

Report for: Housing, Planning and Development Scrutiny

Title: Update on Housing Asset Management Plan.

Report authorised by: Jahedur Rahman, Operational Director of Housing Services and Building Safety

Lead Officer: Christian Carlisle, Assistant Director of Asset Management

Ward(s) affected: All

**Report for Key/
Non Key Decision:** Non Key - for information.

1. Recommendations

It is recommended that the Panel note the report.

2. Describe the issue under consideration.

Housing, Planning and Development Scrutiny Panel requested an update on the Housing Asset Management Plan.

3. Background

3.1 The Council's previous Housing Asset Management Strategy (HAMS) covered the period 2020/21 to 2024/25. In Quarter 3 of 2023/24 the HAMS was reviewed against the priorities and actions set out for the service in the Housing Improvement Plan adopted by the Council in April 2023 and the following drivers:

- **Delivering Decent Homes** – the breach of the Homes Standard and our subsequent self-referral to the Social Housing Regulator and its spotlight on our decency position, requires a refocus on bringing all our stock up to the Decent Homes Standard, and therefore meeting the target to achieve this by 2028, is one of the key objectives for the new strategy.
- **Building Safety and Compliance** – the new regulatory framework with the additional duties placed on councils, means that the Asset Management Strategy and associated investment plans need to capture all our landlord obligations in respect of keeping our residents safe in their homes.

- **Energy Efficiency and Carbon Reduction** – in support of Haringey's ambition to be a net zero borough by 2041, the Council adopted a detailed Housing Energy Action Plan (2023) which commits us to bringing all our stock to an average Energy Performance Certificate (EPC) rating from Band C to Band B by 2035. Over the next five years, therefore, we will progress with delivering those energy efficiency and carbon reduction measures that will enable us to achieve that target.

3.2 The output of this review was the development of a new Housing Asset Management Strategy (2023-2028) which was approved by Cabinet in December 2023. The new strategy provides the framework for the Council to deliver investment programmes with the target of bringing all Council homes to the Government's Decent Homes Standard by 2028; tackling issues of damp and mould; improving the energy efficiency of the stock and; ensuring full compliance with current legislative and regulatory requirements. The key changes incorporated into the new strategy are summarised as follows:

- Re-ordering and expanding the criteria for prioritisation of works to reflect statutory and regulatory requirements together with council priorities and our overall aim of keeping residents safe in their homes.
- Amendments to the scope of the Haringey Decent Homes Standard with a refocus on meeting the criteria for achieving the standard, as set out in government guidance (2006).
 - A separate section on Damp and Mould.
 - Improved commitment to resident communication and engagement

Decent Homes Standard

3.3 The Decent Homes Standard is a minimum standard regulatory requirement for all social housing landlords and was established to '*bring health benefits to tenants and reduce health inequalities*' (Decent Home Guidance 2006). Decent Homes is a minimum standard for the Council's housing stock and the Council will consider additional investment over and above the Decent Homes Standard where this aligns with the investment priorities. When the Council applies the Decent Homes Standard it will ensure that the investment is sustainable in the long-term. The table below shows the plan for achieving 100% decency by 2028 by March 2028, while recognising that it is important to prioritise homes in the worst condition.

	2023/24	2024/25	2025/26	2026/27	2027/28
Made decent in year	1,620	700	987	1,772	1,929
Percentage of stock non-decent at end of year	21.6%	19.9%	17.6%	10.2%	0.0%

Resident Engagement

- 3.4 A resident Task and Finish Group was set up to support the review of the existing HAMS strategy and input to determining the investment priorities and key objectives for the new strategy. The resident Task and Finish Group will be involved in an annual review of the strategy to make sure it remains aligned to the HRA Business Plan and related Council strategies.

Risks

- 3.5 The key risks to the HAMS being delivered are: (i) affordability due to the significant pressures on the Housing Revenue Account; and (ii) our capacity and ability to deliver in a timely manner given the competing priorities for the available resources. In addition, statutory obligations or building safety regulations and similar external issues are subject to change and could have a significant impact on the strategy and costs.

4. Housing Asset Management Plan

- 4.1. Haringey Council manage a total of 20,395 dwellings, comprising 15,523 tenanted and 4,872 leasehold homes. Of the 15,523 tenanted properties: 14,197 are general needs and 1,326 are supported housing (sheltered and community good neighbour). There are 79 blocks which are 11 metres or five storeys plus. Within the general needs stock there are 154 hostel accommodation units.
- 4.2. An output of the revised Housing Asset Management Strategy is a 10-year investment programme which incorporates energy efficiency, compliance and building safety measures into the planned programme, as far as is practicable, to ensure value for money and minimise disruption for residents.
- 4.3. Investment decisions and prioritisation of works will be considered within the parameters of the resources set out in the HRA Business Plan, the Council's Medium Term Financial Strategy, and the sustainability of that investment in the long term. We will use a Stock Viability Model to assess viability and re-investment priorities, to ensure there is no high - risk investment without due consideration.
- 4.4. The Stock Viability Model will be populated with the results of a borough wide Stock Condition Survey which is due to be completed in

May 2024. The results of the new stock condition survey will provide us with comprehensive and accurate stock condition data that will enable the Council to effectively manage its housing stock by : Projecting future investment requirements through the production of a 30-year Investment Plan; assessing whether homes meet the government's Decent Homes standard and their overall viability (Active Asset Management); identifying Housing Health and Safety Rating System (HHSRS) hazards including damp and mould and; ensuring buildings and building components are compliant with all relevant legislation and best practice. Moving forward to ensure asset data is accurate a rolling programme of Stock Condition Surveys will be established from 2025/2026 onwards. This rolling programme will survey a minimum of 10% of the housing stock each year and elements of the stock to be surveyed reviewed at the beginning of each financial year.

