

Report for	Board of Management
Title	Managing Directors Report
Agenda item	6
Report for	Discussion
Classification	Confidential
Report author	Chris Liffen, Interim Managing Director
Contact email	chris.liffen@homesforharingey.org
Contact telephone	020 8489 4260
Portfolio / Board lead	N/A

Areas of risk and opportunity

In my previous board reports, I have outlined areas of risk and challenge. The actions and controls to manage / mitigate these risks continue to be worked upon.

In this report, I provide updates on Broadwater Farm, Fire Safety, The Homeless Reduction Act and the Management Agreement together with information on our gender pay gap for further discussion with the Board.

Broadwater Farm

Progress on Phases 1 and 2 of the Broadwater Farm risk mitigation has progressed well with only a few properties still to complete due to challenging access and health issues. As of the 19th March there are 7 of the original 728 properties where gas interrupter valves are not fitted.

On the 7th February we informed the Council that Tangmere (116 properties) had also failed the test for LPS blocks over 5 stories with Gas installed and started the removal of gas cookers and installation of gas interrupter valves. As of the 19th March 20 of the gas interrupter valves have been fitted.

We have been working with consultants Ridge and Partners, with input from the main contractor Engie (formerly Keepmoat) and Residents to complete the options appraisal for the best approach to adopt for long-term risk mitigation on Broadwater Farm. David Sherrington has now held two meetings with the residents' association to discuss the options available.

The options considered were:

1. Keep Gas and carry out structural upgrade works to comply with the Government guidance
2. Install a district heating solution fed from the existing central boiler house
3. Replace existing gas solutions with electric solutions (heat storage or heating units)
4. Install localised heat generation in plant space within/adjacent to each block
5. A hybrid of the above options (e.g. Localised heat generation using electric supply)

After review of the options appraisal and thorough discussions with residents we have agreed the installation of a new district heating solution, with localised plant installed initially followed by the commissioning of the main boiler house to allow gas to be removed from the buildings as quickly as possible.

The structural engineers have continued to undertake intrusive surveys on Broadwater Farm to provide further information and evidence to allow them to complete their calculations. Work to Kenley, one of the tower blocks with no gas, is now complete and whilst some work is required our structural surveyors report that this block has passed the test for LPS blocks with no gas.

The structural surveyor has also informed us that the nine seven storey and five storey blocks pass the test for LPS blocks with no gas in independently but where the seven storey and five storey meet some strengthening work will be required.

A report on Northolt is due at the end of March and will be peer reviewed to ensure accuracy of the results.

A verbal update will be provided at the meeting if any further information has been received since this report was written.

Fire safety

Fire safety continues to be a major area of work and challenge for Homes for Haringey and these risks are managed through the bi weekly fire safety meetings and monthly corporate Health & Safety Board.

A number of work streams are ongoing to gain a more comprehensive understanding of the stock and ensure that communal areas are effectively managed.

Full height frames - A draft report on buildings with full height window frames has been submitted and we are working with the consultants to finish this piece of work. To date no significant issues have been identified although there are a number of outstanding queries which we are aiming to close out by the end of March.

Fire breaks in service ducts – A full list of blocks where mechanical and electrical works have been completed in previous years has been compiled. Where these works are within the tower blocks, complex blocks, sheltered housing units or hostels they will be inspected via type three fire risk assessments, more information on which is provided later in this report.

Timber framed buildings - We have exposed a number of areas in one block which will enable us to define in more detail our future inspection programme. The remainder will be included within our programme of type three fire risks assessments to provide assurance around the construction details.

Type three fire risk assessments – we are developing our methodology on more intrusive fire risk assessments which will be targeted at blocks on a risk basis. Included within this list will be tower blocks, complex blocks, timber framed buildings, sheltered housing units and hostels. Due to the invasive nature of the work the assessment process will be linked into the existing voids process. Where voids become available in specified blocks a type three risk assessment will be carried out to identify any issues before reinstatement works and the re-letting of the property.

Fire doors – we have received notification that fire doors on Grenfell Tower did not meet the required 30 minute fire resistance. We are meeting with our contractors to check the compliance of the fire doors fitted through our major works programme. The contractor used in Kensington is not the same as used in Haringey. More feedback will be provided following our assurance checks.

