

## Appendix 1

Recommendation 1	Service Response
<p>To develop and improve engagement between the Council and local Registered Housing Providers it is recommended that:</p> <p>a) the terms of reference of existing liaison forums (development and lettings) are reassessed to:</p> <ul style="list-style-type: none"> <li>▪ assess the need and viability of a dedicated management forum</li> <li>▪ ensure that duplication across forums is minimised</li> <li>▪ that objectives and agendas are more outcome focused</li> </ul>	<p>There are currently three regular liaison meetings between the Council and Registered Providers. The <u>Haringey Housing Forum</u> (which has replaced the Integrated Housing Board) will contribute to the shaping of the overall strategic framework within which the Council and its partners operate, and is in the process of establishing new terms of reference. The <u>RP Lettings Forum</u> brings together the lettings teams from the Council and local RPs to provide regular updates and share good practice. These two fora are administered by Community Housing Services.</p> <p>The <u>RP Developers Forum</u> affords the Council and local Registered Providers the opportunity to discuss matters relating to new build and the provision of new affordable housing in the borough. Since Rethinking Haringey and the separation of the Council's housing enabling function from Community Housing Services, this forum has been administered by Planning, Regeneration &amp; Economy Service.</p> <p>At present, there is no forum dedicated to estate management issues. While there are undoubted benefits of establishing a management forum to provide a joined-up approach on multi landlord estates, establishing such a forum will be difficult. As the Haringey Housing Forum, RP Lettings Forum and RP Developers Forum all operate at a strategic level with a single point of contact within the Council and RPs, they can be administered within existing resources.</p>

<p><b>b)</b> that an annual calendar of meetings is developed and published in advance of all liaison forums</p> <p><b>c)</b> that associated papers/reports for liaison forums are systematically distributed to local RHPs</p> <p><b>d)</b> that the agenda for the Integrated Housing Board is distributed to all RHPs in Haringey</p> <p><b>e)</b> that the Partnership Agreement between the Council and RHPs is extended further among local RHPs and becomes a more proactive tool through which to link the priorities and services of both RHPs and the Council.</p>	<p>However localised estate issues involve a lot more teams, especially within the Registered Providers that may have different management teams across their estates and boroughs. Resourcing a management forum is likely to prove more difficult as the Council does not have the resources to co-ordinate such a forum. In view of the Scrutiny Panel's concerns, this matter will be discussed at the Haringey Housing Forum and the views of RPs and Homes for Haringey sought on the benefits of such a forum and the resources that will be required to administer it.</p> <p>It is agreed that the terms of reference of these fora should be updated to avoid duplication and focus more on outcomes.</p> <p>A calendar of meetings will be published in advance and all relevant papers, including those for the Haringey Housing Forum, will be circulated to RPs.</p> <p>See above.</p> <p>See above.</p> <p>The current Partnership Agreement was adopted in 2010 and is due to be revised in 2012/13 following changes to legislation and regulation. Although the Council cannot compel local RPs to become signatories to the Agreement, more effort will be made to promote the Agreement, particularly among those RPs that are seeking to develop new housing in the borough.</p>
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<b>Recommendation 2</b>	<b>Service Response</b>
<p>To support further liaison and partnership and to assist local officials in local scrutiny and performance management of RHPs:</p> <ul style="list-style-type: none"> <li>a) that contact details of RHPs are updated and periodically distributed to all Councillors (with a named liaison contact)</li> <li>b) that Councillors are notified of those RHPs that manage or own properties in their respective wards</li> <li>c) to facilitate Councillors casework enquires, further consideration be given to the development of a mechanism which allows Councillors to identify specific housing providers (Council as an intermediary)</li> <li>d) that RHPs inform Councillors of estate/ street walkabouts that take place in their ward (with 2 weeks notice)</li> <li>e) that RHPs synchronise walkabouts on multi-landlord estates/ streets</li> </ul>	<p>A full list of RPs and contact details will be issued to all Councillors and the Ward Councillors will be notified of stock owning RPs in their wards.</p> <p>See above.</p> <p>A mechanism will be developed to help Councillors identify specific Registered Providers.</p> <p>As Registered Providers are independent of the Council, the Council cannot compel them to liaise with local officials or Councillors or, indeed, insist that Councillors are given 2 weeks' notice of estate / street walkabouts. However, many of the RPs have already expressed a willingness to do so and this will be included, as a requirement, within the revised Partnership Agreement.</p> <p>Within the revised Partnership Agreement, there will be a requirement that RPs synchronise walkabouts on multi-landlord estates / streets.</p>

