

# Homes for Haringey Business Plan 2012/17



Homes for Haringey

working together



Haringey Council

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# 1. Introduction

Homes for Haringey (HfH) is committed to providing excellent services to residents, and to managing and maintaining council homes in Haringey to the highest possible standard. This year we launched a 'Big Conversation' with residents, staff, Council partners, and other stakeholders. This consultation has helped determine our business priorities for the future that are the basis of this business plan. These priorities will change the way we work as an organisation, and are set out in more detail in sections 11 and 12.

The business priorities will ensure we continue to work closely with the Council to support their vision of '*One Borough, One Future*' and help them maintain their ambition for a *Better Society*. The business plan sets out the work we are doing to support the five outcomes agreed by the Council and their partners as part of this vision. The work we deliver also supports the Council's *Housing Strategy*, the *Council Plan* and Haringey Strategic Partnership's *Community Strategy*.

We have already achieved much as an organisation and have been working with the Council and residents to deliver Decent Homes and improve services. We brought over 5500 homes in the borough up to the Decent Homes standard and resident satisfaction with the works was consistently high. This work has helped to regenerate estates and neighbourhoods for local communities. Following the Government's reduction of Decent Homes funding, HfH has worked with residents and the Council to revise the scope of works included in the programme to ensure that we address absolute priorities. The focus, therefore, has switched to an 'elemental' approach which includes external works and internal essential health and safety works only, and we are now delivering this work.

We are also working with the Council on a stock options appraisal they have commissioned and are preparing a 30 year business plan to assess future funding requirements of the housing stock. This work is assisting us in the move to a self-financing Housing Revenue Account (HRA) in April 2012, in line with Government policy, and we are preparing for the risks and opportunities that this change affords. The financial context and local government financial settlement continues to mean that Haringey Council has a greatly reduced budget over the coming years. Our aim is to work in close partnership with the Council to help ensure residents receive the best possible services.

This business plan sets out our five year financial plan and summary business priority improvement plan for 2012/13. The plan explains services provided by HfH to the Council in return for an annual management fee and describes the framework within which services are delivered. The plan is updated annually by HfH, taking into account residents' views, and then formally approved by the Board and Haringey Council. The Board is responsible for approving the plan on behalf of the company and ensuring that services are delivered and that targets are met.

We are pleased with our progress as an organisation and hope that we can continue to contribute to meeting the aspirations of residents and partners in Haringey.

## 1.1 Vision, Aims, Priorities and Values

### Our Vision

We want to be an outstanding housing provider - an organisation of which our residents and our partners are proud.

### Our Aims

We have five long-term strategic aims to ensure we achieve our vision. These long term aims were developed in consultation with our residents, Council, Board and staff. They are:

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

Running through these strategic aims are four cross-cutting themes: equalities and diversity, involving residents, sustainability, and working in partnership with stakeholders.

### Our Business Priorities for 2012/13

Our business priorities are reviewed and updated on an annual basis to ensure we are responsive to both the national and local context. We have seven new Business Priorities for 2012/13 that will help determine the future of HfH. The priorities are:

- Service Excellence
- Capital, Regeneration and Energy
- New Vision for the Housing Management Service
- People
- Finance, Efficiency and Value for money
- New Business

These priorities are described in more detail in section 11 of this plan.

### Our Values

We have also worked with staff, residents and the Board to agree our values. HfH serves a diverse community. Working here means:

- customers are at the heart of everything we do
- getting it right first time
- everybody takes responsibility for delivering on our promises
- welcoming feedback and using it to improve
- we achieve more through teamwork and value everyone's contribution
- treating everyone with equal respect.

HfH aims to have transparent policies and procedures, and provide services that are easily accessible to customers. We also aim to work in close partnership with all stakeholders.

## 1.2 Local context

HfH manages 20,651 properties on behalf of the London Borough of Haringey: 14,771 tenanted general needs, 1,365 supported and community good neighbour, and 4,491 leasehold. There are also 24 co-operative properties. The stock condition survey in 2003 showed that 58% of tenanted stock did not meet the government's Decent Homes Standard. We have brought over 5,500 properties up to the Decent Homes standard and the level of non-decency of the housing stock is expected to be 29.8% in March 2012. The non-decency target for the housing stock that HfH has agreed with the Homes and Communities Agency is 13% by 2015 (though this is subject to future funding announcements).

HfH serves a diverse community. Haringey's population is the fifth most ethnically diverse in the country: about half of the 225,000 residents come from minority ethnic backgrounds bringing cultural diversity and vitality to the borough. The population is young and growing. There are 53,800 children and young people under the age of 20. Over half (above both the London and England averages) is under the age of 35. Between 1991 and 2001 the population grew by 8% and is projected to grow by a further 11.1% over the next 25 years, according to the Office of National Statistics. This growing population presents opportunities, but also challenges. Haringey is the 13<sup>th</sup> most deprived borough in England and the fourth most deprived in London. Pockets of extreme deprivation are most evident in the east, where most of the homes we manage are located. Over one in five households is classified as overcrowded and some 3,144 households are in temporary accommodation; this is the highest in England.

Just over 30% of households in Haringey live in social housing. Our records show that 62% of council tenants are female and 38% male; 50% of tenants are White (of which the largest group is White British – 27% of all tenants) and 50% from other ethnicities (36% are Black, 6% are Asian, 1% mixed, and 7% belong to other ethnic groups). According to 2001 Census data 22% of council tenants are disabled or have a long term limiting illness.

We carried out our most recent tenant satisfaction survey in 2011 - the results are currently being analysed and the findings will be shared with the Council and residents when the analysis has been finalised.

## 1.3 Working in partnership with the Council

We work in close partnership with Haringey Council to help achieve Council priorities. HfH is responsible for management of the Council's housing stock, delegated under Section 27 of the Housing Act 1985. This responsibility includes housing management, rent collection, leasehold management, repairs, tenant involvement, maintenance of the housing stock, and asset management planning. The Council has retained the strategic housing service, including lettings, allocations and homelessness, and manages the aids and adaptations process. The relationship between HfH and Haringey Council is set out in the Memorandum and Articles of Association, the Management Agreement, and associated documents. We hold monthly monitoring meetings with the Council. Our Management Agreement was originally for five years, until 2011, but the Council voted unanimously to extend it until 2017.

We also support the Council's Housing Strategy, which sets out a vision for the future of housing in the borough. The vision is to create: *"Neighbourhoods that people choose to live in with a balance of different types of homes which offer quality, affordability and sustainability for current and future generations"*. The strategy identifies five aims to help achieve the vision and we contribute to each of these aims:

1. To meet housing need through mixed communities which provide opportunities for our residents
2. To ensure housing in the borough is well managed, of high quality, and sustainable
3. To provide people with the support and advice they need
4. To make all homes in the borough a part of neighbourhoods of choice
5. To contribute to creating the Greenest Borough.

