

Jeremy Williams

020 8489 2919

020 8489 2660

Jeremy.Williams@haringey.gov.uk

07 January 2008

To: All Members of the Overview & Scrutiny Committee

Dear Member,

Overview and Scrutiny Committee - Thursday, 10th January, 2008

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

**7. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR COMMUNITY COHESION AND INVOLVEMENT (PAGES 1 - 6)**

Briefing from Councillor Lorna Reith, Cabinet Member for Community Cohesion and Involvement.

**8. MOBILE PHONE MASTS UPDATE (PAGES 7 - 16)**

(Report of the Director of Urban Environment) To update the committee on the recommendations of the Scrutiny Review of Mobile Phone Masts.

**15. SCRUTINY REVIEW OF NEIGHBOURHOOD MANAGEMENT (PAGES 17 - 20)**

(Report of the Chair of the Review Panel) To approve the terms of reference for the Scrutiny Review of Neighbourhood Management.

**16. REVIEW OF HOMES FOR HARINGEY AND REGISTERED SOCIAL LANDLORDS: FEASIBILITY STUDY (PAGES 21 - 32)**

(Report of the Chair of Overview & Scrutiny Committee) To consider the feasibility of the Overview and Scrutiny Committee commissioning a scrutiny review on Homes for Haringey and Registered Social Landlords.

Yours sincerely

Jeremy Williams  
Principal Committee Coordinator

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**KEY ISSUES BRIEFING – CLLR REITH**  
**Overview and Scrutiny, 10 January 2008**

**Customer Services**

**Performance**

The focus continues to be on improving performance and meeting targets. All targets were reached for November. (Up-to-date detailed figures will be provided at the Scrutiny meeting). Work to analyse the reasons for calls and visits is being done. The results will be used to work with Services to reduce repeat and other unnecessary contacts.

**Current and future issues**

Work is well underway on implementing the move from the Siebel CRM to a SAP CRM system, ready for implementation in May 2008. An extensive change management programme has been developed to equip staff for the major changes that this will bring.

The transfer of the repair functions from the Call Centre to HfH has now been postponed from its original January 2008 date until the end of March.

We are working with Property Services to identify an alternative building for the Call Centre in preparation for the expiry of the lease, and for the South Tottenham Customer Services Centre for when the Wards Corner/Apex House redevelopment gets underway.

**Communications**

**Haringey People** – a reminder to register to vote will be distributed with the February edition of HP which will also have a feature on FairTrade as this is will be the FairTrade fortnight edition.

**Consultations service** – high demand for this service continues with over 130 consultations in the consultations management system. Latest developments include the launch of online consultation and a new consultation e-mail alert service for members starting in January 2008.

**Publicity campaign** – a new publicity campaign ‘Love your borough’ has been developed for Urban Environment, with the aim of encouraging residents to play their part in improving the environment.

**Rationalising print and design work** – the project to renew the council’s print and design framework, which will help to achieve best standard at best value, received over 120 applications and is due to be completed for the start of the new financial year.

**Customer Focus**

The **WOW! Awards** were rolled out across the council in May and at the end of November an incredible 1168 nominations had been received from local residents. The roll-out of the scheme is being deepened too – we are

currently seeking a volunteer school to act as a pilot and the Older People's service want to promote the scheme in all of their establishments. This is great news for everyone – our customers, our staff and for Haringey as an organisation.

### **Institute of Customer Service qualifications pilot**

To demonstrate our commitment to delivering customer-focused services, this year we piloted an innovative qualifications programme designed to recognise and reward great customer service skills. These are nationally recognised qualifications that are firmly job-based and so are particularly relevant for our very wide range of staff. Staff taking part came from Customer Services and also from many other services including Parks, Cemeteries and Crematorium, Leisure Services, Facilities Management, IT and Homes for Haringey. ICS have commended Haringey for encouraging such a diverse staff base to take part. And the hard work paid off – we achieved a 100% pass rate.

### **Customer Charter**

A small group of front line staff, who are members of the Customer Focus Network, got together to revise and improve the council's Customer Charter. We tested the draft new version with our customers during National Customer Service Week and then in the November edition of Haringey People. The results were overwhelmingly positive. 90% of respondents agreed that the Charter is easy to understand and 80% agreed that it tells customers clearly what to expect from their council. A formal launch and action plan is being drawn up. Copies will be available at the Scrutiny meeting.

### **Policy & Performance**

#### **Community Cohesion**

The Community Cohesion Strategic Framework, setting out our approach to cohesion is due before Cabinet on 22 January. Dates are currently being negotiated for the launch of the Community Cohesion Forum.

#### **Freedom of information**

The Central Feedback Team will take on responsibility for the Council's compliance with FoI requests from 14 January. This is currently done by Customer Services but in practice fits better with the work done by the CF Team in relation to complaints, Data Protection and members enquiries.

#### **Complaints**

Overall, the number of new complaints the Council received between April and November 2007 was slightly down on the same period last year and performance has improved in responding to them.

At stage 1 there have been 1275 cases, compared with 1311 in 2006, and performance to timescale has improved to 89%, compared with 75% in the same period in 2006 (and 77% at the year end).

At stage 2 there have been 120 cases, compared with 189 in 2006 and performance to timescale has improved to 80%, compared with 76% in the period in the same period in 2006 (and 76% at the year end).

At stage 3 there has been a small increase in cases to 40, compared with 28 in 2006.

### Homes for Haringey (HfH)

HfH performance from April to November 2007 is 84% of 761 cases on time at stage 1, compared with 65% of 437 in the same period in 2006, and 78% of 89 stage 2 cases on, compared with 71% of 48 cases in 2006.

HfH have extensively publicised their complaints procedure, which they believe is the main reason for the increased numbers. Another reason for the stage 1 increase is the fact that repairs reported to the Feedback Team are now logged as complaints to ensure effective follow up to check that work is carried out satisfactorily.

(HfH targets are the same as the Council at stage 1, 10 working days, but 20 working days at stage 2. Their stage 3 cases are carried out by the Council's Feedback & Information Team to the Council's timescale.)

### **Members' enquiries**

Between April and November 2007, 91% of 2119 enquiries were responded to on time against the target of 90%. This compares with the 2006 figures of 84% of 2423.

