



H&F Homes

DELIVERY PLAN 2008/2009

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Key Documents to be read alongside the Delivery Plan

H&F Homes Business and Performance Plan
Recovery Action Plan

1. INTRODUCTION

This Delivery Plan sets out how Hammersmith & Fulham Homes will deliver the objectives set for it by the Council as set out and outlined in the boroughs Community and Housing Strategies. The Delivery Plan describes how H&F Homes will deploy financial and staffing resources to deliver the Plan to ensure that services are provided with all due skill, care and diligence, to maximise efficiency and increase tenant and leaseholder satisfaction with services.

In November 2007 H&F Homes was subject to its second Housing Inspection. The inspection resulted in an assessment of a fair service with promising prospects for improvement this is a reduction in the score from the previous inspection held in 2004.

H&F Homes is committed to learning from the inspection and has developed a detailed recovery action plan to address the weaknesses identified and to improve services and resident satisfaction and increase value for money across the organisation. The key objective in this respect set by the Council is that all recommendations set out in the Inspection report are acted upon and delivered and that the service achieves a minimum two star performance rating by the next housing inspection due in 2009. Additionally the Council expects HFH to put in place plans for organisational change that will see HFH having excellent prospects for improvement going forward.

2. STRATEGIC OBJECTIVES

2.1 Working In Partnership

This Delivery Plan sets out how the council and H&F Homes will work together to ensure the delivery of excellent value for money housing management services and the efficient investment in property whilst continuing to develop more sustainable and safe neighbourhoods to benefit our tenants and leaseholders.

The Council and H&F Homes have established a performance management framework and working practices that will ensure the continuous improvement of services whilst protecting and enhancing the involvement of residents in the management of their homes and ensuring that the strong strategic vision of the Council is delivered.

2.2 The Partnership's Strategic Objectives

HFH will deliver the Decent Homes programme on time, reduce levels of anti social behaviour and improve services with particular focus on services provided to leaseholders where low levels of satisfaction are being reported. Through our efforts we will deliver a step change in service delivery and property condition that will have a significant and

positive impact on the quality of our residents' lives and on the neighbourhoods in which they live.

Both H&F Homes and the Council are committed to consulting with its residents as set out in the Tenant Participation Compact to ensure that any plans or actions developed respond to customer needs and requirements.

Both the Council and HFH's remain committed to maintaining excellent working relationships at strategic and operational levels to ensure that H&F Homes is able to maximise its effectiveness.

2.2.1 The vision for H&F Homes is:

Strong Communities, Excellent Services, Decent Homes

2.2.2 The strategic objectives of H&F Homes are to:

- Achieve and maintain decent homes and an attractive environment for all our residents;
- Deliver excellent housing management and repairs services that meet resident expectations and are demonstrably value for money;
- Continuously increase efficiency and reduce management and repair costs
- Promote equalities and social inclusion;
- Create strong, safe and sustainable communities;
- Provide effective support for our vulnerable residents;
- Meet the housing needs of our residents and the borough as a whole.
- Assist the Council to increase the supply of housing

2.2.3 The organisational objectives of H&F Homes are to:

- Provide customer focused services that meet resident expectations and requirements.
- Involve residents fully in our work at every level;
- Build an excellent organisation that is highly regarded,
- Deliver services that are Value for Money
- Work efficiently and effectively with the people and money resources we have;
- Be an excellent and enthusiastic partner for the council.

2.2.4 We know we will be doing well if we:

- Continuously improve tenant and leaseholder satisfaction;
- Reduce anti social behaviour on our estates and around council owned dwellings;
- Achieve or exceed the objectives and targets set for us by the council;

- Achieve 2 or 3 star ratings at the next inspection with excellent prospects for improvement going forward;
- Delivery of the Decent Homes programme by December 2010.

2.3 Delivering corporate priorities

2.3.1 The Council reviewed its Community Strategy in 2007 and identified the following borough priorities which set the framework for H&F Homes:

- **Deliver high quality, value for money public services** – HFH must be able to demonstrate that it is not only providing efficient services but high quality services that delight the Councils tenants and leaseholders and that are delivered at low cost.
- **Promote homeownership and increase housing** – building more low cost homeownership housing and build more opportunity into the social housing that is built and we own.
- **Tackle crime and ASB** – HFH must work with the Council to reduce ASB and improve the quality of life for residents
- **Create a cleaner, greener borough** – improve the local environment. For HFH this means ensuring that estates are clean, safe and accessible.
- **Regenerate the most deprived parts of the borough** – by supporting economic and physical development and regeneration and providing opportunities for residents to develop skills. For HFH this will mean identifying regeneration opportunities and developing estate renewal plans, working with employment and training services to provide training and job opportunities to local residents helping the Council and its partners to reduce the high levels of worklessness found on its estates.
- **Deliver a top quality education for all** – improve standards, promote autonomy & deliver greater choice
- **Set a framework for a healthy borough** – promote healthier lifestyles & provide health and care services that empower

2.3.2 The Council also reviewed and put in place a new Housing Strategy in 2007 along with 20 key targets and a high level action plan to be delivered over the next 7 years. The Housing Strategy priorities are:

- Increase housing supply and deliver high quality housing and public spaces on new developments that meet resident expectations and complement existing neighbourhoods.
- Work to bridge the social divide by increasing levels of employment, providing more homeownership opportunities for low to middle income households and deliver more mixed and sustainable communities.
- Increase levels of satisfaction with social housing and all housing services, including advice and housing management services, delivered in the borough.

The Strategy provides a starting point for discussions as to how housing management services will be provided in the future and

actions which need to be delivered to meet resident needs, demands, requirements and aspirations now and into the future.

2.4 Delivery Plan Objectives

2.4.1 The council has set a number of objectives for H&F Homes to achieve in 2008/2009. The Board and Executive Team fully support these objectives.

- A top quartile performer showing a **step change** improvement in performance in all areas with increasing levels of tenant and leaseholder satisfaction being demonstrated.
- An ALMO that is pro active in delivering the Councils Housing Strategy objectives
- A demonstrably efficient & VFM organisation
- An ALMO that positively and pro actively works with the Council to deliver its wider regeneration objectives

2.4.2 The Council has particularly noted for 2008/09 4 key areas for improvement and delivery:

- Deliver the housing inspection recommendations.
- Deliver the decent homes programme.
- More effectively tackle and reduce anti social behaviour
- Improve leaseholder services and put in place a New Deal for leaseholders.

2.4.3 The Council also expect HFH to respond to the key messages arising from the inspection:

- Improve communication and consultation with tenants and leaseholders
- Effectively respond and action plan to improve where performance is not on target and benchmark services with the best
- Ensure the effectiveness of services is assessed more from the customer perspective taking account the diversity of our tenants and leaseholders
- Ensure that all necessary health and safety measures are in place.

3. COUNCIL OBJECTIVES

3.1 HFH operates within the council's policy framework. HFH sets its priorities to respond to and deliver the Councils objectives within the context of delivering excellent and continuously improving services to council tenants and leaseholders.

3.2 HFH have developed a Business Plan and detailed Recovery Plan which responds positively to the Audit Commission inspection findings

and takes forward the Councils and boroughs priorities as detailed in the Community and Housing Strategies that were reviewed in 2007.