We also contribute to delivering the Council's corporate outcomes as set out in the *'Rethinking Haringey: One Borough One Future'* strategy document and engage in wider partnership working to support the Haringey Strategic Partnership's *'Sustainable Community Strategy'*. Our work to support the Council's proposed draft priorities for 2012/13 includes:

1. **Grow local jobs** – We have an apprenticeship scheme for our Repairs Service that recruits, trains and employs young people from the local area.
2. **Reinvigorate our regeneration priorities** – We have been working closely with the Council as they develop their regeneration plans for Tottenham. As part of this work, over 60 of our staff, including our Leadership team, went out door knocking in Tottenham to assist with the Council's consultation.
3. **Tackling the housing challenges** – We agree our Decent Homes and Capital programmes with the Council to ensure it delivers investment in the housing stock in line with their priorities.
4. **Improving outcomes for young people and forging a new relationship with schools** – We have launched 'Project 20:20' which aims to improve the life chances for young people in the Northumberland park area, and we have an ongoing work experience programme with local schools.
5. **Cultivating a culture of excellence** – We are creating a culture of excellence through our strong ongoing organisational development work; which we have evidenced through our attainment of the *Customer Service Excellence* accreditation and the *Investors in People* Silver Status Award.



## 1.4 National Context

HfH's business plan also responds to the national context, and takes into account the following changes and challenges:

- 1. Local Government financial settlement:** The comprehensive spending review and subsequent local government financial settlements reduced Haringey Council budgets substantially over a three year period. HfH is working closely with our Council partners to ensure tenants receive the best possible services in this difficult financial context.
- 2. Localism Act:** HfH is responding to the Government's Localism Act which aims to drive up public sector standards by strengthening tenant scrutiny and accountability to local communities. We have a wide range of themed resident panels and have established a resident scrutiny panel to ensure our services are planned and delivered around local people's needs.
- 3. Social Housing reform:** We are working with the Council's Community Housing service to respond to the wider reforms of the Localism Act, which include changes to key aspects of social housing provision relating to tenure, allocations, provision for homeless people, and mobility.
- 4. Council housing finance reform:** HfH is preparing for the move from the central HRA subsidy system to a self-financing model by April 2012.
- 5. National Housing Strategy:** The Government's housing strategy aims to stimulate the housing market and increase its stability, to support choice and quality for tenants, and to improve environmental standards and design quality.
- 6. Reduction in Decent Homes funding:** In 2010/11, the Government announced a significant reduction in Decent Homes funding. We consulted the Council and residents and have amended our Decent Homes programme to focus on essential external and health & safety work to make best use of the reduced funding.
- 7. New housing regulator:** The Localism Act also confirms the abolition of the Tenant Services Authority (TSA) and transfer of its remaining functions to the Homes and Communities Agency (HCA). The role of the HCA in London will be transferred to the Greater London Authority (GLA) and this gives the Mayor of London and the GLA greater decision making powers through the London Housing Strategy.
- 8. National Housing Standards:** The National Housing standards first established by the TSA remain in place and are currently being updated. The standards will continue to focus on the need for strong relationships between landlords and their tenants at the local level. HfH will continue to place tenants at the heart of shaping, influencing and monitoring the services they receive.
- 9. Benefit reform:** The move from the existing system of Housing Benefits to the Universal Credit will have an impact on Council tenants and HfH is reviewing its Income Management provision to ensure we are ready to provide support to those affected.
- 10. Environmental sustainability:** The Government has confirmed its ongoing commitment to sustainability and reducing carbon emissions, and HfH already has a strong focus in this area, as set out in our Environmental Sustainability Strategy.

## 1.5 Achievements in 2011/12

Since HfH was set up in 2006 we have achieved a great deal. This section summarises some of the highlights from 2011/12:

### **Improving services to the community**

- Our new Feedback scheme has been very successful since it was launched in April 2011. Satisfaction levels with outcome and handling are high and we are spending less on compensation.
- We ran a successful communications campaign to inform customers of changes in the Decent Homes programme. They have received written communication tailored to their estate and had the opportunity to telephone for information, view updates on the web and to attend local drop in sessions.
- We completed works to 26 of the Council's 29 sheltered housing schemes with works to 695 dwellings and resident satisfaction at 99.5%.
- Leaseholder services have been improved with the introduction of their own blog, a first mystery shop by leaseholders, and the ongoing work of the Key Leaseholder Scheme.
- Over 1000 residents completed a customer access survey. We are using the results to plan services for the future.
- The second HfH Annual Report has been produced with much greater involvement from residents.
- We received positive feedback from our residents following our response to the Tottenham disturbances.

### **Operational achievements**

- We completed a re-structure of Property Services and performance is being maintained following a reduction of over 20 staff.
- We re-located our Haringey Repairs Service (HRS), including the Control Centre, to a single location in refurbished offices at Broadwater Farm Community Centre. By bringing voids and repairs operatives together we now allocate resources across services where there is the greatest demand.
- Significant numbers of our repairs operatives are mobile working, which is improving productivity and the number of repairs carried out 'right first time'.
- When Kinetics went into administration during the summer, affecting over 5000 customers, we overcame this with minimum disruption. Following a slight dip in performance, gas safety checks are now back to 100%.
- Many office based staff are now SMART working (flexible and some home-based working) and this has led to improved efficiency and reduced costs.

### **Awards and accreditations**

- We successfully retained Customer Service Excellence Accreditation in a re-assessment in December 2011 for a third year. The assessor stated that we've made significant progress and are now fully compliant with the standard.
- We won the top award in the 'Serving the Community: Best Organisation' category at the national WOW award ceremony in November 2011.
- HfH is listed as "One to watch" in the Times Best Companies Survey.



## 2. The 'Big Conversation' and Business Planning

### 2.1 The Big Conversation

We involve residents, staff, Board and Council partners in setting the strategic and operational priorities for the business plan. From September to November 2011, we undertook a widespread consultation, the 'Big Conversation', to determine our business priorities, which included consulting:

- Staff through our Chief Executive Paul Bridge's visits to the organisation
- Four further staff workshops focussed on each of our four main service areas
- Consultation at our staff conference
- Residents at our Tenants' Conference and a residents' workshop
- Senior Council managers and other partners.

This exercise builds on the findings of widespread consultation we have undertaken in recent years, which has included a large scale door knocking consultation and a consultation on residents' aspirations.

The key findings from the Big Conversation have been used to determine the strategic business priorities set out in sections 11 and 12. The wider range of findings from this consultation will also inform team plans for 2012/13.

### 2.2 Business planning

The Big Conversation consultation has helped to set our Business Plan and our team plans for 2012/13. Team managers have also consulted our residents' panels as part of our annual team planning process, with the focus being on developing each team's 'local offer' to residents.

Therefore, in developing the business plan and supporting team plans, key inputs taken into account include: the findings of the Big Conversation; resident, staff, Board, and Council input; Tenant and Leaseholder satisfaction survey findings; Value for Money service reviews; Inspection report recommendations; available resources; and existing HfH strategies.

The business plan sets out the organisation's vision, strategic aims, business priorities and operational targets, and team plans identify how each team contributes to delivering on these priorities. The Business Plan works at three main levels within HfH:

**Organisational:** The vision and strategic aims set out in the business plan say what we are trying to achieve and are supported by annual business priorities and associated improvement projects.

**Team:** Team plans set out the operational priorities for each team and its business area, what that team plans to deliver in the year ahead and the key activities needed to do this.

**Individual:** Staff appraisals then set out the objectives for each member of staff in order to deliver what is in the team plan.

