

HOUSING ANNUAL REPORT

2023 - 24

Haringey
LONDON



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FOREWORD

Our housing service is about so

much more than running our buildings well. We are about people. Decent, safe, well-run and affordable homes are the foundation upon which happy and healthy lives and communities are built.

Our council housing services also continue to play a vital role in tackling our biggest challenges - providing frontline support with the cost-of-living crisis and contributing to our net zero goals for the borough.

That's why improving the standard of our homes and housing services for our 20,000 council tenants and leaseholders remains a top priority for the council.

We began a journey of improvement when we brought our housing services back under the direct control of the council in 2022 and agreed our 180-point improvement plan in April 2023 – backed by £5million extra funding.

As this Annual Review shows, we are steadily turning things around. We've improved our safety compliance; brought more homes back to decency; and rolled out better systems, to support our staff to deliver.

Collaboration has been at the heart of this change. We continue to work closely and positively with the Housing Regulator and the

Housing Ombudsman - and importantly we are continuing to embed the voice of residents in our work.

We have recruited over 50 resident volunteers to be part of our engagement framework and involved them in reviews of key frontline services such as domestic violence policies, estate cleaning services, parking policy and repairs services. We've also rolled out a programme of estate surgeries on the back of residents' recommendations and provided them with CIH accredited training too.

I'm very grateful for residents' energy and input, am proud of everything we've achieved so far, and I'm looking forward to another exciting year as we continue to transform our housing service together.

Sarah Williams

**Cllr Sarah Williams
Cabinet Member for Housing Services,
Private Renters and Planning**

WELCOME TO OUR ANNUAL REPORT FOR 2023/24

Welcome to our Annual Review 2023/24.

Last year, we described the work we had



done to put our own house in order: understanding our weaknesses; agreeing a plan of action to address them and the governance to

support its delivery; reorganising our team and encouraging a culture of excellence.

I'm pleased to say that we have been able to build on that vital work in 2024. For example we have:

- procured improved compliance, repairs management and asset management systems that will improve the way we plan our safety checks, repairs performance and long-term investments in our stock
- updated our vulnerable residents policy (formerly identified as an area of weakness) which has been described as 'exemplary' by the Housing Ombudsman
- embedded our new resident engagement structure and taken on board the feedback we've been given about a range of vital services

- agreed a new 'urgent' repairs category to improve the responsiveness of our service and worked with residents on an updated handbook
- regularly brought our managers together to share best practice and promote a culture of excellence

We have also made preparations for the introduction of the Housing Regulator's new consumer standards in April 2024 – and a formal inspection which will likely follow in the next two years. As well as rolling out our Housing Improvement Plan, which aligns with these standards, we have also run a fresh survey of tenant satisfaction. This will provide us with a baseline of evidence to monitor against. We are also preparing for a mock inspection to help us achieve the best possible rating.

We know that we still have more to do and challenges ahead to deliver the service our residents deserve. Our journey continues – and we need to keep up the pace. Please read on to find out more about the changes we've delivered along the way and our priorities for the future.

Jahedur Rahman

Jahedur Rahman
Operational Director, Housing Service and Building Safety

HOUSING IN NUMBERS

98.2%
(11,027)



of emergency and out of hours repairs completed within timescale



90%
(34,273)

of all repairs first time fixed (not including programmed works)

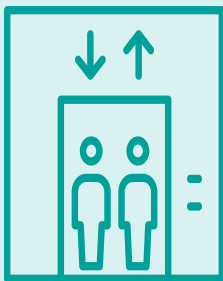


99.94%
(1,617)

of fire risk assessments completed in time

100%
(148)

of passenger lift inspections completed in time



260



residents attended our estate drop-in sessions



First retrofit programme launched on Coldfall estate

50



volunteers recruited to join our resident engagement groups

66%



of the 2,062 respondents who took part in our satisfaction survey are satisfied that the council keeps them informed about things that matter to them

814



people supported by our financial inclusion team



700

CCTV cameras installed

78%



of homes made decent

£13,600



grant funding secured for Resident Associations

SAFE AND GOOD QUALITY HOMES

Every resident deserves a safe, warm and decent home to live in. This year we've continued to improve our health and safety monitoring systems to help us improve the management of our homes and efficiency of our services.