3.3 The key policy areas have been identified by the Council and HFH in discussions in relation to priorities for 2008/09

Policy area	Description and requirements	2008/2009 position
<p>Deliver High Quality, value for money services</p>	<p>HFH becomes one of the most efficient ALMOs in London with high levels of satisfaction with all services offered. Efficiency targets are delivered to anticipate HRA subsidy constraints and to reinvest in service improvements that increase satisfaction levels for all customers.</p> <p>HFH sets efficiency targets and reports performance against a set of key PIs. The arrangements for performance monitoring and review are set out in the Performance Management Framework.</p> <p>HFH attends the Councils Competition Board</p> <p>HFH is represented on service reviews affecting H&F Homes</p>	<p>HFH have developed a detailed Recovery Plan to deliver a minimum 2 Star Service by the summer of 2009 when it is anticipated HFH will be reinspected (note date of inspection has yet to be confirmed).</p> <p>HFH to undertake annual satisfaction surveys for tenants and leaseholders.</p> <p>In 2008 the Council and HFH will review the PMF and KPI set of indicators to ensure that they are fit for purpose.</p> <p>Market testing programme is being delivered and plans in place to review any SLAs that have not be reviewed.</p>
<p>Crime and Disorder Partnership</p>	<p>Reduction in ASB has become the top priority for the Council in relation to the tackling crime and disorder in the borough.</p> <p>The Council has set out an 11 point plan which HFH is closely involved in delivering. The plan</p>	<p>H&F Homes and the council Community Safety Unit have now put in place SLA and handover arrangements to ensure effective handling of ASB and crime cases.</p> <p>HFH are now using the Housemark PI set to monitor performance and identify hotspot areas for action. A joint database is in use & joint performance monitoring is</p>

Policy area	Description and requirements	2008/2009 position
	<p>sets out that the Council wish its partners to take a tough stance against crime and ASB using all appropriate measures to reduce crime and reassure residents that action is being taken to make estates safe.</p> <p>H&F Homes leading on Respect Standard for Housing Management with council support</p> <p>A visible tenant management service responding to tenant and leaseholder concerns and working closely with the Council’s ASBU and other ASB and crime reduction services.</p> <p>HFH a key partner in participation in and roll out of the Ward Safe initiative.</p>	<p>underway.</p> <p>Regular reports on activity and successes to be provided to tenants and leaseholders</p> <p>Respect Neighbourhood Action Plans developed and implemented. HFH must ensure that all plans are aligned to neighbourhood policing, ward safe and 24/7 policing priorities.</p> <p>Probationary tenancies monitored for new tenants. Demoted tenancies to be in place by June 2008</p> <p>A Dog Policy is in development</p> <p><i>Outstanding</i> - capital programme to identify safety and security work that needs to be undertaken</p>
<p>Asset management and Estate Renewal</p>	<p>Properties and estates/neighbourhoods that are fit for the 21st Century</p> <p>Achieve the decent standard by <u>2010</u>.</p> <p>Demonstrate VFM & effective and timely delivery all capital works including the DHP.</p> <p>With Council consider estate regeneration</p>	<p>HRA shops portfolio strategy in development</p> <p>HFH to take forward a (limited) Hidden Homes programme.</p> <p>HFH to benchmark decent homes for VFM</p> <p>Stock condition survey to be completed in 08/09 resulting in a costed “30 Year” investment programme</p>

Policy area	Description and requirements	2008/2009 position
	<p>opportunities that may change the programme</p> <p>Monthly capital programme monitoring reports provided.</p> <p>Option appraisals carried out for estate renewal and voids disposals</p>	<p>being put in place.</p> <p>The investment programme will inform development of estates renewal strategy.</p> <p>Joint communications strategy for regeneration in development</p>
<p>Local Development Framework & Area Regeneration Frameworks.</p>	<p>LDF is the Councils developing Spatial Development Strategy that will support delivery of the Councils Community Strategy.</p> <p>The Council has identified as a priority the development of a borough wide and area related regeneration plans.</p> <p>HFH are contributing to the development of the framework and Area Regeneration Plans through project management and governance structures that have been put in place.</p>	<p>Where Development Frameworks are developed relating to particular regeneration areas HFH will assist and where appropriate lead the consultation with council tenants and leaseholders.</p> <p>HFH ensuring that Implementation of LDF and UDP principles are applied in individual regeneration and development schemes.</p> <p>HFH ensuring that LDF takes account of current and future stock improvement requirements.</p>
<p>Create a cleaner, greener borough</p>	<p>The Councils aim is to markedly improve the local environment with strict enforcement against littering, graffiti and fly tipping.</p> <p>HFH undertake estate inspections and measure effectiveness of caretaking services through a bar</p>	<p>The council will undertake another independent survey of council estate cleanliness.</p> <p>HFH will set customer focused targets to monitor the timely delivery of communal repairs.</p>

Policy area	Description and requirements	2008/2009 position
	<p>coding system.</p> <p>HFH were part of the tendering and contracting process for horticultural maintenance services.</p>	
<p>New Deal for Leaseholders</p>	<p>Councils requirements are to:</p> <ul style="list-style-type: none"> • Improve Leaseholder satisfaction • Refocus teams more towards customer service ethos • Rebase leaseholder management costs • Ensure that rebating arrangements are publicised • Put in place effective, robust and cutting edge arrangements for dealing with capital works. • That there is clear and transparent billing for services provided to leaseholders 	<p>New deal to be confirmed and communicated with leaseholders</p> <p>Measures to assess effectiveness to be determined by July 2008.</p>
<p>Reduce levels of worklessness on the Councils estates.</p>	<p>The Council has set Local Area Agreement targets to reduce levels of worklessness in worst performing neighbourhoods all of which are Council estates. The Housing Strategy identifies the following action: “establish arrangements and protocols with social landlords to target inhouse and regeneration employment services to assist tenants into work”.</p> <p>HFH have identified the potential to enable training and employment in its own organisation and through the contracts that it has. However these opportunities have not been fully exploited.</p>	<p>HFH will be a key partner in connecting with Council tenants who are not working providing a “bridge” to employment and training services that can give advice and help.</p> <p>As an employer and contractor of services HFH need to consider how we can improve training and employment opportunities.</p> <p>Benefit take up advice needs to be linked into wider advice provided in terms of employment and training opportunities and supporting those in work to stay in work.</p>

Policy area	Description and requirements	2008/2009 position
	<p>HFH have identified the need to improve benefit take up advice provided to council tenants. The council's housing strategy also identifies the objective of social housing providers promoting saving and equity acquisition schemes (making appropriate links to development of the Credit Union).</p>	<p>HFH supporting the Credit Union through identifying space for CU to provide services. HFH will work with the Council if it is considered feasible to pilot a tenant saving scheme.</p>
<p>Increase housing in the borough and promote Home Ownership</p>	<p>The Council is committed to a Local Area Agreement to increase the amount of new housing developed in the borough.</p> <p>The Housing Strategy has set targets to increase the amount of low cost homeownership in the borough.</p> <p>Corporate Regeneration Board directing opportunities</p> <p>Ongoing liaison and joint working with council's Homebuy Unit</p>	<p>H&F Homes must play a greater part in promoting Social Homebuy and RTB.</p> <p>Estate renewal plans and the hidden homes programme must identify opportunities to develop more housing.</p> <p>Regeneration decant strategy will include signposting home ownership opportunities</p> <p>HFH CEO on Corporate Regeneration Board</p>
<p>Review of Older People Support Service and Sheltered Accommodation.</p>	<p>The Council are undertaking a detailed review of care and housing support services provided to older people living in the borough which will conclude in the Autumn 2009. The review will include sheltered and community alarm services.</p> <p>Additionally, HFH have been requested to review</p>	<p>HFH will be involved in the review and have been asked to reassess the current balance of work undertaken by sheltered managers between support and management.</p> <p>There will be an assessment of sheltered schemes as part of development of a long term investment strategy.</p>

