



Housing Asset Management Strategy 2023 – 2028

Foreword

This document sets out the Council's Housing Asset Management Strategy for its housing stock, with detailed targets and outcomes for the period 2023 to 2028.

The current Housing Asset Management Strategy was adopted by the Council in 2021. This document sets out progress since then and 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 Act (2022), as well as the wider regulatory requirements introduced by the Social Housing Regulation Act (2023). There are also challenging national and local targets relating to energy efficiency and carbon reduction. The economic landscape has also experienced some significant changes, impacting the cost of borrowing and construction costs. All the above have increased pressures on capital budgets for stock investment. In view of this, it is now timely to refresh the 2021 Housing Asset Management Strategy.

In addition, following the Council's self-referral to the Social Housing Regulator earlier in 2023, a new Housing Improvement Plan has been put in place, and the updated Housing Asset Management Strategy needs to reflect the commitments set out in the Plan for the service. The key drivers for the updated strategy are therefore:

- ensuring the Council is compliant with the regulatory requirement to bring all council homes to the Decent Homes Standard by 2028;
- delivering energy efficiency and decarbonisation measures to support of the Council's ambition for a net zero borough by 2041;
- meeting all Building Safety and Compliance regulatory requirements to ensure the safety of residents living in council homes.

The strategy 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 Corporate Delivery Plan (2022 – 2024) and the (draft) Housing Strategy. The updated strategy also reflects the current budgetary provision for stock investment as set out in the Mid Term Financial Strategy (2023 – 2028).

The Housing Asset Management Strategy is for the use of staff, residents, 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 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 Housing services. 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: Housing Asset Strategy and Programmes Team.

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1. Introduction

1.1 Aims of the Housing Asset Management Strategy

The Housing Asset Management Strategy 2023-2028 sets out a strategic framework within which 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.

In addition, following the Council's referral to the Social Housing Regulator earlier in 2023, a new Housing Improvement Plan has been put in place, and the updated Housing Asset Management Strategy needs to reflect the commitments set out in the Plan for the service.

1.2 Drivers for the Housing Asset Management Strategy

The drivers for delivery of the strategy are:

- ensuring the Council is compliant with the regulatory requirement to bring all council homes to the Decent Homes Standard by the end of 2028;
- delivering energy efficiency and decarbonisation measures to support of the Council's ambition for a net zero borough by 2041, with a target of 2035 to increase the average energy performance certificate (EPC) rating of the stock from a Band C to a Band B;
- meeting all Building Safety and Compliance regulatory requirements to ensure the safety of residents living in council homes.

1.3 Principles of the Housing Asset Management Strategy

The key principles 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 provides added social value and 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 long-term partnering contracts 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.

1.4 Key Objectives of the Housing Asset Management Strategy

The Council has agreed the following key objectives in consultation with tenants and leaseholders:

- Establish a coherent capital investment programme from April 2024 which optimises Decent Homes.
- Bring all of the Council's housing stock up to the Decent Homes Standard by March 2028.
- 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, while reducing the environmental impact as well as overheating risks; in line with the objectives set out in the Council's Housing Energy Action Plan (2023).
- Mobilise new procurement framework to include requirements for delivery of PAS 2035 and ensure programme delivers value for money.
- Deliver an efficient and effective responsive repairs and void property service which provides value for money and ensures minimal risk of resident exposure to damp and mould.
- Develop effective systems and software to support the Housing Asset Management Strategy, including performance monitoring and case management capability.
- Consult, listen to, and engage residents fully in the development and implementation of the Housing Asset Management Strategy.
- Put in place a new organisational structure within Asset Management in 2024.

1.5 Review of existing Strategy

As part of the development of future objectives for the updated Housing Asset Management Strategy, we undertook a review of the existing strategy with reference to the priorities and actions set out for the service, in the new Housing Improvement Plan adopted by the Council in April 2023. This plan was put in place in response to actions arising from the recommendations of external reviews of our housing services including those carried out by the Social Housing Regulator and the Housing Ombudsman. As a result, a wide range of improvements are being implemented over the next eighteen months alongside the strategy refresh.

