Asset Management Strategy
2010-2017
Foreword by Paul Bridge, Chief Executive of Homes for Haringey

This document sets out our Asset Management Strategy with detailed targets and outcomes for the period 2010 to 2017.

Our first Asset Management Strategy was completed in July 2006 and submitted as part of our bid to the Department of Local Government and Communities for Decent Homes funding. It was subsequently updated in 2007. This document is our ‘Year 4’ update. It sets out progress and achievements since then, and follows a review of the Strategy against current best practice in Asset Management, and changes in legislation.

The Asset Management Strategy is for the use of staff, residents, the Homes for Haringey Board, Haringey Council Members, and any other individual or organisation interested in the Asset Management Service provided by us. The resident Asset Management Panel has been consulted about the Strategy and agreed the key objectives we are seeking to achieve over the next seven years.

As an Arms Length Management Organisation (ALMO), we need an Asset Management Strategy that is separate from, but clearly linked to, Haringey Council’s Corporate Asset Management Strategy.

Our need to set out a strategy for achieving the Decent Homes Standard prompted an overhaul of our arrangements for investing in and managing our housing assets.

As part of this, we are seeking a more ‘joined up’ approach to the way we plan and deliver our capital investment, cyclical/planned maintenance, repairs to empty property, and responsive repairs programmes. Our overall aim is to deliver a value for money service that provides greater opportunity for resident’s involvement and leads to an increase in customer satisfaction.

A good quality Asset Management Strategy will contribute to achieving our vision for Homes for Haringey of ‘a valued and exceptional company maximising its positive impact on people’s lives. We want to be an outstanding housing provider – an organisation of which our residents and our partners are proud of.’

The government expects organisations like ours to have an Asset Management Strategy that is clearly aligned to business objectives and integrated into business planning processes.
Our approach to asset management, which is set out in this Strategy document, has been influenced by best practice guidance from the Royal Institute of Chartered Surveyors (RICS) and the Housing Quality Network, and our membership of the Best Practice in Asset Management Group for London.

This Asset Management Strategy will be challenged, revised and updated as part of our business planning cycle. The next update will take place before the end of 2012 to reflect our 30 year post decent homes investment plan.

If you wish to discuss anything in this document, or would like further information, please contact Asset Manager Regeneration and Sustainability, by phone on 020 8489 1067 or email projectmanagement@homesforharingey.org
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Executive Summary

Our Asset Management Strategy 2010-2017 sets out a strategic framework within which we will manage, maintain and invest in our housing assets. We aim to deliver capital investment, planned/cyclical maintenance, repairs to empty property and responsive repairs programmes in a structured and sustainable way. The Strategy contains a series of tasks, outputs and outcomes all linked to improvements in performance and delivering value for money.

This Strategy is based on:

- Council and resident priorities
- The findings of the 2003 Stock Condition Survey and detailed surveys from our Decent homes programme
- The 2006 bid to the Department of Communities and Local Government for Decent Homes funding
- Relevant Audit Commission Key Lines of Enquiry (KLOEs) for Stock Investment and Asset Management
- Relevant Performance Indicators, both Best Value and Local
- Findings and recommendations from previous inspections and audits
- Learning from Beacon Councils and 3-star Arms Length Management Organisations
- Latest best practice guidance for Asset Management.

Key reference documents are listed and, if appropriate, are attached as appendices. The document has been cross-referenced with existing Council and Homes for Haringey plans and strategies.

Section 1 sets out the context for the Strategy and shows how it links to our strategic priorities as well as the Council’s strategic priorities.

Section 2 provides information about our housing assets including property portfolio, stock condition, decent homes assessment, current performance indicators, demand and asset reviews.

Section 3 sets out our strategic objectives for the next seven years and guiding principles of the strategy.

Section 4 sets out proposals and action for achieving each of our objectives, including progress to date.

Section 5 sets out how we will monitor performance including risk management.

Section 6 sets out how we will fund the Strategy.

Section 7 sets out our plans beyond Decent Homes.
1. **Introduction**

1.1 **Context**

Homes for Haringey was launched in April 2006 following a resident-led stock option appraisal and a positive vote for an Arms Length Management Organisation by Haringey Council tenants and leaseholders. Homes for Haringey was inspected by the Audit Commission inspectorate in May 2007 and was awarded a two star rating with promising prospects for improvement. This led to an award of £198.5m Decent Homes funding over six years. At the end of March 2010, 3,756 properties had been brought up to the Decent Homes standard. The programme has been delivered on time and within budget, is highly regarded by the Homes and Communities Agency and has high levels of resident satisfaction.

1.2 **Homes for Haringey Vision, Aims and Key Objectives**

The Asset Management Strategy is designed to support Homes for Haringey’s Vision, Aims and Objectives.

Our vision for Homes for Haringey is of ‘a valued and exceptional company maximising its positive impact on people’s lives. We want to be an outstanding housing provider – an organisation of which our residents and our partners are proud.’

To ensure we achieve our vision we have five strategic aims. The long term aims were developed in consultation with our residents, Board and staff. They are:

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

Four cross cutting themes run through everything we do:

- Equalities and diversity
- Involving residents
- Sustainability
- Working in partnership with stakeholders.
1.3 Asset Management Strategy Aims and Objectives

Our Asset Management Strategy sets out:

- How we work with residents to deliver decent homes and sustainable investment up to 2017
- How we deliver all capital investment, planned/cyclical maintenance, repairs to empty property and responsive repairs
- A strategic framework from which informed decisions can be made about investment in and maintaining our housing assets
- How we deliver value for money and improve the service we provide to residents.

1.4 Principles of the Strategy

The Strategy is based on the following principles which were agreed by the Board in July 2006:

- Tackling homes in the worst condition first
- Targeting deprived areas and linking in with existing regeneration and neighbourhood plans
- Programming delivery of works in the most cost effective manner
- Delivering sustainable investment which contributes to reducing carbon emissions and benefits the local community.

Our detailed objectives and how we arrived at them are set out in section 3.

1.5 Strategic Context and Links to Corporate Plans and Strategies


1.6 Haringey Strategic Partnership Vision and Key Objectives

The Partnership’s vision for Haringey is to be ‘A place for diverse communities that people are proud to belong to’.
To achieve this vision, the following corporate objectives have been developed by the Haringey Strategic Partnership as set out within the Sustainable Community Strategy 2007-2016:

- Have an environmentally sustainable future
- Have economic vitality and prosperity shared by all
- Be safer for all
- Better Haringey Council
- Have healthier people with a better quality of life
- Be people focussed.

1.7 Housing Strategy Objectives

While the Sustainable Community Strategy sets out the Partnerships' overall vision and objectives, Haringey’s Housing Strategy, developed by the Integrated Housing Board, establishes the Housing outcomes critical to achieving these objectives. The key priorities are to:

- Meet housing need through mixed communities which provide opportunities for our residents
- Ensure housing in the borough is well-managed, of high quality and sustainable
- Provide people with the support and advice they need
- Make all homes in the borough a part of neighbourhoods of choice
- Contribute to creating the greenest borough.

The Asset Management Strategy aims to support these objectives.

1.8 Corporate Capital Strategy and Asset Management Plan

In developing our Asset Management Strategy we have taken account of Haringey Council’s Capital Strategy 2009-2012 and Corporate Asset Management Plan 2009-2012.

Haringey Council’s Capital Strategy sets out the approach for optimising available capital resources to maximise support for the corporate objectives and service priorities.

The main aim of Haringey Council's Corporate Asset Management Plan is to ensure that the council only holds property assets that are required in direct or indirect support of service priorities and corporate objectives and that these are managed efficiently and effectively to demonstrate good use of resources and value for money.
The Corporate Asset Management Strategy is the key driver for all capital
decisions within the council, including those assets managed and
maintained by Homes for Haringey.

2. Our Housing Assets

2.1 Property Portfolio

Homes for Haringey manages 20,735 properties: 14,767 tenanted general
needs, 953 supported housing, 444 Community Good Neighbour Scheme
and 4,455 leasehold. There are also 116 leased and co-operative
properties.

