

Housing – Year 2 Delivery Plan

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

Delivery priorities	Progress made in Year 1 (2019-20)	Year 2 Delivery (2020-21)		Plans for Years 3 and 4 (2021-23)
		High-level Milestones	Comments/budget considerations	
<p>1.1 Deliver new Local Plan</p> <p>Cabinet Lead: Cabinet Member for Climate Change and Sustainability</p> <p>Officer Lead: Assistant Director for Planning, Building Standards and Sustainability</p>	<p>A new Local Development Scheme (LDS) was adopted by Cabinet on 12 November 2019.</p> <p>The London Plan Inspector Panel Report was published later than expected in October 2019. The Mayor of London has said he will not adopt the recommendations of the report when he responds to the Secretary of State and in the final version to be approved by the London Assembly in early 2020.</p>	<p>March-May 2020 (TBC) Local Plan Issues and Options consultation commencement.</p>	<p>Subject to agreed budget for Local Plan.</p>	<p>Year 3: Local Plan Proposed Submission consultation, Submission, Examination and Adoption.</p>
<p>1.2 Make Haringey an attractive place to invest</p> <p>Cabinet Lead: Cabinet Member for Climate Change and Sustainability, Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Assistant Director for Planning, Building Standards and Sustainability</p>	<p>Housing Delivery Test (HDT) Action Plan published in August 2019.</p> <p>Authority Monitoring Report (AMR) published in January 2020.</p> <p>Working with housing developers to monitor progress of sites as part of our 5 Year Housing Land Supply.</p> <p>Positive round table session with Chief Executives of Housing Associations (HAs) and the Leader and instigated a quarterly engagement process with HAs.</p> <p>Community Wealth Building approach approved by Cabinet in October 2019.</p> <p>Delivery commenced on Good Growth Fund projects in Wood Green and Tottenham and capital projects in Tottenham (High Road and Tottenham Hale). Secured £2m High Street Heritage Action Zone Funding with further bids pending.</p> <p>Tottenham Hale Housing Zone interventions on site.</p>	<p>HDT Action Plan (required to be published 6 months after Government publishes latest HDT figures – month currently unknown) and AMR (December) continue to be annual requirements.</p> <p>On-going engagement with HA sector on a quarterly basis.</p> <p>Align investment to the Community Wealth Building approach to be described in the Economic Development Strategy (contained in the Economy Priority).</p> <p>Delivery of complementary capital projects, improving the public realm, social and community infrastructure which underpins the delivery of new homes (contained in the Economy Priority).</p>	<p>HDT Action Plan and AMR likely to continue to be annual requirements.</p>	<p>HDT Action Plan and AMR likely to continue to be annual requirements.</p>

<p>1.3 Deliver new housing through area based interventions</p> <p>Cabinet Lead: Cabinet Member for Climate Change and Sustainability</p> <p>Officer Lead: Assistant Director for Planning, Building Standards and Sustainability</p>	<p>Wood Green Area Action Plan (AAP) consultation will follow Council-Owned Sites Cabinet decisions in March 2020.</p> <p>Local Development Scheme (LDS) adopted by Cabinet in November 2019 which sets out the timetable for a new Local Plan which will include area based and estate-related policies.</p> <p>Tottenham Hale Housing Zone in delivery phase, with developments on site which will deliver a large number of new homes.</p>	<p>Wood Green AAP Proposed Submission consultation (summer 2020), Submission and Examination (2021).</p> <p>Deliver new homes at High Road West, securing substantial community benefits through the process (contained in the Economy Priority).</p>		<p>Year 3: Wood Green AAP adoption.</p>
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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				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>1.4 Update Housing Strategy and Local Plan to ensure mix of housing tenures</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Assistant Director for Planning, Building Standards and Sustainability</p>	<p>Development of a new Housing Strategy progressing with a series of member engagement meetings completing in the New Year.</p> <p>Scope and commission a Strategic Housing Market Assessment (SHMA) to support the Housing Strategy and Local Plan.</p>	<p>Draft of new Housing Strategy to Cabinet in June 2020.</p> <p>Complete SHMA March-May 2020 (TBC) Local Plan Issues and Options consultation commencement.</p>	<p>Subject to agreed budget for Local Plan.</p>	<p>SHMA used as evidence base for Local Plan.</p> <p>New Housing Policies flowing from new Housing Strategy to be developed.</p>
<p>1.5 Implement affordable housing requirements on new developments</p> <p>Cabinet Lead: Cabinet Member for Climate Change and Sustainability</p> <p>Officer Lead: Assistant Director for Planning, Building Standards and Sustainability</p>	<p>A new Local Development Scheme (LDS) was adopted by Cabinet on 12 November 2019.</p> <p>Authority Monitoring Report (AMR) published in January 2020 reports on this.</p>	<p>AMR published on an annual basis each December.</p>		<p>AMR published on an annual basis.</p>

