



Business Plan

2009 – 2014

as approved by the H&F Board on the 28th April 2009

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Forward

We are very pleased to set the scene for this Business Plan which outlines our vision for providing housing services to the residents of H&F Homes. An important milestone at the start of this business plan period will be our inspection by the Audit Commission in mid 2009. We see this external review as an opportunity that will support our move towards achieving our mission to be the provider of choice for all tenants and leaseholders in the borough of Hammersmith and Fulham.

This plan is essentially forward looking but also takes the opportunity to reflect upon our key achievements in 2008 – 2009. H&F Homes has brought about service development and decent homes delivery that represent real improvements in the housing service we provide. We have focussed our expertise and energy to provide excellent housing services that place each and every resident we serve at the heart of our activities, fully involving them wherever we can.

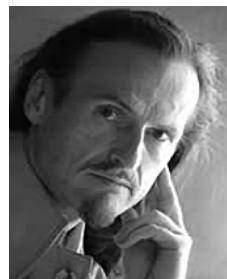
Value for money has always been a key pre-occupation for H&F Homes and gathers greater importance as we recognise the need to provide higher levels of service delivery from either the same or reducing resources. H&F Homes routinely seeks value for money across the whole organisation to ensure that we make our resources go further and meet resident expectations.

Where we have faced challenges we have not been afraid to make decisions that recognise the need to increase the pace of change and remain fully focussed on the rising expectations of our business. Our approach to transformational change, expressed in a programme that started in 2008 and will run until 2011, is an example of a core value we work to that sees opportunity in challenge.

Since H&F Homes was formed in 2004 the efforts and commitment of staff, Board members, partners and residents have shaped the organisation to great effect. We would like to offer our thanks to our staff, partners, tenants, leaseholders and colleagues in the Council for their support.



Nick Johnson
CEO



Harry Audley
Chair

Introduction

H&F Homes is in its fifth year of operation. As an arm's length management organisation (ALMO) H&F Homes was established in June 2004 as a not-for-profit company wholly owned by the London Borough of Hammersmith and Fulham (LBHF). The formation of the ALMO, as the best structure to achieve the Government's Decent Homes Standard, was agreed by the Council following a detailed appraisal of the different options available.

The primary purpose of H&F Homes is to manage, maintain and improve the council housing stock in the borough of Hammersmith and Fulham. H&F Homes and the Council have a Management Agreement which defines the services the ALMO provide on behalf of the LBHF. The Management Agreement also defines how the relationship between the two organisations works and sets out the requirements for H&F Homes to provide services and continually improve performance. The agreement is subject to regular review to ensure it is fit for purpose and best meets the interests of the residents we serve.

This Business Plan sets out the objectives and priorities for H&F Homes for the next five years in. Key drivers for the development of this Business Plan include H&F Homes Board and LBHF strategic priorities together with resident feedback, outcomes from efficiency reviews and Audit Commission recommendations.

This plan also sets the scene for the H&F Homes Value for Money Programme together with the Continuous Improvement Plan both of which are detailed in our Delivery Plan. It also sets out the Council's key priorities and details the resources and mechanisms through which H&F Homes will provide high quality housing management services for the benefit of tenants and leaseholders while ensuring that Value for Money is attained.

H&F Homes Vision, Mission, Objectives and Values

H&F Homes agreed its updated vision, mission, objectives and values in March 2009 following consultation with residents and staff. The Board and Executive team have signed off a set of concise statements that outline our purpose, our business objectives and the way in which we will deliver on our promises.

Our VISION is to:

Provide strong communities, excellent services and decent homes

Our MISSION is to:

Be the provider of choice for all tenants and leaseholders in the borough of Hammersmith and Fulham

Our business OBJECTIVES are:

- To put residents first
- To give Decent Homes
- To have pride in our estates
- To provide quality housing services
- To give value for money
- To promote diversity and financial inclusion
- To develop safe and sustainable communities.

Our VALUES are:

Excellence

- Putting residents first
- Committing to excellent performance
- Going the extra mile
- Celebrating success and recognising excellence

Positive

- Showing a 'can and will do' attitude
- Taking pride in our performance
- Treating everyone with respect
- Seeing challenges as opportunities

Learning

- Learning new ways and learning from mistakes
- Embracing change and moving with the times

Accountable

- Taking ownership and responsibility
- Finding a way to get things done

Context

Hammersmith & Fulham Council

The core vision of Hammersmith and Fulham Council is to create a Borough of Opportunity.

Hammersmith and Fulham Council's corporate priorities are to:

- **Deliver high quality, value for money public services** – services with high satisfaction ratings and which provide value for money for both tenants and leaseholders.
- **Deliver a top quality education for all** – local children attending local schools and receiving high quality education. Local residents accessing adult learning services to improve skills.
- **Tackle crime and anti-social behaviour** – reducing levels of crime and ASB and reducing the fear of crime through a tough approach which aims to both prevent and sanction and penalise perpetrators.
- **Create a cleaner, greener borough** – providing high quality public spaces which are clean and accessed by all sectors of the community.
- **Promote home ownership** – promoting a broader range of housing opportunities and options for all local residents including council tenants.
- **Regenerate the most deprived areas of the borough** – working closely with local residents developing plans that improve the most deprived areas in the borough and build in opportunity for local residents in terms of local job and housing options.

H&F Homes fully supports these objectives and is engaged in a number of key activities which will directly contribute towards achieving progress in each of the areas identified.

The H&F Homes Board and Management Team are also committed to working with the Council and its partners to deliver Local Area Agreement Targets set for the next three years. This includes both achieving Decent Homes by December 2010 and assisting in delivering other LAA targets in relation to increasing levels of employment in the worst performing neighbourhoods and improving health outcomes.

The Council has developed a Housing Strategy to run from 2007 to 2014 entitled 'A Housing Ladder of Opportunity for All'. The vision outlined in this strategy is to focus

on three areas to achieve improvement in housing, neighbourhoods and housing services in the borough. These are to:

- 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 activities of H&F Homes will directly support the delivery of the Council's Housing Strategy.

The external operating environment

H&F Homes is aware that it operates in a complex, fast changing external environment. As an organisation committed to listening, learning and excellence we ensure we reflect the priorities of our operating environment.

The Housing and Regeneration Act 2008

The Housing and Regeneration Act 2008 reflects issues outlined in the 2007 Housing Green Paper and other related consultations.

This legislation created:

- The Homes and Communities Agency (HCA)
- The Tenant Services Authority (TSA)

With these two bodies replacing the Housing Corporation and splitting the supply side of housing provision (HCA) from the regulatory side (TSA).

