

Asset Management Strategy 2020 – 2025

Foreword

This document sets out Homes for Haringey and Haringey Council's Asset Management Strategy for its housing stock, with detailed targets and outcomes for the period 2020 to 2025.

The first Asset Management Strategy was produced in July 2006 and most recently updated in 2018. This document sets out progress since then, and follows a review of the strategy against current best practice in Asset Management; specifically, in response to the recommendations from an in-depth review of the Asset Management service carried out by an external consultant in 2019.

It also reflects the changed context in which we will be delivering the strategy. This includes significant changes in the building safety regulatory framework and the additional duties for councils set out in the Building Safety Bill 2020. There are also new challenging national and local targets relating to energy efficiency and carbon reduction. In view of the above, it is now timely to refresh the 2018 Asset Management Strategy.

The strategy has been developed in partnership with Haringey Council to ensure it is aligned to and supports delivery of current Council objectives and priorities. As such, it forms part of a wider suite of strategies linked to the Council's Borough Plan 2019 – 2023.

The Asset Management Strategy is for the use of staff, residents, the Homes for Haringey Board, Council officers and Members, and any other individual or organisation interested in the Asset Management service provided.

Residents have been consulted about the strategy and agreed the key objectives we are seeking to achieve over the next five years.

The new strategy will enable us to deliver 'holistic' investment programmes which are resident-focussed and keep homes safe, warm and to a good quality standard.

It will embed the principles of active Asset Management, whereby we will review the longer-term financial viability and demand for stock before making any investment decisions.

Delivering the agreed outcomes of the strategy will form a key business priority for Homes for Haringey as part of the management agreement with the Council. These will be challenged, revised and updated as part of the business planning cycle and in response to any new additional regulatory requirements.

If you wish to discuss anything in this document, or would like further information, please contact: Homes for Haringey’s Asset Management Team.

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1. Introduction

1.1 Aims of the Asset Management Strategy

The Asset Management Strategy 2020-2025 sets out a strategic framework within which Homes for Haringey will manage, maintain and invest in the Council's housing assets. The overall aim is to deliver capital investment, planned/cyclical maintenance, repairs to empty properties 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, delivering value for money and improving customer satisfaction.

1.2 Principles of the Asset Management Strategy

The key drivers for delivery of the strategy are:

- An 'active' approach to Asset Management – taking a long term and strategic view in all decision making
- Keeping homes safe, warm and to a good quality standard
- Making homes more energy efficient, reducing carbon emissions as well as addressing overheating risks
- Delivering sustainable investment which contributes positively to the local community
- Improving the quality of life for residents on Council estates
- Involving residents in determining priorities
- Adding value to the portfolio, for example through infill and 'hidden homes' initiatives.

The strategy will be delivered by:

- Actively managing and maintaining the quality and currency of our stock condition data
- Actively engaging and consulting residents to ensure our asset management activities address their current and emerging needs
- Procuring works and services for delivery that provide good value for money and high standards of quality
- Supporting a professional team to deliver the strategy with ongoing review of management arrangements to ensure they remain fit for purpose
- Use of a viability model to assess the performance of existing assets, followed by an options appraisal process for further review
- Assessing the condition, performance and opportunities associated with other related assets e.g. garages
- Assessing the social as well as the financial value of our assets

- Considering opportunities for 'joined up' wider area improvements and for the development of new homes

1.3 Key Objectives of the Asset Management Strategy

The Council have agreed the following key objectives with Homes for Haringey and in consultation with tenants and leaseholders:

- Establish a coherent capital investment programme from April 2021 which delivers value for money
- Bring all of the Council's housing stock up to the Decent Homes Standard by March 2025
- Ensure that all of the Council's Landlord obligations are fulfilled; meeting all existing as well as emerging building safety legislative and regulatory requirements.
- Ensure homes can be heated efficiently and cost-effectively, whilst reducing the environmental impact as well as overheating risks
- Put in place a new organisational structure within HfH Property Services by April 2021
- Deliver an efficient and effective responsive repairs and void property service which provides value for money
- To undertake as much work as possible in a pre-planned way
- To deliver works and services efficiently with minimum disruption to residents
- Help to improve Haringey's neighbourhoods and provide well managed and attractive environments that feel secure and welcoming
- Develop effective systems and software to support the Asset Management Strategy
- Meet the needs and aspirations of current and future residents
- Consult, listen to, and engage residents fully in the development and implementation of the Asset Management Strategy

1.4 Review of existing Strategy

As part of the development of future objectives for the updated Asset Management Strategy, HfH and the Council undertook a self-assessment 'gap' analysis. This included reference to and considered actions arising in response to the recommendations of an external review of the Asset Management service carried out in 2019. This review considered and made detailed recommendations on the strategy, governance, programme management, procurement and risk management. As a result, a wide range of improvements are being implemented over the next twelve months alongside the strategy refresh. (see action plan at appendix 2).