Table 1: Tenanted stock by archetype as at 1st April 2010

<table>
<thead>
<tr>
<th>Archetype</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre 1945 small terrace houses</td>
<td>1,341</td>
</tr>
<tr>
<td>Pre 1945 semi detached</td>
<td>206</td>
</tr>
<tr>
<td>All other pre 1945 houses</td>
<td>2,093</td>
</tr>
<tr>
<td>1945-64 small terrace houses</td>
<td>41</td>
</tr>
<tr>
<td>1945-64 large terrace/semi/detached</td>
<td>105</td>
</tr>
<tr>
<td>1965-74 houses</td>
<td>468</td>
</tr>
<tr>
<td>Post 1974 houses</td>
<td>724</td>
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<tr>
<td>Non traditional houses</td>
<td>120</td>
</tr>
<tr>
<td>Pre 1945 low rise flats</td>
<td>865</td>
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<tr>
<td>Post 1945 low rise flats</td>
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<tr>
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<tr>
<td>High rise flats</td>
<td>2,666</td>
</tr>
<tr>
<td>Bungalows</td>
<td>220</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>16,164</strong></td>
</tr>
</tbody>
</table>

2.2 Estate Plans

We have also undertaken a comprehensive audit of all the external
spaces on our estates and established individual Estate Plans. The Plans
identify major repairs and potential improvements with cost estimates and
priorities, which, following consultation with residents, are used for
formulating estate environmental programmes.
2.3 Stock Condition

Stock Condition Survey Works

In 2003 Haringey commissioned FPD Savills to undertake a comprehensive stock condition survey. Surveyors carried out an internal inspection of a representative sample of homes (13%) and an external inspection of 100% properties. The primary purpose of the survey was to assess the cost of the work required to bring all properties up to a modern standard within five years, and then to maintain them at that standard for 25 years thereafter. It also included an assessment of how properties measured up against the decent homes criteria as set out by the then Office of Deputy Prime Minister.

Savills found that the stock had generally been well maintained on a day to day basis, but had lacked sustained capital investment. As a result, there were a significant number of major components that had reached, or were reaching, the end of their useful life and would require replacement soon.

The key findings can be summarised as follows:

- Many of the pitched roofs required renewal during the next 15 years. A significant number of properties have flat roofs, many of which require comprehensive renewal
- Many properties have single glazed windows which are reaching the end of their useful life and should be replaced with modern doubled glazed units
- Many of the front and back doors are original and would benefit from replacement with modern more secure units
- Environmental improvements such as paths, fences and boundary walls have not been a priority and some areas are in need of attention
- Internally, many of the kitchens and bathrooms are original and need modernising
- Most properties have central heating although in some cases this is only a partial provision
- Much of the wiring throughout the stock is original and many properties need to be re-wired or have the wiring upgraded during the next 10 years.

Since commencement of our Decent Homes programme we have extended the detailed internal surveys to now cover some 60% of our stock. This has informed us in much more detail about refurbishment requirements and, combined with the knowledge of our out-turn costs, has allowed us to manage and prioritise our programme of works to achieve zero non-decency by March 2013.
2.4  Decent Homes Assessment

Savills concluded that 58% of the then total stock of 18,203 units failed the Decent Homes Standard and that, without sufficient investment, most of the remainder would fall into non-decency by 2010.

The 2003 Stock Condition Survey has been updated to reflect completed works and the effect these have had on the level of non-decency. As at 1st March 2010 we estimate that 27.5% of our homes are non-decent.

We have achieved this considerable reduction in non-decency by effectively targeting our resources over the last two years. This includes rewiring 1,231 tenants’ homes, installing 1,834 new kitchens, 1,709 bathrooms, installing new windows to 1,722 homes, and replacing roofs to 840 homes. We have also ensured that when homes become void we carry out internal works which address decency issues before reletting.

2.5  Supply and Demand

Haringey is a diverse and fast changing borough. Some 50% of our population overall, and three quarters of our young people, are from minority ethnic backgrounds; around 200 languages are spoken.

Approximately 20% of Haringey households live in council accommodation, with 11% in Housing Association, 22% in private rented and 53% owner occupiers. Owner occupation is greater in the west, with concentrations of social rented housing in the east of the borough, reflecting a wider social and economic polarisation. 30% of Haringey’s population live in Wards ranked among the 10% most deprived in England.

In common with other London authorities, Haringey is faced with a severe imbalance in the demand and supply of affordable housing. This, coupled with an increasingly unaffordable private sector in both the rented and owner-occupier markets, has led to a massive increase in the number of families living in temporary accommodation; 3,520 at April 2010.

In 2008, the average house price in Haringey was £353,800 which represents a rise of 94.9% over the period 2002-7, making the owner-occupier sector unavailable to the majority of residents. Demand for housing has reached such high levels in Haringey that to address both projected newly arising need and the current backlog, an annual programme of over 4,865 additional affordable homes would be required.
Also within the existing council stock, 15% of households require one or more extra bedrooms to relieve severe overcrowding. These issues present a challenge for Homes for Haringey, in terms of community cohesion and stock management.

We use a supply and demand model to carry out projections for the coming years. This shows that for those households with priority need, we have a severe shortfall of larger, family sized properties.

2.6  **Reviews of Asset Portfolio**

Responsibility for reviewing or changing the asset portfolio rests with the Council. Homes for Haringey are, however, involved in any proposed reviews.

2.6.1  **Commercial Portfolio**

Homes for Haringey is responsible under the Management Agreement for the management of the Housing Revenue Account Commercial Property Portfolio. The management of the portfolio is carried out by the Council’s Corporate Property Services Business Unit under a Service Level Agreement. There are 393 properties under management that generate an annual rent income of £2.1 million (2009/10) for the Housing Revenue Account.

2.6.2  **Housing Revenue Account Asset Audit**

Strategic and Community Housing and other services within Haringey Council commission regular reviews of different aspects of their property portfolios to identify sites that can be better utilised, disposed of, or redeveloped.

In 2004 the Housing Service commissioned the Housing Asset Audit to identify sites within housing estates that were suitable for development, disposal or alternative use.

The purpose of this investigation was to identify surplus land for development of social or private housing, community areas and commercial shops, or to find sites for disposal to generate capital receipts. Once identified, each site is considered in consultation with the Planning Department to assess its development potential. As a result, Property Services, in liaison with housing associations, have been programming sites with development potential into the capital disposal programme.
Homes for Haringey is continuing to work closely with the Council to progress some of the outcomes of the Housing Asset Audit. We have identified a number of potential schemes for hidden homes/new build initiatives which we are currently exploring with the Council.

### 2.6.3 Extensive Voids (Empty Property) Disposals Policy

The Council’s current policy is to dispose of empty property, which is uneconomic to repair, for example property requiring extensive structural works. We have agreed the use a cost model based upon the Major Repairs Allowance payback periods to identify the properties to be considered for disposal. Current policy is that if the repair costs are high the property is sold at open market value.

We are reviewing this policy with the Council’s Strategic and Community Housing Service. We look at alternative sources of funding void repairs when, under the current policy we would recommend disposal due to high repair costs. This includes the sale of one bedroom flats to help maintain larger units.

### 2.6.4 Sheltered Housing

Although sheltered housing was included in the 2004/5 Stock Options Appraisal process, it was acknowledged that Haringey Council would need to carry out a more detailed project on the longer term housing needs of older people. Ridgeway Associates Consultancy carried out an analysis of the housing and support needs of older people in 2005. To help develop a plan to meet future needs, in 2005, the Council also commissioned FPD Savills to assess the repairs and maintenance costs of Haringey’s supported housing schemes over the next 30 years.

The Council completed its review of the future need for supported housing in Haringey in 2009 with the recommendation that three of the schemes be subject to further detailed option appraisal, and therefore be withdrawn from the Decent Homes programme.

All of the remainder of the supported housing stock, 800 units, which were included in the 2003 stock condition survey, and in our bid for Decent Homes funding, have been programmed to start in year 3.
3. **Review of existing strategy and future objectives**

3.1 **Review of existing Strategy (2010)**

We have carried out a review of our Asset Management Strategy with reference to the following:

- Current best practice guidance from the Housing Quality Network and the Royal Institute of Chartered Surveyors
- Learning from 3-star ALMOS
- Self Assessment against the relevant Audit Commission Key Lines of Enquiry for Stock Investment and Asset Management
- Consultation with residents about what our priorities should be over the next seven years.

