



Homes for Haringey

# HOMES FOR HARINGEY 1<sup>ST</sup> YEAR DELIVERY PLAN

## **Foreword: A secure future for Council housing in Haringey**

Council housing in Haringey is entering a new and exciting era. Services to residents are improving. The Council has a clear plan to achieve 'Decent Homes' for all its housing stock by 2010. And residents are becoming much more heavily involved in running their own homes.

'Homes for Haringey' goes live as Haringey Council's arms length management organisation 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 of Homes for Haringey, 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:

- together with the Council to have secured around £220 million of funding over four years to improve tenants' homes and environments, and
- to be providing high quality services to at least a two star standard as a stepping stone to our ultimate aim of achieving three stars..

The Council and the Board are committed to working in partnership, with Government support, to achieve real improvements in residents' lives and living conditions. This new partnership will demonstrate that, in Haringey, Council housing has a real future and can deliver well-run, high quality homes and environments for residents.

## Contents

<b>INTRODUCTION</b>	5
Stock Options Appraisal	5
Approval of the Delivery Plan	6
Delivery Plan of Homes for Haringey	6
Resident priorities	7
Mission Statement	8
Primary & Supporting Business Objectives	8
<b>PRIMARY OBJECTIVES</b>	10
<b>Primary objective 1: To deliver a high quality and improving service to all residents and achieve excellence</b>	10
Introduction	10
Core Activities	10
Value for Money	10
Value for Money Strategy	11
Value for Money and the Repairs Service	11
Managing Relationships	11
Integration with Financial planning	12
Tenants and leaseholders	12
Lettings Service	12
Maintaining the Quality of the Homes for Haringey	
Housing Service	13
Office location and accessibility	14
Information Technology Systems	14
Customer Care and Access	15
Providing Services to Other Organisations	15
Objectives Table	17
<b>Primary objective 2: To improve the quality of the housing stock to a modern standard &amp; to achieve the Decent Homes standard by 2010</b>	20
Introduction	20
The Standard to be adopted by Homes for Haringey	20
Homes for Haringey standard	20
The Stock Condition Survey	20
Investment Programme	20
Summary of Bid for Resources	21
Sustainability	22
Procurement Strategy	23
Responsive Repairs and Voids	23
Objectives Table	25
<b>SUPPORTING BUSINESS OBJECTIVES</b>	26
<b>Supporting business objective 1: To work in partnership with Haringey Council to deliver corporate objectives.</b>	26
Introduction	26
The Councils Vision	26
Community Strategy	26

Haringey Strategic Partnership	26
Haringey Housing Strategic Partnership	27
The Housing Strategy	27
Partnership Strategy	28
Safer Communities Partnership	28
Working with Elected Members	28
Additionally	28
Continuous Improvement	28
Continuous Performance Assessment Framework	29
Best Value	29
Bench making	29
Production of information	29
Performance Management	29
Principles	29
Setting of performance targets	30
Performance Monitoring Information	30
Monthly Management Information	30
Quarterly Qualitative & Quantitative Information	31
Annual Performance Plan	31
Objectives Table	32
<b>Supporting business objective 2: To maximise the participation and influence of residents</b>	33
Resident Involvement	33
Homes for Haringey will	33
Leaseholders	34
Involvement Opportunities	35
Objectives Table	37
<b>Supporting business objective 3: To ensure that our estates are safe and decent places to live</b>	38
Introduction	38
Area Based Regeneration Initiatives	38
Safer and Stronger Communities	39
Anti Social behaviour	40
Neighbourhood Renewal Fund	40
Objectives Table	41
<b>Supporting business objective 4: To become an excellent and well-led organisation that values its staff</b>	43
Introduction	43
Leadership	43
Structures and Resources	43
Staffing Policies and Procedures	43
Staff development	43
Staff consultation and communication	44
People Plan	44
Objectives Table	45
<b>Supporting business objective 5: To create a service based on equality of opportunity for all which recognises the diversity of the community it serves</b>	47
Introduction	47

Equalities Policy Statement and Goals	47
Objectives Table	49
<b>Supporting business objective 6: To manage in the most efficient and effective manner revenue and capital resources</b>	
The Financial Strategy	50
Financial Management	50
Objectives Table	52
<b>Supporting business objective 7: To be a model of good practice in governing the affairs of Homes for Haringey</b>	
Introduction	54
The Board of Homes for Haringey	54
Company Secretary	55
Consultation Arrangements	55
An arms-length organisation	55
Board Development	56
Objectives Table	57
<b>Appendix A: Performance Indicators (Best Value and Local)</b>	59
<b>Appendix B: Borough Wide Investment Programme by Area</b>	62
<b>Appendix C: Senior Management Team Structure</b>	66
<b>Appendix D: Medium Term Financial Strategy &amp; Management Fee Calculation</b>	67

## INTRODUCTION

This is the first annual Delivery Plan of Homes for Haringey, as agreed by the Council and by the Homes for Haringey Board.

Homes for Haringey is an Arms' Length Management Organisation set up by Haringey Council with the support of its tenants to manage and improve its housing stock.

### Stock Options Appraisal

On 24th January 2005, Haringey Council agreed a strategy which will enable it to achieve the Decent Homes standard for its housing stock by 2010s subject to the receipt of the extra funding from the Government referred to below.

The Council ensured that tenants and leaseholders were 'in the driving seat' of the appraisal. A Stock Options Appraisal Steering Group, comprising of 11 tenants and leaseholders out of a membership of 15, was empowered to recommend to the Council a way forward to improve Council housing and carried out a thorough analysis of all the options available.

A comprehensive consultation plan ensured that all our residents were involved throughout this process. In April 2005, the Council received the support of tenants for this strategy through a ballot. The strategy was agreed and "signed off" by the Government Office for London in July 2005.

The strategy is based on the twin objectives of:

- Establishing an Arms Length Management Organisation, Homes for Haringey, to create the opportunity to access additional investment funds of around £220 million.
- Improving service delivery to at least a two star standard, to benefit our tenants and leaseholders but also to enable Homes for Haringey, to pass an Audit Commission inspection to the required standard to release the funds.

The Council believes that the strategy is a workable and sustainable solution, which will place Council housing in the borough on a firm footing for the long term.

Although formed and wholly owned by the Council, Homes for Haringey is an arms length organisation, governed by an independent Board, and regulated through its Management Agreement with the Council and its Constitution ('Memorandum and Articles of Association').

Homes for Haringey will have responsibility for:

- Providing services to around 16,300 tenanted homes and 4,400 leasehold homes
- Tenancy and estate management
- Housing management of supported housing
- Rent collection and arrears management

- Responsive repairs and maintenance
- Planned repairs and major works
- Leasehold management
- Tenant participation
- Information technology

Haringey Council will retain responsibility for:

- Housing Strategies
- Housing Revenue Account Business Planning
- Homelessness
- Housing Advice (except to Council tenants)
- Housing Register and Allocations
- Support services provided to residents in Supported (Sheltered) Housing
- Anti-Social Behaviour across all tenures
- Affordable and key worker housing development
- Temporary accommodation procurement and management
- Home Energy Conservation Act responsibilities
- Private and Registered Social Landlord sector housing policies
- Rent setting policies
- Conditions of tenancy for secure tenants
- Estate regeneration policy, development and consultation
- Monitoring and evaluating Homes for Haringey

### **Approval of the Delivery Plan**

The Delivery Plan has been formally agreed and endorsed by Haringey Council's Executive and Homes for Haringey Shadow Board. Residents have been involved in setting our priorities and targets through our Residents Consultative Forum and tenant and leaseholder focus groups.

### **Delivery Plan of Homes for Haringey**

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

The Delivery Plan:

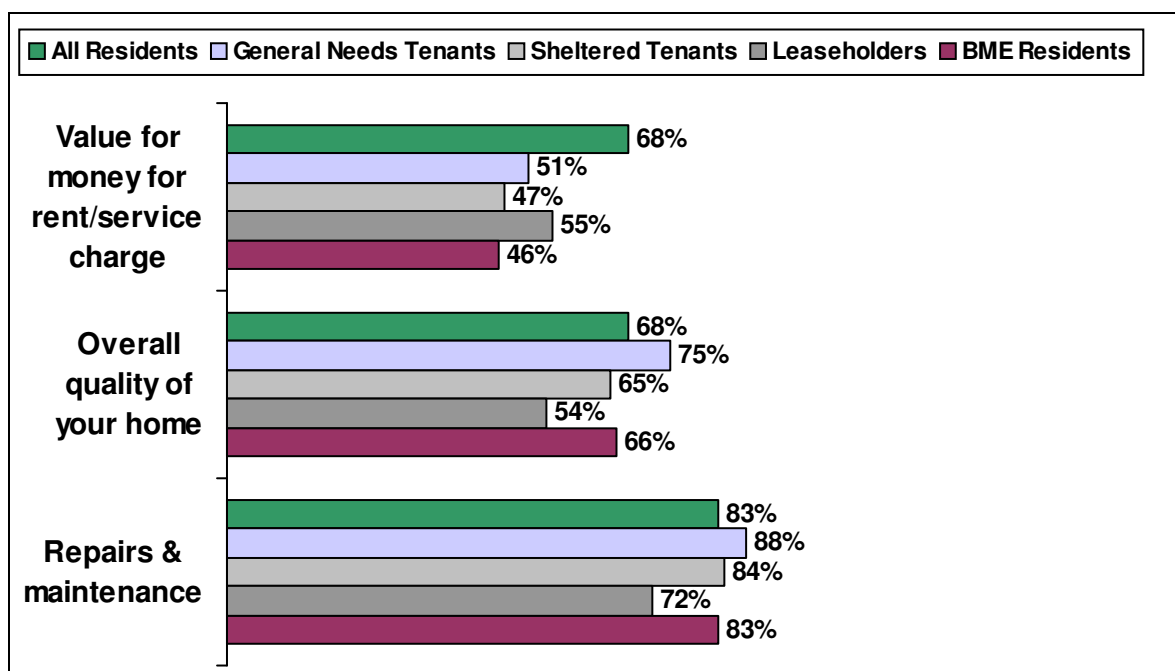
- Shows how services provided by Homes for Haringey will meet the needs of residents
- Shows how Homes for Haringey will be accountable to residents and Haringey Council
- Sets out priorities and targets for delivering and improving services
- Shows how Homes for Haringey will meet the Decent Homes Standard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

As the owner of the stock and the company, the Council has clear expectations of the outcomes that Homes for Haringey will achieve. As an arms-length organisation,

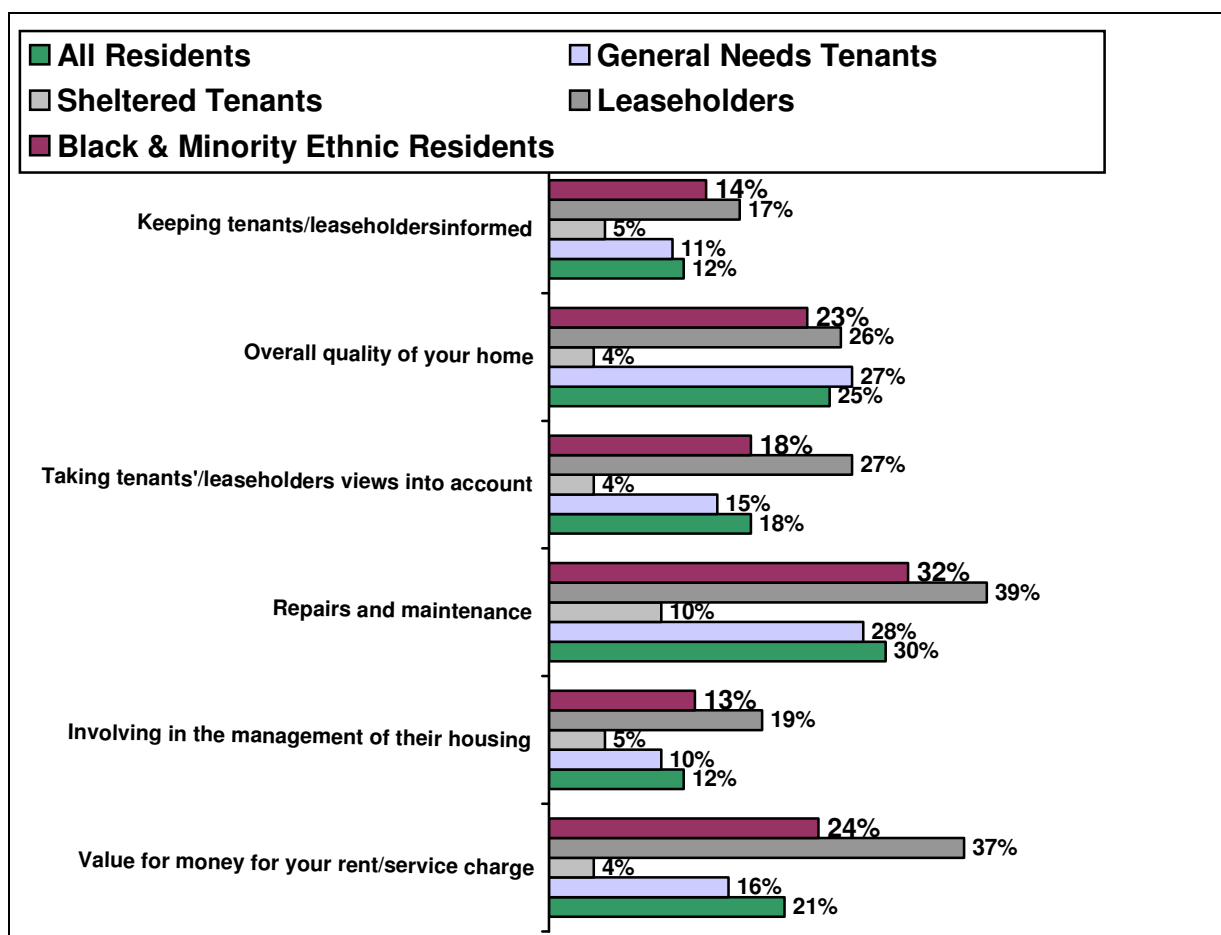
Homes for Haringey will develop its own culture, identity and brand to reflect the quality services to be delivered. Working in partnership, the Council and the Board have jointly developed a set of Primary and Supporting Business Objectives which set the framework for Homes for Haringey operational activities.