The HfH figures are 88% of 694 between April and November 2007, and 62% of 501 in 2006.

### **Equalities**

The new Equal Opportunities Staff Handbook (part of the employee folder) based on the new Equal opportunities Policy, has been agreed and is going to print. We worked with Adults, Culture and Community Services to organise a successful staff equalities lunch in November at which 200 staff members participated. We organised a Disability Sports Day to celebrate International Day of disabled people at Tottenham Green which was attended by over 300 people. The Kindertransport Exhibition which is part of our commemorations of Holocaust Memorial Day this January will be launched on January 10<sup>th</sup>.

### **Corporate Voluntary Sector Team (CVST)**

#### **Haringey's Compact**

The newly formed Haringey Compact Implementation Group (HCIG) is now reviewing the disputes process. The HCIG is also focusing on communication between the different sectors. The PCT who are part of the HCIG have taken a lead on this project. The HCIG are also looking at the feasibility of how partners can 'Compact-proof' their key policies and plans. The progress of Haringey's Compact since its launch will be presented in a report to the Haringey Strategic Partnership.

The Compact Project Officers based at HAVCO and the CVST will be presenting Haringey's experience at the 8<sup>th</sup> Compact Annual Meeting which reviews the Compact relations between the Government and Voluntary and Community Sector in England. The meeting on the 13 December was chaired by Phil Hope, MP and Sir Christopher Kelly.

The Compact Project Officer based at the Council has been awarded a Compact Commendation as a Compact Champion in the 2007 Annual Meeting Commendations for her contribution to local Compact work.

### **Community Empowerment Network**

Following the withdrawal of funding from HarCEN in March 2007 HAVCO were commissioned by the HSP to put in place an effective community empowerment mechanism for Haringey. As the priority for Haringey is that strong systems are in place to provide the HSP and associated theme boards with effective engagement and accountability, extensive consultation was carried out by HAVCO.

During the transitional period existing representatives have continued to attend the HSP and theme boards. HAVCO will launch the new community empowerment network, Haringey Community Link, in April 2008. The new voluntary and community reps on the HSP will be trained, supported and mentored by HAVCO in undertaking their roles.

### **Procurement opportunities for commissioning the third Sector**

Government has been keen to encourage a significant increase in commissioning from the voluntary sector as it is believed this helps create a more diverse and competitive supply base which in turn is more likely to meet the requirements of service users.

Haringey Procurement Team and CVST have been working closely together to provide support and training to local voluntary agencies, particularly focusing on those who may be able to provide services around social care and supporting people contracts.

HAVCO has also been providing specialist training on what is required to provide, and successfully tender for, commissioned services.

### **Mapping Exercise for funding of the third sector in Haringey**

Over the last year the CVST have undertaken a mapping exercise across all Council departments in an attempt to see how much funding is distributed by the Council to voluntary organisations. In 2006/07 some £14million was identified across the Council. For 2007-8 this figure had risen to £24m but this includes external funding streams (e.g. NRF) for which the Council is the accountable body. We are still awaiting information to finally verify the 2007/08 figure.

### **Neighbourhood Management**

### **Area Assemblies**

Highlights from the autumn cycle included:

- Northumberland Park/White Hart Lane Assembly was held at Spurs and piloted electronic community voting
- St Ann's/Harringay had a community-led presentation on HMOs and their impact on the area. As a result an HMO working party has been established chaired by Cllr Adamou
- West Green/Bruce Grove held a 'question time' event focusing on services for the elderly. Panel members included senior officers and a specialist consultant from the North Middlesex Hospital, the PCT and Adult Services.
- The first 'Meet the Neighbours' session at Crouch End brought reps from the Somali community; Tottenham and Seven Sisters had a presentation from the Charedi (Orthodox Jewish) community

**The next cycle of Assemblies starts 28 January 2008** with St Ann's & Harringay and concludes with West Green/ Bruce Grove on 5 February.

**A Review of the Making the Difference scheme** involving members and officers has been completed. Key changes made as a result are:

- Procedure notes (covering roles and key stages in implementation);
- To confirm the '**Criteria to Guide Decision Making**' as:
  - Are other sources of funding available?
  - Awards will be up to £10,000
  - Is project generally supported by residents?
  - Are proposals realistic?
  - Can the project be completed within the financial year?
  - Is impact widespread?
  - For profit / private initiatives are not considered.
  - Bids must come from people resident in the borough, if an organisation's remit goes beyond the borough then a local resident must submit the form.
  - Good geographic mix across the area
  - Does the project represent value for money?
  - There should be no ongoing revenue implications (other than minor upkeep costs)
  - **MTD cannot cover core costs of an existing voluntary sector project.** (new)
- Design a more detailed MTD application form to clearly describe projects giving examples of successful projects.
- Explore joining up local area investment programmes for annual public realm investment linking Making the Difference to add value.

**We received over 450 applications for Making the Difference in 2007/8 - a record number.** All approved projects are in process of being delivered and are on course to be completed by 31 March 2008.

**Beacon bid for 'Transforming Services: Citizen Engagement and Empowerment'** Our bid was short-listed and an assessment visit took place on 29 November. The next stage of the evaluation will be a presentation on 8

January 2008 with the winning applications announced at an awards ceremony on 4 March 2008.

**Community Leadership courses for local residents** with Neighbourhoods working in partnership with the University of Westminster. Over thirty local residents took part in both Community Leadership programmes. In November an Awards Ceremony took place at the University to recognise participants' achievements.

**Transforming Neighbourhoods** - Haringey Council features in a new book of case studies jointly published in October 2007 by national think tank, The Young Foundation and the IdEA called Transforming Neighbourhoods. This is a collection of case studies about Community Empowerment. Our work with the Charedi Community is featured as well as our strategic partnership work in Green Lanes.

**Area Based Working Pilots** are now based in four Neighbourhoods: Tottenham and Seven Sisters; Northumberland Park and White Hart Lane; West Green and Bruce Grove and Wood Green. Area Based working contributes to the achievement of local community priorities and the priorities set by the Safer Neighbourhood Ward Panels and provides a local focus to the service delivery of Haringey's environment and joint enforcement actions.

