

NOTICE OF MEETING

Cabinet

TUESDAY, 15TH SEPTEMBER, 2015 at 6.30 pm HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillor Claire Kober (Chair), Councillor Jason Arthur, Councillor Ali Demirci, Councillor Joe Goldberg, Councillor Stuart McNamara, Councillor Peter Morton, Councillor Alan Strickland, Councillor Bernice Vanier, Councillor Ann Waters.

AGENDA

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 18 below. New items of exempt business will be dealt with at Item 23 below).

4. DECLARATIONS OF INTEREST

A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A Member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS

On occasions part of the Cabinet meeting will be held in private and will not be open to the public if an item is being considered that is likely to lead to the disclosure of exempt or confidential information. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the "Regulations"), members of the public can make representations about why that part of the meeting should be open to the public.

This agenda contains exempt items as set out at **Item [20,21,22,23] : Exclusion of the Press and Public**. No representations with regard to these have been received.

This is the formal 5 clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.

6. MINUTES (PAGES 1 - 24)

To confirm and sign the minutes of the meeting held on 14 July 2015 as a correct record.

7. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE (PAGES 25 - 60)

For Cabinet to note:

The Scrutiny Review of Violence against Women and Girls

8. CABINET RESPONSE TO THE SCRUTINY REVIEW OF VIOLENCE AGAINST WOMEN AND GIRLS (PAGES 61 - 70)

[Report of the Director of Public Health. To be introduced by the Cabinet Member for Communities.] Cabinet will be asked to agree the responses to the Scrutiny review recommendations, set out appendix 1 of the report.

9. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

10. REPORT OF THE STEERING GROUP ON THE FUTURE HOUSING REVIEW (PAGES 71 - 350)

[Report of the Chief Operating Officer. To be introduced by the Cabinet Member for Housing and Regeneration.] The report will consider the future approach to managing and investing in the Council's housing in Haringey and Cabinet will be asked to make decisions on the ownership and management of housing stock following advice from the Member Review Group and an Independent Adviser.

11. ST MARY'S CE PRIMARY SCHOOL, RECTORY GARDENS (PAGES 351 - 356)

[Report of the Director of Children's Services. To be introduced by the Cabinet Member for Children and Families.] This report will request approval to award a contract for construction works to be undertaken on the St Mary's CE Primary School building located on the Rectory Gardens site so it can accommodate an additional form of entry.

12. FEASIBILITY ON MUSWELL HILL SCHOOLS - SCHOOL PLACE PLANNING (PAGES 357 - 380)

[Report of the Director of Children's services. To be introduced by the Cabinet Member for Children and Families]. This report provides outcomes from feasibility work carried out on the potential to expand three Muswell Hill schools and balances this against latest available school roll projections.

13. SALE OF LAND AT KESTON ROAD (PAGES 381 - 392)

[Report of the Director for Planning , Regeneration and Development. To be introduced by the Cabinet Member for Housing and Regeneration.]The report will seek agreement to the sale of land at Keston Road to Pocket Living LLP to provide affordable housing in the Borough.

14. LOCAL IMPLEMENTATION PLAN ANNUAL SPENDING SUBMISSION FOR TRANSPORT 2016/17 (PAGES 393 - 414)

[Report of the Director of Planning, Regeneration and Development. To be introduced by the Cabinet Member for Environment.]The report will seek approval to the Annual Spending Submission for 2016/17 contained at Appendix 2 and Cabinet will be asked to note the progress to date on delivering against LIP and Corporate Plan targets.

15. AWARD OF HOUSING RELATED SUPPORT CONTRACTS - PATHWAY OF SHORT TERM SUPPORTED HOUSING - PHASE THREE (PAGES 415 - 426)

[Report of the Director for Planning, Regeneration and Development. To be introduced by the Cabinet Member for Housing and Regeneration] This report details the outcome of an open tender process for the award of contracts to provide Mental Health Accommodation Based and Floating Support Services. New contracts will be awarded in 5 lots, in line with Contract Standing Order (CSO) 9.06.1(d) following a robust tendering process.

