

Haringey's Homelessness Strategy 2012-2014 Community Housing Services



Foreword

With its emphasis on collaborative, multi agency working, Haringey's last three year Homelessness Strategy marked a fresh approach to the way in which homelessness is tackled and prevented in the borough.

Together, we have improved the services available to people who are homeless or at risk of becoming homeless, and we have almost halved the number of homeless households living in temporary accommodation. By promoting housing options and focusing on early intervention, we have prevented homelessness and reduced the demand for social rented housing.

One of the key features of our new, inclusive approach is the way in which we have involved, and consulted with, service users and other stakeholders. Events are well attended and attract positive and constructive feedback.

An online housing directory enables residents to access information about a wide range of services relating to housing, health, education and employment.

Housing applicants are also able to make better, more informed decisions about their future housing because they can now access information about the supply of social rented housing in each part of the borough.

Although it is important we celebrate these successes, we are now facing fresh and even bigger challenges as rising unemployment and a severe shortage of affordable private rented housing – together with the impact of the Government's welfare reforms – threaten to undo all of our achievements of the past few years by increasing homelessness and making it a lot more difficult for residents to meet their housing needs with their own resources.

Haringey's new multi agency Homelessness Strategy builds on the success of the past three years and calls on everyone with an interest in housing in the borough to work together to prevent homelessness, sustain tenancies, increase the supply of affordable housing, mitigate the negative impacts of the welfare reforms and improve the life chances of people who are homeless.

I would like to thank all of the Council's partners who have worked so hard to achieve the excellent improvements of the last few years.



Councillor John Bevan
Cabinet Member for Housing

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Introduction and overview

When we developed our last Homelessness Strategy in 2008, around five per cent of Haringey residents were living in temporary accommodation, homeless families were putting their lives on hold for years while they waited for rehousing, and there was not enough social rented housing to meet demand.

Haringey's Homelessness Strategy 2008-2011 represented a fresh approach to addressing the housing needs of the residents of Haringey, and it was shaped and delivered by a broad cross-section of stakeholders.

During the past three years, the emphasis has been on reducing homelessness and the Council's use of temporary accommodation, improving the quality of temporary accommodation and ensuring that people receive the advice and support they need to achieve independence.

In 2010, the Audit Commission¹ recognised Haringey's "comprehensive approach to preventing homelessness" and acknowledged the effectiveness of its multi agency approach to tackling and preventing homelessness.

Since its Comprehensive Spending Review in October 2010, the Government has substantially reduced its investment in public services and affordable housing. It has also announced a whole raft of welfare reforms that are designed to reduce public expenditure on Housing Benefit and remove any disincentives for people of working age to look for work.

Together with the Affordable Rent Model (which enables registered providers to charge rents equivalent to 80 per cent of the local market rent on new homes and existing social rented housing that becomes empty), the increased use of Flexible Tenancies (which enable registered providers to offer fixed term tenancies lasting 2 years or more) is expected to result in a sustained reduction in the supply of secure / assured tenancies at social rents.

Building on the experience gained during the last 3 years, this new Homelessness Strategy will seek to mitigate the negative impacts that the welfare reforms have on the residents of Haringey. It will continue to ensure that homelessness prevention remains at the top of everyone's agenda and that, through partnership, the citizens of Haringey are provided with effective, high quality services that provide value for money and improve their life chances and enable them to secure and sustain suitable housing.

Strategic context

The Homelessness Act 2002 places a statutory obligation on all local authorities to undertake a review of homelessness in their area and, based on the findings of this review, to develop and publish a strategy to tackle and prevent homelessness.

This is Haringey's third Homelessness Strategy. It has been developed by the Council and its partners, all of whom are strongly committed to providing an effective, evidence based response to one of the borough's biggest problems.

¹ Audit Commission, Allocations, Lettings and Homelessness Re-inspection, London Borough of Haringey 2010

Although some of the causes of homelessness are the same, it is clear that the current economic situation, the welfare reforms and the Localism Act 2011 will have a significant impact on the nature and shape of the services and options that will be needed to prevent and alleviate homelessness.

Scope of the Strategy

This Homelessness Strategy focuses on preventing homelessness and meeting the needs of homeless people in Haringey. It does not cover move-on from supported accommodation, rough sleeping or, indeed, overcrowding and under-occupation in social rented housing, since these are addressed in the Move-On Strategy, Rough Sleepers Strategy and the Overcrowding and Under-occupation Strategy respectively.

How we produced the Strategy

The Homelessness Strategy was initiated by the Integrated Housing Board, a theme Board of the Haringey Strategic Partnership. It is a sub strategy of the Housing Strategy 2009-2019.

This Strategy has been developed in partnership with a wide range of stakeholders, including housing associations and voluntary and community groups that are committed to working with the Council to prevent homelessness and provide services that meet the needs of homeless people.

Consultation on the Strategy

To ensure that we identified all the issues, consulted residents and a wide range of groups and organisations. Although the activities that took place during the consultation period were focused on the draft priorities, feedback was encouraged on all aspects of the Homelessness Strategy.

HAVCO members and more than 200 colleagues across Housing, Social Care, Health, Education, Benefits and Voluntary and Community sectors, were contacted directly, inviting them to a half day consultation event and/or to submit their views and comments on the draft strategy. We also held 3 separate sessions with service users and support providers and invited feedback from private sector landlords at the Landlords Forum. The consultation period ran from August until October 2011.

There was unanimous support for the priorities that were contained within the draft strategy, and many of the comments and suggestions made related to specific actions that could help achieve the priorities. A full report detailing the results of the consultation can be found on Haringey Council's website.

