional Context

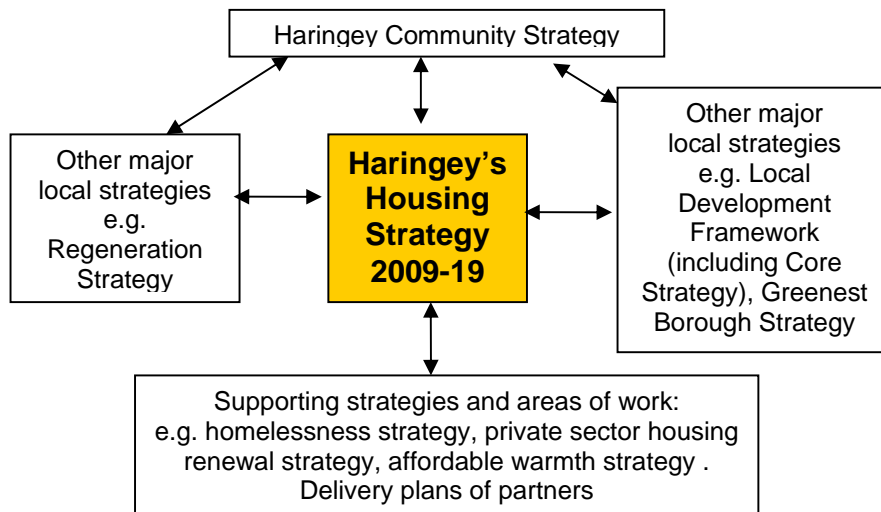
National government has committed to the provision of more homes, more affordable homes, and greener homes. Emphasis has also been placed on the need for mixed tenure and sustainable communities. Partners are being encouraged to work together flexibly and to make use of innovative models through which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

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

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

Locally, housing is key to meeting the objectives of Haringey's Community Strategy 2007-16, particularly those on improving health and quality of life, and creating economic vitality and prosperity. This Community Strategy will contribute to delivery of a number of other key strategies, including the Greenest Borough Strategy and the Regeneration Strategy. Furthermore Haringey's emerging Core Strategy will provide the spatial framework for the development of new housing in the borough and has close links with achieving our other objectives for housing.



What we need to do

Our vision for housing in the borough is:

To create balanced neighbourhoods of choice, which meet the housing aspirations of Haringey's residents and offer quality, affordability and sustainability for current and future generations

In order to deliver this vision our aims must be:

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

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

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

1. To meet housing need through mixed communities which provide opportunities for our residents

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

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

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1.1 Supply new housing as a part of mixed communities

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

To sustain delivery over the economic down-turn we need to work closely with our delivery partners, and with regional and national agencies through the single conversation with the Homes and Communities Agency. To support delivery we will look at innovative delivery models which draw on the different strengths and assets that partners can bring together, and a range of products to meet market needs. The partnership approach will be based on flexibility. However, there will be no compromise on design, or on making housing a part of mixed and sustainable communities.

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

We will pursue, with London Councils or other appropriate bodies, the need for a London wide allocations and letting choice for our residents and all other residents in London. Where large scale regeneration is taking place, and is supported by significant government funding (such as Thamesmead) it is not appropriate that only the local borough concerned provides solely to its residents. The benefits of such large scale regeneration should be made available to all London residents who are already allowed to make bids to their existing local borough.

Priority actions are to:

- Maximise the supply of new housing and new affordable housing. We will meet the delivery targets set out in the Unitary Development Plan and the Local Area Agreement, including delivery of our major regeneration projects at Haringey Heartlands and Tottenham Hale
- Develop and promote a range of flexible intermediate housing products
- Develop policies for our Local Development Framework which support us in delivering housing that is part of mixed and sustainable communities.
- Through the Core Strategy development process, evaluate the option of reducing the threshold at which developments must contribute to affordable housing
- Pursue with London Councils and other appropriate bodies the need for London-wide allocations and letting choice
- Ensure that delivery of new housing is supported by the infrastructure and services needed to make it part of sustainable communities
- Work with our local and national partners to broker support and flexibilities

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- which sustain new development
- Review our preferred partner arrangements with social housing developers to make sure we are maximising our opportunities
- Explore the potential to develop local asset based vehicles and other innovative models to bring together public sector assets, finance, and partners to regenerate areas

1.2 Connecting housing to employment and skills

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

Priority actions are to:

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

1.3 Maximise the supply of housing from existing homes

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

Priority actions are to:

- Reduce the numbers of empty homes in the borough through delivery of our Empty Homes Strategy
- Develop an Under-occupation Strategy that delivers a borough-wide approach to under-occupation in the social sector, in close partnership with support services
- Explore options to deliver 'hidden homes' on estates
- Reduce turn-around times for void properties
- Investigate options for investing in adaptation of existing stock to meet the changing needs of families as they expand and address over-crowding

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

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

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

Priority actions are to:

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

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

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

2.1 High quality new build

To ensure that new housing in the borough meets high standards of design and energy efficiency, priority actions are to:

- Ensure that new housing is developed in line with the policies and standards laid out within the Council's Unitary Development Plan (UDP) and Housing Supplementary Planning Document, and forthcoming Local Development Framework high standards of design, sustainable construction, energy efficiency, and the use of renewable energy applied. Expectations will build on the latest regional and national standards, such as: the Code for Sustainable Homes and those for Lifetime Homes, the Commission for

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Architecture and the Built Environment (CABE) building for life standards, the forthcoming London Housing Design Guide, and the emerging Core Strategy's policies on climate change and the use of natural resources

- Ensure all planning applications have a sustainability and energy assessment and encourage new build to be low or zero carbon
- To work with Homes for Haringey and other housing providers and home owners to ensure investments and improvements secure the best possible environmentally sustainable solutions

2.2 High quality social housing

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

Priority actions are to:

- Bring council and social housing stock up to Decent Homes standards
- Engage residents with a view to strengthening their voice; to build choices over where they live, the services that are delivered to them and how these are delivered
- Work with the Tenant Services Authority, Integrated Housing Board and other forums to share best practise, local intelligence, performance information and for constructive challenge of partner performance
- Registered bodies in Haringey to work together to agree on shared housing management standards

2.3 High quality private sector housing

Over two thirds of Haringey's households are in private sector housing. The sector is very diverse, as seen in the range in the purchase price of homes across the borough and the varying quality of stock. There is work to do to improve the quality and energy efficiency of private sector stock. This is a particular priority for vulnerable households.

In Haringey a relatively high percentage of households live in the private rental sector (at 20%, against 14% in London and 9% nationally). As such it is an important element of the borough's housing and we need to make effective use of available tools, and strengthen our partnership with landlords to ensure that this accommodation is of a decent standard and well-managed. Work to improve the quality of the private rental sector will also help in reducing the number of residents in temporary accommodation, and lessen the pressure on the social rented sector.

Priority actions are to:

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- For the council to use its procurement powers and influence in negotiating leases for temporary accommodation to support engagement with landlords on improving quality and management
- To improve the quality and energy efficiency of private sector stock through enforcement, information and provision of grants, the latter provided and registered as a charge against the property
- To identify rogue landlords and use enforcement powers vigorously
- To use accreditation and the licensing of Houses in Multiple Occupation as tools to improve standards of management
- To explore the potential of discretionary licensing to raise management standards in private rented accommodation
- To strengthen our engagement with private sector landlords through regular Landlords Forums and ensure that services provided by the Council are effective in helping them to deliver our aspirations
- To ensure that the character of housing in our conservation areas is protected

2.4 High quality temporary accommodation

A high number of households in the borough live in temporary accommodation. The council is in a strong position to ensure that this accommodation is of appropriate quality and suitability.

Priority actions are to:

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

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

For residents to make the most of housing opportunity in the borough, they need to be able to access advice and support at appropriate times. These services need to be geared towards enabling choice and independence. Early intervention and a joined-up approach will ensure the best outcomes. The economic downturn has increased the importance of advice and support, which must be able to address a wide range of need and be tailored to individual circumstances. Housing services are also able to play a role in improving outcomes for children and young people in the borough. It is a priority to ensure that we support them, through involvement in safeguarding, and by helping to provide housing which helps them to 'be healthy' and to 'enjoy and achieve'.

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3.1 Provision of high quality advice

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

Priority actions are:

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

3.2 Provide joined-up support through multi-agency working

Support services will work with vulnerable people in a joined-up coordinated way, and promote social inclusion and independence.