16. MINUTES OF OTHER BODIES (PAGES 427 - 436)

To note the minutes of the following:
Cabinet Member Signing 7th July 2015
Cabinet Member Signing 30th July 2015
Cabinet Member Signing 11th August
Cabinet Member Signing 1st September 2015

17. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 437 - 446)

To note the delegated actions taken by directors in July and August 2015.

18. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 3 above.

19. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Head of Democratic Services

Items 20, 21, 22, 23 allow for the consideration of exempt information in relation to Items ,11, 13,15 and 3 respectively.

RESOLVED:

That the press and public be excluded from the remainder of the meeting as the items below contain exempt information, as defined under paragraph 3, Part 1, schedule 12A of the Local Government Act 1972

20. ST MARY'S CE PRIMARY SCHOOL, RECTORY GARDENS (PAGES 447 - 450)

As per item 11

21. SALE OF LAND AT KESTON ROAD (PAGES 451 - 452)

As per item 13

22. AWARD OF HOUSING RELATED SUPPORT CONTRACTS - PATHWAY OF SHORT TERM SUPPORTED HOUSING - PHASE THREE (PAGES 453 - 456)

As per item 15

23. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 3 above.

Bernie Ryan
Assistant Director – Corporate Governance
and Monitoring Officer
5th Floor
River Park House
225 High Road
Wood Green
London N22 8HQ

Ayshe Simsek
Principal Committee Coordinator
Tel: 020 8489 2929
Email: ayshe.simsek@haringey.gov.uk

Published Monday 7 September 2015

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**MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015**

Councillors Vanier, Strickland, Demirci, Waters, Goldberg, Morton, Arthur

Apologies Councillor Kober, Councillor McNamara, Nick Walkley

Also Present: Councillor Engert, Councillor Mark Blake, Councillor Ibrahim, Councillor Berryman

MINUTE NO.	SUBJECT/DECISION	ACTON BY
CAB33	FILMING AT MEETINGS The Deputy Leader referred to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted this information.	
CAB34	APOLOGIES Apologies for absence were received from the Leader of the Council, Claire Kober, Councillor McNamara, Cabinet Member for Environment, and the Chief Executive, Nick Walkley. Councillor Vanier chaired the meeting. Cllr Demirci left the meeting at 6.45pm and his apologies were noted for the remainder of the meeting.	
CAB35	URGENT BUSINESS There were no items of urgent business to consider.	
CAB36	DECLARATIONS OF INTEREST Councillor Demirci declared a personal interest in item 11 by virtue of his membership of the North London Waste Authority and in relation to item 14 by virtue of his connection with Bounds Green ward.	Clerk
CAB37	NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS No representations were received.	
CAB38	MINUTES The minutes of the Cabinet meeting held on the 16 th June 2015 were agreed as a correct record of the meeting.	Clerk
CAB39	DEPUTATIONS/PETITIONS/QUESTIONS The Deputy Leader, Councillor Vanier invited Stephen Brice of the Pinkham Way Alliance to put forward his deputation, to the Cabinet, which was in	

**MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015**

relation to item 11, The North London Waste Plan.

Mr Brice began the deputation by expressing the dissatisfaction of the Pinkham Way Alliance, to the inclusion of the Pinkham Way as a potential waste disposal site option in the North London Waste Plan. The Alliance felt that the attached report did not provide a balanced description of the Pinkham Way site and its biodiversity and open space value. Mr Brice asserted that the valuable advice from the biodiversity study had been ignored and the recommendation of the NPPF to avoid development on environmentally valuable Brownfield sites was also not given due consideration in the report.

The deputation advised that previous Council commitments to investigate the de- cultverting of the water course running under the site and also to complete an open space study had been reneged.

Mr Brice continued to contend that the Council were not being open with plans about his land and whether it could be used for employment / development purposes in the future.

The Alliance continued to express their frustration at the incomplete review of the Pinkham Way site and its subsequent inclusion in the attached North London Waste Plan.

The deputation asked Cabinet to either postpone approval of the draft waste plan, or to approve it subject to the removal of the Pinkham Way site, pending outcome of the site allocations review.