**Resident Priorities**

We have based the priorities of our Delivery Plan on the priorities of our residents. A recent Market Research United Kingdom resident survey (2005/06) identified the three key services that residents considered the most important which are set out in the table below.



Residents were also asked to list the six services that they thought needed to be improved. These are highlighted in the diagram below.



This information along with feedback from our residents on the performance indicators underpins the objectives of this Delivery Plan.

**Mission Statement**

The Homes for Haringey Shadow Board has agreed a straightforward and focused Mission Statement for the organisation:

*“Working with residents to provide quality housing services and decent homes.”*

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



**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 homes 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.

## PRIMARY OBJECTIVES

### **Primary objective 1: To deliver a high quality and improving service to all residents and achieve excellence**

#### **Introduction**

Improving the quality and value for money of housing services is crucial to the success of Homes for Haringey. During its first year of operation, Homes for Haringey will be inspected by the Audit Commission and will need to reach at least a two star standard if it is going to access the additional investment resources which are required to achieve the Decent Homes Standard by 2010.

#### **Core Activities**

Homes for Haringey's core activities centre around providing services to around 16,300 tenanted homes and 4,400 leasehold homes and include tenancy and estate management, housing management of supported housing, rent collection and arrears management, responsive repairs and maintenance, planned repairs and major works, leasehold management and Tenant participation. In our first year of operation our main objectives in these areas are as follows.

##### *Tenancy Management and income recovery*

In order to improve our services to residents and ensure value for money the Housing Management division has been restructured into three key service areas – Tenancy Management, Income collection and Estate Services. This will provide a single point of accountability and focus for each service and reflects best practice in top performing organisations. The management of supported housing will now be a function of Homes for Haringey within the Housing Management division.

##### *Leasehold Management*

Key focus for year one of Homes for Haringey will include improving our customer care, having clearer policies incorporating input from our leaseholders, improving access for leaseholders. We will ensure that our leaseholders have more knowledge of future investment and receive regular information.

##### *Responsive Repairs Planned repairs and Major Works*

See Primary Objective 2

##### *Tenant participation*

See Supporting Business Objectives 2.

#### **Value for Money**

Homes for Haringey has inherited a very challenging financial scenario, as is discussed more under supporting business objective 6. It needs to achieve significant improvements in its housing service and show this represents value-for-money in order to achieve the two star standard. At the same time, it needs to take a robust

approach to budgetary control and efficiency savings in order to enable Haringey Council to keep its Housing Revenue Account in balance.

### **Value for Money Strategy**

Social Housing is expected to make efficiencies of some £835m by 2007/8 in response to the Gershon review, of which Local Authorities, including Arms Length Management Organisations, are expected to contribute some £480m. This equates roughly to 2.5% savings each year from 2005/6 to 2007/8 (7.5% over the three-year period).

To reflect the priority to be given by Homes For Haringey to Value For Money issues, the Board will adopt a Value For Money Strategy (linked to its Financial, Procurement, and Risk Management Strategies) setting out its approach to achieving and demonstrating continuous improvement in Value For Money.

Homes for Haringey will also produce Annual Efficiency Statements as part of the financial planning activities carried out in alignment with the Council's processes and timetable.

### **Value for Money and the Repairs Service**

Following a comprehensive Value for Money study carried out by Deloitte's which reported in November 2005, the Council decided (on 20/12/05) to proceed with market testing the end to end repairs service, including repairs reporting. The Value for Money study included soft market testing which has informed the procurement strategy. The market test will be managed by the Council's corporate procurement service completely independent from Homes for Haringey, which will be submitting an in house bid. It is expected that the new contract arrangements will commence from 1st April 2007.

The in house team will be adopting the national housing federation schedule of rates from 28th February at the same time as the go live for a new contractor IT system (TASK). From April 2006, in house uplifts against the National Federation's standard of rates will be set at market rates derived from benchmarking recent tendered rates for other public sector housing maintenance contracts.

Other initiatives to improve the Value for Money of the repairs service include; operative multi skilling programme to NVQ levels 2 & 3 (40 qualified by April 2006), a strong apprentice programme (currently 18 posts), imprest stock on vehicles, introduction of mobile working in 2006/07, a new work scheduling system (Optitime – May 2005)) and a new contractor management/job costing system (TASK – Feb 2006), graphical repairs ordering system already live for staff and available as an interactive web package for residents from Summer 2006.

### **Managing Relationships**

Homes for Haringey is committed to ensuring that services provided to its customers by its partners are of a high quality and deliver Value for Money at all times.

This will be achieved by managing the relationships with all partners on a defined basis as set out in contractual agreements.

This increased client monitoring activity will be applied both to external partners and to the Council itself through the introduction and monitoring of Service Level Agreements for all central and support services.

### **Integration with Financial Planning**

Homes for Haringey will operate a financial planning cycle aligned to that of the Council. This will allow Value for Money to be embedded in Homes for Haringey's financial processes in order to allow Homes for Haringey to plan and deliver Efficiency Gains, and the Council to incorporate these within its Housing Revenue Account Annual Efficiency Statements.

Homes for Haringey will undertake a value for money review of all of the services provided by the Council by the end of its first year of operation. To ensure that rapid progress is made, the process of review has been commenced in advance of Homes for Haringey formally going live.

### **Tenants & Leaseholders**

In seeking improvements in efficiency the major challenge will be to demonstrate that quality has been maintained. The involvement of our customers is an important element in this process. This will be assessed through the satisfaction surveys, feedback from both satisfied and dissatisfied customers, and through learning from the number, content, and outcome of complaints.

A Residents' Finance Panel has been set up as part of Homes for Haringey's resident involvement strategy, which has a remit including the monitoring and scrutiny of Value for Money across the whole of Homes for Haringey's operations.

### **Lettings Service**

Haringey has recently joined Home Connections, which will see all boroughs and many RSL partners across the North London Sub-Region operating the same choice based lettings scheme. Implementation of the scheme will be rolled out over the next 12 months.

Home Connections will facilitate customer choice and promote mobility as well as providing a transparent and open allocations process. Harmonisation of procurement and processes will lead to economies of scale.

The allocations function and the operational link to Home Connections will remain with the Council's Housing Service. Homes for Haringey will carry out the signing up of new tenants.

A comprehensive lettings improvement plan is in place, which will deliver an improved service for our residents. Areas of work include:

- A full review of the housing register to ensure accurate customer data and correct assessments of needs

- The sharing of the voids brief between Homes for Haringey and the Housing Service, managed by a Voids Co-Coordinator based in Homes for Haringey.

### **Maintaining the Quality of Homes for Haringey's Housing Service**

Homes for Haringey is committed to delivering a quality service to its customers and has a variety of systems in place designed to ensure consistent achievement against agreed performance standards. The aim is to maintain quality systems guaranteed by external accreditation so that excellence can be demonstrated by independent assessment. The Haringey Housing Service is already accredited by British Standards Institute on International Standards Organisation 9002 for most housing management processes.

Current methods by which the quality of service delivery is monitored include:

- Accredited quality assurance systems
- Monitoring achievement against performance targets
- Resident feedback
- Service reviews
- IIP accreditation
- Benchmarking
- Staff feedback systems
- Audit checks
- Repairs monitoring through contractors / residents
- Residents' complaints system and Members Enquiries
- Audit Commission inspections
- Systems that will be considered for the future include:
- Plain English crystal mark for key publications

Methods by which consistency of service delivery and the provision of consistent information are ensured include:

- Training & development of staff via the Learning and Development Programme
- Team meetings
- Staff appraisal
- Newsletters for residents and staff
- Public website and staff intranet site
- Key information provided in translated, Braille, large print and tape formats
- Provision of written Housing Management procedures and written policies & procedures for more corporate policy areas.
- Tenants' and Leaseholders' Charters and Tenants' Compact
- Repairs Handbook

Policies have been developed in key areas, many of which reflect Haringey Council's corporate policies of the Council, to ensure best business practice and the highest professional standards. Policies include:

- Health & Safety at work

- Equality and diversity
- Human resources policies

### Office Location and Accessibility

Homes for Haringey will provide services from the following locations:

Office	Location
Chief Executive and Building Services	6 <sup>th</sup> Floor River Park House, Wood Green, N22
Building Services Repairs Operations	Lordship Lane, 251 Lordship Lane, N17 6AA
Building Services Repairs Operations	Ashley Road Depot, Ground floor, Contract House, Ashley road, N17 9AY
Broadwater Farm Area Office	108c, Gloucester Road, Tottenham, London. N17 6GZ
South Tottenham Area Housing Office	Apex House, 820 Seven Sisters Road, Tottenham, London. N15 5PQ
North Tottenham Area Housing Office	782, High Road, Tottenham, London. N17 OBX
Hornsey Area Housing Office	Hornsey Town Hall, The Broadway, Hornsey, London. N8 9JJ
Wood Green Area Housing Office	13/27, Station Road Wood Green London. N22 6UW

Residents will normally access services at the customer service centres but a local office will be maintained at Broadwater Farm. All offices are accessible to people with disabilities but this will be reviewed against the requirements of the Disability Discrimination Act. Access to translation/ interpretation services is available across all offices.

### Information Technology Systems

Homes for Haringey initially will use the existing computer systems used for the delivery of the housing service. If a future decision is taken to change or upgrade the information technology systems currently in use, a reasonable notice period will be agreed with Haringey Council.

An information technology strategy will be developed with the resources to deliver it effectively. Initially, Homes for Haringey will continue to use Haringey Council's information technology staff to manage, administer and develop the information technology function. The exception to this is that support for the Open Housing Management System will be provided from within Homes for Haringey.

## **Customer Care and Access**

Homes for Haringey is committed to improving our customer's experience of all our services and of services provided by our suppliers and contractors.

Residents will access services through the Councils call centre and the customer service centres but a local office will be maintained at Broadwater Farm. All offices are accessible to people with disabilities but this will be reviewed against the requirements of the Disability Discrimination Act. Access to translation / interpretation services is available across all offices.

We will continue to improve how we communicate with residents about our services; monitor and review our service standards; and work with Customer Services to improve resident's experiences at Customer Services Centres and council call centre. We will use a range of customer feedback mechanisms to assess our progress including the annual independent survey of tenants and leaseholders:

## **Providing Services to other Organisations**

The constitution of Homes for Haringey states that the 'objects and purposes of the organisation shall be primarily in the areas where the Council owns or manages housing stock'. This terminology, which has been adopted by most Arms Length Management Organisation, ensures that the organisation has sufficient flexibility to:

- Continue to manage the Council's stock located in other boroughs;
- Continue to work for other Council departments (e.g. design services for Education); and
- Continue to undertake occasional work for other organisations (e.g. consultancy, advice, speaking at conferences and seminars).

In addition, this flexibility could in future enable Homes for Haringey to undertake new work for other housing organisations. Examples might be leading on joint procurement initiatives with other Arms Length Management Organisations, providing 'back office' services to other Arms Length Management Organisations, or providing caretaking services to housing associations with isolated stock who want to provide on-the-spot services to their tenants. It should be stressed that no such projects are currently being developed. However, as income to the Housing Revenue Account will decline over the next few years, such activity may help Homes for Haringey to spread its overhead costs and thereby maintain services to council tenants.

The Management Agreement requires Homes for Haringey to obtain the Council's permission before entering into any new arrangement. This enables the Council to risk assess the proposed activity to ensure it is compatible with the current activities of Homes for Haringey and that it will not dilute or undermine the provision of services to council tenants.

During the period of this Delivery Plan, when the focus will be on achieving two stars and securing the Decent Homes funding, it is not anticipated that any significant

contracts will be entered into. However opportunities might arise which would benefit the organisation and council tenants in the borough. In such cases, Homes for Haringey would be required to prepare a detailed business case for approval by the Council.