The HfH Board is responsible for approving the plan on behalf of the company and aims to ensure that services are delivered and targets are met. The key strategies that support our business plan are set out in section 10 of this plan.

### 3. Performance

HfH's key performance indicators are monitored by our Leadership Team, our Board and the Council's Community Housing Service. If any area is underperforming, the head of service produces an exception report that explains the reasons for the poor performance, provides evidence for this, and proposes and implements an action plan to address the issues identified.

The Board and Council have agreed their own different subsets of the full key performance indicator set that are reported at Board meetings and at monthly and quarterly meetings with the Council respectively. The key performance indicator targets are agreed with the Board and Council on an annual basis. The Performance Tables at Appendix A show the key performance indicators that HfH will be reporting to Haringey Council at monthly and quarterly meetings in 2012/13.

We have also worked with residents to set up a "Residents' Top Ten" – the ten performance indicators that residents feel are most important to them. We report our performance against these ten performance indicators regularly through our Resident Newsletter 'Homes Zone' and through our website. As at December 2011, we were achieving or exceeding target on seven of the ten areas that mean most to our residents (our Residents' Top Ten is to be reviewed with residents as part of our annual performance review and we will be discussing this with the Community Housing Service once we have initial resident feedback on the indicators they want to see reported to them in 2012/13).

#### **Summary of performance in 2011/12**

Our performance reporting identifies the HfH services that are performing well, those areas where performance is moving in the right direction, and those areas where targeted improvement work is being undertaken to increase performance.

As at 30<sup>th</sup> December 2011:

- We are performing well on: Quick Fix complaints, repairs appointments kept, voids repairs, gas safety certificates, right-to-repair jobs and day to day service charge collection.
- We are moving in the right direction on: welcome visits, estate cleaning grades, telephone answering, and invoice payment.
- Areas of concern that we are working to address are: residents with over seven weeks of outstanding arrears and feedback service investigations.

Our quarterly performance reports contain full details of our plans to improve performance in the above areas. These reports are available at the following web address:

[http://www.homesforharingey.org/almo/about/our\\_performance.htm](http://www.homesforharingey.org/almo/about/our_performance.htm)

The Quarter 3 update of our Improvement Plan dashboard, which shows progress against our 2011/12 improvement projects, will go to our February Performance Committee and the February monthly meeting with the Council.

Appendix A to the HfH Business Plan will include our key performance indicator targets for 2012/13.

## 4. The National Housing standards

The Homes and Communities Agency (HCA) is taking over social housing regulation from the Tenant Services Authority (TSA) in April 2012. However, the national housing standards introduced by the TSA will remain in place. HfH has assessed itself against the existing standards with resident and stakeholder input and believes it is compliant. HfH works with residents to produce an annual report to let all tenants and leaseholders know how we are meeting the standards:

[http://www.homesforharingey.org/almo/news/annual\\_report.htm](http://www.homesforharingey.org/almo/news/annual_report.htm)

The national housing standards place a strong emphasis on the relationship between landlords and their tenants at the local level. HfH have set up a resident scrutiny panel that ensures our tenants are at the heart of shaping, influencing and monitoring the services they receive (for further information on this panel see section 7).

We also review our 'local offers' as part of our annual team planning process, with team managers checking that their service standards meet residents' requirements and the national standards. Our service standards are closely linked to the national standards and are set out at the following address:

[http://www.homesforharingey.org/almo/about/our\\_service\\_standards.htm](http://www.homesforharingey.org/almo/about/our_service_standards.htm)

The national standards framework is being updated and is currently being consulted on until February 2012. The new framework proposes a clear distinction between economic and consumer standards. There are three economic standards, covering:

- Governance and financial viability
- Value for money
- Rent (previously part of the tenancy standard).

There are four proposed consumer standards, covering key services provided to tenants:

- Tenant involvement and empowerment
- Home
- Tenancy
- Neighbourhood and community.

We will work with our scrutiny panel, residents' panels, Board and Council to evaluate ourselves against the new standards when these have been agreed. We will report our findings back through our next Annual Report to residents.

## 5. Capital and Decent Homes update

The value of the housing capital programme being delivered by HfH in 2011/12 is £35.205m (which includes the original Decent Homes funding allocation of £15 million and £4 million of accelerated funding). We are closely monitoring programming and delivery of works and anticipate achieving full expenditure of capital resources by the end of March 2012.

Following the Government's reduced Decent Homes funding allocation, HfH has had to revise the scope of works included in the programme to ensure that we address absolute priorities. The focus, therefore, has switched to an 'elemental' approach which includes external works and internal essential health and safety works only. The Decent Homes contracts for 2011-12 were awarded to Mulalley (Wood Green and North Tottenham) and Wates (Hornsey and South Tottenham) and work has commenced on site in all areas in line with the programme agreed.

The Board and Council's Cabinet have agreed the Decent Homes programme for 2012/13. We have written to residents to inform them if they are included in the programme and held a number of drop-in sessions for residents to meet staff and discuss their concerns. We have also carried out a mini-tender of the 2012/13 programme between the four Decent Homes contractors and the Council have been informed of the outcome. We will announce which contractors have been successful in the near future.

We have also completed works to 26 of the Council's 29 sheltered housing schemes. To date works have been completed to 695 dwellings. Resident satisfaction on the Supported Housing works shows an excellent 99.5% satisfaction.

## 6. Repairs update

We successfully completed a restructure of our Property Services directorate, which includes the Haringey Repairs Service, in May 2011. We also implemented an office move for repairs staff to the Broadwater Farm Community Centre. This co-locating of repairs staff has contributed to closer and more effective working between the different teams in Repairs. We have also worked to improve performance management of the service; significant numbers of our repairs operatives are mobile working, which is improving productivity and the number of repairs carried out 'right first time'. Performance on the three main indicators that we report to the Council is as follows:

- The year to date percentage of appointments kept by our repairs team is 97.7 against a target of 98%, and has exceeded target in quarter 3 at 98.4% (the last quarter in which figures are available).
- The percentage of right-to-repair jobs completed within government prescribed timelines is achieving its year to date target of 99% (as at December 2011).
- The year to date average number of days it took our voids repairs team to return a minor works property to a ready for let condition is 17.9, but we have achieved the 15 calendar day target for the last two quarters (at 14.3 in quarter 2 and 13.0 in quarter 3).

## **7. Resident Scrutiny, Involvement, and Equalities**

### **7.1 Resident Scrutiny**

HfH have established a resident scrutiny panel made up of five leaseholders, four general needs tenants and one supported housing tenant. The panel's role is to monitor our performance against national and local standards and to suggest improvements to services.

The Scrutiny Panel will also review service areas identified by residents as a priority. The finished reviews and their recommended actions will be passed onto our Leadership team and Board. Our Leadership Team will respond and agree the actions to take and how long it will take to complete them.

The Panel have already worked with our Estate Services team to review and recommend improvements to their winter planning. An independent consultant from the Tenant Participation Advisory Service (TPAS) is currently advising the Panel.

### **7.2 Resident Involvement and Empowerment**

HfH actively seeks to involve and empower residents in shaping the services we provide. We have a variety of themed resident panels and our resident involvement structure and arrangements are reviewed annually in light of questionnaires sent to involved residents. We also offer a wider range of additional ways to get involved including estate inspections, surveys, focus groups and open days.