The Cabinet Member for Housing and Regeneration responded to the issues raised by the deputation and emphasised that Pinkham Way was one of 6 sites put forward as an option for use as waste disposal. This was a draft plan which was putting forward the choice for public comment. This document still provided the opportunity for the PWA to continue making the case against the inclusion of the Pinkham Way site as a potential waste disposal site. The previous promise made by Councillor Strickland remained and any final decision on the Pinkham Way site would be subject to a report at Cabinet.

The Cabinet Member for Housing and Regeneration advised that the biodiversity ecological and sync designation of the site would remain .He further assured the PWA that were currently no plans for use of this site being taken forward by the NLWA and Barnet Council.

Further to the consultation on the draft The North London Waste Plan, there will follow a statutory consultation and then further public examination of the NLWP by the Planning Inspector .Therefore, there was no final imminent decision on the choice of waste disposal sites in North London and further opportunities for the Pinkham Way Alliance to make their case for the deletion of the Pinkham Way option for waste disposal

The Cabinet Member for Housing and Regeneration welcomed further dialogue with the PWA in the ongoing development of the North London Waste Plan

Deputation 2 - UNISON objections to the recommendations of Agenda item 9, Facilities Management Framework.

The Deputy Leader invited Gerard McGrath representing UNISON to put forward his deputation.

**MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015**

In summary, UNISON were opposed to the privatisation of services and believed that services run by the Council were better for both residents and staff. Therefore, they were in opposition to transfer of Facilities Management staff to the preferred operator Amey which they believed would ultimately not provide a better offer to staff.

In all outsourcing exercises there was an inherent risk to low paid staff and UNISON also contended that this saving associated, with the outsourcing, could be found by the Council through other means.

Gerard McGrath continued to set out concerns about:

- TUPE agreement lasting 1 year
- The risk for staff with the preferred operator ,Amey, making savings after this time and cutting posts
- Overall concerns about the reputation of the preferred operator, Amey, with staff/ trade unions
- The level of commitment from the preferred operator, Amey, to provide Apprenticeships
- No access for transferred employees to the Council's Pension Fund.

Mr McGrath asked Cabinet to reject the recommendations on the basis of the Trade Unions concerns about the preferred provider or to agree the recommendations subject to the preferred provider agreeing TUPE + .

The Deputy Leader, asked Cllr Strickland, Cabinet Member for Housing and Regeneration to respond to the deputation.

Councillor Strickland understood the concerns raised by UNISON and had previously responded to similar concerns by restarting the process and including an independent assessment of the options and criteria, in order to provide further assurance to staff and UNISON. Cllr Strickland continued to thank UNISON for their partnership working and seeking the best outcome for staff with this agreement. This work had been invaluable in reaching a solution and final report to Cabinet.

Although, Unison was not happy with the outcome, the scoring at page 41 demonstrated the open and transparent method used to assess the suitability of the providers. There was already an existing mix of different contracts for delivering Facilities Management in the Council and this not sustainable or provided value for money. So a new total Facilities Management option was needed.

The Council had worked hard to secure social value in the contract by ensuring staff terms and conditions continued, payment of the London Living wage, and commitment from the preferred provider to providing apprenticeships.

The Cabinet Member advised, that the Chief Operating Officer had indicated that she was happy to take up the Unions recommendation on Tupe+ with the preferred provider through their continuing negotiations. Following recent publicity about companies who have completed private investigations and gathered information into the form of a 'Black list ' of trade union active employees, the Cabinet Member was also happy to speak further with officers about Amey's alleged access to this 'Black list'.

Deputation 3 – 'Our Tottenham coming together as Haringey Community Centres Network to put forward concerns / objections to recommendations of the item 17, Community Buildings Review.

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

Ms Sona Mahtani was invited to address the meeting and put forward representations in relation to the Community Buildings Review report at item 17.

Ms Mahtani explained that the deputation party had come together as a group of community organisations to express their united concerns about proposals contained in the Community Buildings Review. As a group they felt the voluntary sector in Haringey provided an unparalleled range of diverse services and facilities throughout the borough, based mainly on self funding and extensive volunteering, supporting savings for the Council and contributing to community cohesion and providing cultural, educational and social activities in the borough.