The Tenant Standards Authority (TSA) is the new regulator for social housing and is committed to raising the standard of housing services by ensuring that residents are put first. The TSA has taken over the Housing Corporation's responsibility for regulating housing associations and social landlords. A period of consultation with residents is already underway in 2009 that will result in the TSA setting high standards of management across all social housing providers starting with RSLs and later taking on regulation of local authorities.

The TSA will:

- champion tenant's needs and aspirations from housing
- promote choice for tenants and providers
- challenge providers to meet or exceed standards
- shape standards, utilizing informal and formal consultations
- adopt a co-regulatory and proportionate approach
- be independent and cross-domain
- work to create more choice about the way housing is managed and the landlords who provide it

The TSA propose to achieve this by:

- putting tenants at the centre, and ensuring that landlords do the same
- acting fairly, independently and decisively
- encouraging excellence and focusing on real performance - both of the landlords it works with and the people it employs
- In this way the TSA will be a catalyst for change, one which will improve the quality of life for millions of social tenants.

London Mayor's Housing Strategy

The Mayor's Housing Strategy for London was adopted in November 2008.

The strategy has three key themes:

Strong, diverse, long-term economic growth – In housing this will focus on a growing demand for new homes, particularly affordable homes, to meet existing shortages and future demand.

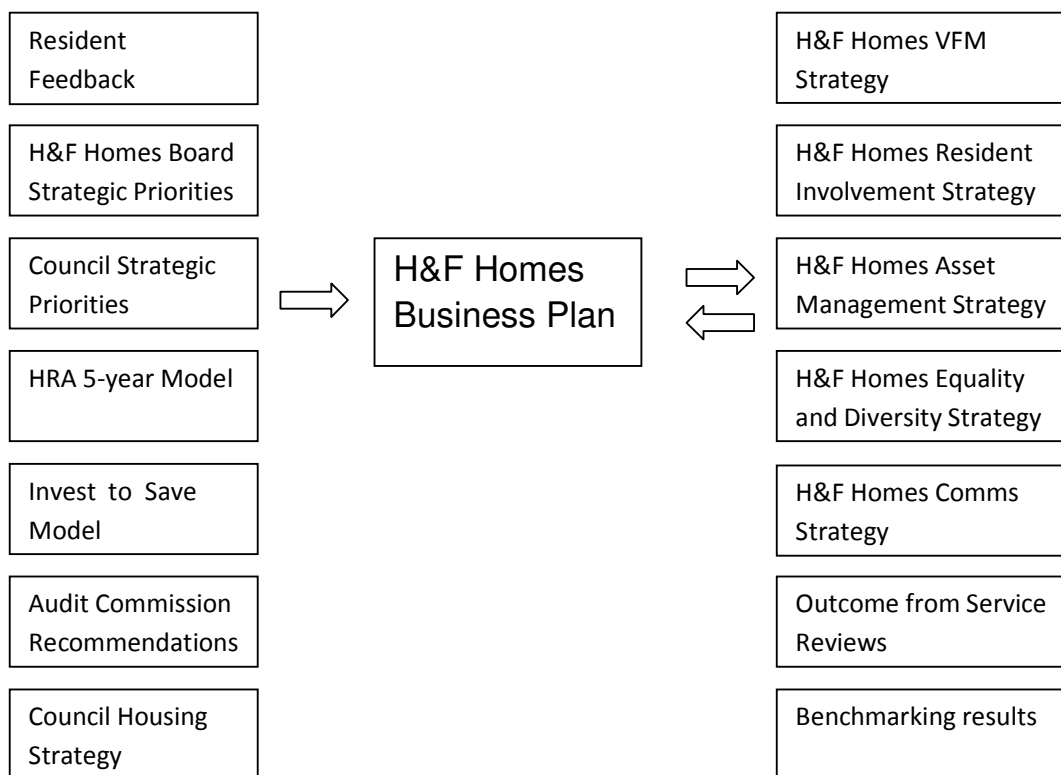
Fundamental improvements in the capital's environment and use of resources – For housing this means improving design and reducing the carbon footprint of London's housing stock.

Social inclusivity to give all Londoners the chance to share in the city's future success – This means tackling the extreme need which already exists and improving choice and mobility. It also includes measures to tackle unemployment and to involve people in managing their homes and neighbourhoods.

The Business Planning Process

Year on year we aim to improve our approach to business planning and we use the business planning process to develop our Delivery, Directorate and Improvement plans. Realising success is based on the understanding and insight that Board members, the management team and staff have of our priorities, customers and operating environment.

This business plan sits centrally informed by the Council's Housing Strategy, our financial plan and the decent homes programme. Our key strategies, such as the Equality and Diversity Strategy, the Value for Money Strategy and Resident involvement Strategy, link into the Business Plan providing specialist delivery of our strategic priorities.



The key inputs into our business planning process were:

- Board and Council strategic priorities
- Residents' feedback
- Outcomes from service reviews
- Audit Commission re-inspection report

H&F Homes Board Members, the Chief Executive and the Management Board have directly met with tenants, leaseholders and council colleagues to determine the priorities for this plan. As a result key services such as repairs, caretaking, anti social behaviour and leasehold management have emerged as priorities areas and shaped the strategic direction of this plan.

The Audit Commission inspection in 2008 provided us with a valuable external review of our performance and a tremendous effort has been made to increase the pace of improvement in critical areas. The ambition has been to stimulate enhanced performance, increase levels of tenant and leaseholder involvement and reduce revenue costs through greater efficiency and better value for money.

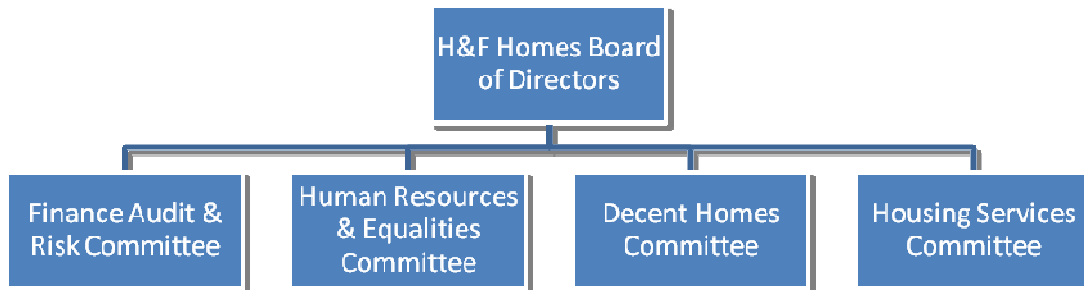
Our Business Plan has been developed to reflect the feedback we have received, the ambitions that we hold and the purpose we exist to fulfil.