Key priorities for the service, set out in the Improvement Plan, include addressing damp and mould and ensuring all council homes are safe with improved performance in respect of

building safety compliance. This includes a refocus on delivering Decent Homes, alongside building safety and energy efficiency measures to ensure compliance with the Home Standard. There are also plans to implement a new asset management system to assist with Decent Homes and compliance reporting.

1.6 Strategic Context and Links to Corporate Plans and Strategies

The strategy has been updated to reflect current Council priorities as set out in the Corporate Delivery Plan 2022 - 2024. Specifically, the strategy supports high level strategic priority outcome 1 of the Corporate Delivery Plan: 'Homes For the Future – Everyone has a home that is safe, sustainable, stable and affordable'. As such It also supports delivery of strategic objective 2 of the new draft Housing Strategy 'Improving Housing quality and resident services in the social housing sector'.

The strategy captures the key objectives of the (draft) Building Safety Strategy 2023 which are:

- To ensure the safety of residents living in Council homes
- To ensure full compliance with existing and emerging building safety legislation and regulation; and,
- To ensure residents are involved in the decisions concerning the safety (fire and structural) of their homes. (see 4.6)
- The updated strategy also sets out how we plan to improve the energy performance of Haringey's housing stock in support of the Haringey Climate Action Plan (2021) and Housing Energy Action Plan (2023). (see 4.8)

The strategy is also aligned to the Council's corporate Strategic Asset Management Property Improvement Plan SAMPIP (2023). This is a key document in supporting the Council's decision-making about investment in its land and property assets. It also provides the framework for the Council's approach to property and asset related activities and as such the Housing Asset Management Strategy supports one of its key objectives which is 'To ensure council property works for the benefit of residents and achieves value for money for the Council while supporting financial sustainability'.

2. Council Housing Assets and Stock Condition

2.1 Property Portfolio update for April 2023

Haringey Council manage a total of 20,395 dwellings, comprising 15,523 tenanted and 4,872 leasehold homes. Of the 15,523 tenanted properties: 14,197 are general needs and 1,326 are supported housing (sheltered and community good neighbour). There are 79 blocks which are 11 metres or five storeys plus. Within the general needs stock there are 154 hostel accommodation units.

Table 1: Tenanted stock by archetype as of 1 April 2023

Bungalows	227
Houses	4,740
Low Rise flats (up to 3 storey)	4,609
Medium rise flat (4 and 5 storey)	3,067
High rise flats (6 storey +)	2,763
Hostels	117
TOTAL	15,523

Table 2: Tenanted stock by bedroom size as of 1 April 2023

1 bedroom/bedsit	5582
2 bedrooms	5412
3 bedrooms	3786
4 bedrooms	615
5+ bedrooms	128
TOTAL	15,523

Table 3: Tenanted stock by age as of 1 April 2023

Pre – 1919	3045
1919 - 1944	2046
1945 - 1964	2643
Post 1964	7789
TOTAL	15,523

2.2 Supply and Demand

Approximately 25% of Haringey households live in social housing accommodation, 35% in private rented and 37% are owner occupiers. In common with other London authorities, Haringey is faced with a severe imbalance in the demand and supply of affordable housing. 2% rent as shared owners. There are 2,578 households in temporary accommodation and as of September 2023, 13,000 applicants on the Housing Register.

This is coupled with an increasingly unaffordable private sector in both the rented and owner occupier markets. In May 2023, the average house price in Haringey was £605,643. With an average borough household income of £35,769 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

The Asset Data Management Team hold the key data that enables the Council to make effective decisions about the stock. The team 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. (see section 4.1)

2.4 Stock Condition

One of the key drivers for delivering an effective Housing Asset Management Strategy is having access to robust stock condition data. The Council currently use Northgate SAM Codeman for holding stock condition survey data.

Given that the last stock condition survey (SCS) was carried out in 2015 and the increased data requirements in respect of building safety, the Council commissioned a new stock condition survey covering 100% of the housing stock which started in May 2022 and is due to complete in May 2024.