<p>f) that Councillors consider holding ward surgeries within multi-landlord estates on a periodic basis</p>	<p>Community Housing Services will consider how the Council can encourage ward surgeries to be held, on a periodic basis, on multi-landlord estates.</p>
<p>g) that training be provided for local Councillors on their future role for the regulation of housing regulation as detailed under the Localism Act.</p>	<p>Members will be briefed (and receive formal training) on the implications of the Localism Act 2011.</p>

<p><b>Recommendation 3</b></p>	<p><b>Service Response</b></p>
<p>That options for re-commissioning of the STATUS survey should be explored, possibly in partnership with other neighbouring authorities, or within the North London Regional Sub group</p>	<p>In collaboration with other ALMOs, Homes for Haringey has already introduced a replacement for the STATUS survey.</p>

<p><b>Recommendation 4</b></p>	<p><b>Service Response</b></p>
<p>To further support and develop partnership work across the local housing sector it is recommended that:</p> <p>a) the critical learning and successes of the Campsbourne Pilot Project be disseminated across the borough to guide and inform partnership work on multi-landlord estates and across the sector more broadly</p>	<p>The issue of multi landlord estates will be discussed at a future meeting of the Haringey Housing Forum in 2012/13 and the findings and best practice emerging from the Campsbourne Project will be disseminated as part of this.</p>

<sup>1</sup> If there are insufficient resources to do this on a borough wide basis, then a more selective approach may be adopted that prioritises those areas where there are known to be multiple housing providers.

<p><b>b)</b> that the role of the Enabling Team in facilitating partnership work among RHPs on multi-landlord estates should be retained and extended within Restructuring Haringey Programme (i.e. its move from the housing service to the Place Directorate)</p> <p><b>c)</b> that all social housing stock is mapped through Geographical Information Systems<sup>1</sup> and that an accompanying dissemination strategy be devised which supports the communication of this information to social housing partners with a view to promoting local partnerships (and other local priorities)</p> <p><b>d)</b> that further engagement is developed between RHPs and broader Council services (e.g. environmental health, ASB, domestic violence) to help extend knowledge of local services and collaborative opportunities (possible develop a directory for physical resources, such as meeting places, which may also be available to RHPs)</p> <p><b>e)</b> that given their extensive local knowledge and experience, Homes for Haringey be encouraged to continue to play a lead role in developing and supporting local partnership opportunities</p>	<p>As part of Rethinking Haringey, the Housing Enabling Team was transferred to the newly formed Housing, Design and Major Projects Team within the Place and Sustainability Directorate. The work of this team focuses on delivering new affordable housing and estate renewal and regeneration.</p> <p>Limited mapping information already exists in relation to the social housing stock in the borough. In order to ensure accurate up-to-date records, regular updating is required to take into account the homes that are built, or disposed of, during the year. As this is likely to become resource intensive, the frequency with which the data is updated and disseminated will need to be considered at a future meeting of the Haringey Housing Forum.</p> <p>Effective engagement across all stakeholders is essential to the creation of long term sustainable communities. However, RPs are not the only stakeholders with an interest in the local area and issues relating to any specific area of concern (such as environmental health, anti social behaviour and domestic violence) can be addressed through the Haringey Housing Forum. At present, the Council does not have the resources to co-ordinate the engagement.</p> <p>Homes for Haringey works closely with all stakeholders that operate on, or close to, the Council's housing estates. There are good relationships between Homes for Haringey and the Council's Housing Enabling Officers to ensure a joined-up approach. Resources limit the extent to which Homes for Haringey and/or the Council is able to become actively involved on estates where there is no council housing stock.</p>
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<p>f) a mechanism is devised that helps to capture, collate and share information from the work of local housing providers that identifies and supports partnership opportunities, share good practice and identify other collaborative ventures across the borough.</p>	<p>As RPs are independent of the Council, they cannot be compelled to share information with the Council, However, the liaison meetings currently in place (Haringey Housing Forum, RP Lettings Forum and RP Developers Forum) encourage the sharing of information and good practice between organisations and are effective vehicles for improving partnership and collaborative working.</p>
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<b>Recommendation 5</b>	<b>Service Response</b>
<p>That the Council should adopt a lead role in the rationalisation of social housing stock and support those RHPs considering the rationalisation of local housing stock through:</p> <p>a) the development of a local stock rationalisation policy:</p> <ul style="list-style-type: none"> <li>▪ which sets how the aims and objectives of that policy will help to support local priorities</li> <li>▪ details the roles and expectations of local housing providers</li> <li>▪ which is supported by published local guidance for RHPs</li> </ul>	<p>Stock rationalisation across the borough could bring benefits by providing a more joined up and coherent approach to estate management and is an issue that Community Housing Services and Planning, Regeneration and Economy Services are keen to support.</p> <p>Stock rationalisation of RP stock is a matter for the individual organisations concerned; the Council cannot require RPs to rationalise their stock but it will support, and work to enable, any proposal where it is proven to benefit the community. It will be a requirement, within the Partnership Agreement, that RPs develop a clear strategy for stock rationalisation that is consistent with the core principles set out in Haringey's stock rationalisation policy.</p>