Policy area	Description and requirements	2008/2009 position
	the fit for purposeness of sheltered accommodation particularly in terms of accessibility.	
Disabled Adaptations	<p>H&F Homes referring residents to the Disabled Housing Persons service</p> <p>Adaptations completed during decent homes work</p>	<p>Service standards agreed with the council setting targets to monitor the “end to end” process</p> <p>H&F homes to act as information point for the service</p> <p>Diversity data to be analysed to predict future service requirements</p>
Allocations	<p>Allocation planning meetings held to review, plan and to consider voids performance</p> <p>Decant strategy developed for regeneration programme</p> <p>Improve vacants and voids management so that HFH and the Council own the process end to end.</p>	<p>Regular meetings between HFH and CSD to monitor allocations plan and review of end to end process planned.</p> <p>Decant strategy under development. Decant strategy will form part of option appraisal for all Estate Renewal schemes.</p> <p>HFH involved in review of the Rules of Allocation</p>
Overcrowding	<p>The Council are developing an Overcrowding Strategy which will support Housing Strategy objectives particularly in relation to more effectively tackling under occupation.</p> <p>HFH are involved in developing the overcrowding strategy and looking at ways to increase mobility.</p> <p>HFH will attend the Overcrowding Project Group.</p>	<p>HFH will work with the Council to deliver the Overcrowding Strategy and related targets intended to reduce levels of under occupation in council social rented stock. This will involve close working with the Council’s Overcrowding and Under-occupation Initiatives Team</p> <p>Where estate renewal is taken forward one outcome will be to ensure any households that needs to be decanted</p>

Policy area	Description and requirements	2008/2009 position
		<p>will be provided with the right size of accommodation and that more family housing will be built to replace any social rented housing lost.</p> <p>HFH will consider feasibility of undertaking periodic tenancy reviews and increasing promotion and take up of tenant incentive scheme offers.</p>
Tenant Participation Compact and Consultation	<p>Objective is to have more leaseholders and tenants influencing and affecting what HFH does.</p> <p>H&F Homes attendance at Borough Forum</p>	<p>RI strategy and action plan under development</p> <p>Consultation on tenants levy planned for 09/10</p> <p>Targets set to increase number of TRAs</p> <p>HFH to bring forward recommendations for TRA Halls.</p>
Local Government Equalities Scheme and Disability Equality Scheme.	<p>HFH has responsibility to ensure compliance with all relevant equalities requirements. This includes ensuring compliance with any relevant codes of practice and reporting the same to the Council. HFH have also committed to taking forward actions in the Disability Equality Scheme particularly in relation to ensuring that their services are accessible to those residents with disabilities.</p> <p>HFH also liaise with the Council to ensure that the best and most responsive service is available to those council tenants who are victims of domestic violence.</p>	<p>HFH feeding into council monitoring returns and demonstrating compliance with all relevant equalities regulations and requirements.</p> <p>HFH to ensure staff are fully trained and aware of referral procedures and sanctuary scheme.</p> <p>HFH ensuring that all Area Housing Offices are accessible.</p> <p>HFH ensuring that any asset management strategy considers accessibility and requirements for wheelchair and adapted accommodation.</p>

Policy area	Description and requirements	2008/2009 position
<p>Business Continuity and Resilience Plans</p>	<p>HFH attending council planning meetings</p> <p>HFH has responsibility for providing emergency rest centres</p>	<p>HFH developed own plans, but reliant on council services and systems</p> <p>Ready to provide emergency rest centres as and when required</p>
<p>Community Services Department Performance Plan and Local Area Agreement Targets.</p>	<p>The CSD Performance Plan supports the delivery of Community and Housing Strategy objectives.</p> <p>Where relevant HFH actions or involvement in delivering key actions is noted here.</p> <p>Performance Management Framework (PFM) directing monitoring at officer and Councillor levels</p> <p>Regular contact between CSD and H&F Homes's Executive Team</p>	<p>LAA targets relating directly (see DH target) and indirectly to HFH will be monitored via arrangements detailed in the Performance Management Framework through a set of key performance indicators and specific reports that are provided.</p> <p>Performance Monitoring Framework to be reviewed as part of the delivery of the Recovery Action Plan.</p>
<p>Rent Policies and Service Charging</p>	<p>Rent setting follows the standard government formula as recommended and detailed by the DCLG.</p> <p>Service charging for utilities and heating is in large part governed by the cost of that utility and is subject to consultation with tenants and leaseholders through the Borough Forum.</p> <p>The Housing Inspectorate has identified that HFH and the Council must introduce service charges</p>	<p>HFH administer processes that apply rent increases.</p> <p>HFH are due to review garage and parking charges.</p> <p>HFH and the Council will explore and consult with tenants on separately service charging for some items and bring forward proposals.</p>

Policy area	Description and requirements	2008/2009 position
Housing Strategy 2007	<p>for tenants by April 2009.</p> <p>The Housing Strategy has 3 key objectives: to increase housing supply (including increasing mobility in and around council social rented stock); securing quality housing services (including provision of highly regarded housing management services) and tackling economic and social polarisation.</p> <p>HFH are involved in delivery directly of the Councils Housing Strategy objectives and sits on the Councils Housing Strategy Delivery Group.</p> <p>HFH also identify the active part it can play in helping to deliver other housing related strategies including; homelessness strategy particularly through prevention, private sector housing strategy particularly given relatively high % of council leaseholder properties that are privately let.</p> <p>There are individual projects which HFH will be closely involved with in 2008/09 including: Neighbourhood Initiatives Project; feasibility of undertaking Health Impact Assessments.</p>	<p>The Council will publish its annual review in October 2008 to provide an overview of delivery of the Strategy.</p> <p>HFH to participate in Homelessness and Private Sector reviews that are planned for 2008/09.</p> <p>HFH to be key collaborator in taking forward Neighbourhood Initiatives Project Pilots.</p>
Housing Management provision post	HFH was established primarily to deliver the Decent Homes Programme. The Council working closely with council tenants and leaseholders and	HFH to work with the Council to determine the optimal housing management service going forward in terms of service delivery and structure.

Policy area	Description and requirements	2008/2009 position
2010.	HFH must determine the best and optimal way to deliver housing management services when the current agreement expires.	<p>The Council to consult fully with Council Tenants and Leaseholders (2009/2010).</p> <p>HFH and the Council to determine the viability of different models of service delivery (see Neighbourhood (Management) Initiative above).</p>

4. PERFORMANCE MONITORING AND MANAGEMENT

4.1 Performance Management Framework

4.1.1 The council and H&F Homes have a strong culture of performance management. The key aim of the framework is to enable the partnership to ensure continuous improvement across the service. The framework has enabled a joint approach to plan effectively for improvements across service areas.

4.1.2 The Performance Management Framework is intended to ensure that there are effective and efficient liaison and performance monitoring and management arrangements in place. The main elements of the PMF are the arrangements that HFH have put in place to monitor and scrutinise its own performance and joint arrangements it has with the Council to monitor and report performance.

4.1.3 The current arrangements are effective but will be subject to review in 2008 to ensure that the PMF continues to be fit for purpose, provides the level of scrutiny required, fully involves tenants and leaseholders and ensures that the Council and HFH work closely and effectively together. Arrangements will also reflect the need to closely monitor delivery of the Recovery Action Plan.

4.1.4 An assessment of HFH performance was provided by the Council at the Delivery Plan meeting that was held at the end of November 2007. The HFHo Business and Performance Plan gives details of performance in 2007/2008. The Recovery Plan is a direct response to improvements which the Council identified needed to be taken forward and the Inspection Report published in June 2008.

4.2 Performance Targets 2008/2009

4.2.1 The Key Performance Indicators Working Group has met and agreed targets for 2008/2009 against the existing suite of indicators. A suite of headline KPI's are reported to every Board meeting along with comparative data provided through Housemark. The KPI set is also reported through the council's monthly monitoring meeting and on to the Community Services Department Management Team, Cabinet Member for Housing and the Leader of the Council who receives quarterly reports on performance.

4.2.2 The Performance Management Agreement sets out the rationale to be used when setting targets which is intended to ensure that targets that are set are stretching but achievable. HFH have also signed up to the relevant data quality protocols to ensure that performance information that is reported both internally and externally is robust and accurate.