Asset Management Plan Investment Priorities

- 4.5 The overall investment programme for works across the borough will be devised using the following criteria for prioritisation of resources:
- i. Statutory Compliance.
 - ii. Works Identified through Health & Safety Assessments (including Fire Risk Assessments).
 - iii. Structural Works.
 - iv. Regulatory Compliance (e.g., Decent Homes).
 - v. Supporting Council Priorities (including Carbon Reduction).
 - vi. Works that impact on high responsive repairs costs.
 - vii. Enhancing Neighbourhoods.
 - viii. Spend to Save Initiatives and Works that Support Community Initiatives.

10 Year Investment Plan

- 4.6 Following the approval by Cabinet of the new Housing Asset Management Strategy, an updated 10-year investment plan was developed utilising the new investment priorities and forms the basis of the Partnering Procurement:

	Housing Investment Plan - 2025/26-2034/35				
LOCALITY	CARBON WORKS	MAJOR WORKS	FRA WORKS	Broadwater Farm	TOTAL
	£	£	£	£	£
WEST	19,283,759	75,322,856	19,031,290	-	113,637,905
CENTRAL	21,053,118	89,937,895	28,825,414	97,214,819	237,031,247

EAST (NTH)	25,142,019	93,963,340	15,695,857	-	134,801,217
EAST (STH)	24,940,469	95,269,106	21,756,721	-	141,966,296
Totals	90,419,365	354,493,197	85,309,283	97,214,819	627,436,664

2024/25 Planned Programme

4.7 The investment plan for 2024/25 is as follows:

2024/25 Capital Programme	2024/2025 budget £
H207 Estate Improvement	700,000
H211 Structural Works	3,500,000
H212 Extensive Works Voids	125,000
H215 Boiler Replacement	2,754,000
H216 HRS Capitalised Voids	777,000
H218 Lift Improvements	648,000
H228 Urgent/Unplanned Capital Works	700,000
H235 Asbestos Removal	500,000
H243 Mechanical & Electrical Works	2,000,000
H244 Professional Fees (capitalised salaries)	6,424,000
H265 Preparatory Works	200,000
H268 Noel Park Pods	10,000,000
H272 Internal Works Programme	2,000,000
H273 External/Communal Works	4,965,000
Virement to Aids and Adaptations	1,144,000
Total Major Works - Haringey Standard	36,437,000
2024/25 Capital Programme Carbon Reduction	
Coldfall PAS2035 Retrofit	2,087,392
Capitalised Salaries	198,460
Total Carbon Reduction Works	2,285,852