Homelessness Reduction Act (HRA)

Homes for Haringey are working closely with the Council to prepare for the implementation of the Homelessness Reduction Act on 3 April 2018. The team are reviewing all of the information on the website and developing joint protocols with key partners.

An extensive training programme was developed and all Housing Needs staff attended a further training course week commencing 11th March on the practical implementation of the Act. The course was very well received.

I reported in January that we were, through shared digital, working towards having a new IT system, the HOPE system in place for the 3rd April. Unfortunately, despite the best attempts by Home Connections to deliver a fit-for-purpose system, the decision has been made as a tri-borough project team to delay implementation. Home Connections have encountered a number of problems in developing what we require and whilst at a push they could have delivered a very basic system, we would not have had the time to do the robust testing and amendments we needed to do.

We believe that whilst this will cause some short term inconvenience, it will reduce the impact on our three services in the longer term. Whilst this is really disappointing, we are far from being alone as we are aware that similar products being developed by other providers are in the same position. Both Denise Gandy and Beverley Faulkner (Service Manager, Housing Needs) have been in pan-London meetings recently where the majority

of others are reporting that they will not have a new system to go live with in advance of 3rd April.

What does this mean for us: There has been a lot of activity behind the scenes at all three boroughs to develop an interim 'Plan B' which will cause the least disruption to staff and be the easiest to put in place as a contingency. We will continue to work on this through to the 3rd April and are confident that the Plan B will be compliant with the legislation and achievable via a combination of additional checklist items on OHMS, a simplified version of the self-referral form (this has been developed and is in testing) and the template letters being available in SharePoint.

Management Agreement

On the 5th February the Council submitted the Section 27 consent application form relating to a proposed new Management Agreement between LB Haringey and Homes for Haringey to the regulator of Social Housing. We were expecting their decision by the end of March however we understand that the regulator has now received a letter from one of the organised groups within Haringey which will now cause a delay.

Upgrade of our Housing Management IT system

Since early 2016, HfH have been in discussion with the Council regarding an upgrade to our housing management system to bring it in line with the newer system in use at Camden and Islington. The newer (Northgate NPS) system has better functionality that enables proper customer relationship management, smarter ways of working, better communication and greater flexibility for staff and residents.

The council's Organisational Impact Assessment board approved the business case for the upgrade to the IT system in October 2016. This was in the process of being referred to the council's Resource Planning board for endorsement when Shared Digital was launched to deliver IT services across Haringey, Islington and Camden councils

In January 2017 Shared Digital advised that it was not able to agree a 5-year contract extension for Northgate on the terms proposed to, and agreed by, Homes for Haringey and Haringey council.

In September 2015, the Council's Cabinet approved the 'Future Housing Delivery' recommendations that included reference to the Council's Business Infrastructure Programme (BIP). The Cabinet decision stated that where there are 'duplicate functional processes' then they are in scope to consider whether these processes can transfer to the Council, taking advantage of scale and the principles around 'shared services'.

Employers with 250 or more employees are now required to publish a report on gender pay gap information by April 2018 in relation to pay data for April 2017. We have carried out a pay analysis for 642 staff categorised as “relevant employees”. The analysis identifies a mean gender pay gap of 4.2% and a median gender pay gap of 0%. The mean pay gap is the figure that we are required to publish on our website and on a

government website. Based on the mean, the average male hourly rate of pay at HfH is £18.40 compared to an average female hourly rate of pay of £17.62. This compares favourably with the public sector average of 11.9% and local government average of 6.9%. We will be carrying out further analysis of the pay gap to understand impact from an equalities point of view and will update the Board as part of an annual report on our equalities action plan.

Personal note

I would like to take this opportunity to thank the Board for the confidence they placed in me by appointing me interim Managing Director last June.

I can honestly say it has been a privilege to have held the interim position and to have led the organisation through a very challenging year. A year however, that has shown how Homes for Haringey staff step up, take responsibility and respond positively to every challenge that comes our way.

As I step back into my Director of Property Services role, I am looking forward to Sean starting, continuing to be part of the Executive Leadership team and helping to improve services for our residents. There is still a lot to do in Property Services to embed the new delivery model for stock investment, support a new stable M&E structure and continue to improve on our delivery of the repairs service.