<p><b>First Year Delivery Plan:</b>  <b>What Homes for Haringey will deliver during 2006/07</b></p> <p><b>Primary objective 1: To deliver a high quality and improving service to all residents</b></p> <p>Homes for Haringey will:</p>		
<b>Project</b>	<b>Task</b>	<b>Delivery Officer</b>
Achieve excellent standards of access & customer services	<ul style="list-style-type: none"> <li>• Develop future strategy on customer access</li> <li>• Publish customer service standards for all key services</li> </ul>	Executive Director of Business Improvement
Deliver an effective repairs and maintenance service.	<ul style="list-style-type: none"> <li>• Market test day to day repairs delivery of the embedded service &amp; achieve 100% certification</li> <li>• Establish robust procedures on gas safety and maintenance</li> <li>• Implement improved aids and adaptations processes thereby reducing waiting times for customers.</li> <li>• Develop the workforce and systems including multi-skilling, mobile working and web-based ordering to improve customer experience.</li> <li>• Develop and implement quality assurance system to improve customer satisfaction</li> </ul>	Executive Director of Building Services
Improve the quality of our estates services	<ul style="list-style-type: none"> <li>• Implement the revised management</li> </ul>	Executive Director of Housing

	<p>structure</p> <ul style="list-style-type: none"> <li>• Introduce handyperson role for small communal repair jobs</li> <li>• Review ordering and storage arrangements</li> <li>• Review contracted services: grounds maintenance and play</li> <li>• Canvas all estates on extension of car parking scheme</li> <li>• Re- tender the parking enforcement contracts</li> </ul>	<p>Management</p>
<p>Deliver the voids and lettings improvement plan</p>	<ul style="list-style-type: none"> <li>• Publish and communicate new lettable standard</li> <li>• Ensure all void repairs carried out to meet this standard</li> <li>• Enforce the 4 week notice period and re-launch the incentive scheme for allowing early access to property</li> <li>• Carry out a satisfaction survey of all new tenants and revise standards in consultation with residents as required.</li> <li>• Consider the implications of Home Connections implementation for Homes for Haringey</li> </ul>	<p>Executive Director of Building Services</p>
<p>Improve tenancy management</p>	<ul style="list-style-type: none"> <li>• Implement the new structure creating specialist teams in tenancy management and rent recovery</li> <li>• Improve rent recovery by focussing</li> </ul>	<p>Executive Director of Housing Management</p>

	<p>on debt prevention work</p> <ul style="list-style-type: none"> <li>• Improve communications and information for residents</li> <li>• Review, develop and extend support for vulnerable tenants – e.g. those in sheltered housing</li> </ul>	
<p>Ensure that we deliver value for money</p>	<ul style="list-style-type: none"> <li>• Tender for new electrical and mechanical maintenance contracts</li> <li>• Review Service Level Agreements with Council providers</li> <li>• Develop reliable Value for Money data and performance measures for Homes for Haringey services</li> <li>• Identify activities for our value for money review process.</li> <li>• Implement market testing of repairs</li> <li>• Further develop our bench marking processes</li> </ul>	<p>Executive Director of Business Improvement</p>

## **Primary objective 2: To improve the quality of the housing stock to a modern standard & to achieve the Decent Homes standard by 2010**

### **Introduction**

One of the primary objectives of Homes for Haringey is to bring all of the housing stock, under its management, up to the Government's Decent Homes Standard by 2010. The capital programme of Homes for Haringey has been informed by the Council's Stock Condition Survey, the Decent Homes Standard and the views of residents. The programme also takes into account other statutory obligations, the need to deliver an efficient building programme and long-term asset management.

### **The Standard to be adopted by Homes for Haringey**

Haringey Council's Stock Options Appraisal Steering Group worked very closely with FPD Savills on the question of standards. They also took into consideration feedback from over 1,000 resident surveys that were completed as part of the roadshow events and supported housing briefings undertaken for the Options Appraisal.

### **Homes for Haringey Standard**

This was developed by FPD Savills and agreed by the Steering Group. It represents a 'good landlord' minimum recommended level of work which will not only meet the Decent Homes standard but will also represent a sustainable approach to long term asset management, including meeting the Council's statutory obligations. All key components are included in this standard including windows, kitchens, bathrooms plus an allowance for communal and environmental works broadly at the current level.

### **The Stock Condition Survey**

In 2003, FPD Savills undertook a survey of the condition of the Council's housing stock. The survey consisted of a 100% external inspection and 13% internal sample. The survey results concluded that the stock has generally been well maintained but has lacked sustained capital investment. As a result, there are a significant number of major components that have reached or are reaching the end of their useful life and will require replacement in the short term.

### **Investment Programme**

During 2005 the Stock Condition Survey was updated to take into account changes since 2003 in respect of stock condition, Right To Buy sales and unit costs. A four-year programme (2007/08 to 2010/11) has been developed based on assumed additional Homes for Haringey resources of around £220m. Resources will be limited in 2006/07 so the focus will be on getting the decent homes constructors in place and gearing up to enable a much larger programme to be delivered from April 2007.

Savills' Stock Condition Survey included an assessment of the properties against the Decent Homes criteria as set out by the Office of the Deputy Prime Minister. They

assessed the properties in terms of the fitness standards, together with the assessment of the key and secondary building components and the performance of the properties in energy efficiency terms. In addition a Health and Safety Rating Assessment was completed (based upon the calculation of risk of harm to persons using the dwelling) for each property that was subject to an internal survey. They also assessed fuel poverty (a “fuel poor” household is one that cannot afford to keep adequately warm at reasonable cost) and tenants views with regards to feelings about the level of community safety.

The programme of stock investment has been forward projected for a further 25 years to ensure decent properties do not become non-decent during this period.

The Council has also completed the Office of the Deputy Prime Minister Building Costs model (a copy of which is attached to our bid) as the basis for its bid for Homes for Haringey funding. This shows the current position to be:

- Level of non-decency to be 49.9% (1 April 2005) (a reduction from 58%).
- Total investment required bringing the housing stock up to the Homes for Haringey standard by 2010/11 is estimated to be approximately £308m (including assumptions about future inflation in building costs).
- An investment programme for some £307.892m was submitted to Office of the Deputy Prime Minister in December 2005 based on their building cost model.
- The assumed Council contribution within the programme is approximately £91m, leaving a possible maximum grant of approximately £217m.

### Summary of Bid for Resources

Year	Works	Resources Available	Homes for Haringey funding required
2006/07	17.951	17.951	0
2007/08	72.034	18.034	54
2008/09	72.376	18.169	54.207
2009/10	72.676	18.354	54.322
2010/11	72.855	18.578	54.277
<b>Total</b>	<b>307.892</b>	<b>91.086</b>	<b>216.806</b>

Borough Wide Investment Programme by elements		2010 BASE COST £m	No of dwellings needing internal renewals	no of blocks needing external renewals
1	Heating and hot water	24.92	10,809	0
2	Electrical work	28.00	11,623	0
3	Roofs and fascias	13.46	3,340	756

4	Kitchen	54.94	10,977	0
5	Sanitary ware	24.47	11,348	0
6	Walls	6.79	1,720	364
7	Windows	60.89	3,406	782
8	External entry doors	13.12	10,510	0
9	Ext Com Doors & Com Doors	1.54	0	442
10	Other / Miscellaneous elements	10.01	n/a	n/a
		<b>£238.137m</b>		
	Sum of contingencies and provisional sums	34.38		
	Sub Total	<b>£272.137m</b>		
	Non Homes for Haringey Decent Homes Standard Capital commitments	£35.755m		
	Total	<b>£307.892</b>		

An analysis of this investment programme by area can be found at Appendix B.

### Sustainability

As part of Homes for Haringey's bid, an additional 5% allowance is available to support sustainability projects. This equates to £10.8m on the current estimated bid of around £216.8m. The bid to Office of the Deputy Prime Minister included the full 5%, and this was supported with evidence of need from the stock survey in respect of environmental works, as well as from consultation with residents as part of the Better Haringey Estate Improvement Programme.

The stock survey findings show a requirement of around £11m over the next five years for environmental works on our estates. This includes the maintenance and repair of fencing, pathways, parking areas and bins stores but not for any improvements.

In addition to the stock survey information, as part of the consultation process for the 2005/6 Better Haringey Estate Improvement Programme, 5 key areas were identified as priorities for improvement by our residents. These are lighting, door entry and security, waste and recycling, landscaping and play, highways and infrastructure. The first year of the programme (2005/06) has been implemented very successfully and has proved extremely popular with residents. The total value of the works is approximately £4.1m.

Given the importance of achieving the Decent Homes Standard by 2010 as well as fulfilling other commitments, Homes for Haringey is not in a position to maintain this annual programme at this level of funding, despite the demand. This shows that there is a funding shortfall in meeting the current and future requirements for making our estates cleaner, safer and greener. The bid to Office of the Deputy Prime Minister

therefore included a full sustainability bid of 5%, to help address this funding shortfall.

Areas of improvement will be prioritised through customer feed back, further consultation with residents, stock condition data and surveys. This will be framed within the overall asset management/investment plan, which supports the Council's key objectives as set out in the Community Strategy. The Council has already successfully established a process, which devolves the decision-making on estate improvement projects resident associations. It is planned to continue to empower residents in this way through the Homes for Haringey Board governance arrangements. The new constructor partnership arrangements will also be used to help deliver the vision on sustainability through the procurement and selection process. Potential constructors will be expected to demonstrate how they will ensure the sustainability of the improvements to be carried out.

### **Procurement Strategy**

Based on the principles of partnering the efficient procurement of Homes for Haringey's capital investment programme is key to its success. It is recognised best practice that the selection of a procurement model must be based on the high-level business drivers that dictate the needs of the business, its customers and how it complies with and delivers these business objectives. These criteria then define the specific aims and objectives to be incorporated in the chosen procurement model such that the new contracting arrangement can effectively deliver the required business outputs.

The programme for the procurement of constructors to deliver the decent homes programme is designed to ensure that our partners are appointed well in advance of the funding becoming available in April 2007. Tenders will be invited in March 2006 and it is planned to sign pre commencement agreements in August 2006 which will allow a 7 month mobilisation period during which surveys can be completed and the detailed year one programme agreed with residents. The evaluation panel includes residents who have already been fully involved in determining the tender list and will be part of the panel, which ultimately decides on the partner constructors who will deliver the programme.

### **Responsive Repairs and Voids**

Homes for Haringey will be market testing the day to day repairs service following a value for money study by Deloitte. This will involve the end to end service including vehicle provision and repairs reporting.

In addition, as part of the service improvement programme, multi-disciplinary area working and opti-time (a job scheduling system) will be introduced. TASK the contractor management system will be going live in March 2006.

Mobile working will be introduced. Operatives will have hand held computers enabling them to be sent their work electronically. In addition a bar coding system will record materials they are using ensuring more efficient store management and effective working.

Continuing the multi-skilling of our operatives and web based graphical repairs ordering will ensure we operate more effectively getting more jobs 'right first time'.

Homes for Haringey will be working closely with the Housing Service to carry out more pre-allocation of empty property so works can be tailored to incoming tenants. Area teams for voids will mirror the area teams within housing management and general repairs.

Partnering arrangements will continue during 2006/07 with current partners TA Horn, TSG and Purdy delivering the gas maintenance service. Homes for Haringey will improve the performance management framework and ensure 100% of our homes have a valid gas certificate. The future procurement strategy of this contract and contracts for door-entry, lifts and TV aerials will be considered during 06/07.

The external decoration programmes will be re-instated in 2006/07. The internal and external decorations programme will be tendered together to achieve continuity and secure value for money.



**First Year Delivery Plan:****What Homes for Haringey will deliver during 2006/07**

**Primary objective 2: To improve the quality of the housing stock to a modern standard & to achieve the Decent Homes standard by 2010**

Homes for Haringey will:

<b>Project</b>	<b>Task</b>	<b>Delivery Officer</b>
Procure partners to deliver the Decent Homes Programme	<ul style="list-style-type: none"> <li>• Select new constructor partners through competitive tender process</li> <li>• Establish residents procurement panel</li> <li>• Work with selected partners to ensure they can deliver from April 07</li> </ul>	Executive Director of Building Services
Set up the organisation to deliver the Decent Homes Programme	<ul style="list-style-type: none"> <li>• Establish a high performing asset management team</li> <li>• Establish knowledge management team</li> <li>• Establish capital programme delivery team to ensure user satisfaction with projects</li> </ul>	Executive Director of Building Services
Devise and plan the Decent Homes programme	<ul style="list-style-type: none"> <li>• Set up systems to manage and analyse stock information</li> <li>• Develop forward programme to 2010</li> <li>• Establish residents asset management panel</li> <li>• Produce asset management strategy &amp; agree with key stakeholders</li> </ul>	Executive Director of Building Services
Deliver 2006/2007 Capital Programme	<ul style="list-style-type: none"> <li>• Deliver agreed capital programme by end march 2007</li> <li>• Consult with residents and implement communications plan for major works</li> </ul>	Executive Director of Building Services

## **SUPPORTING BUSINESS OBJECTIVES**

### **Supporting business objective 1: To work in partnership with Haringey Council and key partners to deliver the objectives of the Community Strategy.**

#### **Introduction**

Homes for Haringey recognises that it has a major role to play in working in partnership with Haringey Council and other stakeholders to improve the quality of life for Haringey residents. It will actively support the Council's vision and priorities in the Community Strategy and work in partnership with the Haringey Strategic Partnership and the Housing Strategic Partnership.

#### **The Council's Vision**

'To measurably improve the quality of life for the people of Haringey by tackling some of our biggest problems and making it a borough we can all be proud of.'

#### **Community Strategy**

Haringey Council's key strategic priorities are set out in its Community Strategy. This has been developed by the Haringey Strategic Partnership, based on shared objectives and the views of Haringey residents. The Strategy is for the period 2003 to 2007.

The objectives of the Community Strategy are to:

- Achieving excellent services
- Building safer and stronger communities
- Raising educational achievement
- Better Haringey
- Putting people first

There is an action plan for the Community Strategy, which is updated and monitored to check progress.