3.2 **Asset Management Self Assessment Checklist**

We developed the following checklist and used it when reviewing our strategy:

- Do we have a good understanding of the asset management challenges we face including achieving zero non-decency?
- Is our strategy linked to and consistent with other key strategies both within Homes for Haringey and the Council?
- Do we address the issue of current and future need?
- Are residents fully engaged in drawing up and delivering the Asset Management Strategy?
- Are we making the best use of our assets including exploring opportunities for capital recycling?
- Do we have an accurate and up-to-date stock condition database?
- Do we have clear repairs and investment programmes based on an objective prioritisation process?
- Does our investment planning address life cycle costs, sustainability, regeneration, energy efficiency and wider community outcomes?
- Do we show clearly how asset management activities lead to delivery of value for money?
- Do we show how option appraisal is carried out and translated into decision making?
- Do we ensure legal liabilities are fully addressed, for example compliance with current gas safety regulations?
3.3 Achievements to Date and Future Focus

There has been much progress since we last updated our Asset Management Strategy in May 2007:

- Decent homes delivery partnerships successfully established and cost efficiencies achieved through establishment of a Common Supply Chain
- Decent Homes programme on time and within budget, with resident satisfaction averaging 96%. The level of non-decency has reduced from 42% to 27.5%. 3,756 homes brought up to the Decent Homes Standard and works carried out to more than 900 leasehold properties
- Successful reinstatement of a comprehensive cyclical Planned Preventative Maintenance programme
- Successfully secured £500k funding for energy efficiency measures from the Social Housing Energy Savings Programme, and working with the Council, have the potential of up to £3.5m available through British Gas from the Community Energy Savings programme
- Completion of an audit of all our estates and the development of individual Estate Plans which, following consultation with residents, are being used to determine our estate environmental improvement programme
- Successfully delivered wider community benefits from working with the Council and our Decent Homes partners to expand the number of apprenticeships (currently 20) and work experience placements they can offer local people. In addition, three redundant community facilities have been brought back into use
- Working closely with the Council in the development of an Estate Regeneration Plan. This includes exploring potential to increase housing supply though new homes/new build initiatives
- Have been 100% compliant with the gas safety regulations since August 2009
- Development of a comprehensive stock condition database and asset management information system
- Improved customer access by opening our own call centre for dealing with repairs, and introducing a 24-hour freephone customer care line.
3.4. **Key Challenges**

The key areas we need to focus on over the next five years are:

- Completing the Decent Homes programme by March 2013
- Continuing to build effective partnerships with constructors and deliver value for money for residents
- Continuing to actively pursue additional external funding for major works
- Maximising opportunities to improve the energy efficiency of Council homes and contribute to carbon reduction in the borough, through existing measures and renewable technologies
- Working in conjunction with the Council to develop estate regeneration proposals
- Exploring opportunities for new supply including development of hidden homes initiatives
- Increasing the level of resident involvement in key aspects of major works
- Developing long term investment programmes based on comprehensive stock condition data and the funding assumptions which will become apparent through the work being undertaken as part of the HRA review.

3.5 **Key Objectives of the Asset Management Strategy**

We have agreed the following key objectives with residents from our Asset Management Residents Consultation Group:

- Deliver Decent Homes (now by March 2013)
- Deliver an efficient and effective responsive repairs and empty property service which provides value for money
- Increase the ratio of planned versus responsive repairs
- Increase the energy efficiency of our homes and deliver sustainable investment
- Help to regenerate Haringey’s neighbourhoods and provide a safer, greener and cleaner environment
- Develop effective systems and software to support the Asset Management Strategy
- Be legally compliant in relation to health, safety and access for people with disabilities
- Consult, listen to, and engage residents fully in the development and implementation of the Asset Management Strategy.
In support of the above we also aim to:

- Improve customer access and increase overall satisfaction with the service provided
- Deliver services which are consistent with achieving our equality and diversity aspirations.

4. Delivering our objectives

4.1 Objective: To deliver Decent Homes by March 2013

Our Decent Homes programme started in April 2008 and will improve 11,700 homes over five years. In the first year, we improved 1,555 homes and achieved our target of reducing the level of non-decency to 36% of the stock. For year 2, 2,201 tenanted homes were brought up to the Decent Homes standard which brings the overall total to 3,756. In addition, works have been carried out to more than 900 leasehold properties. At 31st March 2010, the overall level of non-decency was 27.5%. We have therefore exceeded our CLG agreed target to reduce non-decency from 36% to 30%.

Not only is the programme on time, it is also within budget and in 2009 we reached agreement with CLG to bring forward £3m of funding from 2010/11 to 2009/10. We have also received confirmation from the HCA of our assumed Decent Homes funding allocation for 2010/11 of £30.5m.

We have also achieved high levels of resident satisfaction with the programme, with an average rating of 96%.

The Year 3 works programme started on site in April 2010 and all work packages have been approved by the Council’s Procurement Committee, including works to the supported housing stock.

Cost efficiencies and Value for Money have been achieved through the establishment of a Common Supply Chain which has introduced agreed Basket Rates and Schedule of Rates for the major elements of component replacement under the Decent Homes programme. This provides cost savings and added value, including extended warranties and aftercare services to both service users and other stakeholders.

From the Strategic Cost and Supply Chain Management process, it is anticipated that a total saving of approximately £7m will be realised for the remainder of the programme which represents a total saving of £7.2% on the remaining budget.
Subsequent to the above process, Homes for Haringey have entered into a Supply Chain Management Group involving Hackney Homes and Newham Homes. A feasibility study is being funded by the Homes and Communities Agency and the National Change Agency to establish the potential cost efficiencies and added value that could be realised from the combined purchasing power of the Group which stands at approximately £780m over five years. Forecast savings of at least 6% from the supply chain expenditure of more than £300m are anticipated.

One of our key aims is to ensure that our investment programmes deliver wider social and economic benefits to our residents beyond the physical improvement of their homes. Our constructor partners have therefore been actively involved in supporting employment and training opportunities for local labour, including 20 apprenticeships.

Appendix B sets out the proposed annual rate at which homes will be made decent between 2007 and 2013. The table reflects changes in stock level due to Right to Buys. We do not expect any loss of stock through demolition or partial stock transfer.

4.2 Objective: To deliver an efficient and effective responsive repairs and voids service which provides value for money

The repairs client team manages the repairs and maintenance contracts for tenants and leaseholders in Haringey Council properties. This includes day-to-day reactive repairs, voids and specialists works.

The team undertakes traditional pre- and post-inspections, but has an increasingly strategic focus upon risk management and regulatory compliance rather than just reactive maintenance. This covers:

- Health & Safety (company wide)
- Asbestos
- Fire safety
- Disrepair
- Energy Performance Certificates.

The client team works closely with colleagues responsible for delivery of the Decent Homes programme to ensure consistent work standards and continuity of the post-programme supply chain.
The delivery mechanism for achieving sustainable improvements to the services we deliver is through two key projects included in our Homes for Haringey Business Improvement Plan:

- Repairs Improvement Plan
- Voids Transformation Project.

Each project has a project team to review progress on a monthly basis and produce reports for the Executive Management Team and the Homes for Haringey Board.

Residents are involved through the Repairs Panel, to which these projects are reported quarterly.

### 4.2.1 Repairs Improvement Plan

Project objectives:

- Deliver improvements to day-to-day repairs to meet the standards required of a three star service
- Ensure that the areas for improvement identified through external inspections are addressed
- Improve customer satisfaction in day-to-day repairs
- Improve resident involvement in day-to-day repairs.