Management Structure

H&F Homes Board

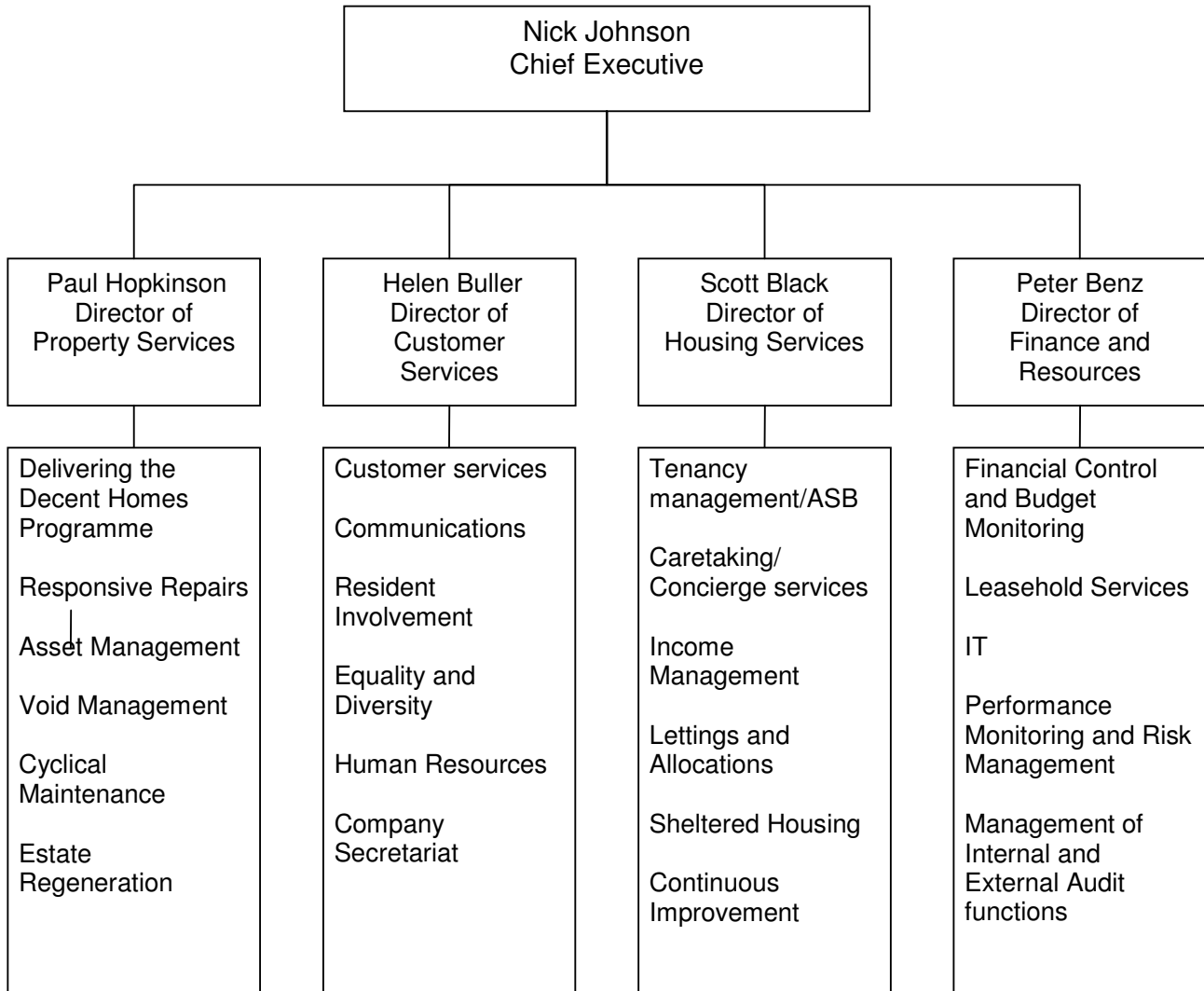
H&F Homes is led by a board of directors. The board is made up of seventeen members. Eight board members are residents, including tenants, leaseholders and a sheltered housing representative. Five board members are Council nominees, and four are independent experts. All board members give their time for free to support the organisation to meet its aims.

In addition to the main board of directors, H&F Homes has four functional committees each with devolved responsibility for key areas of the business. Terms of Reference for these committees are reviewed annually by the Board.



Senior Management Structure

In 2008 a revised Senior Management structure was introduced with the formation of four directorates each with a specialist lead and clear areas of responsibility.

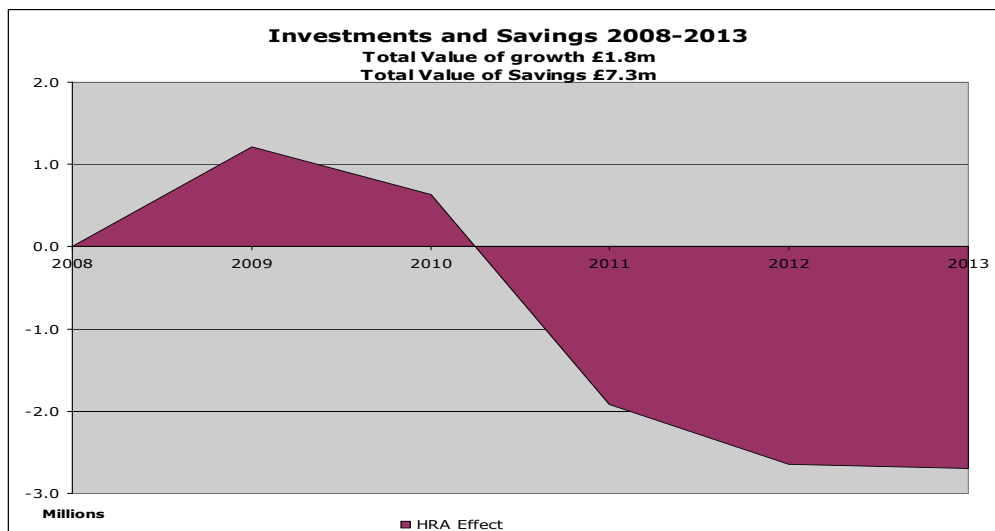


Financial Resources

H&F Homes is funded by a management fee paid by Hammersmith and Fulham Council as part of the management agreement. The initial process for determining the budget for 2009 - 2010 was driven by the continuing requirement to reduce the net expenditure on the Housing Revenue Account (HRA) because of reducing subsidy over the period of rent restructuring. Close joint working through a HRA Strategy Group of officers from the Council and H&F Homes developed proposals to achieve the savings necessary to balance the budget for 2009 - 2010.