1.6 Ensuring an appropriate mix of new supply in terms of family sized homes and supported/specialist housing

Cabinet Lead: Cabinet Member for Housing and Estate Renewal and Cabinet Member for Climate Change and Sustainability

Officer Lead: Assistant Director for Planning, Building Standards and Sustainability

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

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>1.7 Identify the land for new council housing</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Assistant Director for Housing</p>	<p>On 9 July 2019, Cabinet approved 47 Council owned new sites for inclusion in the council homes delivery programme, adding to the 14 sites with existing approval.</p> <p>Subject to Cabinet approval, nine new sites will be added to the programme in January 2020.</p> <p>An active programme is in place to identify new opportunities for sites.</p>	<p>Ongoing programme to identify new sites for housing delivery, with new sites presented at least quarterly to Cabinet dependent on opportunities presented.</p>		
<p>1.8 Ensure that finance is available to deliver the programme</p> <p>Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration</p> <p>Officer Lead: Assistant Director for Housing</p>	<p>Grant of £62.858 million from the Mayor of London's (MoL) Building Council Homes for Londoners (BCHfL) programme secured to be drawn down at agreed milestones on individual sites.</p> <p>To date BCHfL grant totalling £8 million has been drawn down for four sites in.</p> <p>The Council will secure additional grant through the MoL Care and Support Specialised Housing Fund.</p> <p>The Housing Revenue Account (HRA) Business Plan review is progressing, and the 2020/21</p>	<p>Sustainable financial compensation level to be agreed for HRA land transfer to General Fund by September 2020.</p> <p>MoL grant to be drawn down as each scheme achieves Start on Site (SoS). 542 SoS expected to be achieved by December 2020.</p> <p>HRA Business Plan to be updated by March 2021.</p>	<p>Programme delivery is dependent on GLA grant funding and HRA funding, including borrowing.</p>	<p>Further grant applications subject to confirmation from GLA of affordable housing grant programmes. Annual update to HRA Business Plan.</p>

	HRA Financial Update and 2020-2025 MTFS will be going to Cabinet in February 2020. Subject to Cabinet approval this will make sufficient HRA funding for the programme available.			
<p>1.9 Develop the capacity within the Council to deliver the new homes</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Assistant Director for Housing</p>	<p>The Housing Team has been recruited including a core Housing Delivery team of sixteen to project manage and deliver the programme. £500,000 grant has been agreed from the MoL Housing Delivery Capacity Building Fund, and we will be seeking additional funding.</p> <p>Staff development programme in place and ongoing.</p> <p>Delivery, project and programme management and governance procedures put in place.</p>	<p>October 2020 - Review of development procedures.</p> <p>Internal partnership protocols put in place/fully established with Finance, Legal, Property, Regeneration, Planning and Procurement Teams, and with Homes for Haringey (HfH) by September 2020.</p>	MoL Housing Delivery Capacity Building Fund extends into Year 2.	<p>Continued recruitment in line with need to deliver housing targets.</p> <p>Development of additional specialist capacity (people and processes) as more complex sites are taken on.</p>
<p>1.10 Deliver new Council homes via acquisitions and direct delivery</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Assistant Director for Housing</p>	<p>To date, work on 227 homes at four sites has already begun; and 228 homes had been given planning permission. The programme is on course to deliver 500 planning permissions and 350 starts on site by 31 March 2020.</p> <p>December's Cabinet agreed the purchase of a development scheme of 104 homes for Council rent at Ashley Gardens in Tottenham Hale.</p>	500 new council homes to have planning permission and 350 homes to have started on site by May 2020.	Significant capital expenditure, already budgeted for, will take place.	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