Progress to date:

In response to feedback from residents in our annual satisfaction survey that the repairs service was an area for improvement, together with recommendations from previous inspections, we have put the following initiatives in place:

- Quality procedures have been documented for general repairs and British Standards Institute (BSI) accreditation ISO 9001:2000 achieved in January 2007, maintained for day-to-day, void and client activities
- Multi-skilling of our operatives has helped us to carry out more repairs at the first visit and improve voids turnaround. Our partnership with the College of North East London (CoNEL) provides training and a National Vocational Qualification (NVQ) for multi-skilling
- Delivering our modern apprenticeship scheme in Repairs Operations through CoNEL. We currently have 10 locally recruited apprentices who will gain qualifications to NVQ level and City and Guilds standards
• All our residents are able to report a repair on the internet using our web based geographical repairs ordering system. In addition to improving customer access, it has also helped us to get more jobs ‘right first time’. Elderly and disabled residents are able to order the enhanced level of repairs they are entitled to within the Tenants Charter
• Provided translation cards for operatives and surveyors and tailored equalities training for all staff
• Updated repairs handbook produced which is also available on our website
• We have our own call centre to handle repair requests from 08:00 to 18:00 during the week. We also take emergency repair request 24 hours, seven days a week
• More and more services are being provided from this single contact point to provide a seamless service to our customers
• At other times, our partners, Vangent, provide high quality service to our residents, who are always able to speak directly to staff trained in repairs
• Our call handlers are able to identify works which have been carried out under the Decent Homes programme, and can direct repair requests to the appropriate constructor so as to preserve warranties
• We have introduced courtesy cards for our Operatives to leave with customers if they are unable to complete a repair on the first visit. The Operatives book a follow-on visit so that the resident knows when the work will be completed
• Where possible we confirm appointments with our residents by SMS text messaging, and we send them a reminder the evening before the appointment date. Our Surveyors use text messaging to receive and complete their work out on site, and we are introducing the same system for Operatives. We know which job our staff are working on; we can amend their workload remotely to deal with unforeseen pressures and provide improved efficiency and customer satisfaction
• Our Surveyors use mobile devices to enable them to book repairs and appointments from the homes of our residents
• We have introduced a new composite schedule of rates to assist with right first time diagnosis, giving the operatives greater flexibility to complete the work they see when arriving on site, and improving efficiency through significantly reducing the need for requesting and approving variations.

These initiatives have already delivered positive outcomes for tenants:

• As of March 2010, the percentage of non-urgent response repairs appointments made and kept was 97.89% (with a target of 97% target)
• As of March 2010, jobs completed right first time in a single visit was 79.3% (with a target of 80%).
4.2.2 Empty Property (Voids) Improvement Plan

Project objectives:

- To improve performance on managing empty properties, including customer satisfaction and value for money
- To improve the standard of repair and cleanliness of empty properties
- To minimise delays throughout the voids/lettings process and reduce the overall turnaround time to 25 days by October 2010.

Progress to date:

- We have a Lettings Standard agreed with our residents, and have held workshops with the Repairs Panel to scrutinise our policy and procedure
- Our Letting Standard sets out improved standards for repairs and cleanliness of voids
- We have introduced an incentive scheme for residents to give us as much notice of vacation as possible, and to return properties to us in a good condition
- With the Council we reviewed the current policy for disposal of voids that need extensive works and are deemed uneconomic to repair
- Developed crystal report to measure void repair turnaround time.

Future actions:

- Identify areas for further review and improvement
- Arrange viewings at an early stage in the void process so that prospective tenants can make choices about internal finishes

4.3 Objective: Increase the ratio of expenditure on planned to responsive repairs

Objective:

To use the partnering process in both capital and revenue works to maximise cyclical and planned work and reduce responsive repairs.

Current and future actions:

We are working on a package of measures to help us deliver value for money through the more efficient and effective use of the resources available. An increase in planned programmes should result in less disruption therefore improve resident satisfaction.
• Develop 5 Year Capital Programmes
• Develop a cyclical planned preventative maintenance programme, which includes external repairs and decorations and internal communal areas
• Reviewing what responsive work is more effectively undertaken as part of cyclical/planned programmes
• Set up improvement and replacement programmes for ‘end of life’ building components to accompany the Decent Homes programme
• Do non-urgent low risk, higher cost repairs as grouped projects
• Maximise contact and exchange of information between responsive repairs staff, housing management staff, and asset management staff
• Use repairs data and in-house knowledge to identify repair trends/high unit costs
• Enable customer services to view planned programmes of work when responding to repair requests
• Develop common specifications for voids, responsive, planned/cyclical maintenance and capital works
• Regularly market test a range of mechanical and electrical contracts to ensure value for money including lifts, TV aerials, door entry systems, water tank maintenance, dry risers and pumps, fire fighting equipment.

4.3.1 Planned Preventative Maintenance Programme.

We have in place a cyclical Planned Preventative Maintenance programme (PPM) which, over the past two years, has been delivered by our Decent Homes constructor partners. The programme covers previously painted external surfaces and communal areas and a wide range of repairs to the external fabric of the buildings we manage. The programme is designed to maintain the Council’s housing stock and improve the living environment for residents.

The PPM programme will be delivered independent of Decent Homes from 2011/12. The procurement process is underway to establish partner(s) under a term contract. As with all our asset management procurement, residents are closely involved in the selection process.

The development of our asset management software system and updated stock condition surveys has enabled us to make more efficient use of capital and revenue resources by targeting addresses not included in the Decent Homes programme and reducing expenditure on non-programmed reactive repairs. This also helps to reduce the level of capital repairs included in the capital programme. £3m has been allocated from the capital budget to fund PPM in 2010/11.
The programme is drawn up as follows:

Establishing the PPM Programme – The programme has been established by identifying when each property was last decorated and placing them in a five-year cycle. Adjustments were then made to reflect when properties were included in the Decent Homes programme. Some final adjustments were then made to balance out the programme to cover approximately 20% of the stock in each year.

Statutory Compliance – We undertake a prioritisation exercise on statutory legislation relevant to the building elements and components for each block and estate. This identifies, in detail, areas and stock where non-compliance to statutory regulations creates a risk to life and/or a risk of major operational disruption.

Where non-compliance represents a significant safety risk to residents and staff, works necessary to achieve compliance are prioritised on the basis that they are safety critical.

Major Defects List – We maintain, throughout the year, a rolling list of plant and equipment where faults have been identified and the equipment is at risk of failure.

Distribution of Funding – Getting the right balance between reactive, preventative and long-term maintenance is critical. In general terms our aim is to maximise expenditure on planned and preventative repairs and minimise expenditure on reactive repairs. To achieve this we distribute the available budget on the following basis:

- High Priority, Safety or Operationally Critical Works – This element of the programme comprises safety critical works, which, if deferred, would represent a significant risk to the Council and/or to the safe operation and peaceful enjoyment of stakeholders. Typically this includes projects such as fire safety up-grading, lift upgrades, fixed electrical testing and legionella control.
- Planned Preventative Maintenance – This maintenance category is funded on the basis that we have a responsibility to protect the Council’s housing asset base. A proportion of this budget is set aside for statutory inspections.
- Reactive Maintenance – While we have a responsibility to protect the Council’s housing asset base, we also need to comply with the terms of stakeholder provisions as detailed in the Landlord tenant Act 1985. We will minimise expenditure on reactive maintenance by developing robust planned preventative and long-term maintenance programmes.
Programme Approval and Risk Management – The annual programme is submitted to the Council for approval once the resource allocation process has been completed and the amount available for each maintenance category has been determined. Where necessary, we indicate to the Council areas where work assessed to be high-priority is being deferred due to funding restrictions and highlight the risks arising from such delays.

4.4 **Objective: Increase the energy efficiency of our homes and deliver sustainable investment**

This section sets out the activities being planned or undertaken to ensure that the work that we do provides sustainable outcomes and a better quality of life for our residents.

4.4.1 **Environmental Sustainability Strategy**

The Homes for Haringey Environmental Sustainability strategy was launched in 2008 and supports key objectives in the Asset Management Strategy including improving the environmental performance of the Council’s housing stock, and providing a cleaner and greener environment for our residents.

The Council has adopted a target to reduce carbon emissions in the borough by 40% by 2020 against a 2005 baseline. Plans for achieving this are set out in the Greenest Borough Strategy (2009).

Given that about 50% of carbon emissions in Haringey are estimated to come from domestic energy use, and, with 20% of the borough’s stock managed by Homes for Haringey, through our membership of the Greenest Borough Programme Board, we have a key role to play in helping the Council to achieve their target. Through investing in energy efficiency measures and encouraging residents to cut their energy use, we are helping to tackle fuel poverty as well as contributing to carbon reduction in the borough.

In order to raise awareness we have regular articles in Homes Zone and other publications about how residents can save energy. In addition, we have participated in a number of Council awareness raising events, including the annual Green Fair and Green Conference.

4.4.2 **Ongoing Programmes and Initiatives**

Works currently being undertaken by Homes for Haringey which will contribute to achieving the Council's objective include:
Heating and Hot Water systems - This is the biggest source of energy use in the home. We currently have an annual budget of £2m for boiler replacement over the next three years in addition to those picked up by the Decent Homes programme. A scheme of heating plant insulation works is also currently being delivered free to some of the supported housing schemes.

Decent Homes - Through the installation of double glazed windows and roof replacement including loft insulation, our residents are able to cut heat loss and can save up to £100 of their annual bills.