The local context – the situation in Haringey

Who lives in Haringey?

- There are approximately 230,000 people living in Haringey.
- Haringey ranks as the fifth most diverse borough in London.
- Overall 34.4 per cent of Haringey's population, and three-quarters of our young people, are from ethnic minority backgrounds.
- 40 per cent of children in Haringey live in poverty (8th highest in England) and in Tottenham, this increases to 48 per cent² of children.
- Buying a home in Haringey is expensive; lower wages and high house prices make it impossible for some people to ever buy a house. The average price is £342,342³ whereas the average household gross income is £30,295⁴ (lower than the London average). The average household income in the east of Haringey is £16,000 less than in the west.

Homelessness in Haringey

- The level of homelessness acceptances in Haringey reflects the level of poverty and deprivation in the borough. In 2010/11 Haringey accepted 494 households, the 4th highest in London.
- Just over a third of all households accepted became homeless because they were asked to leave by a parent, family or friends; 17% had their private sector assured shorthold tenancies brought to an end. In 75% of these cases, landlords ended the tenancy without declaring any grounds relating to a breach of tenancy.
- In 2010/11 41% of applicants were of black origin, compared with 16% of the population in Haringey.
- Half of the households accepted were lone parents and almost 60% of all households had dependant children.
- Single vulnerable people made up 39% of all accepted applicants.
- In October 2011 there were 3110 households in TA (2339 fewer than in January 2008).
- In 2010/11 Social Services assisted 105 16/17 years olds who said they had no-where to live.
- The Housing Advice and Options teams were able to prevent homelessness in 780 cases in 2010, with more than 70% of these households being helped into private rented accommodation.

² Child Poverty Map, Part 1, England, March 2010

³ Land Registry data, January 2011

⁴ Haringey median household income (gross), CACI, 2010

- There are currently 9,000 households on Haringey's Housing Register.
- In 2010/11, there were more than 800 social housing lettings in Haringey, of which 23% related to housing association homes. Just over half (54%) of the offers made via the Housing Register were made to homeless households living in temporary accommodation.
- Recognising the high levels of need, the Home and Communities Agency has invested more than £139 million in Haringey since 2007, most of which has been used to provide new housing.
- Since April 2011, the Local Housing Allowance has been set at the 30th percentile of rents and has been 'capped'. This means that only 3 properties in every 10 will be let at rents that are at or below the amount that can be taken into account in the calculation of Housing Benefit.
- The most significant financial impact will be felt by large families currently living in homes that have more than four bedrooms because of the introduction of the Local Housing Allowance Cap of £400pw. For a seven person household, the average loss in Haringey will be £58 per week.
- Analysis of Haringey's Housing Benefit data has revealed that 846 single claimants aged between 25 and 35 will see a reduction in their housing benefit entitlement when the Shared Accommodation Rate is applied to claimants under the age of 35. In Haringey, 88% of claimants will lose more than £50 per week.

A more detailed picture of housing needs can be found in Haringey's Review of Housing Need, produced in 2011.

What we have achieved so far

Haringey's Homelessness Strategy 2008-2011 set out the borough's strategic priorities, nine key objectives and 64 key actions. Each key action was defined further, resulting in a total of 234 specific actions which were continuously reviewed. Some 89 per cent of the specific actions contained in the Strategy were completed and, where appropriate the remaining specific actions have been incorporated into the Homelessness Strategy 2012-14.

The main achievements of the Homelessness Strategy 2008-2011 include:

- A 40 per cent reduction in the use of temporary accommodation since January 2008.
- A significant reduction in the costs of temporary accommodation.
- A 'whole service' restructure of the Council's Housing Service in 2009 that established dedicated Housing Advice, Housing Options and Private Sector Lettings teams, providing a focus on homelessness prevention and the provision of housing options as a viable alternative to social housing.

- 890 households prevented from becoming homeless between 2009-11. Some 619 of these were helped to remain in their homes; the other 1,271 were helped to move into alternative accommodation.
- 650 homeless households living in temporary accommodation were helped to access the private sector between 2009-11, after deciding that they no longer wanted to await an offer of social rented housing and remain in temporary accommodation for many years.
- Continued success in helping overcrowded and under-occupying households move to more suitable accommodation (68 in 2010/11).
- A new Housing Allocations Policy (March 2011).
- Rough Sleepers Strategy and Move-On Strategy.
- Development of an online housing service directory.
- An online guide and map showing the location of social rented housing.
- Continued good attendance at the TA User Forum and Landlords Forum.
- Well developed partnerships and joint working.

Links with other Strategies and Plans

The purpose of the Homelessness Strategy is to tackle and prevent homelessness and to encourage all stakeholders to contribute positively to its successful and timely implementation.

As there are direct links between the objectives and priorities in the Homelessness Strategy and those in a wide range of other plans and strategies, it is essential that all of these plans and strategies are closely aligned and that all stakeholders work together to achieve common priorities.

Housing Strategy 2009-19

Haringey's overarching Housing Strategy includes an objective of "meeting housing need through mixed communities which provide opportunities for our residents and to provide people with the support and advice they need in order to prevent homelessness".

The Homelessness Strategy includes the detailed actions necessary to achieve this objective in the Housing Strategy.

Move-on Strategy 2011-16

The purpose of short term supported accommodation is to prevent homelessness and prepare people for independent living by working with service users to develop their skills and confidence.

Where service users remain in supported housing for too long, they will not only be denied the opportunity to achieve independence but will also prevent other people from accessing, and benefiting from, supported accommodation.

