

Report Title: Homes for Haringey Delivery Plan

Forward Plan reference number (if applicable):

Report of: **Director of Housing**

Wards(s) affected: **All**

Report for: **Decision**

1. Purpose

1.1 To set out Homes for Haringey's first year Delivery Plan

2. Introduction by Executive Member

We have now been working on the establishment of our ALMO, Homes for Haringey for well over year and the first year Delivery Plan represents another vital step in this process. The Plan sets out the relationship between the Council and Homes for Haringey and is an important tool for both officers and elected members in evaluating the performance of our ALMO. The Delivery Plan is a working document and will change over time. It sets out the background, key objectives and performance targets for Homes for Haringey. For these reasons it is essential that the Plan truly represents the goals and aspirations we all have for Homes for Haringey.

3. Recommendations

3.1 To agree in principle the Homes for Haringey's first year Delivery Plan pending further input by Homes for Haringey as it becomes operational and with feedback from the indicative Inspection by the Audit Commission expected at the end of March 2006.

3.2 To agree that signing off the final Delivery Plan document is delegated to the Executive Member for Housing and the Chief Executive of Homes for Haringey.

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4. Executive Summary

4.1 Homes for Haringey is expected to produce and regularly update a Delivery Plan setting out its programmes and targets. The plan reflects a partnership between the Council and Homes for Haringey delivering continuous improvements to our tenants and leaseholders. The targets are linked to the key objectives of Homes for Haringey as agreed by the Homes for Haringey Shadow Board, residents and the Council.

4.2 Attached to this report is a copy of the Delivery plan as it stands pending further input by Homes for Haringey as it becomes operational and with feedback from the indicative inspection by the Audit Commission. It is proposed that the principles of this Delivery plan are agreed and signing-off of the final Delivery Plan is delegated to the Executive Member for Housing and the Chief Executive of Homes for Haringey.

5. Reasons for any change in policy or for new policy development (if applicable)

5.1 The report seeks an Executive decision to agree in principle the Homes for Haringey Delivery Plan in pursuance of the Council's decision in January 2005 to establish an ALMO.

6. Local Government (Access to Information) Act 1985

6.1 Guidance on Arms Length Management of Local Authority Housing- ODPM

6.2 Staffing implications of establishing ALMOs- Employers Organisation for Local Government

6.3 Framework for establishing the Haringey ALMO- Report to Council Executive (26 July 2005)

6.4 Framework for establishing the Haringey Arms Length Management Organisation (ALMO) (Approval of Functions) Report to Council Executive (4 October 2005)

6.5 ALMO 'arms length management organisation' - overview of Bid and Section 27 application Report to Council Executive (20 December 2005)

7. Background

7.1 The relationship between Haringey Council and Homes for Haringey is defined in the management agreement which sets out the obligations of each party. This agreement covers:

- the functions to be delegated to and carried out by Homes for Haringey;
- the standards to which they are to be carried out;
- arrangements for reporting on and monitoring performance;
- requirements for involvement of tenants in decision making;
- the financial relationship and obligations of each party;
- arrangements for liaison and consultation between the Council and Homes for Haringey;
- Homes for Haringey's role in helping to deliver the Councils housing strategy;

- the length of the agreement;
- actions to be taken where there is non-compliance or failure; and
- arrangements for termination.

It has been agreed by Council Executive on 20th December 2005 that signing off the final version of the Management Agreement on behalf of the Council is delegated to the Director of Housing in consultation with the Executive Member for Housing. Copies of the Management Agreement will be available from the ALMO Implementation Team (contact details above in section 3).

7.2 During its first year Homes for Haringey is required to complete a Delivery Plan set by the Council in consultation with the ALMO Board. The first year Delivery Plan is formally part of the Management Agreement, and it will be renegotiated each year.

7.3 The Delivery Plan sets out the purposes and mission of the ALMO, its business objectives and its performance targets - in many ways it is the critical document within the Management Agreement.

7.4 The Delivery Plan has been discussed by the ALMO Transition Member Working Group, residents and the Shadow ALMO Board. The document will be included with the Management Agreement before it is formally signed at the end of March 2006. A draft Delivery Plan has been submitted with the Section 27.

8. Summary of the Delivery Plan

8.1 'Homes for Haringey' goes live as Haringey Council's arms length management organisation (ALMO) on 1 April 2006. The Board, made up of residents, councillors and independent experts, has been meeting since October 2005 to prepare for its new role and to plan the service.

This Delivery Plan, agreed by the Council and by the Board, sets out the organisation's aims and objectives and what it plans to do in its first year.

