

Haringey's Housing Strategy 2009-19 Implementation Plan

Introduction

This Implementation Plan sets out how we will deliver the commitments made in Haringey's Housing Strategy 2009-19. It identifies how the priority actions in the strategy will be addressed, identifying responsibilities and timeframes for delivery, on a rolling three year basis. It is a 'living document' that will be regularly reviewed and updated. Check on-line for the latest update to this document at www.haringey.gov.uk

The Implementation Plan sets out against the aims of the strategy, the priority actions that will deliver the strategy, a timetable for delivery and identifies milestones, outcomes and responsibilities. The strategy is an over-arching policy document, 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.

Haringey's Housing Strategy 2009-19

The strategy identified as our vision for housing in Haringey, the creation of *Neighbourhoods that people choose to live in with a balance of different types of homes which offer quality, affordability and sustainability for current and future generations*

1. **To meet housing need through mixed communities which provide opportunities for our residents**
 - 1.1 *Supply new housing as a part of mixed communities*
 - 1.2 *Connecting housing to employment and skills*
 - 1.3 *Maximise the supply of housing from existing homes*
 - 1.4 *Work with residents and private sector landlords to look at alternatives to temporary accommodation*

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

- 2.1 High quality new build*
- 2.2 High quality social housing*
- 2.3. High quality private sector housing*
- 2.4 High quality temporary accommodation*

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

- 3.1 Provision of high quality advice*
- 3.2 The needs of vulnerable adults and partnership working*
- 3.3 Safeguarding children and young people*

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

5. To contribute to creating the Greenest Borough

Monitoring delivery

Delivery of Haringey's Housing Strategy 2009-19 will be overseen by the Integrated Housing Board, a thematic partnership within Haringey's Strategic Partnership. This plan will be reviewed and updated annually, and progress will be reported and managed at the Integrated Housing Board.

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. The list of indicators and targets for delivery are laid out at the bottom of the Implementation Plan.

Acronyms

SCHS: Strategic and Community Housing Services, London Borough of Haringey

LBH: London Borough of Haringey

IHB: Integrated Housing Board

This document was last updated in March 2009

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

Ref	Priority Action	Where sub-actions lie	Timeframes/ Milestones	Responsible for action	Strategic coordination	Measurable outputs
1.1.1	Maximise the supply of new housing and new affordable housing: deliver on targets set out in the Unitary Development Plan and the Local Area Agreement, including regeneration projects at Haringey Heartlands and Tottenham Hale	LBH Planning and Regeneration Service and SCHS Enabling Team		Head of Planning, Regeneration and Economy		NI 154 Net additional homes provided; NI 155, Number of affordable homes delivered
1.1.2	Deliver new housing in line with Haringey's Housing Supplementary Planning Document	LBH Planning, Regeneration and Economy	Ongoing	Head of Planning, Regeneration and Economy		155, Number of affordable homes delivered
1.1.3	Develop and promote a range of flexible intermediate housing products	SCHS Business Plan	Ongoing, responsive to market environment	Enabling Manager, SCHS, LBH		Partially reflected in NI 154, net additional homes provided
1.1.4	Develop policies for our Local Development Framework which support us in delivering housing that is part of mixed and sustainable communities.	LBH Planning, Regeneration and Economy, Core Strategy Development process	Consultation on Preferred Options Spring 2009; consultation on submission draft Spring 2010. Submission for inspection Autumn 2011	Head of Planning, Regeneration and Economy	LBH	Submission passed by inspection