In the last Homelessness Strategy, we agreed to address this by developing a Move-on Strategy that includes the necessary actions to ensure that Haringey has a range of suitable and viable options for people who are ready to move on, some of whom may require some other type of support.

Rough Sleepers Strategy 2010-12

The Move-on Strategy and Rough Sleepers Strategy are sub-strategies of the Homelessness Strategy; they have been created in tandem as there are significant links between the two. In order to prevent rough sleeping it is essential that short term supported housing is available to people in need.

Supporting People Five Year Strategy 2005-10

Although this Strategy is due to be refreshed, it will be developed as a Commissioning Plan for Housing Related Support for the expressed purpose of ensuring that resources are targeted to support the priorities of the Council.

We will ensure that the Commissioning Plan takes into account the relevant priorities in the Homelessness Strategy 2012-14.

Overcrowding and Under-occupation Strategy 2011-16

Although a lot of work has been done to tackle overcrowding, this Strategy aims to ensure a co-ordinated multi-agency approach across the borough.

As the Government's welfare reforms are expected to cause a significant increase in the number of families that become homeless, it is essential that we make best use of the limited stock of social housing in Haringey. By working with partners to encourage under-occupiers to downsize, we will be able to free up larger properties for families in housing need.

Child Poverty Strategy 2011

One of the 5 objectives in Haringey's first Child Poverty Strategy 2008-11 is to ensure that children live in adequate housing. Housing issues (including housing-related debt, overcrowding, disrepair, substandard housing and living in temporary accommodation) can all contribute to high levels of child poverty.

One of the statutory duties introduced in the Child Poverty Act is for local authorities to undertake a local child poverty needs assessment. In Haringey, this was completed in 2010 and has informed the Homelessness Strategy.

Haringey's Housing Allocations Policy 2011

One of the key actions in the Homelessness Strategy 2008-11 was to develop a new Housing Allocations Policy that ensures that best use is made of Haringey's social rented housing and applicants are prioritised appropriately.

As the Housing Allocations Policy has a crucial role to play in helping us to manage homelessness, we will monitor the application of the Policy and use the information and data when reviewing the Homelessness Strategy.

Our priorities and how are we going to achieve them

After reviewing housing need, assessed the likely impact of the Government's welfare reforms and consulted widely with stakeholders, we have developed a Homelessness Strategy that has 5 key priorities:

1. Preventing homelessness and sustaining tenancies

We will work proactively to prevent homelessness by intervening early, championing the development of tenancy sustainment services, and providing high quality advice and support services.

We will continue with the successful multi agency approach that we adopted for our previous strategy, and we will look for new and even more innovative ways to prevent homelessness and help tenants to sustain their tenancies and remain in their homes.

We are going to achieve this priority by:

- Identifying the reasons for no fault evictions and develop a new approach to negotiating with private sector landlords to prevent homelessness.
- Improving long term outcomes for young people by developing mediation services.
- Enabling people to sustain their tenancies by developing pre-tenancy training for Care Leavers, people moving –on from short term supported accommodation, and those entering the private rented sector through Council schemes .
- Looking at the feasibility of introducing accreditation for tenants to recognise responsible tenants and provide them with a competitive edge when seeking new accommodation.
- Through the Housing Related Support Practitioners Group enable all agencies to share good practice, ensure a consistent approach to tenancy sustainment and help to deliver associated actions in council plans.
- Ensuring that commissioned housing related support services are accessible to, and meet the needs of, vulnerable households.
- Working with young people in schools to intervene early by raising awareness of the realities of homelessness and signposting to relevant services that support and assist young people.
- Minimising evictions of vulnerable tenants by expanding the remit of the Vulnerable Tenants Panel to include tenants of registered providers.
- Working proactively with registered providers, sharing good practice and developing ways of reducing evictions from social tenancies through the Registered Providers Forum.
- Working with Health Visitors and Social Workers to enable them to prevent homelessness by accessing homelessness prevention fund.
- Ensuring our schemes and service information is up to date and well publicised.
- Reviewing how equalities data is collected with a view to improving response rates
- Consulting elected members on the new powers under the Localism Act and any proposed changes to operations procedures

2. Working in partnership

We know we cannot tackle homelessness on our own. The last three years have shown us how much more we can achieve by working together.

We will actively encourage a way of working that involves a joint approach to problem solving and supports the pooling of resources, the co-location of services and the sharing of information and good practice.

We are going to achieve this priority by:

- Establishing a Homelessness Forum for partners to exchange information and best practice, to ensure that services are co-ordinated, inclusive and have a multi-disciplinary approach to meeting need.
- Seeking opportunities to pool resources, co-locate and avoid duplication to make the best use of our resources; ensuring services are delivered in the most effective way that gives value for money.
- Adopting a co-ordinated approach to grant bidding, working collaboratively to identify and share information on funding opportunities to secure additional resources and promote innovation.
- Working together to address the impacts of national and local changes and their implications for service delivery.
- Ensuring a multi-agency approach to delivering the priorities of this Strategy through the Homelessness Forum.

3 Mitigating the negative impacts of the welfare reforms

We will do everything we can to mitigate the negative impacts that changes to welfare benefits will bring.

We will do this by identifying those households whose homes will be put at risk by the reforms and by working with them to prevent homelessness. To achieve this, we will work proactively with private landlords and rental agents to increase the supply of affordable private rented housing.