1.5 Strategic Context and Links to Corporate Plans and Strategies

The strategy has been updated to reflect current Council priorities as set out in the Borough Plan 2019-23. It is also aligned to the Medium Term Financial Strategy (2020/2021 – 2024/25) and a new 10 Year HRA (Housing Revenue Account) Business Plan approved by Cabinet on 11 February 2020. (see section 3).

Specifically, the strategy supports outcome 3 of the Borough Plan: 'We will work together to drive up the quality of housing for everyone'. This will include contributing to delivering the following objectives: -

- Improve the quality of Haringey's council housing, including by ensuring all homes meet the Decent Homes Standard. Originally, the target was for 95% of the stock to meet the standard by March 2022 and 100% by March 2023. However, due to delays in delivery, the programme has been reprofiled with a revised target of March 2025 for achieving 100% decency. In addition, there is a target for all stock that has been non-decent since 2015 to be brought up to the standard by March 2022.
- Improve residents' satisfaction with the service they receive from Homes for Haringey to be in the top quartile for London (78%) by 2022.
- Ensure safety in housing of all tenures across the borough, responding to any new regulations as they emerge.

The updated strategy also sets out how we plan to improve the energy performance of Haringey's housing stock in support of the Council's Zero Carbon Strategy (2019) and Affordable Energy Strategy (2020). (see 4.8)

2. Council Housing Assets and Stock Condition

2.1 Property Portfolio

Homes for Haringey manage a total of 20,259 dwellings, comprising 15,325 tenanted and 4,934 leasehold homes. Of the 15,325 tenanted properties: 13,999 are general needs and 1,326 are supported housing (sheltered and community good neighbour). There are 1,612 blocks including 55 of six storeys plus. Within the general needs stock there are 154 hostel accommodation units which are also managed by Homes for Haringey.

Table 1: Tenanted stock by archetype as at 1 April 2020

Bungalows	208
Houses	4,777
Low Rise flats (up to 3 storey)	7,333
Medium rise flat (4 and 5 storey)	4,351
High rise flats (6 storey +)	3,435
Hostels	154
TOTAL	15,325

Table 2: Tenanted stock by bedroom size as at 1 April 2020

1 bedroom/bedsit	5,649
2 bedrooms	5,204
3 bedrooms	3,744
4 bedrooms	604
5+ bedrooms	124
TOTAL	15,325

Table 3: Tenanted stock by age as at 1 April 2020

Pre - 1919	3,075
1919 - 1944	2,051
1945 - 1964	2,582
Post 1964	7,617
TOTAL	15,325

2.2 Supply and Demand

Approximately 23.4% of Haringey households live in social housing accommodation, 28.2% in private rented and 48.4% are owner occupiers.

In common with other London authorities, Haringey is faced with a severe imbalance in the demand and supply of affordable housing. There are over 3,200 households in temporary accommodation and as at March 2020, 11,489 applicants on the Housing Register.

This is coupled with an increasingly unaffordable private sector in both the rented and owner occupier markets. In 2018, the average house price in Haringey was £565,343. With an average borough household income of £35,300, the owner occupied sector is unavailable to the majority of residents.

As a consequence of very high demand and limited supply, all stock can be let. We do, however, have a mismatch between demand and supply with well over a third of the stock comprised of one bed units when the highest demand, (as reflected in the Council's Housing Register), is for 2 bed (52%) and 3 bed (36%) units.

Addressing an identified need in appropriate locations is therefore a key consideration in the appraisal of existing stock and determination of new supply initiatives.

2.3 Reviews of Asset Portfolio

Homes for Haringey hold the key data that enables them to work with the Council to make effective decisions about the stock. HfH is responsible for the data quality, updating it and ensuring that it can be analysed in order to make good decisions about the housing stock. This will include decisions about investment, disposal or remodelling and alternative use of assets.

2.4 Stock Condition

One of the key drivers for delivering an effective Asset Management Strategy is having access to robust stock condition data. HfH currently use Northgate SAM Codeman for holding stock condition survey data. The last stock condition survey (SCS) was carried in 2015. Since then, the stock condition database has been maintained by updating the data with the details of all component renewals carried out across work programmes.

Given that it is now five years since the last SCS was undertaken, and the increased data requirements in respect of building safety and energy efficiency, HfH is commissioning a new SCS covering 100% of the housing stock which will commence in January 2021 and be completed within a maximum time period of 24 months.

The objective of the new stock condition survey is to provide comprehensive and accurate stock condition data that will enable HfH to effectively manage the Council's housing stock.