#### **Haringey Strategic Partnership**

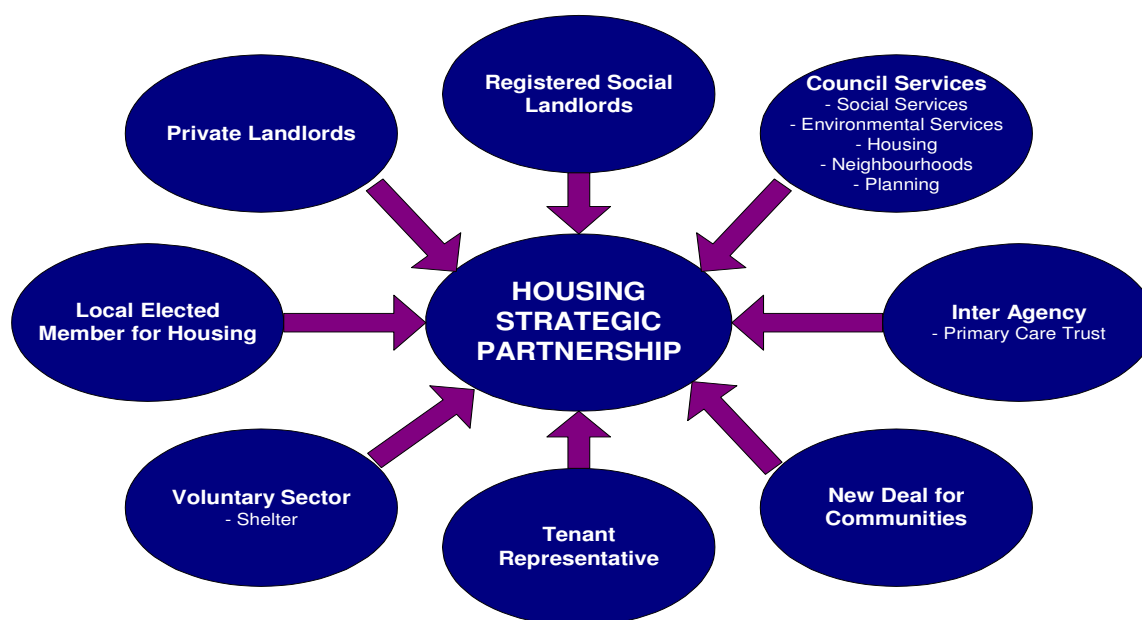
The Haringey Strategic Partnership is a partnership body of key public sector, community and voluntary sector agencies in Haringey. The partnership ensures that work is co-ordinated to deliver on the key priorities and meets our aim of achieving sustainable communities. The partnership is supported by four additional theme groups – Well Being, Safer Communities, Better Places and Enterprise. The Haringey Housing Strategic Partnership is a sub group of the Well Being theme board but housing input is fed into all of the groups as it is recognised that Housing has a key role to play in the delivery of all of the Council's key objectives.

## Haringey Housing Strategic Partnership

The diagram [below] shows the influences and interests represented or reflected on the Haringey Housing Strategic Partnership. It is chaired by the elected Executive Member for Housing and involves a range of representatives including registered social landlords, health partners, a Council tenant/leaseholder representative and Shelter, the housing charity for the homeless and those in housing need. The partnership meets regularly and it is the main forum for the development of the Council's strategic housing role. The partnership also decides upon and monitors the work of the housing related Neighbourhood Renewal Fund projects.

Homes for Haringey will become a member of the Housing Strategic Partnership and will participate in and support its work to achieve the objectives of the community strategy.

Groups and Interests Involved in the Housing Strategic Partnership



## The Housing Strategy

Homes for Haringey will work with Haringey Council to help achieve targets in each of the Council's 4 strategic priority areas for housing. These priority areas are:

- Priority 1: Improve housing services to residents across the tenures
- Priority 2: Maximise the supply of affordable housing increasing access and housing choice
- Priority 3: Improve community safety, sustainability, improving our most deprived neighbourhoods and creating opportunities for people to achieve and succeed
- Priority 4: Regenerate Haringey's neighbourhoods, achieving decent homes for all and improve the environment

## **Partnership strategy**

The partnership strategy for Year 1 is to build the key partnerships that will enable delivery of the key objectives of decent homes and improved services. Partnerships are discussed under each Delivery Plan Objective. The priority in Year 1 will be to make our estates safe and decent places to live and Supporting Objective 5 specifically addresses this.

## **Safer Communities Partnership**

The Safer Communities Partnership draws its membership from Haringey Council, the Metropolitan Police Service (Haringey), the London Fire Brigade (Haringey), Haringey Teaching Primary Care Trust, Metropolitan Police Authority and London Probation Area (Haringey). A place has been reserved for Homes for Haringey in recognition of the important role that will be played in delivering the Partnership priorities.

The Partnership's key priorities are derived from the national requirement for the borough to undertake a three yearly crime audit and produce a crime reduction strategy. The new Crime and Drugs Strategy identified the priorities for the partnership over the next three years.

These are: anti social behaviour, domestic violence and other violent crime, and drugs and alcohol use related acquisitive crime.

In addition the partnership will consider and address the support needs of three groups of people in particular. These are victims and witnesses of crime, young people and people with mental health issues.

## **Working with Elected Members**

Homes for Haringey will work with elected members to develop and deliver new strategy and corporate priorities.

## **Additionality**

Homes for Haringey is aware of its vital role in tackling the factors that lead to social exclusion. The provision of decent homes itself will have a major impact on the health and well-being of residents some of whom are living in areas of severe deprivation. Working with our residents with regular consultation will contribute to community capacity and confidence. Our constructor partners will have to demonstrate what they can deliver to our residents as well as Homes for Haringey. Working with our constructor partners will deliver better methods of working and greater value for Money. We will work with the Council through the enterprise partnership which looks at local employee and training issues in particular with our constructor partners.

## **Continuous Improvement**

### **Continuous Performance Assessment Framework**

Homes for Haringey will continue to play an important part in delivering continuous improvement for the Council and will comply with the Audit Commissions Continuous Performance Assessment framework by:

- Contributing to the annual efficiency statement, annual service statement and the related inspections.
- Using value for money as a focus for review and improvement.
- Participating in any corporate or cross cutting reviews.
- Striving to reach the upper thresholds on 'Managing Council Housing' performance indicators.
- Using Audit Commission Key Lines of Enquiry as a basis for service planning and improvement.

### **Best Value**

Best Value Reviews of all Homes for Haringey's functions were conducted in the five years prior to the development of Homes for Haringey. Homes for Haringey will continue to play an important part in the Council's Best Value Programme, through:

- Existing Best Value Improvement Plans relating to Homes for Haringey's services
- Future Value for Money reviews of Homes for Haringey's services
- Participation in cross-cutting Council Best Value reviews

### **Benchmarking**

Homes for Haringey will use benchmarking to improve performance and to learn from high performing organisations. Services will also use benchmarking in their day to day activities and larger scale service reviews.

### **Production of information and the monitoring of performance**

Appendix A lists the key Performance Indicators used by Homes for Haringey which incorporate both those required under the Best Value regime and local performance indicators developed specifically to monitor the service. The Appendix also shows the targets for 2006/07, 2007/08, 2008/09 and sets these against actual performance in the last 2 years.

## **Performance Management**

### **Council's role in monitoring Homes for Haringey**

#### **Principles**

- Homes for Haringey will have flexibility and management freedom supported by effective 'light touch monitoring' by the Council

- The approach is based on partnership and trust
- The concentration will be on outcomes and output based targets not prescriptive processes and systems
- There will be an avoidance of duplication - do not want to replicate performance monitoring systems on both sides.
- The responsibility for the production of performance monitoring information sits with Homes for Haringey
- Performance targets will be such that they can indicate early signs of issues

### **Setting of performance targets**

Delivery of business and corporate strategic objectives will be measured and monitored against a set of key success measures that will become Homes for Haringey's Key Performance Indicators. These indicators will include statutory requirements and local indicators. Indicators have been agreed jointly by the Council and the Homes for Haringey Shadow Board and are set out in Appendix A.

The targets include both qualitative and quantitative information and benchmarking has been used to inform target setting. The targets and performance will inform the drafting of negotiated editions of the Delivery Plan, Homes for Haringey and Housing Revenue Account Business Plans and initiatives reflecting the Council's wider strategic responsibilities.

The Business Planning process in both the Council and Homes for Haringey will be aligned to provide a set of agreed priorities and the strategic objectives of the council.

## **Performance Monitoring Information**

### **Monthly management information**

The monthly performance information will be provided to the Council in a traffic light format, with full exception reports as appropriate. Where it will assist the analysis of trends information will also be provided in a graph format. Information will be provided in line with agreed timescales.

The information generated will be reported internally within Homes for Haringey via Senior Management Team meetings and will be agreed by the Board.

Evidence of verification of data will be available and provided on request by Homes for Haringey. The Council will conduct audits to verify data collection and analysis as appropriate.

On receipt by the Council's Housing Performance Team, the performance information will be reported to its own Senior Management Team and corporately through the Chief Executive's Management Board and to Members at Executive.

Monitoring of key performance indicator performance and variation will be via monthly meetings between the Homes for Haringey Performance Manager and the Housing Performance Manager.

### **Quarterly Qualitative and Quantitative information**

In addition, quarterly monitoring information will assess:

- progress towards achieving a two and three star service
- progress of the delivery plan, including contribution to corporate objectives
- updates on customer satisfaction as appropriate

This information will be reported to the Housing Senior Management Team and through to Chief Executives Management Board and Executive, as appropriate.

Quarterly meetings will take place between the Homes for Haringey's Chief Executive, Finance Manager and Performance Manager and the Council's Head of Housing Needs, Corporate Finance Manager and Housing Performance Manager. This meeting will discuss trends against improvement, review financial information, discuss any outstanding issues and review progress on the delivery of Business Plans and achievement of broader council objectives, as appropriate. The council will involve the Executive member responsible for Homes for Haringey's performance as appropriate. The frequency of meetings can be varied by agreement.

### **Annual performance plan**

An annual performance plan will be produced, which will include:

- An analysis of the Homes for Haringey's progress and delivery throughout the previous year
- Identification of reasons for successes and failures
- A summary of the years performance targets

The Annual Performance Plan will be presented at the annual meeting (see 1.4.3) and a summary will be reported to Chief Executives Management Board and Executive.

There will be one formal meeting each year to which relevant elected Members of the Council, Homes for Haringey Board Members and nominees of the relevant tenant representative body are invited to discuss progress on the Delivery Plan and review performance.

**First Year Delivery Plan:**  
**What Homes for Haringey will deliver during 2006/07**

**Supporting business objective 1: To work in partnership with Haringey Council and key partners to deliver the objectives of the Community Strategy.**

Homes for Haringey will:

<b>Project</b>	<b>Task</b>	<b>Delivery Officer</b>
Develop an effective approach to partnership working with the council and other partners.	<ul style="list-style-type: none"> <li>• Develop an effective performance management framework with the Council</li> <li>• Develop Homes for Haringey strategy on working with the Haringey Strategic Partnership</li> </ul>	Executive Director of Business Improvement



## **Supporting business objective 2: To maximise the participation and influence of residents**

### **Resident Involvement**

Homes for Haringey has involved residents in determining priorities for improving services and measuring and monitoring their success. The progress made by Haringey Council in the last few years will be further developed.

It is recognised that the involvement of tenants is of equal concern for both Homes for Haringey and Haringey Council. The Council remains, in law, the landlord of the Homes for Haringey's residents and has a wider responsibility for democratic accountability.

Over the last few years, Haringey Council has developed a system of resident involvement and participation in the running of its housing services. This has included a Tenant Participation Compact, a 5-year Tenant Participation Strategy and the development of a wide range of consultative groups.

Residents have been at the heart of many projects over the last few years including the stock options appraisal. This included a major consultation exercise with residents choosing the options for future investment in the housing stock and being involved in setting up Homes for Haringey through the Residents Consultative Forum. Residents:

- Influenced service delivery
- have informed our Communications strategy
- produced a number of newsletters
- are involved in the procurement of our partners to deliver the decent homes programme
- informed our tenant participation structures
- informed the mission statements, objectives and targets in this delivery plan

### **Homes for Haringey will:**

- Integrate tenant participation into its activities and decision-making
- Ensure that tenants and leaseholders receive adequate training and support to facilitate participation
- Ensure all its staff receive adequate training and support in developing tenant participation
- Have a strong formal consultation and involvement structure to inform its new Board, with more emphasis placed on wider research and consultation reaching those who do not attend meetings
- Continue to obtain customer feedback from all residents and will use this information to plan the improvement of services
- Endeavour to engage with hard to reach groups
- Develop a new Tenant Participation Compact
- Continue to engage with local members and assist them in their role as local representatives

A full review of tenant participation arrangements was completed ahead of Homes for Haringey going live. This has included the development of a new resident participation structure and the development, from scratch, of a new Tenant Participation Compact.

The resident' involvement structure will ensure that Homes for Haringey offers a range of ways for residents to engage with housing issues.

The structure will be effective in terms of:

- getting views from a range of residents, including those who do not attend meetings
- producing results (real changes and improvements)
- providing useful advice and feedback for use in decision-making
- addressing the needs of residents
- resident satisfaction with each group and what happens as a result of meetings
- value for money
- The Panels will generally take on the role of monitoring in their service areas and also of steering projects and consultations from the resident perspective.

The Residents' Consultative Forum is open to all Council tenants and leaseholders. As now, residents can attend as and when they choose, and it is anticipated that the workshop approach that operates now will continue for the foreseeable future as this is popular. Borough-wide consultation will both begin and end with Residents' Consultative Forum, with detailed work during the project being undertaken by the Panels or topic groups.

There is an increased focus on local consultation. As well as continued support for residents' associations, advocates and estate walkabouts, there will be an increased expectation that Homes for Haringey will respond to local concerns at a local level. Local meetings will be set up in response to emerging issues, either in conjunction with existing residents' associations/advocates or, where these do not exist, through estate meetings with publicity organised by Homes for Haringey. In addition, the delivery of the decent homes improvements will see a lot of estate-based work which will require local consultation and liaison.

The Tenant Participation Team is continuing outreach work with existing community groups representing various sections of the community. This work helps us to have a better understanding of the diverse needs in Haringey, and we are exploring in each case how we can liaise with and consult Council tenants and residents involved in each group. In some cases this has led to the establishment of new user groups like the Somali speaking group and the Turkish speaking group.