We are going to achieve this priority by:

- Contributing to the development of targeted services within North London which focus on providing monetary advice, negotiation with landlords to lower rents and practical support for families forced to move on.
- Working with the Benefits and Local Taxation Service to identify people negatively affected by the changes to welfare benefits, and with our partners to ensure households receive the help they need to find appropriate solutions.
- Mitigating the impact of the changes to the single room rate by maximising the availability of good quality, well managed single rooms for rent for the under 35's, e.g. supported lodgings, securing nomination rights during the HMO licensing process.
- Implementing and monitoring the impacts of the 4 boroughs' agreement on the joint procurement of temporary accommodation.
- Support the Pan London Agreement on the use of temporary accommodation and minimise out of borough placements of vulnerable households.

4. Increasing the availability of affordable housing

We will maximise the supply of good quality, affordable housing and make best use of the borough's social housing stock.

We will do this by removing barriers to the private rented sector, supporting the development of new affordable housing and by freeing up social rented family and adapted homes.

We are going to achieve this priority by:

- Working with private sector landlords and agents, to promote the benefits of working with Haringey Council, building links which act as an incentive and remove the barriers to procuring and accessing private sector accommodation.
- Considering all of the borough's needs when negotiating with housing suppliers, to ensure opportunities to acquire accommodation are not missed.
- Working with Children's Services and Adult Services to bring about a co-ordinated approach for the procurement of accommodation for vulnerable people in need of housing
- Bringing empty homes back in to use and maximise the supply of affordable good quality shared housing by implementing the Additional HMO Licensing scheme, taking enforcement action when needed.
- Seeking to develop new housing options for young people such as a foyer or a supported lodgings scheme.
- Ensuring the best use of our stock and reduce unlawful sub-letting by widening the fraud initiative to include registered providers, promote transfer incentive schemes and effectively utilise short term supported accommodation through Haringey's Move-On delivery plan.
- Consult with partners and the public to produce a Tenancy Strategy which details the tenure and term of tenancies offered by the local authority

5. Improving the life chances of homeless people.

We are constantly reminded of the huge impact that homelessness is having on the health, education attainment, life chances and well-being of some of Haringey's most vulnerable citizens.

We will work proactively to improve the life chances of homeless people by appointing homelessness champions for health, education, employment, social care, children's services and housing.

We are going to achieve this priority by:

- Providing opportunities for service users to be involved in shaping services through the TA User Forum and other groups.
- Working with the Haringey Guarantee to offer short term work placements to Haringey residents and promote schemes that provide advice on education, training and employment.
- Encouraging saving and enable access to low cost finance by promoting the Haringey, Islington and City Credit Union.
- Working closely with the educational welfare service to minimise the disruption that may occur when families move to new accommodation.
- Reducing the impact of overcrowding and the effects on children, through targeted advice, housing options and support.
- Increasing the number of people attaining and maintaining independent living through Housing Related Support Services.
- Ensuring that vulnerable adults and children retain their support networks, by working with Children's and Adult services, ensuring they are notified of housing decisions that affect vulnerable families.
- Reviewing the data we collect so that have a clearer understanding of the health needs of households in TA
- Ensuring that the health inequalities faced by homeless households are addressed through the forthcoming Health and Wellbeing Strategy
- Reducing the impact of moves due to violence by developing and linking services in Haringey and across London.
- Ensuring staff have received training and are aware of safeguarding issues and referral mechanisms

How we will implement and monitor this strategy

A multi agency Homelessness Forum will be established in Haringey to ensure that the actions in the Delivery Plan are implemented and deliver the intended outcomes in a timely manner.

The Homelessness Forum will undertake an annual review of the Homelessness Strategy, to consider the progress made during the year and to look forward to the priorities in the new year and report the results to Cabinet.

Annual progress reports on the implementation of the Homelessness Strategy 2012-14 will be considered by the Council's Cabinet.

As well as monitoring the implementation of the Homelessness Strategy, the Homelessness Forum will identify and share good practice.

Delivery Plan

The Homelessness Strategy Delivery Plan has been produced in consultation with a wide range of stakeholders through a multi agency Homelessness Strategy Steering Group and public consultation. It will be a live document that will be reviewed and developed over the life of the Strategy.

Homelessness Strategy 2012-14 Draft Delivery Plan

Priority	Key Actions	SMART Target	By when	Resources	By whom
1. Preventing homelessness and sustaining tenancies	Identify the reasons for no fault evictions and develop a new approach to negotiating with private sector landlords to prevent homelessness.		Jan 2013	Within existing resources	Various (see below)
	1.1.1 Establish a reportable monitoring process for no fault evictions	Monitoring process agreed			Housing Assessments and Lettings Manager/ Housing Advice and Options Manager
	1.1.2 Monitor no fault evictions monthly to identify reasons	Monitoring implemented	April 2012		
	1.1.3 Survey landlords to identify what could have prevented eviction	Research completed	Sept 2012		Housing Advice and Options Manager
	1.1.4 Run a workshop at the landlords forum to identify approach most likely to succeed in preventing homelessness	Landlord feedback obtained	Sept 2012		Housing Advice and Options Manager
	1.1.5 Report outcomes of 1.2-1.4 and recommend new approach	New approach report produced	November 2012		Housing Advice and Options Manager