SAFETY

Fire and electrical safety compliance were flagged as requiring urgent improvement by the Housing Regulator following their assessment in 2022.

We are pleased that by December 2023, **94.4%** of our homes had electrical installation condition reports and in 23-24 we carried out:

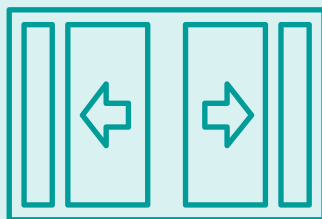
1,617

fire risk assessments



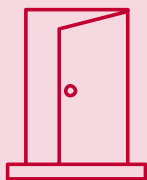
3,000

communal door checks every 3 months



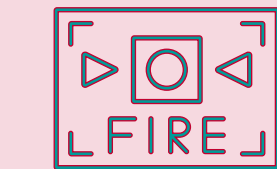
6,000

flat door inspections



3,394

electrical safety inspections



22,673

fire risk actions (completing **5607** out of the **8,378** that we reported to Regulator).



INTRODUCING OUR NEW BUILDING SAFETY MANAGERS

In 2023 we set up a new, dedicated team of four safety managers to focus on the safety of all our high-rise buildings. They are each responsible for a cluster of blocks in a particular area and carry out regular inspections as well as engaging with residents to reduce structural and fire risks.



“

Day to day, you'll see us walking around checking shared areas for faulty equipment, any damage or health and safety risks. We will also monitor all planned repairs and work with other teams to ensure safety concerns are dealt with effectively and quickly.

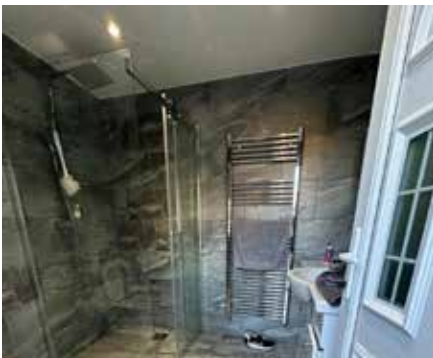
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MAJOR WORKS

Our Major Works team are responsible for our cyclical maintenance programme and long-term management of our stock to ensure our homes meet the needs of our tenants.

In 2023/24 they:

- made **1,620 homes decent** (exceeding the target of 1,000 agreed with the Regulator for Social Housing RSH)
- agreed a Housing Asset Management Strategy 2023-2028. This was approved by Cabinet in December 2023 and will guide **£853,393,000** investment in our homes
- **surveyed 68% of all homes** as part of our Stock Condition Survey (which began in May 2021). A new process has also been agreed for dealing with serious damp and mould issues identified during stock surveys
- **renewed 109 kitchens** and **107 bathrooms**



MAJOR PROJECTS

The team have also progressed a number of major improvement works:

NOEL PARK

74 prefabricated rear addition bathroom 'pods' on the Noel Park estate were replaced with new modular bathroom extensions in 2023/24



A crane lifting a bathroom pod

KENNETH ROBBINS AND STELLAR HOUSE

The first phase of works involving asbestos removal and the refurbishment of the Eric Allin Community Centre were completed and the procurement of contractors for the next phase began.



BROADWATER FARM MAJOR WORKS

We renovated **80 bathrooms** and **44 kitchens** on Broadwater Farm.

"My favourite space is the kitchen. It feels more spacious now"

Stella, a tenant of 20 years



COLDFALL RETROFIT PROGRAMME

This is the council's first ever retrofit project aimed at improving the energy efficiency of homes on the estate with an energy rating below 'C'. A **£1.7m grant** was secured through the Social Housing Decarbonisation Fund Wave/2.2. Doorknocking and events were held to engage residents and 209 retrofit assessments completed.



