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| Report for: | Cabinet on 20 March 2012 | Item number | |
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| Title: | Homes for Haringey Business Plan 2012 - 17 |
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| Report authorised by : | <p>Mun Thong Phung Director of Adult and Housing Services</p> <p></p> <p>Signed: pp Date:08.03.12</p> |
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| Lead Officers: | <p>Phil Harris, Deputy Director Community Housing Services Tel:0208 489 4338 E-mail phil.harris@haringey.gov.uk</p> <p>Rowann Limond, Director of Resources Tel:0208 489 5339 E-mail rowan.limond@homesforharingey.org</p> |
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|------------------------------|--------------|
| Ward(s) affected: All | Key Decision |
|------------------------------|--------------|

1. Describe issue under consideration

- 1.1 The report will seek Cabinet agreement of the Homes for Haringey (HfH) Business Plan 2012-17, which has been developed in consultation with the Community Housing Service and the Cabinet Member for Housing.
- 1.2 The Community Housing Service recommends that Cabinet agrees the Homes for Haringey Business Plan for 2012 -17, which is attached as an appendix.
- 1.3 The view of the Community Housing Service is that the business plan is comprehensive and shows how Homes for Haringey will effectively support



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delivery of the Council's vision and priority outcomes, the Haringey Housing Strategy and the Haringey Strategic Partnership's Sustainable Community Strategy.

2. Cabinet Member Introduction

2.1 I welcome Homes for Haringey's Business plan for 2012-17. Homes for Haringey is committed to providing excellent services to residents and to managing and maintaining Council homes in Haringey to the highest possible standard. Homes for Haringey works closely with the Council to achieve One Borough, One Future.

2.2 Following the Government's reduction of the Decent Homes funding, Homes for Haringey have worked closely with tenants and the Council to revise the scope of works and to aim to achieve the revised target of 87% homes decent by 2015.

2.3 I note the business priorities for 2012 -13 and note that some very important and substantial projects and changes will be introduced this year and that these along with the plans for 2012 – 17 will assist in achieving the recently announced "tenants top ten priorities."

1. Be much stricter on enforcement and make estates safe places to live (design out crime)
2. First impressions count – let's have estates that both residents and staff take pride in
3. Homes for Haringey must find ways to invest in Haringey (new build, re-build, regenerate)
4. Improve customer service: phones, face2face
5. Ensure we get repairs right – from first contact to Right First Time
6. Opportunities (training and work) for all residents in the borough, particularly young people
7. Improve how effectively teams and individuals work together to provide a seamless service
8. More support for the most vulnerable
9. Reduce bureaucracy – the "quick fix" approach
10. Homes for Haringey to do more in-house, deliver wider range of services, deliver services to others.

2.4 I will of course continue to work with the Chief Executive of Homes for Haringey and Homes for Haringey's Board and the Director of Adult and Housing Services to ensure that the priorities are monitored and on track to deliver.



- 2.5 All efforts in the past year has been noted in striving for continued improvements in the Housing Services. With all the changes being implemented in all aspects of housing from new build to other key areas there is a need for us all to maintain continuous improvement.

3. Recommendations

- 3.1 The Community Housing Service recommends that Cabinet approves the HfH Business Plan 2012-17.

4. Other options considered

Not applicable.

5. Background information

- 5.1 The HfH Business Plan was agreed by the HfH Board on the 30th January 2012.
- 5.2 The Business Plan includes a summary of HfH's five year Medium Term Financial Strategy (and other financial information in the three year planning format required by the Council's Business Planning framework).
- 5.3 The plan also includes a summary improvement plan that shows HfH's business priority projects for 2012/13 – these are the projects / programmes that are reported to the Council and Board on a quarterly basis. The plan also includes the key performance indicators to be reported to the Council.

6. Comments of the Chief Financial Officer and Financial Implications

- 6.1 Homes for Haringey is a company owned and controlled solely by the Council with no share capital and limited by guarantee. The Council undertakes to provide financial support to enable the company to continue to operate as a going concern.
- 6.2 Homes for Haringey provide a range of functions in relation to the management and maintenance of the Council's housing stock as detailed in the Management Agreement.
- 6.3 As indicated in paragraph 8.5 of the Business Plan the Council's Housing Revenue Account is managed through the Homes for Haringey company account ("Company Accounts"), Council budgets for which management is delegated to the company ("Managed Accounts") and the Council's residual budgets ("Retained Accounts").

6.4 Each year the Council, in respect of the services provided directly by the company, agrees to pay a management fee which in 2012-13 is £40.773m. In accordance with the Council's direction and budget strategy this represents a saving of 5% on the 2011-12 budget which has been allocated between services largely at the discretion of the company. The company have budgeted to break even in 2012-13.