1.1.5	Within the Core Strategy development process to evaluate the option to reduce the threshold for developments to contribute to affordable housing from 10 units to 5 units	LBH Planning, Regeneration and Economy, Core Strategy Development process	As above	Head of Planning, Regeneration and Economy	LBH	
1.1.6	Pursue with London Councils and other appropriate bodies the need for London-wide allocations and letting choice		Ongoing lobbying	Lead Member for Housing		
1.1.7	Ensure that delivery of new housing is supported by the infrastructure and services needed to make it part of sustainable communities	See Implementation Plan Aim 4 below.				
1.1.8	Work with local and national partners to broker support and flexibilities which sustain new development	Single Conversation Team	Team established 2009	Director of Urban Environment, LBH	LBH	NI 154 Net additional homes provided; NI 155, Number of affordable homes delivered
1.1.9	Review our partnering arrangements with social housing developers to make sure we are maximising our opportunities	LBH SCHS Business Plan	2009/10	Enabling Manager, Housing Strategy, Development and Partnerships	LBH	
1.1.10	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	Led through LBH Urban Environment Directorate.	Ongoing. Development of a Local Investment Agreement with the HCA, 2009/10	LBH SCHS Head of Housing Strategy, Development and Partnerships	LBH	

<i>1.2 Connecting housing to employment and skills</i>						
1.2.1	Work with Homes for Haringey and social housing providers to connect residents to opportunities for training and employment through the Haringey Guarantee	Regeneration Strategy Implementation Plan, Haringey Guarantee Project		Economic Regeneration, and ALMO Client Manager, SCHS, LBH	Regeneration Programme Board	
1.2.2	Ensure housing advice services and homelessness services are closely linked with employment and skills support, particularly in relation to housing for young people	Homelessness Strategy Action Plan, Priority Four, Provide choice and encourage independence	Employment skills surgery for TA residents, June 09	Head of Housing Support and Options, LBH. Training, Education and Skills Delivery Group,	Homelessness Strategy Implementation Group	
1.2.3	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	Regeneration Strategy Implementation Plan: Section 106 Local Labour Agreements. Development of Tottenham Hale GLS site has allowed the development of a model.	Model to be replicated as other developments come on stream.	Economic Regeneration, LBH	Regeneration Programme Board	Developer to work with LBH Economic Regeneration Service to procure not less than 20% of the total workforce from local labour, half of this as trainees working towards accredited qualifications. Developer to recruit local people qualified to NVQ Level 2/3 in construction skills who undertook training with a local college

<i>1.3 Maximise the supply of housing from existing homes</i>						
1.3.1	Reduce the numbers of empty homes in the borough through delivery of our Empty Homes Strategy	Ongoing work to bring empty homes back into use, SCHS Business Plan. Empty Homes Strategy refresh	Ongoing Strategy refresh March 2010	Housing Improvement Manager, Private Sector	SCHS Business Plan, LBH	Strategy refreshed, 2010
1.3.2	Lobby for the local authority to have the ability to purchase empty properties		Ongoing	Lead Member for Housing		
1.3.3	Develop an Under-occupation Strategy that delivers a borough-wide approach to under-occupation in the social sector, in close partnership with support services	Overcrowding and Under-occupation Strategy	Strategy to be developed by March 2010	Housing Strategy and Partnerships Manager, Head of Housing Strategy, Development and Partnerships, SCHS	SCHS Business Plan, LBH	Strategy produced, milestones and targets developed through implementation plan
1.3.4	Explore options to deliver 'hidden homes' on estates, transforming disused space such as old laundries, shore sheds, or parking space into accommodation.	Homes for Haringey		Head of Strategic and Community Housing Services in partnership with HfH		
1.3.5	Reduce the time taken to re-let homes managed by social landlords	Work with Homes for Haringey through Lettings Service Improvement Group Action Plan. Form RSL and Lettings Forum	Progress in monthly performance against voids targets. Sept 09, Forum in place	Head of Housing Needs and Lettings	Lettings Service Improvement Group	Average Relet Time target. Target set annually, 2009/10 TBC
1.3.6	Investigate options for investing in adaptation of existing stock to meet the changing needs of families as they expand and address over-crowding.	Overcrowding and Under-occupation Strategy	Strategy to be developed by March 2010	Housing Strategy and Partnerships Manager, Head of Housing Strategy, Development and Partnerships	SCHS Business Plan, LBH	Strategy produced, milestones and targets developed through implementation plan