H&F Homes has implemented the invest-to-save model negotiated with the Council in June 2008 in determining the 2009-2010 budget allocations. Through this plan, H&F Homes will deliver savings exceeding £7m over a period of 3 years with an initial investment in the form of growth in the management fee of £1.8m.

H&F Homes Invest to Save Model



This model will reduce the H&F Homes cost base by approximately £4m per annum. The growth in year-on-year savings will level off in 2012-2013 and remain constant for future periods.

Management Fee for 2009 - 2010 and future periods

The Management Fee for 2009 – 2010 will be £20.977m plus managed budgets of £5.166m. The projected Management Fee for activities carried out by H&F Homes for future periods, which from 2008-2009 includes Managed Estate Costs, is shown in the table below.

	2008/09	2009/10	2010/11	2011/12	2012/13
H&F Homes Management Fee	20,361	20,977	18,645	17,803	17,262
Managed Estate Costs	4,761	5,166	5,068	4,963	4,753

The effects of the agreed Invest to Save model can be clearly seen in the periods from 2011 - 2012 onwards.

Hammersmith and Fulham Council HRA Budget Model

	2008/09	2009/10	2010/11	2011/12	2012/13
	£000	£000	£000	£000	£000
Income					
Dwelling Rents	54,333	57,597	60,303	63,135	66,099
Other Managed Income	10,660	10,283	10,338	10,437	10,582
Housing Subsidy	11,647	12,277	11,729	8,950	6,253
Total Resources	76,640	80,157	82,370	82,522	82,934
Management of Dwellings					
H&F Homes Management Fee	(20,361)	(20,977)	(18,645)	(17,803)	(17,262)
Managed Estate Costs	(4,761)	(5,166)	(5,068)	(4,963)	(4,753)
Retained Budgets	(5,611)	(5,348)	(5,221)	(5,090)	(5,037)
Total Management of Dwellings	(30,733)	(31,491)	(28,934)	(27,856)	(27,052)
Repairs and Maintenance	(16,124)	(16,450)	(17,015)	(16,027)	(15,177)
Capital Items	(32,745)	(34,704)	(37,356)	(37,948)	(38,684)
Total Expenditure	(79,602)	(82,645)	(83,305)	(81,831)	(80,913)
Surplus/(Deficit)	(2,962)	(2,488)	(935)	691	2,021
Projected Year End Working Balance	7,015	4,527	3,592	4,283	6,304

H&F Homes is currently working in partnership with H&F Council to extend the above model to cover the 2013-2014 financial period.

Internal Audit and Risk Management

The H&F Homes Board propagates a culture of active risk management within the organisation and owns the strategic Risk Register. The Risk Register captures and monitors risks faced by the organisation and ensures that Residual Risk is minimised. The Risk Register is regularly reviewed by management and the Finance, Audit and Risk Committee and is reported to the Board periodically. A comprehensive Internal Audit Plan covers all activities of the organisation with a view to validating and improving control systems. Recommendations from internal audit reports feed back into the Risk Register.

Communications

H&F Homes is committed to improving communications to all stakeholders and understands the importance of clear, honest, timely and relevant communications with tenants, leaseholders, staff, the Council and the wider community.

In 2008-2009 this commitment has resulted in:

- Re-design and re-launch of the H&F Homes website
- Improved content for residents' magazine
- Periodic corporate briefings produced for staff, managers and board members
- Communications SLA implemented

Work to refresh the existing communications strategy is already underway involving board members, residents and key staff in a working group. The revised strategy will be presented to the H&F Homes Board in July 2009. The working group currently drafting the revised strategy has the following terms of reference:

- To ensure that H&F Homes has appropriate ways of engaging internal and external stakeholders in the development of its services and policies and other borough wide issues, by using diversity profiling information.
- To improve the satisfaction levels of residents about being kept informed and their views being taken into account
- To contribute towards achieving the organisational vision and corporate themes by having timely, accurate and appropriate internal communications
- To develop all communication channels to provide information and services by remote access to all those who wish to access information and services in this way.
- To strengthen H&F Homes' image and public awareness of the scope and quality of services provided

Human Resources and Learning and Development

H&F Homes will ensure that staff employed have the range of skills required to deliver the priorities as set out in this Plan. The organisation has started to implement a comprehensive Value for Money programme in 2008-2009 which will be fully instigated throughout 2009-2010. This programme will affect the structure of all service areas within the organisation.

The implementation of the Continuous Improvement Plan will only be achieved if everyone understands their role in the business and targets are cascaded down to every member of staff. H&F Homes will invest in learning and development to meet its business aims. A Learning and Development Plan has been produced following a review of the training needs arising from the Continuous Improvement Plan. The Plan is structured to provide:

- Skills training to ensure our staff have the expertise to do their job well
- Management training to ensure our managers maximise their effectiveness
- Culture and vision development to ensure everyone working in H&F Homes provides excellent customer care, going the extra mile and sharing a vision of excellence

Furthermore, H&F Homes has introduced a number of initiatives which will ensure that staff views are taken into account in the determination of the future of the business including the following:

- Collaborative Enquiry Working groups
- Management Consultancy Group
- Regular Managers' Forums
- Regular Staff Roadshows
- HR surgeries
- Revised and updated Performance Management and Sickness Absence procedures
- Introduction of a Staff Wellness Strategy

Succession Planning

The H&F Homes Board is actively committed to succession planning to ensure that the organisation is able to attract the necessary staff at all levels. Senior management arrangements are in place covering the period until the end of the current management agreement with the Council. Based upon the outcome of the Council's planned resident consultation with regards to the future of the ALMO, appropriate measures will be put in place to ensure a permanent senior management team is in place to lead the organisation.

Sustainable Communities – The Green Agenda

H&F Homes is committed to deliver where appropriate solutions which aid in the reduction of the carbon footprint of both the housing stock managed by H&F Homes as well as the organisation's operational activities drawing on Best Practice initiatives across the country. This will include, but not be limited to:

- Increasing SAP levels to an average of 75 by the end of the Decent Homes programme
- Develop an estate sustainability model to evaluate the long-term future of the HRA Housing Stock taking account of environmental issues
- Contribute to the achievement of the Council's targets for energy efficiency
- Extend pilot 'Direct Recycling on Estates' project on Clem Attlee Estate across the Borough subject to funding availability
- Investigate other recycling options where Direct Recycling is not appropriate due to the physical nature of blocks
- Produce and implement an Affordable Warmth and Health Strategy
- Promote grants for energy efficiency
- Dedicate resources to provide appropriate energy efficiency advice to customers
- Investigate and where possible implement initiatives for tree planting on open spaces to offset carbon emissions
- Ensure that transport arrangements to deliver remote services are as efficient as possible using efficient route planning and bio-fuels in our vehicles where appropriate
- Reduce reliance on chemical weed control through improved street cleansing activities

Achievements in 2008 – 2009

Service improvements in key areas

Investment and Decent Homes

H&F Homes has a comprehensive programme in place to meet the Government's Decent Homes Standard by 2010.