Insulation - Around 33% of the heat loss in a home is through the roof and walls, so insulating them can be the most cost effective way to save energy. We currently install loft insulation to 300mm thickness which exceeds current building regulations. This can save around a quarter of heating costs - up to £200 a year.

The Decent Homes programme is also picking up loft insulation where roofs are being replaced and cavity wall fill where scaffolding is required for other works.

Social Housing Energy Savings Programme (SHESP) - We were successful in securing SHESP funding to insulate hard to treat cavity walls, completing works to 235 flats at of cost of £229k in 2009/10 and incorporating works to 180 flats as part of a Decent Homes project in with 2010/11 with a further allocation of £226k.

4.4.3 New Funding Opportunities

The Community Energy Saving Programme (CESP) - CESP is a £350m fund placing an obligation on the utility companies to reduce carbon emissions, domestic fuel bills and the incidence of fuel poverty by installing energy saving measures in the homes of those living in the 10% most deprived 'Super Output Areas', as measured by the Index of Multiple Deprivation, of which there are 64 in Haringey.

Following a successful bid from the Council, British Gas has agreed to deliver approximately £3.5m worth of improvements in Haringey. The intention is to prioritise areas where a large proportion of the properties are owned by the Council due to it being easier to obtain consent/approval for carrying out work. Suitable stock in the eligible areas is identified and where possible co-ordinated with our Decent Homes programmed works.
4.4.4 Renewable Technologies

We are exploring the potential for a pilot project for installation of solar PV panels with British Gas. The essence of the scheme is that the utility company fund the up-front costs for the panels and installation. Residents will benefit from reduced fuel costs and the feed-in tariff will cover any maintenance costs.

4.4.5 Combined Heat and Power

The Council has been successful in securing funding and in-kind support to carry out a detailed feasibility study for decentralised energy from the LDA under the Decentralised Energy Support Programme (DEMaP) which has been developed to help meet the Mayors target to supply 25% of London’s energy demand through decentralised energy sources by 2025. An initial scoping report has been carried out by a cross-council working group, which includes Homes for Haringey. From this, Broadwater Farm was identified as the best option for a detailed feasibility study. Likelihood is that the scheme would involve the 900+ boilers being replaced with a community heating system.

The Council are currently tendering the consultancy work for the full feasibility report. The study will begin in March 2010 and report in May 2010. The study could enable Haringey to establish an Energy Services Company to deliver the scheme, utilizing a mixture of private finance and grant funding.

4.4.6 Homes for Haringey Procurement Strategy

With all our Asset Management procurement, contractors are expected to contribute to Haringey’s vision on sustainability.

They are expected to minimise waste, recycle and safely dispose of residual waste. They are also required to use durable, renewable, recyclable materials that are of low toxicity and easy to maintain. The design and supply of windows, roofs, kitchen and bathrooms are assessed on the basis of life cycle costs, therefore taking into consideration future maintenance, replacement and disposal. The environmental performance of components such as timer and paint forms part of this assessment. In addition, they need to demonstrate how they propose to make use of local suppliers and labour to minimise transporting of goods and services.
4.5 Objective: Help regenerate Haringey’s neighbourhoods and provide a safer, cleaner, greener environment

It is essential that our investment programmes deliver wider community outcomes than just physical improvements to the stock. Given the scale of funds involved, we can have a significant impact in helping to regenerate our neighbourhoods and create a safer, cleaner environment for our residents.

Many of Haringey’s larger estates have already benefited, to varying degrees, from earlier regeneration funding programmes. Prior to the formation of the ALMO, the then Council Housing Service was successful in delivering major schemes funded from Estate Action, Single Regeneration Budget, and New Deal for Communities and the Council’s Capital Programme. These include Broadwater Farm, Northumberland Park, Stroud Green, Chettle Court, Edgecto Grove, Suffolk Road, Tiverton, Vincent Square and Commerce Road.

Decent Homes is our main source of funding for external/internal renewal works on estates. The Decent Homes programme has already enabled us to carry out major improvements to larger estates in the west of the borough for example at Campsbourne which previously did not receive any regeneration funding, being outside of designated areas.

£11.4m of the Decent Homes allocation has been earmarked for estate environmental improvements of which £1.365m was spent in 2009/10 and a further £2m is allocated for 2010/11. Individual Estate Plans have now been developed and will be used to determine the estate environmental improvement programme.

Apart from mainstream MRA/SCE which is used to fund other essential commitments, and additional energy efficiency grants through SHESP and CESP, we are now looking at wider funding models for potential estate regeneration and development schemes.

We have already identified a number of opportunities for the provision of additional housing supply through the conversion of ‘hidden homes’ - redundant and disused areas within and between Council homes and buildings, as well as small scale infill on Council owned land. We are currently working with the Council through the Borough Investment Plan process to look at the potential to explore these options.
4.6 **Objective: Develop effective systems and software to support the Asset Management Strategy**

4.6.1 **Codeman 4 and associated systems**

Managing the maintenance of, and investment in, the housing stock for which we are responsible within a value for money, targeted investment framework requires the use of specialist computer software.

We currently use a market leading integrated asset management software system – Codeman 4. This software is integrated with the Open Housing Management System currently in place for managing the housing stock data and tenant and leaseholder records. The Northgate system has a proven track record of managing housing data with a number of local authorities including other Arms Length Management Organisations.

The benefit of using Codeman 4 is that it allows us to store our stock condition data, calculate levels of decency, project future costs and to scenario plan. This means we can more accurately determine the investment needs in our homes and target our resources accordingly. Codeman 4 also generates the stock condition survey form to collect information about our stock and provide cost reports at various levels including borough-wide, ward, housing area, estate, block, and individual property. This helps inform programming and stock investment decisions in line with our 30-year strategy. The key benefits are in the:

- Provision of a Housing Health & Safety rating for each property
- Development of a successful search facility on our website to enable residents to view key information about works to their home which is linked to data received from our contractors
- Access to information held on Open House Management System through pre-defined reports in Crystal
- Access to records of all historic, current and planned work against a property
- Generation of surveys and collation of the data
- Customer Services access to warranty, defects liability and asbestos information prior to booking repairs
- Enhancement of the cost reporting and scenario planning functionality
- Development of the interface with the planned maintenance module
- Provision of a means of mobile working for contractors and Homes for Haringey surveyors
- Training and development of Homes for Haringey staff in the use of software to ensure that the system develops according to the needs of the business
- Development of Constructor Key Performance Indicators and appropriate reporting systems.
A suite of standardised Homes for Haringey documentation and reporting tools has been developed. This is linked into OHMS and Codeman 4. This system has been developed to allow contractors to provide updates and reports on their jobs when work is on site and in warranty. It also covers a range of information including resident satisfaction. This is used to update the Open Housing Management System and the Project Reporting System, a monitoring tool which was developed by Homes for Haringey to allow us to report on the progress of works. Energy ratings and Energy Performance Certificates (EPCs) are also produced and lodged with National Energy Services and we can access this data and download into our systems.

4.7 Objective: Be legally compliant in relation to health, safety and access for people with disabilities

4.7.1 Gas Safety

With respect to gas safety our key objectives are to:

- Ensure that we meet our legal obligations under the Gas Safety (Installation and use) Regulations 1998
- Ensure all reasonable steps are taken to issue a Landlord’s Gas Safety Certificate to all tenanted dwellings on or before the expiry date of the previous Certificate. The legal requirement is 100% compliance.

In 2008 we procured two term partnering agreements which include a scheme of incentivisations and defaults. Our contractors test smoke alarm installations during the gas safety check and offer servicing to leaseholders.

We have been 100% compliant with the gas safety regulations since August 2009, and our monitoring of the gas contractors is internally audited achieving substantial assurance. We have achieved compliance by cold calling, offering flexible appointments, installation of service interrupters, and good communication for example gas safety leaflet, gas safety check overdue tape, and ‘Your next Gas Safety Check’ boiler stickers. Only after exhausting these processes do we enforce access under the Environmental Protection Act.
4.7.2 Housing Health & Safety Rating System (Housing Act 2004)

The Housing Health & Safety Rating System (HHSRS) came into force on 6th April 2006. The underlying principle is that any residential premises should provide a safe and healthy environment for any potential occupier or visitor. To satisfy this principle, a dwelling should be designed, constructed and maintained with non-hazardous materials and should be free from both unnecessary and avoidable hazards.

