




Haringey Council

Report for:	Cabinet – 18 November 2014	Item Number:	
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Title:	Preferred Partner Agreement and Use of Right to Buy Receipts
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Report Authorised by:	Director of Regeneration, Planning and Development 
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Lead Officer:	Michael Kelleher, Head of Housing Investment and Sites Tel: 020 8489 4754 E-mail: michael.kelleher@haringey.gov.uk
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Ward(s) affected: All	Report for Key Decision
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1. Introduction

- 1.1 In 2010, the council introduced a new Partnership Agreement for registered providers that set out how it would work with its partners to ensure the quality of new developments and day-to-day management activities are delivered to the highest standards.
- 1.2 The Agreement has had mixed results. Whilst it has broadly led to an improvement in relations with registered providers, it has been difficult to administer effectively due to the sheer number (more than 50) in the borough. It is also apparent that whilst there are so many operating in the borough, only a small number have been actively developing in recent years.
- 1.3 As a consequence, the council is in the process of establishing a Preferred Partner Agreement (the Agreement) that will comprise six organisations chosen for their strategic fit with the council and development capacity.
- 1.4 As part of the Agreement, the council wants to work with registered providers to maximise the delivery of new affordable homes in the borough. One way it can do



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this is to provide grant funding using Right to Buy (RTB) receipts as part of the Government's 'One for One Replacement Programme'. This report seeks Cabinet approval in principle to the concept of providing registered providers with grant.

- 1.5 This report sets out the principles guiding the Agreement and the use of RTB money to provide grant funding for new developments.

2. Cabinet Members Introduction

- 2.1 As a council we have made a clear commitment to enable the delivery of a significant number of affordable homes in the borough.
- 2.2 Registered providers of social housing have long made a contribution to affordable homes and provided access to housing to the most vulnerable residents. However it is clear that the council's relationship with registered providers has not always been strong enough to delivery new housing or ongoing housing management in the way that we need.
- 2.2 This report proposes a new relationship with a small number of registered providers whose work fits well with the council's strategic objectives. The new Preferred Provider Scheme will help us to deliver step change in the number of new affordable homes needed whilst also holding registered providers more accountable for the management of their housing stock.

3. Recommendations

- 3.1 It is recommended that Cabinet: -
- (a) Notes the report and approves the six registered providers selected in paragraph 6.4 of this report as preferred partners
 - (b) Authorises officers to work with the six preferred partners to develop and enter into a formal Preferred Partner Agreement
 - (c) Delegates authority to the Director of Regeneration, Planning and Development, after consultation with the Lead Member for Regeneration and Housing, to agree the terms of the Preferred Partner Agreement
 - (d) Agrees the use of the retained right to buy receipts to part fund a council acquisition programme of former council owned properties sold under the right to buy
 - (e) Delegates authority to the Director of Regeneration, Planning and development after consultation with the Lead member for Regeneration and Housing, to agree the details of a council acquisition programme subject to confirmation from the council's Chief Finance Officer that the scheme represents value for money



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- (f) Agrees the principle of using the council's retained right to buy receipts as grant funding for the preferred partners as one option to provide additional affordable housing for rent both through an acquisitions programme and new build programme
- (g) Agrees that, subject to the council's Financial Regulations, approval of grant funding to preferred partners will be delegated to the Director of Regeneration, Planning and Development up to the approved limit of £500,000
- (h) Notes that, where any proposed grant funding exceeds the Director's approved delegated limit of £500,000, a separate report will be submitted to Cabinet for approval in accordance with the council's Financial Regulations

4. Alternative options considered

- 4.1 This report covers two distinct but related issues. First, the introduction of a Preferred Partner Framework and Agreement, and second, the use of Right to Buy receipts to provide grant funding to our preferred partners to maximise the development of affordable housing in the borough.
- 4.2 The council already has a generic Partnership Agreement in place with all registered providers in the borough and could continue to rely on this as the mechanism through which to manage the relationship. However, due to the large number of providers in the borough this will limit the opportunity to build constructive and proactive partnerships to make lasting improvements to housing across the borough.
- 4.3 If the council does not have a strategy in place to use its RTB receipts within three years of receiving them, it will have to return them to the Department of Communities and Local Government DCLG with interest.