**Clean Sweeps** – working in partnership with Better Haringey, Clean Sweeps have taken place in three neighbourhoods; St Ann's & Harringay, West Green/Bruce Grove and Crouch End. A second Clean Sweep is scheduled for St Ann's ward which will be driven directly by Neighbourhood Management.

**A Kurdish Community Access to Services Day** took place on the 20 October 2007. Over 100 people attended on a Saturday lunchtime and information was on hand from many services and partners including: Libraries, Equalities, Safer Neighbourhoods Police Teams, Early Year and Childcare, CONEL, HALS. This is part of a successful series of **ACCESS** events targeted at hard to reach communities. The next planned Access Day for the Polish Community is 23 February 2008 and the 15 March 2008 is planned for the Somali Community.

Summer Uni marked the most extensive programme for young people across Haringey. Over 3000 young people enrolled on the programme and were able to choose from a wide variety of activities and courses across the borough. Haringey had the second largest selection of activities on offer out of the 18 London Boroughs taking part in the Summer Uni programme. This was a fantastic achievement for our first year. Neighbourhood Management, Sports & Leisure and the Youth Service all worked together to deliver the programme. As agreed, Neighbourhood Management is handing over co-ordination to the Youth Service for delivering the 2008/9 summer programme.



Overview &amp; Scrutiny Committee

On 10 January 2008

<b>Report Title:</b> Response to Scrutiny Review of Mobile Phone Mast Policy	
<b>Report of:</b> Director of Urban Environment	
<b>Wards (s) affected:</b> All	<b>Report for:</b> Non-Key Decision
<p><b>1. Purpose:</b> To note Progress on Procedures for dealing with Mobile Phone Mast proposals within the Borough.</p>	
<p><b>2. Recommendations</b>  That Members review and agree the progress made in dealing with Mobile Phone Mast planning applications and related matters.</p>	
<p><b>Report Authorised by:</b> <i>Paul Tomkins</i> P.P. Shifa Mustafa; Assistant Director, Planning Policy and Development</p>	
<p><b>Contact Officer:</b> Paul Tomkins. Head of Development Control North. Tel. No; 020 8489 5167. e-mail; paul.tomkins@haringey.gov.uk;</p>	
<p><b>3. Executive Summary:</b> The Report provides an update on progress to date following the Scrutiny Review of matters relating to Mobile Phone Masts of July 2006.</p>	
<p><b>4. Reasons for any change in policy or for new policy development (if applicable)</b> N/A</p>	
<p><b>5. Local Government (Access to Information) Act 1985</b></p>	

1. The Overview and Scrutiny Committee reviewed a number of matters relating to the Policy and Procedures for handling proposals for Mobile Phone Mast installations within the Borough. This followed concern by some residents groups about the perceived increase in the number of such installations in certain parts of the Borough, in particular the Muswell Hill, Bounds Green, and South Tottenham areas; about installations near schools, and about possible long-term health risks.

2. 2007 was a relatively quiet year in terms of the Planning Services' involvement with Mobile Phone masts.

3..In accord with Government Advice, Officers met with representatives of the Mobile Phone operators in January of this year to discuss the "Roll-out Plan" that they had submitted the previous November. This is an indicative list of the areas or sites where the operators anticipate looking to place new installations to fill gaps in their coverage, over the forthcoming two or three years. Having the meeting does not in way commit either side or imply that planning permissions will be granted.

4. In the event very few new proposals have come in the form of applications this year. Two new Full applications, and four 'Prior Notifications' have been submitted since January this year; total 6. (For comparison, previous years 2001 to 2006 ranged from 8 to 20 per year ).

None was particularly controversial in terms of resident objection; two were for additional masts or antennae on industrial sites in Tottenham which already have installations. One of the Prior Notifications on a Public House in Lordship Lane was withdrawn as Officers advised it was unlikely to be approved.

5. The main site to cause controversy was a MonoPole mast in Mount Pleasant Villas N4, which had been refused by the Council in 2006 but was allowed by the Planning Inspectorate on subsequent appeal. Residents sought to mount a Judicial Review of the Inspector's decision, but it is understood that they did not proceed with the Judicial review.

6. The MOA (Mobile Phone Operators ) have issued a further 'Roll-out' Plan in November this year, and it is expected that Officers will meet them again in the New Year.

7. There has been a gradual trend for Masts to be less visually obtrusive than say ten years ago; poles tend to be slightly lower and slimmer, with more use of poles designed to look like street lamp standards or telegraph poles, and continuing use of roof -mounted antennae. Large lattice-type masts are not now generally proposed.

8. The Planning Service keeps a Sites Register of Mobile Phone Mast sites; this is available on request, and in the New Year it is expected to be available on the Council's web-site.

9. A local resident in South Tottenham has engaged in considerable correspondence with the Council on a roof-mounted installation in Edgecote Grove; the outcome was that the Operators were requested to re-assess the existing ICNIRP compliance Certificate to take account of any changes in equipment on the roof. They did a re-assessment and issued a fresh certificate of compliance in July 2007.

10. Other points worthy of note were; (1)The Local Government Ombudsman issued a report on procedural problems with 'Prior Approvals' applications, in June 2007. Current practice in Haringey already adheres to the advice in this Report. (2) The Mobile Telecommunications and Health Research Programme ( a follow-up to the 'Stewart Report' of 2001 ) issued a report in 2007 which concluded that 'none of the research supported by the Programme and published so far demonstrates that biological or adverse health effects are produced by radiofrequency exposure from mobile phones.' However, further research is needed into possible long-term (i.e. over 10 years) exposure risks.

11. In summary; it has been a relatively quiet year in terms of Mobile Phone Mast applications; and applications are being dealt with in accord with established procedures and policies.