### **7.3 Equalities and Diversity: Understanding and responding to the diverse needs of residents**

HfH understands and responds to the diverse needs of residents. Equalities and diversity is a cross-cutting theme in our performance management framework and in all aspects of our service delivery through the organisation's team planning process. We are committed to ensuring everyone has equal opportunity to get involved. All staff are required to attend equalities and diversity training and we have an Equalities & Diversity strategy and Equal Opportunities policy developed with residents and staff. We are using equalities profiling to understand the diverse needs of our customers and to help develop our policies and procedures.

In line with our responsibilities relating to the new Public Sector Equality duty, we will be publishing our Equalities objectives by 6<sup>th</sup> April 2012 (the timeframe prescribed by the Equality and Human Rights Commission guidelines).

## 8. Finance and Resources

This section is set out over a three year period (2012/13 – 2014/15) to comply with the Council's business planning requirements. HfH's medium term financial strategy covers a five year period and a summary of the Housing Revenue Account over this period is set out in the second part of section 6.5.

8.1 Details of Pre-Agreed and New Saving(s) items	2012/13 over 2011/12 £000	2013/14 over 2012/13 £000	2014/15 over 2013/14 £000
Reduced Funding of the Anti-Social Behaviour Team	(100)	0	0
5% Saving Target for the Retained Budgets in the HRA agreed by Haringey Council's Chief Executive Management Board.	(194)	0	0
Reduced HRA contribution to Corporate democratic Core	(185)	0	0
Reduction in Council Dwelling Insurance now done in-house	(655)	0	0
* Reduction in ALMO management fee – 5% Savings	(1,206)	(1,023)	(1,011)
<b>Total Revenue Saving(s)</b>	<b>(2,340)</b>	<b>(1,023)</b>	<b>(1,011)</b>

\*As part of Haringey Council's strategy to generate efficiency savings, HfH is required to make savings of 5% of the portions of the Company Budget within its full control. This excludes services for which the Council makes a charge to tenants and leaseholders.

8.2 Revenue Investments as agreed in 2012/13 Budget Process			
Approved revenue investments for the period 2012/13- 2014/15.			
Details of Pre-Agreed and New Revenue Investment(s)	2012/13 over 2011/12 £000	2013/14 over 2012/13 £000	2014/15 over 2013/14 £000
5% Increase in Leasehold Insurance Premiums	43	0	0
Reduction in Shops Income - Commercial Rent	112	0	0
Increased repairs costs for Commercial Properties	49	0	0
Reduction in Garages Income	11	0	0
Supporting People Grant reduction agreed in 2011-12	60	0	0
Increase in Bad Debt Provision - Dwellings Rent	50	450	0
<b>Total Revenue Investments</b>	<b>325</b>	<b>450</b>	<b>0</b>

8.3 Capital investment 2012/13- 2014/15	Planned level of capital investment for 2012/13 and indicative investments for 2013/14 - 2014/15.				
	Name of Capital Scheme / Capital Project Title	2012/13 £000	2013/14 £000	2014/15 £000	Total £000
	<b>Programmed Works</b>				
	Mechanical and Electrical	1,250	1,250	1,250	<b>3,750</b>
	Asbestos Removal	100	100	100	<b>300</b>
	Boiler Replacements and Major Repairs	3,500	3,500	3,500	<b>10,500</b>
	Lift Renewal	2,181	2,181	2,181	<b>6,543</b>
	Structural Works	600	600	600	<b>1,800</b>
	Capitalised Repairs	4,563	4,000	3,750	<b>12,313</b>
	Extensive Void Works	1,350	1,650	1,821	<b>4,821</b>
	Major Voids and Accommodation Improvements	500	0	0	<b>500</b>
	Decent Homes	25,322	15,629	27,480	<b>68,431</b>
	Aids and Adaptations	1,200	1,200	1,200	<b>3,600</b>
	Professional Fees	1,508	1,671	1,750	<b>4,929</b>
	<b>Subtotal</b>	<b>42,074</b>	<b>31,781</b>	<b>43,632</b>	<b>117,487</b>
	<b>Projects</b>				
	Adaptation and Refurbishment of Six Bedroom House	90	0	0	<b>90</b>
	Environmental Improvements	250	0	0	<b>250</b>
	Adaptation of Office Accommodation	150	0	0	<b>150</b>
	Conversions and Extensions – disused commercial units	550	0	0	<b>550</b>
	Energy Efficiency Programme	100	100	100	<b>300</b>
	Supported Living Scheme – Adapt homes for people in residential care	150	0	0	<b>150</b>
	Supported Living Scheme – Short-term homes for young care leavers	150	0	0	<b>150</b>
	Saltram Close	467	0	0	<b>467</b>
	<b>Subtotal</b>	<b>1,907</b>	<b>100</b>	<b>100</b>	<b>2,107</b>
	<b>Total Capital Investments - Housing Services (HRA)</b>	<b>43,981</b>	<b>31,881</b>	<b>43,732</b>	<b>119,594</b>

### Funding Source

The planned capital investments will be financed partly by Decent Homes grants with the rest financed by internally generated funds. The Council expects to receive a grant of £17 million in 2012/13 to support the Decent Homes programme.



## 8.4 Housing Revenue Account Budget Summary 2012/13

<b><u>2012/13</u></b>	<b>£'000</b>	<b>£'000</b>
Dwellings Rents (Gross)	(79,415)	
Non - Dwellings Rents (Gross)	(2,369)	
Tenants' Charges for Services & Facilities	(10,255)	
Leaseholders Charges-Services & Facilities	(5,635)	
Other Charges for Services & Facilities	(206)	
Contributions Towards Expenditure	<u>(1,662)</u>	
<b>Total HRA Income</b>		<b>(99,541)</b>
Repairs and Maintenance	319	
Supervision and Management	43,703	
Special Services	9,205	
Rent Rates Taxes and Other Charges	1,528	
Increase Provision for Bad/Doubtful debts	1,081	
Depreciation & Impairment of Properties	<u>35,336</u>	
<b>Total HRA Expenditure</b>		<b>91,173</b>
Net Cost HRA services not allocated		855
<b>Net Revenue Budget</b>		<b><u>(7,514)</u></b>