This will include:

- Projection of future investment requirements and production of a 30-year Investment Plan
- Planning and prioritising capital investment programmes
- Active Asset Management - assessing stock viability
- Assessing whether homes meet the government's Decent Homes standard
- Calculating the energy performance of dwellings (SAP/CO2)
- Ensuring buildings and building components are compliant with all relevant legislation and best practice
- Satisfying the requirements of the new Building Safety Manager's duties

3. Funding the Strategy

The Housing Revenue Account (HRA) Business Plan defines the resources available to HfH for the management and maintenance of the Council's housing stock.

On 11 February 2020 Cabinet approved the Medium Term Financial Strategy (2020/21-2025) and a new 10 Year HRA Business Plan. In recognition of new and emerging requirements relating to building safety, energy efficiency and Broadwater Farm, additional 10 year budgets were agreed for these work strands over and above the major works programme as follow:

- Major Works £363m
- Fire safety £57m
- Energy efficiency and carbon reduction £101m
- Broadwater Farm strengthening and refurbishment works £68m

The Council is therefore committed to investing **£589m** in its stock over the next 10 years. The table below includes the approved capital budget for stock investment over the next five years which is **£359.5m**.

Table 1: HRA 5 Years Capital Programme Details (2020/21 – 2024/25)

Works/Project	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Internal Works (Haringey Standard)	8,695	8,695	8,695	11,970	11,970	50,025
Internal Works (Other Items)	457	457	457	630	630	2,631
External/Communal Works (Haringey Standard)	15,130	15,972	15,972	5,160	5,160	57,394
External/Communal Works (Other Items)	10,086	10,648	10,648	3,440	3,440	38,262
Noel Park Pods	4,500	0	0	0	0	4,500
Estates Works	1,627	1,627	1,627	1,510	1,510	7,901
Contingent Major Repairs	1,250	1,250	1,250	1,250	1,250	6,250
Extensive Voids	315	315	315	315	315	1,575
Mechanical & Electrical Services	3,465	3,465	3,465	2,750	2,750	15,895
Structural Works	2,056	2,056	2,056	455	455	7,078
Adaptations	1,400	1,400	1,400	1,400	1,400	7,000
Professional Fees	2,000	2,000	2,000	2,000	2,000	10,000
Major Works - Haringey Standard	50,981	47,885	47,885	30,880	30,880	208,511
Carbon Reduction (Affordable Energy)	1,000	5,142	5,142	6,285	17,597	35,166
Fire Safety	17,513	18,713	7,863	5,745	3,370	53,204
Broadwater Farm	17,900	11,200	11,200	11,200	11,202	62,702
Total Existing Stock Investment	87,394	82,940	72,090	54,110	63,049	359,583
New Homes Build Programme	42,132	58,766	102,298	80,686	100,640	384,522
New Homes Acquisitions	74,578	52,828	10,000	10,000	10,000	157,406
Temporary Accommodation Acquisitions	32,227	19,612	20,004	20,404	20,812	113,059
Total Capital Programme	236,331	214,146	204,392	165,200	194,501	1,014,570

4. Delivering our Objectives

4.1 Sustainable Investment

Investment will be prioritised with a bias towards those homes that are deemed to be of low risk and high demand; 'core' stock. This will mean there will no high risk re-investment without due consideration, options appraisal and piloting.

4.1.1 Viability Modelling and Options Appraisal

Homes for Haringey will assess viability and re-investment priorities using the Stock Viability Model which takes into account a range of factors including demand/desirability and projected costs. The appraisal process results in individual properties being allocated a red, amber, or green re-investment status. (RAG)

The portfolio is divided into one of three categories:

1. **Red** – those properties deemed to be of high risk (i.e. requiring higher than average levels of re-investment or cost, in order to maintain them in a good lettable condition), and/or that are in low demand.
2. **Amber** – those properties that offer peripheral performance and that require further investigation to be reclassified as either red or green
3. **Green** – those properties that are in high demand and that require average or below average levels of re-investment, or 'core stock'.

Re-investment is influenced by these categories as follows:

1. **Red** No major expenditure. To be maintained on an 'essential only' limited responsive basis, plus essential statutory works – e.g. gas servicing. Options appraisal to be undertaken.
2. **Amber** Further investigation required before major investment. Consider options appraisal to assess the impact of any re-investment or future works requirements and the likely impact on demand
3. **Green** – Expenditure permitted.

Property in Red or Amber status is to be the subject of further investigation, or review through an options appraisal, until they are either re-classified or until such time as an alternative strategy is agreed e.g. disposal or development.

The assessment of cost is made with direct reference to the Asset Management database and associated reports. Demand has been assessed with reference to housing management perceptions informed by void turnover rates and other factors such as security and levels of anti-social behaviour.