5. Background

Strategic context

- 5.1 Working in partnership with key housing providers in the borough, and using RTB receipts to provide grant funding for new housing developments is central to the council's Corporate Plan commitment to provide '*Opportunities for all*' and will help ensure that everyone has a decent place to live (Priority 9, Corporate Plan 2013/15) and deliver regeneration at priority locations across the borough (Priority 8, Corporate Plan 2013/15). Within the emerging Corporate Plan, enabling better housing services and new housing provision will contribute to Priorities 4 (Growth) and 5 (Housing).
- 5.2 The council is currently in the process of developing a new Housing Strategy to be published early in 2015. This strategy will replace the current Housing Strategy which was published in 2010 and is now out of date, and will place a priority on



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delivering more homes in the borough and working in partnership to improve the management and delivery of housing services across the borough.

- 5.3 Registered providers have an important and central role to play in tackling the housing challenges that face the borough. In Haringey they currently manage around 13,000 affordable homes for rent and shared ownership and as such represent a major stakeholder in the future success of the borough and its residents. Registered providers have been the sole provider of new affordable housing in Haringey for around 30 years and will continue to provide the majority of new affordable housing in future despite the emerging council new build programme. In addition to their landlord and new build roles, registered providers have an important role to play in the economic growth of the borough by providing much needed affordable housing for the labour market, jobs through and during the construction phase of new developments and community investment initiatives including apprenticeships, training and back to work programmes. These issues and the need to form close and strong partnerships with registered providers will feature strongly in the emerging housing strategy.

What are registered providers?

- 5.4 Registered Providers of Social Housing (Registered Providers for short) are private organisations that provide low-cost affordable housing for rent and sale for people in housing need. Registered Providers are commonly referred to as Registered Social Landlords or Housing Associations. The term Registered Provider was introduced by the Housing and Regeneration Act 2008. Any surplus that a registered provider makes is re-invested back into the business to maintain existing housing and help finance new homes. Although independent they are regulated by the Government through the Homes and Communities Agency (HCA) and commonly receive public funding by way of Social Housing Grant. They are the major providers of new affordable housing for rent and sale in England and Wales.

Working with registered providers

- 5.5 The council introduced a generic partnership agreement for registered providers in 2010 as a way of improving relationships and ensuring consistency. This has gone some way to bringing about improvements, but these have been limited due to the high number of providers operating in the borough and budget reductions that has seen the team that deals with this area of work reduced in size.
- 5.6 The relationship between the council and its partners was the subject of a Scrutiny Panel report in 2013 which recommended further improvements to develop and improve engagement between the council and local RPs, and support further liaison and partnership and to assist local officials in local scrutiny and performance management of registered providers.