## 8.5 HRA - Medium Term Financial Strategy 2012/13 to 2016/17

HRA Summary	2011/12	2012/13		2013/14		2014/15		2015/16		2016/17	
	Original Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s
Company Income	(53,269)	3,271	(49,998)	756	(49,242)	737	(48,505)	(968)	(49,473)	(987)	(50,461)
Chief Executive	1,350	(20)	1,330	(43)	1,287	(43)	1,244	25	1,269	25	1,294
Housing Management	12,111	173	12,284	(158)	12,126	(160)	11,967	239	12,206	243	12,449
Business Improvement	93	(93)	0	-	0	-	0	-	0	-	0
Resources	2,395	(172)	2,223	(81)	2,142	(82)	2,060	40	2,100	41	2,140
Property Services	29,744	(2,400)	27,344	(824)	26,520	(840)	25,680	514	26,193	525	26,718
Corporate	7,575	(759)	6,816	350	7,166	389	7,555	151	7,706	154	7,860
<b>Total Company Accounts</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Rental Income	(72,518)	(5,229)	(77,747)	(3,474)	(81,221)	(3,548)	(84,769)	(3,703)	(88,472)	(2,539)	(91,011)
Non Dwelling Rents	(2,443)	74	(2,369)	(47)	(2,416)	(48)	(2,465)	(49)	(2,514)	(50)	(2,564)
HRA Subsidy	(14,094)	14,094	0	0	0	0	0	0	0	0	0
Leasehold Service Charge Income	(5,171)	(158)	(5,329)	(113)	(5,442)	(115)	(5,557)	(117)	(5,674)	(120)	(5,794)
Tenant Service Charge Income	(8,618)	(1,370)	(9,988)	(200)	(10,188)	(204)	(10,391)	(208)	(10,599)	(212)	(10,811)
Miscellaneous Income	(5,321)	(679)	(6,001)	(117)	(6,118)	(119)	(6,237)	(122)	(6,359)	(124)	(6,483)
Housing Management Costs	7,439	658	8,097	162	8,259	165	8,424	168	8,592	172	8,764
Repairs & Maintenance	71	50	121	2	124	3	126	3	129	3	131
Bad Debt Provision	650	63	713	450	1,163	0	1,163	0	1,163	(400)	763
Service Charge Costs	6,520	38	6,557	94	6,651	96	6,746	135	6,881	138	7,019
<b>Total Managed Accounts</b>	<b>(93,486)</b>	<b>7,540</b>	<b>(85,946)</b>	<b>(3,242)</b>	<b>(89,188)</b>	<b>(3,771)</b>	<b>(92,959)</b>	<b>(3,893)</b>	<b>(96,853)</b>	<b>(3,133)</b>	<b>(99,985)</b>
Temporary Accommodation Income	(3,540)	(56)	(3,597)	(116)	(3,713)	(116)	(3,829)	(43)	(3,873)	(44)	(3,917)
Housing Management Direct Costs	1,709	(226)	1,483	59	1,542	60	1,602	31	1,633	33	1,665
Supported Housing Costs	2,844	(196)	2,648	11	2,659	11	2,670	37	2,708	38	2,746
Repairs & Maintenance	328	(10)	319	7	325	7	332	7	338	7	345
Capital Financing Charges	47,800	(12,464)	35,336	(174)	35,162	334	35,496	334	35,830	334	36,164
Other Property Costs	2,014	(606)	1,408	19	1,427	24	1,451	28	1,478	30	1,508
Bad Debt Provisions	61	1	62	1	63	1	65	0	65	0	65
ALMO Management Fee	41,979	(1,206)	40,773	(1,023)	39,750	(1,011)	38,739	686	39,425	697	40,121
<b>Total Retained Accounts</b>	<b>93,195</b>	<b>(14,763)</b>	<b>78,432</b>	<b>(1,216)</b>	<b>77,216</b>	<b>(691)</b>	<b>76,524</b>	<b>1,079</b>	<b>77,603</b>	<b>1,093</b>	<b>78,697</b>
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>(291)</b>	<b>(7,223)</b>	<b>(7,514)</b>	<b>(4,458)</b>	<b>(11,972)</b>	<b>(4,463)</b>	<b>(16,435)</b>	<b>(2,814)</b>	<b>(19,249)</b>	<b>(2,039)</b>	<b>(21,289)</b>

## 9. Board and Organisational Structure

### 9.1 Our Board

The HfH Board has overall responsibility for how we are managed and how improvements will be delivered under the Management Agreement with Haringey Council. The Board's decision making structure is supplemented by three committees; Human Resources, Finance & Audit, and Performance; these committees all have clearly defined remits and terms of reference.

The Board is made up of six residents, five councillors and five independent experts. Each position is voluntary and all Board members receive annual training and development. An election was held for the six resident places on the Board in 2010. Information on all our Board members is included on our website at the following address:

[http://www.homesforharingey.org/almo/about/the\\_board/meet\\_the\\_board.htm](http://www.homesforharingey.org/almo/about/the_board/meet_the_board.htm)

### 9.2 Our Organisational Structure

HfH is led by a Leadership Team that includes the following officers:

Paul Bridge: Chief Executive of HfH  
Rowann Limond: Director of Resources  
Jackie Thomas: Director of Housing Management  
Keith Carter: Director of Property Services  
David Sherrington: Head of Chief Executive's office  
Bola Okenla: Head of People Management  
Pete Davey: Housing IT Manager  
Sue Hunter: Business Improvement Manager  
Sharon Morgan: Deputy Director, Housing Management  
Peter Maddison: Deputy Director, Property Management  
Lis Rodrigues: Head of New Business

HfH has four service areas: Chief Executive, Property Services, Housing Management, and Resources.

#### Chief Executive's Service

This service includes a Chief Executive's and Communications team and a People team. The People team provides Human Resources and Learning and Development services.

#### Property Services

Property Services includes a Property Management team, a Health and Safety team, the Haringey Repairs Service and New Business. The Property Management team is responsible for delivering our Decent Homes and Capital Programmes and associated regeneration, Client Services, and Annual Maintenance. Our Health and Safety team is responsible for Health and Safety, Fire Risk and Asbestos. The Haringey Repairs Service includes a Responsive Repairs team (which includes our Repairs Control Centre), a Planned Works team (which covers voids works), and a

Finance Services team. Our Head of New Business is responsible for identifying and developing opportunities for growth, new areas of work, and income generation.

### **Housing Management**

Our Housing Management services are provided through specialist teams for Tenancy Management, Income Collection, Estate Services, and Home Ownership. There are three Tenancy Management teams, covering the North (including North Tottenham and supported housing); the South (South Tottenham and Broadwater Farm neighbourhood office) and the West (including Hornsey and Wood Green). Income Collection for the three areas is provided by a central team but remains part of the generic functions of the Supported Housing and Broadwater Farm Neighbourhood teams. We deliver estate services through a dedicated Estate Services team which also client manages other service providers including grounds maintenance, estate cleaning, refuse removal and parking. Our Home Ownership Team manages leasehold accounts, Right To Buy (RTB), resale queries, and sub-let registration. Our Business Improvement Team is responsible for driving improvement across the organisation and includes Projects, Business Support, and Customer Feedback teams. The Housing Management service also includes a Resident Involvement Team and an Equalities Manager.

### **Resources**

The Resources Service oversees financial governance of the organisation. The service covers Finance, Governance, Housing Information, Performance, Business Planning, Procurement, and Value for Money.

### **Partnership with Haringey Council**

We work in partnership with the Community Housing Service and the ALMO client team, and meet on a regular basis to review performance and discuss wider strategic and operational matters. The client team liaises with other Council departments on HfH's behalf and ensures that these departments take necessary actions when they arise. The client team maintain and review systems for assessing whether our service provision is in line with the management agreement and our business plan, and keep Members and senior officers informed of our performance.

We also work in partnership with the Council's Customer Services, to offer frontline services to tenants and leaseholders through conveniently situated customer service centres and a satellite office on the Broadwater Farm estate.