Once we have the results from the new stock condition survey we will feed them into the Viability Model. These "red" rated homes will be actioned as a priority (for example, currently this includes the Noel Park Pods and some of the Broadwater Farm blocks). The programme is already focused on tackling the worst performing stock.

4.2 Haringey Investment standard

The major works investment standard has been designed to ensure the Council maintains its statutory and legal duties and keeps properties safe, warm and dry.

It includes the following:

- External and common parts
- Internal works
- Structural repairs
- Fire safety
- Energy efficiency
- Estate environmental Improvements
- Services such as soil, vent and water supply pipe works
- All items affecting decency

Further detail of the works included in the scope are set out at Appendix 1.

It is important to note, therefore, that the scope of works is expanded from just the defined 'Decent Homes' items, and instead undertaking a broader programme of cyclical works to ensure the Council complies with its duties as a landlord.

The external element of the programme will pick up the renewal of all components outside the property, so drawing together Decent Homes items as well as door entry systems, landlord's electrics, and common part decorations and planned maintenance.

The scope of the internal works programme picks up Decent Homes items and includes kitchens, bathrooms, smoke detectors and electrical testing. A separate budget has been earmarked specifically for boilers and central heating systems to fund repairs and replacement. This will largely be on a reactive basis but will retain an element of planned renewals. A similar approach is taken to electrical testing and rewiring.

Energy efficiency measures will be incorporated into the major works programme as far as is practical. (see section 4.9).

4.3 Delivery

The overall programme has been devised using the following criteria for prioritisation:

- Safety and compliance
- Meeting the Decent Homes Standard
- Investment need
- Dwellings or estates with higher than average repair costs
- Spend to save initiatives e.g. Positive Input Vents to reduce mould, damp and disrepair.

The programme has been established to work across the borough on a geographical basis, with homes in the worst condition being prioritised. Works will generally be carried out at the time the property is included in the major works programme, as far as is practicable, so HfH deliver a more 'holistic' approach.

While the vast majority of works will be channelled into the mainstream works programme, there is sufficient flexibility within this approach to deliver out of sequence works related to Health and Safety and compliance which cannot wait for the mainstream cycle.

HfH will also be running an annual planned preventative maintenance programme. This will include external decorations, leaf clearance, drainage clearance and other pay to save initiatives.

The revised programme has been devised to ensure that all homes meet the Decent Homes Standard by March 2025. There is also a commitment to bring the 978 homes that have been non-decent since 2015, up to the standard by March 2022; 600 of which are already included in the current work programmes. Overall, 7,780 homes need to be made decent to achieve the 2025 target, which includes homes falling into non-decency during the five-year period.

The table below shows the percentage of homes that will not meet the decent homes standard over the 2020-2025 period. Although the table shows that the percentage of homes that do not meet the standard will rise before it falls, this is due to the programme as a whole prioritising the homes that are in the worse condition. During this period some other homes will fall into non-decency, although much of the time this will be due to minor failings. This approach enables HfH to ensure that all homes

meet the Decent Homes Standard by March 2025 while recognising that it is important to prioritise homes in worse condition.

	2020/21	2021/22	2022/23	2023/24	2024/25
Holistic Programme	2597	3110	2403	597	0
Noel Park Pods	159	159	0	0	0
All Stock	2756	3269	2403	597	0
Properties non-decent	19.4%	23.0%	16.9%	4.2%	0.0%

4.4. Procurement and Social Value strategy

Homes for Haringey, in conjunction with the Council's procurement team, has undertaken a review of the current procurement strategy, whereby individual major works projects are procured through a Joint Contract Tribunal (JCT) form of contract. The overall conclusion is that the timescales involved in procuring and seeking individual project approval has hindered the ability of HfH to deliver work programmes to time and budget. It is proposed therefore to move to a partnering delivery model, which, subject to Cabinet approval, would be enacted from June 2021.

Partnering arrangements have previously worked successfully for Haringey in delivery of the Decent Homes programme. As well as reducing the time taken to award contracts, this approach allows for more flexible programming of work packages, reduces the leasehold Section 20 process and incentivises contractors to invest in social value projects, given their presence over a longer term.

In addition, HfH have access to the Council's London Construction Programme (LCP) framework, which enables direct award when condition, safety or decency dictates the need for a project to be carried out as a stand-alone item.

Overall, the procurement activities will support the principles described elsewhere in this strategy. Critically, they will be focused on ongoing contract management, improvement of performance, value for money and delivering social value.

4.5 Compliance

Homes for Haringey has developed contracts to ensure that all of the Council's landlord obligations are fulfilled; helping to ensure the health and safety of residents, staff and visitors. All properties that have been subjected to a stock condition survey have also been assessed for compliance with the Housing Health and Safety Rating System (HHSRS).

