

Housing

Outcome 1: We will work together to deliver the new homes Haringey needs, especially new affordable homes

Objective a) Deliver as many new, good quality homes of all kinds as we can, in good quality neighbourhoods, getting as close as possible to the Mayor's emerging target for Haringey of 1,502 new homes every year

Lead: AD for Planning and Sustainability

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Deliver new Local Plan	Incorporate/respond to new London Plan housing target following Inspector's report due in September 2019 and adoption in early 2020		
	Commence Local Plan Review	Need 3-year budget commitment for Local Plan	Commence a new local plan with initial consultation and evidence base in 2020-21 Submission of Local Plan for examination post consultation.
Make Haringey an attractive place to invest	Consult on and publish a Housing Delivery Test Action Plan by Dec 2019 regarding unimplemented planning permissions	Will need support from Planning, Housing and Regeneration teams.	
	Work with housing developers and Registered Providers of social housing (RPs) to secure investment in new homes Haringey needs		
	Monitor the supply of new homes and publish Annual Monitoring Report (AMR) in		

	Dec 2019		
Deliver new housing through area based interventions	Consult on Wood Green area action plan (AAP) by March 2020	Resource needed to run this alongside initial stages of emerging new Local Plan	Publish Wood Green AAP for submission in 2020-21
	Estate renewal policies to be reflected in emerging new Local Plan (2019-20+)		Deliver estate renewal where estate ballots show clear resident support proposals

Objective b) Ensure that new developments provide affordable homes with the right mix of tenures to meet the wide range of needs across the borough, prioritising new social rented homes

Lead: AD for Planning and Sustainability

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Update Housing Strategy and Local Plan to ensure mix of housing tenures	Consultation, drafting and publication of new Housing Strategy by March 2020	Within existing budgets	Strategic Housing Market Assessment (SHMA) and housing mix policies to be developed and communicated effectively Implementation of the mix of housing agreed in the housing strategy
Implement affordable housing requirements on new developments	New Housing Strategy will include clear definition of, and priorities for, affordable housing	Within existing budgets	Ongoing monitoring of delivery through AMR
	Planning decisions to reflect the priorities		

	in the Housing Strategy.		
	Ensure affordable housing policy on Council led developments is exemplar of local policy implementation		
Ensuring an appropriate mix of new supply in terms of family sized homes and supported/specialist housing	<p>New Housing Strategy will include guidance on mix of affordable housing required, where appropriate.</p> <p>Planning decisions to reflect the priorities in the Housing Strategy.</p> <p>Ensure affordable housing policy on Council led developments is exemplar of local policy implementation</p>	Within existing budgets	<p>Review SHMA to identify family sized housing mix requirements</p> <p>SHMA and supported housing needs assessment to identify need for supported housing</p> <p>Ongoing monitoring of delivery through AMR</p>

Objective c) Deliver 1,000 new council homes at council rents by 2022

Lead: AD for Housing

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Identify the land for new council housing	Cabinet approval of sites for the Council housing delivery programme by July 2019	Impact on HRA and GF of transfers to HRA.	Annual identification of new sites to build the sustainable programme
Ensure that finance is available to deliver the programme	GLA Building Council Homes for Londoners capital grant of £62.8m and Additional GLA Care and Supported Housing Capital Grant	Need to ensure delivery of the GLA programme to avoid loss of grant	Further grant applications

	Revised HRA Business Plan adopted, incorporating impact of new supply by March 2020	Impact on HRA of new build and acquisitions programme	Annual update to HRA Business Plan
Develop the capacity within the Council to deliver the new homes	Recruitment of housing delivery team in Jun 2019, staff development Summer 2019	GLA Housing Delivery Capacity Building Fund £546k	Continued recruitment in line with need to deliver housing targets
	Key housing delivery processes and procedures to be in place by Sept 2019		Development of additional specialist capacity (people and processes) as more complex sites are taken on
Deliver new Council homes via acquisitions and direct delivery	350 homes with planning consent and 260 homes with start on site by March 2020 (with 500 and 350 by May 2020)	Major capital expenditure	Annual targets to be set for permissions, starts and completions

Objective d) Secure the delivery of supported housing that meets the needs of older, disabled and vulnerable people in the borough

Lead: AD for Commissioning

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Implement the recommendations of the 2017 Supported Housing Review	Increase the use of Planning agreements to support specialist and extra care housing in mixed developments	Within existing budgets	Continue to implement the recommendations
	Follow up on the recommendations to maximise the use of sheltered housing sites for the benefit of older residents	Need 3-year budget commitment for Local Plan	
	Create a monitoring tool for new/rebuild supported housing projects by Jul 2019		

Develop the Supported Housing Strategy	Research, drafting and consultation of Supported Housing Strategy for presentation to Cabinet in Feb 2020	Resource not yet in place.	Implementation of recommendations in Support Housing Strategy
Promote new supported and specialist housing schemes	Explore a sheltered housing service for those with a history of homelessness and complex needs	A joint funding model with CCG and ASC will be required.	Continue to pursue options for new schemes
	Secure 10+ supported housing units for vulnerable adults on Hornsey Town Hall development Sep 2019		
	Work with Hornsey Parish Church to explore potential to include specialist housing on their development		

Outcome 2: We will work together to prevent people from becoming homeless and to reduce existing homelessness

Objective a) Reduce the number of households in temporary accommodation by a quarter to under 2250 by 2022

Objective b) Where temporary accommodation can't be avoided, improve the experience of homeless families and minimise costs by reducing the Council's reliance on providers of nightly paid emergency accommodation