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>1.11 Implement the recommendations of the 2017 Supported Housing Review</p> <p>Cabinet Lead: Housing and Estate Renewal (with Cabinet Member for Adults and Health)</p> <p>Officer Lead: Assistant Director for Commissioning</p>	<p>Recommendations of the Supported Housing review embedded to maximise the use of sheltered housing sites for the benefit of older residents.</p> <p>Young People's Pathway recommissioned (units increased). Older People's Housing Related Support (HRS) remodelled. Co-production embedded in commissioning and service development. Mental health and Single Homeless Pathway Review completed.</p> <p>Systems for effective delivery of Supported Housing established, so far 11 units of being developed at Hornsey Town Hall.</p> <p>Supported Housing projects overseen via established internal governance and specific</p>	Housing to complete appraisals on the 3 sheltered housing services identified for reconfiguration by the end of summer 2020, including Osbourne Grove, with a further 4 sites under consideration.		Take forward the outcome of appraisals of sheltered stock.

	monitoring tool to be developed once resources in place.			
<p>1.12 Develop the Supported Housing Strategy</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal (with Cabinet Member for Adults and Health)</p> <p>Officer Lead: Assistant Director for Commissioning</p>	Resources in place to develop a Supported Housing Delivery Plan which will fulfil this requirement.	<p>Draft Supported Housing Delivery Plan developed by Q2 2020-21.</p> <p>Develop a process to make early decisions about supported housing viability on general needs housing schemes by June 2020.</p>		Implementation of recommendations in the Supported Housing Strategy/Delivery Plan.
<p>1.13 Promote new supported and specialist housing schemes</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal (with Cabinet Member for Adults and Health)</p> <p>Officer Lead: Assistant Director for Commissioning</p>	<p>A number of schemes at differing stages of progress: Canning Crescent, Hornsey Town Hall, Burgoyne Road and Mulberry Junction</p> <p>Sheltered housing service for those with a history of homelessness and complex needs being explored.</p> <p>11 supported housing units secured at Hornsey Town Hall.</p> <p>Work ongoing with Hornsey Parish Church to discuss proposals for specialist housing.</p>	<p>Canning Crescent – start on site by Q3 2020-21</p> <p>Hornsey Town Hall – start on site by Q3 2020-21</p> <p>Burgoyne Road – feasibility study in Q1 2020-21, Cabinet decision on development approach in Q2 2020-21.</p> <p>Mulberry Junction – business case for acquisition in Q1, Cabinet decision in Q2/3 2020-21.</p>	<p>Each individual project has its own business case and funding model.</p> <p>Funding has been provisionally secured for a number of schemes via the MoL Care and Support Specialised Housing (CASSH) programme.</p>	Scheme completions for all named schemes.