We have seven area contracts in place and strong programme management supported by using a programme tracker methodology to reflect the position of the programme. Our investment plan is fully harmonised with approved funding and we operate high levels of performance management and quality control to ensure the success of the programme.

Resident involvement is a key feature of the decent homes programme and each contract area has a Project Partnering Team with membership drawn from local resident forum. These compliment the variety of other engagement methods that the dedicated Resident Involvement Officers put in place to ensure that residents preferences and concerns are central to the implementation of the programme.

A comprehensive Stock Condition Survey has been completed in March 2009. This will form the basis of an Asset Management Strategy which will detail the investments needs of the stock for a 30 year period.

Position at year end	Actual 06/07	Actual 07/08	Provisional 08/09	Forecast 09/10	Forecast 10/11	Forecast 11/12	Totals
Homes at DH standard	8,861	9,655	10,552	12,954	12,918	12,918	
% decent homes	67.9%	74.4%	81.5%	92.0%	100.0%	100%	
Completions internal	75	1,452	2,296	3,942	2,053		9,818
Completions external	0	472	1,019	6,722	4,481		12,694
%schemes complete	0.0%	4.5%	23.2%	74.0%	100%		
%Schemes on site	4.5%	9.0%	22.6%	24.9%	0.0%		
%Schemes approved	1.0%	11.3%	6.8%	0.0%	0.0%		
% Schemes remaining	94.5%	75.1%	47.5%	1.1%	0.0%		
Expenditure millions	£5,241	£32,587	£51,792	£80,000	£58,051	£5,038	£232,709

Excellent Housing Management Services

We have placed great focus on improving our approach to housing management in 2008 – 2009 in many areas and some are outlined below.

- We have responded to resident feedback telling us that the repairs service we provide is one of the most important services to them by introducing a number of improvements in the last year. We have extended the call handling service from 9 a.m. - 5.p.m. to 9 a.m. - 7 p.m. to provide greater flexibility to report repairs and reduced the number of repairs categories to four to increase clarity. We now offer three appointment slots in the morning, midday and afternoon to increase customer choice and we provide a dedicated repairs ordering centre with fully trained staff who have undertaken a rigorous 5-phased training programme. We use text messaging to confirm repairs appointments and monitor satisfaction with the service constantly.
- Tackling anti social behaviour is a high priority and we have improved our joint working with the council through our service level agreement and developed joint policy and procedures for dealing with ASB, racial harassment and hate crime. We have developed ASB scorecards for managing and reporting incidents and implemented an integrated ASB case management system 'ReAct' in February 2009. This new system will bring about efficiencies through workflow management, ease of reporting and analysis and will inform estate management strategy by identifying ASB 'hotspots'.
- We reviewed and updated our lettable standard taking into account customer recommendations and best practice from other organisations. All prospective tenants receive the new standard and we monitor compliance through a 'new tenant's' survey. Following discussions with Hammersmith and Fulham Federation of Tenants Associations we have set up a panel of tenant inspectors to monitor the quality of void properties before they are re-let. Results indicate satisfaction with the condition of the property has increased from 54% in 2007/8 to 79% in 2008/9.

Excellent Leaseholder Services

Leaseholders represent more than a quarter of households we manage and H&F Homes and the Council place a high priority on improving services to our leaseholders. With leaseholder satisfaction at 31%, we have focussed on the key areas that have been identified by leaseholders as requiring improvement. The H&F Homes Board has set an ambitious target to increase Leaseholder Satisfaction to 51% by 2010.

A major initiative developed in 2008 was our 'New Deal for Leaseholders' which set the foundations of our approach to continually improving services to leaseholders.

Our 'New Deal' promises include commitments to:

- Deliver Value for Money for leaseholders
- Improve Communications
- Provide clear information on bills, Section 20 notices and all other correspondence
- Consult Leaseholders about their views
- Provide more ways to pay for major work

Four local area leasehold forums and a central consultative panel have been set up and meet regularly providing feedback that has helped shape various service improvements, for example:

- Revised, clearer service charges invoices for September actual expenditure have been developed in response to Leaseholder requests. The first set of quarterly statements is planned to be sent to leaseholders in 2009.
- More leasehold information is accessible on the web including all leasehold handbook information and decent homes programme details
- Improved correspondence monitoring has been implemented to ensure all enquiries are responded to in a timely and accurate manner
- New documents have been produced to assist those leaseholders who are unsure why works are required to their home and how they will be consulted

We have worked proactively to ensure that management arrangements and processes are organised in such a way that effective, efficient outcomes are delivered to leaseholders.

- Improved outcomes for leaseholders since April 2008 have included:
- Reduced service charges by an average of 2.69%
- Stronger more influential quarterly Leaseholder forums
- Clarification of the items of work that are chargeable to Leaseholders
- A new expert centralised the Leasehold Management team

Performance in 2008 – 2009

A comprehensive suite of key performance indicators (KPI's) is reported to the Board at each meeting, to the Council every month and performance is also scrutinised by the Executive Team monthly. The target setting process, jointly undertaken by H&F Homes and the Council, is underpinned by strategies to move performance towards the top quartile within reasonable timescales. Benchmarking performance against other London ALMOs and London boroughs is undertaken on a regular basis.

Indicator	Target 08/09	Outturn 08/09 (provisional)	Outturn 07/08	Improved
Live Gas CP12	100%	99.3%	97.74%	✓
% Properties non-decent	18.6	17.68%	28.66%	✓
Properties made decent	914	1015	442	✓
Repairs Appointments made/kept	94%	94%	93%	✓
Satisfaction with Repairs	96%	89%	90%	×
H4- Urgent repairs in time	95%	97%	94%	✓
H5 – Non-Urgent repairs in time	10 days	10 days	10 Days	-
Voids (H&F Stock)	30 Days	29 days	31.2 days	✓
% Caretaking tasks passing inspection	93%	82%	87%	×
Rents BV 66a % rent collected	98.5%	99.8%	98.9%	✓
Rent collection rate (ex arrears)	100%	99.49%	99.8%	×
Rent Arrears	£2.248M	£2.20M	£2.36M	✓
Leasehold service charge income	£3.8M	£3.8M	£3.5M	✓
Leasehold service charge arrears	£1.95M	£1.65M	£2.07M	✓
Correspondence turnaround (10 days)	97%	97%	98%	×
Stage 1 complaints	95%	95%	97%	×
Stage 2 complaints	95%	78%	86%	×
BV212 sickness long term	10 days	12.4 days	13.8 days	✓
Sickness short term	4.5 days	5.6 days	5.6 days	-
ASB cases closed local	90%	76%	NA	NA
ASB new case interview 5 days	90%	86%	NA	NA
ASB 15 day update	90%	96%	NA	NA

The end of year performance position for 2008 - 2009 in relation to the key targets showed a mixed picture reflecting our decision to set ambitious targets to work towards. Some targets showed consistently excellent performance throughout the year.