### **Leaseholders**

Homes for Haringey will consult with leaseholders on the scope and cost of proposed works to their block and estate. The resident participation framework has a specialist panel set up to focus on the particular needs of leaseholders

**Involvement Opportunities**

Residents' Consultative Forum	Open forum meeting six-weekly to discuss issues relating to Homes for Haringey, partly through workshop sessions.
Training Sub-Group	Steer provision of training for residents, prioritise subjects delivered and to whom, and manage training budget.
Compact Development Sub-Group	Steer development of new Compact.
TP Panel	Examine and monitor TP arrangements, including the Tenant Participation Agreement (compact) and action plan.
Residents' Repairs Panel	Provide resident input into repairs and major works issues
Procurement Sub-Group	Procurement of Decent Homes construction partners.
Asset Management Sub-Group	Drawing up and monitoring delivery of Decent Homes work.
Tenancy & Estate Management Panel	Monitor and improve estate services and tenancy management.
Estate Inspectors	Individuals who monitor estate services where they live, sending monitoring forms to Homes for Haringey.
Leaseholders' Panel	Involving leaseholders in leasehold issues
Communications Group	Monitoring and commenting on communications and publications for residents
Finance Panel	Discussing financial issues.
Elderly and Special Needs Panel	Forum for discussion of sheltered housing issues Tenant input is through Association of Tenant Representatives (Supported Housing).
Community Groups	Existing groups prepared to act as conduits for information and consultation.
Turkish and Kurdish speakers' Group	Discussing housing issues in Turkish
Somali Speakers' Group	Discussing housing issues in Somali.
French/Lingala/Portuguese Group	Discussing housing issues in these languages.
Disabled People's Group	Raising issues of concern to physically disabled people
Race Equalities Joint Consultative Committee	Raising issues of concern to Black and Ethnic minority communities
Annual tenant and leaseholder survey	Assessing satisfaction of a representative sample of residents with housing-related issues Includes two Best Value performance indicators
Annual Activist Questionnaires	Assessing satisfaction of 'engaged' residents with groups they attend.

Telephone, Face-to-Face and Postal Surveys; Focus Groups	Getting views from those who don't attend formal meetings.
Review groups (e.g. Best Value Repairs Review, review of Area Housing Forums, options appraisal, review of leasehold and tenant charters)	Reviewing areas in depth for a limited period. Membership may be drawn more widely than those already on 'central' groups, or could be focussed on recipients of a specific service
Residents' Associations	Local groups, usually estate based.
TP Parties	Bi-annual events for residents' associations: Experience sharing Consideration of resident association issues Networking
Advocates	Individuals who act as a local link with Homes for Haringey where no residents' association exists.
Advocates' events	Monthly meetings for advocates: Reviewing success of advocate arrangements and recommending improvements Experience sharing and networking
Estate inspections ('walkabouts')	Local inspection of communal areas Local issues of concern Bringing together local residents with ward Councillors (where possible), housing and technical staff
Estate Meetings	Called by Homes for Haringey to discuss issues of communal concern on estates as they arise.
Annual Tenants' & Leaseholders' conference	Showcase for housing service Giving information to residents Workshops on specific issues General debate and networking
Annual Conference for Sheltered Housing	Information and debate on issue affecting sheltered housing management and support.
Learning Log	A system to pick up ideas and action points arising from less formal involvement, such as complaints, surveys and one-off suggestions. Tracks decision making and feedback.

**First Year Delivery Plan:**  
**What Homes for Haringey will deliver during 2006/07**

**Supporting business objective 2: To maximise the participation and influence of residents**

Homes for Haringey will:

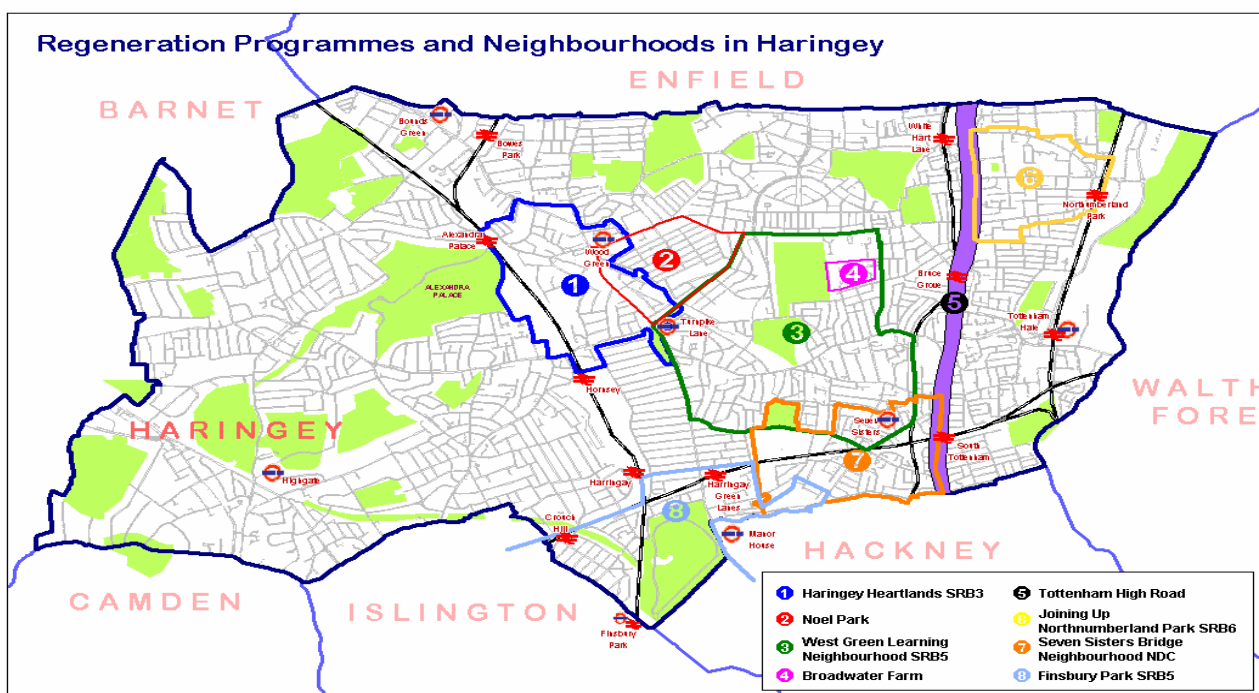
Project	Task	Delivery Officer
Improve our participation structures	<ul style="list-style-type: none"> <li>• Communicate new Homes for Haringey structures to all residents.</li> <li>• Ensure that elected members are involved in the consultation process.</li> <li>• Identify and contact less engaged groups.</li> <li>• Develop a comprehensive communication structure for the Broadwater Farm Tenant Management Organisation.</li> </ul>	Executive Director of Business Improvement
Develop a new tenants compact	<ul style="list-style-type: none"> <li>• Agree new compact with Board and residents</li> <li>• Communicate to all residents</li> <li>• Provide training and support to encourage engagement</li> <li>• Carry out annual surveys to assess satisfaction</li> <li>• Develop improvement plans on key issues</li> </ul>	Executive Director of Business Improvement
Further embed tenant participation into our staff group	<ul style="list-style-type: none"> <li>• Communicate compact to all Homes for Haringey staff</li> <li>• Provide training for staff</li> </ul>	Executive Director of Business Improvement
Develop improved structures for customer feedback & influence	<ul style="list-style-type: none"> <li>• Coordinate and standardise Homes for Haringey customer feedback processes</li> <li>• Publicise Homes for Haringey complaints procedure and use complaints to improve services</li> <li>• To enable staff to be involved in major procurement such as Decent Homes as well as and day to day repairs.</li> </ul>	Executive Director of Business Improvement

## Supporting business objective 3: To ensure that our homes are safe and decent places to live

### Introduction

Homes for Haringey is committed to working in partnership with Haringey and others to ensure that our estates are safe and decent places to live. This contributes to delivery of the Housing Strategy and includes regeneration of neighbourhoods, improving the environment and addressing community safety.

### Area Based Regeneration Initiatives



This map shows Haringey's regeneration areas. The focus is on priority neighbourhoods, such as Noel Park and key areas of deprivation, such as Tottenham High Road. Housing regeneration work is organised to support this area-based activity.

Homes for Haringey will co-operate and participate in area based regeneration and neighbourhood initiatives including the following:

#### *New Deal for Communities – The Bridge*

The Bridge New Deal for Communities in Seven Sisters, South Tottenham was launched in April 2001. It is a 10 year regeneration programme with a vision to "build a sustainable community of communities which thrives economically and socially" and where "people are proud to live and work without fear of crime." There are approximately 4,500 households in the neighbourhood with approximately half living in Council accommodation and half living in a combination of owner occupied, private rented and resident social landlord accommodation. A significant proportion

of housing across all the tenures is used as temporary accommodation for homeless households. The Bridge New Deal for Communities has funding of £50.12 million and this is attracting significant match funding.

The programme is underpinned by extensive community engagement and leadership embodied in a Partnership Board

#### *The Noel Park Initiative*

The Noel Park ward covers an area that has one cottage estate and one flatted estate of with a combine total of approximately 3,000 properties, of which 2,000 are Council owned. The Noel Park Initiative was created as a forum to drive forward the improvement of the housing stock and tackle issues around crime and the environment.

The Noel Park neighbourhood receives a Neighbourhood Renewal Fund allocation of £150,000, allocated through the Local Strategic Partnership Environment and Community Safety Theme Boards. The Neighbourhood is run through the Noel Park Initiative. This is a group of local stakeholders and residents, which includes Council tenants and leaseholders, owner-occupiers, the Police, local businesses, faith groups and partners from the Primary Care Trust.

#### *Broadwater Farm Neighbourhood*

Broadwater Farm is an estate of 1,098 dwellings, of which 1,063 are Council owned. There is a Neighbourhood Office that jointly delivers Housing and Neighbourhood Services. Broadwater Farm Neighbourhood has developed a network of services and initiatives, in close co-operation with the community on the estate. This network provides intensive and holistic services, often to the vulnerable or to those who have high needs. The community on Broadwater Farm is increasingly diverse with many young households. For these reasons the planned nursery facilities will be a very important service for the area. Many residents do not speak English when they move onto the estate. Therefore, English language classes are an important part of the capacity building and social inclusion initiatives on the estate.

#### *Broadwater Farm and Tenant Management*

The council is currently negotiating the creation of a Tenant Management Organisation to take responsibility for the management of its estate at Broadwater Farm. The creation of this Tenant Management Organisation will see a change of management arrangements for 1061 properties 969 tenanted and 92 leasehold. The organisation is expected to go live in 2006, subject to a successful ballot on the estate.

Homes for Haringey will carry out a monitoring and support role for the Tenant Management Organisation.

### **Safer and Stronger communities**

Community safety is a high priority for Haringey's residents and for Haringey Council. Most residents consider that low levels of crime make somewhere a good place to live. Working within the Haringey Community Safety Partnership, the Council has developed working relationships at a service delivery level with the police, health and the voluntary sector and has been successful in reducing recorded

crime. Considerable improvements have been made against many crime targets, especially motor vehicle crime and street crime. The total recorded crime for 2003/04 reduced by 5.7% compared to 2002/03. Homes for Haringey will work with the Safer Communities Partnership to continue to deliver improvements.

### **Anti-social behaviour**

A key element of the safer communities' strategy is Haringey Council's anti-social behaviour strategy, which is supported by an anti-social behaviour partnership board. A dedicated, cross-tenure anti-social behaviour team has been created that offers a comprehensive service to households facing nuisance, racial harassment, anti-social behaviour and other hate crimes. The anti-social behaviour partnership board has identified four priorities for action in the anti-social behaviour strategy:

- Safeguarding the environment, focusing on enforcement
- Tackling anti-social behaviour across the range of housing tenures
- Reducing the opportunity for anti-social behaviour, focusing on youth
- Supporting communities and local neighbourhoods

After a major review of functions, the Council has decided that it wishes to pursue an integrated strategy on anti-social behaviour, which is focused across tenures and on public areas not associated with any tenure. It has therefore decided to retain the Anti-social Behaviour Action Team within the Council structure. A detailed service statement has been prepared between Anti-social Behaviour Action Team and Homes for Haringey to define their respective roles and responsibilities and to set out the procedures that will be used to ensure that there is a seamless service for Council tenants. Homes for Haringey will monitor the work of the Anti-social Behaviour Action Team and the service statement will be subject to a value for money review within the first year of Homes for Haringey.

### **Neighbourhood Renewal Fund**

Homes for Haringey will continue to work with Haringey Council and the Haringey Strategic Partnership on a range of initiatives funded through Neighbourhood Renewal Fund. This will include for example Better Haringey and the Neighbourhood Wardens. Homes for Haringey will provide the Neighbourhood Warden Services with rent-free premises from which to operate.



<p><b>First Year Delivery Plan:</b>  <b>What Homes for Haringey will deliver during 2006/07</b></p> <p><b>Supporting business objective 3: To ensure that our homes are safe and decent places to live</b></p> <p>Homes for Haringey will:</p>		
<b>Project</b>	<b>Task</b>	<b>Delivery Officer</b>
To improve actions taken to enforce conditions of tenancy or lease.	<ul style="list-style-type: none"> <li>• Review the arrangements with Environmental Services in responding to noise nuisance; problem pets and pest infestations</li> <li>• Introduce demoted tenancies</li> <li>• Work with the enforcement team to identify and prosecute fly tippers</li> </ul>	Executive Director of Housing Management
Make our estates cleaner greener and safer.	<ul style="list-style-type: none"> <li>• Ensure effective working with the Anti Social Behaviour Action Team</li> <li>• Develop a programme of improvements through the Better Haringey estates programme</li> <li>• Agree a long term for strategy for waste management on estates to include an increased emphasis on recycling and enforcement</li> <li>• Develop design initiatives that address safety and crime</li> <li>• To ensure all staff are regularly briefed on child protection issues especially frontline staff and operatives.</li> </ul>	Executive Director of Housing Management
Provide an excellent level of support for vulnerable clients	<ul style="list-style-type: none"> <li>• Review performance of supporting people service providers</li> <li>• Improve information on vulnerable tenants</li> <li>• Introduce a programme of regular contact with these tenants</li> </ul>	Executive Director of Housing Management

<p>Develop a youth engagement strategy</p>	<ul style="list-style-type: none"> <li>• Develop partnership based youth outreach programme.</li> <li>• Utilise the Decent Homes consultation partners to contribute to youth engagement around consultation, employment &amp; training</li> <li>• Develop a youth Focus Group</li> </ul>	<p>Executive Director of Business Improvement</p>
<p>Identify and deliver design initiatives which will reduce crime and improve safety</p>	<ul style="list-style-type: none"> <li>• Adopt “Ensure by Design” standards for all our improvement programmes.</li> <li>• Develop a protocol with the Police Crime Prevention Service for assessment of all projects.</li> <li>• Improve use of housing Management knowledge in developing programmes.</li> </ul>	<p>Executive Director of Building Services</p>

## **Supporting business objective 4: To become an excellent and well-led organisation that values its staff**

### **Introduction**

Homes for Haringey recognises that its people are its most important asset. It is committed to leading and developing its workforce to deliver its business objectives and key priorities.