Scan the QR code to find out more about the Coldfall estate retrofit programme





IMPROVING OUR REPAIRS SERVICE

Improving our responsive repairs service remains a priority but we have taken some important steps forward this year including:

AGREEING A NEW 'URGENT' REPAIRS CATEGORY

For repairs that don't require an emergency response (ie a fix within 24 hours) but that have a significant impact on residents' quality of life or could cause damage if left. They will be fixed in seven days.

INTRODUCING THE 'INSIGHT' REPAIRS MANAGEMENT SYSTEM

This collects data from our repair team's mobile devices and enables our leaders to spot trends and potential pain points, to ensure that staff have the tools to perform tasks safely and effectively.



REVAMPING OUR REPAIRS HANDBOOK AND WEBPAGES

(including a new 'easyread' version for residents with learning disabilities). This explains our service standards, timescales and responsibilities and was developed with input from our resident Repairs Improvement Group.



PROMOTING DAMP AND MOULD PREVENTION

Our dedicated team continue to tackle damp and mould problems. To help with prevention we have also produced an information pack for residents, staff and health stakeholders that explains the causes of damp and mould and signposts to support.



MANAGING DISREPAIR CASES MORE EFFECTIVELY

We have set up a team of caseworkers and surveyors to tackle a backlog of active legal claims for disrepair against the council by tenants and leaseholders. They have put in place new management and reporting processes and contractors. As a result, 441 cases have been closed since November 2023 (361 of them in this financial year) and the number of new claims is reducing too.

NEXT STEPS

- Roll out the new 'urgent' repairs category
- Continue with the Stock Survey until May 24
- Roll out plan to achieve 100% compliance with the decent homes standard by 2028
- Roll out four new, 10-year partnering contracts to provide the capacity to deliver our decent homes and major works commitments

PERFORMANCE FIGURES 2023-2024 YEAR-END FIGURE

99.6% of homes for which all required gas safety checks have been carried out.

99.9% of homes for which all required fire risk assessments have been carried out

100% of homes for which all required asbestos management surveys or re-inspections have been carried out

99.7% of homes for which all required legionella risk assessments have been carried out

100% of homes for which all required communal passenger lift safety checks have been carried out

MANAGING OUR TENANCIES WELL



Our tenancy management team administer our lettings process from allocation onwards, ensuring residents have suitable accommodation for their needs, supporting them to maintain their tenancies or to move if their circumstances change and often providing the link to a range of services.

RESIDENT SURGERIES



We're keen to make our services as accessible as possible. One of the ways we do this is by holding weekly drop-in surgeries at Wood Green Library and at the Northumberland Park Resource Centre.

We have also acted on the recommendation of our Resident Voice Board by setting up monthly surgeries that take our services out to residents. They are open to all tenants and leaseholders, are held at community venues close to or on estates and provide a 'one stop shop' opportunity for residents to discuss finance, estate maintenance, ASB, repairs, and other services.

Hear more by watching our video
<https://youtu.be/YoqPnNn88c8>



REVIEWING OUR APPROACH WITH OUR RESIDENTS

We've reviewed a number of policies and procedures with residents.

VULNERABLE RESIDENTS POLICY

One of the most important for us to get right was our vulnerability policy which was identified as a weakness by the Regulator. We consulted our Resident Voice Board who flagged the need for stronger identification mechanisms and earlier interventions. Our new policy sets out:

- how we define vulnerability and identify vulnerable residents
- communication needs and other risks
- how we record and review residents' vulnerability and share data appropriately with external partners
- how we meet the needs of specific groups of people including those with special needs, young care leavers; and those in danger of self-neglect and cuckooing

