



Homes for Haringey

Annual Report 2021



Together we make a difference

Introduction from the Chair

I took over the position of Chair of the Homes for Haringey board in May 2021. My role as a transitional chair is to support the organisation through a period of change, not only after it adapts to the pandemic but also to support the Council with a review of how housing management and homelessness services are provided in the borough in future.

Although, I have not been at Homes for Haringey long, it was obvious that this is an organisation focused firmly on the future. It knows that it must change its ways of working to adapt to a changing environment and continue to thrive. This can be seen in its refreshed vision and values introduced following extensive consultation. It is fitting that this came at a time of such great change in the external world. The new vision and values are a powerful driver for its transformation journey and are an area of focus during 2020-21.

Whilst the way Homes for Haringey delivers services may have changed, the principles behind the organisation have not and at no time more than during the pandemic has it become obvious how important our homes are and the effect that our surroundings can have on our mental and physical wellbeing. I'm pleased that Homes for Haringey has made great progress in several areas.



Together we make a difference





Homes for Haringey

Homes for Haringey has also started to implement the recommendations of the Government's Charter for Social Housing Residents, which puts tenant engagement and listening to residents' concerns at the forefront of good housing management. These recommendations follow the findings of the Grenfell enquiry, where tenants had raised health and safety concerns prior to the fire with no action being taken. As part of its commitment to honouring these findings, the way that our complaints and feedback are managed has changed, we share learnings from our mistakes, and it is easier for customers to report service failures via our website, email, and the contact centre.

Whilst the Council may be reviewing its housing management function, the fundamentals for Homes for Haringey residents will not change, no matter that outcome. Residents' needs will remain a priority.

The Board is keen that the transformation drive to improve services continues, particularly as we return to more normal working post Covid. The key areas of our focus in 2021/22 will be:

- Building safety management
- Customer experience
- Safeguarding vulnerable residents

Together we make a difference



Customers First



Great People



Quality Homes & Neighbourhoods



Individual & Community Wellbeing



Well Run Organisation

Managing Director Introduction

Our annual report 2020/21 covers the period when the Coronavirus spread across the world. The later restrictions and lockdowns forced our residents to adapt to new ways of living and depend on new services to support them. Homes for Haringey and its workforce had to adapt incredibly quickly to supply service for our tens of thousands of residents and manage our 23,000 homes.

2020/21 was also the year that Homes for Haringey took time to plan improvements with our key stakeholders: residents, staff, Haringey Council, and other delivery partners. Together we were able to reflect on what was important for the organisation to be successful, based on a refreshed vision and values that are more relevant and fit for the future. More detail of this is set out in this annual report.

Although 2020/21 was a difficult year we can reflect on all that happened, acknowledge the achievements that we made, and the obstacles that we overcame. At the time, our focus was on continuing to support our residents in a way that kept us all safe, but we can now see what we have learned and how that will enable us to build stronger housing services in the future.



I want to thank all our residents for being so understanding while we adapted to new ways of delivering services. I also want to thank our staff who continued to work throughout the year, despite the demands of home-schooling or living alone and working in isolation.

Our highlights include achieving the Domestic Abuse Housing Alliance accreditation for the support that we give to victims of domestic abuse. It is good to be one of the sector leaders at a time when incidents of domestic abuse rose swiftly under lockdown – and the consequences were so much more frightening.

Another highlight was the speed at which our workforce adapted to working remotely. By April 2020, all our office-based colleagues were able to work remotely from home. Financial inclusion, leaseholder services, tenancy management and other staff were all able to keep continuity of service. Housing Demand staff were able to introduce new systems for assessing applicants presenting as homeless and supplying resources online.

Estate Services Operatives continued to work on site throughout the pandemic and lockdowns, ensuring that rubbish was cleared, and communal areas were kept clean. Our repairs service ensured that emergency repairs went ahead and worked on getting our empty properties back into use. Other repairs operatives were also redeployed to help deliver much needed food parcels around the borough to those most in need.

I hope that you can take time to read about some of the great work that was done over the past year and the practical ways in which we delivered on our renewed vision.



Putting Customers First

Developing a vision for the future

Homes for Haringey is changing the way it works to become more customer focused and deliver better services. Part of our transformation programme is about building on the changes that were developed during Covid to help us be more responsive and adapting quicker to deliver the best service possible.

Feedback we have received both from residents, service users, and colleagues, is that we could be working in a much better way. Customer satisfaction is low when we compare ourselves to other social housing providers and we know that to deliver better services we need to start by understanding what we need to improve on. The transformation programme's intention is to change our ways of working, which will lead to better processes, and improved satisfaction and service delivery for all of you, our customers.