This approach acknowledges that all dwellings will contain some hazards. It allows a judgement to be made as to whether that risk, in the particular circumstances, is acceptable or not.

As part of the Decent Homes surveys, Health & Safety assessments are carried out by the constructor partners for those dwellings being surveyed for work.

4.7.3 Fire Safety

There are 1,570 housing sites in Haringey which require a Fire Risk Assessment. We have assessed all the high-rise buildings, the sheltered units and the Council’s temporary accommodation, and we have a programme to complete all the remaining assessments by March 2012. This is acceptable to the London Fire Brigade. Higher-risk buildings are reassessed each year and lower risk buildings every two years.

There are two estates in Haringey with ‘scissor style’ construction, Broadwater Farm and Campsbourne. Fire safety works will be completed by August 2010.

Elsewhere, the assessments have resulted in:

- A programme of works to carry out urgent repairs
- An action plan to reduce risk by ongoing effective management of the building
- A planned improvement programme which is reported to the Board.

We check the current assessments as part of the design of refurbishment schemes to remove or reduce risks as far as possible. We then re-inspect the buildings upon completion of schemes to provide a revised and updated assessment.

4.7.4 Electrical Testing

We are delivering a programme of periodic testing and remedial works on electrical installations using our voids, Decent Homes and electrical maintenance programmes.
4.7.5 Asbestos (Health & Safety at Work Act 1974; Control of Asbestos Regulations 2006; HSG 264)

Current legislation requires us to manage asbestos in the stock and take all reasonable steps to minimise the risk of exposure of our employees, tenants and leaseholders to asbestos. We will ensure compliance with the latest guidance ‘HSG 264’ in our management of the stock and the delivery of all construction activity.

The constructors arrange surveys of 100% of properties in each year’s Decent Homes programme, together with any necessary removals. Survey and removal are carried out by different contractors in accordance with good practice.

The Asbestos team updates the register with the results of their own activities in tenants’ homes, as well as those provided by the Decent Homes’ constructors.

The asbestos register is maintained as a stand alone application, but the details are uploaded to the Council’s Open Housing Management System, which is accessible to staff in Homes for Haringey and the Council. This enables us to ‘flag’ job tickets for homes where asbestos is present and so alert Operatives to the presence of asbestos before they enter a tenant’s home. We provide a copy of the register to external contractors, supplemented by regular updates of new information.

Residents receive a copy of the reports produced following a survey, including photographs of any asbestos in situ, a plan of the property, a copy of the actual test results and the remedial action to be carried out.

The Asbestos team offers an advisory service to leaseholders.

4.7.6 Disability Discrimination Act 2005

One of the major goals of the Council’s older people’s strategy is to enable people to live independently in their own homes for as long as possible. The Disability Discrimination Act 2005 aims to end discrimination that many people with disabilities face, and while it mainly applies to accessibility of public buildings, as part of our Decent Homes planning, we have a dedicated occupational therapist who assesses the needs of all individuals who require adaptations. This is in addition to the wider service provided by the Council to all residents.
4.7.7 Construction Design and Management Regulations 1994 (update 1 April 2007)

Under the Regulations the Decent Homes Compliance Teams will fulfil the role of Project Safety Co-ordination. Each Co-ordinator will work with designers on risk reduction and Health & Safety management and audit site safety for the Decent Homes work, but in an area of Haringey managed by one of the other Compliance Teams. The duties of the constructor partners include safety management and welfare.

4.8 Objective: Consult and engage residents fully in the development and implementation of the Asset Management Strategy

Resident involvement is one of the key principles helping us to deliver our agreed objectives. Resident input has been integral to the process for developing our Asset Management Strategy. Involvement to date has primarily been through the work of the Asset Management Panel and Repairs Panel.

During the 2004/5 Stock Options Appraisal we consulted residents on an investment standard for achieving the Decent Homes target by 2010. In April 2005 residents voted in favour of an ALMO as the best way forward to secure the necessary funding to deliver the Homes for Haringey standard.

Throughout the process there was extensive consultation with residents and direct involvement through representation on the Options Appraisal Steering Group and other forums.

We formed the Asset Management Residents Panel in February 2006. The Group meets on a bi-monthly basis and has been involved in:

- Procurement of Decent Homes partners
- Residents consultation plan for delivering Decent Homes
- Defining selection of materials and defining specifications
- Considering the specific consultation needs of particular groups of residents including those in supported accommodation, street properties, and leaseholders
- Developing the Asset Management Strategy

We have also successfully hosted a number of major events including ‘the Decent Homes Road Show’ which launched the programme, and attracted over 1,000 residents. We also held a ‘Year 1 End of Year Review’ in June 2009, where residents were given the opportunity to provide feedback including suggested improvements for future years’ delivery.
Asset Management officers attend the other panels and group meetings to consult more widely on the development of the Asset Management Strategy and the Decent Homes programme.

Our Residents Repairs Panel covers a wide range of issues including:

- Procurement of Repairs and Maintenance Contracts
- Monitoring performance against the business improvement action plans
- Monitoring and helping to develop the Council’s approved list of contractors
- Developing recommendations on service standards in partnership with Homes for Haringey. This includes minimum lettings standard, and the contents of repairs and major works handbooks
- Considering value for money, diversity, the involvement of residents and access to services as they relate to the work of the Panel.

Our leaseholders attend the panels described above but we also consult them through the Leaseholder Panel and regular Leaseholders’ forums. We will follow best practice to ensure their needs are fully accounted for in the development and delivery of our repairs and capital investment programmes. This includes ensuring that the outcome from the Section 20 consultation process feeds into policy and decision making processes.

4.8.1 Cross cutting Objectives

We have adopted the following overarching objectives which run through everything we do:

- Put customers at the heart of our business and embed this in everything we do
- Improve customer access and increase overall satisfaction with the service provided
- Provide services which are consistent with best practice in diversity and equalities.

4.8.2 Improving customer access and increase overall satisfaction with the service provided

Increasing resident satisfaction is one of the most important outcomes that this strategy aims to deliver to our residents. Clear service standards are set out in our Customer Agreement. We aim to improve customer access and overall satisfaction with the Asset Management and Responsive Repairs services through a number of initiatives.
Communication channels include:

- Regular newsletters for residents who are having works carried out
- Email address and web page access to information and services with links to Homes for Haringey’s website
- Dedicated phone lines so residents can access information about the Decent Homes and other investment programmes
- Road shows and presentations for all stakeholders
- Meetings with resident groups
- Resident access to site staff and site meetings for organised groups
- Community groups and general social events.

We receive customer feedback through:

- Annual resident satisfaction events to compare performance of the constructor partners and learn lessons for future years
- Individual surveys following completion of works giving every resident who has had work carried out to their home or estate the opportunity to comment on their experiences
- An independent test survey carried out by an external company once a year.

Progress to date:

All residents are provided with a copy of our Decent Homes Guide. This covers the service standards we expect from our contractors and sets out the choices available to residents and the commitments we give in respect of consultation and communications.

In December 2006, we launched a new graphical repairs ordering system which allows tenants to book their own repairs appointments on line. All tenants were sent a unique PIN to access the service.

We include articles on asset management and repairs related issues in Homes Zone which is published quarterly and available on-line in the most regularly used community languages.

Repairs surgeries are held at the Residents’ Consultative Forum and Council Area Forums.

We currently offer weekday evening and Saturday morning appointments for gas and general repairs.

We use a range of methods to get customer feedback on our asset management and repairs services including customer satisfaction surveys for responsive repairs, gas maintenance, adaptations and capital projects.
At completion of all capital projects, a customer satisfaction survey is sent to all the residents affected by the works. The results are collated analysed and reported on annually. Where specific issues are raised they are investigated and acted upon. We use the feedback given to help monitor performance of contractors, consultants and the project management team and any lessons learned to improve the service we provide.

Satisfaction levels have been consistently high during the first two years of the Decent Homes programme, averaging 96%. Our status survey in 2008 showed an increase of 9% of resident satisfaction with our repairs service since our previous status survey in 2006. A follow up survey in December 2009 showed an increase again from 68% (2008 status survey) to 76%.

We continue to use six monthly estate inspections which are attended by staff, Ward Members and residents, to involve residents at a local level. Through the inspections we are actively engaging residents in monitoring communal and individual repairs and voids.

4.8.3 Deliver services which are consistent with delivering our equality and diversity aspirations

Homes for Haringey has adopted the Council’s equalities and diversity policy and our equalities commitments which are embedded in our business planning framework, are published in the Tenants’ Charter.