Priority	Key Actions	SMART Target	By when	Resources	By whom
	1.1.6 Implement new approach	New approach implemented	Jan 2013		
	Improve long term outcomes for young people by developing mediation services.		Dec 2012	Within existing resources	Various (see below)
	1.2.1 Pilot provision of dedicated family mediation service for 16/17 year olds who have been asked to leave by their families.	SLA drafted	March 2012		Commissioning Manager (Housing Related Support)
	1.2.2 Agree outcomes measures and method of delivery	Service implemented	March 2012		Head of Housing Support and Options
	1.2.3 Monitor impacts and outcomes to assess need to continue approach and mainstream	Monitoring completed and recommendations made	December 2012		Commissioning Manager (Housing Related Support)
	Enable people to sustain their tenancies by developing pre-tenancy training for Care Leavers, people moving –on from short term supported accommodation, and those entering the private rented sector through Council schemes .		June 2013	Within existing resources	Vulnerable Adults Team Manager and Housing Advice and Options Manager

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>1.3.1 Identify key staff that will deliver the training</p> <p>1.3.2 Ensure key staff have attended training for trainers</p> <p>1.3.3 Agree and implement a timetable of sessions to be delivered across advice and options service users, care leavers and people moving on from supported housing</p> <p>1.3.4 Track tenancy success after 12 months to monitor effectiveness of scheme and adjust/ amend training where needed</p>	<p>Pool of staff identified and trained</p> <p>Sessions scheduled and delivered</p> <p>Monitoring Report completed</p> <p>Pre-tenancy training updated</p>	<p>March 2012</p> <p>April 2012</p> <p>June 2013</p>		
	<p>Look at the feasibility of introducing accreditation for tenants to recognise responsible tenants and provide them with a competitive edge when seeking new accommodation</p>		<p>2013/14</p>	<p>Within existing resources</p>	<p>Housing Advice and Options Manager</p>

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>1.4.1 Research existing schemes and best practice, taking into account the cost and short and longer terms outcomes for tenants and landlords.</p> <p>1.4.2 Report findings and recommendations to Senior Management</p> <p>1.4.3 Implementation recommendations</p>	<p>Research completed</p> <p>Report completed and recommendations made</p> <p>Recommendations Implemented</p>			
	<p>Through the Housing Related Support Practitioners Group enable all agencies to share good practice, ensure a consistent approach to tenancy sustainment and help to deliver associated actions in council plans.</p> <p>1.5.1 Review membership of the Housing Related Support Practitioners Group to ensure that representatives from partnership organisations</p>	<p>Review Completed</p>	<p>June 2012</p> <p>March 2012</p>	<p>Within existing resources</p>	<p>Commissioning Manager (Housing Related Support)</p>

Priority	Key Actions	SMART Target	By when	Resources	By whom
	1.5.2 Ensure robust and transparent governance arrangements	Terms of reference agreed	June 2012		
	1.5.3 Programme and hold regular meetings	Meetings scheduled			
	Ensure that commissioned housing related support services are accessible to, and meet the needs of, vulnerable households.		March 2012	Within existing resources	Commissioning Manager (Housing Related Support)
	1.6.1 Strategically consider the needs of vulnerable households and current service provision of housing related support services	Review of provision and needs completed			
	1.6.2 Develop a Housing Related Support Commissioning Plan	Commissioning plan produced			
	Work with young people in schools to intervene early by raising awareness of the realities of homelessness and signposting to relevant services that support and assist young people.		April 2013	Within existing resources	Head of Housing Support and Options

Priority	Key Actions	SMART Target	By when	Resources	By whom
	1.7.1 Work with schools and Alone in London to develop a timetable of sessions to ensure the Alone in London package reaches as many young people as possible.	Timetable agreed	January 2013		
	1.7.2 Deliver sessions in line with timetable	Sessions delivered	April 2013		
	Minimise evictions of vulnerable tenants by expanding the remit of the Vulnerable Tenants Panel (VTP) to include tenants of registered providers.		March 2013	Within existing Resources	Vulnerable Adults Team Manager
	1.8.1 Seek Panel members agreement to expand panel remit	Remit expanded			
	1.8.2 Notify registered providers of VTP remit , referral processes and VTP meeting timetable by October 2012				
	Working proactively with registered providers, sharing good practice and developing ways of reducing evictions from social tenancies through the Rent Arrears forum.		March 2013	Within existing Resources	Head of Housing Needs and Lettings

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>1.9.1 Ensure a standing item on rent arrears, is included in the registered providers forum and review membership to ensure representation from Benefits and Local Taxation .</p> <p>1.9.2 Consult with the Registered Providers Forum to establish the feasibility of establishing a Rent Arrears forum.</p> <p>1.9.3 Implement recommendations</p>	<p>Rent arrears best practice/issues discussed</p> <p>Recommendations made and implemented</p>	<p>Sept 2013</p> <p>March 2013</p>		
	<p>Work with Health Visitors and Social Workers to enable them to prevent homelessness by accessing a homelessness prevention fund.</p> <p>1.10.1 Develop an offer to Social Workers and health visitors describing the circumstances under which assistance can be provided from a homelessness prevention fund, including any limits.</p>	<p>Offer to social worker and health visitors agreed</p>	<p>April 2014</p> <p>January 2014</p>	<p>Within existing resources</p>	<p>Housing Advice and Options Manager</p>

Priority	Key Actions	SMART Target	By when	Resources	By whom
	1.10.2 Develop application and approval process for the release of funds, including incorporating into existing VTP panel process	Application process agreed	March 2014		
	1.10.3 Notify all relevant officers	Offer promoted and implemented	April 2014		
	Ensure service offer and schemes are up to date and well publicised		March 2013	Within existing resources	Service Operations Manager
	1.11.1 Review all service and scheme literature including who to contact to report disrepair	Literature reviewed and updated	Sept 2012		
	1.11.2 Promote the Advice Line				
	1.11.3 Promote online advice	Schemes publicised	March 2013		
	1.11.4 Consider joint publicity with registered providers				