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	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>2.1 Reduce the number of households in temporary accommodation (TA)</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Assistant Director for Housing</p>	<p>Current number of homeless households in TA at the end of December 2019 is 2,931. Delays in the pan-London Capital Letters becoming fully operational means that target of 2,800 by the end of March 2020 is likely to be missed. However, if Capital Letters delivers as anticipated in 2020/21, the March 2021 target is expected to be achieved.</p>	<p>Reduce number of homeless households in TA to 2,400 or fewer by March 2021.</p>	<p>Current budget is supported by Flexible Homelessness Support Grant (FHSG).</p>	<p>Reduction of homeless households in TA each year in order to achieve 2,250 or fewer by 2022.</p>
<p>2.2 People & programme: ensure that the right staff are in place</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Assistant Director for Housing</p>	<p>Contracts for fixed term Housing Demand staff have been regularised, and funding provided by New Burdens grant and FHSG as required.</p> <p>Delay on establishing greater capacity in programme management due to recruitment issues but will be revisited in January/February 2020.</p>	<p>Programme management support to be in place by June 2020.</p>	<p>Long term budgeting dependent on FHSG allocation. Funding confirmed for 2020-21 at the same level as 2019-20.</p>	
<p>2.3 Develop a sustainable new supply of homes to be used as TA</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Assistant Director for Housing</p>	<p>Birkbeck Lodge delivered in August 2019.</p> <p>Community Benefit Society (CBS) programme approved at Cabinet in November 2019.</p> <p>The CBS was established in December and existing properties purchased for the CBS have been leased, with 12 families moving into their new homes before Christmas and a further 7 to be leased in February.</p> <p>Purchase of 92 high quality homes in one portfolio to be leased to the CBS as TA or to provide settled homes was approved at Cabinet in December 2019.</p> <p>Capital Letters implemented, and HfH staff seconded during October 2019.</p> <p>Purchase Repair & Maintenance initiative has not been pursued as it was determined that needs could be better met by expanding the</p>	<p>Joining the pan-London Setting the Standard scheme to ensure high and uniform standards to single person TA across the capital.</p> <p>Purchase completed and residents moving into the 92 high quality homes by the end of May 2020.</p> <p>Purchase of 65 additional properties and leased to the CBS to provide housing for homeless households in 2020-21.</p> <p>Allowing the ALMO (Arm's Length Management Organisation), CBS or Capital Letters to take over as leaseholder of the Private Sector Leases (properties leased from private landlords for use as TA under short term leases) as the leases expire, making them more sustainable by reducing the subsidy these currently require.</p> <p>Capital Letters becomes fully operational</p>	<p>Confirmation of further capital funding for the programme.</p>	<p>Continuation, and potential expansion of the CBS programmes if successful.</p> <p>Delivery of cheaper/local TA via Capital Letters.</p>

	number of homes acquired and let through the CBS.			
<p>2.4 Continue to deliver and develop initiatives that prevent households from becoming homeless</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Assistant Director for Housing</p>	<p>Evaluation of initiatives underway, and priorities for future funding agreed by September 2019. Uncertainty over future funding has meant no new initiatives have been considered.</p> <p>Outreach services embedded with Job centre, St Ann's, Multi Agency Safeguarding Hub (MASH - Children's and Young People's Services), Grove Drugs project, Probation service and Mulberry Junction.</p> <p>The Duty to Refer protocols were agreed. (The Homelessness Reduction Act 2017 placed a duty on specified public authorities to refer service users who they think may be homeless or threatened with homelessness to local authority homelessness/housing options teams.)</p>	<p>Continued delivery against homelessness reduction initiatives, these include:</p> <ul style="list-style-type: none"> increasing the supply of Assured Shorthold Tenancies (ASTs), supporting residents at risk of homelessness via the Flexible Homelessness Prevention fund, providing Supported Housing for Young Parents with older people (as featured on Radio 4), establishing the Young Peoples mediation and crash pad service, developing Housing First for Rough Sleepers and Mulberry Junction, single homelessness hub. 	<p>Flexible Homelessness Support Grant funding for 2020-21 has been confirmed at the same level as 2019-20. Funding for future years will be confirmed during 2020-21.</p>	<p>Increased investment into initiatives deemed most effective.</p>

Objective c) Aim to end street homelessness by 2022

Objective d) Ensure access to high quality housing support that prevents or relieves homelessness for people with additional needs