You can read the full policy at this QR code



SUPPORT WITH THE COST OF LIVING

Our Financial Inclusion Team have continued to provide vital frontline support to tenants and leaseholders struggling with the cost-of-living crisis. Their role is to assist tenants with managing their money - including advice on benefits, budget management and signposting to other support- to ensure they can continue to pay their rent that in turn funds our services. Supporting people migrating to Universal Credit has been a key challenge this year. However in 2023/24 the team

- collected **£5.4m** in rent
- verified **3,560** universal credit increases
- dealt with **1,422** referrals
- supported **814 people** through outreach activities
- supported **53 households** with downsizing queries

CASE STUDY

We helped a tenant with a ten-year old disabled child clear over £5,000 rent arrears by helping them secure over 13 months-worth of backdated housing benefit

In another case, where a couple with a joint tenancy had split up we were able to support the remaining person to secure support from the DWP and clear nearly £4,000 rent arrears



NEXT STEPS

Haringey is proud to be delivering one of London's largest new build housing programmes. Over the next year as developments complete, we will be welcoming new tenants and providing support to ensure they settle in comfortably – and fully engage with our services.

PERFORMANCE FIGURES

Indicator	2023/24 TARGET performance	2023/24 ACTUAL performance at end of year
% of rent and service charges collected (including arrears and excluding water rates) (GN & SH only)	97.0 % TARGET performance	97.8% ACTUAL performance
% of day-to-day Leasehold service charges collected	95.0% TARGET performance	123.3% ACTUAL performance (this figure includes collection of arrears from previous years)

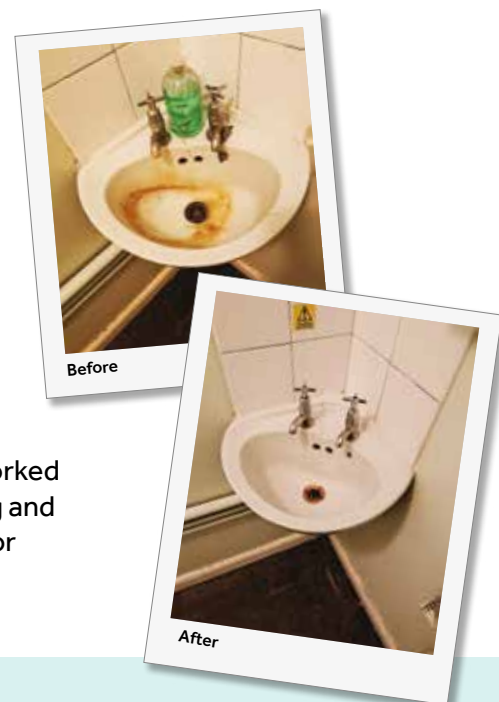
Both rent and service charge collection were above target levels in 2023/24 and continue to be above target in the first two quarters of 2024/25.

SUPPORTING OUR NEIGHBOURHOODS AND COMMUNITIES

As well as providing good quality homes, we want to provide safe, healthy and thriving communities.

ESTATES IMPROVEMENTS

Our estates and neighbourhood management team looks after communal areas and shared spaces on estates, runs our concierge service and estate parking. We carry out estate walkabouts to identify problems and worked with residents to review estate cleaning and launched a deep cleaning programme for communal areas.



SAFER COMMUNITIES

TACKLING ASB

Ensuring our residents are – and feel – safe is a top priority. We have invested £150k in the last financial year on CCTV and have more than 700 cameras around our estates. This enabled us to identify nearly 1,200 incidents of criminal or anti-social behaviour last year, including fly-tipping, and to take effective action against the perpetrators who have been issued with a Fixed Penalty Notice or even prosecuted.

PLEVNA CRESCENT

We worked closely with our residents at Plevna Crescent and Ermine Road following the development of new supported homes close by at Olive Morris Court. There were issues with shared spaces, fears



about ASB as well as concerns that support needs were not being met. By working together with partners (including the Police and our waste contractor Veolia) and resident representatives from across the community we have been able to reduce ASB; improve the local children's play area and general tidiness of the area; improve support for Olive Morris Court residents and build positive relationships across the community.