Crucially, by the end of 2006/07, Homes for Haringey aims:

- to have secured around £200 million of funding over 4 years to improve tenants' homes and environments, and
- to be providing high quality services to at least a 2 star standard.

The Council and the Board are committed to working in partnership, with Government support, to achieve real improvements in residents' lives and living conditions.

8.2 This Delivery Plan outlines the main services which will be delivered during the first year of operation of Homes for Haringey.

The Delivery Plan:

- Shows how services provided by Homes for Haringey will meet the needs of residents
- Shows how Homes for Haringey will be accountable to residents and Haringey Council
- Sets out priorities and targets for delivering and improving services
- Shows how Homes for Haringey will meet the Decent Homes Standard by 2010, subject to funding
- Sets out the key performance targets that will be used to monitor progress against the plan

8.3 The Primary and supporting objectives have been agreed by residents, the Shadow Board and the ALMO Transition Member Working Group. These are listed below. Each section has a detailed table showing what the deliverable will be for year one in addition to Best value and local performance indicators.

Primary & Supporting Business Objectives

The two primary objectives of the organisation flow directly from the Mission Statement. They are:

Homes for Haringey: Primary Objectives

- To improve the quality of the housing stock to a modern standard and to achieve the Decent Homes standard by 2010.
- To deliver a high quality and improving service to all residents and achieve excellence.

Homes for Haringey: Supporting Business Objectives

Our seven supporting business objectives flow from our primary objectives and are:

- To work in partnership with Haringey Council and key partners to deliver the objectives of the Community Strategy.
- To maximise the participation and influence of residents.
- To ensure that our estates are safe and decent places to live.
- To become an excellent and well-led organisation that values its staff.
- To create a service based on equality of opportunity for all which recognises the diversity of the community it serves.
- To manage in the most efficient and effective manner revenue and capital resources.
- To be a model of good practice in governing the affairs of Homes for Haringey.

The final section details how the Council will monitor Homes for Haringey against agreed performance targets.

9. Comments of the Director of Finance

9.1 The financial implications for the Housing Revenue Account of the activities to be undertaken by Homes For Haringey as set out in the Delivery Plan have been incorporated in the Medium Term Financial Strategy 2006/07.

9.2 Achieving a minimum 2-star "Good" rating for Homes For Haringey is a priority in the first year's Delivery Plan as this assessment would be necessary in order to attract the £200m+ Decent Homes funding which is part of the rationale behind the formation of Hones for Haringey.

9.2 The Delivery Plan is cross referenced with the Management Agreement and the financial protocols to ensure that, partnership with the Council, robust financial systems are in place to assist in the delivery of all of the objectives in the delivery plan.

10. Comments of the Head of Legal Services

10.1 Comments of the Head of Legal Services

The Head of Legal Services has been consulted in the preparation of this report, and makes the following comments.

As the report makes clear, the delivery plan is a key document and sets out how Homes for Haringey will implement its obligations contained in the Management Agreement in its first year of trading.

The Head of Legal Services advises that conditional upon the performance management aspects of the Plan being enforced, it ought to be possible to receive early warning of any potential or actual problems which Homes for Haringey encounter in delivering on the Plan.

Any such problems will be resolved in accordance with the dispute resolution terms contained in the Management Agreement. However, the ultimate sanction would be to terminate the Management Agreement where performance under the Plan is, for example, consistently unsatisfactory. In such circumstances the Head of Legal Services is likely to advise in favour of such a course, as the Council remains statutorily responsible for delivering the housing management service.

11. Equalities Implications

11.1 Homes for Haringey will be required to adopt and operate the Council's equalities and diversity strategies in relation to service delivery and staffing. Its approach to equalities and diversity will be set out in its aims and objectives, the delivery plan, and the other documents.

11.2 Community groups that are under represented have been identified and an action plan to ensure inclusion of these groups has been put in place. These will be monitored on a regular basis. The effect of implementing Homes for Haringey on inclusion will also be monitored.

11.3 A comprehensive consultation and communication plan for residents and staff has been drafted. This has identified the barriers in communicating with residents and staff in the lead up to implementing Homes for Haringey and following the set up of Homes for Haringey. Training needs will be identified for staff, residents and Homes for Haringey Board.

11.4 Homes for Haringey will be required to prepare its own detailed action plans to deliver the Council's aims. This will also be guided by the Council's Impact assessment process being applied to the Homes for Haringey implementation and is comprised of five core 'arrangements'. The Impact assessment is available.

12. Use of Appendices / Tables / Photographs

The following documents are attached to the report:

Attachment 1 Homes for Haringey first year Delivery Plan.