6. Preferred Partnership Agreement



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- 6.1 One way the council is seeking to improve relationships with its partners is to establish a Preferred Partner Framework to bring together the most pro-active organisations to work with the council to deliver and improve housing services in the borough. The Framework will offer our preferred partners the opportunity to engage with the council in an honest, open and transparent way on all matters in relation to housing and will act as monitor of all registered provider activity in the borough.
- 6.2 The council issued a pre qualification questionnaire in January 2014. A total of 20 organisations expressed an interest. All organisations were issued with a detailed questionnaire for completion (Attached at **Appendix 1**). One organisation withdrew during stage one leaving a total of 19 organisations.
- 6.3 The evaluation and selection process comprised two stages. The first stage was an assessment of the application form. This was carried out by colleagues from Homes for Haringey, Community Housing and Strategy & Regeneration and the scores amalgamated. The scores were weighted 65% strategic fit and 35% performance.
- 6.4 As part of Stage two of the evaluation and selection process, the nine shortlisted organisations were invited to an interview with the Lead Member for Regeneration & Housing and the Head of Housing Investment & Sites. The interviews took place during week commencing 28 July 2014 and the following organisations selected as the council's preferred partners: -
- Sanctuary
 - Circle
 - Family Mosaic
 - Newlon
 - London and Quadrant
 - Notting Hill
- 6.5 In terms of their strategic fit, they represent some of the largest and most consistent developers of new housing in the borough, and have a commitment to deliver mixed tenure schemes including affordable housing for rent and sale, large scale managed private rented housing and market sale. They have all committed to focus delivery of affordable housing for sale, private rented and market housing in the east of the borough while concentrating on the central and western parts of the borough to provide new affordable housing for rent. They are all experienced in housing estate renewal and are currently working in and around London in partnership with local councils to deliver growth and regeneration.
- 6.6 They also represent some of the largest stakeholders in the borough, owning and managing a significant proportion of the current registered provider stock. As such, they are well placed to make a significant difference to the lives of Haringey residents through improvements in the way they manage and invest in their existing stock.
- 6.7 In seeking to develop an open and transparent partnership, the council has deliberately been non-prescriptive in setting out terms and conditions, preferring



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instead to work with partners to develop the Framework and Agreement from the bottom up based on a set of guiding principles: -

- All partners will operate in an open, honest and transparent way, including the provision of information normally considered commercially sensitive as part of planning submissions.
- The relationship will exist between all partners and not just between individual providers and the council (note: where commercially sensitive information is provided this will be shared only between the individual provider and the council).
- Partners will work together to improve estate management by sharing information and proactively considering alternative management arrangements where this considered appropriate.
- Partners will work together to tackle homelessness and reduce the reliance on temporary accommodation.
- Partners will work together to maximise the provision of affordable housing in the borough and will comply fully with the Council's planning policies and aim of creating mixed and balanced communities.
- Partners will work collaboratively with elected members, both in their strategic capacity as policy setters and community advocates for local residents.

6.8 The Agreement will cover three key areas and represents a real opportunity for our preferred partners to make a major contribution to tackling the housing challenges in the borough. The areas will mirror the three key priorities within the emerging housing strategy: -

- a) development and new build, including estate renewal
- b) homelessness, temporary accommodation and lettings
- c) estate management, including community investment

6.9 The section on development and new build, including estate renewal, will seek to promote the provision of more housing through the appropriate use of council land and the use of the Council's retained RTB Receipts (see section 7 below) to provide grant funding. This will have additional benefits to the council of increasing the Council Tax base.

6.10 The section on homelessness, temporary accommodation and lettings, will co-ordinate work to reduce evictions and focus on proactive intervention and prevention measures to ensure residents can sustain their tenancies and contribute to a strong local economy. The Agreement will also promote alternative approaches to the use of temporary accommodation and the role registered providers have to play in this.

6.11 The section on estate management, including community investment, will focus on the local environment, condition of the estate and the properties themselves, as well as the opportunities available to tenants to enhance their life changes through access to education, training and work. The aim is to ensure that there is a joined up approach to local management that benefits everyone within a local community regardless of whom their landlord is.