Stock condition survey data is also informed by the results of specialist testing and inspection contracts that cover a range of compliance obligations and include:

- Asbestos-containing materials
- Electrical safety
- Water safety (Legionella and scaling risks)
- Gas (annual testing and servicing of boilers)
- Lifts
- Fire safety

In addition to a cyclical testing regime, the safety of these items will be assessed when a property is void.

A set of compliance specific performance indicators have been developed to enable HfH to report on its performance in this area.

A combined Fire Risk and Property Compliance Board is now in place chaired by the Homes for Haringey Managing Director and attended by representatives from the Council. This enables greater strategic oversight and focus on all aspects of compliance, in one monthly meeting.

Homes for Haringey's Property Services have also created a new fire safety delivery team and other compliance related posts as part of the drive to strengthen the organisation's capacity, expertise and ability to achieve full compliance. A new director level post has been created to oversee fire safety and compliance.

4.6 Building Safety

In April 2020, the government published its response to the 'Building a Safer Future' consultation from July 2019. This document sets out how the government intends to deliver the objectives and recommendations from the Dame Judith Hackitt Review, following the Grenfell Tower fire in 2017, as well as the management of fire and structural safety risk in new and existing buildings of more than 18 meters high (6+storeys). The government will legislate for these reforms in new primary legislation through the Building Safety Bill 2020 (published on 20 July 2020), Fire Safety Bill and further secondary legislation, where necessary.

In recognition of current and likely increasing building safety requirements, the new HRA Business Plan (2020/21-2025), approved by Cabinet on 11 February 2020, includes provision for an additional £57m over the next 10 years, specifically to fund a number of fire safety measures. These include the following:

- Front entrance door replacements
- Window infill panel replacements
- Automatic Fire Detection installations to street properties
- Automatic Fire Detection and compartmentation works to timber clad buildings
- Intrusive Fire Risk Assessments (FRA)s and follow up works.

Homes for Haringey has already put in place, or started to prepare for some of the measures included as recommendations from the Hackitt review. These include initiating a programme of Intrusive Fire Risk Assessments (FRAs) for high-rise blocks. This is in addition to the non-intrusive Type 1 FRAs HfH currently undertaken with frequency dependent on the assigned risk rating. Tower blocks, sheltered, temporary accommodation and hostels typically have annual FRAs with low rise and street conversions every three years.

Work is currently progressing on developing the proposed approach to meeting the likely regulatory requirements, which includes defining the respective roles and responsibilities of the Council and HfH in respect of the Accountable Person and Building Safety Manager roles, the approach to safety cases review and compliance with the 'golden thread' building information requirements.

In addition, HfH commissioned Ridge and Partners to carry out compartmentation surveys of the 28 blocks within the Council stock, identified as being of timber framed construction. Ridge reported back in April 2020 with specified works packages for each block to make the properties safe in the immediate and long term. HfH has already implemented some immediate fire safety measures to all blocks. The full programme of works to these blocks will commence by summer 2021.

4.7 Adaptations

One of the Council's goals for older people and people with disabilities, is to enable them to live independently in their own homes for as long as possible. In support of this, and in order to comply with the requirements of the Equality Act 2010, the Council makes annual budgetary provision for adaptations. As part of major works planning, Homes for Haringey use the services of a dedicated occupational therapist. This is in addition to the wider service provided by the Council to all residents, which are publicised through the web site and other HfH publications.

4.8 Energy and Warm Homes

The Zero Carbon Strategy (2019) and (Affordable Energy Strategy 2020) reflect the Council's current ambitions to improve the energy performance of the existing stock, tackle fuel poverty and overheating risks. Homes for Haringey and the Council will therefore need to plan for supporting delivering of these objectives, with risk assessments (looking at the worst performing buildings and the most vulnerable residents), taking expert advice and planning investment to provide not just energy efficiency to reduce emissions but also ensuring cooler buildings.

The government's Fuel Poverty Strategy (2015), and Fuel Poverty Regulations (2014), set a target to ensure that as many fuel poor homes 'as is reasonably practicable', achieve a minimum energy efficiency rating of Band C by 2030. The Council's ambition is to achieve an average SAP rating of Band B by 2035.

HfH carried out an Energy Survey in 2017 which showed an average SAP (Standard Assessment Procedure) rating of 65.5 and EPC (Energy Performance Certificate) rating of Band D.

Much of the possible low cost, high impact measures such as cavity and loft insulation has already been carried out. This now leaves the harder to treat stock (for example solid wall street properties, in conservation areas) which require more expensive and difficult to deliver measures such as internal/external wall insulation.