<i>1.4 Work with residents and private sector landlords to look at alternatives to temporary accommodation</i>						
1.4.1	Work proactively with private landlords and residents of temporary accommodation, persuading them to accept a new arrangement involving an assured shorthold tenancy	Homelessness Strategy Action Plan, Priority Five	Scheme to promote AST packages to be developed and promoted 2009/10	Head of Housing Needs and Lettings, LBH. Housing Options Delivery Group	Homelessness Strategy Implementation Group	NI 156, Number of households living in Temporary Accommodation
1.4.2	Establish a Housing Options Team that provides specialist, comprehensive advice on a full range of housing options	Homelessness Strategy Action Plan, Priority Four	Team established and trained 2009/10	Head of Housing Support and Options. Housing Options Delivery Group	Homelessness Strategy Implementation Group	NI 156, Number of households living in Temporary Accommodation
1.4.3	Look into options for providing longer security of tenure through private sector lettings for those on the Temporary Accommodation list.			Head of Housing Needs and Lettings, LBH. Housing Options Delivery Group	Homelessness Strategy Implementation Group	NI 156, Number of households living in Temporary Accommodation

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

2.1 High quality new build						
2.1.1	Ensure 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, with 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 Architecture and the Built Environment (CABE) building for life standards and the forthcoming London Housing Design Guide, and the emerging Core Strategy's policies on climate change and the use of natural resources.	LBH Planning and Regeneration Service	Ongoing	Head of Planning, Regeneration and Economy	Planning, Regeneration and Economy Business Plan, LBH	All new housing developments of 10 units or over will be submitted to the Design Panel at the pre-application stage.

<i>2.2 High quality social housing</i>						
2.2.1	Bring council and social housing stock up to Decent Homes standards	Decent Homes Programme		Chief Executive, Homes for Haringey	Regeneration Programme Board	NI 158, The proportion of local authority homes which were non 'decent' at 1st April
2.2.2	Engage residents with a view to strengthening their voice, and to building choice over where they live, the services that are delivered to them and how these are delivered.	Business plans of all registered providers and LBH SCHS Sharing of intelligence through LBH SCHS Strategy, Development and Partnerships Team	Ongoing	Housing Strategy and Partnerships Manager, SCHS	IHB	
2.2.3	Work with the Tenant Services Authority, IHB and other forums to share best practise, local intelligence, and performance information, and for constructive challenge of partner performance.	IHB workplan, supported by LBH SCHS Strategy, Development and Partnerships Team	Annual workplan to be developed over first quarter 2009/10	Housing Strategy and Partnerships Manager, SCHS	IHB	
2.2.4	Registered providers in Haringey to work together to agree on shared housing management standards	Management Standards development and roll-out work to be led by Homes for Haringey	Development of standards 2009/10, roll-out 2010/11	Chief Executive, Homes for Haringey	IHB	Standards in place and widely recognised

<i>2.3 High quality private sector housing</i>						
2.3.1	Use Haringey Council's procurement powers and influence in negotiating leases for temporary accommodation to support engagement with landlords on improving quality and management	Homelessness Strategy, Priority Six	New guidance on procurement agreed 2009/10	Temporary Accommodation Delivery Group	Homelessness Strategy Implementation Group	- Council contract terms amended - new guidance on inspection and enforcement of TA - annual customer surveys - establishment of TA Management Group
2.3.2	Work to source resources that will help landlords improve the condition of private sector homes	SCHS business plan	Ongoing	Housing Improvement Manager, Private Sector		
2.3.3	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.	Private Sector Renewal Strategy Affordable Warmth Strategy	Refresh of strategy 2009/10		SCHS Business Plan, LBH	
2.3.4	Identify landlords who are not observing their responsibilities and use enforcement powers vigorously	Enforcement Strategy Implementation Plan	Ongoing	Head of Enforcement Services, LBH	Frontline Services Business Plan, LBH	
2.3.5	Use accreditation and the licensing of Houses in Multiple Occupation as tools to improve standards of management	SCHS business plan	June 2010	Housing Improvement Manager, Private Sector	SCHS Business Plan, LBH	
2.3.6	Explore the potential of discretionary licensing to raise management standards in private rented accommodation	SCHS business plan	March 2010	Housing Improvement Manager, Private Sector	SCHS Business Plan, LBH	