# SCRUTINY UPDATE

Scrutiny Recommendation and Executive Decision	Target Implementation Date	Who Responsible <small>(who and what)</small>	Implemented? <small>Yes/No*</small>	Service or Performance Improvement Measurable outcomes <small>This must be completed</small>
<p><b>Recommendation One</b> Government to be requested to make all proposals for new Mobile Phone Base stations to be the subject of a Full Planning Application instead of Prior Notification Procedure. <i>(Agreed)</i></p>	15.9.2006	Member services	To be advised	1 To be advised
<p><b>Recommendation Two</b> Operators to supply evidence of cell coverage to justify need. <i>(Agreed)</i></p>	From July 2006	Mobile Phone Operators; Planning service.	Yes	1. Evidence provided in planning applications.
<p><b>Recommendation Three</b> Operators to provide information on Beam of Greatest intensity <i>(Agreed)</i></p>	From October 2006	Mobile Phone Operators; Planning Service	In part	1.....One application did have information on Beam; others reluctant to supply as it is not essential to determining applications, since all applications comply with emission limits anyway..
<p><b>Recommendation Four</b> Operators to provide better visual screening of antennae</p>	From July 2006	Mobile Phone Operators	In part	1..... Current installations are designed to be less intrusive, as resembling telegraph poles or street lamp poles.

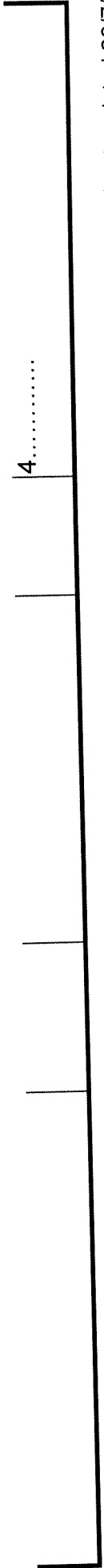
(Agreed)

Last updated 29/7/05

Review of

**SCRUTINY UPDATE****\* HARINGEY COUNCIL \***

Scrutiny Recommendation and Executive Decision	Target Implementation Date	Who Responsible (who and what)	Implemented? Yes/No*	Service or Performance Improvement Measurable outcomes <i>This must be completed</i>
<b>Recommendation Five</b> To hold Annual Roll-Out meetings with operators  (Agreed)	Oct 15 2006	Planning Service	Yes	1..... Meeting held 10 January 2007 . Next one to be held in January/February 2008. In view of the low number of applications for masts received in 2007 (six) this is a reasonable timescale.
<b>Recommendation Six</b> Meeting with interested groups after meeting with operators.  (Agreed )	Six weeks after meeting with operators	Planning Service	No	2 Not organised. As noted above there have been relatively few applications submitted in 2007
<b>Recommendation Seven</b> Site Notices for all Mobile Phone base station applications (Agreed )	Oct 2006	Planning Service	Yes	1... Implemented
<b>Recommendation Eight</b> Increased consultation area  (Agreed)	October 2006	Planning Service	Yes	1. Implemented.



Last updated 29/7/05

**SCRUTINY UPDATE**

Scrutiny Recommendation and Executive Decision	Target Implementation Date	Who Responsible (who and what)	Implemented? Yes/No*	Service or Performance Improvement Measurable outcomes <i>This must be completed</i>
<b>Recommendation Nine</b> Response to Prior Approvals by 56 <sup>th</sup> day (Agreed )	July 2006	Planning Service	Yes	1 Being carried out.
<b>Recommendation Ten</b> Decision on whether to approve Lamp-post swap types of installation (Agreed)		Street scene; Planning Service	Yes, in part.	1... There are some street side mast installations in place, e.g. Aylmer Road, Hampstead Lane..
<b>Recommendation Eleven</b> Maintain Mast register (Agreed )	July 2006	Planning Service	Yes	1 Mast Register in place and available electronically.
<b>Recommendation Twelve</b> Ask Radio Communications Agency to monitor for emission levels. (Agreed)	October 2006	Environment Directorate	No	1 No general request to Environment Agency made. A specific request made on one specific site in South Tottenham to the Mobile Phone Company to resurvey emissions in the light of any changed installations. This was done.



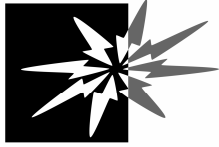
Review of

**SCRUTINY UPDATE**

**HARINGEY COUNCIL**

Scrutiny Recommendation and Executive Decision	Target Implementation Date	Who Responsible (who and what)	Implemented? Yes/No*	Service or Performance Improvement Measurable outcomes <i>This must be completed</i>
<b>Recommendation Thirteen</b> Ask District Valuer to assess/collect business rates (Agreed)	Sept 2006	Finance	Yes	1 .....Being progressed
<b>Recommendation Fourteen</b> Ensure Finance Service collects all rates and rents (Agreed)	October 2006	Finance	Yes	1 ..... Being progressed
<b>Recommendation Fifteen</b> Operators to comply with their ten commandments (Agreed )	July 2006	Mobile Phone operators	Yes	1 ..... The Operators do comply with these in terms of assessing risk and carrying out pre-application notification to Schools, Ward Members, and Planning Office.

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Haringey Council

**[No.]**

Agenda item:

**Overview and Scrutiny Committee****On 10 January 2008**Report Title: **Scrutiny Review of Neighbourhood Management**

Forward Plan reference number ( N/A)

Report of: **Chair of the Review Panel**Wards(s) affected: **All****1. Purpose**

1.1 To approve the scope and terms of reference for the Scrutiny Review of Neighbourhood Management which has been approved by the Review Panel.

**2. Recommendations**

2.1 That the scope be approved.  
2.2 That the terms of reference be approved.

Contact Officer: **Carolyn Banks, Principal Scrutiny Support Officer, Tel: 0208 489 2965**

**3. Local Government (Access to Information) Act 1985**

3.1 Background papers relating to this report:-  
Report to Overview and Scrutiny Committee - 12 March 2007  
Sustainable Communities Act 2007  
Community Empowerment Action Plan

**4 National Agenda**

4.1 In 2000, following detailed research the Government announced its National Strategy for Neighbourhood Renewal. It proposed establishing neighbourhood management and neighbourhood managers to drive change at local level, with the task to bring services together, and to 'make things happen'.

4.2 Since 2000 the Government has continued to promote the Neighbourhood agenda, with a series of consultation documents. The Office of the Deputy

Prime Minister under the banner of Creating Sustainable Communities. Published “Citizen Engagement and Public Services: Why Neighbourhoods Matter” which, concentrates specifically on how Neighbourhood Management can be embedded in communities, through, for example, establishing a national framework for neighbourhoods and local neighbourhood charters. These concepts have now being disseminated widely by the Government’s Strong and Prosperous Communities which builds on previous policy documents and the experience of implementing neighbourhood working in many areas across the country.