HfH estimate that, over and above existing energy efficiency measures that are already included in the major works programme, an additional £101m would be needed over the next 10 years to bring the stock up to an average SAP rating of 80 (which is at the top of Band C) and Band B, with some additional external funding.

4.8.1 Meeting the target

Homes for Haringey are working with the Council in undertaking a detailed analysis of stock energy performance data using an energy model CROHP (Carbon Reduction Options for Housing Portfolio), designed by Parity Projects. This will enable us to determine the worst performing stock and consider how we can best incorporate energy measures into planned work programmes. We will take a 'fabric first' approach and, where possible, carry out whole house retrofits.

A fabric first approach prioritises improvement of the thermal properties of the building fabric through the use of high levels of thermal insulation and airtightness. A range of measures are then employed to increase the efficiency of various systems (e.g. heating and hot water, lighting and electrical appliances). Finally, renewables are installed to meet the remainder of the CO₂ and energy reduction requirements.

Whole house retrofits will reduce the risk of introducing unintended consequences for example, increased insulation and air tightness levels can increase condensation (leading to damp and mould) and overheating, all of which can have an adverse impact on the occupant's health and wellbeing.

For heating homes, the aim is to make heating low carbon and affordable without compromising comfort and increasing tenant fuel bills. Heat pump technologies will only be installed to properties that have been adequately insulated and ventilated.

The proposed works to achieve the target could include the following:

- Cavity and loft insulation
- Solid wall insulation (internal and external)
- Renewables e.g. installation of solar panels, heat pumps where appropriate.

In order to achieve the target, we will:

- Integrate appropriate energy efficiency measures into all major improvement and refurbishment specifications, to meet the target Band C by 2030 and B by 2035
- Prioritise energy efficiency measures for the worst performing stock, irrespective of whether other improvement work would be prioritised
- Evaluate and seek funding opportunities for energy efficiency measures. For example, Energy Company Obligation (ECO), and the new Social Decarbonisation Fund announced in July 2020
- Investigate alternative approaches to funding and delivering large scale retrofit e.g. Energiesprong. (see below)

4.8.2 Energiesprong

Homes for Haringey are currently working with the Council on the development of a pilot Energiesprong project supported by the Mayor of London's Retrofit Accelerator programme for existing homes. This programme aims to speed up the delivery of energy retrofit measures in London's ageing and energy-inefficient housing and meet zero carbon targets. Building on Haringey's historic successful projects on housing retrofits, the GLA has offered Haringey the opportunity to become one of the first six boroughs in London to take advantage of this programme which encourages using the Energiesprong approach for deep retrofitting in social housing. The programme offers councils the opportunity of

improving the look and feel of council housing stock, reducing fuel poverty and carbon emissions.

4.8.3 Affordable Energy

In addition, as part of Homes for Haringey's financial inclusion work, they will continue to advise and support residents in ways to improve their energy use. As such they have been in partnership with LEAP (Local Energy Advice Programme) since 2017. This project is funded by the warm home discount industry initiatives; the partnership was set up by Agility Eco and includes Groundwork and IncomeMax. Groundwork recruit and train qualified Green Doctors. During the home visit the Green Doctor gives energy efficiency advice, installs a range of free energy saving measures, help residents find the cheapest energy tariff. In addition, Green Doctors can also make a referral to a range of other local voluntary and statutory health/social services, as well as IncomeMax; a specialist benefit and debt advice organisation.

HfH has recruited an Energy and Sustainability Manager who will oversee implementation of the investment works delivery plan for achieving council and national targets, as well as support resident initiatives relating to energy savings.

4.9 Broadwater Farm

In 2017, major structural flaws were discovered on the Broadwater Farm estate. These unforeseen circumstances required a rapid response and development of solutions to, not only address the structural issues, but also incorporate opportunities for overall improvement to the estate, and the provision of additional homes. Further investigation and feasibility studies showed that the most cost-effective option in the case of two of the blocks; Tangmere and Northolt, would be to demolish and rebuild with new Council housing.

Since 2018, tenants have been rehoused from these blocks to enable the demolition. Homes for Haringey has been working with leaseholders on finding alternative housing.

In 2020, £67.8m was included in the HRA Financial Plan to cover the cost of the immediate remedial works; the full cost of demolishing the two tower blocks; a new Decentralised Energy System, as well as for strengthening and refurbishment of the 10 retained blocks.

In addition, early design works have begun around providing new housing on the estate.

4.10 Responsive Repairs and Voids

Responsive repairs and works to void properties are typically undertaken by Haringey Repairs Service (HRS), Homes for Haringey's repairs team. Responsive repairs performance directly affects overall resident satisfaction and is a significant proportion of the property services budget.