A high level structure chart of HfH can be viewed at the following web address:  
[http://www.homesforharingey.org/top\\_tier\\_structure.pdf](http://www.homesforharingey.org/top_tier_structure.pdf)

## 10. Key Supporting Strategies

HfH has a range of strategy and policy documents that support delivery of our Business Plan. These documents set out our approach to specific areas of the business and actions from the strategies are included in the team plans of the relevant teams. Strategy and policy documents are available alongside other information for residents on the following page of the HfH website:

[http://www.homesforharingey.org/almo/news/leaflets\\_and\\_other\\_publications.htm](http://www.homesforharingey.org/almo/news/leaflets_and_other_publications.htm)

Some of the key strategic documents included on the above page that are central to delivery of the business plan are as follows:

**Asset Management Strategy:** sets out the framework for delivering the Decent Homes and Capital programmes that we are undertaking to improve the quality of the Council's housing stock.

**Customer Access Strategy:** summarises our approach to providing easily accessible and effective services for residents.

**Environmental Sustainability Strategy:** outlines the work we do to improve the energy efficiency of residents' homes and to embed sustainability in all our activities.

**Equalities & Diversity Strategy / Single Equalities Scheme / Equal Opportunities Policy:** these documents explain how we develop and deliver services and employment opportunities which are based on the principles of equality of opportunity for all and which recognise the diversity of the communities we serve.

**Financial Strategy:** summarises our approach to managing HfH's financial affairs effectively.

**Performance Management Framework:** this framework details how performance management is embedded within HfH at a company, team and individual level.

**Procurement Strategy:** outlines our approach to procurement and explains how procurement will contribute to achieving our value for money objectives.

**Resident Involvement Agreement:** we are committed to involving and empowering residents; our resident involvement agreement 'Your Voice Counts' is a three way agreement between residents, HfH and Haringey Council.

**Risk Management Strategy:** describes our approach to identifying and managing risks effectively, so that we can respond to opportunities to improve our services.

**Value for Money Strategy:** this strategy describes HfH's approach to value for money and explains how it is embedded in our business and team planning process.

**Vulnerable Tenant Strategy:** this strategy outlines what we do for vulnerable tenants in the context of changing local services.

## 11. Business Priorities in 2012/13

Our 'Big Conversation' consultation on our priorities was launched by our Chief Executive in September through visits to every office. Further consultation was undertaken during our staff conference, at separate workshops focussing on specific service areas, and at events organised with residents and Council officers. All stakeholders had the opportunity to contribute their ideas and we are encouraging a wide range of staff to get involved with project groups for each area.

This approach to consultation forms an important part of our organisational culture, as we engage our stakeholders in a conversation about the future of the organisation. From this consultation, we generated a significant number of ideas about the work we should undertake in future. Therefore, this consultation has helped define our seven business priorities for 2012/13. Our business priorities support our long-term strategic aims and will guide our work towards achieving our vision.

**The initial projects we are taking forward in 2012/13 are described below and in the improvement plan included in section 12 below.** However, as the groups progress, further work is likely to be initiated and emerging projects will be added to the improvement plan when agreed with the Community Housing Service and the HfH Board.

### **11.1 Service Excellence (led by Sue Hunter, Business Improvement Manager and Jackie Thomas, Director of Housing Management)**

Our Service Excellence priority group will look at how we can best serve the needs of our customers in the most efficient and cost effective way. Through this work we will explore how we communicate with residents and how we can improve our services in the context of reducing resources. We will look at how we can enhance our service offer; for example thinking about new ways for residents to access our services and a review of what existing services should stay in place. The group will explore how we can ensure our services are fit for the future, making use of developments in technology and SMART working practices. On-going work against this priority in 2011/12 has included:

- Our accommodation moves to Alexandra House and Broadwater Farm Community Centre which have introduced SMART working environments, and are reducing our overall accommodation spend.
- Our streamlining of existing scrutiny arrangements to ensure our arrangements for co-regulation are robust.

The projects identified for 2012/13 are:

- Complete remaining accommodation moves to centralise our Tenancy Management service
- Reduce number of customer contacts and cost per contact by introducing more cost effective methods of communication (this will include the launch of Digital TV and Resident Portal services)
- Develop our IT systems as an enabler of enhanced service delivery (this will include implementation of an electronic document and records management system)

### **11.2 Capital, Energy and Regeneration (led by Peter Maddison, Deputy Director of Property Services, and Keith Carter, Director of Property Services)**

Through this area of work we are aiming to ensure that our homes are maintained to a high standard and that the local environment is safe, clean and aesthetically pleasing. The key challenges faced by this group are:

- Identifying the funding required to bring homes up to a modern standard that can be maintained into the future
- Continuing to deliver challenging investment programmes that meet the needs of the stock and residents
- The need to reduce carbon emissions and tackle fuel poverty of residents
- Maintaining confidence of residents that we will continue to deliver even in times of uncertainty

The priority group will work with the Council to agree an investment plan to maintain the stock in good condition, identify opportunities for improved use of the assets and align this with a strategy to address energy conservation within the stock. This group will also consolidate the use of Codeman as the primary asset data base. The ongoing work against this priority includes the following:

- The Council-led strategic stock options study which is considering the future investment needs of the stock in the context of available funding.
- The development of an updated energy strategy to assess the current energy performance of our stock and determine the investment required to achieve the Government's targets for reducing carbon emissions. The strategy will assess how these works could be funded and the planned approach to the phasing of these works.
- Our work to upgrade communal aerial systems across the stock will be completed ahead of the digital switchover in April 2012.

The projects identified for 2012/13 are:

- Agreeing HfH role in Council investment programme and estate-based regeneration initiatives (in line with stock options appraisal recommendations)
- Delivery of the 2012/13 Decent Homes and Capital programmes
- Implementing the Energy Strategy being agreed in 2011/12
- Procuring frameworks / contracts for the Capital Programme.

### **11.3 A new vision for the Housing Management Service (led by Sharon Morgan, Deputy Director of Housing Management and Jackie Thomas, Director of Housing Management)**

This priority group will look at what the Housing Management Service is for and what it could achieve in the future. It is one of the largest service areas in HfH and one of the most visible frontline services for residents. As public services are withdrawn we will ask what else could the Housing Management service do and are we getting maximum value for our investment. The key challenges in this area of work are:

- Offering consistently high services to our customers
- Developing our staff to adapt to new ways of working



- Meeting additional demands as gaps emerge from the reduction of ancillary support services provided by other public services or the third sector.

Our ongoing work in this area includes:

- Our Income Collection team is working closely with partners including Benefits Service, Legal Services and the Citizens Advice Bureau to ensure the service is prepared for the changes that will result from the Welfare Reform Act.
- The value for money reviews of Income Collection and Estate Services that we are carrying out.
- The relocation of office accommodation for some teams in response to the Council's accommodation strategy.

The main projects identified for 2012/13 are:

- Agreeing and implementing the new structure for the Housing Management Service.
- Preparing our Tenancy Management teams for the introduction of an electronic document and record management system by reviewing all Tenancy Management files.
- Developing our Concierge Service to provide a wider range of services to customers.

#### **11.4 People (led by People Manager, Bola Okenla)**

This group is developing our employees so that the business is equipped to deliver outstanding services to our customers (through our key resource, our people). The group aims to maximising leadership and the potential of employees within HfH. Our ongoing work in this area includes:

- Delivery of our Aspiring Managers programmes to develop staff and increase our effectiveness in a constantly changing environment.
- Our participation in the Sunday Times Best Company survey allows us to get feedback from people about how they feel about working for the company and how we can improve.
- Together with Ascham Homes, the ALMO for Waltham Forest, we are considering a number of shared service options. As a result of this partnership work we are recruiting for a joint Head of People to work strategically across both Ascham Homes and HfH.