Benchmarking

H&F Homes is an active participant in the Housemark Benchmarking club. In 2008-2009 the organisation participated in a pilot project with Housemark to produce further detailed benchmarking information in particular service areas. Benchmarking is used within the organisation to measure our service delivery against as well as to inform VFM initiatives.

Current challenges for H&F Homes include high management and maintenance costs in comparison with peers as well as some performance indicators where significant improvement is required. Performance indicators have been set with a view to achieving top quartile performance within the next 3 years.

Resident Involvement

H&F Homes places a high priority on developing resident involvement structures, in partnership with residents, which ensure their true influence in shaping an effective service. At the very core of our structures the resident board members support this priority area working with residents involved in a number of different ways from local area forum to the central consultative panel.

During 2008 – 2009 we conducted a review of the Resident Involvement Strategy that will be finalised in April 2009. The review was resident led by the Resident Involvement Steering Group which will become a permanent structure as a Resident Involvement Housing Improvement Team when the review is concluded. The revised strategy will build upon some of the improvements already put in place such as:

- The mystery shopping programme where trained tenants and leaseholders test service standards
- The Resident's Conference supported by key pad voting to gather feedback and views
- The development of a virtual consultation panel to broaden the scope to gather feedback
- The better use of questionnaire surveys by post, telephone, on-line and use of focus groups
- The development of a revised comprehensive suite of service standards

Equality and Diversity

Since its formation H&F Homes has been proactively driving the Equality and Diversity agenda forward. It has created an internal and external scrutiny process, enhanced its internal procedures and processes in relation to the Local Government Equality Standards Framework which includes the Equality Impact Assessment (EIA) process and continues to robustly improve mainstreaming equality and diversity throughout the organisation.

Some examples of work we have done in the last twelve months have been:

- Conducting Diversity Resident Profiling to enable H&F Homes to have a clearer understanding of their service users needs and develop greater capacity to tailor service in accordance with people's needs.
- Ensuring that Equality Performance Indicators are agreed to provide a benchmarking tool for success and that monitoring mechanisms are robust and consistent.
- Driving the E&D agenda forward to ensure that all staff take ownership of the equality and diversity agenda and its implementation
- Developing a Single Equality scheme in partnership with residents and stakeholders.
- Conducting a self assessment against the newly revised Local Government Equalities Standards Framework due to be launched on the 23rd March 2009.
- The P2P Youth Development Partnership has increased the take up by young people and is currently hosting Parenting Sessions.

Value for Money

Delivering value for money services is an integral part of H&F Homes' culture. We continuously strive to achieve improved quality using the same or less resources, whilst ensuring that our activities are informed and guided by what our customers are telling us in order to ensure we continue to improve and sustain our viability. In 2008 – 2009 we carried out a number of targeted activities to strengthen our efficiency, for example;

- We have reviewed and updated our value for money strategy which sets out clear objectives and targets and our value for money programme is underpinned by a robust review process and takes into account a wide range of benchmarking data on costs and best practice.
- Each service area has tailored and agreed efficiency targets, which link into our organisational objectives and plans. The cumulative forecast for real savings identified so far is £5,444,475 up to 2010/11.
- We have established a value for money steering group to oversee efficiency reviews and implementation and have employed Northgate Kendric Ash (NKA) to work alongside managers to facilitate the transformation process and constructively challenge the norms and practices. This partnership is based on outcomes produced. Outcomes and cost savings are monitored on a monthly basis through the steering group.
- We have reviewed and updated our procurement strategy and delivered real efficiencies in 2008 – 2009. We have reduced staff rates for agency staff, increased electronic procurement for supplies and services, commissioned a benchmarking exercise for decent homes sub-contracting rates, put in place more stringent use of open-book accounting with repairs contractors and increased use of procurement clubs (LAPN/Laser).
- We have updated our stock condition information which validates our decent homes position, reduced the number of repair categories from 6 to 4 and amended the resident status of caretakers and scheme managers all resulting in improved service at reduced cost.
- We have also achieved year on year cost reductions to leaseholders from 2.69% in 2007/8 to an estimated 4.97% for 2009/10, with further significant reductions anticipated

Savings from the value for money programme are being re-invested to fund improvements such as:

- on-line services
- improve the appointment system including evening and Saturday morning appointments
- more creative ways for customers to get involved
- enhanced customer care training for front line staff
- Document management system.

STATUS Survey 2008

In 2008 we commissioned an independent and confidential survey of tenants following a pattern of gathering this vital feedback established in previous years. We use this feedback to prioritise services for improvement. The majority of tenants are positive about the overall service that they receive. However, a significant proportion would like to see some improvement particularly in the repairs service. Satisfaction with services is not increasing year on year as much as we would like and efforts to improve the rate of change and improvement through our transformational programme will increase.

Indicator	STATUS 2007 %	STATUS 2008 %
Tenant satisfied with overall service provided	69	69
Satisfied with value for money for rent	74	76
Satisfied with quality of home	74	73
Satisfied with neighbourhood	72	74
Satisfied with general condition of property	63	66
Ease of getting hold of the right person	64	60
Finding staff helpful	79	76
Satisfied with the final outcome	62	60
Satisfied with repairs and maintenance	72	70
Satisfied with views taken into account	60	61

Objectives for 2010 to 2014

We have set ourselves an ambitious set of service improvement objectives and performance targets for the period of this business plan outlined in the following tables.

Objectives are set in consultation with residents, staff, managers, Board members, the Council and other stakeholders. The objectives we set reflect our ambitions to provide excellent services and continuously improve. Similarly, we have set ambitious targets to ensure we work towards the highest levels of performance.

H&F Homes will contribute towards the Council's strive to make the most of Council owned assets and to create Homes fit for the 21st century. There is considerable scope to make more use of HRA land and buildings and to expand opportunities for households to move into home ownership. An Estates Renewal Strategy will be developed during 2009 which will form part of the Council's Regeneration Strategy.