2.3.7	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.	SCHS business plan	Ongoing	Head of Housing Strategy, Partnerships and Development	IHB	Regular forums
2.3.8	Ensure that the character of housing in our conservation areas is protected.	LBH Planning, Regeneration and Economy	Ongoing	Assistant Director Planning, Regeneration and Economy	Planning, Regeneration and Economy Business Plan, LBH	

<i>2.4 High quality temporary accommodation</i>						
2.4.1	Improve the condition of temporary accommodation through routine inspections and robust enforcement of contracts and standards	Homelessness Strategy Action Plan, Priority Six	- Contract terms amended and guidance on inspection and enforcement 2009 - Annual customers surveys, 2010 on	Temporary Accommodation Delivery Group	Homelessness Strategy Implementation Group	- Council contract terms amended - new guidance to ensure at least annual inspection and enforcement of TA - annual customer surveys - establishment of TA Management Group
2.4.2	In consultation with service users, provide new guidance concerning the procurement and allocation of temporary accommodation, and transfers within temporary accommodation.	Homelessness Strategy Action Plan, Priority six	New guidance on procurement agreed 2009/10	Temporary Accommodation Delivery Group	Homelessness Strategy Implementation Group	

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

<i>3.1 Provision of high quality advice</i>						
3.1.1	Early intervention and the prevention of homelessness.	Homelessness Strategy Action Plan, Priority Two	Actions to April 2010	Homelessness Strategy Implementation Group	HSIG/ IHB	
3.1.2	Establish a Housing Advice Team providing comprehensive advice on all aspects of housing	Homelessness Strategy Action Plan, Priority Two		Homelessness Prevention and Tenancy Sustainment Delivery Group	Homelessness Strategy Implementation Group	
3.1.3	Ensure housing advice closely linked to advice provision in related areas	Housing Improvement Plan	Ongoing	Homelessness Prevention and Tenancy Sustainment Delivery Group	Homelessness Strategy Implementation Group	
3.1.4	Provide training and quality assurance around housing advice to all providers in Haringey	Housing Improvement Plan	Ongoing	Head of Housing Support and Options	Homelessness Strategy Implementation Group	
<i>3.2 Provide joined-up support through multi-agency working</i>						
3.2.1	Support delivery of the Supporting People Strategy and recommissioning of services	Supporting People Strategy Implementation Plan	Ongoing Service recommissioning over 2009/10		Supporting People Executive Management Board	
3.2.2	Engage in ongoing dialogue with services that work with vulnerable people and service users around their housing needs		Ongoing	Head of Housing Support and Options, LBH		

3.2.3	Develop and deliver a Move-On Strategy	Strategic and Community Housing Services Business Plan, LBH	2009	Head of Development, Strategy and Partnerships, LBH SCHS	IHB	Strategy produced
3.2.4	Implement conclusions of a supported housing review, responding to the need for more flexible models of housing support and the development of extra care sheltered housing for 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.	Urban Environment Business Plan 2009/10	2009/10	AD Business Improvement and Strategy	Regeneration Programme Board	
3.2.5	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 the supported housing review, and improve access to assistance with the repair, maintenance, safety and fuel efficiency of older people's homes.	Development of an Older People's Housing Strategy	April 2010	Head of Development, Strategy and Partnerships, LBH SCHS, in partnership with Older People's Partnership Board	Older People's Partnership Board, and IHB	Strategy produced