- 4.2.3 The key indicators and targets are attached as appendix 2 and include the indicators within the Balanced Scorecard which has also been agreed and is used to report on performance at quarterly meetings between the Leader of the council and the Cabinet Member for Housing and the Chair of H&F Homes.
- 4.2.4 The Balanced Scorecard, which is updated monthly, is intended to give the council and other key stakeholders an “at a glance” assessment of performance in key areas of the business including; customer perception, value for money including income collection, human resources and delivery in relation to key outputs.
- 4.2.5 The KPI set whilst providing a clear picture of performance in key areas of activity will be subject to review and revision over the next 2 months on the basis that the set has to be better aligned with current Council and Recovery Plan priorities, actions and deliverables and must provide to all parties an outcome and customer focused view in key areas of activity including joint areas of activity such as:
- reduction in ASB
 - provision of adaptation services
 - joint working to provide services to those people who are survivors of domestic violence.
- 4.2.6 The review will ensure that any indicators that are taken forward into a new set also continue to provide tenants and leaseholders, HFH staff, Executive Team and Board and the Council with robust and helpful comparative information. It is likely that this will in large part achieved by signing up to collect and report the Housemark set of performance indicators which is currently being developed and to development of more tailored sets of indicators that are relevant for particular estates or areas in the borough.

4.3 CPA and Local Area Agreement

- 4.3.1 The current score for the CPA for housing management performance indicators is 1 out of 4. This was of concern to both the council and HFHs. A joint strategy was agreed to move PI performance into the higher thresholds over a period of time

For 2007/08 HFHs scores of 2 out of 4 for performance indicators, given the current CPA thresholds, and unaudited PI results.

- 4.3.2 The CPA process has assisted HFH and the Council in comparing performance and identifying areas of service and activity that need to improve. The CPA process however ends in 2008 and is replaced by the LAA indicator set of 198 indicators and a smaller set of indicators agreed with the Government Office for London against which the Council must agree and set targets.

4.3.3 For the next three years the Council has agreed 2 housing related targets both of which are relevant to HFH:

- NI 158 - % of non decent council homes – HFH have committed to reduce to 0% the percentage of non decent homes by December 2010.
- NI 154 – net additional homes - the Council has committed to enable and assist in the development of 500 new homes per annum over the next 5 years. Estate renewal plans are likely to assist in the Council achieving the target of 1,500 new homes by 2011.

4.3.4 HFH recognise the part it can play in assisting the Council to meet other key LAA targets including:

- those relating to tackling and reducing worklessness on the Councils housing estates (NI 153)
- assisting in increasing the number of vulnerable people achieving independent living (NI141)
- and working with the Council, Children's services and the PCT to improve the prospects and health of the boroughs residents.

5. FINANCIAL PLAN

5.1 Financial Framework

5.1.1 A key aim for H&F Homes is to continuously improve the efficiency of the organisation and to reduce management costs. HFH are also committed to ensuring that responsive repairs, planned maintenance and decent homes costs are demonstrably value for money. H&F Homes' Invest to Save Plan is attached as appendix 3 which shows growth requested in 2008/2009 against savings and efficiencies predicted for future years.

5.1.1 Achieving sustainable value for money for the service whilst maintaining the delivery of high quality services is a key objective for HFH and the Council. Annual financial performance targets have been agreed with the council to achieve this aim. The council requires H&F Homes to consider value for money across all services and in particular expects that:

- The Investment and Maintenance Strategy details how the efficient use of resources will be maximised.
- Repairs and maintenance targets are set with the overall objectives of reducing repairs and maintenance costs and delivering a demonstrably VFM capital programme. The targets include changing the split between emergency/urgent and planned/responsive.
- Achievement of rent income and leaseholder service charge collection targets to be achieved.

- Reductions in sickness levels and movement towards an optimum employee structure
- Progress towards meeting the targets for reductions in management costs are achieved
- Benchmarking is used to facilitate targeted action and to improve services, this includes considering piloting of innovative forms of service delivery.
- Market testing programme is implemented and completed by the end of 2009
- Discussion on future service charges for tenants will be taken forward with the council and tenants to determine a preferred approach and programme.

The Council and HFH will determine the risks and opportunities going forward post 2008/09 resulting from the national review of the Housing Revenue Account subsidy system. This will include the impact on future resources and any opportunities that may arise to opt out of the HRA subsidy system.

5.2 Financial Management

5.2.1 H&F Homes and the council have agreed the following financial procedures that ensure sound financial management:

- The council's established financial systems are utilised by HFHs. However, separate General, Purchase and Sales Ledgers are in place based upon the council's corporate systems to enable independent financial management to be carried out together with the production of statutory accounts.
- HFH has a staffing structure that provides adequate financial and accountancy skills to effectively manage the business in a professional manner.
- HFH has its own audit plan agreed annually to ensure appropriate financial controls are in place.
- Periodic budget monitoring meetings are held with budget holders to identify variances to budget and remedial actions to ensure strict financial control. Separate arrangements have been made in respect to responsive repairs and the Capital programme to ensure that there is financial oversight both by the Finance Director, the Chief Executive, the Board as well as the Council where the Directors of Finance and Community Services have oversight.
- H&F Homes's Finance, Audit and Risk Committee regularly reviews and monitors the Company's financial position and progress against budgets including managed budgets. It also takes responsibility for the financial forward planning.
- H&F Homes provides financial monitoring information to the council in accordance with the Performance Management Framework.

- H&F Homes ensures that all managers are fully aware of their responsibilities and are supported through the provision of financial training as required.
- H&F Homes has in place a suite of administrative documentation, approved by the Finance Audit and Risk Committee and the full Board that gives a framework of strong financial regularity.

5.3 Establishing Budgets

5.3.1 H&F Homes manages budgets for its own operational services and for services that are managed on behalf of the Council under the management agreement. The operational budget forms the budget for the internal management of H&F Homes (e.g. salaries, office accommodation etc.) and is paid under the terms of the management agreement as a monthly management fee. The managed services budget relate to the direct cost of service delivery (e.g. repairs, utilities, grass cutting and grounds maintenance).

5.3.2 It is anticipated that the non-repairs managed budgets will transfer to H&F Homes in 2008-2009. These budgets will be funded by appropriately increasing the management fee. H&F Homes will separately agree with the Council the exact terms of this transfer and the terms under which the additional risk faced by H&F Homes through this transfer will be managed.

5.3.3 H&F Homes prepare a revenue budget in line with a timetable and procedures prescribed annually by the council. Within this timetable nominated officers from the council and H&F Homes liaise to prepare operational budgets and the managed services budget. This process is managed by the Finance Director of H&F Homes in respect of the operating expenditure of the Company, by the Assistant Director of Resources in the Community Services Department in respect of the retained functions of the Council and jointly in respect of the managed budgets.

5.3.4 The Finance Director of H&F Homes and the Assistant Director of Resources in the Community Services Department have agreed a Financial Monitoring Improvement Plan which outlines the steps that H&F Homes will take to improve financial monitoring practices.

5.3.5 H&F Homes has established its own sub accounts to analyse income and expenditure for the Company's budgets.

5.3.6 The budgets are based upon the current costs adjusted to take account of inflation and changes in the number of tenanted and leasehold stock under management. They are further adjusted for the following if applicable :-

- a) Extra costs outside the control of H&F Homes

- b) Additional services being required
- c) Efficiency improvements in the delivery of agreed services

5.3.7 Nominated officers for H&F Homes and the council liaise annually to prepare the capital programme in accordance with an agreed timetable.

5.3.6 By 30 June each year the Council provide H&F Homes with the preliminary Housing Revenue Account Financial Strategy for the following three years that identifies the potential levels of funding available, unavoidable growth and savings required by both H&F Homes and the Council. These are reviewed within two weeks of the receipt of the draft Housing Subsidy determination (usually at the end of October in each year).

5.4 Amendment to Budgets during the Financial Year

5.4.1 During the financial year the management fee can be amended by agreement between the council (Director of Community Services Department) and H&F Homes (Chief Executive). This process will be triggered by

- a) Unforeseen extra costs and variations not taken into account within the annual budgets and outside the control of H&F Homes
- b) Additional services being required
- c) Efficiency improvements in the delivery of agreed services

5.4.2 H&F Homes has operational freedom to vary budgets in line with the agreed scheme of delegation but it will not transfer budgets between the Operational budget and the Managed Budgets without the agreement of the Director of Community Services and Cabinet Member For Housing.