We will contribute to the government's agenda across all adult client groups to: promote independence and reduce the use of care and support in institutional settings, to increase the number of people living in their own homes and more community-based support arrangements. In Haringey, needs analysis and population trends point to a roughly stable and ongoing demand for supported housing from the older population, with an increase in minority ethnic communities, and an increased demand for supported housing from people with dementia, learning disabilities, mental health needs and/ or generally chaotic lifestyles, physical disabilities and alcoholism who may not purely be of advanced years.

Delivery of our Supporting People Strategy is key in providing housing-related support to help vulnerable people live independent lives. Much of this work is provided through generic floating support, and specialist support where there are specific or intensive needs. This work is targeted towards a number of different client groups, and geared to complement statutory services, prevent and combat the effects of homelessness or institutionalisation and promote social inclusion.

Priority actions are to:

- Support delivery of the Supporting People Strategy
- Implement conclusions of a supported housing review, responding to the need for more flexible models of housing support and for the development of extra care sheltered housing for those older people with higher levels of need, and to make the most effective use of the £17m Decent Homes funding allocated to bringing the council's supported housing to Decent Homes standard over the next six years
- Develop and deliver an Older People's Housing Strategy, building on the goals identified in 'Experience Counts' Haringey's Strategy for improving the quality of life for older people. The strategy will take forward the outcomes of

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the supported housing review, and improve access to assistance with the repair, maintenance, safety and fuel efficiency of older people's homes

3.3 Safeguarding children and young people

Poor housing can have a negative impact on other areas of children and young people's lives. Research suggests that the longer children live in bad accommodation – for example poorly-repaired or heated, or overcrowded housing - the more likely they are to suffer health problems, get bullied, and struggle to keep up with homework¹. Homelessness in particular can have an adverse impact on the health, mental well-being, safety, school attainment and overall life prospects of children². In Haringey in 2008, approximately 7,500 children are homeless and living in Temporary Accommodation. Moving home can have an impact on children and young people's link with their schools, and housing services will minimise disruption to education caused in this way.

By improving the quality and stability of housing provision we can therefore help to improve other aspects of children's lives. This priority is explored in Haringey's Homelessness Strategy, an objective of which is to 'work to proactively safeguard children and vulnerable adults'. The Children, Young People and Families Delivery Group is accountable for making sure that elements of the action plan relating to this objective are delivered.

Across the board, our safeguarding work will ensure that where we work with children, young people and their families, we take all reasonable measures to minimise the risks of harm to children's welfare. Those working in housing organisations take appropriate actions where any concerns are identified about children and young people's welfare, and that these are addressed with regard to agreed local policies and procedures and in partnership with other agencies.

Priority actions are to:

- Improve joint working (particularly between housing organisations and services and the Children and Young People's Service), with shared protocols around referrals, assessment, and information sharing supported by multi-agency training and workshops with frontline staff
- Ensure staff in relevant housing agencies and partner organisations are fully aware of safeguarding procedures, with regular training to keep them up-to-date and confident about what to look out for in considering the needs of children and families and how to act on these
- Placing those families and young people who become homeless and need temporary accommodation in housing in areas where they have local connections wherever appropriate, and providing stability for them while they

¹ Matt Barnes, Sarah Butt, Wojtek Tomaszewski, *What happens to children in persistently bad housing?*, Natcen and Shelter, 2008

² Lisa Harker, *Chance of a lifetime; the impact of poor housing on children's lives*; Shelter, 2008

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- are in temporary accommodation
- Place the needs of children and young people at the fore in the 2009 review of our Lettings Policy
- Undertake work identified in our Homelessness Strategy to adopt a shared strategic approach to provision of housing and support for homeless children and young people
- Ensure households taking up new accommodation have the support they need to access services and settle into a neighbourhood, through provision of information and floating support services, and that unmet needs are identified and followed up at an early stage
- Ensure housing support and advice services are closely linked to Haringey's three Children's networks

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

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

Priority actions are:

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

Our approach to delivering the strategy

- **Working in partnership**

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

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

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

Haringey is very diverse, and there can be particular needs associated with specific communities within the borough. The vision of Haringey's Community Strategy is to create "a place for diverse communities that people are proud to belong to". In delivering our vision for housing we will be responsive to the needs of the communities within the borough, and ensure that dialogue around their needs is strong and two-way.

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

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

Delivering and monitoring the strategy

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

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

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

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

How this strategy will be developed

A seven week period of consultation will take place between 26 January and 13 March, through which we will seek feedback from organizations and residents on this draft. These contributions will be incorporated within a final strategy, which we aim to formally adopt in spring 2009.