NORTHUMBERLAND PARK

Since its establishment in 2022, the Northumberland Park Engagement Team has made substantial progress in improving

estate management, resident empowerment, and community safety. Activities have included estate walkabouts with partners to improve understanding and address community issues; support with resolving repairs; targeted action to tackle ASB; support for local resident associations; improvements to play areas and improved access to services through estate surgeries.

PROMOTING HEALTH AND WELLBEING

We also work in partnership with council colleagues and partners to provide a range of positive activities on our estates to promote health, wellbeing and skills and to bring people together. For example:

'MAKE AND CREATE CLUB: TOTTENHAM

Our supported housing team provide a range of creative activities for older and disabled residents – which are also open to other over-50s in the area – such as our 'make and create club' at Campbell Court, Tottenham, run by community arts project El Warcha'.



"We are all about making things and shared spaces – we show people they have skills and value and it helps their confidence grow"

The group, has turned its hand to everything from fashion shows to banners and some of their work was exhibited at the 'Makerversity' show in London's prestigious Somerset House gallery.

BROADWATER FARM ACTIVITIES PROGRAMME

Promoting a sense of local pride and supporting our community is central to our ambitious regeneration programme at Broadwater Farm and we run a lively programme of activities.



One of our more logistically challenging projects is the removal of the iconic 'Equality Harmony' mosaic from the side of Tangmere House – a block which is due to be demolished and redeveloped. The mosaic, which was created by former resident Gülsün Erbil in 1986, is a symbol for the community. Specialist conservators are going to create a temporary structure to store and refurbish it until the new build work takes place so that it can be restored and continue to provide a focal point for the community to enjoy!



DEBDEN COMMUNITY GARDEN

Back in December 2023, local families and children came together to build the garden, and were trained up in soil health, crop rotation and management of raised beds.



"Through engaging in community gardening I have the opportunity to learn new skills with my family and neighbours and share the knowledge with my friends and others"

Thanks to the green fingers of the enthusiastic residents that tend it, the garden has won awards at the Tottenham Flower and Produce Show as well as in Haringey In Bloom.

NEXT STEPS

We are working towards Domestic Abuse Housing Alliance (DAHA) accreditation

We'll be investing an additional £200K in CCTV

We'll be rolling out a borough-wide consultation to introduce more effective parking controls on our estates

PERFORMANCE FIGURES

92.6% of estates grades at Excellent or Pass by Estate Services Team Leaders Overall Grade

97.6% of estates grades at Excellent or Pass by Estate Services Team Leaders Internal areas

87.8% of estates grades at Excellent or Pass by Estate Services Team Leaders Grounds Maintenance

TRANSPARENCY AND ACCOUNTABILITY

INCREASING RESIDENT INVOLVEMENT IN OUR SERVICES

This year has seen us increase resident involvement across our services. Having fully recruited to our new Resident Engagement Framework, we have scrutinised and reviewed a range of core services and policies. We have also attracted more funding for resident groups and activities, and delivered a successful training programme for our resident volunteers and seen a marked increase in tenant satisfaction with engagement

In line with our objectives we have:

- **given residents more influence over our services:** we have recruited over 50 volunteers to be part of our Resident Voice Board and focused Continuous Improvement Groups to help give us feedback on a range of services. We have also brought our Resident Associations into a network to provide mutual support and have ensured there is readacross to the Resident Voice Board
- **developed a Training Academy for residents:** we've delivered 22 half day courses providing a mix of accredited and developmental training to enable our residents to become more effective critical friends



residents completed training



volunteers recruited

18% IMPROVEMENT



in tenant satisfaction with comms and engagement (up to 66%)