### **Leadership**

Strategic direction at an executive level will be shaped by our Senior Management Team senior management team comprising the Chief Executive officer and four Directors – Housing Management, Building Services, Finance, and Business Improvement. The structure has been designed to focus on the delivery of the key Business Objectives. The structure of the senior management team is shown in Appendix D together with main responsibilities. A development programme is in place to support this team in leading the new organisation

### **Structures and Resources**

The structure below the four Directors has also been significantly revised to meet the needs of Homes for Haringey. The 700 staff will transferring into Homes for Haringey will be organised under the four Directors into the following divisions:

- Housing Management
- Building Services
- Finance and Information Technology
- Business Improvement

The structure will be kept under review so that it can respond to changing priorities.

### **Staffing policies and procedures**

Homes for Haringey will adopt most of the people management policies and procedures of the Council although these will be subject to revision by the board.

### **Staff development**

Homes for Haringey will ensure staff acquire the skills, experience and knowledge to provide a high quality and achieving housing service. It will ensure that all new staff have appropriate induction and appraisal. Based on this a Learning and Development programme will be provided aimed at meeting the needs of all staff in the organisation. This will be finalised in the period leading up to Homes for Haringey going live and in the first year will continue to be organised by the Organisational Development and Learning within Haringey Council.

## **Staff consultation and communication**

Homes for Haringey will build on the extensive staff consultation framework put in place during the period leading up to the establishment of Homes for Haringey. The aim will be to nurture staff commitment to the organisation and to enable staff to have a voice in how services are developed. Apart from continuing traditional means of consultation via staff meetings, newsletters, team briefings etc. we will continue with our 'champions' meetings and listening lunches. We will continue to participate in the Council's annual staff survey to assess staff satisfaction and people management.

## **People Plan**

Homes for Haringey will adopt a People Plan based on the plan developed by Housing Services. It will aim:

- To meet the strategic objectives of the housing service including the need to improve the housing services to at least a two star standard
- To establish the improvement framework that will ensure the right people with the right skills are in the right jobs at the right time; to deliver highly performing, efficient & effective services to our communities, without compromising their work/life balance.

Five objectives had been developed to support these aims:

- *Sustainable Workforce*: Ensure sustainability of the workforce through targeted recruitment & retention programmes.
- *Shared vision values*: Ensure that staff know & understand objectives of the organisation, of the service and the part they play
- *Skills & Knowledge*: Continually develop people's professional and non-professional skills & knowledge and provide support through periods of change.
- *Management*: Increase the capacity of managers at all levels to deliver quality services through use of performance management.
- *Structures*: Ensure the staff structures that are in place reflecting the needs of our business.

This People Plan is being adapted to form the first People Plan for Homes for Haringey.

**First Year Delivery Plan:**  
**What Homes for Haringey will deliver during 2006/07**

**Supporting business objective 4: To become an excellent and well-led organisation that values its staff**

Homes for Haringey will:

<b>Project</b>	<b>Task</b>	<b>Delivery Officer</b>
Review and implement Homes for Haringey’s human resources policy framework	<ul style="list-style-type: none"> <li>• Review key policies</li> <li>• Train managers in policies and procedures</li> <li>• Ensure delivery of Health and Safety policies</li> <li>• Develop trade union recognition and consultation</li> </ul>	Executive Director of Business Improvement
Retain Investors in People accreditation	<ul style="list-style-type: none"> <li>• Carry out staff survey and act on issues</li> <li>• Induction for all new Homes for Haringey staff</li> <li>• Develop a Learning and Development Plan</li> <li>• New staff reward and recognition scheme</li> <li>• Continue with successful apprenticeship programme</li> </ul>	Executive Director of Business Improvement
Establish a performance management culture in Homes for Haringey	<ul style="list-style-type: none"> <li>• Agree approach to performance management with the Board</li> <li>• Develop a robust business planning to achieve Delivery Plan and Comprehensive Performance Assessment targets</li> <li>• Appraise all Homes for Haringey staff and Board</li> <li>• Improve sickness absence management</li> <li>• Provide training for Board and managers on performance management</li> </ul>	Executive Director of Business Improvement
Develop and implement Homes for Haringey’s internal communications strategy	<ul style="list-style-type: none"> <li>• Develop a staff information and feedback programme across Homes for Haringey.</li> <li>• Survey staff annually on the effectiveness of internal communications and incorporate their feedback in improving</li> </ul>	Executive Director of Business Improvement

	<p>internal communications.</p> <ul style="list-style-type: none"><li>• Identify and implement best practice in internal communications for Arms Length Management Organisations by working with the communications teams of other Arms Length Management Organisations.</li></ul>	
--	--	--

## **Supporting business objective 5: To create a service based on equality of opportunity for all which recognises the diversity of the community it serves**

### **Introduction**

Some 220,000 people live in Haringey: women and men, disabled and non disabled, ethnic minorities and supposed majorities, old and young, heterosexual, lesbian and gay, faith and non-faith communities. These communities and their experiences overlap. People's sense of themselves is evolving. This is particularly so for ethnic minority people, many of whom were born in Haringey. Some other parts of Britain share this diversity. However, what makes Haringey so different is both the size and the range of its diversity:

- Approximately 51% of the population are white British.
- Nearly 49% of Haringey's population are from black and ethnic minority communities including Black African, Black African-Caribbean, Chinese, Greek-Cypriot, Turkish-Cypriot, Indian, Pakistani, Bangladeshi, Irish, Jewish and Kurdish communities. This population is changing and some communities are increasing.
- Approximately 10 % of local people are refugees and asylum seekers.
- More than 50% of the local population are women.
- More than 10% of the local population are estimated to have a disability.
- A total of 25% of the local population are aged 50 plus.
- National Research suggests between 5 -10% of the population are lesbian or gay.

Diversity gives rise to very different needs. The Council's provision of 'appropriate services' is a best value challenge permeating all that it does. The Council must ensure that local needs are met and focuses attention on people in greatest need.

### **Equalities Policy Statement and Goals**

Throughout its work, Homes for Haringey is committed to reflecting the full diversity of the community it serves and to promoting equality of opportunity for everyone. Responsibility for equality and diversity will not be delegated: it will sit with the Board as a whole as well as being a central feature of the work of every Committee.

The aim is to ensure equal access to services by all citizens on the basis of need and to provide services in a manner that is sensitive to the individual whatever their background. Homes for Haringey will represent the needs of Haringey Council's diverse communities to other agencies and will make equal opportunities a key guiding principle in all of its work with its partners. Homes for Haringey will ensure that its own workforce reflects the community it serves and will take positive action to realise its equality of opportunity policy.

In line with the Councils policy, Homes for Haringey is committed to eliminating discrimination on the grounds of:

- age

- disability
- colour, ethnic origin, nationality, national origin or race
- gender
- HIV status
- marital status
- religious belief
- responsibility for dependants
- sexuality, or
- unrelated criminal conviction.

Homes for Haringey will expect every employee to uphold and implement this policy. It is the responsibility of each individual manager, at all levels, to plan and provide their services to realise this policy. The overall goal is to create:

*' A Council which ensures the provision of services appropriate to local need, valued by all and delivered by staff who reflect the diverse communities we serve'.*

The aims of Homes for Haringey in respect of equal opportunities are threefold: -

- To promote and demonstrate fairness and equality of opportunity in the provision of services.
- To promote and demonstrate fairness and equality of opportunity in the employment of staff.
- Achieve measurable progress against agreed targets in mainstreaming equal opportunities throughout the organisation and all its operations.

We will continue to have an Equalities Forum which will meet every two months to consider major areas of work or policy that may have equality implications. The forum will be chaired the Director of Housing Management with key staff from all four business units.

Over the last year our work programme has included:

- Developing and rolling out an equalities training programme for all staff across Housing.
- Working with and learning from other boroughs in the development of our housing strategy and service improvement plan
- Disseminating advice on implementing Council wide Equality initiatives, particularly the Equality Standard for Local Government (we are going for levels 3 + 4 by March 2007) and the Race Equality Scheme
- Monitoring key equalities performance indicators (satisfaction with services; allocations and lettings)
- Reviewed the impact of key areas of policy
- Established a disabled tenants working group

Over the next year the emphasis will be much more on measuring outcomes and carrying out further impact assessments. Homes for Haringey will continue to carry out an Equalities Impact Assessment on all major projects or changes.

Homes for Haringey has adopted the Council's Equalities Policy.



**First Year Delivery Plan:**  
**What Homes for Haringey will deliver during 2006/07**

**Supporting business objective 5: To create a service based on equality of opportunity for all, which recognises the diversity of the community, it serves**

Homes for Haringey will:

Project	Task	Delivery Officer
Contribute to the Council’s Housing Diversity Strategy	<ul style="list-style-type: none"> <li>• Engage with the Council and HSP in developing a strategy</li> <li>• Integrate action into business improvement plan</li> <li>• Ensure compliance with DDA requirements</li> </ul>	Executive Director of Business Improvement
Develop and implement a Homes for Haringey Equality and Diversity Policy	<ul style="list-style-type: none"> <li>• Develop action plan to be an equal opportunities employer</li> <li>• Address Levels 3 and 4 of the equality standard in business planning</li> <li>• Address equality and diversity issues in all procurement</li> <li>• Continue training programme for staff and Board</li> </ul>	Executive Director of Business Improvement
Know the needs of our diverse customers and monitor effectiveness in meeting these needs	<ul style="list-style-type: none"> <li>• Develop customer database and needs assessment</li> <li>• Develop appropriate monitoring systems and measures</li> <li>• Develop equality performance measures</li> </ul>	Executive Director of Business Improvement

## **Supporting business objective 6: To manage in the most efficient and effective manner revenue and capital resources**

### **The Financial Strategy**

Achieving Homes for Haringey's objectives will be undertaken in a very difficult financial context which is set out in Appendix D – The HRA Medium Term Financial Strategy and Protocols. Homes for Haringey's financial strategy have the overall goal of managing its finances as effectively as possible. The objectives within this overall goal are:

- To ensure the proper management of Homes for Haringey's financial affairs; and
- To ensure the proper management of the Council's financial affairs where financial management has been delegated to Homes for Haringey.

This will demand robust financial planning, budgetary control, monitoring and reporting processes to support the Board to deliver organisation objectives. The required arrangements are also contained within Appendix D.

A key aim of Homes for Haringey will be to continuously improve the efficiency of the organisation and to minimise management costs. Annual financial performance targets will be agreed with the Council to achieve this aim.

The Housing Management and Building Services Business Units have been established as separate divisions with their own management teams for several years and receive regular financial monitoring information. Establishing the financial structures for Homes for Haringey has been undertaken with the knowledge that accountability and financial control are already accepted principles for managers within the organisation. Business Unit Managers are experienced in managing their Unit's budgets and for being accountable for the expenditure in their area.

### **Financial Management**

Homes for Haringey and the Council have agreed the following financial procedures that will ensure sound financial management:

- The Council's established financial systems will be utilised by Homes for Haringey. Separate ledgers have been created based upon the current corporate systems to enable independent financial management to be carried out together with the production of statutory accounts.
- Homes for Haringey has agreed a staffing structure with the Council that provides adequate financial and accountancy skills to effectively manage the business in a professional manner.
- Homes for Haringey will fully co-operate with the Council to enable appropriate financial controls through audit and analysis of financial performance indicators.

- Homes for Haringey will provide financial monitoring information to the Council each month and quarter to enable information to be included in the Council's financial management arrangements.
- Homes for Haringey's management will receive monthly financial performance management information, which will be made available to Council Officers.
- The Homes for Haringey Board will receive monthly financial reports.
- The Homes for Haringey Board has established a Finance and Audit Committee which will receive in-depth reports on the financial state of the business and will take responsibility for the financial forward planning.
- Homes for Haringey will ensure that all managers are fully aware of their responsibilities and are supported through the provision of financial training as required.
- Homes for Haringey have adopted detailed financial regulations covering all aspects of the financial governance of the organisation. These will be reviewed annually.

Homes for Haringey will be funded through a Management Fee agreed with the Council as part of the financial planning process. Within this control total, Homes for Haringey will be responsible for its own financial management. The indicative Management Fee allocations from 2006/07 through to 2010/11 are shown in Appendix D.

Homes for Haringey will manage budgets for its own operational services and any managed services budgets. The operational budget will be the basis for the internal management of Homes for Haringey (e.g. salaries, office accommodation etc.). Any managed services budget agreed with the Council will relate to the direct cost of service delivery (e.g. the Decent Homes capital programme).

Detailed agreements in respect of the financial management of Homes for Haringey are contained within the Accounting Protocol.