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Reduce the number of households in temporary accommodation (TA)	Reduction to 2800 or fewer by March 2020	Current budget is supported by Flexible Homelessness Support Grant (FHSG)	Reduction of homeless households in TA each year in order to achieve 2250 or fewer by 2022
People & programme: ensure that the right staff are in place	Regularise position of Housing Demand staff on temporary contracts funded by Homelessness Reduction Act New Burdens grant funding which comes to an end in Nov 2019 Agree and implement programme management arrangements by September 2019	FHSG funding level has yet to be confirmed for 20/21 New Burdens grant funding runs out Nov 2019	Embed robust effective programme management
Develop a sustainable new supply of homes to be used as TA	Incorporation of HfH purchase programme into CBS by August 2019 Establishment of CBS by August 2019 & commencement of purchases under this model to acquire at least an additional 100 homes in 2019/20 Implementation of Capital Letters in Summer 2019	Capital funding in place for CBS and HfH purchase programme	Purchase of at least 200 homes for use as TA each year via CBS and/or PR&M Delivery of cheaper/local TA via Capital Letters

	<p>Recommission the Single Homeless Supported Housing Pathway as a single partnership contract, with dedicated women's provision. New contract to commence in January 2020</p> <p>Trial the reconfiguration of mental health floating support services, into a two-tier service with a homelessness prevention focus in the community and on discharge from hospital. 1-year trial contract awards expected in October 2019</p> <p>Develop the Making Every Adult Matter approach to improve the multi-agency response to supporting people with complex needs by March 2020</p>	<p>Funded by a combination of general fund HRS commissioning budgets and FHSG.</p> <p>Funded by general fund HRS commissioning budgets.</p> <p>Initial MEAM project funded</p>	<p>Recommission the assessment centre element of Mulberry Junction in 2021</p> <p>Secure future funding for Mulberry Junction in 2021</p>
<p>Extend outreach services and support to tackle rough sleeping</p>	<p>Secure continuation funding for the Haringey Rough Sleeping taskforce (currently funded by the Ministry of Housing, Communities and Local Government Rough Sleeping Initiatives programme) and dedicated Homelessness and Rough Sleeping health offer</p> <p>Mobilise new Somewhere Safe to Stay (SStS) Hub and EU Navigators. New services due to be fully mobilised by September 2019</p>	<p>Bidding to secure 2020/21 allocation usually takes place in July/August</p> <p>A Public Health England opportunity closes in July 2019. If unsuccessful, this will be an ongoing area of</p>	<p>Review the rough sleeping strategy in 2020</p> <p>Redraft the rough sleeping strategy in 2022</p> <p>Recommission street outreach service in 2020</p>

work dependent on funding

Outcome 3: We will work together to drive up the quality of housing for everyone

Objective a) Improve the quality of Haringey's council housing, including by ensuring that a minimum of 95% of homes meet the Decent Homes Standard by 2022

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
<p>Develop decent homes delivery plan</p>	<p>Agree decent homes plus standard and review expected new government guidance and the council's approach to zero carbon by February 2020</p> <p>Agree asset management plan for housing stock and other pressures (BWF, eco standards, fire safety) on the Housing Revenue account by February 2020</p>	<p>Within existing HRA budgets, pending outcomes of govt guidance re additional safety etc</p>	<p>Continuous improvement of processes and procedures</p>
<p>Deliver capital works programme</p>	<p>Full programme of works, for next 4 years to be issued July 2019.</p> <p>External/communal estate works: Cabinet report to agree letting of contracts by October 2019, with starts on site by November 2019.</p> <p>Commence procurement for 2020/21 programme in September 2019 for start on site in April 2020.</p> <p>Internals programme: contractor/HRS commence works in Sept 2019 for completion March 2020.</p> <p>Contractors deliver to agreed work plan. Achieve 86% decency by March 2020.</p>	<p>Within existing HRA budgets, managed against pressures from other requirements from this budget.</p>	<p>Continue to deliver against plan, towards required decency achieving 90% in March 2021 and 95% by the end of March 2022</p>

Objective b) Improve residents' satisfaction with the service they receive from Homes for Haringey to be in the top quartile for London (78%) by 2022

		Comments and budget	
Objective c) Improve the quality of private rented housing and the experience of those living in it, including by expanding landlord licensing and associated enforcement			
satisfaction improvement plan	<p>sponsor and project team including council commissioner by the end of June 2019 in order to achieve 72% customer satisfaction by March 2020</p>		<p>continuous improvement in order to achieve 75% customer satisfaction by March 2021 and 78% customer satisfaction by March 2022</p>
Deliver the changes required within the customer satisfaction improvement plan	<p>Start HFH management development programme by September 2019</p> <p>Delivery of customer care training for all 650 HFH staff. All front line staff to be trained by April 2020.</p> <p>Review of processes and procedures (communal repairs and estates cleaning to be reviewed and updated by Dec 2019)</p> <p>Review and update of leaseholder section of HfH website by September 2019</p> <p>Winter readiness programme in place for Dec 19 – Jan 20</p> <p>Employment support and training for residents during 19/20</p>	<p>Within existing budgets</p>	<p>Continuation of HfH Management development programme, by December 2021 (100 HFH managers will have completed this programme)</p> <p>Review and continuous improvement of processes</p> <p>Replace existing housing IT system to enable better management of active relationship with our customers by July 2020</p>

Objective d) Ensure safety in housing of all tenures across the borough, responding to new regulations as they emerge

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Effective response to changes in fire safety and general buildings regulations	Implementation of combined Health & Safety group by Autumn 2019 Development of work programme in response to public inquiries following release of official reports	Within existing HRA budgets, managed against pressures from other requirements from this budget.	Review and implementation of further safety requirements pending legislation and budget