15 estate drop-in sessions delivered



442

people helped through our Foodbox project

1350



volunteer hours secured

- **evolved the scrutiny of our services:** delivering our first resident-led review of estate cleaning
- **improved our community facilities:** alongside our Resident Associations in Commerce Road, Milton Road, Circular Road and Imperial Wharf we've improved our community centres and established a programme of regular activities, including our estate surgeries
- **reviewed our team structure:** an interim structure has been in place since July 23 to help us to better support resident involvement
- **made better use of data to tailor services:** most notably we've improved the quality and frequency of our safety inspections

WORKING WITH THE HOUSING REGULATOR AND HOUSING OMBUDSMAN

Establishing a transparent and productive relationship with our stakeholders has also been important for us as we improve our services:

“

From the outset we've had a good working relationship ... we've met every month since May and have had many positive and open discussions ... It is clear to us that your team have a clear understanding of issues – and we've noted a significant improvement in performance ... we will continue to meet with you monthly and make recommendations.

Housing Regulator, February 2024

”

OUTPUTS

We are particularly proud of our positive collaboration with the Resident Voice Board which has worked closely with us to review and improve the following:

- **recommissioning of services** to support women and girls facing violence
- our **rent arrears approach** including recovery from former tenants
- our estates and neighbourhoods strategy, aimed at **improving the cleanliness, safety and overall maintenance** of communal spaces
- our **support for vulnerable residents**, including those with physical or mental health challenges
- our **safeguarding policy** that protects those at risk of abuse or neglect
- our **estate parking policy** which is set to improve parking controls
- our **anti-social behaviour policy**
- the **transparency** of our housing decisions
- our **income collection process**, to improve our empathy towards residents in financial difficulty
- our approach to **tenancy management**, including length of tenure, support with maintaining properties, abandonment, and care leavers
- our **'key performance indicators'** that measure success

“

We've had a lot of training, so we're learning things about social housing, both legally and socially. We've had a tour around all the estates, and I had no idea they varied so much, both in location and in terms of types of property.

”



“

As an ordinary citizen, I didn't really realise how much the council had to deal with ... It's really interesting, looking at the whole system and how we can effect change bit by bit by looking at each different challenge. We can provide our point of view and can help shape the council's policies and strategies going forward, so it's very exciting.

”



NEXT STEPS

We intend to continue in this spirit and will be factoring in the feedback we've received as we embed the introduction of new consumer standards – and prepare for inspection by the Regulator of Social Housing in coming months.

COMPLAINTS PERFORMANCE

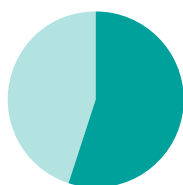
STAGE 1 COMPLAINTS IN 2023-24

	Received	Answered	On time	% on time
Property services	1474	1224	655	54%
Housing management	493	427	253	59%

STAGE 2 ESCALATIONS: 2023-24

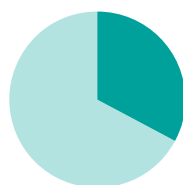
Stage two complaint decisions made in the period (NB includes a small number of cases carried over from 2022/23)

	No of cases	% of total
Upheld	198	70%
Partly upheld	19	7%
Not upheld	43	15%
Review only	8	2.80%
Unable to reach a decision	2	0.80%
Withdrawn	1	0.40%
Other	11	4%
Total	282	100%



55%

Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.

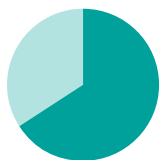


33%

Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.