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>Review how equalities data is collected with a view to improving response rates.</p> <p>1.12.1 Review all forms and practices, including on-line guidance and make recommendations.</p> <p>1.12.2 Identify any trends among over represented groups by analysing annually the reason for loss of last home in each protected group.</p>	<p>Review complete and recommendations made</p>	<p>Sept 2012</p>	<p>Within existing resources</p>	<p>Service Operations Manager</p>
	<p>Consult elected members on the new powers under the Localism Act and any proposed changes to operational procedures</p> <p>1.13.1 Produce Cabinet report for consideration and make recommendations</p> <p>1.13.2 Implement any agreed changes.</p>	<p>Cabinet report completed</p> <p>Recommendations implemented</p>	<p>June 2012</p>	<p>Within existing resources</p>	<p>Deputy Director Community Housing Services</p>

Priority	Key Actions	SMART Target	By when	Resources	By whom
2. Working in partnership	Establish a Homelessness Forum for partners to exchange information and best practice, to ensure that services are co-ordinated, inclusive and have a multi-disciplinary approach to meeting need.		March 2012	Within existing resources	Homelessness Strategy Implementation Officer, then led by Chair of Forum
	2.1.1 Establish a Homelessness Forum with representatives from partner organisations	Homelessness Forum established			
	2.1.2 Ensure robust and transparent governance arrangements, to include monitoring the progress of the Homelessness Strategy Delivery Plan	Chair appointed and terms of reference agreed			
	2.1.3 Programme and hold regular meetings	Meetings scheduled			

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>Seek opportunities to pool resources, co-locate and avoid duplication, ensuring services are delivered in the most effective way that gives value for money.</p> <p>2.2.1 Include joint working as a standing agenda item at the homelessness forum, showcasing good examples of joint working and service delivery and enabling partners to make links that can lead to efficiencies</p>	Regular briefings delivered	March 2012	Within existing resources	As 2.1
	<p>Adopt a co-ordinated approach to grant bidding, working collaboratively to identify and share information on funding opportunities to secure additional resources and promote innovation.</p> <p>2.3.1 Identify a lead officer to; maintain a register of grant bids and bidding activity and be the point of contact for agencies</p>	Lead officer identified	April 2013	Within existing resources	As 2.1

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>2.3.2 Publicise co-ordination of grant bidding through the homelessness forum</p> <p>2.3.3 Ensure the register is kept up to date through quarterly forum bulletins</p>	Register established and updated			
	<p>Work together to address the impacts of national and local changes and their implications for service delivery.</p> <p>2.4.1 Include policy updates as standing agenda item at the Homelessness Forum to generate discussion and collaboration</p>	Policy updates delivered	March 2012	Within existing resources	Service Operations Manager/ Corporate Policy Team
3	<p>Mitigating the negative impacts of the welfare reforms</p> <p>Contribute to the development of targeted services within North London which focus on providing monetary advice, negotiation with landlords to lower rents and practical support for families forced to move on.</p>		April 2012	Sub regional grant funding	Housing Advice and Options Manager

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>3.1.1 Consider the feasibility of hosting one of two hubs offering targeted support for the North London sub region</p> <p>3.1.2 Subject to available resources make necessary arrangements to enable launch of specialist service and monitor outcomes</p>	<p>Recommendations made</p> <p>Service launched and outcomes monitored</p>			
	<p>Work with Benefits and Local Taxation to identify people negatively affected by the changes to welfare benefits, and with our partners to ensure households receive the help they need to find appropriate solutions.</p> <p>3.2.1 Obtain a regular report which highlights households that will receive a reduced amount of benefits when transitional protection ends, to enable a planned service response</p>	<p>Monthly reports received</p>	<p>April 2012</p>	<p>Within existing resources</p>	<p>Housing Advice and Options Manager</p>

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>3.2.2 Liaise with Benefits to ensure households are signposted to obtain advice</p> <p>3.2.3 Liaise with Customer Services to ensure when appropriate households are referred to hub</p>	<p>Guidance in place</p> <p>Referral process confirmed</p>			
	<p>Mitigate the impact of the changes to the single room rate by maximising the availability of good quality, well managed single rooms for rent for the under 35's</p> <p>3.3.1 Consider feasibility of offering discount on HMO licensing in return for nomination rights</p> <p>3.3.2 Consider feasibility of developing a supported lodging scheme for young people</p> <p>3.3.3 Implement recommendations subject to approval</p>	<p>Recommendations made</p> <p>Recommendations implemented</p>	<p>March 2013</p>	<p>Within existing resources</p>	<p>Various (see below)</p> <p>Housing Improvement Team Manager (Private Sector)</p> <p>Head of Housing Support and Options</p> <p>Housing Improvement Team Manager (Private Sector) / Head of Housing Support and Options</p>

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>Implement the 4 boroughs' agreement on joint procurement of temporary accommodation and monitor outcomes and impacts</p> <p>3.4.1 Monitor on a monthly basis the number, location, price and types of properties offered to and secured by the four boroughs</p> <p>3.4.2 Regularly review terms of agreement and membership, agreeing any amendments</p>	<p>Monthly monitoring completed and distributed</p> <p>Review ongoing</p>	<p>April 2012</p> <p>August 2011</p> <p>April 2012</p>	<p>Within existing Resources</p>	<p>Head of Housing Needs and Lettings</p>
	<p>Support the Pan London agreement on the use of temporary accommodation and minimise out of borough placements of vulnerable households.</p> <p>3.5.1 Monitor Inter Borough Temporary Accommodation Agreement returns to understand other borough placements into Haringey</p>	<p>Monthly monitoring completed</p>	<p>December 2012</p>	<p>Within existing resources</p>	<p>Head of Housing Needs and Lettings</p>