As we go through the programme in the next 12-18 months you will start to see a difference in service levels, receive a better experience when you contact us and quicker responses to your queries. You will also have a clear understanding of what you can expect from Homes for Haringey and know what to do if things go wrong. We will make it easier for you to access resources; from knowing how best to pay your rent, request a repair, to reporting Domestic Violence, we will ensure these resources are easy to find and accessible. We will be looking to work with you in how we can improve and understand some of the current issues further so you can help us shape our service.

For us it is vital that we hear your suggestions throughout the process. We are very conscious that we can do a lot of things behind the scenes, however, it is important that whatever changes we are making really address the issues you experience every day.

Resident feedback has already helped shape our goals and what we call our "Winning Hands".

- You mentioned the word "care" could be confusing and seemed slightly paternalistic. The real focus should be on "doing the best for customers" so we changed our focus on putting you first.
- There was an emphasis on wanting us to make it more explicit that we will hear your feedback and that it will influence what we do so we've added that into the customer first detail.
- We also added "individual" to the Community Wellbeing winning hand to show that we also look to empower individuals in becoming more independent.
- We will work with you to improve and understand some of the current issues further so that you can continue to help us shape our service.



Over 300 residents took part in online discussion contributing to the changes to our vision for Homes for Haringey. This feedback was important in making sure that our vision was meaningful to residents, customers and staff. 



Quality Homes and Neighbourhoods

Haringey Repairs Service

An emergency service was provided by mechanical and electrical engineering contractors throughout 2020/21 meaning we were able to continue our gas servicing programme to keep residents safe in their homes.

Due to Covid restrictions our in-house repairs service was only able to carry out emergency repair work. We still carried out around 40 emergency repairs each day and made around 40 properties in disrepair safe. Many of our repair operatives who could not carry out their usual work used Homes for Haringey's vans to deliver food parcels to those in need in the borough and helped at distribution centres. On average we delivered over 130 meals to homeless people placed into emergency accommodation each day.



We still carried out around 40 emergency repairs each day and made around 40 properties in disrepair safe.

Asset Management and Major Works

- Completed the procurement of Noel Park replacement kitchen and bathroom pods for 47 homes along Farrant Avenue, Moselle Avenue and Morley Avenue.
- Secured finance for Energiesprong project, retrofitting homes to improve their energy efficiency and generate lower utility bills. Preparatory works to start on around 50 homes in September 2021 and a further 500+ properties have been found for the next phase.
- Turner Avenue and Imperial Avenue External Estates improvements started on site in early Spring 2021.
- We refurbished over 100 properties for Haringey Community Benefit Society, ensuring all were compliant and ready to house families and individuals from temporary accommodation.

The project involved working closely with Housing Management, Haringey Community Benefit Society, Haringey Repairs Service and external contractors.

We also successfully managed to cut the turnaround time down from four months to three months during the lockdown period meaning that more people could move into their new homes sooner..

- In close consultation with the travelling community, we completed the refurbishment of the communal washroom and kitchen facilities at Welman Road & Clyde Road Travellers Sites.
- Due to Covid restrictions, the asset management team designed and held a series of on-line residents' consultation and engagement meetings. The meetings were well attended and received positive feedback.

Improving our neighbourhoods

It has been a challenging year and the Neighbourhood Improvement Team have adapted to working from home, whilst keeping a presence in the community and continuing to deliver resident-led estate improvements.



55
car parks and foot paths were resurfaced



Installed inhibitors that stop mopeds/motorbikes entering communal areas of the estates



Security gates and a roof access were installed on an estate in line with the police recommendations to stop ASB (Anti-Social Behaviour)



We arranged clearances of bulk items in the alleyways of **15** Homes for Haringey managed locations



New signage was introduced at nine of our sites



We installed three cycle racks and storage at an estate



We arranged waste collections to our estates due to an increase in fly-tipping



Residents and staff volunteered to deliver food parcels to our residents and worked in a Covid hub to help collect COVID 19 tests when the South African variant was discovered in Tottenham



We have also carried out over 100 minor improvements across our estates, following feedback from our annual estate inspections.



Maintaining standards on our Estates

We changed how we check and grade our performance on our estates. We introduced a new grading app and procedure. The new app allows officers monitoring standards to include photographs and produce individual reports for each inspection. The app also allows for issues to be sent over to our contractors in real time, speeding up dealing with any repairs.

The new approach showed a decline in the overall standards on our estates, which we are now tackling. It also highlighted the poorest performing estates.