<p><b>b)</b> ensuring that all social housing in the borough is mapped through GIS to facilitate contact and dialogue between RHPs</p> <p><b>c)</b> the adoption of a brokerage role to facilitate contact and dialogue between RHPs with a mutual interest in stock rationalisation, and, that such a role be actively pursued in where local conditions would support more coordinated housing provision (i.e. multi-landlord estates)</p> <p><b>d)</b> ascertaining if a regional brokerage role could be adopted through the North London Strategic Alliance (other sub-regional body) to support stock rationalisation processes among RHPs.</p> <p><b>f)</b> provide a stock rationalisation lead and example by conducting an assessment of all its housing stock (in and out of borough) to identify those properties that may be beneficial to rationalise ownership or management</p>	<p>The Haringey Housing Forum is the arena in which such issues as stock rationalisation should be considered, including the Council's role in the process.</p> <p>The appropriate time to consider a formal stock rationalisation policy is following the Council's stock options appraisal which will be reported to Cabinet later this year. This would allow the policy to be framed within the context of the Council's plans for its own housing stock.</p> <p>All social housing in the borough is being mapped on GIS. The frequency with which this data is updated and disseminated will need to be considered at a future meeting of the Haringey Housing Forum.</p> <p>This will be considered during the consultation on the stock rationalisation policy.</p> <p>This will be considered during the consultation on the stock rationalisation policy.</p> <p>This is already taking place, and discussions with council tenants in Waltham Cross are well advanced in relation to a possible stock transfer to a Registered Provider.</p>
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<p><b>g)</b> encouraging all RHPs to review the management of local housing stock and subsequent commitment to the borough, and where this falls short, to encourage partnership or stock rationalisation opportunities with other local providers</p> <p><b>h)</b> acknowledging the particular challenges that smaller RHPs may face in with stock rationalisation (and partnership working) and to develop mechanisms to support their local engagement</p> <p><b>i)</b> ensuring housing disposals through stock rationalisation do not lead to a reduction in the overall social housing estate and where possible ensuring to address the east /west imbalance in social housing in the borough</p> <p><b>j)</b> considering whether the planned annual conference for RHPs could be dedicated to consider local partnerships and stock rationalisation opportunities.</p>	<p>This will be addressed during the consultation on the stock rationalisation policy.</p> <p>This will be addressed during the consultation on the stock rationalisation policy.</p> <p>This will be addressed during the consultation on the stock rationalisation policy.</p> <p>Consideration is already being given to establishing an annual conference of Registered Providers and developers as part of the annual action plan for the Housing, Design and Major Projects Team.</p>
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