- 4.3 The Sustainable Communities Act 2007 aims to give local people more control over improving their community. by allowing a community panel to suggest ways local spending could be better used to improve local services and improve quality of life. The Act has a broad remit, with local services understood as anything from the post office and public house to open spaces and social housing.
- 4.4 The Communities and Local Government publication *An Action Plan for Community Empowerment: Building on Success* sets out the government’s plan to deliver its commitments of greater devolution and empowerment of communities.

## **5 Local Context**

- 5.1 Neighbourhood Management was established in 2001 as part of the Council-wide restructuring. It responds to and aims to implement the Government’s National Strategy for Neighbourhood Renewal. The service provides the supporting framework for community participation in service planning and development, targeting resources at neighbourhood level where staff work in local teams implementing the delivery strategy. The Haringey Neighbourhood Renewal Strategy, (HNRS), set out the priority neighbourhoods and the context for neighbourhood work, aiming to avoid fragmentation and parallel development, instead facilitating collaboration and networking.
- 5.2 Neighbourhood Management is continually being shaped by an evolving local and national agenda, which sees community involvement and engagement as central to the revitalisation of local communities. This sets a context for testing out new ways of working with partner agencies, within the Council, and with local people.
- 5.3 A key feature of the service is its crosscutting brief. The intention, articulated through both Government and Council policy is for Neighbourhood Management to join services up, working across existing service demarcations and engaging a range of partner agencies from the statutory and voluntary sectors in “bending” mainstream provision to achieve local objectives of neighbourhood renewal.

- 5.4 Working in an environment of rapid change and evolving services, the need to be receptive and crosscutting requires a responsive, flexible and adaptable structure. .
- 5.5. The tasks carried out by Neighbourhood Management are an integral and important part of the council services and an essential component of the Council's plans to achieve the objectives set out in the Council Plan for 2007/2010 and the Sustainable Community Strategy.

## **6. Terms of Reference**

### **"Suggested terms of reference**

To consider:

1. Government policy and the national position relating to Neighbourhood Management
2. How Neighbourhood Management is perceived nationally and by other Local Authorities.
3. The overall cost of Neighbourhood Management, whether it is meeting Council targets, its successes and the benefits it has delivered.
4. The way in which Council Services and external partners provide a local, holistic, cost effective service to residents.
5. How Neighbourhood Management involves local people in planning and shaping local services.
6. The support provided to Ward Councillors by Neighbourhood Management to assist them in their role as community champions.

## **7. Possible Outcomes of the Review**

1. To identify best practice and how it can be adopted in Haringey where appropriate.
2. To assist in the continual development of holistic, cost effective local services.
3. The potential identification of indicators for measuring performance.

## **8. Scrutiny Process**

### **Meeting One**

To receive presentations from:

- the Young Foundation and the Department for Communities and Local Government on, government policy on Neighbourhood Management, how other local authorities have responded, the identification of, best practice and central and local government's perception of Haringey's service;
- Neighbourhood Management on its budget, how it is allocated, its successes to date and proposed future developments.

### **Meeting Two**

To consider the views of:

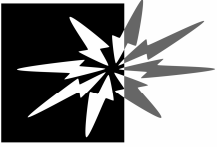
- Head of Partnerships,
  - Assistant Director, Policy, Performance, Partnership and Communications,
  - the Directors of Urban Environment and Children and Young People,
  - External partners including Safer Neighbourhoods,
- on the provision of a holistic, cost effective service to local residents;

### **Meeting Three**

- Discussion with Cabinet Member, Chairs of Area Assemblies and Neighbourhood Managers on the way in which the Service operates.
- Report from Corporate Head of Performance and Policy on possible indicators for measuring performance
- Presentation from Policy Studies Institute on research in Haringey on effectiveness of Neighbourhood Management

### **Additionally**

- To hear from local residents on the ways in which they are involved in planning and shaping local services.
- To seek views of all Councillors on Service provided



**Haringey** Council

Agenda item:

Overview and Scrutiny Committee

On 10<sup>th</sup> January 2008

**Report Title:** The Performance of Social Housing Providers (Registered Social Landlords & Homes for Haringey) - Feasibility Report for Possible Scrutiny Reviews.

**Forward Plan reference number (if applicable):**

**Report of:** Chair of Overview and Scrutiny Committee

**Wards(s) affected:** All

1. **Purpose** (That is, the decision required)

1.1 To consider the feasibility of the Overview and Scrutiny Committee commissioning a full scrutiny review on the performance of Social Housing Providers in Haringey.

2. **Recommendations**

2.1 That Overview & Scrutiny Committee note the contents of the report and confirms its conclusions for further scrutiny involvement in Homes for Haringey.

2.2 That Overview & Scrutiny Committee note the contents of the report and confirm its conclusions to defer a possible scrutiny of RSLs in Haringey (RSL locality collaboration) to a time determined by the Committee.

**Report Authorised by:** Cllr Gideon Bull, Chair of Overview and Scrutiny Committee.

**Contact Officer:** Martin Bradford, Overview and Scrutiny, Tel: 0208 489 6950

**3. Local Government (Access to Information) Act 1985**

Key background papers relating to this report (full papers Appendix A):

- Audit Commission (2007) Inspection of Homes for Haringey (Arms Length Management Organisation)
- Cave (2007), Every tenant Matters: A review of social housing regulation (Cave Review). Department of Communities & Local Government
- Hills (2007) Ends and Means: The future roles of social housing in England (Hills Report) London School of Economics (2007)
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#### **4. Introduction**

There are currently over 22 million households in the UK. Nationally, housing tenure is predominated by that of owner occupation which according to the most recent estimates, make up 70% of all of households (DCLG, 2007a). This same data indicates that 19% of households currently live within the social rented sector, whose landlords are equally distributed between that of local authorities (10%) and Registered Social Landlords (9%).