<p><b>First Year Delivery Plan:</b>  <b>What Homes for Haringey will deliver during 2006/07</b></p> <p><b>Supporting business objective 6: To manage revenue and capital resources to meet Homes for Haringey’s aims in the most efficient and effective manner</b></p> <p>Homes for Haringey will:</p>		
<b>Project</b>	<b>Task</b>	<b>Delivery Officer</b>
Work with the Council to develop medium and long-term financial plans	<ul style="list-style-type: none"> <li>• Develop plans which maximise the benefit to the customers of Homes for Haringey.</li> </ul>	Executive Director of Finance
Ensure effective financial monitoring and accounting procedures	<ul style="list-style-type: none"> <li>• Provide Homes for Haringey Board and the Council with accurate and timely monthly accounts</li> <li>• Extend and embed devolved budget management in Homes for Haringey</li> <li>• Train all Homes for Haringey budget holders</li> <li>• Produce Limited Company accounts for Homes for Haringey and input into Council accounts</li> <li>• Provide financial information to the Homes for Haringey Board to ensure that the financial implications of decisions are understood</li> </ul>	Executive Director of Finance
Provide accurate and timely financial services in the Homes for Haringey business	<ul style="list-style-type: none"> <li>• Monitoring of capital investment programmes and projects</li> <li>• Support on payroll, purchase orders and payments</li> <li>• Financial advice on Service Level Agreements</li> <li>• Support the embedding of Value for Money into the provision of services by Homes for Haringey</li> </ul>	Executive Director of Finance
Ensure that Homes for Haringey has a comprehensive risk management strategy in place	<ul style="list-style-type: none"> <li>• Support the Homes for Haringey Board in identifying the risks relevant to the business and designing systems to minimise their impact</li> </ul>	Executive Director of Finance

Develop an Information Technology strategy for Homes for Haringey	<ul style="list-style-type: none"><li>• Develop a strategy for the business with the Homes for Haringey Board in order to maximise the use of available resources</li></ul>	Executive Director of Finance
---	---	-------------------------------

## **Supporting business objective 7: To be a model of good practice in governing the affairs of Homes for Haringey**

### **Introduction**

Homes for Haringey is a company, limited by guarantee, which is wholly owned by Haringey Council. Governance arrangements are set out in the Memorandum and Articles of Association. The relationship between the Council and Homes for Haringey is governed by the Management Agreement.

The Company will assume responsibility for managing the Council's housing stock on 1 April 2006 for a period of five years.

### **The Board of Homes for Haringey**

The Board is the main decision making body with responsibility for the strategic direction of the organisation. The Board will be accountable for the performance of the Company across its full range of responsibilities and activities and will consult with residents on key issues.

The Board will be responsible for ensuring it meets its key goals including improving services to at least a two star rating so that additional investment funding can be secured and then delivering the Decent Homes investment programme.

The Shadow Board consists of seventeen directors - five Council nominees, seven tenant board members (one of whom is a leaseholder) and five independents. At the first Annual General Meeting the board will consist of sixteen directors with places for 6 resident members. These will be filled following independent elections.

### **Board Table**

<b>Current Board Composition</b>	<b>Board Composition after 1<sup>st</sup> AGM</b>	<b>Period of Office</b>	
7 Resident Members	6 Resident Members	At the first annual general meeting of the Organisation all the Resident Board Members shall retire from office. At the third annual general meeting of the Organisation two Resident Board Members shall retire from office. At every subsequent annual general meeting two Resident Board Members shall retire from office by rotation.	
5 Independent Members	5 Independent Members	At the second annual general meeting of the Organisation one of the Independent Board Members shall retire from office. At each of the next two subsequent annual general meetings two Independent Board Members, shall retire from office.	

5 Council Members	5 Council Members	Subject to Article 13 the Council Member shall from time to time appoint five persons as Council Board Members and shall have the power to remove from office any such Board Member.	
-------------------	-------------------	--	--

The Shadow Board has been meeting since October 2005 and has had a major role in shaping the new organisation and establishing its identity, structure and culture.

The Board will ensure its membership is regularly reviewed and refreshed so that it reflects the diversity of the population it serves and that an appropriate mix of skills and experience is maintained.

The Board will establish a number of Committees which will help it to monitor specialist areas of its business. These are

- Service Delivery Committee
- Finance and Audit Committee, and
- Human Resources and Remuneration Committee.

This structure will focus detailed attention on the critical area of service delivery and the organisation's key resources of people and money. Delegation will help the Board to focus on the key strategic decisions. The Board will also take overall responsibility for equality and diversity issues.

Two working parties have also been established for the first year to focus on two major projects, the procurement of partners to deliver the decent homes programme and the market testing of the direct labour organisation.

### **Company Secretary**

Detailed arrangements for the governance of the company and conformance with companies legislation will be the responsibility of the Director of Business Improvement, who will be the Company Secretary.

### **Consultation Arrangements**

The Haringey Strategic Partnership will remain the central body for consultation on borough-wide matters, working with the Homes for Haringey Board on landlord issues and the Council on strategic issues.

### **An Arms Length organisation**

While fully supporting the Council in achieving its aims and objectives, the structure and organisation of Homes for Haringey, as outlined in this Delivery Plan, ensures a clear separation of responsibilities. Homes for Haringey will operate with a separate identity, delivering this Delivery Plan, aims and objectives through operational policies and arrangements, as agreed by the Board.

The parties to the management agreement and this Delivery Plan believe that the arrangements agreed will ensure a genuinely arms length relationship.

### **Board Development**

A training schedule has been drawn up for the Shadow Board and will be implemented in full in 2006. The objective of the training schedule is to help build the capacity of the Shadow board in preparation for Homes fro Haringey going live in April 2006. This will ensure that the Board is able to exercise its duties effectively.

A skills audit was carried out for Shadow Board members and one to ones were held with officers to establish training needs and individual development.

Additional training has been provided to resident members of the Shadow board on Governance and Housing Finance. The shadow board as a group has received initial training on the management agreement, the delivery plan, Decent Homes work, the procurement process, board committee structures and housing finance. The Independent Tenant Advisor and officers are supporting Board members outside Board meetings to ensure all the Board are fully up to speed. Visits to other Arms Length Management Organisations Boards and National Federation of Arms Length Management Organisation conferences are currently being arranged. The board will also be supported by legal and financial advisors, the Independent Tenant advisor and corporate senior officers within the council.

Training will cover all aspects of managing the company and will be ongoing after the company becomes operational so that the Board is equipped to deal with changing priorities.



**First Year Delivery Plan:****What Homes for Haringey will deliver during 2006/07.****Supporting business objective 7: To be a model of good practice in governing Homes for Haringey 's affairs**

Homes for Haringey will:

<b>Project</b>	<b>Task</b>	<b>Delivery Officer</b>
Develop the Homes for Haringey Board to meet all criteria for good governance	<ul style="list-style-type: none"> <li>• Establish and develop board committees</li> <li>• Fully develop the election process</li> <li>• Carry out regular reviews of governance arrangements</li> </ul>	Executive Director of Business Improvement
Ensure all Board members receive full training and instructions on their role.	<ul style="list-style-type: none"> <li>• Assess training needs of Board members</li> <li>• Develop Board training programme on all aspects of Homes for Haringey responsibilities</li> <li>• Assess effectiveness of training</li> </ul>	Executive Director of Business Improvement
Ensure the Homes for Haringey meets its regulatory and statutory obligations as a company limited by guarantee.	<ul style="list-style-type: none"> <li>• Comply with annual reporting obligations</li> <li>• Ensure organisational changes are reported to companies house</li> <li>• Follow proper procedures as determined in the constitution</li> </ul>	Executive Director of Business Improvement and Company Secretary
Ensure that Homes for Haringey supports the national and regional development of the Arms Length Management Organisation movement	<ul style="list-style-type: none"> <li>• Participate in Arms Length Management regional group</li> <li>• Participate in Government reviews and evaluations</li> <li>• Lead on the London and South East Arms Length Management customer services initiative</li> </ul>	Executive Director of Business Improvement and Company Secretary



**Appendix A: Performance Indicators (Best Value and Local)**

Ref	Description	03/04 actual	04/05 actual	05/06 target	06/07 target	07/08 target	08/09 target
<b>Rents</b>							
BV66a	Proportion of local authority rent collected	97.05 %	97.59%	97.8%	98%	98%	98%
BV66b	% Tenants owing over 7 weeks rent		10%	7.5%	10%	7.5	7.5
BV66c	% Tenants in arrears with Notices of Seeking Possession		22.70%	15%	12%	10%	10%
BV66d	% Tenants evicted for rent arrears		0.88%	1%	1%	1%	1%

**Repairs**

BV63	Average SAP rating of local authority dwellings	57	58.37	61 64 LPSA	69	75	77
BV184a	The proportion of LA homes which are non-decent	58%	53.57%	49.90%	42	33	23
BV184b	The percentage change in proportion of non-decent LA homes	-4.7%	+9.6%	+18%	+22	+27	+30
BV72	% specified urgent repairs completed in Government time limits	96.03 %	97.01%	97%	97%	97%	98%
BV73	Average time taken to complete non-urgent repairs	12.18	20.63 <sup>1</sup>	11 <sup>2</sup>	14	13	12
BV185	The % of responsive repair jobs for which an appointment was made and kept	98.5%	99.01%	99%	99%	99%	99%

<sup>1</sup> This is a change from the original figure of 10.99 as already reported to the Audit Commission.

<sup>2</sup> As per the note above, this target has become redundant.

**Voids**

Local PI	Average re-let time for local authority dwellings managed by Homes for Haringey (voids available for letting)	34.33	29.59	25	27	25	25
----------	---	-------	-------	----	----	----	----

**General**

BV74a	% of Council tenants satisfied with service provided by their landlord (overall)	64%	67%	68%	75%	77%	79%
BV74b	% of Council tenants satisfied with service provided by their landlord (BME tenants)	63%	64%	66%	73%	75%	77%
BV74c	% of Council tenants satisfied with service provided by their landlord (non-BME tenants)	65%	68%	68%	75%	78%	80%
BV75a	% of Council tenants satisfied with opportunities for participation in management and decision making (overall)	57%	60%	61%	70%	72%	74%
BV75b	% of Council tenants satisfied with opportunities for participation in management and decision making (BME tenants)	60%	51%	55%	68%	71%	73%
BV75c	% of Council tenants satisfied	55%	66%	66%	72%	74%	76%

	with opportunities for participation in management and decision making (non-BME tenants)						
Local PI	Phone Answering within target time		66.84%	85%	70%	73%	75%
Local PI	Phone calls answered				90%	90%	90%
Local PI	Complaints Stage 1	90%	79%	80%	80%	82%	85%
Local PI	Complaints Stage 2 (Housing management)	55.26%	96%	80%	80%	82%	85%
Local PI	Members' Enquiries	98%	83%	80%	90%	90%	90%

---

**Finance**

Local PI	%age Invoices Paid within 30 days	85.14%	90.42%	90%	90%	96%	96%
----------	-----------------------------------	--------	--------	-----	-----	-----	-----

---

**Appendix B: Borough Wide Investment Programme by Area****A. Key highlights of investment programme**

	2010 BASE COST £m	Number of dwellings needing internal renewals	Number of blocks needing external renewals
(a) Borough Wide (Basic Programme: Decent Homes elements)			
1 Heating and hot water	24.92	10,809	0
2 Electrical work	28.00	11,623	0
3 Roofs and fascias	13.46	3,340	756
4 Kitchen	54.94	10,977	0
5 Sanitary ware	24.47	11,348	0
6 Walls	6.79	1,720	364
7 Windows	60.89	3,406	782
8 Ext Ent Doors Ext Com Doors & Com	13.12	10,510	0
9 Doors	1.54	0	442
10 Other/Misc elements	10.01	n/a	n/a
Total	£238.137m		
Sum of contingencies and provisional sums - <i>note:</i> <i>not inc in area</i> <i>breakdown</i>			
	34.38		
Total Homes for Haringey standard			
	£272.513m		
(b) Broadwater Farm			
1 Heating and hot water	0.09	57	0
2 Electrical work	1.16	445	0
3 Roofs and fascias	0.07	24	7
4 Kitchen	3.00	590	0
5 Sanitary ware	1.75	767	0
6 Walls	0.11	24	1

7	Windows	0.00	0	0
8	Ext Ent Doors	0.28	356	0
	Ext Com Doors & Com			
9	Doors	0.00	0	0
10	Other/Misc elements	0.34	n/a	n/a
		6.80		

## (c) Wood Green

1	Heating and hot water	6.58	2,771	0
2	Electrical work	7.87	728	0
3	Roofs and fascias	3.95	1,271	220
4	Kitchen	13.82	2,612	0
5	Sanitary ware	6.72	2,975	0
6	Walls	2.07	590	89
7	Windows	22.28	1,664	0
8	Ext Ent Doors	3.80	2,782	0
	Ext Com Doors & Com			
9	Doors	0.51	0	120
10	Other/Misc elements	2.65	n/a	n/a
		70.26		

## (d) Hornsey

1	Heating and hot water	5.03	1,943	0
2	Electrical work	4.68	1,791	0
3	Roofs and fascias	2.27	494	203
4	Kitchen	9.56	1,784	0
5	Sanitary ware	3.93	1,662	0
6	Walls	1.10	310	120
7	Windows	13.61	497	262
8	Ext Ent Doors	2.05	1,615	0
	Ext Com Doors & Com			
9	Doors	0.25	0	96
10	Other/Misc elements	1.69	n/a	n/a
		44.19		

## (e) South Tottenham

1	Heating and hot water	6.39	2,584	0
2	Electrical work	6.23	2,655	0
3	Roofs and fascias	3.07	662	151
4	Kitchen	12.67	2,539	0
5	Sanitary ware	5.44	2,620	0
6	Walls	1.74	432	62

7	Windows	11.60	611	142
8	Ext Ent Doors	3.30	2,429	0
	Ext Com Doors & Com			
9	Doors	0.15	0	87
10	Other/Misc elements	2.10	n/a	n/a
		52.69		

## (f) North Tottenham

1	Heating and hot water	4.18	2,096	0
2	Electrical work	6.12	2,568	0
3	Roofs and fascias	3.45	762	135
4	Kitchen	12.30	2,447	0
5	Sanitary ware	5.14	2,386	0
6	Walls	1.35	279	69
7	Windows	11.56	761	97
8	Ext Ent Doors	2.63	2,223	0
	Ext Com Doors & Com			
9	Doors	0.48	0	107
10	Other/Misc elements	2.48		
	Total	49.69		