Detailed transformation plans are in place that will lead to change in repair priorities, new governance arrangements, fewer but longer subcontracts and a commercial approach to cost management and repair quality control.

Repairs will be carried out within the timescale set for the priority of the job, returning the property component element back to a condition commensurate with its remaining life, wherever possible to complete the repair in one visit and provide a positive customer interaction leading to a satisfied customer.

Our investment priorities include works that impact on high responsive repair costs.

Void works include statutory testing of gas and electrical systems, as well as carrying out the works required to the property to make it fit for incoming residents. The extent of works undertaken is defined within the Lettable (Void) Standard. Homes for Haringey aim to minimise the amount of time that any dwelling is unoccupied.

Work is due to commence with PWC using a system called PerformPlus that should transform void management and lead to significant reductions in void loss and improve turnaround times.

5. Implementation

5.1 Staff Resources

In response to the recommendations from the 2019 review of the Asset Management service, Homes for Haringey is reviewing its organisational structure to enable effective management of the capital programme and closer working between the various disciplines within its Property Services directorate. This includes clear lines of accountability between HfH and its consultancy partner.

5.2 Capital Board

This group, comprised of Homes for Haringey and council officers, chaired by Homes for Haringey's Managing Director, monitors and reviews performance and takes ownership of ensuring delivery of the agreed investment standard, reassessing it from time to time in the context of the HRA Business Plan. It also assesses works programmes, considers options appraisal in the context of viability model findings and any wider stock investment or new supply initiatives.

5.3 Resident Consultation, Participation and Feedback

Homes for Haringey's refreshed Engagement Strategy 2019, embraces the flexibility offered by digital communications (email, social media, text messaging and smart phone applications) and relies less on traditional meeting-based approaches. The Homes for Haringey 'My Haringey Home' App allows residents to access their account, report a repair, receive key messages from the organisation and access engagement opportunities.

Resident engagement and consultation around the Asset Management Strategy and delivery of the new programme is being undertaken at two levels. Homes for Haringey has established a resident focus group to work with at a strategic level in developing the updated Asset Management Strategy and associated resident engagement plan. This is in addition to the more local engagement that will take place during the project scoping and delivery stage.

The residents' engagement programme includes:

- Meetings with Resident Forums, to engage residents in understanding the impact of new legislation and any changes to the investment programme of work

- A search functionality is available on the website where residents can view works planned to their homes
- After the Asset Management Strategy is approved, a newsletter will be sent to residents, outlining a timetable for publication of the programme and details of local consultation plans.

In recognition that resident feedback is critical to the successful delivery of the Asset Management Strategy and overall investment plan, HfH is developing a new approach for measuring resident satisfaction with capital works which will gauge opinion, not only at works completion, as currently, but also at the start as well as during the course of delivery.

In line with the principles set out in the new Social Housing White Paper (published in November 2020), Homes for Haringey have drafted standards for enhanced resident engagement in the delivery of the housing capital programme, including opportunities and mechanisms for involvement in the procurement of major contracts, the design and specification of works, the arrangements for delivery on-site and the review of contractor performance on completion of works.

5.4 Asset Management Systems

The Asset Management database forms the cornerstone of the Asset Management Strategy and produces data and information for individual programmes as well as the 30-year Business Plan. Homes for Haringey currently uses an integrated asset management software system – SAM Codeman. This allows them to store stock condition data, calculate levels of decency, project future costs and carry out scenario planning.

A review of the Asset Management IT systems is underway. This has already identified the need for greater integration of data and that the current systems will not be fit for purpose in meeting future requirements. This is particularly in light of the additional building safety data requirements of the 'golden thread'. The functionality of the new system will need to incorporate all asset management and compliance responsibilities in one place.

5.5 Performance Management

Homes for Haringey and the Council will carry out an annual review and update of the Asset Management Strategy to make sure that it remains properly aligned to the HRA Business Plan and related strategies.

Residents will be engaged in any review and monitoring of the strategy, through the 'task and finish' focus group which worked with us in developing the new strategy.

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 Asset Management Strategy and associated action plan remain current.

Regular reports will be provided to the Capital Board, the Executive Leadership Team, Homes for Haringey Board and the Council on progress with developing the Asset Management Strategy objectives. The key monitoring of the Asset Management Strategy will be undertaken by the aforementioned Capital Board. Achievement against annual Decent Homes milestone targets will be monitored by HfH Board and reported to the Council.

Asset management performance will be monitored using the following measures:

- Compliance with the HCA's 'Homes Standard'
- Building Safety and compliance
- Proportion of the stock meeting the Decent Homes Standard
- Energy efficiency – SAP/EPC ratings
- Customer satisfaction with their home, neighbourhood, works and services provided
- Yield (Net Present Value) per property/block
- Value for money and the affordability of the programme of works in the context of the HRA Business Plan
- Social value added

In relation to the role of the Homes for Haringey Board, this is one of oversight to ensure the strategy is delivered on time and on budget and to proactively manage issues that may hinder delivery of the strategy. The Board will therefore need to receive periodic progress reports from the Director of Asset Management to do this.