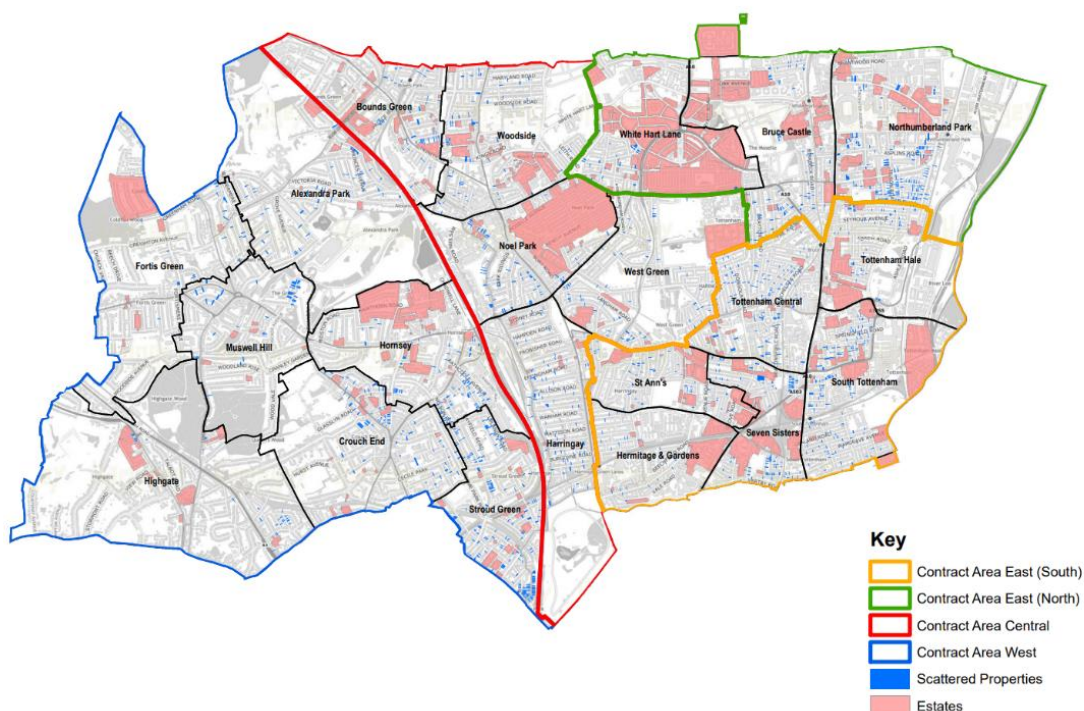
5. Partnering Procurement

5.1 Up until 2018 the planned works programme was delivered, through partnering framework contracts. Since then, the works programme has been delivered through single contract arrangements which has impacted significantly on the amount of work which has been subsequently delivered. In addition, it has sometimes impacted on the standard of the works and resident experience. The single contract delivery is also resource and time intensive and is recognised within the sector as an expensive way to procure this type of work.

- 5.2 The proposal to move to long-term partnering contracts for the delivery of the major works capital programme, was approved by Cabinet in January 2022. Partnering arrangements have previously worked successfully for Haringey in delivery of the Decent Homes programme. As well as reducing the time taken to award contracts, this approach allows for more flexible programming of work packages and incentivises contractors to invest in social value projects, given their presence over a longer term.
- 5.3 To deliver the approved strategy, four, 10-year regional partnering contracts will be let. The scope of works will include, but not be limited to: decent homes, building safety, energy improvements, structural and other estate renewal works. The four, 10-year contract lots will be let geographically:

Partnering Contract Areas	No of Properties in Each Area
West	c4,100
Central*	c5,100
East (North)	c5,400
East (South)	c5,900

CONTRACT AREAS, WARDS, ESTATES & SCATTERED PROPERTIES



- 5.4 To oversee the procurement, process a steering group has been established, chaired by the Director of Housing and is comprised of key internal stakeholders together with our procurement consultants and

legal advisers. In addition, a number of stakeholder workshops took place to consider the potential scope of the contracts and the allocation of lots. In November 2022 a market engagement event took place which was well attended by potential contractors.

Social Value

- 5.5 The Council's social value team is involved throughout the procurement process to maximise the employment, training, social and environmental benefits to communities in Haringey from the substantial investment in the Council's owned housing stock is embedded into the contracts. The guarantee of 10 years' worth of work gives the contractors the continuity of work to provide real employment, training and community investment which can evolve and respond to the Borough priorities.

5.6 Procurement Timescales

The key milestones for the partnering procurement are outlined below, however the timescales may be subject to change pending legal advice on the proposed Section 20 approach to recovering leaseholder charges.

Partnering Procurement Milestone Plan	
LCP Framework Procurement Completed	August 2024
Issue Tender Documents	September 2024
Bidders Return Tender Documents	November 2024
Evaluation of Returned Tender Documents	November 2024
Member Sign Off	December 2024
Contract Award	January 2025
Mobilisation Completed & Start on Site	April 2025

6. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes'?

The Asset Management Strategy supports high level strategic priority outcomes 5 'Homes for the Future – Everyone has a home that is safe, sustainable, stable and affordable'.

7. Carbon and Climate Change

- 8.1 The recommendation to adopt the proposed new Asset Management Strategy supports the Council's commitments in its 2021 Climate Action Plan to the delivery of homes that are healthy, comfortable, and affordable places to heat and power.

- 8.2 The Climate Action Plan set out how the borough will become net zero carbon by 2041. The proposed new Asset Management Strategy supports that objective with commitments to retrofitting Council homes, making homes more energy efficient, while also addressing fuel poverty. This includes working towards meeting the Housing Energy Action Plan (2023) target for improving the energy efficiency of council homes from an average Energy Performance Certificate Rating (EPC) of Band C to Band B by 2035.

8. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

N/A

8.1. Procurement

Strategic procurement (SP) will support on all sourcing activities that arises from the strategy (purchases over £160,000).

8.2. Head of Legal & Governance [Name and title of Officer completing these comments]

N/A.

8.3. Equality

The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advance equality of opportunity between people who share those protected characteristics and people who do not.
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

This decision relates to the Council's Asset Management Strategy for its housing stock and how we will implement the strategy across the Council's housing portfolio.

The Asset Management Strategy aims to improve the quality of housing for Council tenants and leaseholder in Haringey. Residents from Black, Asian and minority ethnic backgrounds, older people, disabled people, women, and low-income households are over-represented among current Council tenants. These groups are therefore likely to benefit from the delivery of the Asset Management Strategy. The current cost of living crisis is causing increased levels of fuel poverty and disproportionately impacts those from a low socio-economic background. The measures set out in the Asset Management Strategy to improve energy efficiency and effectively tackle damp and mould should have a particularly positive effect on those from a low socio-economic background and represent a means of preventing and mitigating future inequalities.

9. Use of Appendices

N/A

10. Background papers

Haringey Housing Asset Management Strategy 2023 – 2028:
[Haringey Housing Asset Management Strategy 2023-2028](#)