The results of the new stock condition survey will provide us with comprehensive and accurate stock condition data that will enable the Council to effectively manage its housing stock. This includes:

- 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.
- Identifying HHSRS hazards including damp and mould
- Ensuring buildings and building components are compliant with all relevant legislation and best practice
- Supporting the requirements of the new Building Safety Manager's duties

Moving forward to ensure asset data is accurate a rolling programme of Stock Condition Surveys will be established from 2025/2026 onwards. This rolling programme will survey a minimum of 10% of the housing stock each year and elements of the stock to be surveyed reviewed at the beginning of each financial year.

3. Funding the Strategy

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

The HRA Business Plan has recently been reviewed and a proposal for the draft Medium Term Financial Strategy (2024/2025-2028/29) is being presented to 5 December 2023 Cabinet. It is provisional and therefore subject to change; the final position will be taken to February 2024 Cabinet.

Table 1: HRA Draft 5 Year Capital Programme (2024/2025-2028/29)

Housing Revenue Account (HRA)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Investment & Financing	2024-25	2025-26	2026-27	2027-28	2028-29	5 Years
	£'000	£'000	£'000	£'000	£'000	£'000
Capital Investment						
Major Works (Haringey Standard)	36,437	45,676	76,682	83,000	66,635	308,430
Carbon Reduction Works (Affordable Energy)	3,503	6,893	11,500	13,533	6,757	42,186
Fire Safety Works	7,879	8,041	8,366	7,460	5,631	37,377
Broadwater Farm Works	16,213	19,713	17,575	16,975	16,974	87,450
Total Existing Stock Investment	64,032	80,323	114,123	120,968	95,997	475,443
New Homes Build Programme	101,926	115,570	107,819	94,156	78,122	497,592
New Homes Acquisitions	33,540	17,395	22,494	14,734	2,658	90,820
High Road West	2,064	19,053	36,644	36,260	11,082	105,104
Broadwater Farm New Build	21,944	56,486	58,565	25,473	5,505	167,972
TA Acquisitions	14,716	14,863	15,309	15,768	16,241	76,897
Total Capital Investment	238,222	303,689	354,954	307,358	209,606	1,413,829

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

The Council will assess viability and re-investment priorities using the Stock Viability Model which considers a range of factors including demand/desirability and projected costs. The appraisal process results in individual properties being categorised either an amber, or green re-investment status.

1. **Amber** – those properties 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. **Green** – those properties that are in high demand and that require average or below average levels of re-investment, or 'core stock.'

Where properties are categorised as amber, further investigation will be required before any major investment is considered. Decent Homes, essential health and safety works and repairs will continue to be delivered pending the outcome of options appraisal.

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.

The results from the new stock condition survey, will feed 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.

In addition, we will assess the condition, performance and opportunities associated with non-residential HRA assets. This includes assessing the potential for new supply through 'hidden homes' initiatives i.e. homes created on small infill sites such as disused garages as well as opportunities to convert/extend existing residential assets.

4.2 Decent Homes Standard

Decent Homes is a minimum standard for the Council's housing stock and the Council will consider additional investment over and above the Decent Homes Standard where this aligns with the investment priorities. When the Council applies the Decent Homes Standard it will ensure that the investment is sustainable in the long-term.

The Decent Homes Standard is a minimum standard regulatory requirement for all social housing landlords and was established to '*bring health benefits to tenants and reduce health inequalities*' (Decent Home Guidance 2006).

In order for a property to be considered a safe and decent home, it must meet the following four criteria:

- It meets the current statutory minimum standard for housing i.e., it should be free of any category 1 hazards, as measured by the HHSRS.
- It is in a reasonable state of repair.
- It has reasonably modern facilities and services.
- It provides a reasonable degree of thermal comfort.

The Decent Homes Standard defines that a home would be classified as non – decent if it lacked 3 or more of the following:

- a reasonably modern kitchen (20 years old or less);
- a kitchen with adequate space and layout;
- a reasonably modern bathroom (30 years old or less);
- an appropriately located bathroom and WC;
- adequate insulation against external noise (where external noise is a problem); and adequate size and layout of common areas for blocks of flats.