5.5 Payment of Management Fees

5.5.1 The budget agreed for the operational costs of H&F Homes is paid by the council as a management fee. A separate fee is paid by the council for the managed services budgets where H&F Homes has entered into its own contract for the provision of the service. Where contracts for services remain with the council, these costs continue to be accounted for within the council's accounts and paid from the council's bank account.

5.5.2 As managed budgets will transfer to H&F Homes in the 2008-2009 period, the full value of managed budgets will be paid to H&F Homes instead of the partial approach referred to above. Also see section 5.3.2.

5.6 Treasury Management

5.6.1 H&F Homes is responsible for managing its own separate bank account. Surplus funds on the operational account will be moved into an interest bearing deposit account as appropriate.

5.6.2 Payment of the management fee by the Council to H&F Homes is by way of a transfer to the operational bank account on the first day of each month. The initial payment by the council represented the first two months of the fee. This was to provide for a reasonable credit balance on the account to assist the organisation in managing its cash flows. In the event of a cash shortage H&F Homes will arrange an advance from the Council, and subsequently produce a report explaining why there is a shortfall and how the budgets will be realigned.

5.7 Capital Payment Cash Flow

5.7.1 H&F Homes will prepare capital payments cash flow forecast of capital expenditure for the financial year.

5.7.2 H&F Homes will enter into contracts to undertake the capital programme as appropriate, and will be responsible for authorising capital payments. H&F Homes will invoice the council for these capital payments. Where capital works and fee contracts are in the Council's name, H&F Homes will be responsible for authorising the payment to be paid from the Council's bank account.

5.8 Financial Reporting

5.8.1 H&F Homes will produce Limited Company Annual Accounts and Returns in accordance with the Companies Act and Statements of Accounting Practices. It will also produce a statement in the statutory HRA format to be amalgamated with the council's statutory HRA Accounts. These are to be prepared in accordance with timetable agreed with the council's Assistant Director of Resources in the Community Services Department reflecting the statutory deadline for producing the council's accounts.

5.9 Tax Registration

5.9.1 H&F Homes will maintain its own VAT, Corporation Tax and Construction Industry Tax registrations, and appropriate payment arrangements.

5.10 Treatment of Surpluses

5.10.1 H&F Homes will seek the council's approval to proposals to generate surpluses to enable services to be improved.

5.10.2 Any deficits arising will be reported to the council with proposals to adjust budgets.

5.11 Delegated Authority

5.11.1 The agreed scheme of Delegation is attached as appendix 4. H&F Homes will ensure that the scheme of delegation is adhered to throughout the organisation.

6. CAPITAL PROGRAMME

6.1 Commitment to achieving the Decent Homes Standard

6.1.1 H&F Homes is committed to achieving the Decent Homes Standard across the whole stock to meet the government target by the end of 2010. This is a key strategic objective for the organisation and the council.

6.2 Progress in achieving the Decent Homes Standard target

6.2.1 Decent Homes is a high priority deliverable for the Council and HFH has committed to complete the Decent Homes programme by December 2010. HFH has agreed with the Council annual milestone targets and a 3 year position which have in turn been agreed with the Government Office for London for LAA purposes. The Council has also required HFH to demonstrate that the programme being delivered is value for money and that any works undertaken are reasonable and necessary.

6.2.2 H&F Homes have established a partnering framework with five contractors to deliver the decent homes programme across seven contract areas. The progress with moving the programme from pre construction phase to the on site delivery has been much slower than anticipated. As a result the programme is currently behind schedule. The tables below shows the original target and the actual progress towards achievement of the overall Decent Homes Target by 2010.

Original Target	2007/08	2008/09	2009/10	2010/11
Stock at Start of Year	13,044	12,984	12,924	12,888
Non-Decent at Start of Year	4,183	3,051	1,308	0
Made decent in-Year	1,132	1,743	1,308	0
Non-Decent at End of Year	3,051	1,308	0	0

% Non-decent at Start of Year	32.1%	23.5%	10.1%	0.0%
% Non-decent at End of Year	23.4%	10.1%	0.0%	0.0%

The target has been reviewed in light of the delays to the programme and a revised set of targets is shown below:

Revised target	2007/08	2008/09	2009/10	2010/11
Stock at Start of Year	13,044	12,965	12,905	12,845
Non-Decent at Start of Year	4,183	3,316	2,402	1,033

Made decent in-Year	867	914	1,369	1,033
Non-Decent at End of Year	3,316	2,402	1,033	0

% Non-decent at Start of Year	32.1%	25.6%	18.6%	8.0%
% Non-decent at End of Year	25.4%	18.5%	8.0%	0.0%

The revised delivery profile contains a number of assumptions, the most important being that the overall target will be achieved by December 2010 in line with Government's deadline.

HFH will therefore make decent 3,316 dwellings between April 2008 and December 2010 as well as ensuring a further approximately 5,000 dwellings remain decent.

6.2.3 During 2007/2008 H&F Homes carried out a review of the decent homes programme and put into place a recovery action plan. Key aspects of the plan are:

- Appoint change management consultants
- Establish a revised decent homes standard
- Establish the 2008/2009 detailed programme
- Increase accountability for performance
- Review and implement revised leaseholder management
- Complete a stock condition survey to enable HHSRS assessment to be carried out

6.2.4 Action is underway to expand resources to project manage and deliver the programme.

6.2.5 All of the partners involved in the programme remain committed to achieving the target and ensure that the programme is delivered by the end of 2010.

6.2.6 The Council receives monthly update reports to confirm progress is being made in delivering the programme. The Council remains concerned that H&F Homes make improvements in the following areas:

- Ensuring there is regular and ongoing communication with tenants and leaseholders about progress and start on site.
- The offer made to leaseholders facing decent homes charges through improved payment arrangements and thorough preparation of specifications to ensure work is reasonable and necessary
- Demonstration that the programme and management of the capital programme is achieving value for money.
- Identifying estate regeneration opportunities that should be explored in place of taking works forward under the decent homes programme.
- Going forward regular satisfaction surveys undertaken identifying high levels of satisfaction with process, works and final product.

- Ensuring that the programme assists in the delivery of other Council and Borough objectives: reduction in levels of under-occupation, increases in homeownership and necessary adaptations undertaken all of which can be assisted given the close contact that is being had with tenants and optimising employment opportunities arising from delivery of the programme.

6.2.7 H&F Homes will measure and report on the progress of the programme using Key Performance Indicators and this will include demonstrating the value for money achievements arising from the partnership approach.

6.3 Funding the programme

6.3.1 CLG have confirmed the ALMO allocation for 2008/2009. The full allocation was used in 2007/2008 and regular meetings have commenced with CLG and the council to enable monitoring of the in year position in relation to the programme.

6.3.2 H&F Homes will supply full capital programme monitoring information monthly to the Council's Director of Finance and Director of Community Services and include explanations for any variances from budgets. A full capital programme report will also be provided to every Decent Homes Committee.

6.3.3 The agreed ALMO funding for 2007/2008 of £48,165k will be fully utilised, although the overall programme did not achieve the level of expenditure originally planned it ended the year with a provisional expenditure total of £50,318k.

6.3.4 The final outturn figures for 2007/2008 will be confirmed following the closure of accounts and reported to the council and Board. The housing capital programme for 2008/2009 is an appendix to the Business and Performance Plan.

6.4 Maintaining and updating stock condition data

6.4.1 H&F Homes is responsible for the maintenance and updating of stock condition data. The last full stock condition survey was undertaken in 2001. It was originally planned to carry out a further survey in 2006, however the level of surveys required for the decent homes programme is enabling detailed condition information to be collected on all of the properties within the programme. This, together with surveys of properties included in the planned maintenance programme is providing the opportunity to update almost all of the stock condition data. The stock condition data is used actively to plan and implement the investment programmes.