Intensive Cleaning Programme

We introduced a 12-month, deep cleaning programme to raise standards on our poorest estates. This included carrying out minor painting work, jet washing entrances litter picking and clearance of dumped rubbish. The team received written and verbal praise from our residents. We have deep cleaned 56 blocks and 27 general needs and supported housing blocks. The team have undertaken weekly cleaning of temporary accommodation blocks in Barnet and Southgate. They also supported estate services with staff cover during staff shortages in the estate services teams due to the pandemic.

Estate Improvements

We have also carried out over 100 minor improvements across our estates, following feedback from our annual estate inspections. These range from upgrading play areas, redesigning bin chambers through to introducing more security measures and remotely watched CCTV to combat anti-social behaviour. Included in this are 26

estates that had lighting upgraded or new installations of LED lights and 90 footways and roadways improved across our estates.

Throughout the pandemic, our estates officers continued to supply essential services while increasing their focus on sanitising high touch surfaces, such as door handles and lifts. They also used spray sanitiser on play areas twice a week, so they remained safe for younger residents to enjoy.

Parking Enforcement

Our Parking and Projects Team are working towards implementing a new parking enforcement system following feedback from residents that our current system was no longer fit for purpose. The new system gained Council approval in December and our team are now working towards piloting traffic management orders on six estates across the borough before a full roll out.

Managing Antisocial Behaviour

We extended our '**Estates Watch**' CCTV scheme across more areas of the borough capturing over 2,500 instances of crime and anti-social behaviour.

In addition to this, our Estates Watch and the Neighbourhood Improvement Teams, using feedback from residents, introduced a further 15 standalone sites.

Most crime and ASB captured relates to Class A and Class B drug use. However, several serious crimes have been captured leading to arrests for murder, attempted murder, kidnapping and sexual assaults.

Affordable Homes

Homes for Haringey has been helping the Council to find and buy new homes for several years. This programme is focused on buying homes that people already live in rather than building new homes.

In 2020/21 56 properties were bought for the Council including:

Bedroom No.	1 bedroom	2 bedrooms	3 bedrooms	4 bedrooms	Total
Number of homes	10	28	17	1	56

The aim of the programme is to buy homes that can be used to house homeless families currently in temporary accommodation. These properties are leased to an independent social housing provider – Haringey Community Benefit Society (HCBS) for seven years. The HCBS is run by Homes for Haringey who manage the properties, tenancies and any repairs. The Council is then able to nominate suitable homeless households on its waiting lists to these properties. Rents are set at an affordable rent level and households are given a two-year contract, which can be renewed. This provides homeless families with quality, affordable and settled accommodation in Haringey and neighbouring boroughs.

Building Safety

Homes for Haringey has created a building safety and compliance team that will ensure all buildings meet national standards.

- We have completed our communal Electrical Inspection programme and are on target with our domestic Electrical Inspection Programme.
- All communal areas have been inspected for asbestos. If we have found asbestos and not removed it for safety reasons, we are regularly re-inspecting it and will take all necessary steps should its risk change.
- Following a dip in performance resulting from a change in contractors in 2020, we have a small number of outstanding gas inspections and are making every effort to gain access and achieve our 100% compliance target.
- We have reviewed and updated all our Fire Risk Assessments and have set up a dedicated team to manage the implementation of recommendations arising out of those assessments.
- We are proactively engaging with tenants in our high-rise buildings to check their window restrictors and locks.



In 2020/21

56

properties were bought
for the Council

- All our passenger lifts are regularly inspected following the relevant guidance and regulations.
- We have inspected and put in place water safety regimes for communal tanks in all areas where we are able to gain access.
- We have embarked on a window safety programme. We are making sure that people, especially children in high-rise buildings can be safe.
- We are also working with residents to make sure communal areas are clean and free of any hazards that can cause fire or accidents.

We undertake to monitor our operations so that residents feel safe. After the Grenfell tragedy, many lessons have been learnt, and as a sector, we must make sure nothing like this happens again. We are improving how we engage with residents and listen to their views,

Scott Kay, Director of Building Safety



Individual and Community Wellbeing

Following COVID19, there is evidence that those in social housing are more likely to be making Universal Credit claims. Homes for Haringey has seen a 300% increase to Universal Credit claims and has been working to offer more support in those who have found themselves on Universal Credit, been on furlough or made redundant.

FoodBox

- Our 'FoodBox' food parcel and support service for residents grew in coverage, attracting £60,000 in donations and supporting over 1,000 adults and 400 children with essential food during a difficult year.
- Cooked meals and groceries to the value of £26,000 were given to residents who were shielding, on low incomes, experiencing financial hardship or self-isolating.
- FoodBox volunteers included administrators, storeroom stockists, packers and delivery drivers. They contributed 720 hours of service.
- As well as working with colleagues from the community FoodBox we worked with Oldalone UK in developing a community FoodBox hub at Sophia House. This was a signposting and food parcel service for the Latino and Portuguese community based in Tottenham. Collaborating with local shops and Tesco, we made fortnightly deliveries of food and provisions. Following the end of restrictions this will become a regular social group at Sophia Hub which will be a space for local people to come together

and enjoy face to face activities as well as culturally specific support and engagement opportunities.