The Council is not expected to make a home decent if this is against a tenant’s wishes as work can be undertaken when the dwelling is next void. Exceptions to this are where works are required to maintain the structural integrity of the dwelling or to prevent other components within the dwelling from deteriorating, or where a category 1 hazard must receive early attention.

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

Government is currently reviewing the standard with an announcement expected later in Autumn 2023.

4.3 Investment Programme Delivery

Investment decisions and prioritisation of works will be considered within the parameters of the resources set out in the Council’s Medium Term Financial Strategy, the HRA Business Plan and the sustainability of investment in the long term. We will use the Stock Viability Model, populated by the results of stock condition surveys to assess viability and re-investment priorities. This will ensure a robust approach to investment planning. (See section 4.1)

4.3.1 Investment Priorities

The overall investment programme for works across the borough will be devised using the following criteria for prioritisation:

1. Statutory Compliance.
2. Works Identified through Health & Safety Assessments (including Fire Risk Assessments).
3. Structural Works.
4. Regulatory Compliance (e.g., Decent Homes).
5. Works that impact on high responsive repairs costs.
6. Supporting Council Priorities (including Carbon Reduction).
7. Enhancing Neighbourhoods.
8. Spend to Save Initiatives and Works that Support Community Initiatives.

To ensure that we maximise value for money, where high priority works have been identified, we will investigate the potential for integrating other, lesser priority works where appropriate, to maximise our investment.

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.

The revised programme has been devised to ensure that all homes meet the Decent Homes Standard by March 2028. Overall, 7,000 homes need to be made decent to achieve the 2028 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 2023-2028 period. 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 the Council to ensure that all homes meet the Decent Homes Standard by March 2028 while recognising that it is important to prioritise homes in the worse condition.

	2023/24	2024/25	2025/26	2026/27	2027/28
Homes made decent	1067	1000	1500	2000	1500
Properties non-decent	26%	19%	16%	8%	0%

4.4. Procurement and Social Value strategy

The proposal to move to long-term partnering contracts for the delivery of the major works capital programme, was approved by Cabinet in January 2022. The scope of works includes internal and external works including decent homes, building safety, energy improvements and other estate renewal works.

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, the Council have access to the 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. This includes delivering employment and training opportunities for residents, including apprenticeships, and for local companies to be used by our strategic partners. We will also take this opportunity for enhanced resident engagement in the procurement and delivery of the capital programme.

4.5 Compliance

The Council has developed contracts to ensure that all of its landlord obligations are fulfilled; helping to ensure the health and safety of residents, staff, and visitors. All properties that have

been subjected to the 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 are assessed when a property is void.

A set of compliance specific key performance indicators are in place which will be regularly reviewed and adapted to reflect the changing regulatory framework. We are also developing a Compliance Strategy which will set out in more detail, how we will manage and deliver statutory compliance.

The Council has 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. These are located in the Residential Safety and Compliance team which brings all compliance and Mechanical and Electrical works under one head of service.

4.6 Building Safety

A new Building Safety Strategy (draft 2023) has been developed to ensure the Council is fully compliant with the requirements of the Building Safety Act 2022, the Fire Safety Act 2021, the Social Housing Regulation Act 2023, and other legislative and regulatory changes introduced and proposed following the Grenfell tragedy in 2017.

The strategy builds on the work already undertaken as part of the Haringey Managing Building Safety Programme, which, since 2021, has been implementing measures in response to, and in preparation for, the new regulatory framework requirements.

This includes:

- Defining respective roles, responsibilities, and accountabilities.
- Establishing governance and performance management structures.
- Upskilling staff through a training and development programme to ensure they have the required competencies.
- Creating a Building Safety Resident Engagement Strategy.
- Developing data management and information systems to meet the Building Safety Act requirements for a 'golden thread' of information.
- Preparing Building Safety cases for the 44 Council owned high rise blocks currently in scope of the Act. (18m in height or 7+storeys).