In considering the review of community buildings the group felt that it did not feel like a pivotal review and questioned the basis of the analysis on the services provided by community buildings which had guided the recommendations of the report.

The deputation further questioned the balance of the review and highlighted information to be considered alongside this such as:

- The evidence of the supportive role of community groups to residents in the borough.
- Community groups concerns about the rental changes short leases and community asset transfer and disposal of building which should be more explicit and known to members.
- External Grant funding income brought into the borough by community groups.

The deputation supported the objectives of the community strategy, which was set out at item 15, but felt that the measures to be taken forward by the community buildings review were at odds with this strategy.

The deputation continued to question the income objective set for community buildings and whether this would be achievable if the community centres fail.

They advocated taking a holistic approach to local changes and working together with the Council collectively to deliver more for less in times of need.

The deputation asked the Cabinet to not make any final decisions on the Community Buildings Review report and to continue to work for a solution which meets the Council and community group's joint objectives and enables residents to continue with the services they need.

The Deputy Leader invited questions from Cabinet Members and the following information/views were noted from the deputation party:

- Community Centre support will be required to deliver requirements of the Care Act
- Community Centres bring external funding to the borough including funding from the Big Lottery and London Councils
- Benefit of having a core funding from the Council helps attract other external funding
- Centres have crucial role in preventative work

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

	<ul style="list-style-type: none"> Continuing good connection between the Council and voluntary sector Community groups comprehended the need to make sure they were making the most out of their assets. Around 75% of income was generated by the centres themselves. Some Community groups running from the Community Centres will find it difficult to find additional income to meet the significant rises in rent and will not be able to continue in the buildings. Advocated working together with the Council on a community asset transfer policy, jointly, from the beginning of the process. The shorter proposed leases will limit applications to the lottery <p>Councillor Strickland, Cabinet Member for Housing and Regeneration thanked the deputation, and was broadly in agreement with the holistic and integrated approach to provision which they were in favour of. He emphasised that the Community Buildings Review was setting out a new approach for the Council and Community Centre buildings working together and there would follow more detailed discussions in the coming weeks. The Cabinet further recognised the rich tapestry of services provided by the community groups in the borough.</p> <p>The new community leases were designed to have the clear notion of social value and will ensure that community buildings and the different community groups based there, do provide and deliver social value. There was flexibility in the lease length and the new terms will allow sub letting to maximise use of the buildings.</p> <p>The Cabinet Member further welcomed discussing how asset transfers can work with the community centres group.</p> <p>The Cabinet Member for Housing and Regeneration further assured the deputation that the recommendations of the report further make clear that this is a new approach with a new starting point and there will be continued detailed dialogue with Community Buildings organisations to understand individual needs. The changes to circular funded rent and peppercorn rent agreements will be phased in.</p>	
CAB40	<p>FINANCIAL BUDGET MONITORING PERIOD 2</p> <p>The Cabinet Member for Resources and Culture introduced the report which contained a range of indicators relevant to the Council's overall financial health. He further highlighted the need to make a potential £3.5m in year budget reduction as a result of the Government's recent budget package and government reductions to the Public Health grant. Cabinet noted the overspend in Children's and Adult services budget and the work being undertaken to reduce these overspends. There would be a further report back in October on the budget position relating to these service areas. The Cabinet Member would also be working with officers on improving Council tax collection rates to be line with London average performance indicators</p> <p>In response to Cllr Engert's question on receiving a breakdown of the overspend in Children's services and Adult Social Care, this was set out at section 5.2.8 and included the high level measures to mitigate against overspend. In particular, reducing the use of agency staff and better supporting clients to access benefits. Cllr Arthur was happy to meet with the Leader of the Opposition to further discuss the details of the measures if required.</p> <p>In response to Cllr Engert's question about the required return of capital receipts relating to RTB and the cost of the refund to the Council; the criteria for</p>	Cllr Arthur