- 6.12 The Preferred Partnership Agreement will also include a section on working with elected members, both at a strategic level to develop local housing policy in the borough and at an operational level to support members in their constituency and advocacy role. It will also include a clear governance and performance monitoring framework to ensure that registered providers, and the council, meet the expectations and outcomes of the agreement.
- 6.13 The inaugural meeting of the Preferred Partner Framework took place on 22 August 2014 to begin work on the Preferred Partner Agreement
- 6.14 At the meeting on the 22nd, partners agreed in principle to make a financial contribution to the Council to administer the agreement and framework. They asked for confirmation of how this would be calculated and what the money would be used for before making a final commitment. The following breakdown is proposed: -
- 0.2 FTE on admin and monitoring of agreement (arranging meetings, publishing data etc)
 - 0.2 FTE on assessing bids for grant funding and monitoring contracts that are awarded grant
 - 0.2 FTE on identifying land opportunities, including but not limited to our own land
 - 0.2 FTE dedicated housing enabling 'hand holding' service through planning
 - 0.1 FTE on improving estate management, including working on options for stock rationalisation, management options etc
 - 0.1 FTE on working together to reduce homelessness and tackle the problem of TA.
- 6.15 This equates to 1 FTE overall, which if costed at the mid-point of PO4 gives a total charge of £50,737 which is £8,500 per registered provider. Further detailed negotiations with the council's partners are needed to confirm and agree the exact details and funding arrangements of this agreement.
- 6.16 As registered providers are private organisations, their involvement in, and adherence to, any agreement with the council is voluntary and therefore calls for an agreement that everyone can sign up to. The majority of the Agreement is about putting in place good practice for partnership working and ensuring that this feeds through to improvements that local residents can see. The provision of grant funding for new build requires detailed criteria which will set out the conditions of grant.

7. Use of Right to Buy receipts as Grant Funding



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- 7.1 In April 2012 the Government raised the cap on RTB discounts and confirmed that receipts from the additional sales generated would be used to fund replacement stock on a one-for-one basis. Ministers confirmed that their favoured option to deliver these new homes would be through local authorities retaining receipts to spend in their areas.
- 7.2 In order to keep these additional RTB receipts locally the council entered into an agreement with the Secretary of State for Communities and Local Government. As part of this agreement, the council agrees: -
- a) to use all the receipts for the provision of social housing (i.e. not shared ownership or market sale);
 - b) that the receipts will constitute no more than 30% of total investment in such homes (net of any contribution from another public body); and
 - c) that if, after three years, any of the receipts are not used as set out above, it will pay the unused sums - plus interest at base rate plus 4% - to the Secretary of State.
- 7.3 The Agreement is relatively 'light touch'; there are no conditions on the number of new homes that must be built or acquired, their type, size, location or the rent that must be charged on them. The Agreement defines "replacement stock" as including newly built council homes, newly acquired council homes (i.e. existing homes bought on the open market) or social housing provided through local authority grants to registered providers. There is also nothing to stop the Council offering grants directly to private developers. However, the housing developed would need to be transferred to a regulated social landlord that could include the Council. The main restriction is that the receipts retained must make up no more than 30% of the cost of replacement new build units or 50% of the cost of purchasing a former council owned home.
- 7.4 The council is already reviewing its new build programme to identify the possibility of using RTB monies in place of any subsidy from the Greater London Authority (GLA) that may already be awarded. The benefit to the council of doing this is that the level of funding available through the RTB route is higher than that available from the GLA. For example, GLA grant rates for phase 1 of the council's new build programme is approximately £34,000 per unit, however, at 30% of total cost (where the cost of building a new homes is £150,000 to £170,000 depending on size) subsidy through RTB funding will be £50,000 or more. This would mean that for every unit of affordable rented housing built by the council it would have to find less in capital or borrowing. Using RTB receipts also allows the council to set social rents and lifetime tenancies whereas it is a condition of the Mayor's Housing Covenant that rents must be set at affordable rent levels and tenancies must be five year fixed term.
- 7.5 However, even if the council uses its RTB receipts to fund its own new build homes, the scale of its programme in the short to medium term is insufficient to take up the full amount of RTB receipts available. Therefore, to avoid having to return the RTB receipts to DCLG with interest, the council will have to consider using the receipts to



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fund an acquisition programme or provide grant funding to one of its preferred partners.