6.4.2 H&F Homes will update the stock condition survey database as follows

- Elements renewed will be recorded following completion of works
- Programming data will be entered as programmes are agreed annually
- Base property information will be changed as required following major works (for example if a loft conversion adds an extra bedroom to the property)
- The repairs system will be analysed each year and major repairs resulting in changes to the stock data will be recorded on the database
- Survey results that were cloned from the original sample will be confirmed or changed where required as detailed surveys are undertaken for the capital programme work

6.4.3 H&F Homes will update projections of the stock condition as required and report regularly on the progress of the target to meet Decent Homes Standard to the council, the Board and DCLG. H&F Homes will complete the quarterly monitoring information for DCLG.

6.4.4 In 2008/2009 H&F Homes will implement the planned maintenance module of Northgate Housing Management system. This will include migrating the stock condition database onto Codeman to integrate with the Northgate system.

6.4.5 H&F Homes will undertake a further stock condition survey in 2008 to update information and to obtain information on the stock to comply with the Housing Health and Safety Rating System (HHSRS) and incorporate this information into the stock condition database.

6.5 Framework agreement

6.5.1 The Decent Homes Framework Agreement involves the following partners:

Contract Area	Works Contractor	Consultant	Quantity Surveyor
Hammersmith North	Breyer	Dearle & Henderson	Berkeley
Shepherds Bush Green	Connaught	Frankhams	Ridge
Hammersmith Central	Lovell	BTS	Berkeley
Fulham North	Lovell	BTS	Dearle & Henderson
Fulham Central	Balfour Beatty	Frankhams	Ridge
Sands End	Breyer	Dearle & Henderson	Berkeley
Sheltered Housing	Diamond	BTS	Berkeley

6.5.2 H&F Homes expect that the Framework Agreement will achieve real benefits across the programme and are particularly seeking to encourage:

- Close working relationship across all partners and the supply chain to improve specifications and designs and reduce costs over the life of the scheme
- Competitiveness between the geographically based partnering contracts based upon performance across Key Performance Indicators
- A focus on customer care, developing programmes that minimise disruption and maximise customer choice and participation
- Flexibility to bring void properties up to standard as and when they occur
- Consideration and development of innovative energy improvements and enhancements to improve SAP ratings, improve thermal comfort and reduce bills (such as use of solar energy)
- Standardisation of suppliers and life time cost analysis to reduce future maintenance requirements
- Performance specification requiring a high standard of quality, value for money and innovation
- Options to specify additional works that benefit tenants and leaseholders including works that extend or deconvert existing accommodation to provide larger family housing.

7. REPAIRS SERVICE

7.1 H&F Homes are delivering the responsive repairs service through three contracts. Inspace deliver the responsive repairs service to the south of the borough and are responsible for the boroughwide voids. The third contract area (responsive repairs for the north of the borough) is delivered by Keir.

7.2 H&F Homes deliver the repairs service through two Repairs Ordering Centres (North and South) which co-locate technical officers, customer services offices and contractors together. The centres are supported by freephone telephone numbers for residents to use.

7.3 In 2007/2008 H&F Homes completed the implementation of the repairs module of Northgate housing management system to include the north of the borough as part of the mobilisation of the new north responsive repairs contract.

7.4 In relation to both contracts there was variable performance against target in 2007/08 which were largely due to under performing management on the part of the contractor in one instance and bedding in of new arrangements in relation to the north contract. A number of tasks will be completed In 2008/2009 through the Recovery Action Plan to improve the effectiveness and performance of the repairs service with a view to moving towards top quartile performance.

7.5 From April 2007 all voids are assessed to determine whether they are at the decent homes standard, properties not at the standard will have work undertaken by the voids contractor (using the same specification as the decent homes contractors) to bring the properties up to the standard internally. This process will continue in 2008/2009.

7.6 Gas Safety

7.6.1 The Council has instructed HFH to improve the level of CP12 compliance to target ensuring that at no time the compliance rate slips below 99%. H&F Homes treats gas safety as a high priority, in 2008/2009 the programme for safety inspections has moved to a 10 month cycle to provide more time to obtain access before gas safety certificates expire, this action together with a range of other actions to proactively seek access has been put into place to increase compliance throughout the year. The Recovery Action Plan has a number of tasks within it to focus on improvements. The plan includes providing the council with the reassurance that it has sought concerning the effect of moving to a 10 month cycle.

7.7 Stock Investment and Maintenance Strategy

7.7.1 H&F Homes has developed a Stock Investment and Maintenance Strategy to guide the investment decisions across the stock. This will be updated after the stock condition survey has been completed.

7.7.2 HFH will conclude the reviews of HRA Shops and TRA Halls and bring forward proposals and recommendations in relation to maintenance and use of these resources.

8. ESTATES RENEWAL AND REGENERATION PROGRAMME

8.1 H&F Homes will work with the council and the Corporate Regeneration Board to develop and implement the Estates Renewal Strategy and programme during 2008/2009. H&F Homes will continue to contribute to the development of alternative schemes to provide affordable housing options for local residents which will include the provision of low cost home ownership housing and work with developing partners to deliver schemes on behalf of the council.

8.2 H&F Homes will carry out the consultation and decant requirements for the programmes and manage the disposal process for sites and expensive voids. H&F Homes will develop proposals with the council to maximise the funding potential from the receipts generated from the programmes.

8.3 HFH will also put in place a complimentary Hidden Homes programme.

9. RESPECT STANDARD FOR HOUSING MANAGEMENT SERVICES

- 9.1 Combating anti social behaviour and crime is a key priority for the Council and for residents living in the borough.
- 9.2 In January 2007 H&F Homes signed up to the Respect Standard for Housing Management. The Council and H&F Homes anticipate the following outcomes from doing so:
- the development and implementation of a Respect action plan in all four area office tenancy management teams that will include a locally adapted Respect implementation plan, a publicity plan and a consultation plan that is outcome focused and measurable.
 - an increased emphasis on prevention and diversionary work to support the enforcement side of the Anti Social Behaviour service
 - systematic customer satisfaction surveys on all aspects of the anti social behaviour service, including 'face the people' sessions
 - the involvement of residents and customers in setting ASB priorities, targets for action and community led audits
 - the implementation of Good Neighbourhood Agreements across the Borough
 - the development of a Borough wide Youth engagement strategy and a Youth Forum led by H&F Homes
 - the systematic advertising of the ASB service and widening the opportunities to report ASB and hate crimes
 - promotion of the successes of the ASB service and enforcement action to residents and customers
 - the targeting of resources to local area 'hotspots' to resolve long standing ASB issues
 - to tackle the growing problem of absentee landlords and ASB from their tenants
 - the implementation of demoted tenancies and probationary tenancies to support the work of the ASB service
 - proper liaison and joint working with RSL's in the Borough on all aspects of ASB
- 9.3 HFH are committed and will play a full part in delivering the Councils 11 point ASB reduction plan ensuring that the aims and objectives and key actions of the plan are fully embedded in the Respect Action Plans as they are reviewed and improved.
- 9.4 HFH will ensure that all ASB and other cases are properly logged to inform both the use and targeting of HFH and Council resources.
- 9.5 HFH will play a full part as required in any reviews and improvements that are undertaken of CCTV on the Councils Housing Estates.

- 9.6 HFH recognises the importance of the Council and CDRP plans to take forward further Wardsafe pilots. HFH recognise the importance of the Wardsafe pilots in improving joint working and planning to combat ASB and crime and have and will fully participate to ensure that the aims and objectives of Wardsafe are successfully delivered.

10. ORGANISATIONAL RESOURCES

10.1 Organisational structure

During 2007/2008 the following changes to the organisational structure took place;

- Disabled Adaptations service for council tenants –transferred back to the council from H&F Homes.
- Right to Buy team –transferred back to the council to become part of the integrated Homebuy unit.

During 2008/2009 other changes to the organisational structure will be put forward to support the delivery of the Recovery Action Plan these will include;

- Provision of external consultancy support to enable the decent homes programme to be delivered
- Increasing resources for communications
- Enhancing performance management, research, benchmarking and policy work
- Strengthening management resources
- Increasing resources to deliver the housing regeneration programme

The detailed proposals in relation to these areas will be presented to the council for consideration during the first quarter of 2008/2009.