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

	<p>using the RTB receipts was difficult, for all Councils, to meet due to need to commit significant capital sums to match the income from RTB [30% income of the sale of the property would need to met with 70% top up by the Council] and at the moment the Council were striving to maximise use of the RTB receipts. . It was confirmed that if the Council had to return RTB receipts, then interest will be payable. Agreed that the AD for Finance provide the Opposition Leader with a full written response.</p> <p>In response to the question on business rate valuations, this was completed by central government and if the outcome was not acceptable the Council had the option of making a legal challenge.</p> <p>In further response to the question on the exposure of the Council to LOBO's [Lender option borrowing options], this was a commonly favoured financial mechanisms used by Councils .The Council did not have a large exposure to these forms of investments and the AD for Finance would write back to the Leader of the Opposition with a fuller response.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. To note the report and the progress being made against the Council's 2015/16 budget in respect of net revenue and capital expenditure; ii. To approve the budget changes (virements), and note the transfers to/from reserves approved by the Chief Financial Officer, as set out in Appendix 1; iii. To note the potential use of the Strategic Risk Reserve to mitigate the Council's overall revenue position; and, iv. Maintain under review the key risks and issues identified in this report. <p>Alternative options considered</p> <p>This report proposes that the Cabinet considers the financial position for 2015/16 in line with existing procedures. However, for the first time it also includes enhanced financial information and comparisons, drawn from work undertaken by the Local Government Association (LGA) to give the Cabinet a more rounded view of the Council's financial position.</p> <p>A risk based approach to budget monitoring has been developed in order to manage the Council's finances at a time of economic and financial uncertainty including additional benchmarking information.</p> <p>Cabinet could choose to adopt a less rigorous regime and examine the financial position at a later stage. Projections could be marginally more accurate if a delayed approach was adopted, but there would be less time for robust development and consideration of management action and virements.</p> <p>Reasons for Decision</p> <p>Members' involvement in financial monitoring is an essential part of delivering the Council's priorities.</p> <p>The constitution requires Members to approve certain financial transactions such as virements according to approved limits.</p>	<p>AD Finance</p> <p>AD Finance</p> <p>AD Finance</p> <p>AD Finance</p>
CAB41	<p>FACILITIES MANAGEMENT FRAMEWORK CONTRACT</p> <p>The Cabinet Member for Housing and Regeneration introduced the report which put forward a preferred delivery option for procuring both hard and soft</p>	

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

	<p>Facilities Management services in a more efficient and cost effective way through a single contract with an external provider. The staff affected by the proposed change would be transferred to a new operator with their terms and conditions protected through the contract and will be paid at or above the London Living wage and the new contract will deliver apprenticeships to create new employment opportunities.</p> <p>RESOLVED</p> <p>i. That, subject to paragraph 3.2, to approve the award by way of a call off from the Tri-borough single supplier Framework Agreement to Amey Community Limited (“Amey”) of a Total Facilities Management services contract for a period of 5 years starting in November 2015 with an option to extend for up to a further 3 one-year periods making a potential total of 8 years, for the total estimated all-inclusive price of £29.724M as further detailed in the exempt part of this report.</p> <p>ii. That Cabinet delegate authority to the Chief Operating Officer in consultation with the Cabinet Member for Resources and Culture to finalise the detailed payment mechanism, service levels, condition appraisal and other contract terms.</p> <p>Alternative Options considered</p> <p>Using the detailed work carried out by the Tri-borough authorities as part of their extensive procurement process we have applied that to Haringey’s criteria for determining the optimum delivery solution. To “do nothing” is not a viable option.</p> <p>The following criteria have been considered in reviewing the delivery model options:</p> <ul style="list-style-type: none"> • Flexibility and scalability - Council FM services that are capable of meeting changing service requirements, and economically sustainable as size of the estate reduces. • Financial savings - A delivery model with a focus on value for money that meets the pre-agreed, future planned and potential savings. • Quality of delivery and performance – Simple (ideally single) access to FM services, demonstrable performance of timing and works quality. Performance measured, managed and reported within the contract management and delivery model. • Risk transfer - Service and asset compliance risks and ownership clear, managed effectively in the most appropriate place. • Innovation - Best practice delivery, responsive to market developments and technological improvements, incentivised and shared investment. • Social and economic value - A service that reflects the makeup of Haringey and recognises the social and economic value of its workforce. • Customer perception - An effective, integrated customer interface including a seamless service provision through a 	<p>COO</p> <p>COO</p>
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MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

customer oriented helpdesk. Demonstrable evidence of customer satisfaction.