Wellbeing Boxes

Working with our partners from Groundworks we have delivered over 200 wellbeing boxes to our residents. These boxes had hand creams, toiletries, games and cards with the aim of giving something back to our most vulnerable and socially isolated residents. All items within the parcels were handmade and sourced from local small business and volunteers.

We have also been supporting our residents to access online exercise classes via ZOOM which were run by Groundworks. We provided individuals with a digital device as well as co-produced a monthly health and wellbeing newsletter which was sent to all residents.

Follow your art

We worked with two local art teachers to supply activities and projects for our socially isolated and shielding residents. Follow Your Art delivered weekly art packs to residents, filled with ideas and activities to keep people active and stimulated whilst at home. The work produced by residents has been shared on social media as well as a website created to display the artwork. When restrictions allow, we will be touring with an exhibition around our schemes and holding face to face creative arts workshops.



Feeling good

Working with Jacksons Lane residents, we created a telephone befriending service. The aim of this project is to create meaningful relationships between socially isolated residents and befrienders. The telephone relationships will be developed with a view to these being face to face when restrictions allow and bringing the friendships together to create a network. These friendships have supported vulnerable and socially isolated residents to feel connected during the pandemic. To date over 200 connections have been made with our residents and volunteer befrienders.

Over Christmas, we worked with Jacksons Lane and Deliveroo to deliver over 250 hot Christmas dinners to vulnerable residents who were unable to visit family and friends. The volunteers spent time with each resident singing, dancing and playing games as well as delivering each person a small present, ensuring that no one was alone on Christmas day.

African drumming

Recognising the challenge of engaging with residents digitally and that not all residents have access to a digital device, we have created an interactive African drumming project.

Videos have been made from across Africa detailing the culture, fun facts and local rituals including dancing and drumming. Each video is made into a DVD and given to residents, who are also provided with an African drum and piece of African jewellery. Residents can watch the videos and use the drum to play along with the film. Residents will also receive a weekly meal catered by a local social enterprise and specific to the country/area they are watching on the DVD that week.

Resident Engagement Team

4 Community Centres and hubs were made Covid safe and provided with PPE (Personal Protective Equipment) to the value of £1000.



free training courses were delivered. 80 residents attended, along with representatives from 13 residents' associations.

£92k

was raised through external Partners and resident associations.



Over 52,000

hours of volunteering was given by residents' associations and other representatives.



Over 80 entries for Haringey in Bloom were delivered remotely and in a Covid safe way. Entrants included local schools and community groups as well as individuals.

Project 2020 Christmas Party

Every year Project 2020 throws a Christmas Party. Young people enjoy an evening of party games, a sit-down meal and outstanding achievements by young people are recognised and celebrated. Local organisations donate gifts and food for the celebration, and the evening wouldn't be complete without a visit from Father Christmas. In 2020, the party went ahead despite the Covid restrictions with two smaller groups and two separate sessions.

CASE STUDY

Delivering employment services in the pandemic

Project 2020 team responded quickly in moving the service to an online platform during the pandemic. This helped residents looking for work, help in devising a CV and job applications, and to young people who needed that listening ear and to support them through this difficult period. This was especially so for those who had pending exams and were unsure where they stood when it came to enrolling onto college courses.

Training and employment performance

As residents faced the challenges of welfare reform, Project 2020 widened its offering to help residents to receive access to employment, training, volunteering and work experience opportunities. The team now also supports care-leavers as part of Homes for Haringey's Corporate Parenting Pledge.



The team were also able to supply a limited face-to-face service for tenants looking for a job on an appointment basis only.

168 people given Information, Advice and Guidance

51 people helped into employment

54 people helped into training and apprenticeships

Project 2020 – 10 years on

The Project 2020 hub on Northumberland Park estate in Tottenham was created in 2011. Prior to Covid the employment support service was not only delivered at the Project 2020 hub but extended to various Children's Centres within the borough – Park Lane, Pembury, Woodside Triangle and South Grove Children Centre; most of which were close to our large estates and easily accessible to residents.

56

young people in total engaged on a weekly basis during Covid national lockdown.



Project 2020 delivered 3 holiday programmes including a variety of activities: Arts & Crafts, Cooking Club, Bike Maintenance, Black History month celebrations and music workshops.



Via the Felix project we supported 25 families per week with food parcels. When open we were able to give hot meals to young people attending the centre.