We have undertaken an Equalities Impact Assessment to consider how our Asset Management Strategy will impact on residents, service users and staff. This is particularly relevant in a diverse borough such as Haringey. The assessment looked at the effects the strategy may have on people depending on their racial group, disability, gender, age, belief or sexuality.

Equalities and diversity is also built into all procurement procedures.

Our contractors are therefore required to demonstrate how they will:

- Address the needs of Haringey’s diverse community including language barriers
- Address the needs of elderly, vulnerable and disabled people.

4.8.4 Adaptations

Housing adaptations play an important role in helping disabled people remain in the comfort and safety of their own home. It is also essential that the disabled person experiences a seemless service. The creation of a single service based in the Council’s Adult Culture and Community
Services from January 2009 has resulted in a more responsive and quicker service for residents. Feedback from service users indicates that their experience has generally been a positive one. Backlogs have been eliminated. The service provided to residents is responsive, delivered quickly and generally to a high standard.

In addition, our Decent Homes team includes a dedicated Occupational Therapist enabling us to integrate 230 adaptations into the programme to March 2010, reducing delays and disruption to residents while delivering value for money.

We ensure that the service available to all eligible residents is publicised through our web site and other Homes for Haringey publications.

5. **Strategy Delivery and Monitoring**

5.1 **Performance Management**

We will carry out periodic reviews and update of our Asset Management Strategy to make sure that it remains properly aligned to our business plan and related strategies.

The updating process will enable us to assess how well we have delivered against the priorities and targets set and identify areas for improvement. It will also enable us to use feedback received from residents and latest best practice developments to ensure our Strategy and action plan remain current.

Our objectives to achieve our strategic aim of providing better homes are set out in Homes for Haringey’s Business Plan 2010-2015. The Plan details the activities we will be undertaking to achieve our objectives. It will feed into our team plans and our business plan. It will be the subject of regular monitoring, evaluation and review. Regular reports are provided to the Homes for Haringey Board and the Council on progress with developing the Asset Management Strategy objectives.

After a self assessment against the Audit Commission’s Key Lines of Enquiry we developed a comprehensive improvement plan which is now in place. We have two lead officers responsible for the Stock Investment and Asset Management Key Line of Enquiry.

In addition, Decent Homes and Repairs have been identified as key projects which are subject to close scrutiny through quarterly highlight reports to the Executive Management Team. This is because they deliver
important outcomes for residents and contribute to achieving our primary objectives.

We are members of the Housing Quality Network Best Practice in Asset Management Group for London. This covers a wide range of issues and enables us to learn from others in developing our strategy.

5.2 Risk Management

In drawing up the Asset Management Strategy, we have undertaken a detailed risk analysis and considered corrective measures to minimise risk as far as is practicable. This feeds into the overall Homes for Haringey Risk Management Strategy.

Our approach to risk management for Decent Homes is a two-tier process. This consists of a Strategic Risk Register, which is reviewed and managed by the Strategic Core Group, and a Programme Delivery Risk Register, which identifies and monitors risk at a contract area level. The risk registers cover a number of areas including communications, finance, time, resources, and performance.

The key risk to the strategy being achieved relates to the availability of funding. While Homes for Haringey secured the 2-star status required for the release of ALMO funding, and have Decent Homes resources confirmed for the period up to March 2011, there is no certainty beyond that. This is particularly pertinent in view of the changed political circumstances and scheduled June 2010 emergency budget.

Changes in Council priorities may also affect funding of the capital programme by redirecting resources away from current planned maintenance programmes towards for example regeneration projects.

Regulation – statutory obligations or building regulations and similar external issues – are subject to change and could have a significant impact on the strategy and costs of for example fire safety.
6. Funding the strategy

This section sets out how the Asset Management Strategy will be funded. It includes a profile of annual expenditure over the next five years, together with future resource assumptions.

Government is presently consulting local authorities with regard to establishing a self-financing structure for the Housing Revenue Account (HRA). Housing subsidy would no longer be paid and consequently, there would no longer be funding through major repairs allowance or supported capital expenditure. To offset this loss of funding there would be a repayment of debt which would reduce the capital financing costs incurred in servicing this debt.

Prior to the May 2010 General Election, Government re-iterated its commitment to funding the remainder of the Decent Homes programme. However, it should be noted that with the HRA Review prospectus, the change in government and an emergency budget planned for June 2010, these resources and requirements are highly likely to change over the next few months. At present the proposed funding statement set out below in Table 6 assumes the continuation of the existing funding arrangements.

Table 6: Proposed Future Years Funding of Housing Revenue Account
Capital Budget 2010/11 to 2014/15

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6.1 Assumptions around Future Funding to 2011/12

Funding assumptions are as follows:

6.1.1 Major Repairs Allowance (MRA)

The MRA is assumed at a constant level over the period. Government has regularly reviewed the methodology for calculation and it is not directly linked to inflation indices. Property disposals from 2010/11 are forecast to be relatively low and consequently are not expected to significantly affect the amount receivable.

6.1.2 Regional Housing Board Allocation (Supported Capital Expenditure Revenue)

It is assumed that funding through Supported Capital Expenditure will cease from 2011/12 in line with current government policy. However, this could be reviewed as Decent Homes funding has been extended beyond the original target completion date of 2010.

6.1.3 Capital Receipts

No receipts are assumed in forward resource projections. It is Council policy not to allocate receipts to services such as Housing and Education because they receive ring fenced capital allocations.

6.1.4 Revenue

The Council has, in the past, made revenue contributions to its capital programme as and when resources have become available. However, as the Housing Revenue Account is at present under considerable pressure to make significant savings over the period of the current Medium Term Financial Plan in order to remain balanced, no further revenue contributions are planned to fund capital investment.

6.2 Other Funding Sources

Haringey has historically been very successful in attracting additional grant funding for housing through Estate Action, Single Regeneration Budget and New Deal for Communities regeneration programmes. These have been reduced in recent years as the schemes have neared completion.

We were also successful in leveraging in additional funding from British Gas for energy improvements under the Energy Efficiency Commitment 2
programme. In addition, housing schemes in the New Deal for Communities area received matched funding in the region of £6m.

We continue to explore innovative external funding avenues alongside our Decent Homes and we have secured additional funding of £500k for energy efficiency measures through the SHESP programme, and potentially a further £3.5m through the CESP programme.

We will also continue to seek to maximise funding opportunities through partnership working with Registered Social Landlords and through section 106 agreements.

### 6.3 Leaseholder Contributions

The resources identified in the Strategy assume that costs chargeable to leaseholders will be fully recovered. There is a risk that, for various reasons, this may not be possible. This risk should be managed as set out in the Risk Management Strategy. There will unavoidably be delays between incurring costs and receiving leaseholders’ contributions, and the effect of these delays on cash flow will need to be taken into account in planning expenditure on works. Contributions from leaseholders in respect of Decent Homes work are earmarked for re-investment into the capital programme.

### 6.4 30 Years Housing Revenue Account Business Plan

The Council and Homes for Haringey are jointly reviewing the 30 Year Housing Revenue Account Business Plan in order to assess the potential impact of the Housing Revenue Account self financing proposals from the Government.

### 6.5 Responsive Repairs Funding

The resources available for responsive repairs over the planned period will be monitored and managed through the mechanisms of the Medium Term Financial Strategy.
Table 7: Resource assumptions for Responsive Repairs

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross repair and maintenance</th>
<th>Capitalisation of planned maintenance</th>
<th>Repairs central recharges</th>
<th>Total repairs and maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/11</td>
<td>30,211</td>
<td>(9,068)</td>
<td>1,410</td>
<td>22,553</td>
</tr>
<tr>
<td>2011/12</td>
<td>30,815</td>
<td>(9,250)</td>
<td>1,438</td>
<td>23,003</td>
</tr>
<tr>
<td>2012/13</td>
<td>31,585</td>
<td>(9,481)</td>
<td>1,467</td>
<td>23,571</td>
</tr>
<tr>
<td>2013/14</td>
<td>32,375</td>
<td>(9,718)</td>
<td>1,496</td>
<td>24,153</td>
</tr>
<tr>
<td>2014/15</td>
<td>33,184</td>
<td>(9,961)</td>
<td>1,526</td>
<td>24,749</td>
</tr>
</tbody>
</table>

Source: Medium Term Financial Strategy 2010/11 to 2014/15

7. Beyond Decent Homes: 30 Years Investment Strategy

The Homes for Haringey Decent Homes standard is designed to fit into a longer term sustainable investment strategy which addresses wider customer aspirations within available resources. Therefore, one of key actions we will be looking at over the next year is the development of a post decent homes investment plan in partnership with our customers. This will consider life cycle costs, links to revenue programmes and the 30-year business plan.