<i>3.3 Safeguarding children and young people</i>						
3.3.1	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.	Homelessness Strategy Action Plan, Priority 7	Joint protocols in place, Quarter 2 2009	Children, Young People and Families Delivery Group	Homelessness Implementation Group	
3.3.2	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.	Head of Housing Support and Options	Training with council and HfH staff, 2009 Training and information sharing with partner organisations, 2010	LBH, SCHS, Head of Housing Support and Options	SCHS Business Plan, LBH	
3.3.3	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 are in temporary accommodation.	Homelessness Strategy Action Plan, Priority 7		Children, Young People and Families Delivery Group	Homelessness Implementation Group	
3.3.4	Place the needs of children and young people at the fore in the 2009 review of our Lettings Policy	SCHS Business Plan, Lettings Policy development	2009/10 (Dec 2009)	Head of Housing Needs and Lettings	SCHS Business Plan, LBH	Lettings Policy in place

3.3.5	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	Homelessness Strategy Action Plan, Priority 7	Q3 2009, set out a shared three year vision, with clear objectives and outcomes	Children, Young People and Families Delivery Group	Homelessness Implementation Group	
3.3.6	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.	Homelessness Strategy Action Plan, Priority 7	Q4 2009, procedures amended and training provided	Temporary Accommodation Delivery Group	Homelessness Implementation Group	
3.3.7	Review issues around public housing provision and the adoption of children around provision of bedrooms			Head of Strategic and Community Housing Services		

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

4.1	Ensure that local residents are involved in the shaping of local areas and communities	Business plans of social housing providers; business plans of LBH services; Community Engagement Framework Action Plan; Statement of Community Involvement within the LDF	Ongoing	All partners	IHB	
4.2	Make use of enforcement powers to tackle environmental blight	Enforcement Strategy Implementation Plan	Ongoing	Head of Enforcement, Urban Environment, LBH		
4.3	Improve the public realm in the borough through environmental improvement programmes on existing estates	Coordination of work of Council and social landlords through RSL Forum and other communication routes		Head of Housing Development, Strategy and Partnerships, SCHS, LBH		
4.4	Tackle the fear of crime through partnership work to improve home security	Enforcement Strategy Implementation Plan, Aim 3	Roll-out of warden service 2009/10. Target-hardening - ongoing	Environmental Crime Manager, with Antisocial Partnership Board, Acquisitive Crime Partnership Board		
4.5	Make the most of the impact that design and maintenance can play in reducing crime in community spaces and regeneration initiatives	Within the planning requirement that through design developments meet community safety requirements and improve personal safety through design, and in CABE Building for Life Assessment.	Ongoing	Head of Planning, Regeneration and Economy	LBH	

4.6	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	- Neighbourhood Area Action Plans - Continued strengthening of engagement with partners at an area level		SCHS, working with Neighbourhood Management		
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5. To contribute to creating the Greenest Borough

5.1	Enforce planning policies, embedded in the emerging Core Strategy, ensuring that development has a lower environmental impact, limiting/ adapting to climate change through sustainable design and construction and decentralised energy generation.	LBH Planning, Regeneration and Economy, Core Strategy Development process Implementation ongoing, Development control	Consultation on Preferred Options Spring 2009; submission draft, consultation Spring 2010. Submission for inspection Autumn 2011	Head of Planning, Regeneration and Economy		
5.2	Ensure all planning applications have a sustainability and energy assessment and encourage new build to be low or zero carbon			Better Haringey Board, Greenest Borough Strategy Implementation		
5.3	All new publicly funded homes to achieve at least level three of the Code for Sustainable Homes	Business Plan, Policy and Design, Planning, Regeneration and Economy, LBH		Head of Planning Policy and Design, Planning, Regeneration and Economy, LBH		