Supported 10 families with food vouchers via Tottenham Youth Fund.

The youth project has changed over the years to reflect the needs of the local community and young people from delivering fun activities for young people to now delivering more structured programmes.

For example, we set up a club where young people can complete their homework and once finished, they have access to other activities in the centre. It's an invaluable service, especially for families whose 2nd language is English and who struggle to support their children with homework. They feel reassured by the added support the service can bring.

Holiday Programmes



Supported 10 young people to complete CV's and begin search for employment.



Metropolitan Police partnership.
Once a week a youth engagement officer attends Project 2020 giving advice, workshops and building positive relationships between police officers and young people.

Project 2020 supplied an online platform for young people to access activities, including music workshops and free access to production software. Other online activities included competitions and escape rooms.



Safeguarding

Safeguarding means protecting the health, wellbeing and human rights of adults at risk, allowing them to live safely, free from abuse and neglect. It is about Homes for Haringey staff and partner organisations working together to prevent and reduce both the risks and experience of abuse or neglect.

- We have been working to reinforce the importance of safeguarding with our colleagues.
- We have 10 Safeguarding Champions across the business.
- We have received 408 concerns; this is the highest number of concerns we have ever recorded.
- All managers have received a safeguarding briefing.
- We are delivering safeguarding training for all frontline staff.
- E-learning safeguarding training is compulsory for all staff.
- Safeguarding is included in our Corporate Induction for new staff.
- We introduced a Special Point of Contact for Modern Slavery across Homes for Haringey.
- We are planning our first safeguarding week for Summer 2021.



Vulnerable Residents

We set out to contact all our vulnerable residents who were over 70 years old or had underlying medical conditions at the start of lockdown 2020. Nearly 4,000 residents were contacted by telephone or email, by letter or by a face-to-face visit.

- We supported our vulnerable residents by organising food deliveries and medication with Connected Communities.
- Residents who expressed concerns about loneliness were signposted to a befriending service.
- The Support and Well-Being staff contacted 1,500 residents in our supported housing and good neighbour schemes during lockdown.
- The Move-on team continued to contact all residents in temporary accommodation during lockdown.

Winter Readiness

Homes for Haringey launched Winter Readiness Programmes in 2018, 2019 and 2020. The Winter readiness programme is to help find vulnerable residents who live alone to ensure they can cope during the cold winter months.

Our staff volunteers successfully spoke with 564 residents. During our conversations with our resident's, we checked on their well-being, we asked whether residents had food in their cupboards, we confirmed whether residents heating and electrics were in working order. We asked residents if they had any repairs to report which were raised directly with repairs teams. We also discussed rent balances and general tenancy matters.

CASE STUDY

We spoke to *Sandra who is recovering from a medical condition, here is her experience:

I have been inside the house for many months now, I think since March. The only place I have been out to, was the hospital. When I came back home, I could not go out anywhere. Because of my condition, I can't go out without help. So, I stay inside here. I had a few issues I needed to report to Homes for Haringey, but I did not have the energy to wait on the phone for a long time.

One morning, I received a telephone call from a lady. She said she wanted to check how I have been and if I have everything I need to go through the cold winter.

That phone call made my day because the lady listened to me, and she said she would sort out my concerns. I have had issues with my key safe and my door. She promised to send someone to have them sorted.

I live on my own and I rely on relatives who cook food and bring it to me.

Sometimes, you just need someone to have a chat with. The lady gave me a telephone contact to call if I needed someone to talk to. I am glad that the call came through.

Currently, my relatives can't come to visit because of Covid19, so I rely on phone calls for interaction. That lady who called me was lovely, she promised to call me again someday. I am looking forward to another call.

Domestic Abuse Support

During the first lockdown, calls to Domestic Abuse helplines surged by 700% in a single day, while a recent Womens' Aid survey showed 60% of survivors living with their abusers reported that abuse worsened under Covid restrictions from March-June 2020.

Our Hearthstone service saw an increase in calls received with well over 1500 calls being received. There was a real demand for access to telephone support which reflected the UK wide increase in access to domestic abuse services.

We received 469 referrals to the service which is a 15% increase in comparison to our referral intake for 2019/2020.

We also saw an increase in referrals during the pandemic with 98 referrals being made to us by the Housing Demand team, nearly double to the previous year.

Hearthstone were able to continue to offer a range of support to those in need, drawing on multi-agency partnerships with other specialist services, therapy services and legal and financial aid service providers. They were quick to respond from the outset of the lockdown restrictions by delivering domestic abuse support remotely. This included working with colleagues and external stakeholders to provide immediate safe sanctuary, such as supporting victims to remain in their homes with safety measures put in place by our repairs service.