It is difficult at this stage to predict what funding is likely to be available beyond 2014, which will largely be dependant upon the outcome of the Government’s Housing Revenue Account Review. We will, however, need to continue to explore alternative funding and any grant funded initiatives.

Our overall aim is, at a minimum, to maintain the Decent Homes standard for all our properties and so prioritise those homes potentially falling into non-decency after 2014.
Appendix A: Document Register

- November 2004 Report from Options Appraisal Steering Group and Appendices
- Haringey Council Housing Strategy 2009-2019
- Stock Condition Survey 2003
- Homes for Haringey: Self Assessment 2010/11
- Homes for Haringey Business Plan 2010-2015
- Home and Building Services Audit Commission Best Value Review Report 2005
- Housing Quality Network Asset Management Toolkit
- Haringey Council Capital Strategy 2009-2012
- Haringey Council Corporate Asset Management Plan 2009-2012
- Haringey Sustainable Community Strategy 2007-2016
- Haringey Neighbourhood Renewal Strategy
- Housing Health & Safety Rating (HHSRS) Guidance, Department for Communities and Local Government
- Haringey Equalities Strategy
- ODPM Guidance Decent Homes, Arms Length Management Organisations
- Department for Communities and Local Government Supplementary Guidance on Arms Length Companies
- Audit Commission Guidance, Key Lines of Enquiry
- Royal Institute of Chartered Surveyors, Guidelines on Asset Management in Local Government
- Haringey Council Application for a Place on the Round Six ALMO Programme 2006
Appendix B: Decent Homes Delivery Plan

The table below sets out the proposed annual rate at which homes will be made decent. It reflects changes in stock level due to Right to Buys. We do not expect any loss of stock through demolition or partial stock transfer.

<table>
<thead>
<tr>
<th></th>
<th>Opening Position</th>
<th>Total Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stock (as at 01 April)</td>
<td>16,403</td>
<td>16,383</td>
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<tr>
<td>Sales/disposals</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>decent</td>
<td>9,537</td>
<td>9,564</td>
</tr>
<tr>
<td>non-decent</td>
<td>6,866</td>
<td>6,819</td>
</tr>
<tr>
<td>% non-decent (NI 158)</td>
<td>41.86%</td>
<td>41.62%</td>
</tr>
<tr>
<td>spend £m</td>
<td>£6,999</td>
<td>£28,000</td>
</tr>
<tr>
<td>% spend per year</td>
<td>3.52%</td>
<td>14.10%</td>
</tr>
</tbody>
</table>
### Appendix C: 30 Years Capital Investment Plan

<table>
<thead>
<tr>
<th>Capital Programme Works</th>
<th>Years 1-5</th>
<th>Years 6-10</th>
<th>Years 11-15</th>
<th>Years 16-20</th>
<th>Years 21-25</th>
<th>Years 26-30</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adaptations</td>
<td>£6,100,000</td>
<td>£5,000,000</td>
<td>£5,000,000</td>
<td>£5,000,000</td>
<td>£5,000,000</td>
<td>£5,000,000</td>
<td>£31,100,000</td>
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<tr>
<td>Cash Incentives</td>
<td>£1,200,000</td>
<td>£1,250,000</td>
<td>£1,250,000</td>
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<td>£1,250,000</td>
<td>£1,250,000</td>
<td>£7,450,000</td>
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<tr>
<td>Environmental Improvements</td>
<td>£1,600,000</td>
<td>£1,500,000</td>
<td>£1,500,000</td>
<td>£1,500,000</td>
<td>£1,500,000</td>
<td>£1,000,000</td>
<td>£8,600,000</td>
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<td>Structural works</td>
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<td>Extensive Voids</td>
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<td>Energy conservation</td>
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<td>£1,220,000</td>
<td>£1,220,000</td>
<td>£1,220,000</td>
<td>£7,186,000</td>
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<td>Boiler replacement</td>
<td>£8,320,000</td>
<td>£6,656,000</td>
<td>£5,324,800</td>
<td>£4,259,840</td>
<td>£3,407,872</td>
<td>£2,726,298</td>
<td>£30,694,810</td>
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<tr>
<td>Lift Improvements</td>
<td>£8,877,000</td>
<td>£10,000,000</td>
<td>£10,000,000</td>
<td>£10,000,000</td>
<td>£10,000,000</td>
<td>£10,000,000</td>
<td>£58,877,000</td>
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<tr>
<td>Water pressure</td>
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<td>£ -</td>
<td>£ -</td>
<td>£ -</td>
<td>£ -</td>
<td>£ -</td>
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<tr>
<td>Asbestos removal</td>
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<td>£1,250,000</td>
<td>£1,250,000</td>
<td>£1,250,000</td>
<td>£1,250,000</td>
<td>£1,250,000</td>
<td>£7,450,000</td>
</tr>
<tr>
<td>Major works voids conversions</td>
<td>£1,400,000</td>
<td>£1,000,000</td>
<td>£1,000,000</td>
<td>£1,000,000</td>
<td>£1,000,000</td>
<td>£ -</td>
<td>£5,400,000</td>
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<tr>
<td>Estate remodelling</td>
<td>£1,600,000</td>
<td>£ -</td>
<td>£ -</td>
<td>£ -</td>
<td>£ -</td>
<td>£ -</td>
<td>£1,600,000</td>
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<tr>
<td>Sewage &amp; drainage works</td>
<td>£1,156,000</td>
<td>£1,200,000</td>
<td>£1,200,000</td>
<td>£1,200,000</td>
<td>£1,200,000</td>
<td>£1,200,000</td>
<td>£7,156,000</td>
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<tr>
<td>Planned Maintenance/PPM</td>
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<td>£12,500,000</td>
<td>£12,500,000</td>
<td>£12,500,000</td>
<td>£12,500,000</td>
<td>£12,500,000</td>
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<td>Door entry upgrades/new installs</td>
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<td>£3,450,000</td>
<td>£3,450,000</td>
<td>£3,450,000</td>
<td>£3,450,000</td>
<td>£3,450,000</td>
<td>£20,700,000</td>
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<tr>
<td>Electrical upgrades</td>
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<td>£2,520,000</td>
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<td>£14,965,000</td>
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<tr>
<td>individual rewires</td>
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<td>£15,000,000</td>
<td>£15,000,000</td>
<td>£15,000,000</td>
<td>£15,000,000</td>
<td>£15,000,000</td>
<td>£90,000,000</td>
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<tr>
<td>Capital Programme Works</td>
<td>Years 1-5</td>
<td>Years 6-10</td>
<td>Years 11-15</td>
<td>Years 16-20</td>
<td>Years 21-25</td>
<td>Years 26-30</td>
<td>Total</td>
</tr>
<tr>
<td>-------------------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Water tanks</td>
<td>£2,270,000</td>
<td>£2,000,000</td>
<td>£2,000,000</td>
<td>£2,000,000</td>
<td>£2,000,000</td>
<td>£2,000,000</td>
<td>£12,270,000</td>
</tr>
<tr>
<td>TV/digital</td>
<td>£3,100,000</td>
<td>£500,000</td>
<td>£500,000</td>
<td>£500,000</td>
<td>£500,000</td>
<td>£500,000</td>
<td>£5,600,000</td>
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<tr>
<td></td>
<td><strong>£80,789,000</strong></td>
<td><strong>£74,296,000</strong></td>
<td><strong>£72,964,800</strong></td>
<td><strong>£71,899,840</strong></td>
<td><strong>£71,047,872</strong></td>
<td><strong>£67,616,298</strong></td>
<td><strong>£438,613,810</strong></td>
</tr>
<tr>
<td>Fees @ 6.5%</td>
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<td>£4,673,490</td>
<td>£4,618,112</td>
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<td>GRAND TOTAL:</td>
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<td>£80,125,240</td>
<td>£77,707,512</td>
<td>£76,573,330</td>
<td>£75,665,984</td>
<td>£72,011,357</td>
<td>£467,123,707</td>
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