The projects identified for 2012/13 are:

- Maximising leadership and the potential of staff through the launch of a new talent management system
- Aiming to become an accredited Best Company top 100 employer
- Developing an Organisational Development Strategy

#### **11.5 Finance, Efficiency and Value for Money (led by Rowann Limond, Director of Resources, and David Sherrington, Head of the Chief Executive's Office)**

The financial context within which the public sector is operating has significantly changed since the Comprehensive Spending Review in February 2011. Local Authority budgets have been reduced by upwards of 25%, leading to significant changes in the level of local service provision across the country. The increased scrutiny of public sector budgets means that it is more important than ever for the

organisation to demonstrate the value of its current investments and its ability to do more for less. Alongside changes to the wider context, changes to the Housing Revenue Account financing regime (due to be implemented in April 2012) will introduce significant new risks and opportunities for the organisation. It is important that these are considered and fully understood. The key challenges in this area of work include:

- Ensuring that the organisation is prepared for the risks of self financing and takes advantage of the opportunities it affords.
- Developing realistic savings targets for the future and meeting them.
- Creating the right level of understanding about finance across the business at all levels.

Our ongoing work against this priority includes:

- Preparing for the implementation of self financing
- Consulting with staff across the organisation, establishing what they understand about finance and how it impacts on their work.
- Benchmarking costs, quality and performance of the company with other ALMOs and service providers to identify best practice
- Reviewing how we currently measure the performance of the company and advise if there gaps in performance monitoring
- Carrying out the annual consultation, on behalf of the Council, on proposed changes to tenants' rent and service charges. The Council will consider all tenant feedback received and then write to inform residents when it has made its decision on the new charges.

The projects identified for 2012/13 are:

- Improving staff knowledge of HfH finances through a rolling programme of communications.
- Complete VFM reviews of: the Repairs Contract; Business Improvement; Finance, Best Value, and Procurement; Housing Information; Performance & Business Planning.
- Establishing a rolling programme of zero based budgeting to ensure that all service and team budgets accurately reflect what is needed for the year ahead.

### **11.6 New Business (led by Lis Rodrigues, Head of New Business and Keith Carter, Director of Property Services)**

This priority group is considering and generating opportunities for new business and new ways of working. Through this priority we will consider how the company can generate income surpluses or reduce costs for the Housing Revenue Account (HRA) and improve our service to residents. It will establish criteria for assessing the risks related to new initiatives and how the impact of these risks should be evaluated. Funding remains a key challenge, as initiatives often need an upfront capital investment. It is also critical that we establish a reputation for delivering excellent services to clients. Our ongoing work in this area includes:

- We are working with the Council to investigate opportunities to establish a development programme to increase the supply of new, sustainable, and easily manageable homes which will offer a range of tenure options and generate income for the HRA (this is dependant on the outcome of the stock

options appraisal, the Council's objectives for Tottenham, and the Borough investment plan in general).

- We have a shared service agreement with Ascham Homes and are recruiting a joint Head of People Management.

The initial projects identified for 2012/13 are:

- We are exploring further opportunities to either provide or share common services with other organisations.
- To deliver a pilot project to provide a management service to an RSL or private landlords in the borough.
- To support the Council in increasing the supply of new housing through new build and estate-based regeneration.
- To offer a repairs service to a wider range of clients including leaseholders, schools and other landlords.

We report the business priority improvement projects to the Board's Performance Committee and the Council on a quarterly basis – the improvement projects are set out in more detail below in Section 12.

We also include all improvement projects identified by the business priority groups in the team plans of the manager / staff member responsible for delivering them. We monitor and report progress against the improvement projects using our Aspireview performance management system.

## 12. 2012/13 Business Priority Improvement Plan

The plan below summarises the improvement work that we will be carrying out in 2012/ 13 to deliver our business priorities. Progress against this improvement work will be reported to the Council and Board using the existing quarterly reporting process.

No	Improvement project	Lead Officer	Measurable output/ outcome / milestone.	Target date
<b>Strategic Aim – To deliver excellent services</b>				
<b>Business Priority – Service Excellence</b>				
1.1	Complete remaining accommodation moves	Sue Hunter	- Office moves to centralise Tenancy Management completed - Suitable accommodation for Estate Services identified and any changes to work practice required implemented (e.g. mobilisation of Estate Service Managers)	30/6/12
1.2	Reduce number of customer contacts and cost per contact	Arshi Zaman	- Digital TV and Resident Portal launched and website redesigned - Channel strategy and action plan agreed by Board - Improved call handling and face-to-face arrangements developed in tandem with 'New Vision for Housing Management Service' group	31/3/13
1.3	Develop IT systems as an enabler of enhanced service delivery	Pete Davey	- Electronic document and records management system (EDRMS) implemented - Strategic review of Customer Relationship Management systems and call management technology completed (in line with LBH work with Waltham Forest)	31/3/13
<b>Strategic Aim - To provide better homes</b>				
<b>Business Priority –Capital, Regeneration and Energy</b>				
2.2	Support Council investment programme and regeneration initiatives (in line with stock options appraisal recommendations)	Peter Maddison	- HfH role in Council investment programme and estate-based regeneration initiatives agreed with Board and Council	30/6/12
2.2	Deliver 2012/13 Capital and Decent Homes programmes on time, in budget, and with over a 90% level of customer satisfaction	Manley Murray	- 95% of units completed against number programmed - 90% level of customer satisfaction achieved	31/3/13
2.3	Implement Energy Strategy	Jacinta Walters	- SAP rating target for 11/12 is 65% - 12/13 target will be confirmed when final stock energy study report is received in March 2012	31/3/13
2.4	Procure frameworks /	Manley	- Council Procurement Committee	31/3/13

No	Improvement project	Lead Officer	Measurable output/ outcome / milestone.	Target date
	contracts to deliver quality and VFM in the delivery of the Capital Programme	Murray	approval and contractors appointed	
<b>Strategic Aim - To help develop safer and stronger communities</b>				
<b>Business Priority – New Vision for the Housing Management Service</b>				
3.1	Agree and implement new structure for Housing Management Service	Sharon Morgan	New Housing Management Service structure implemented (this will link to the findings of the VFM reviews of Estate Services and Income Collection)	31/3/13
3.2	Prepare Tenancy Management for EDRMS	Sharon Morgan	All Tenancy Management files reviewed to facilitate move to EDRMS	30/6/12
3.3	Develop Concierge Service to provide wider range of services to customers	Sharon Morgan	Concierge Service developed to provide enhanced advice and support to local residents	31/3/13
<b>Strategic Aim - To become an excellent well-led organisation</b>				
<b>Business Priority - People</b>				
4.1	Maximise leadership and the potential of staff	Bola Okenla	- New talent management system launched - Training programme for managers to support new talent management system delivered - People performance systems reviewed and enhanced.	31/12/12
4.2	Become a Best Company top 100 employer	Bola Okenla	- 1 star accreditation achieved in Best Company's scheme - New or revised vision and values agreed by Board - Vision and values incorporated into our ways of working i.e. appraisals, recruitment, etc	31/01/2013
4.3	Develop an Organisational Development Strategy	Bola Okenla	- Strategy agreed by Human Resources Committee to meet needs of the organisation over the next 3-5 years	30/09/2012
<b>Strategic Aim - To deliver value for money</b>				
<b>Business Priority – Finance, efficiency, and value for money</b>				
5.1	Improve staff knowledge of HfH finances	David Sherrington	Rolling programme of communications on organisation's finances launched (based on findings of staff consultation in 2011/12)	30/6/12
5.2	Complete VFM reviews of: - Repairs Contract - Business Improvement - Finance, Best Value, and Procurement - Housing Information - Performance & Business Planning	James Missenden & Ruth Buckingham	VFM options identified and final report with action plan agreed by Board	31/03/13