Great People

Domestic Abuse Housing Alliance Accreditation

We were pleased to achieve the Domestic Abuse Housing Alliance (DAHA) accreditation. This was a huge achievement as few organisations pass on their first attempt. The DAHA accreditation is the national benchmark for how housing providers should respond to domestic abuse, recognising that housing providers are in a unique position to identify abuse, prevent it and help people suffering its effects. This was particularly relevant in a year in which the country saw staggering increases in calls to domestic abuse helplines.

The work we have done to reach this point has made a real difference to the lives of our residents and staff, who have or are experiencing domestic abuse. It reflects our commitment to support victim survivors across the organisation.

The accreditor was impressed with both the people she met and with Homes for Haringey. In many areas, we far exceeded the standard to pass. The accreditor also took away many examples of best practice that she will share with other organisations.

Homes for Haringey Managing Director, Sean McLaughlin says,



We are delighted that Homes for Haringey has been awarded the Domestic Abuse Housing Alliance (DAHA) accreditation.

If I had to choose one thing to excel at it would be this. Domestic abuse is a much greater problem than is ever really appreciated and underlies so many evils and injustices. I am proud to work with a staff group that puts in that extra effort to make so much of a difference to victim survivors and their families.

Domestic Abuse can affect everyone, with 1 in 4 women and 1 in 6 men experiencing Domestic Abuse in their lifetime. Any resident of Haringey who is experiencing domestic abuse should contact us. We will support you back to safety during this very difficult time.



Everyone In – Helping rough sleepers during the pandemic

At the end of March 2020, the Government launched the 'Everyone In' initiative to safeguard both rough sleepers and those at risk of rough sleeping during the pandemic. This led to our frontline homelessness teams working with the Council to offer accommodation, support and subsistence to over 1,000 single homeless people more than we would usually help. The Housing Demand team opened 129 new cases over one seven-day period and colleagues in Housing Supply found hotel rooms for these people to move to all on top of their normal day job.

More than 350 people have now been supported into long term housing solutions from hotels used for "Everyone In". Our action during the Pandemic led to rough sleeping in the borough being at its lowest ever figure.

Below are just a couple of the messages received from customers helped:



I have only written a message like this a handful of times in my life, but I have been fortunate enough to get support from the good people of Haringey since July and now I am looking for work again and ready to move on with my life. I have only had positive experiences so far and consider myself very lucky.



With your support I have a temporary place to stay during the pandemic. I am grateful for this.



Homelessness Prevention

2019/20 was the third year since the introduction of the Homelessness Reduction Act. The Ministry of Housing Communities and Local Government (MHCLG) rated us as the best performing London borough on homelessness prevention.

The Housing Needs teams have assessed over 3,000 households who approached us for housing help over the year. They managed to prevent or relieve homelessness for over 1,500 households. The service had to adapt very quickly at the start of the pandemic and move all its customer contact from face to face to remote contact.

During the pandemic, the team have also had to deal with two incidents involving large number of households requiring emergency temporary accommodation: a serious fire at Firs House in April and the collapse of a building in Vale Road in August. Staff from the service managed Rest Centres on both occasions until the households were able to return home or found alternative settled accommodation.

Well Run Organisation

Social Housing White Paper

The charter for social housing residents sets out the actions the government will take to ensure that residents in social housing are safe, are listened to, live in good quality homes, and have access to redress when things go wrong. It makes a series of recommendations for social housing providers, and we are committed to implementing them.

Action we have taken so far:

- We have changed the definition of a complaint to align with the Code set out in the Charter.
- We included a reasonable adjustments section in our Complaints and Equality, Diversity and Inclusion policies.
- We included a requirement in the complaints process that the Investigating Officer should contact the resident prior to sending a final decision to allow challenges.
- We will be sharing information on the complaints process and learning from complaints in our resident magazine and every e-newsletter to residents from 2021 onwards.

Complaints

We need to improve the way we manage our complaints. We will be taking greater ownership of complaints and minimising the extent to which they are passed across other teams and colleagues. We will also focus on keeping our customers updated regularly, letting them know timescales for getting back to them and give them a named person who is managing their complaint.

Complaints Performance

89% of complaints resolved at Stage 1

88% of complaints resolved at Stage 2

96% of Stage 1 complaints responded to within 10 days

86% of Stage 2 complaints responded to within 25 days

21 cases refused escalation to Stage 2 complaints

53% satisfaction with ease of making a complaint

28% satisfaction with customer service from staff who dealt with complaint

43% satisfaction with being kept informed of progress

29% satisfaction with handling of complaint

58% of complaints who found the advice correct and easy to understand

33% satisfaction with the time taken to respond to a complaint

20% of complaints resolved to complainants' satisfaction



What improvements have we made because of learning from complaints?