- 7.7 Where the council uses its retained RTB receipts to fund an acquisition programme, the receipts can be used to fund 50% of the total cost of the purchase where the council buys back a former council owned home that has been sold through right to buy. .
- 7.8 If the council chooses not to use the receipts to fund its own new build or acquisition programmes, it can elect to provide grant funding to registered providers to enable them to build or acquire new homes. Where the council does choose to provide grant funding, the registered provider will be expected to fund the remaining 70% from its own reserves or through borrowing serviced by the anticipated rental income from the new homes built or acquired.
- 7.9 In the same way that the Right to Buy grant for the council's own new build programme will be higher than that from the GLA, so too will the grant offered to registered providers. This would act as a positive incentive to encourage more development in the borough to meet the need for housing and support growth in the borough. In addition, as the council will have a direct interest in the development of the new homes built by registered providers using Right to Buy receipts as grant funding, it will be able to exert more influence over the design and construction, including for example, the use of local labour and provision of training and apprenticeship opportunities as part of the construction contract.
- 7.10 The council will need to establish agreed criteria for registered providers to be awarded grant and against which they will be monitored for delivery. It will generally be accepted that the council's preferred partners meet the basic requirements to be awarded grant as this formed part of the selection criteria, however, annual checks will be needed to ensure that they retain their G1/V1 (highest level for Governance and Viability) Regulatory status with the Homes and Communities Agency (HCA).
- 7.11 Monitoring the delivery of units and use of grant once it has been awarded will require a Delivery Agreement. The terms of the Delivery Agreement, including the conditions for draw down of grant, will be negotiated and agreed with the council's Preferred Partners subject to Cabinet's approval in principal to provide grant to registered providers.
- 7.12 The use of RTB receipts as grant funding, either to fund the council's own new build or acquisition programme or one led by a registered provider, will need to demonstrate value for money and receive prior approval from the council's Chief Finance Officer.

8. Comments of the Chief Finance Officer and financial implications

- 8.1 At present the council is receiving around £4m of Right to Buy receipts per annum. The Council can elect to retain them for Investment in Housing as outlined in Section



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7 of this report, but if it does not subsequently spend these monies within 3 years it has to return the money to Central Government with interest.

- 8.2 The Council's ability to use this funding is limited by the fact that Right to Buy receipts can only contribute 30% of the total cost of a property and thus the other 70% has to be found from other sources. Thus for every £4m the Council spends it will need to identify £9.3m of other funding to fund the purchase. Given this expenditure needs to be balanced with other demands on the HRA such as Stock Condition work and Regeneration projects, it is advisable to consider other sources of the additional funding such as Registered Housing Providers.
- 8.3 This report establishes the policy position around potentially allocating Right to Buy receipts to Registered Housing Providers. No actual decision to allocate amounts to specific providers is being made at this point of time, as the Council is still reviewing the alternative options, notably funding council new build, to ensure that the benefits of this funding stream are maximised.
- 8.4 Before any decision is made to use Right to Buy receipts to purchase additional housing units, a full options appraisal on the long-term costs and income related to the purchase will be completed.
- 8.5 Any decision to allocate right to buy receipts to a Registered Housing Provider would need to comply with Financial Regulations, which may require separate Cabinet Authority if the amount is above £500,000. There is currently no budget provision to accommodate the Council's contribution to any scheme(s) and this would also need to be dealt with within any report seeking a decision to allocate resources.
- 8.6 The cost of developing the Framework outlined in this report has been contained within existing budgets, the additional post mentioned in this report to monitor the new arrangements with Registered Homes Providers can be funded from external contributions.

9. Comments of the Assistant Director of Corporate Governance

- 9.1 The Preferred Partner Framework is not subject to the tendering requirements set out in the Public Contracts Regulations 2006 (as amended). Therefore the council requested expressions of interest from organisations who were interested in being appointed to the Preferred Partner Framework. This is a process which is compliant with Contract Standing Orders.
- 9.2 Legal advice must be obtained on the terms of any agreements to be entered into pursuant to this report.