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>2.5 Improve services to the single homeless</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal (with Cabinet member for Adults and Health)</p> <p>Officer Lead: Assistant Director for Commissioning</p>	<p>Mulberry Junction single homelessness hub launched in October 2019.</p> <p>Young People's Pathway recommissioned and expanded. Opened UK's first intergenerational supported housing service.</p> <p>Secured funding from Homeless Link for specialist support for homeless women. Reconfigured mental health floating support service commissioned and due to start January 2020.</p> <p>Making Every Adult Matter (MEAM) approach embedded and 1st year evaluation started.</p>	<p>Recommission single homeless pathway by January 2021.</p> <p>Mulberry Junction Year 1 Evaluation completed by end October 2020.</p> <p>Insource 3 supported housing services for single homeless by May 2020.</p> <p>Developing North London approach to embedding a Homelessness Lead at the Haringey MARAC (multi-agency risk assessment conference,) by July 2020.</p>	<p>General fund budgets are unable to meet 100% of demand currently so some projects dependent on Flexible Homelessness Support Grant (FHSG).</p>	
<p>2.6 Extend outreach services and support to tackle rough sleeping</p> <p>Cabinet Lead: Cabinet</p>	<p>Secured Rapid Rehousing Pathway Funding which opened the Cranwood Somewhere Safe to Stay Hub (SSStS).</p> <p>Reduced rough sleeping by 30%.</p>	<p>Secure Year 3 Funding from Ministry of Housing, Communities and Local Government (MHCLG) for rough sleeping pathway by February 2020, to start in April 2020.</p>	<p>95% of the Haringey rough sleeping programme funding is secured via a bidding process on an annual basis from MHCLG.</p>	<p>Redraft rough sleeping strategy in 2022.</p>

<p>Member for Housing and Estate Renewal (with Cabinet member for Adults and Health)</p> <p>Officer Lead: Assistant Director for Commissioning</p>	<p>Highly commended in London Homelessness Awards.</p> <p>MHCLG funding achieved for the Haringey Rough Sleeping taskforce for 2019-20 and bid submitted for 2020-21. Early indications are that this bid has been successful, but it won't be confirmed until January 2020.</p> <p>Participated in Rough Sleeping Initiative (RSI) Safety on the Streets Task and Finish Group.</p>	<p>Secure a building for the continuation of SStS from Sept 2020 onwards.</p> <p>Review the rough sleeping strategy for approval at Cabinet in early 2021.</p> <p>Recommission the street outreach service by September 2020.</p>		
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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	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>3.1 Develop decent homes delivery plan.</p> <p>3.2 Deliver capital works programme</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Managing Director, Homes for Haringey</p>	<p>Both internal refurbishments and external capital works have started. These will deliver improved quality housing for over 2,000 homes and contribute to meeting the target of 95% of homes meeting the agree Decent Homes plus standard by March 2022.</p> <p>The External capital works contracts have been awarded and works began in late 2019. Affected residents were advised. Drop in sessions being arranged for January & February 2020.</p> <p>HfH internal team started delivery of the internal programme in October 2019.</p> <p>Noel Park Pod project design contract awarded and design phase in progress with resident engagement. This is due to complete at the end of January 2020 after which further consultation with residents will take place. An update report will be presented to Cabinet for approval in March 2020.</p> <p>External review of Asset Management completed November 2019.</p> <p>Developed investment proposals for the housing stock which incorporate energy efficiency measures in support of the council's 2050 zero carbon commitment; and additional building safety works, which address current priorities and emerging government guidance.</p> <p>Work has started on procurement for delivery of the 2020-21 programme.</p> <p>Broadwater Farm:</p> <p>Installation of new district heating system, and internal modernisation of 270 homes progressing to completion by end of March 2020.</p> <p>Rehousing of residents progressing at Tangmere and Northolt.</p> <p>Design for structural works on the retained</p>	<p>External capital works programmes will complete in July 2020.</p> <p>HfH internal works programme will complete in June 2020.</p> <p>Noel Park Pod project, subject to approval of design in March 2020, tender of works will be issued in October 2020.</p> <p>2018 Housing Asset Management Strategy will be updated, to reflect current and emerging investment priorities, including the council's approach to zero carbon. The review will be completed, and updates approved internally by the end of May 2020. This will be presented for Cabinet approval in June 2020.</p> <p>Broadwater Farm:</p> <p>Resident consultation to take place and designs for new build and refurbishment to progress. Consultation programme being developed.</p> <p>Demolition of Tangmere and Northolt to be planned in 2020-21</p>	<p>Asset Management Strategy to align with the 10 year HRA Business Plan budget profile for the Council's housing stock. This will be presented to Cabinet in February 2020 for approval.</p>	<p>Year 3 investment for capital works will match the budget once approved (proposed at £48m)</p> <p>Surveys for housing stock taking place currently for Year 3 for programme to be profiled and specified.</p> <p>Year 4 work plan will develop from Year 3 surveys.</p>