In addition the H&F Homes market testing programme will continue in 2008/2009 with the caretaking service and preparation for other services will commence.. HFH will also conclude any outstanding reviews of SLAs with the Council including Legal Services and IT.

The 4 Area Housing Managers are currently responsible for a borough-wide policy portfolio and for services in the following administrative areas:

- Hammersmith North
- South Hammersmith
- Fulham North
- South Fulham

The council has undertaken a number of redevelopment schemes within estate boundaries which has resulted in Housing Association

homes being situated adjacent to council homes. Ideally, the Council wishes to see housing management services delivered through one managing agent or for there to be agreed management protocols in place between landlords. In some circumstances, Housing Associations have agreed to the provision of caretaking services to these homes. H&F Homes will continue to provide these services for the fee agreed and will continue to negotiate to undertake caretaking and housing management services, through management agreements, with Housing Associations to provide enhanced local services for residents. H&F Homes will seek approval from the council to provide such services to other parties.

Services currently provided to RSL partners as follows:

- Provide caretaking services for Notting Hill Housing Group's homes on Clem Attlee Estate
- Provide caretaking services for Family Housing Association's homes on Gibbs Green Estate
- Provide caretaking services for Ealing Family Housing Association on Wood Lane Estate

H&F Homes has established a Human Resources and Equalities Committee and an Appeals Panel to ensure proper governance of staffing matters.

Negotiations with staff through the recognised trade unions takes place through the H&F Homes Joint Negotiating Forum which meets regularly.

10.2 Access to services

H&F Homes will provide services from the following locations:

Office	Location
Central Services	Riverview House, Beavor Lane Hammersmith W6 9AR
Hammersmith North Area Office	New Zealand Way, White City Estate, Hammersmith W12 7DE
South Hammersmith Area Office	Riverview House, Beavor Lane Hammersmith W6 9AR (until June 2008 –then from 145 King Street Hammersmith
Fulham North Area Office	Clem Attlee Estate, Lillie Road Fulham SW6 7RX
South Fulham Area Office	Fulham Town Hall Fulham Broadway, London SW6 1ER

Offices are open from 8:45am -5:00pm. An extension of the telephone service for the South Repairs Ordering Centre enabled the Centre to remain open until 7pm on each weeknight during 2007/2008. This

pattern of opening hours will be extended to the North Repairs Ordering Centre during 2008/2009.

Office opening hours will be subject to review during 2008-09, with a view to offering extended hours.

The offices are accessible to people with disabilities. However Hammersmith and Fulham Action on Disability (HAFAD) carried out an inspection and evaluation of the accessibility of the offices with H&F Homes during 2007/2008 and identified other actions that could further enhance accessibility. The work identified has been included in the recovery action Plan for implementations during 2008/2009.

H&F Homes has a service level agreement with Community Interpreting Translation and Access Services (CITAS) to enable access to translation/ interpretation services across all offices.

10.3 Use of I.T.

H&F Homes uses the council's computer systems and hardware. The programme for the installation of the new integrated Housing Management System will continue to be implemented. H&F Homes will project manage the development and implementation process, in partnership with the council.

H&F Homes will use its best endeavours to ensure that the computer systems are protected from unauthorised access and abuse. All staff are expected to comply with the H&F Homes policies and guidelines for the use of such data and in particular the policies relating to Internet use and the Email System.

H&F Homes has entered into an agreement with H&F Bridge Partnership to provide its IT support services. It will cooperate fully with the council's requirements to access data from the systems in use. It will review the SLA with HFBP in 2008/2009 and clarify budgets and IT strategic development proposals to ensure that the current arrangements provides best value and meets H&F Homes effectively.

H&F Homes will also work with the Council to allow the Council to provide returns and collect data for NROSH and LA CORE. NROSH will allow the Council to provide automatic returns on stock composition and condition and LA CORE will provide both H&F Homes and the Council with better information on its tenants.

H&F Homes will act strictly in accordance with the Data Protection Act 1998 and will ensure that the integrity and security of the council's data is not compromised in any way. It will undertake to keep the council's data up to date, accurate and will not retain information for longer than necessary.

10.4 Council services provided to H&F Homes

H&F Homes has agreements to purchase some support services from the council. These include services from both the Community services Department and other council Departments. The most significant services are:

- Financial Systems
- Insurance
- Legal
- Payroll
- BTS
- Horticultural Maintenance

In 2006/2007 following a review of the Housing Benefit Service the service was centralised and H&F Homes has agreed a revised protocol with the Housing benefit service to ensure that an effective service continues to be provided to council tenants.

Service Level Agreements set out the details of the provision of services and the costs. H&F Homes are responsible for monitoring the Agreements and approving expenditure.

During 2008/2009 reviews of the SLAs will take place to confirm that value for money is being obtained through these arrangements.

11. QUALITY STANDARDS

11.1 Investors in People

H&F Homes has a current Investors In People accreditation following reinspection in January 2008.

In 2007/2008 the HR policies were reviewed and H&F Homes sought to reinforce the requirements of the Investors in People culture by providing a framework for staff that sets out the compact between the employer and employee. Support and training is provided for staff along with clear targets and expectations. All employees of H&F Homes were provided with a Personal Achievement Log (PAL).

H&F Homes's Learning and Development plan is an appendix to the Performance and Business Plan and is clearly linked to the delivery of the Recovery Action plan; it will be monitored and evaluated during the year.

11.1 Customer Care

H&F Homes is committed to providing excellent services to its customers. The Futures Project included reviewing and improving systems and processes to provide more efficient services and better customer care.

H&F Homes operated a Housing Improvement Task Force to enable staff from across the company to act as champions for customer care and to develop and implement new initiatives to improve services during 2007/2008. .

During 2007/2008 mystery shopping was introduced with 22 trained residents. 2 exercises were completed which raised awareness of customer care across the Company. The programme will continue in 2008/2009. A programme of resident satisfaction surveys was completed to enable the customer experience to be better understood by H&F Homes and inform the ongoing customer care strategy.

H&F Homes operates its own complaints procedure. The third stage of the procedure requires the complaint to be reviewed by the council's Chief Executive. A report on complaints and petitions received is presented to H&F Homes Board on a six monthly basis. Additionally A log is kept of lessons learned as a result of customer complaints. Complaints handling will be reviewed in 2008/09.

H&F Homes recognises that this is an area which must be subject to continual improvement to ensure that all possible methods are being used to communicate effectively with tenants and leaseholders. The Recovery Action plan sets out a range of actions going forward to improve customer care and communication including review of service standards.

H&F Homes will be ensuring that all publications are produced in plain English and will develop a residents' reader's panel to advise during 2008/2009.

11.2 Optimising employees effectiveness

Most service area have been fundamentally reviewed through the Futures Project. The reorganisations flowing from the reviews have created a more effective organisation and the review of HR policies undertaken in 2007/2008 seeks to maximise the effectiveness of employees across the Company. The current number of staff employed by H&F Homes is 390 (excluding vacancies). The cost of salaries and wages is the most significant factor in the calculation of the management costs. Both the council and H&F Homes are committed to reducing management costs to a level closer to peer organisations.

Action to reduce sickness was prioritised in 2007/2008. H&F Homes sickness levels are currently above an acceptable level and a target to reduce the level to 10 days from 15.4 days was set for the year. A Nurse

Contact Centre was engaged to support the management of sickness levels together with more detailed monitoring of managers' actions. Incentives to reduce sickness were also introduced, with a day's extra leave allocated to all employees who have no sickness in a 12 month period. The Human Resources and Equalities Committee receive detailed monitoring information at each meeting to enable the progress of the action plan to be measured. The target for the year was not met, although sickness reduced to 13.8 days by year end. H&F Homes is determined to continue to prioritise a reduction in sickness levels during 2008/2009, with further training for managers to ensure strict compliance with the sickness procedures.