10. Equalities and Community Cohesion Comments

- 10.1 Registered Providers own and manage a significant amount of social and affordable housing in Haringey and are landlords to tens of thousands of local residents, many



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of whom are in low paid work or unemployed. The majority of the housing owned and managed by registered providers in the borough is located in Tottenham in wards with some of the highest levels of deprivation in the Country. By driving up the quality of services provided by registered providers and ensuring a more coherent and joined up approach with the Council and Homes for Haringey, the Preferred Partner Agreement will help bring about improvements in service provision to council and registered provider tenants alike and overall will have a positive impact on residents.

10.2 The Preferred Partner Agreement will include a section on monitoring and will provide a framework through which service quality is continually assessed. This will include key performance data such as the level of rent arrears, average time taken to let a home, the number of evictions for arrears and anti social behaviour, number of complaints received and resolved etc. An assessment of the potential impact of introducing the Preferred Partner Agreement as well as grant funding registered providers to build more homes will be considered in time for the final submission of this report to Cabinet.

11. Comments of the Head of Procurement

11.1 The Head of Procurement notes this report.

12. Policy Implication

12.1 Registered Providers have an active role to play in delivering affordable housing along with housing and related services to residents of Haringey and as such, activities such as those outlined this report will assist the council in delivering the vision, aims and objectives of the emerging housing strategy and Corporate Plan.

13. Reasons for Decision

- (a) To improve relationships with registered providers in the borough and contribute to the delivery of the council's current and emerging corporate plans.
- (b) To ensure the council has plans in place to spend its retained Right to Buy receipts within the timeframe set down by government.

14. Use of Appendices

Appendix 1: Registered Provider Preferred Partner Questionnaire

15. Local Government (Access to Information) Act 1985



Appendix 1: Registered Provider Preferred Partner Questionnaire

Section 1: Name and registered address of registered provider

Section 2: Background information

	Yes	No
1. Are you registered with the Homes and Communities Agency (HCA)?	<input type="checkbox"/>	<input type="checkbox"/>
2. Are you an Investment Partner with either the HCA or GLA?	<input type="checkbox"/>	<input type="checkbox"/>
3. Does your organisation have a published policy on equalities?	<input type="checkbox"/>	<input type="checkbox"/>
4. Does your organisation have a current G1 (Governance) and V1 (Viability) rating from the HCA? If not, please provide a separate statement setting out your agreed plans to improve.	<input type="checkbox"/>	<input type="checkbox"/>
5. Will you maximise transparency by working with the Council on a complete open book basis?	<input type="checkbox"/>	<input type="checkbox"/>
6. Are you prepared to work in partnership with other RPs or specialist providers?	<input type="checkbox"/>	<input type="checkbox"/>

Section 3: Strategic fit

1. On a separate sheet (one page of A4 maximum) please state why you want to work in partnership with Haringey Council.
2. The Council's Corporate Plan and key supporting policies and strategies are set out at <http://www.haringey.gov.uk/index/council/strategiesandpolicies.htm>

How will your organisation contribute towards these?



3. What do you understand as being the wider strategic objectives and priorities for Haringey? How can your organisation help us to deliver these?

Section 4: Details of your housing stock

	Haringey	London (exc. Haringey)	Total (all London)
How many properties do you own and manage?			
How many properties do you manage on behalf of others?			
How many properties do you own that are managed by others? Other (please state)			
Total			



Section 5: Development

1. Does your organisation have its own development capacity/function or are you part of a consortium? If part of a consortium, please provide the name of the organisation that acts as your development partner below.

2. How many units did your organisation complete across London during 2012/13?

- (a) Section 106 sites

Haringey	London (exc. Haringey)	Total (all London)

- (b) Local authority land

Haringey	London (exc. Haringey)	Total (all London)

- (c) Open market sites (purchased by RP)

Haringey	London (exc. Haringey)	Total (all London)

3. What percentage of your new developments (expressed as a percentage of total number of units delivered in London) have achieved Code Level 4 or above?