Priority	Key Actions	SMART Target	By when	Resources	By whom
	3.5.2 Liaise with other London Boroughs to minimise breaches of the agreement and ensure vulnerable households are supported	Breaches identified and addressed			
4. Increasing the availability of affordable housing	<p>Work with private sector landlords and agents, to remove the barriers to procuring and accessing quality private sector accommodation.</p> <p>4.1.1 Continue to regularly hold Landlord Forums to build links that act as an incentive to work with the Council</p> <p>4.1.2 Promote the benefits of working with the Council through the landlords newsletter</p> <p>4.1.3 Consult landlords on feasibility and benefits of introducing a tenant accreditation scheme</p> <p>4.1.4 Ensure landlords and tenants have access to advice and support when needed.</p>	<p>Quarterly Forums Held</p> <p>Monthly Newsletter published</p> <p>Research Completed</p> <p>Consultation report complete</p>	April 2013	Within existing resources	Housing Advice and Options Manager

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>Work with Children’s Services and Adults services to bring about a co-ordinated approach for the supply of accommodation for vulnerable people in need of housing</p> <p>4.2.1 Liaise with Children and Families and Adults services to identify procurement needs annually for each service</p>	Annual procurement needs identified and recorded	April 2014	Within existing resources	<p>Various (see below)</p> <p>Head of Housing Support and Options/ Commissioning Manager (Housing Related Support)/ Housing Design and Major Projects Team Leader</p>
	<p>Consider all of the borough’s needs when negotiating with housing suppliers, to ensure opportunities to acquire accommodation are not missed.</p> <p>4.3.1 Produce annual procurement projections as a tool to ensure procurement matches need across the council services</p>	Procurement projections mapped	April 2014	Within existing resources	<p>Various (see below)</p> <p>Head of Housing Needs and Lettings/ Housing Design and Major Projects Team Leader</p>

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>Bring empty homes back in to use and maximise the supply of affordable good quality shared housing by implementing the Additional HMO Licensing scheme, taking enforcement action when needed.</p> <p>4.4.1 Assess feasibility of expanding additional licensing of HMO's</p> <p>4.4.2 Explore feasibility of increasing capacity in relation to enforcement activity</p> <p>4.4.3 Explore funding opportunities which can bring empty homes back into use.</p> <p>4.4.4 Look at the feasibility of working with co-operatives to bring empty homes back into use</p>	<p>Feasibility report complete</p> <p>Feasibility report complete</p> <p>Funding identified (quarterly)</p>	<p>April 2013</p>	<p>Within existing resources</p>	<p>Various (see below)</p> <p>Housing Improvement Team Manager (Private Sector) / Corporate HMO group</p> <p>Housing Improvement Team Manager (Private Sector)</p>

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>Seek to develop new housing options for young people such as foyers or supported lodgings schemes.</p> <p>4.5.1 Work with social services to set up training flats for young people leaving care to ensure they gain the skills to live independently and sustain future tenancies</p> <p>4.5.2. When negotiating terms of existing and new developments, consider mapped projections and Identify providers that may be interested in developing specialist housing</p>	<p>Training flats established</p> <p>Providers identified</p>	<p>April 2014</p>	<p>Within existing resources</p>	<p>Various (see below)</p> <p>Head of Housing Support and Options</p> <p>Head of Housing Needs and Lettings</p>
	<p>Ensure the best use of our stock and reduce unlawful sub-letting.</p> <p>4.6.1 Review the Council's Housing Allocations Policy having regard to pan London mobility</p>	<p>Review completed</p>	<p>April 2014</p> <p>April 2013</p>	<p>Within existing resources</p>	<p>Various (see below)</p> <p>Head of Housing Needs and Lettings</p>

Priority	Key Actions	SMART Target	By when	Resources	By whom
	4.6.2 Widen fraud initiative to include registered providers	Registered providers included	April 2013		Head of Housing Needs and Lettings
	4.6.3 Promote transfer incentives schemes and activities which are focused on overcrowding and under occupation	Outcomes monitored (quarterly)	Dec 2012		Housing Advice and Options Manager
	4.6.4 Review Haringey's Move-on delivery plan to effectively utilise short term supported accommodation	Delivery Plan reviewed and monitored (quarterly)	Dec 2012		Commissioning Manager (Housing Related Support)
	4.6.5 Promote the money to move scheme to reduce under occupation	Scheme promoted	Dec 2012		Housing Advice and Options Manager
	4.6.6 Increase the number of moves through mutual exchange by holding a Home swap event	Event held	March 2012		Housing Advice and Options Manager
	4.6.7 Consider the functionality and possible interaction of Home swapper and Right size to match overcrowded households and under occupiers	Functionality and compatibility explored and reported on	March 2012		Head of Housing Needs and Lettings

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>In accordance with the Localism Act, consult with partners and the public to produce a Tenancy Strategy which details the tenure and term of tenancies offered by the local authority</p> <p>4.7.1 Convene a steering group meeting to develop the strategy</p> <p>4.7.2 Produce a public consultation plan</p> <p>4.7.3 Through the strategy steering group, produce a draft strategy for approval by elected members and for public consultation.</p> <p>4.7.4 Launch new tenancy strategy</p>	Tenancy Strategy Produced	<p>November 2012</p> <p>May 2012</p> <p>May 2012</p> <p>August 2012</p> <p>November 2012</p>	Within existing resources	Head of Housing Needs and Lettings /Corporate Policy
5. Improving the life chances of homeless people	<p>Provide opportunities for service users to be involved in shaping services.</p> <p>5.1.1 Through the TA User forum and other groups promote opportunities to take part in focus groups.</p>		March 2013	Within existing Resources	Temporary Accommodation Services Manager