Following the Tri-borough feasibility evaluation a further options appraisal carried out by V4 Services Ltd also considered the alternative delivery models and concluded that an Integrated model such as TFM is the most appropriate to deliver the required outcomes for Haringey. The range of four models taken forward and considered for evaluation were; As-Is, Enhanced As-Is, bundled and Integrated

Table 1 below summarises the evaluation of each model to meet the required criteria.

Table 1- (Source: V4 Services Limited)

EXPECTED OUTCOME	As is	Enhanced as is	Bundled, single sourced	Integrated services
Flexibility and scalability	3	3	4	5
Financial savings	1	2	3	5
Quality of delivery and performance	2	3	3	4
Risk transfer	1	2	3	5
Innovation	1	2	4	4
Social and economic value	3	3	4	4
Customer perception	2	2	3	4
Total Score(out of 35)	13	17	24	31
Ranking	4	3	2	1

The integrated option, such as TFM, scored the highest number of points.

A summary of the positive and negative aspects of each option is highlighted in Table 2 below. The table demonstrates where an option has received either a high (4-5) or low (1-2) score.

Table 2 (Information source: V4 Services Ltd)

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

Delivery model	High scores 4 and 5	Low scores 1 and 2	Total score
1. As-is	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Financial savings Quality of delivery and performance Risk Transfer Innovation Customer perception 	13
2. Enhanced As-is	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Financial savings Risk Transfer Innovation Customer perception 	17
3. Bundled, single sourced	<ul style="list-style-type: none"> Flexibility and scalability Innovation Social and economic value 	<ul style="list-style-type: none"> None 	24
4. Integrated services	<ul style="list-style-type: none"> Flexibility and scalability Financial Savings Quality of delivery and performance Risk transfer Innovation Social and economic value Customer perception 	<ul style="list-style-type: none"> None 	31

Market research of the potential financial savings and cost for the services in scope for each option is highlighted in table 3 below.

Table 3 (Information source V4 Services Ltd)

Overall current annual cost of services in scope				£ 4,112,000
Option	Savings range (%)	Mid-Range (%)	Mid-Range Saving	Mid-Range Cost
AS-IS	0	0	0	£4,112,000
AS-Is enhanced	1-5	2.5	£102,800	£4,009,200
Bundled	5-10	7.5	£308,400	£3,803,600
Integrated	15-20	17.5	£719,600	£3,392,400

The analysis undertaken by V4 indicates the model delivering the greatest savings is the integrated services option, including TFM (The Tri-borough-Amey proposal delivers savings within the range of 15-20%)

The analysis undertaken by V4 found a clear trend of Local Authorities moving towards integrated/TFM delivery of FM services. It highlighted seven case examples of recently awarded TFM models in Camden (Amey), Brent,

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

Richmond, Lambeth, Kent, Essex, Oxford. Recent awards were based on a minimum 5 year initial term.

Summary- review of options

Option 1: As-is, mixed economy – a combination of in-house service provision and external contracts. Having evolved incrementally over time this is the operating model for FM that exists for the Council with in-house teams providing soft FM whilst cleaning, security, help desk, Hard FM (via a managing agent function) are provided through external suppliers.

Consideration: Discounted as it does not offer best value relative to the changing needs of the Council and the current market conditions and trends. This model would continue to deliver minimal savings only, mainly through staff reductions, and be limited in extent of innovation and risk transfer.

Option 2: Enhanced As-is – a combination of in-house service provision and external contracts remains, however with greater visibility and control of by the FM team of all spend and enforced compliance with corporate contracts. Enhanced quality and performance management across all areas of delivery. Estimated savings are in the range of 1-5%.

Consideration: Discounted as long as the preferred option ensures that the external provider is assured to adopt the London Living Wage (LLW) any advantages of in-house service provision would be negated. This model would require increased investment to achieve internal innovation and future savings. There is minimal scope for risk transfer or externally driven innovation.