11.3 Resident Satisfaction and Participation

Following the STATUS survey conducted in 2006/2007 which identified a lower level of satisfaction with landlord services and participation than the 2004 survey, H&F Homes carried out a full survey in 2007/2008 to determine satisfaction levels of both tenants and, for the first time, leaseholders. H&F Homes also carried out a range of satisfaction surveys to drill down into service areas and explore reasons for lower satisfaction to enable action to be taken to improve services.

The tenants satisfaction level rose in 2007 (69%) from the 2006 result (65%), but is below top quartile (72.5%). The satisfaction level for leaseholders is low at 31%, and although there is limited benchmarking information for this indicator it is clear that this level is lower than most other London ALMOs.

The actions proposed in the Recovery Action Plan are expected to lead to an increase in satisfaction for both tenants and leaseholders.

In 2008/2009 H&F Homes will enter into a call off contract with BMG Research to provide opportunities to undertake surveys and research as required. The contractor will provide analysis of results and assist H&F Homes to understand the drivers of satisfaction in order to target resources to achieve continuous improvement. The following surveys are expected to be commissioned through the call off contract:

- Leaseholder Satisfaction Survey
- Tenant Satisfaction Survey and tenants STATUS survey
- Repairs satisfaction
- Caretaking Satisfaction Survey
- Staff Survey
- Sheltered Survey
- Rent Arrears Survey
- ASB

In addition H&F Homes will work with the council to consult residents on the continuation of the levy to fund HAFFTRA.

H&F Homes is determined to use feedback from residents positively to improve services and action plans will be developed following surveys to take forward key tasks. H&F Homes will feedback to residents on survey results and will provide information on performance and services and seek feedback.

Focus groups and an E-panel will be established to enable additional feedback from non involved residents across the borough on areas of concern identified through surveys.

The expectation of the Council and H&F Homes is that more detailed and extensive consultation and liaison will result in services that are more responsive to tenant and leaseholder demands resulting in services that are more customer focused and higher levels of satisfaction being recorded overall.

H&F Homes are undertaking a review of Resident Involvement in partnership with HAFFTRA and the council, with a view to refreshing structures, encouraging a higher level of participation of tenants and leaseholders and determining value for money and effectiveness.

11.4 Equalities and Diversity

H&F Homes is committed to ensuring equality of access and delivery of services to all its customers and equality in its employment practices.

H&F Homes's Equality Action Plan and Equality Impact Assessment timetable is incorporated within the Business and performance Plan. H&F Homes has established an internal staff equalities challenge group and an external Equalities Champions Group to assist with driving the equalities agenda.

The H&F Homes programme of Equality Impact Assessments is included within the Equalities Action Plan and implementation is monitored by the Equalities Champions Group as well as the Board.

H&F Homes carried out a diversity census of its residents through a postal survey in 2007/2008, and will enter the household data onto the housing management system during the first quarter of 2008/2009. A gap strategy will be implemented to collect data from those households who did not return their census form. H&F Homes wishes to obtain data from all tenants and leaseholders so that service delivery can be effectively monitored. H&F Homes will develop a suite of Equality Performance Indicators for 2008/2009 for agreement with the council and will continue to provide updates as required to ensure that equalities actions are being taken forward and delivered.

11.5 Data Sharing Protocols and Procedures

H&F Homes will comply with protocols currently in place and will continue to work in partnership with the council to develop cross-sector working processes and protocols with other partners. The significant protocols in place currently are;

- Data sharing protocol with the Police, RSL's and the council on anti-social behaviour
- Confidentiality protocol
- PVSU procedure
- Freedom of Information Act procedure
- Information sharing protocol with decent homes contractors
- Adherence to the councils data quality protocol.

12. GOVERNANCE AND MONITORING

12.1 H&F Homes is a company, limited by guarantee and is wholly owned by the council. It is governed by a Board comprising of:

- Five members appointed by the council
- Five independent members appointed by the Board
- Nine tenant and leaseholder representatives

12.2 The aims and objectives of the company and details of the governance arrangements are set out in the Memorandum and Articles of Association. The Company has been responsible for managing the council stock from 1st June 2004.

12.3 The relationship between the council and H&F Homes is governed by the Management Agreement. This sets out provisions covering:

- The services that H&F Homes is required to provide on behalf of the council
- The service standards that H&F Homes is required to meet
- The action that the council will take if services are not provided to the council's satisfaction
- The programme of repairs and improvements to be implemented
- The financial management standards and the fee which the council will pay for the service

12.4 H&F Homes's Board

H&F Homes's Board and its Committees meet bimonthly; the open section of each meeting is advertised to enable members of the public to attend. The Committees in place are:

- Finance Audit and Risk Committee
- Decent Homes Committee
- Housing Services Committee
- Human Resources and Equalities Committee

In addition an Appeals Panel will meet as and when required.

H&F Homes will hold annual resident member elections and recruit and appoint Independent Members in accordance with the requirement of the Memorandum and Articles of Association. The council will nominate the five council members as required.

The council will attend the H&F Homes AGM meeting annually and hold an Extraordinary General Meeting to approve the Company's accounts.

H&F Homes will ensure that the Board members receive adequate training to undertake their duties and carry out an appraisal of Board members annually.

12.5 H&F Homes's responsibility to supply Information

H&F Homes will as soon as possible supply the council with any relevant information to enable it to deal with its statutory obligations in connection with the services present and planned. This will include information required by:

- The Council's Monitoring officer
- The Council's Chief Finance Officer
- Scrutiny Committee and Full Council
- Local Government Ombudsman
- External Auditor
- Health & Safety Executive
- Other relevant bodies

The council and H&F Homes will meet monthly to discuss operational issues and review performance in accordance with the Performance Management framework with specific reference to;

- Performance standards
- Financial issues
- Any other relevant issues

H&F Homes will provide information and contribute as and when necessary to assist the council update and develop strategies and policies.

H&F Homes will operate equal opportunities policies and procedures in all aspects of its work and will contribute to the council's equal opportunity plans.

The Chair of the Board (or a nominated replacement) will attend quarterly performance review meetings with the council (usually to be

held with the Leader of the Council and the Cabinet Member for Housing). There will additional meetings as detailed in the Performance Management Agreement to review and prepare the the Business Plan and Delivery Plan and be attended by:

- The Cabinet Member for Housing
- Senior Officers of the council
- The Chief Executive of H&F Homes
- Chair of the Board of H&F Homes
- HAFFTRA representative

The PMF will subject to review in 2008/09 and the above arrangements may change however the objective will be to ensure that any arrangements provide an opportunity to review performance, identify plans to rectify poor performance and prepare plans intended to meet the Councils key objectives.

At the request of the council H&F Homes will provide Senior Officer and Board Member representatives to meet with the Cabinet Member for Housing and the Director of Community Services Department to discuss issues relating to the service provided by the organisation.

At the request of the council H&F Homes will provide information on the following:

- Contract documentation in respect of contracts entered into on behalf of the council
- Data Protection compliance documentation
- Documents in relation to formal complaints
- Cooperation and access to personnel and other records to assist the council in carrying out investigations already underway at the commencement of the Agreement and any investigations which are carried out after the terminations or expiry of the agreement.

H&F Homes is committed to ensuring that there is openness in all its dealings, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.

13. THE ALMO'S FUTURE

13.1 In 2009 H&F Homes is likely to be reinspected by the Audit Commission. H&F Homes has an ambition to be a three star service with excellent prospects for improvement and with the council's support has developed action plans to demonstrate effective delivery of services. H&F Homes recognises that the inspection regime is raising standards nationally and that achieving three stars is a challenge.

13.2 H&F Homes has a five year Management Agreement with the council which will expire in May 2009. The council and H&F Homes will

commence discussions in 2007/2008 on the long term future of the ALMO. The council will prepare to canvass views from residents on the future of the ALMO in 2008. H&F Homes will wish to seek an extension to the Management Agreement and will work hard to convince the council and residents that the organisation remains the best option for the delivery of an excellent service to residents.