The key monitoring and strategic oversight of all Building Safety and compliance activity is undertaken by the Building Safety and Compliance Board which is chaired by the Operational Director for Housing Services and Building Safety.

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, the Asset Management delivery team 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 Council publications.

4.8 Energy and Warm Homes

In early 2023, the Council approved the Housing Energy Action Plan (HEAP) with a commitment to bring all its housing stock to a retrofit average EPC (Energy Performance Certificate) rating from Band C to Band B by 2035, aligning with the Council's wider ambitions set out in the Climate Change Action Plan (2021) to make the borough net zero carbon by 2041. The HEAP will provide the framework for supporting the delivery of these objectives, with a view to pair energy efficient installs with decency works. This will ensure that good data, alongside validation exercises, will allow the Council to look 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 to also prevent overheating.

The Council is 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 our planned work programmes. We will take a 'fabric first' and whole house retrofit approach.

A fabric first / whole house approach prioritises improvements 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. The whole house approach, governed by PAS 2035:2019, allows works to be phased over multiple delivery programmes to reduce upfront costs and ensure that new technologies are considered.

For heating homes, the aim is to make heating low carbon and affordable without compromising comfort and increasing tenant fuel bills. 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,
- High performing windows and doors with low U and G values.
- Low carbon heating systems e.g., 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 Social Housing Decarbonisation Fund (SHDF).
- Investigate alternative approaches to funding and delivering large scale retrofit e.g., Energiesprong.

In addition, Haringey Council will continue to advise and support residents in ways to improve their energy use and reduce their energy bills. As such we have been in partnership with LEAP (Local Energy Advice Programme) and SHINE (Seasonal Health Intervention Network) since 2017. These project is funded by the warm home discount industry initiatives and the Mayor of London, respectively. They provide energy efficiency advice, qualified Green Doctors home visits, where a range of free energy saving measures can be installed, help residents find the cheapest energy tariff and can refer residents to a range of other local voluntary and statutory health/social services, as well as IncomeMax; a specialist benefit and debt advice organisation.

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 and a wing of another block; Stapleford, would be to demolish and rebuild with new Council housing.

The Broadwater Farm regeneration programme was subsequently established with objectives to demolish the 240 homes identified as structurally unsound in these blocks, to be replaced by 294 new council homes at council rents, and the rehousing of residents from the blocks which are subject to demolition. The demolition of the Tangmere block is currently well advanced. The demolitions of Northolt and Stapleford North will proceed when vacant possession is achieved.

The redevelopment also includes demolition of the old Moselle school adjacent to the estate and the existing Enterprise Units, shops, and Medical Centre, and reprovision of new shops, a new health centre and new Enterprise Units on the estate.

The new development will be used to improve the public realm and tackle the legacy of the original 'streets in the sky' design and enhance the ground floor experience for existing and new residents.

Alongside, the new homes, the Council is also carrying out a programme of refurbishment for the remaining blocks on the estate which will extend the life of existing buildings long into the future and provide residents with homes that are energy efficient, upgraded to a high standard and safe. Section 105 Consultation on the major refurbishment is due to start in the autumn of 2023 and the anticipated start of works date is Spring 2024.

In 2023, £87.6m was included in the Medium Term Financial Strategy to cover the cost of the demolitions, as well as for strengthening and refurbishment of the 10 retained blocks.

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, after Cabinet agreement of the Housing Improvement Plan in April 2023. The Plan sets out changes to repair priorities, improvements to repairs IT systems, an increase in staff productivity and shorter turnaround times for empty properties.

Repairs will be carried out centring the resident experience and within the timescale set for the priority of the job. The aim is to return the property component element back to a condition commensurate with its remaining life, wherever possible to complete the repair in one visit, providing a positive resident interaction leading to a satisfied resident.

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. The Council aim to minimise the amount of time that any dwelling is unoccupied and any rent loss.

4.11 Damp and Mould

Following the Housing Ombudsman's 'Spotlight on Damp and Mould' report (2021), and request for landlords to self-assess against the 26 recommendations made in the report, the Council reviewed all its processes and procedures relating to damp and mould. A new policy was put in place, approved by Cabinet in April 2023, which sets out our position to both government and our residents about our approach to tackling damp and mould. This includes the service standards our residents can expect from us; particularly in response to HHSRS severe damp and mould hazards.