No	Improvement project	Lead Officer	Measurable output/ outcome / milestone.	Target date
5.3	Establish a rolling programme of zero based budgeting	Ian Rooney	Programme of zero based budgeting established and embedded for all services (for both company and managed accounts)	31/03/13
<b>Strategic Aim - To deliver value for money</b>				
<b>Business Priority – New Business</b>				
6.1	Explore further opportunities for shared services with Ascham Homes and other organisations	Lis Rodrigues	- Report and recommendations on further shared services arrangements agreed by Board and Council	30/6/12
6.2	Deliver pilot project to provide a management service to RSL or private landlords in the borough	Lis Rodrigues	- Terms of agreement to manage 15 properties owned by Newlon Housing Trust negotiated - Approval obtained by Board and Council and deed of variation added to the management agreement - Service launched	30/6/12
6.3	Work with Council to explore opportunities to increase the supply of new housing through new build and regeneration	Lis Rodrigues	- Programme of new build sites through to feasibility identified and agreed in partnership with Council. - Funding opportunities to deliver new homes explored and agreed with Council.	30/4/12  31/3/13
6.4	Offer a repairs service to a wider range of clients including leaseholders, schools and other landlords	Lis Rodrigues / Keith Carter	- Service piloted to leaseholders & schools	30/9/12

# Appendices

## Appendix A - Performance Indicator Targets for 2012/13

The Performance Indicators shown below are those that Homes for Haringey will be reporting to Haringey Council at monthly and quarterly meetings in 2012/13.

Indicator	Description	11/12 Target	12/13 Target
<b>Income Collection</b>			
Ex BV 66a	% of rent collected (including arrears and excluding water rates)	98.7% by EOY	98.7% by EOY
Ex BV 66b	% of tenants with more than seven weeks rent arrears	10%	10%
Ex BV66c	% of tenants in arrears who have had notices seeking possession served.	Trend	Trend
Ex BV66d	% of tenants evicted as a result of rent arrears	0.4%	0.4%
IC01	% of rent collected (of rent due excluding arrears)	101% by EOY	101% by EOY
IC04	Former tenant arrears collected as % of year start FTA (cumulative)	18% by EOY	18% by EOY

Indicator	Description	11/12 Target	12/13 Target
<b>Voids</b>			
Ex BV212	Average relet times (calendar days)	25 days	25 days
Ex BV 69	Rent loss from voids	1.5%	1.5%
VO03	Average time to repair - VAV	15 days	15 days
VO04	Number of days for a void to reach ready to let status (VAV)	16 days	16 days
VO06	% of new tenants satisfied with the condition of the property when they moved in	90%	90%
VO07	Average cost of voids - VAV stock (excluding DH works)	£2,200	£2,200

Indicator	Description	11/12 Target	12/13 Target
<b>Repairs</b>			
Ex BV 185	% of non-emergency repairs where appointment made and kept	98%	98%
Ex BV 72	% of urgent (RTR) repairs completed within Government time limits.	99%	99%
<b>Added and in development</b>			
	% of all repairs first time fixed		
	% of all repairs completed by HRS within timescale		
	Yearly analysis of disrepair cases		



Indicator	Description	11/12 Target	12/13 Target
<b>Design and Engineering</b>			
GS01	% of properties with valid gas certificate	100%	100%
<b>Added and in development</b>			
	% of lift repairs attended within target		

Indicator	Description	11/12 Target	12/13 Target
<b>Estate Services</b>			
ES01	% of estates graded at A or B by Estate Service Managers - overall grade	96.0%	96.0%
<b>Added and in development</b>			
	A further breakdown within the report into A and B grades.		

Indicator	Description	11/12 Target	12/13 Target
<b>Tenancy Management</b>			
TM01	% of stage 1 anti social behaviour tasks completed within timescales	75%	75%
TM02	% of residents satisfied with outcome of ASB case	70%	70%
TM08	% of welcome visits completed within four week	100%	100%
TM10	% of estate inspection reports completed within 15 working days of inspection	90%	90%
TM11	% of concierge desks open as advertised	97%	97%
TM12	% of occupancy checks completed	100% by EOY	100% by EOY
<b>Added and in development</b>			
	Measures/PIs which reflect the company's performance at sustaining introductory tenancies.		

Indicator	Description	11/12 Target	12/13 Target
<b>Asset Management</b>			
NI 158	The proportion of LA homes which are non 'decent'	29.8%	28.8%
Ex BV63	Energy Efficiency - the average SAP rating of local authority owned dwellings.	65	65
AS04	DHP - % of units completed against no. programmed	95%	95%

Indicator	Description	11/12 Target	12/13 Target
<b>Home Ownership</b>			
HO01	% of day to day service charges collected	100%	100%
<b>Added and in development</b>			
	Satisfaction measures		
	Major works total debt outstanding/%of major works where there is an agreement in place		

Indicator	Description	11/12 Target	12/13 Target
<b>Customer Contact</b>			
CA01	% of all phone calls answered	93%	93%

Indicator	Description	11/12 Target	12/13 Target
<b>Feedback</b>			
CA20	% of Quick Fixes (Complaints) responded to within 5 working days	90%	90%
CA22	% of Service Investigations (Complaints) responded to within 20 working days	90%	90%
CA24	Quick Fixes as a % of all Stage One complaints (QF & SI)	70%	70%
CA25	% of Quick Fixes (Complaints) converting to Service Investigations	5%	5%
CA26	% of all Stage One complaints (Quick Fixes and Service Investigations) responded to within time	90%	90%
CA28	% of Stage One Complaints escalating to Stage Two (independent review)	9%	9%
CA29	% of Stage One (QF & SI) complaints that are accepted by the council for independent review (Stage Two)	5%	5%
CA14	% members' enquiries answered within 10 days	93%	93%
CA16	% of enquiries logged in time by feedback team	97%	97%
CA17	Number of Ombudsman investigations	Trend	Trend
CA18	% of Ombudsman cases where HfH meets turnaround time for provision of information to Haringey Council	100%	100%
CA19	Number of maladministration findings by the Ombudsman	Trend	Trend
CA30	FOI Act replies within timescale	100%	100%
<b>Added and in development</b>			
	Quarterly metric on compensation paid out in relation to complaints		

Indicator	Description	11/12 Target	12/13 Target
<b>Finance</b>			
Ex BV8	% of invoices paid within 30 days	93%	93%