5.4	For regeneration and refurbishment projects to deliver high standards of environmental sustainability	Delivery plans of Group Manager Development Control and Head of Planning Policy and Design, Planning, Regeneration and Economy, LBH	Explore low carbon/ renewable energy options at key sites: by 2010, Tottenham Hale, Haringey Heartlands; Bridge NDC sites; Central Leaside Joint Area Action Plans	Group Manager Development Control and Head of Planning Policy and Design, Planning, Regeneration and Economy, LBH		
5.5	Support the introduction of 'retrofit' measures to reduce CO2 emissions from existing homes					
5.6	Housing providers to ensure investments and improvements secure the best possible environmentally sustainable solutions	Greenest Borough Strategy Implementation, Priority 5: Sustainable design and construction - Decent Homes in Council stock - Coordination of work of Council and social landlords through RSL Forum and other communication routes	Stock to meet Decent Homes Standards, SAP efficiency rating of 70, by 2014	- Decent Homes Programme, HfH, and, LBH ALMO Client Manager	Regeneration Programme Board	NI 158, The proportion of local authority homes which were non 'decent' at 1st April
5.7	Improve the energy efficiency of private sector stock through information and provision of grants, the latter provided and	- Ongoing delivery of fuel poverty programme by Housing Improvement Manager, Private Sector	Affordable Warmth Strategy by March 2010	Housing Improvement Manager, Private Sector		Strategy produced

	registered as a charge against the property.	- Development of Affordable Warmth Strategy				
5.8	Inform and support to residents to deliver behaviour change in the use of resources, and the energy efficiency of their homes	Greenest Borough Strategy, Priority 3: information and awareness raising through coordinated communications campaigns, domestic energy audits, and partnership work	Ongoing		Regeneration Programme Board	
5.9	The delivery of catalytic projects to drive change and innovation					
5.10	Develop and deliver an Affordable Warmth Strategy for Haringey					

Performance Indicators

NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
NI 154*	Net additional homes provided * (Frozen target re-assess at year 2 refresh)	People at the heart of change	06/07: 1067	1657 (Haringey's projected additional units)	1602 (Haringey's projected additional units)	1195 (Haringey's projected additional units)	Council - Niall Bolger; RSLs; Housing Corporation	Integrated Housing Board
NI 155	Number of affordable homes delivered (gross) (Frozen target re-assess at year 2 refresh)	People at the heart of change	2006/07 204 2007/08 250	340	340	340	Council - Niall Bolger	Integrated Housing Board
NI 156*	Number of households living in temporary accommodation *	Healthier People with a better quality of life	5206 (Dec 2004 baseline)	4250	4000	2600	Council - Niall Bolger	Integrated Housing Board
NI 158	% of non-decent council homes	Healthier People with a better quality of life	42.0% (Q3 07/08) 44.67% (06/07), 49.91% (05/06)	36%	36%	30%	Council - Niall Bolger	Integrated Housing Board

Ni 187*	Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating * a) SAP Rating <35 b) SAP Rating >65	Healthier people and a better quality of life Environmentally sustainable future	a) 13.53% b) 13.04% (survey 0008/09)	-	a) 13% b) 14%	a) 12% b) 15%	Council - Niall Bolger; EAGA; British Gas; Fire Service; TPCT; Police; metropolitan Support Trust; Age Concern	Integrated Housing Board
NI 186*	Per capital CO2 emissions in the LA area *	An environmentally sustainable future	4.9 tonnes per capita (Defra 2005)	3.6% reduction against baseline (0.18 tonnes per capita)	7.4% reduction against baseline (0.36 tonnes per capita)	11 % reduction against baseline (0.54 tonnes per capita)	Council - Niall Bolger	Better Places Partnership
NI 141*	% of vulnerable people achieving independent living *	Healthier people with a better quality of life	07/08 65%.	75%	77%	79%	Council - Phung Mun; TPCT	Wellbeing Partnership

NI 160	Local Authority tenants' satisfaction with landlord services: % of respondents who are very or fairly satisfied with the overall service provided by their landlord	People and customer focused	N/A	64%	66%	68%	Council – Phil Harris	N/ A Responsible lead, LBH
NI 5	Overall / general satisfaction with local area	People at the heart of change	2009 baseline to be set through Place Survey	Targets to be agreed when baseline is confirmed by the Audit Commission				N/A Responsible lead, LBH