The performance of the social rented sector in meeting key social policy objectives (decent homes, prosperous communities, tenant choice, community cohesion) has come under increasing scrutiny and has precipitated a number of national reviews (Hills, 2007; Cave, 2007; MacLennan, 2007). This report highlights national and local performance issues in relation to the management of the social rented sector and, using national and local reports and consultations with providers (see Appendices A & B), makes a number of recommendations as to the feasibility of undertaking a scrutiny review of this service area in Haringey.

#### **5. Background**

##### **5.1 National backdrop**

In the UK, the social rented sector has traditionally been characterised as that of municipally built, owned, and managed housing stock. In recent decades however, a more pluralistic model has evolved, where the nature, ownership and management of social housing is determined by a broader range of public bodies. The nature of social housing provision itself has diversified to reflect the changing nature of housing needs. Whilst general needs dwellings continue to predominate in the social rented sector, a broader range of supported accommodation and shared ownership schemes are now provided by public bodies. Similarly, local authorities have been joined by Registered Social Landlords (RSL) and Arms Length Management Organisations (ALMO) as key providers of social housing in the UK.

RSLs are publicly funded bodies that are registered and regulated by the Housing Corporation and which account for the majority (48%) of lettings in the social rented sector. From 2001, local authorities have been able to establish ALMOs (a company owned by the local authority) to manage and improve their housing stock. Whilst the local authority retains ownership and strategic direction of the housing stock, day to day management is contracted to the ALMO. Approximately 20% of the national social housing stock is currently managed by an ALMO. Local authorities remain a significant provider of social housing in their own right however, and continue to own and manage 32% of social lettings nationally.

##### **5.2 Haringey context**

Housing tenure in London boroughs and other metropolitan districts is characterised by lower rates of owner occupation and higher rates of privately rented and socially rented housing. Local estimates suggest that owner occupation accounts for just



49% of local housing tenures in Haringey and where the social rented and private rented sectors account for 29% and 22% respectively (LBH, 2005a). In total there are approximately 33,000 social rented households in Haringey; two thirds (21,000) are managed an ALMO (Homes for Haringey) and 12,000 owned and managed by RSLs.

### 5.2.1 Haringey ALMO (Homes for Haringey - HfH)

Homes for Haringey was established in April 2006 by Haringey Council to manage its entire social housing stock of approximately 21,000 units. Of these dwellings, approximately 15,000 were general needs, 4,500 were leasehold properties and 1,500 were supported housing. Whilst the housing stock continues to be owned by Haringey Council, Homes for Haringey has responsibility under contract for the day to day management of these dwellings which includes:

- Repairs & Maintenance
- Estate management
- Right to buy
- Rent collection
- Lettings (with LBH)
- Resident involvement

### 5.2.2 RSLs in Haringey

As of March 2007, there were 48 RSLs providing social housing (general needs, supported housing, shared ownership) for people living in Haringey. RSLs operating within Haringey range from large national organisations that provide almost 2,000 homes to others that just provide homes in Haringey or neighbouring boroughs. There are also a significant number of smaller 'niche' RSLs which provide specific needs housing (i.e. black and minority ethnic groups). However, the five largest RSLs manage over 2/3 of housing in this part of the social rented sector in Haringey (Housing Corporation, 2007a). The full distribution of RSLs by the number of dwellings Haringey is provided below.

Managed Stock	<100	101-500	501-1000	1001-1500	1500+
No. of RSLs	30	13	2	-	3

Aside from the management of existing social housing, RSLs play a critical role in the development of new lets in Haringey. RSLs are a conduit for the Housing Corporation to fund the acquisition and new development of social housing in the sector. Approximately 35% of new lets in Haringey are developed through RSLs (LBH, 2005).

## 6. Regulatory and monitoring framework for social housing

A different regulatory and monitoring framework exists for each of the three main providers of social housing. An outline of this framework is provided below.

Social Housing Sector	Regulation	Inspection
Local Authority Housing	Department of Communities & Local Government	Audit Commission
Arms Length Management Organisations (ALMO)	Stock managed under contract by local authority	Audit Commission
Registered Social Landlords (Housing Associations)	Housing Corporation	Audit Commission

### **6.1 Regulation and monitoring of local authority housing**

For housing stock still owned and managed by local authorities, regulation and monitoring is still undertaken directly through the Department of Communities and Local Government. Here, the department sets out the operational and financial framework for local authorities to manage their housing stock where infringements may incur financial penalties. All aspects of the local authorities housing performance are open to independent inspection from the Audit Commission which grades the authority on the basis of quality of service provision (zero to three stars) and on the prospects for improvement (poor through to excellent).

### **6.2 Regulatory and monitoring of ALMOs**

ALMOs, being a company owned by a local authority, manage housing stock under the terms and conditions set out in the contract that they have with individual local authorities. Monitoring and performance management arrangements are also set within the terms of the contract with the local authority. As with other companies ALMOs are required to have their own Management Board and executive functions to ensure that they comply with the governance arrangements and other terms of their contract. ALMOs are also open to inspection from the Audit Commission under the same conditions for local authorities,

### **6.3 Regulation and monitoring of Registered Social Landlords (RSLs)**

To be eligible for public funding for the development of new housing or the management of existing housing stock, RSLs must be registered with the Housing Corporation. All those RSLs with a housing stock of over 250 are continuously assessed on their performance using a traffic light system in relation to following performance areas: financial viability, governance, management and use of resources (Housing Corporation, 2007a). RSLs are also open to inspection from the Audit Commission under the same conditions as other social housing providers.

## **7. Performance of Homes for Haringey**

The following highlights current arrangements for the monitoring of the performance Homes for Haringey indicating the performance management framework, performance indicators and current performance against these indicators. A short commentary is provided at the end highlighting aspects of Homes for Haringey performance which may benefit from scrutiny review.

### **7.1 HfH Performance Management Framework**

Homes for Haringey is contracted to manage housing owned by Haringey Council which is done so under contract. Externally, Home for Haringey reports its performance (and other contractual requirements) to the Executive of Haringey Council on a quarterly basis which is supplemented by monthly officer meetings between the two organisations. Internally, performance management is monitored through the Service Delivery Committee and Finance Audit Committees and through quarterly reports to the Executive Management Team and to other Committees of the Board of Homes for Haringey.