	<p>blocks now completed, and design team appointed in January 2020. Mobilise new build design team and start resident consultation by March 2020, programme will be available in February 2020.</p> <p>Timetable for resident ballot on proposals to be confirmed, but indicative dates will be available March 2020.</p>	<p>Refurbishment of retained blocks: Construction to start onsite third quarter 2020 (currently in design).</p>		
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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

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>3.3 Agree and implement the HfH customer satisfaction improvement plan</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Managing Director, Homes for Haringey</p>	<p>Improvement plan in place and approved.</p> <p>The plan identifies 5 key themes: Leadership and management, Processes, Communication and Culture, Working in the Community, Using data and technology.</p> <p>HfH execs and senior managers lead each theme, and projects within.</p> <p>Analysis of Housemark (Survey of Tenants and Residents) STAR reports and industry and service area wide benchmarking used to formulate plan. The plan also includes projects to improve Leaseholder and TA customer satisfaction.</p>	<p>A STAR survey will be carried out early in 2020-21. The feedback from this survey will help to develop the improvement plan for 2020-21 and future years including development of new milestones for the project.</p> <p>It is likely that it will be based on the following high- level milestones:</p> <p>Improvement plan for 2020-21 approved by the end of June 2020.</p>		<p>To be determined following the evaluation of the results of the STAR surveys.</p>
<p>3.4 Deliver the changes required within the customer satisfaction improvement plan</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Managing Director, Homes for Haringey</p>	<p>Programme highlights to date:</p> <p>Comprehensive leadership training began in September 2019. Initial feedback is positive. New approach to managing Complaints and Member Enquiries embedded.</p> <p>Responded to customer feedback by making changes to the reporting of communal repairs and are now piloting a new grading system for estate cleaning.</p> <p>Carried out a staff on site day.</p> <p>Mobilised the project to replace the existing housing IT system by December 2020.</p> <p>Carried out a follow up customer survey for supported housing to test the impact of changes to the service.</p>	<p>100 HfH managers to have completed the HfH management development programme by December 2021.</p> <p>HfH customer care training programme for all 650 HfH staff to be fully embedded by March 2021.</p> <p>Deliver further staff on site day during 2020.</p> <p>Run winter readiness programme December 2020 – January 2021.</p>		