6.5 Paragraphs 8.3 and 8.5 provide details of the Council's capital programme and Housing Revenue Account for the next three and five years respectively. For the years beyond 2012-13 the figures are indicative and will be reviewed as part of the Medium Term Financial Plan in accordance with the Council's normal financial planning process. The main features in relation to 2012-13 are as follows:

6.6 Capital programme

| | £m |
|---|-------------|
| Decent Homes – partly financed by Government grant of £17m. | 25.3 |
| Capitalised repairs | 4.6 |
| Boiler replacements and major repairs | 3.5 |
| Lift renewals | 2.2 |
| Other programmed works and professional fees | 6.5 |
| Projects | 1.9 |
| TOTAL | 44.0 |

| Housing Revenue Account | Change from 2011-12 | |
|---------------------------------|---------------------|--------------|
| | £m | £m |
| Rental income | (80.2) | (5.2) |
| Management | 18.7 | (3.3) |
| Maintenance | 18.6 | (0.4) |
| Allocation for capital purposes | 19.4 | 5.8 |
| Interest etc | 16.0 | (4.1) |
| TOTAL | (7.5) | (7.2) |

6.7 The service and financial aspects of the Business Plan will be monitored on a monthly basis to ensure that the objectives are achieved.

6.8 The council is currently carrying out a review of the management of the Housing Revenue Account to include the distribution of responsibilities between itself and Homes for Haringey. This will also cover the production of future business plans.

7. Head of Legal Services and Legal Implications



7.1 The 2012/17 Business Plan has been prepared in accordance with the September 2011 Management Agreement. It recognises the impact of the main reforms under the Localism Act 2011 in terms of regulation, accountability, tenure, allocations and housing finance and also the proposed welfare reforms set out in the Welfare Reform Bill.

7.2 There are no further legal implications arising from this report.

8. Equalities and Community Cohesion Comments

8.1 Equalities and diversity is a cross-cutting theme in HfH's Performance Management Framework and in all aspects of their service delivery through the organisation's business and team planning process.

8.2 The HfH Business Plan is supported by the HfH Equalities & Diversity strategy and Equal Opportunities policy, as referenced in sections 7 and 10 of the plan, and these documents jointly set out HfH's approach to equalities and diversity.

8.3 HfH's approach to Community Cohesion is set out in its Equal Opportunities Policy and supplemented by work being undertaken to deliver on HfH's Resident Involvement Agreement (referenced in sections 7 and 10 of the plan).

8.4 The Business Plan and these supporting documents confirm that both the principle of equality and diversity and HfH's approach to community cohesion is fundamental to the organisation's work and its relationships with staff and residents.

9. Head of Procurement Comments

9.1 Not applicable (HfH's Procurement Strategy is referenced in section 10 of the plan and sets out HfH's approach to procurement. Decisions on HfH's Capital, Decent Homes and other applicable contracts go to the Council's Procurement Committee / Cabinet as separate reports).

10. Policy Implications

10.1 From a policy context, the Business Plan confirms that HfH supports the Council's '*One Borough, One Future*' vision and outcomes.

10.2 The Business Plan also describes the work HfH is delivering in support of the Haringey Housing Strategy, the Council Plan, and the Sustainable



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10.3 Community Strategy, and takes into account the requirements of the wider national, regional and sub-regional policy context.

10.4 The plan was developed in consultation with a range of stakeholders, including the Cabinet Member for Housing, Council officers, residents, HfH staff and Board members.

10.5 The plan confirms the continuation of HfH's vision: HfH wants '*to be an outstanding housing provider - an organisation of which our residents and our partners are proud*'.

10.6 The plan also proposes the continuation of HfH's long-term strategic aims which have been agreed by the Council as linking in with the Council's own strategic priorities:

- To deliver excellent services
- To provide better homes
- To help develop stronger and safer communities
- To become an excellent well-led organisation
- To deliver Value for Money.

10.7 These strategic aims are supported by annual business priorities described in detail in sections 11 and 12 of the plan.

10.8 HfH has submitted its Business Plan for 2012–17 to meet the requirements of the Council's business planning timetable and framework.

11. Use of Appendices

11.1 The Business Plan is being submitted to the Cabinet for approval as:

- Appendix 1: Draft Homes for Haringey Business Plan 2011–16

-The cabinet is asked to note that this document includes HfH's Improvement Plan 2012/13 in Section 12.

12. Local Government (Access to Information) Act 1985

12.1 Council's Housing Strategy

12.2 Council Plan

12.3 Sustainable Community Strategy

12.4 HfH Business Plan 2011-16

12.5 Audit Commission Inspection report 2010



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12.6 Council's Performance Management Framework

12.7 HfH Medium Term Financial Strategy

12.8 HfH Asset Management Strategy

12.9 HfH Customer Access Strategy

12.10 HfH Environmental Sustainability Strategy

12.11 HfH Equalities and Diversity Strategy

12.12 HfH Equal Opportunities Policy

12.12 HfH Financial Strategy

12.13 HfH Performance Management framework

12.14 HfH Procurement Strategy

12.15 HfH Resident Involvement Agreement

12.16 HfH Risk Management Strategy

12.17 HfH Value for Money Strategy

12.18 Vulnerable Tenant Strategy