Performance management is supported through specialised intervention teams (internal and external), participation in ALMO benchmarking clubs and best practice

visits to high performing ALMOs. The performance of the organisation is also reported through Homezone, a regular newsletter circulated to all Homes for Haringey tenants.

## **7.2 HfH performance indicators**

Homes for Haringey have a suite of 25 Key performance indicators, 18 of which relate to targets within the Comprehensive Performance Assessment and 7 are additional local targets. Target levels are set within the top quartile of London and national performance and agreed with the contractor (Haringey Council). The performance of Homes for Haringey against these indicators is measured monthly using a traffic light system and a balanced scorecard and reported to structures within the monitoring framework set out above (7.1). The key areas of service provision covered within this suite of performance indicators include:

- Rents (i.e. rent collection/ arrears rates);
- Repairs (urgent and non-urgent completion);
- Voids (re-let times of properties);
- Tenant satisfaction (overall, participation);
- Customer service (call answering, complaints, member enquires);
- Finance (invoices paid).

## **7.3 HfH - Current Performance**

Homes for Haringey was inspected by the Audit Commission in August 2007 which resulted in the service receiving a 2 stars rating (good) with promising prospects for improvement. The inspection made a number of key observations highlighting positive aspects of Homes for Haringey's performance which included a strong approach to customer services, a good approach to diversity issues; a strong culture of tenant involvement and good management of estates. Rent collection at was identified as being weak within Homes for Haringey.

It was also noted that since the last inspection (2005) there had been a marked improvement in some services whilst some services continue to remain problematic:

- | <b>Marked improvement</b>  | <b>Ongoing developments needed</b>  |
|--|---|
| <ul style="list-style-type: none"><li>▪ Access to services</li><li>▪ Customer care</li><li>▪ Diversity</li><li>▪ Resident involvement</li><li>▪ Leasehold management</li></ul> | <ul style="list-style-type: none"><li>▪ Rent arrears</li><li>▪ Aids &amp; adaptations</li></ul> |

In relation to performance specifically, the Audit Commission report concurred that the performance of Homes for Haringey is managed well in which there were clear structures in place to oversee and ensure that the organisation met its key strategic and operational targets. The performance strengths of Homes for Haringey were identified to be thus:

- Clear performance framework;
- Performance clearly linked to the Business Plan;
- Performance supported by Capital Investment Strategy;
- Utilisation of specialist teams to ensure continuous improvement;
- Good record of responding to underperforming areas identified in previous inspections.

#### **7.4 Commentary for possible scrutiny review**

- Homes for Haringey has recently undergone a rigorous inspection process which has highlighted a number of positive service features and areas for service development. As has been highlighted in the inspection, the organisation has a good record of responding to required developments within the service.
- Whilst there is concern that the performance of Homes for Haringey for some key performance indicators has deteriorated in recent months (most notably voids where the re-let time has increased from 31 days to 55 days in the period April to October 2007) it is apparent that the service is taking remedial action. For example, in the case of voids, a Void Improvement Plan has been developed which is now overseen by the Director of Housing Improvement.
- One of the problems in measuring the performance of HfH is that some of the performance indicators relating to HfH are dependent to some degree on the role of Haringey Strategic & Community Service. Some services, such as the management and re-let of voids, still require the involvement of both HfH and HSCHS in meeting related performance indicators.
- The importance of performance monitoring of Homes for Haringey is illustrated through the fact that many of its performance indicators are instrumental to Haringey Councils overall Comprehensive Performance Assessment process and key targets within the local Sustainable Community Strategy.
- The contractual relationship between Homes for Haringey and Haringey Council is central to the performance management framework of the ALMO. No overt concerns have been reported in this relationship. Indeed, as this relationship is still in its relative infancy (ALMOS status granted in April 2006), it is expected that contract monitoring arrangements will naturally develop and mature in which the strategic housing needs of Haringey may be furthered.
- HSCHS itself has also recently undergone inspection from the Audit Commission (November 2007). It is expected that this inspection may encompass the relationship that the service has with its housing providers such as Homes for Haringey and RSLs, thus the conclusions of the inspectorate would appear to be central to developing proposals for a possible scrutiny review involving the service (and its relationship with Homes for Haringey). The inspection report is due to be published in January 2008.
- Historically, there has been some uncertainty as to the strategic leadership of the Haringey Strategic and Community Housing Service given the turnover in key positions. It was noted from both HSCHS and Homes for Haringey that this has not helped in developing continuity in contract management arrangements between the organisations. A new Assistant Director for housing has been appointed at HSCHS and a new Chief Executive of Homes for Haringey is expected to be appointed by April 2008.
- As a result of issues raised as part of the scrutiny of the Cabinet's Budget proposals for 2008/9, the Overview & Scrutiny Committee has decided that it wishes to receive performance reports from Homes for Haringey on a regular

basis. This will allow the Committee to monitor the performance and question the Chief Executive of Homes for Haringey and eth specific Cabinet portfolio holder.

**Conclusions:**

**The Homes for Haringey performance management framework is fully established and sufficiently resourced to make it an effective vehicle. HSCHS and Homes for Haringey have undergone recent rigorous external audit. Homes for Haringey has subsequently been awarded two stars and as a result Central Government are likely to be able to release significant funds to help the council achieve its decent homes standards.**

**Limited potential for scrutiny involvement has been identified particularly at this moment in time. A further external audit of Homes for Haringey is expected in 18-24 months time. A scrutiny review at this time is unlikely to add value, therefore the committee may wish to conclude that further scrutiny involvement above that already identify is unnecessary.**

**8. Performance of RSLs in Haringey**

The following highlights current arrangements for the monitoring of the performance RSLs in Haringey, indicating the performance management framework, performance indicators and current performance against these indicators. A short commentary is provided at the end highlighting aspects of the performance of RSLs operating in Haringey which may benefit from scrutiny review.

**8.1 Performance Management Framework**

RSLs are regulated and monitored by the Housing Corporation as such these organisations are not directly accountable for their performance to Haringey Strategic & Community Housing Service. Given the number of RSLs operating in the borough (n=48) such arrangements would be impracticable and unmanageable. It is however important that there is good communication, liaison and robust working relationships between RSLs and Haringey Strategic & Community Housing Service given the volume of social housing provided by RSLs and their role in providing new lets in Haringey.