- We addressed the process and communications issues between Haringey council's Customer Contact Centre and our front-line services by putting in place a training programme.
- We reminded contractors of the importance of communicating to all parties where the works such as scaffolding may obstruct on neighbouring properties.
- We reviewed our gas safety programme to ensure that vulnerable tenants were not having their gas supply turned off for Landlord Gas Safety Record gas compliance reasons.
- Our new gas contracts are clear on our processes for the capping of supplies, warning notices and vulnerability.
- We use '**HomesZone**', magazine for residents to advertise a "You said, we did" section based on our residents' complaints and feedback.

Performance

We set ourselves targets for improvement that help us work towards our goal of being a high-performing organisation. The indicators of performance align to the five strands of our new 'winning hands vision' as set out in the table below.

Performance Indicator By 'Winning Hand' Strand	19/20 Performance	20/21 Target	20/21 Performance
Customers First			
Overall satisfaction with last repair	91.2%	92.0%	90.3%
Estates graded as "Excellent" or "Passed"	87.5%	90.0%	94.0%
Average relet time – General Needs	28.1	23 days	27.4
Average relet time – Sheltered Housing	38.5	30 days	32.4
Call centre call abandonments	NEW	5%	10.0%
Quality Homes & Neighbourhoods			
Emergency repairs completed within time	98.7%	98.0%	97.5%
Repairs fixed first time	87.2%	88.0%	91.8%
Homes non-decent	17.0%	10%	25.5%
Council properties with a valid gas certificate	99.99%	100%	99.43%
Annual Fire Risk Assessment for purpose-built blocks of flats over 6 storeys in height	100%	100%	93.4%
Annual & 3 yearly Fire Risk Assessment for purpose-built blocks under 6 storeys in height	100%	100%	96.9%
Number of blocks with a valid Asbestos Survey (communal areas only)	100%	100%	100%
Class A – Water Hygiene Large scheme (whole building Risk Assessment)	100%	100%	96.4%
Individual & Community Wellbeing			
Homeless acceptances per 1,000 people in the Borough	1.11	1.80	0.85
Homeless Preventions per 1,000 people in the Borough	5.43	3.00	5.27
Number of homeless households in temporary accommodation	2,954	2,784	2,913

Performance Indicator By 'Winning Hand' Strand	19/20 Performance	20/21 Target	20/21 Performance
Great People			
Agency Workers	10.8%	No target	3.6%
Staff turnover	10.3%	No target	7.6%
Average number of working days lost due to sickness per employee	14.8	6 days	11.1
Well-run Organisation			
Rent collected (including arrears and excluding water rates)	98.50%	96.00%	97.34%
Rent collected for all temporary accommodation	95.66%	98.00%	97.89%
Day-to-day Leasehold service charges collected	99.4%	100.5%	96.7%
Freedom of Information Requests responded to within statutory deadlines	87%	90%	96%
Stage 1 complaints responded to within 10 working days	86%	95%	96%
Members' enquiries answered within 10 days	89%	95%	97%

Financial summary

In 2020/21, the total amount paid for our services ('the Management Fee') was £43.3m compared with £45.1m in the previous year.

The Management Fee we receive from Haringey Council covers all our operational costs. For 2020/21, we made a surplus of £84k (2019/20: nil) before pension adjustments.

After pension adjustments, which relevant organisations must make under accounting regulations, we had a shortfall of £5.3m (2019/20: £3.9m).

We managed to achieve cost efficiencies by, for example, securing a better deal through re-procurement of our gas maintenance contract, reducing contractor spending, effectively managing vacancies and reducing premises related costs through smart working. Budgeting better on our void repairs, compliance works, and refurbishment of properties bought by Haringey Council also helped with good budget management.

Fraud Prevention

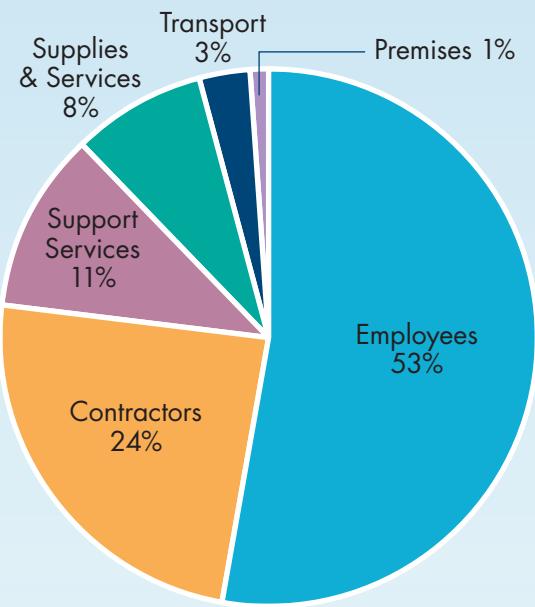
- 21 Council properties were successfully recovered from fraudulent use.
- 69 Right to Buy applications were withdrawn or refused representing over £7.5m in potential discounts saved.