## (g) Special Needs

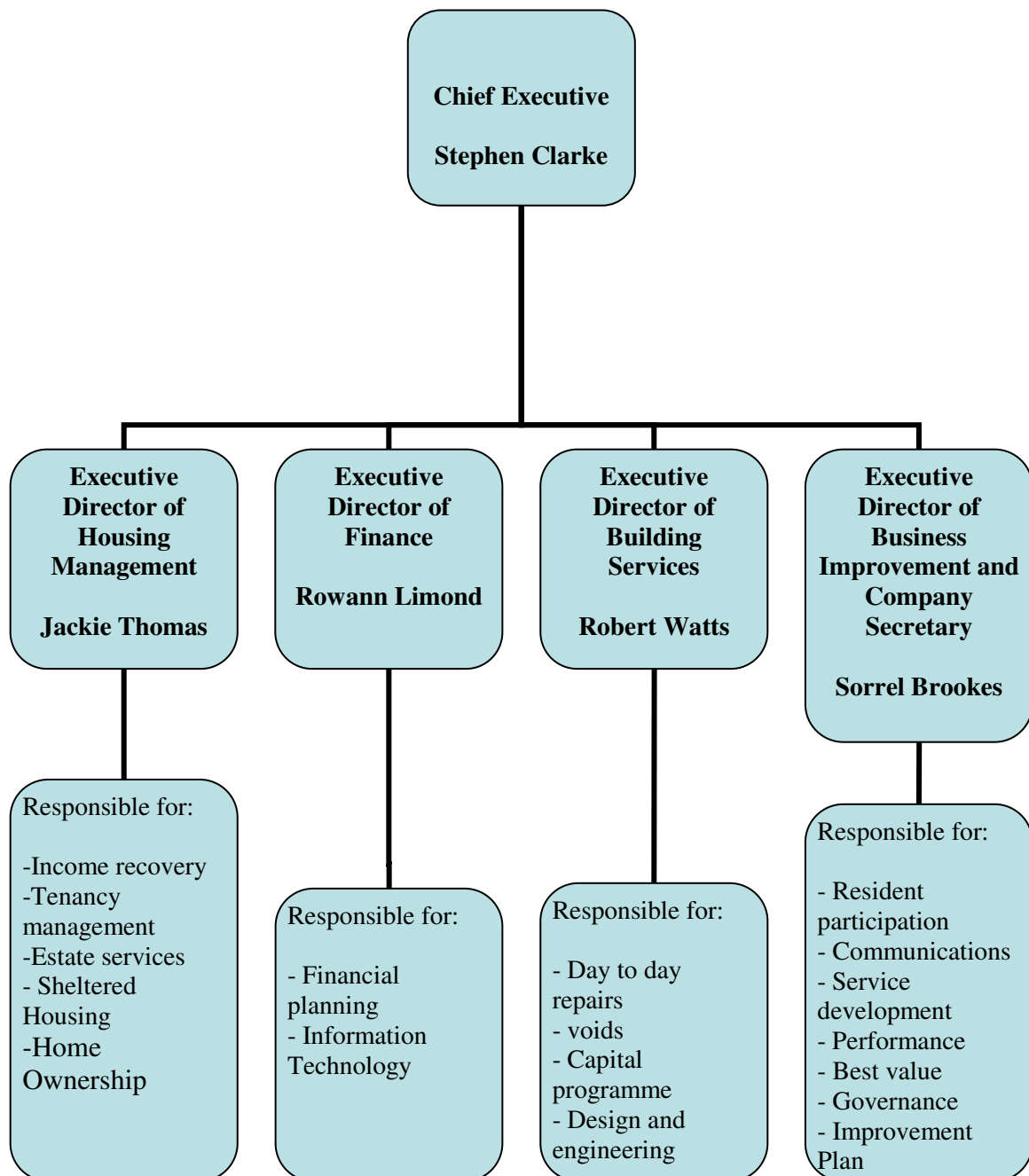
1	Heating and hot water	2.63	1,235	0
2	Electrical work	1.94	1,056	0
3	Roofs and fascias	0.63	125	40
4	Kitchen	3.58	998	0
5	Sanitary ware	1.48	930	0
6	Walls	0.43	83	23
7	Windows	1.80	101	37
8	Ext Ent Doors	1.06	1,099	0
	Ext Com Doors & Com			
9	Doors	0.15	0	32
10	Other/Misc elements	0.74	n/a	n/a
		14.44		



**B. Capital schemes for which capital approval applications have been submitted 2006/07**

	<b>Contractual Commitments into 2006/07 £</b>	<b>Proposed New Starts £</b>	<b>Total £</b>
Capitalised Repairs and Extensive Void Works		4,963,000	4,963,000
Boiler Replacement		1,750,000	1,750,000
Departmental Overheads		1,457,000	1,457,000
Procurement and Client-side Structure set-up costs		500,000	500,000
Stock Condition Holding Measures		250,000	250,000
Unavoidable Structural works	175,152	407,787	582,939
Energy Conservation		300,000	300,000
Lift Renewal	21,130	428,870	450,000
Water Pressure	1,863	498,137	500,000
Better Haringey Estate Improvements/Environmental Works	230,000	770,000	1,000,000
Individual Heating	8,290		8,290
District Heating	5,362		5,362
Internal Modernisation	95,928		95,928
Rewiring	30,481		30,481
External Decorations		1,500,000	1,500,000
Planned Maintenance/Decent Homes	2,268,348	3,432,376	5,700,724
<b>Total</b>	<b>2,836,554</b>	<b>16,257,170</b>	<b>19,093,724</b>
<b>Over-programming</b>		<b>1,500,000</b>	<b>1,500,000</b>
<b>Sub total</b>		<b>17,757,170</b>	<b>20,593,724</b>
<b>Adaptations - subject to bid for Corporate funds</b>		<b>1,450,000</b>	<b>1,450,000</b>
<b>Grand total</b>		<b>19,207,170</b>	<b>22,043,724</b>

**Appendix C: Senior Management Team Structure**



## **Appendix D: The Housing Revenue Account Medium Term Financial Strategy and Protocols**

### **The Financial Context and Medium Term Financial Strategy**

As part of the work undertaken in respect of whether to establish an Arms Length Management Organisation, Haringey Council employed Housing Quality Network to financially appraise the options then being considered by the Council. This analysis included a 'baseline' revenue forecast up to 2011/12 to test what would happen to the Council's Housing Revenue Account under the existing housing finance regimes. This is an essential planning exercise, as local authorities are required by Government to keep their Housing Revenue Account in balance (or in surplus). The forecast showed that Haringey's Housing Revenue Account would steadily fall into deficit and this would have been in the order of £5m-£6m by 2011/12 (at 2004/05 prices). This was despite an assumed real increase in income from rents at a result of Government required rent restructuring.

The main causes of this potential deficit would be:-

- The loss of housing stock in management resulting from right-to-buy sales; and
- Reducing real levels of housing subsidy as a result of the way Government distributes the available money.

A sensitivity analysis was undertaken to see what might happen if more optimistic or pessimistic assumptions were built into the forecast. Even on a set of optimistic assumptions the Housing Revenue Account was forecast to go into deficit.

The establishment of Homes for Haringey does not in itself solve this problem. In the shorter term there are likely to be additional set up costs and on-going revenue costs. It is essential therefore that during the lead-in to Homes for Haringey going live, the Council agrees a viable Medium-Term Financial Strategy for revenue, maintaining minimum HRA balances as determined by the Director of Finance.

There is also a significant change in capital funding for 2006/07 and future years, resulting in a lower level of resources being made available and for restricted usage (i.e. Decent Homes only). This change adds to the challenge to be met by Homes for Haringey working in partnership with the Council.

The Council, informed by collaborative work undertaken by Housing Management and Corporate Finance staff, has agreed a Medium Term Financial Strategy for the Housing Revenue Account covering the years 2006/07 to 2010/11. The Medium Term Financial Strategy includes both growth in demand for resources from internal and external pressures, and targets for the efficiency gains that will be required to release resources for growth.

The whole Housing Revenue Account Housing Revenue Account will be divided between three headings: the Management Fee, Managed Budgets, and those budget heads for which the Council retains direct responsibility. Although the Council will

keep the statutory duty to administer the Housing Revenue Account, Homes for Haringey will be responsible for making sure that expenditure and income are managed properly, and for reporting to the Council on the Housing Revenue Account as a whole.

Costs to be covered by the Management Fee (£50m per year) include:

- Responsive Repairs
- Tenancy Management
- Leasehold Management
- Rent Collection
- Estate Services
- Concierges
- Grounds Maintenance
- Waste Management

Homes for Haringey will also manage some budgets for the Council. These will still be the Council's money, but Homes for Haringey will arrange for it to be paid out and/or collected, and will seek to maximise income and value for money. Managed Budgets (£95m per year) will include:

- Rent Income
- Leaseholders' Service Charges
- Garage & Shop Rents
- Housing Subsidy
- Sheltered Housing
- Water Rates

The Council will also keep some budgets under its own control, largely for pre-determined amounts. These Retained Budgets (£45m per year) will include:

- Property Leases
- Interest on & Repayment of Loans

The following table sets out a summary of the Medium Term Financial Strategy, and indicates the allocation of budgets between each of the headings.

Management Fee	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
	<i>Revised Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>
Rental Income	-	-	-	-	-	-
Non Dwelling Rents	-	-	-	-	-	-
HRA Subsidy	-	-	-	-	-	-
Tenanted Service Charge Income	-	-	-	-	-	-
Leasehold Service Charge Income	-	-	-	-	-	-
Misc Income	-	-	-	-	-	-
<b>Total Income</b>	-	-	-	-	-	-
Housing Management Costs	22,332	21,351	20,128	20,173	20,821	21,403
Bad Debt Provision	-	-	-	-	-	-
Responsive Repairs & Maint	19,867	19,759	19,974	20,404	20,990	21,599
Other Revenue Spend	-	-	-	-	-	-
HRA Cost of Rent Rebates	-	-	-	-	-	-
Capital Financing Charges	-	-	-	-	-	-
Service Charge Costs	8,673	9,062	9,465	9,744	10,030	10,325
<b>Total Spend</b>	<b>50,872</b>	<b>50,171</b>	<b>49,567</b>	<b>50,320</b>	<b>51,842</b>	<b>53,327</b>
<b>Total Management Fee</b>	<b>50,872</b>	<b>50,171</b>	<b>49,567</b>	<b>50,320</b>	<b>51,842</b>	<b>53,327</b>

Managed Budgets	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>
Rental Income	(58,575)	(60,707)	(62,969)	(65,436)	(68,114)	(71,009)
Non Dwelling Rents	(1,708)	(1,721)	(1,734)	(1,734)	(1,734)	(1,734)
HRA Subsidy	(23,438)	(21,966)	(21,149)	(19,484)	(17,873)	(16,311)
Tenanted Service Charge Income	(6,193)	(6,386)	(6,509)	(6,642)	(6,785)	(6,938)
Leasehold Service Charge Income	(4,970)	(5,697)	(4,986)	(4,568)	(4,745)	(4,918)
Misc Income	(6,907)	(6,909)	(6,910)	(6,909)	(6,909)	(6,909)
<b>Total Income</b>	<b>(101,790)</b>	<b>(103,387)</b>	<b>(104,257)</b>	<b>(104,774)</b>	<b>(106,160)</b>	<b>(107,818)</b>
Housing Management Costs	3,368	3,370	3,371	3,371	3,371	3,371
Bad Debt Provision	649	649	649	649	649	649
Responsive Repairs & Maint	-	-	-	-	-	-
Other Revenue Spend	-	-	-	-	-	-
HRA Cost of Rent Rebates	-	-	-	-	-	-
Capital Financing Charges	-	-	-	-	-	-
Service Charge Costs	4,358	4,528	4,703	4,835	4,972	5,112
<b>Total Spend</b>	<b>8,375</b>	<b>8,547</b>	<b>8,723</b>	<b>8,856</b>	<b>8,992</b>	<b>9,132</b>
<b>Total Managed Budgets</b>	<b>(93,415)</b>	<b>(94,839)</b>	<b>(95,534)</b>	<b>(95,918)</b>	<b>(97,168)</b>	<b>(98,686)</b>

Retained Budgets	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>
Rental Income	-	-	-	-	-	-
Non Dwelling Rents	-	-	-	-	-	-
HRA Subsidy	-	-	-	-	-	-
Tenanted Service Charge Income	-	-	-	-	-	-
Leasehold Service Charge Income	-	-	-	-	-	-
Misc Income	-	-	-	-	-	-
<b>Total Income</b>	-	-	-	-	-	-
Housing Management Costs	244	255	267	275	283	291
Bad Debt Provision	-	-	-	-	-	-
Responsive Repairs & Maint	-	-	-	-	-	-
Other Revenue Spend	1,131	583	-	-	-	-
HRA Cost of Rent Rebates	436	-	-	-	-	-
Capital Financing Charges	43,345	43,716	44,457	45,232	46,042	46,885
Service Charge Costs	-	-	-	-	-	-
<b>Total Spend</b>	<b>45,156</b>	<b>44,554</b>	<b>44,723</b>	<b>45,507</b>	<b>46,325</b>	<b>47,176</b>
<b>Total Retained Budgets</b>	<b>45,156</b>	<b>44,554</b>	<b>44,723</b>	<b>45,507</b>	<b>46,325</b>	<b>47,176</b>

TOTAL HRA	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
	<i>Revised Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>
Total Management Fee	50,872	50,171	49,567	50,320	51,842	53,327
Total Managed Budgets	(93,415)	(94,839)	(95,534)	(95,918)	(97,168)	(98,686)
Total Retained Budgets	45,156	44,554	44,723	45,507	46,325	47,176
<b>Total TOTAL HRA</b>	<b>2,613</b>	<b>(115)</b>	<b>(1,244)</b>	<b>(91)</b>	<b>998</b>	<b>1,818</b>