Option 3: Bundled/Single services: a series of individual contracts for each separate service line (e.g. maintenance, security, cleaning, helpdesk provision etc) or bundling of similar sized contract. Such contracts are generally let for short periods of time (typically two to three, maximum five years) and offer the advantage of regular market appraisal but do not encourage innovation from the supplier. They incur increased procurement costs and do not facilitate a thinner client side operation. Estimated savings are in the range of 5-10%.

Consideration: Discounted as although it is considered that the adoption of a bundled/integrated model of FM service delivery could deliver the majority of the Council's requirements, changes in scale would be more difficult to action without affecting prices due to the lack of economy of scale in each bundle. Achieving consistent quality and savings would require greater management across the bundles. Risk transfer would be possible but limited due to the lower value of each bundle, similarly innovation would be limited to within the scope of the bundle rather than the totality of FM Services. The need for a larger client function would reduce potential savings.

Option 4: Integrated/Total Facilities Management (TFM): a 'one stop shop' outsourced solution for all facilities services. Innovation and self management of the account assist the Council in transforming the client model to that of an intelligent client function. As such the TFM provides an economic and flexible platform for the provision of FM services. Estimated savings are in the range of 15-20%.

Consideration: This option offers the best value relative to the changing needs of the Council. It meets all evaluation criteria.

Summary of TFM

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

	<p>Implementing and promoting the TFM model offers greater benefits to the Council with least risk. This model maximises the opportunity for integrated innovative delivery and savings through a single provider. Risk can be transferred to and managed by the most appropriate partner across the whole FM service which provides greater cost certainty. This option offers considerable flexibility to accommodate changes in the size and scope of the managed estate. It is expected that the LBH estate will reduce in size significantly over the coming years and this option allows the Council to remove buildings and reduce its FM spend accordingly. Therefore Option 4, the Integrated/TFM model, is recommended.</p> <p>The Tri-borough FA provides a delivery option that fulfils the Council's requirements whilst providing a scope of services whereby new and innovative ways of working will be available to the Council during the life of the contract. The ability to call-off from this existing FA provides for a cost effective and time efficient procurement route to the Council.</p> <p>Alternative frameworks</p> <p>The Crown Commercial Services framework has been considered, however it is currently being re-procured and is unlikely to be available before November 2015. Following this a further period of mini competition tendering would be required.</p> <p>The new Scape Group framework has also been considered and is available from May 2015; this would require a further period of procurement to establish an indicative price. The benefits of this have not been fully established and there is no proven record or current users.</p> <p>Reasons for decision</p> <p>The Council's is required to ensure its buildings remain fit for purpose and are supported by value for money facilities services. Paragraphs 4.2 to 4.7 set out the delivery criteria and appraisal of options which confirms an Integrated Facilities Management framework best meets the Councils requirements. The recommended model will provide savings in line with the Councils medium term financial plan, whilst remaining flexible to meet the Council's changing needs.</p>	
CAB42	<p>HOUSING INVESTMENT STRATEGY</p> <p>The Cabinet Member for Housing and Regeneration introduced the report which set out further decisions in relation to capital investment priorities both for the existing housing stock and for building new homes.</p> <p>The report highlighted Decent Homes funding for Wood Green and to the Noel Park estate to update homes with a Pod which were now out of date and becoming unusable.</p> <p>Agreed a written response be provided to Cllr Engert's question on the cost estimate connected with the potential RTB of Housing Association properties.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> To approve the priorities for Decent Homes investment in 2016/17 set out in paragraph 5.5. To agree the approach to Decent Homes investment set out in this report, including where investment is deferred or delayed due to 	<p>AD Regenerat ion</p> <p>AD Regenerat ion</p>