5.6. Risk Management

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

The approach to risk management for major works is a two-tier process. This consists of a Strategic Risk Register 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 confirmed funding. In addition, statutory obligations or building regulations and similar external issues are subject to change and could have a significant impact on the strategy and costs.

The major risks that are included within the overall register include:

- Not achieving full compliance
- Regulatory/legislative changes
- Lack of funds leading to the inability to deliver the full standard of investment
- Procurement and administration of contracts that do not deliver good value for money
- Inappropriate design and specification of materials
- Insufficient staff resources and skills to manage programme delivery
- Re-investment costs in excess of the budgetary allowance
- Expenditure on items not included in the HRA Business Plan
- Components not meeting the anticipated life cycles
- Ineffective management of resident engagement in the new delivery arrangement.

Appendix 1 Investment Standard Summary

INTERNAL ITEMS	
Kitchen	Renewed on a 'just in time' basis. Where space and/or layout is considered inadequate, improvements to be made where possible.
Bathroom	Renewed on a 'just in time' basis
Electrical Wiring/CCU	Renewed on a 'just in time' basis
Boiler/Heating	Renewed on a 'just in time' basis. New systems installed where not currently in place.
Smoke and CO Detectors	Renewed on a 'just in time' basis. If not currently present in property they will be installed.

EXTERNAL & COMMUNAL ITEMS	
Front Door	Renewed on a 'just in time' basis
Roof	Renewal or Repair of Roof covering and/or structure as required.
Windows	Renewed on a 'just in time' basis
Rainwater Goods	Renewed on a 'just in time' basis
Fascias/Soffits/Barge-Boards	Renewed on a 'just in time' basis
Structural Repair	Essential repairs will be undertaken.
Wall Finish/ Brickwork repairs	Essential repairs will be undertaken.
Other External Dwellings Doors	Renewed on a 'just in time' basis
Communal Entrance Door	Renewed on a 'just in time' basis
Door Entry System	Existing systems renewed on a 'just in time' basis
Communal Electrics/Lighting	Renewed on a 'just in time' basis
Insulation	Loft insulation to be installed or topped up to min 270mm where possible. Cavity wall insulation to be installed where possible.
Lifts	Lifts will be renewed on a 'just in time' basis
Other communal and external items (e.g. fencing, communal flooring etc.)	Where these items exist they will be renewed on a 'just in time' basis

ESTATE WORKS	
Estate improvements, Unadopted roads/paths/ drains/sewers/lighting, play areas)	An allowance is made for these works. An assessment of what is required will be made when an estate is included in the programme.

ASBESTOS

Asbestos Survey and Removal	An allowance is made for any asbestos related works that arise when a property/estate is included in the programme
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EXCEPTIONAL EXTENSIVE WORKS	
Extensive voids	An allowance is made for dealing with voids requiring extensive works. The decision to proceed with any extensive void works will be determined by the disposals policy.
High Rise and Non-Traditional Structural Works, Other structural repairs	An allowance is made for dealing with essential structural repairs to the high rise and non-traditional dwelling stock based on the surveys carried out by Ridge in 2015
Works arising from Fire Risk Assessments	An allowance is made for carrying out works identified by the Fire Risk Assessments
Lead Water Main Renewal, Water Supply/ Soil & Vent Pipework, Central Ventilation Systems in High Rise, Other common parts M&E systems	An allowance is made in the business plan for these works. An assessment of what is required will be made when an estate is included in the programme.

Appendix 2: Asset Management: Summary Action Plan 2020/2021

Actions	Target for completion	Owner	Completed Y/N	Comment
Capital Board – in place	July 2020	Managing Director	Y	
New KPIs – in place	September 2020	Director of Asset Management	Y	
New gateway process adopted	October 2020	Director of Asset Management	Y	
New communications strategy in place	January 2021	Executive Director of Property Services		In progress
New stock condition survey- rolling programme to commence	January 2021	Director of Asset Management	Y	3 – year programme commenced April 2021
Refreshed Asset Management Strategy approved by Cabinet	January 2021	Policy and Strategy Manager	Y	
New Procurement strategy in place	Feb 2021	Director of Asset Management	Y	
New Property Services Structure in place	April 2021	Executive Director of Property Services		Recruitment commenced in April 2021
Implement new IT system	December 2021	Director of Asset Management		
new supply/hidden homes initiatives	Ongoing	Director of Asset Management		