TENANT SATISFACTION SCORES

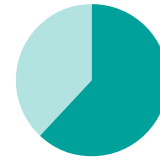
AREAS WHERE WE IMPROVED



66%
satisfied that the council keeps me informed about things that matter **up by 18%**



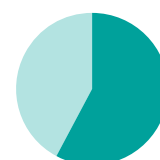
60%
satisfied Haringey Council makes a positive contribution to my neighbourhood **up by 18%**



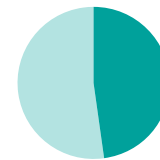
62%
agree Haringey Council treats me fairly and with respect **up by 14%**



55%
satisfied with the council's approach to handling ASB **up by 12%**



58%
satisfied that Haringey Council provides a home that is safe **up by 9%**



44%
satisfied that the council listens to my views and acts up on them **up by 7%**

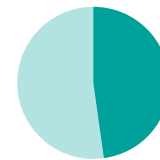
AREAS WHERE WE SCORED AROUND THE SAME AS LAST YEAR



56%
satisfied Haringey Council keeps communal areas clean and well maintained **up by 2%**



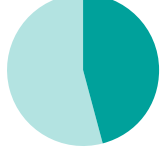
50%
satisfaction with over all repairs **down by 1%**



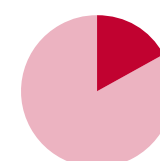
48%
satisfied Haringey Council provides a home that is well maintained **up by 3%**



47%
of council tenants satisfied with the overall service they receive **up by 2%**



46%
satisfaction with the time taken to complete the most recent repair **up by 1%**



17%
satisfied with complaint handling **down by 2%**



NEXT STEPS

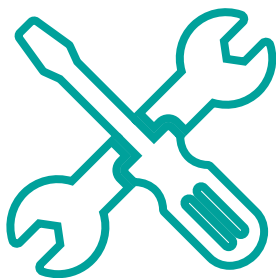
Improving customer satisfaction

We are working to improve overall customer satisfaction by addressing the lowest scoring measures that cause the most concern to residents.

We are developing an action plan to address the key challenges identified in our satisfaction survey and we will engage with residents on the Residents Voice Board to get their feedback and service improvement suggestions relating to the results.

Some of the work we are already undertaking to address some of the areas of lower satisfaction includes:

- working to procure additional contractors to work alongside our repairs service in 2024/25 to improve response times and satisfaction so we can meet the standards set out in our new repairs policy
- investing in the integration of a newly developed case management system with other council systems to ensure damp and mould in homes is tackled more effectively across several council services who have a role to play in responding
- improving our complaint handling and resolution process. Our complaints team have updated their complaints and compensation policies to ensure they align with Housing Ombudsman guidance and are aiming to bring in a new complaints case management system to coordinate responses more effectively in 2024/25
- developing a household data collection strategy to improve our analysis of the causes of dissatisfaction and target our services in a more effective way



HOW WE SPENT YOUR MONEY

We spend all of your rent and service charge on housing services. The chart below gives a breakdown of how we spent each pound we received.

Repairs and maintenance

28p

Supervision and management
(including special services)

37p

HOW WE SPENT
EACH POUND
WE RECEIVED

£

Investment in properties

31p

Rent, rates, taxes and
other charges

4p

USEFUL CONTACTS

HOUSING SERVICES



www.haringey.gov.uk/housing

CUSTOMER SERVICES



020 8489 1000

from 9am to 5pm Monday, Tuesday, Thursday and Friday, and 10am to 5pm Wednesday, excluding bank holidays when an emergency service only will be operating.

REPAIRS



www.haringey.gov.uk/housing/reportrequest-repair



020 8489 5611

Monday to Friday, 8am to 6pm, excluding on bank holidays when an emergency service only will be operating.

PAY YOUR RENT ONLINE



www.haringey.gov.uk/housing-rent

ANTISOCIAL BEHAVIOUR TEAM



020 8489 1000



ASB.Enforcement@haringey.gov.uk

TENANCY MANAGEMENT



Tenancymanagement@Haringey.gov.uk

ESTATE PARKING



www.haringey.gov.uk/estate-parking

COMPLAINTS



www.haringey.gov.uk/make-complaint

MAJOR WORKS BILLS



LeaseholdCapitalWorks@Haringey.gov.uk

SERVICE CHARGES FOR LEASEHOLDERS



www.haringey.gov.uk/service-charges



service.charges@haringey.gov.uk