Income

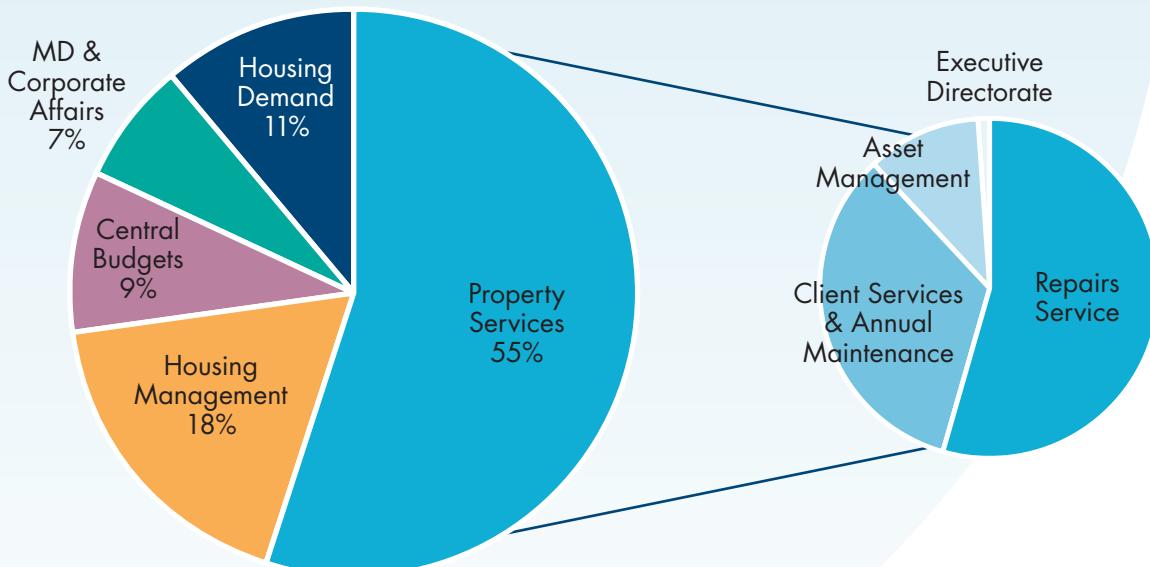
For 2020/21, our total operating income was £68m (2019/20: £66.2m).

- Management Fee income (money paid for our services) £43.3m
- Income from Haringey Council's Capital Programme £14.9m
- Other income from Haringey Council £9.8m

Operating Expenditure – Analysis by Type



Operating Expenditure – Analysis by Services



Spending

Our total operating cost before pension adjustments was £68m for 2021/22 (2019/20: £66m) and the largest items of expenditure were employee, contractor and support services costs. We are one of the largest employers in the borough, employing around 760 permanent and temporary staff and add £36.7m, before pension adjustments, to the economy through salaries and benefits.

Our total contractor spend was £16m, with circa £15m repairs related comprising:

- Haringey Repairs Service sub-contractor payments of £7.3m
- Gas contractor payments of £4.1m
- Mechanical and electrical contractor payments of £2.5m
- Disrepair and other payments £0.7m

We work in partnership with the Haringey Council and 8% of our operating costs are for services they provide to us. These include HR, Finance, Customer Services, Legal Services, Procurement and IT infrastructure.

Equalities and diversity

We are committed to meeting our equalities related obligations and work towards ending all forms of discrimination, disadvantage and unfair treatment. This commitment is underpinned in our equalities and diversity policy which is approved by the Board and supported by an annual equalities action plan.

We recognise the importance and benefits of equalities and diversity, as an organisation, as a service provider and as an employer. We aim to reflect the diversity of the community we serve, provide appropriate and accessible services for all, and to be a representative, democratic, and accountable organisation. We have proper monitoring and reviews to assess our performance and progress in achieving our aims.

Diversity and Gender Pay Gap Reporting

Homes for Haringey's pay gap last year was -2.6%

*Meaning women were paid slightly more than men on average.

For Asian employees there was a pay gap of 6.1% and for employees from other Black backgrounds there was a pay gap of 1.7%.

Our pay gap compares favourably against:

- National pay gap 13.7%
- Public services sector pay gap 11.9%
- Local government pay gap 6.5%





Homes for Haringey



Together we make a difference

www.homesforharingey.org