Haringey Strategic & Community Housing Service thus supports liaison and partnership working between itself and RSLs and across the sector generally through the operation of a number of strategic and liaison housing forums (see Appendix C). 5 representative RSLs are invited on to the Integrated Housing Board which oversees the strategic direction of all housing services in Haringey. Organisational and developmental issues are the focus of the Haringey Housing Group to which all RSLs operating in Haringey (together with Homes for Haringey and HSCHS) are included. Finally, a number of cross-cutting theme groups (new developments, lettings, anti-social behaviour) are also supported within Haringey at which RSLs are also invited to participate.

To further improve the relationship between HSCHS and RSLs, Preferred Partner Status (PPS) has been developed with a limited number (n=6) of RSLs in Haringey. The 6 preferred RSL partners in Haringey are:

- Servite Housing
- Circle Thirty Three
- Presentation
- London & Quadrant

- Family Mosaic
- Metropolitan Housing Trust

Through the operation of PPS, it is anticipated that a closer relationship will be fostered between selected RSLs and HSCHS which will present further opportunities for collaborative and partnership working to help the locality meet its strategic housing objectives. RSLs that have obtained preferred partner status have also developed the Preferred Partner Housing Group in Haringey to further develop collaborative working opportunities among this significant group of providers.

### 8.2 RSL Performance Indicators

The Housing Corporation has developed a new streamline suite of 12 performance indicators which is effective from 2007/8 (see below). Performance data is collected and published through the Housing Corporation where individual reports are freely available for all RSLs operating in Haringey.

- Vacant general needs dwellings
- Re-let time
- SAP rating (energy efficiency)
- Failing decent homes standard
- Tenant satisfaction with landlord
- Tenant participation
- Satisfaction with repair time
- Tenants satisfied with new homes
- Routine repairs completed on target
- Tenant rent arrears
- Shared ownership satisfaction
- Satisfaction with sales process

### 8.3 Current Performance

The following performance data is based on all those RSLs managing more than 10 properties in Haringey and relates to the performance of the whole RSL, not just that stock operated in Haringey. Given the above, the performance of RSLs in Haringey should be interpreted with some caution; the data perhaps representing the performance of RSLs London wide rather than Haringey specifically.

Performance Indicator	Average Performance of Haringey RSLs		2007 National Average
	2006	2007	
Overall tenant satisfaction	71%	68%	79%
Tenant satisfaction repairs	-	67%	76%
Tenant satisfaction participation	57%	51%	63%
Shared ownership satisfaction	60.6%	51.0%	63.0%
Tenant arrears	6.2%	6.9%	5.4%
Average re-let time	-	82 days	40.1 days
Failing Decent Homes std.	-	13.1%	13.0%
Routine repairs in time	93.5%	91.8%	94.9%

Source: Housing Corporation, Haringey Local Profile 2007

### 8.4 Commentary for possible scrutiny review

- RSL preferred partners indicated that they were broadly satisfied with the partnership arrangements that existed between Haringey Council and themselves. Preferred partnership status has brought an improvement in working relationship between RSLs and Haringey Council. There were also

emerging opportunities for yet further partnership working with the development of Preferred Partnership Group.

- A number of RSLs highlighted that they currently undertake a range of complimentary and support activities (i.e. worklessness, training, anti-social behaviour initiatives) for their social housing residents which is not collected or collated by Haringey Council. Measures need to be put in place to ensure that this data is captured as this may help the Council meet its key strategic and business planning targets.
- RSLs indicated that further strategic mapping was needed in Haringey to clearly identify what services are currently provided across the borough by all housing providers (housing stock, housing services provided and ancillary services). This data this would help RSLs to identify shared working objectives, geographical areas of work and opportunities in which they may be able to work more collaboratively with other housing providers in Haringey.
- On the basis of initial discussions with RSLs there would appear to be some benefit in examining in greater detail how housing providers (RSLs and HfH) work together on neighbourhood management issues (cleanliness, maintenance of public areas, estate inspection, ASB) and in agreeing standards for the maintenance of neighbourhoods. Since the completion of consultations with RSLs however, HSCHS have developed a Common Management Standards Working Group for all RSLs and Homes for Haringey. The inaugural meeting of this group is in January 2008.
- Consultation with RSLs identified that further direction from the HSCHS as regard to the nature of service provision that may be required in the future (i.e. supported housing needs) and how services can work together to meet these needs.
- The Housing and Regeneration Bill (2007) is currently in its passage through parliament. This makes provisions for the establishment of the Homes and Communities Agency to replace the Housing Corporation and English Partnerships. This will unify arrangements for the planning, development and funding of new housing. Regulation of the RSL sector will be undertaken by the newly formed Office for Tenants and Social Landlords (OFTenant).

**Conclusions:**

**Performance management of RSLs is undertaken through the Housing Corporation and through inspections undertaken by the Audit Commission. Such evaluative data is widely published and distributed.**

**Given the size, nature and independent status of RSLs, it is inherently difficult for Local Authorities to develop robust working partnerships with all such organisations that may operate in their locality. HSCHS however have made a number of developments to further improve and develop this working relationship through the development of Preferred Partner Status and in supporting the creation of new liaison forums which appear to be well received in the sector.**

**One possible area for possible scrutiny review has been highlighted within the report: RSL and HfH collaboration for estate / area management. It is suggested that the housing provider liaison framework and the Common Management Standards Working Group should be given further time to develop as both are in their relative infancy. It is therefore suggested that the Committee may wish to defer a possible scrutiny review to enable local measures to taken to be assessed and to allow changes in the national performance management structure of RSLs to take effect.**



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## Appendix B - Feasibility Study Informants –

### Haringey Council

- Head of Housing & Supply
- Performance & Quality Assurance Manager
- Homes for Haringey Liaison Officer
- Service Improvement Team

### Homes for Haringey

- Performance Manger

### RSL

- Servite Housing
- London & Quadrant Housing
- Presentation Housing
- Metropolitan Housing Trust
- Family Mosaic