The Estates Renewal strategy will involve the replacement of some homes through a structure renewal programme over the next twenty to thirty years. A set of clear principles are in development to guide the development and implementation of the programme. The Council has an innovative vision for regeneration in the borough, seeking to create homes and neighbourhoods where people choose to live and work and providing a housing ladder of opportunity to all.

H&F Homes will strive, through implementation of the Value for Money and related service review programme, to improve the organisation's performance to 3 star status in order to become the organisation of choice to deliver the Council's regeneration and estates renewal ambitions and in so doing secure a future for the organisation beyond the term of the current management agreement.

Future Planning and Key Milestones

The Business Plan sets out the strengths and weaknesses of the organisations and describes the opportunities to address weaknesses and further capitalise on strengths.

H&F Homes further faces the following three key milestones in the short to medium term:

Key Milestones	Date
Audit Commission re-inspection	June 2009
Expiry of Management Agreement	June 2010
Completion of Decent Homes programme	December 2010

Plans have been devised and are being implemented to prepare the organisation for the re-inspection by the Audit Commission. The Decent Homes programme has been re-designed and significant progress is being made in delivering the programme. The H&F Homes Board is actively considering all opportunities available to the company to respond to the challenges posed by the expiry of the management agreement. An active dialogue with the Council regarding future options is under way and H&F Homes is committed to fully engage in the appropriate consultation with residents to determine the future of the organisation.

Service improvement objectives 2009 – 2014

Activity	Timescale	Lead	Measurable outcome	Resources
Objective: To put residents first				
Finalise and implement a communications strategy and action plan for 2009 - 2012	August 2009	HB	Increased satisfaction in keeping residents and staff informed	Within existing resources
Improve complaints handling and lessons learned	August 2009	HB	Improved customer satisfaction on complaints handling Service improvements implemented and reported to residents as outcomes from lessons learned	Within existing resources
Develop corporate approach and timetable for gathering customer feedback	June 2009	HB	Service improvements resulting directly from residents feedback	Within existing resources
Improve Leaseholder Services	March 2010	PB	Leaseholder Satisfaction Survey results at 51%	Within existing resources
Complete implementation of New Deal for Leaseholders	June 2009	PB	Report to Leaseholder Central Panel on implementation of all New Deal promises	Within existing resources
Implement the actions contained within the	March	HB	Increased satisfaction with	Within existing

Resident Involvement strategy	2010		opportunities to participate Increased numbers of residents getting involved	resources
Objective: To give Decent Homes				
Deliver the annual Decent Homes programme to ensure that all properties achieve the Decent Homes Standard by December 2010	December 2010	PH	Number of properties completed, measured against the agreed annual programme. Financial spend measured against the agreed annual budget	Staff resource growth bid submitted for 2009.
Work with LBHF to develop a long-term Asset Management Strategy for HRA properties	June 2009	PH	Asset Management Strategy is completed and approved by LBHF and H&F Homes Board	External consultants to develop a property sustainability model
Collect all major works income from leaseholders	By March 2011	PB	Meeting major works collection targets as per the capital resources schedule	Within existing resources

Objective: To have pride in our estates				
Improve performance on the completion of communal repairs	June 2009	PH	<p>Ensure that 97% of repairs are completed to a good standard within the agreed KPI performance standards.</p> <p>Over 95% of repairs are assessed as being completed to a good standard following a post completion inspection check.</p>	Within existing resources
Support Estate Action Days	on-going	SB/PH	<p>Estate Action Days occur in accordance with the agreed programme.</p> <p>Repairs and maintenance contractors attend all Estate Action Days</p>	Within existing resources
Develop tailored Estate Strategies to address poor satisfaction		SB	<p>Local risk factors identified and addressed</p> <p>Improved levels of customer satisfaction</p>	Within existing resources
Publish outcomes from Estate Actions days and other neighbourhood initiatives	On going	HB	Residents fully informed of the outcomes of EA days and resulting improvements	Within existing resources

Objective: To provide quality housing services				
Restructure the repairs service to deliver improved performance.	December 2009	PH	Increase customer satisfaction with the Repairs Service from 69% to 75% based on the outcome of the 2009 Status Survey Deliver services in accordance with the agreed performance targets	Resource requirement set out in the Repairs Business Case
Introduce revised performance management framework and managers' self service	December 2009	HB	Systems in place reporting on performance outcomes and trends	Within existing resources
Implement a comprehensive package of learning and development initiatives including cultural change	July 2009	HB	L&D Programme in place and rolled out	Within existing resources
Improve website and provide more services on line	October 2009	HB	Improved satisfaction levels with website Additional on line services available	Within existing resources
Implement IT systems to improve process efficiency and effectiveness, including but not limited to: <ul style="list-style-type: none"> • Electronic Document Management • CRM, VoIP 	March 2011	PB	Systems in use by operational departments, performance indicators improved as per target list	Partially funded through Invest-to-Save model. Purchases which require significant capital

• Mobile Working				investment will have to be funded via growth bids
Gather information to gain an understanding of customers priorities and use the information to deliver housing management services	December 2009 and ongoing	SB	Improved customer satisfaction with housing services	Within existing resources
Re-structure Housing Services directorate into functional roles	June 2010	SB	New staffing structure and functional responsibilities in operations Improvement in performance measures in key areas	Within existing resources
Develop a programme of Best Value Reviews	September 2009	SB	Programme and timescales agreed by EMT and resources allocated	Within existing resources
Objective: To give value for money				
Reduce the cost of delivering the responsive repairs and maintenance service	March 2011	PH	Reduce annual running costs in accordance with the financial targets set out in the Repairs Financial Improvement Plan	Resource requirement set out in the Repairs Business Case
Re engineer the voids process	June 2009	PH/SB	Reduce Void turn round times in accordance with the three year KPI targets	Within existing resources
Develop a SMART procurement strategy for the delivery of post decent homes major repairs/improvement works	August 2010	PH/PB	Contracts competitively tendered and let	External consultants

Reduce sickness levels	April 2010	HB	Target of 10 days achieved	Within existing resources
Deliver VFM service improvements as set out in VFM Business Cases	By March 2011	All Directors	Meeting milestones as set out in VFM Business Cases	Investment needs of the VFM programme are funded through the Invest-to-Save model
Review all SLA's with the Council	December 2009	PB	Updated SLA's with the Council and review reports and recommendations to the relevant H&F Homes Committees	Within existing resources
Implement service charges for tenants	March 2010	PB	Service Charges for tenants determined, consulted on and implemented	Partially funded through growth bid for consultancy costs
Roll out caretaking pilot across the Borough	March 2010	SB	New caretaking arrangements in place Improved levels of customer satisfaction with this service	Within existing resources
Carry out Value for Money Review of Concierge Service	October 2009	SB	Value for Money review complete and recommendations reported to Board	Within existing resources
Model Repairs Ordering Centre into one contact point	August 2009	SB	Improved levels of customer satisfaction with ability to contact H&F Homes and contact outcomes	Within existing resources