4. What do you understand about Haringey Council's planning policy in relation to affordable housing?



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5. What is your capacity to land bank? Please tell us how many sites your organisation has land-banked in the past three years in London.

6. When considering new development opportunities, how do you ensure that the housing proposed will meet local needs and contribute positively to the local community?

7. What is your policy on Affordable Rent?

8. What is your organisation's policy on delivering mixed tenures, including open market sale?

9. What is your organisation's policy on pepper-potting?

Section 6: Management



1. If you currently manage properties within Haringey, please confirm where they are managed from.

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2. Please confirm your policy in relation to local management and local offices. Would you be willing to office share with another organisation?

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3. How much has your organisation spent on housing management services per annum (expressed as a cost per property managed) for the last three years?

2010/11	2011/12	2012/13

4. What level of rent arrears has your organisation carried in each of the last three years?

2010/11	2011/12	2012/13

5. How many evictions has your organisation carried out in each of the last three years? (in brackets, please show how many of these were for rent arrears)

2010/11	2011/12	2012/13



6. Please describe your organisation's policy and approach to income recovery.

7. If you have adopted a new approach to income recovery since the introduction of affordable rent, please give details.

8. How many Affordable Rent units do you own and manage?

Haringey	London (exc. Haringey)	Total (all London)

9. How many of these have been provided through 'flipping' existing Social Rent voids? (in brackets, please show this as a percentage of total lettings made).

Haringey	London (exc. Haringey)	Total (all London)



10. How are you preparing for Welfare Reform?

11. How do you deal with anti-social behaviour, harassment and other breaches of tenancy conditions?

12. Please give details on the number of ABCs, ASBOs and injunctions served per annum over the last 3 years.

2010/11	2011/12	2012/13

13. What is your approach to estate inspections/walkabouts? Do you routinely invite councillors?



14. What was your average void turnaround time for the following years? (Number of working days taken from Termination of Tenancy to Commencement of Tenancy)

2010/11	2011/12	2012/13

15. What were your voids as a percentage of your total stock for the last three years?

2010/11	2011/12	2012/13

16. Please give details of the range of customer satisfaction surveys (including for repairs) you carry out, and provide levels of satisfaction for each of the last three years.

	Satisfaction Level		
	2010/11	2011/12	2012/13

17. How many service complaints has your organisation received per annum over the last three years? Please provide your complaints handling policy.

2010/11	2011/12	2012/13

18. How many tenant representatives do you have on your board?

19. How much has your organisation spent per annum on tenant participation (expressed as a cost per property managed) for the last three years?

2010/11	2011/12	2012/13



20. How do you engage with hard to reach groups? e.g. Ethnic minority, older people etc.

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21. How do you involve and empower residents?

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Section 7: Maintenance

1. How many repairs did you carry out during the last three years?

2010/11	2011/12	2012/13

2. What percentage of these repairs was completed on time?

2010/11	2011/12	2012/13

3. What percentage of these repairs was responsive?

2010/11	2011/12	2012/13



4. What percentage of repairs do you post inspect?

5. What percentage of boiler servicing has been achieved in each of the last three years?

2010/11	2011/12	2012/13

6. Do you operate an appointment system for repairs? If so, how does this work?

7. What percentage of your housing stock is currently meeting the Decent Homes target?
When do you envisage achieving the target for all of your stock?

Percentage currently meeting decent homes standard

Expected date when 100% of stock will meet standard

Section 8: Sustainable Communities

1. What are you doing to achieve sustainable communities?



2. Do you have a Community Investment Strategy that aims to support your residents into employment, training and work? If Yes, please give details of your strategy and any initiatives you are involved in:

3. What can you offer to assist in the development of special needs housing, or other areas of specialism?

4. Are there any other skills/experience/innovations you feel your organisation has that have not been covered in this questionnaire but that could be of benefit in a long-term partnership with Haringey?