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

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>3.5 Delivering agreed licensing programmes</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Assistant Director for Stronger Communities</p>	<p>Additional House(s) in Multiple Occupation (HMO) Licensing was approved by Cabinet February 2019. The scheme became operational on 27th May 2019.</p> <p>New Web based online application process went live 26th August 2019. This allows landlords to apply and pay electronically.</p> <p>A new operational model has been put in place for issuing and inspecting licensable premise. This has impacted on delivery in the early stages of the Licensing programme.</p> <p>As of 1st Jan 2019:</p> <ul style="list-style-type: none"> • 1,323 Application forms for licences have been received. • 292 Licences have been issued. • 1,567 Households are now living in improved conditions. <p>Data Analysis for the proposal to introduce a Selective Licensing scheme has been undertaken.</p> <p>Approval to consult on the proposed scheme will go to Cabinet March 2020.</p> <p>Training for all staff on Civil penalties for non-compliant landlords completed. Enforcement can choose to prosecute or issue a civil penalty.</p>	<p>Review of HMO Licensing delivery plan by January 2021.</p> <p>Increase level of targeted enforcement against non-compliant landlords starting in April 2020.</p> <p>Continue to inspect high risk premises as part of the ongoing Licensing programme.</p> <p>Undertake consultation on proposed Selective Licensing Programme between July and October 2020.</p> <p>Report on consultation findings between November and December 2020.</p> <p>Prepare report for Cabinet to approve the Selective Licensing scheme in order to go to Secretary of State in year 3 of this delivery plan. Aiming for presentation to Cabinet for approval in January 2021.</p>	<p>HMO Licence fee income is ring fenced for the delivery both administratively and operationally of the licensing scheme.</p> <p>Recruitment of qualified / experience officers remains a challenge and will always impact on delivery and performance if staffing resources are not in place.</p> <p>Savings for 2020-22 are part of MTFS plan</p> <p>Performance on households living in improved conditions is based on Licence inspections. Due to the change in operational delivery not all premises will now be inspected prior to Licenses being issued. Legally properties have to be inspected within the 5 year lifetime of the scheme. Inspections are now based on risk and this will affect how the performance in relation to reporting households living in improved conditions is reported throughout the lifetime of the plan.</p>	<p>Year 3 – Requesting approval for Selective Licensing from Secretary of State between February and June 2021.</p> <p>Year 3- Scheme to become operational in October 2021 following 12 week judicial review period (legal requirement as part of the Decision Notice period from S of S).</p> <p>Year 3 - Review Additional HMO Licensing delivery with a view to proposing extension to scheme.</p> <p>Year 4 – obtain Cabinet approval to consult on extending borough wide Additional HMO Licensing.</p> <p>Year 4 – Start the consultation process for Extending HMO licensing.</p>

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

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>3.6 Effective response to changes in fire safety and general buildings regulations</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Assistant Director for Planning, Building Standards and</p>	<p>Introduction of London Borough of Haringey (LBH) Property Compliance Board and refreshed overall Health, Safety and Compliance governance arrangements, including the introduction of independent and specialist members. Cooperation and consultation with London Fire Brigade (LFB) including periodic liaison meetings between HfH and LFB on fire safety matters.</p> <p>Consistent and transparent Fire Safety governance arrangements are in place providing links from the HfH Fire Safety Group through the LBH Corporate</p>	<p>Review of outcomes of building regulations requirements as they emerge by Fire Safety Group and Corporate Health & Safety & Wellbeing Board, within 2 months of any new regulations being released.</p> <p>Development of corporate standards for fire safety in housing, focusing on council stock initially, by July 2020 (but subject to amendment in line with emerging regulations).</p>	<p>Regulations have yet to be finalised.</p> <p>Potentially significant monetary resources required for:</p> <ul style="list-style-type: none"> • introduction of the Building Safety Manager post; and potentially a new team dealing with building safety in HRRBs. • Compilation of Golden Thread of information • Compilation of Safety Cases and the 	

<p>Sustainability</p>	<p>Health & Safety and Wellbeing Board, and to the HfH Board.</p> <p>HfH Fire Safety Action Plan is being refreshed to ensure common understanding and links to all organisational arrangements including risk, governance, people, property and communication.</p> <p>Haringey Building Control (HBC) are working with Local Authority Building Control (LABC) regarding responding to new regulations as they emerge. HBC provide MHCLG with requested information relating to external materials and insulation on private buildings in Haringey over 18 metres tall. HfH are providing this information for council-owned housing stock.</p>	<p>HfH to recruit Building Safety Manager as trial for rolling out across all council housing buildings over 18 metres tall, by April 2020.</p> <p>Compilation of additional information requirements required by emerging regulations covering high-risk residential buildings (HRRBs), including the “Golden Thread” of information about the whole life cycle of the building, and the “Safety Case” that ensures the fire safety measures in place remain suitable. A programme will be put in place to compile the additional information required and develop systems that may be needed to deliver on the requirements of emerging regulations within 3 months of publication.</p>	<p>maintenance of the required information.</p> <p>Completion of additional duties, once stipulated by new regulations.</p>	
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