Priority	Key Actions	SMART Target	By when	Resources	By whom
	5.1.2 Consult service users on running events or taking part in sessions which raise awareness of homelessness issues.	Service users consulted			
	<p>Work with the Haringey Guarantee to increase opportunities for TA and short term supported housing residents.</p> <p>5.2.1 Promote schemes that provide advice on education training and employment</p> <p>5.2.2 Offer short term work placements</p> <p>5.2.3 Provide access to work programmes</p>	<p>Schemes promoted</p> <p>Short terms placements arranged</p> <p>Work programmes accessed</p>	Jan 2013	Within existing resources	Head of Housing Needs and Lettings

Priority	Key Actions	SMART Target	By when	Resources	By whom
5. Improving the life chances of homeless people	Encourage saving and enable access to low cost finance by promoting the Haringey, Islington and City Credit Union.		March 2013	Within existing resources	Head of Housing Needs and Lettings
	5.3.1 Arrange awareness raising sessions for staff who regularly come into contact with homeless households	Session delivered			
	5.3.2 Identify agencies whose service users may benefit from access to the credit union e.g. Short term supported housing providers, housing managers, HAVCO membership	Agencies identified			
	5.3.3 Ensure leaflets are distributed.	Leaflets distributed			
	5.3.4 Publicise credit union on Haringey's web site	Information posted on Web site			

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>Minimise disruption to education that may occur when families move to new accommodation.</p> <p>5.4.1 Work closely with the educational welfare service to ensure moves are facilitated in a way that minimises the potential effects on educational achievement</p>	Reduction in days out of school for children in TA	March 2013	Within existing resources	Head of Housing Needs and Lettings
	<p>Reduce the impact of overcrowding and the effects on children.</p> <p>5.5.1 Help non dependants to move to alternative accommodation and access education training and employment through the InComE project.</p> <p>5.5.2 Work with Social services to identify and alleviate overcrowding through the space saving initiative</p>	10 moves per year	March 2013	Within existing resources	Housing Advice and Options Manager

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>Increasing the number of people attaining and maintaining independent living through Housing Related Support Services.</p> <p>5.6.1 Review existing contract specifications to allow providers the flexibility to re-direct resources to achieve the most effective outcomes</p> <p>5.6.2 Ensure the performance framework measures and promotes clear outcomes and that performance indicators highlight the targets required</p> <p>5.6.3 Hold regular meetings with housing related support providers to ensure effective move on arrangements are in place.</p>	<p>Contract Specifications reviewed</p> <p>Performance framework reviewed</p> <p>Regular meetings held</p>	<p>March 2013</p>	<p>Within existing resources</p>	<p>Commissioning Manager (Housing related Support)</p>

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p>Ensure that vulnerable adults and children retain their support networks, by working with Children's and Adult services.</p> <p>5.7.1 Extend current procedures to ensure that Children's and Adults services are notified of housing decisions that affect vulnerable households known to them.</p>	Procedure implemented	April 2014	Within existing resources	<p>Various (see below)</p> <p>Head of Housing Needs and Lettings/Head of Housing Support and Options</p>
	<p>Ensure that we have a clearer understanding of the health needs of households in TA</p> <p>5.8.1 Review the data we collect and reports produced</p>	Review completed	September 2012	Within existing resources	Service Operations Manager
	<p>Ensure that the health inequalities faced by homeless households are addressed through the forthcoming Health and Wellbeing Strategy</p> <p>5.9.1 Ensure consultation response completed</p>	Response completed	April 2012	Within existing resources	Commissioning Manager (Housing Related Support)

Priority	Key Actions	SMART Target	By when	Resources	By whom
	5.9.2 Ensure service representation on housing related task and finish groups	Housing represented			
	Reduce the impact of moves due to violence by developing and linking services in Haringey and across London		Dec 2012	Within existing resources	Various (see below)
	5.10.1 Review existing /develop new cross borough service protocols for DV support services and Children's Services	Review and completed new and updated protocols in place	Sept 2012		Hearthstone Manager
	5.10.2 Work with other Local Authorities and Registered Providers to develop reciprocal re- housing arrangements for social housing tenants made homeless by domestic violence	New arrangements agreed	Dec 2012		Housing Needs and Lettings Manager

Priority	Key Actions	SMART Target	By when	Resources	By whom
	5.10.3 Consider as part of the Housing Related Support review, access to ongoing support for survivors once relocated (in order to minimise isolation and the risk of the survivor returning to danger area).	Considered and outcome included in review	April 2012		Commissioning Manager (Housing Related Support)
	5.10.4 Consider as part of the Housing Related Support review Access to floating/ resettlement support provision for survivors of domestic violence moving to a place of safety	Considered and outcome included in review	April 2012		Commissioning Manager (Housing Related Support)
	Ensure staff have received training and are aware of safeguarding issues and referral mechanisms		April 2013	Within existing resources	Head of Housing Support and Options
	5.11.1 Review training records to establish staff in need of training.	Staff in need of training identified			
	5.11.2 Arrange training/awareness sessions for staff, which includes learning gained from serious case reviews	Training delivered			

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