The policy is structured around three clear stages to ensure that all council homes are free of damp and mould. These are as follows:

- prevention: ensuring that homes are not susceptible to conditions leading to damp and mould, for example by ensuring that they are well heated and ventilated.
- identification: ensuring that the Council, both via data analysis and stock condition surveys and by equipping officers, identifies cases of damp and mould, and that residents are able to report cases quickly, easily and confidently.
- treatment: dealing with cases of damp and mould quickly and decisively, and prioritising the most severe cases.

Key Actions taken include:

- Updating our decant policy to ensure it fully supports any decants required as a result of damp and mould.
- Setting up a dedicated phone line and email inbox.
- Providing additional training for surveyors and other staff.
- Updated our communications approach to ensure effective guidance is being provided to residents.

In order to implement the objectives of the policy we have developed a new detailed procedure which ensures staff have clear guidelines for tackling issues of damp and mould.

This is supported by a clear and auditable process for tracking instances of damp and mould through all stages from initial diagnosis, the steps we will take to address the issue, with timescales, aftercare and what communication and action residents can expect from us.

The damp and mould policy forms a subset of a wider overarching Hazard Management policy and associated Case Management System we are developing to cover all HHSRS hazards.

Although we have a targeted approach to tackling individual cases of Damp and Mould to ensure any category 1 hazards are actioned immediately, we have also created a predictive data model of the most at-risk properties, which helps us to identify stock/estates where there are likely to be high incidents of damp and mould cases, which, for category 1 cases, as a compliance failure, would also be considered, when prioritising stock investment.

Addressing issues of damp and mould, and ensuring all homes meet the Decent Homes Standard, will improve the living conditions of our residents, and is expected to have a positive impact in terms of reducing the number of associated complaints and disrepair claims.

5. Implementation

5.1 Staff Resources

The Council is reviewing its organisational structure to enable effective management of the capital programme and closer working between the various disciplines within its Property Services division. This includes clear lines of accountability between the Council and our consultancy partners.

5.2 Capital Board

This group which is chaired by the Operational Director for Housing Services and Building Safety, 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

The Council embraces the flexibility offered by digital communications (email, social media, text messaging and smart phone applications) and relies less on traditional meeting-based approaches.

Resident engagement and consultation around the Housing Asset Management Strategy and delivery of the new programme is being undertaken at two levels. The Council has established a resident task and finish group to work with at a strategic level in developing the updated Housing Asset Management Strategy and associated resident communication and 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 the Resident Voice Board and the task and finish group, to engage residents in understanding the impact of new legislation/regulation 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 Housing 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.

We are also currently working on a communications plan for the new programme which will be launched once the strategy is approved. This will be presented to the Resident Voice Board before it is finalised and implemented.

In line with the principles set out in the Social Housing (Regulation) Act 2023 and the Haringey Participation Framework we will draft standards for enhanced resident engagement, including coproduction, where possible, 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 Housing Asset Management Strategy and produces data and information for individual programmes as well as the 30-year Business Plan. The Council currently uses an integrated asset management software system – SAM Codeman. This allows us 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 around building safety and energy performance. While there are proposals for an interim compliance reporting capability 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

The Council will carry out an annual review and update of the Housing 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 Housing Asset Management Strategy and associated action plan remain current.

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

Asset management performance will be monitored using the following measures:

- Compliance with the ‘Homes Standard’
- Proportion of the stock meeting the Decent Homes Standard
- Building Safety and compliance
- 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 Placemaking and Housing 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 Assistant Director of Asset Management and the Operational Director for Housing Services and Building Safety to do this.

5.6. Risk Management

In drawing up the Housing Asset Management Strategy, we have undertaken a detailed risk analysis and considered corrective measures to minimise risk as far as is practical.

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 our ability to deliver in a timely manner, with competing priorities for the available funding. In addition, statutory obligations or building safety 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 corporate targets
- 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.