Review the sheltered housing services to reduce costs and develop a new housing management model	December 2010	SB	Review complete and reported to Board with recommendations	Within existing resources
Objective: To promote diversity and financial inclusion				
Work with contractors and supply chain partners to encourage employment and training opportunities for tenants and residents	on going	PH/SB/HB	Number of local residents in employment or training	Within existing resources.
Implement the actions contained within the Equalities and Diversity strategy	March 2010	HB	Actions completed on time and reported to Board E&D PIs developed and monitored	Within existing resources.
Develop a vulnerability strategy	September 2009	SB	Vulnerability Strategy published	Within existing resources.
Review the 2009/10 EIA programme to reflect the priorities of the 2009/14 business plan	June 2009	HB	EIA programme in place	Within existing resources.
Work towards gaining the 'Achieving' level of the revised Local government Equality standard	June 2010	HB	'Achieving' level awarded	Within existing resources.
Implement alternative ways to pay for Leaseholders with large Major Works Bills	By May 2009	PB	All payment options as set out in the New Deal for Leaseholders available	Within existing resources
Increase the diversity profile of the board	July 2010	HB	Board composition reflects community that is served	Within existing resources
Objective: To develop safe and sustainable communities				

Project manage the CCTV project	by December 2012	PH	Delivery of the programme in accordance with the agreed milestones.	External project manager and contractors
Explore the possibility of H&F Homes involvement in the development and support of community enterprises and business start ups	December 2009	PH/SB/HB	Number of business start-ups that have been supported by H&F Homes	Within existing resources
Introduce a process to monitor the delivery of Aids and Adaptations to Council tenants	September 2009	PH/SB	Agree SLA with LBHF for the delivery of aids and adaptation services to council tenants.	Within existing resources
Conduct feasibility study for expanding the P2P project (youth engagement) to a wider geographical area	November 2009	HB	Feasibility study concluded	Within existing resources
Review the existing community development structure with a view to broadening its remit	March 2010	HB	Revised approach to Community Development	Within existing resources
Explore co-location possibilities for key partners	June 2010	SB	Feasibility report to EMT	Within existing resources
Develop an approach to Neighbourhood Management	June 2010	SB	Strategy developed	Within existing resources

Performance indicators for 2009 – 2014 (figures in green = top quartile achievement)

Board performance indicators	08/09*	09/10	10/11	11/12	Top quartile
Properties with a gas supply with a current gas safety certificate.	99.5	100%	100%	100%	99.6
BV 184a: proportion of non-decent homes at year end.	18.5%	7.9%	0	NA	24%
Properties completed Decent Homes work	914	1369	1033	0	na
% Urgent repairs completed to timescale	98%	97%	98%	98%	97.6%
Average time to complete non-urgent repairs	10 days	10 days	10 days	10 days	7.28 days
% Repairs completed in 1 visit (Right first time)	NK	95%	96%	97%	na
Satisfaction of resident with Repairs service (STATUS)	NK	75%	76%	77%	na
Monthly % satisfaction with repairs (phone and card)	88%	90%	91%	92%	na
Void turnaround time (H&F Homes stock only)	30 days	27 Days	25 days	22 days	26

Caretaking tasks passing independent inspection	81%	90%	93%	95%	na
BV 66a: Rent collected as a percentage of rent due (inc. arrears)	99.1%	98.8%	98.9%	99%	98.15%
Current year's rent collected	99.5%	99.6%	99.7%	99.7%	na
Cash amount of rent arrears	£2.248M	£2.1M	1.95M	1.8M	na
Rent arrears as % of gross debit	3.8%	3.4%	3.2%	2.9%	2.6%
FTA written off as % gross debit	0.4%	0.4%	0.4%	0.4%	0.4%
Service charge income	91% HRA	100% HRA	100% HRA	100% HRA	na
Service charge arrears	£1.75M	£1.4M	1.1M	0.8M	na
General correspondence turnaround (10 days)	97%	98%	99%	100%	na
Complaints dealt with within target times set: Stage 1 (10 days)	96%	95%	96%	97%	na
Complaints dealt with within target times set: Stage 2 (15 days)	80%	95%	96%	97%	na

BV 12 : sickness in last 12 months	13.2 days	10 days	9.5	9.0	na
Short-term sickness in last 12 months	5.4 days	4.5 days	4.2	4.0	na
ASB cases closed – local definition	85%	90%	95%	100%	na
ASB Investigation commenced within 5 days of consent given	90%	90%	95%	100%	na
ASB update within 15 days	90%	90%	95%	100%	na
Tenancy checks performed to schedule	NK	98%	99%	100%	na
% Estate Inspections completed to schedule	NK	100%	100%	100%	na
Average duration illegal occupancies	NK	6 months	TBC	TBC	na

Additional targets from Balanced Scorecard					
Reduce average weekly management cost	NK	£24.50	£23.28	£20.95	TBC
Reduce void repairs costs	NK	£1800	£1746	£1658	NA
BV 74a: Increase overall satisfaction of tenants with landlord service	NK	71%	72%	73%	71%

Increase overall satisfaction of leaseholders with service	NK	51%	53%	55%	NA
NI 14 – Avoidable contact (NEW)	NK	TBC			NA

Additional targets from KPI Working Group list					
BV74 (b) Black and minority ethnic tenants satisfaction with service	NK	66%	68%	71%	70.5
BV74 (c) Non BME satisfaction with landlord service	NK	69%	72%	73%	74
BV 75(a) Satisfaction with opportunities to participate	NK	61%	62%	63%	62
Members/ MP enquiries answered within target days	NK	100%	100%	100%	NA
Process invoices within 30 days BVPI 8 (corporate)	NK	95%	97	100	NA
BVPI 66c Percentage of local authority tenant in arrears who have had Notices Seeking Possession served.	NK	21%	20%	19%	16.65
BVPI 63 Council home SAP rating	NK	69%			NA

* Estimated outturn for 2008/2009

N.B: BVPI / BV = Best Value Performance Indicator- each has a specific number

Board Performance Indicators = PI's reported to every Board meeting to show overall performance

Balanced Scorecard = council's top line monitoring providing a snapshot of overall performance

KPI working group = Joint council/ HFH working group to determine performance