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

	<p>possible regeneration or estate renewal considerations (paragraph 5.8); where investment needs are beyond the normal scope of works (paragraph 5.21); and the move to longer term programme planning described in appendix B.</p> <p>iii. To note the commitment of £12.7m from the approved HRA capital budget to Phase 1 of the new build programme including the Templeton scheme (paragraph 5.13).</p> <p>iv. To extend the Director of Regeneration, Planning & Development's existing Delegated authority for the approval of grant funding using Right to Buy receipts for the development of affordable housing by Registered Providers to now include all RPs developing in the borough up to the approval limit of £500,000, following consultation with the Assistant Director (Finance) (paragraph 5.16).</p> <p>v. To approve the immediate changes required to facilitate delivery of the current Housing Investment & Estate Renewal strategy by providing flexibility in site identification, appraisal and resident consultation in accordance with paragraph 5.23 of this report.</p> <p>Alternative Options Considered</p> <p>For Decent Homes investment, alternative priorities for the new schemes commencing in 2016/17 were available but discounted, in order that the number of homes achieving decency is maximised and that essential works commence for the Noel Park estate.</p> <p>For the second phase of new build investment, options for development sites and delivery methods have not yet been finalised and are not finally determined by this report. Any development will be based on further studies currently being carried out and decisions will be determined by the most advantageous mix of cost, risk, outcome and deliverability.</p> <p>Reason for Decision</p> <p>A decision is required to enable work on the Decent Homes and new build programmes to proceed. By deciding the priorities for and approach to the available budget, investment can proceed to ensure that the number of existing homes made decent and the number of new homes built is maximised.</p>	<p>AD Regenerat ion</p> <p>AD Regenerat ion</p> <p>Dir RPD</p> <p>AD Regenerat ion</p>
CAB43	<p>THE NORTH LONDON WASTE PLAN</p> <p>The Cabinet Member for Housing and Regeneration introduced the report, which all 7 North London boroughs would be seeking agreement to, and would confirm agreement to a consultation draft of the joint North London Waste Plan and two memorandums' of understanding. The first as a basis for joint working with North London Boroughs and the second, providing a framework for co-operation between London Legacy Development Corporation and the North London Boroughs.</p> <p>The Board of the NLWA had set out the sites for consultation and there would follow a further statutory consultation and public examination before the final waste disposal sites were agreed. Therefore, a commitment was being sought on taking the draft North London Waste Plan out to consultation, at this stage, and, as previously outlined in the deputation response, the Pinkham Way Alliance views were valued as part of this consultation.</p>	

<p>In response, Councillor Engert question, it was noted that Pinkham Way had not been included in the open space study as it was not accessible and had been part of a separate unsuccessful exercise to designate this land as a village green. In the longer term there was a need for evidence to support or disprove this site as appropriate for the disposal of waste.</p> <p>In response to a further question, this site had been identified by TFL when considering potential around the North Circular as part of the strategic review of infrastructure and when considering the wider aspirations for growth in London. The Council had expressed no views about this site as part of this exercise and no views were included on the site from TFL on the Local Plan or Waste Plan.</p>	<p>AD Planning</p>
<p>RESOLVED</p>	
<ul style="list-style-type: none"> i. To approve the draft North London Waste Plan at Appendix A for public consultation, during a 6-8 week period currently scheduled for July to September 2015; ii. To enter into the MoU at Appendix B with the other North London Boroughs, being Barnet, Camden, Enfield, Hackney, Islington and Waltham Forest, for the purpose of preparing the NLWP; iii. To enter into the MoU at Appendix C to provide a framework for co-operation between London Legacy Development Corporation and the North London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest undertaking the North London Waste Plan; and iv. To delegate to the, Director Regeneration, Planning and Development in consultation with the Cabinet Member for Housing and Regeneration, the power to agree any future MOUs related to the NLWP preparation and any minor, non-material changes made to the NLWP prior to public consultation. v. To agree the appointment of Alan Strickland, Cabinet Member for Housing and Regeneration, to the NLWP Planning Members Group. 	<p>AD Planning</p> <p>AD Planning</p> <p>AD Planning</p> <p>AD Planning</p> <p>AD Planning</p>
<p>Alternative Options Considered</p>	
<p>In line with the National Planning Policy Framework (paragraph 182) to ensure the NLWP is justified, a range of options have been tested to demonstrate that the North London Boroughs have considered reasonable alternatives and that the Plan follows the most appropriate strategy.</p> <p>The three growth scenarios represent different population and economic factors that will affect the quantity of waste generated from households, businesses and services. The growth assumption options are:</p> <ul style="list-style-type: none"> • Option A: No Growth • Option B: Growth • Option C: Minimised growth <p>All the evidence and projections anticipate substantial population and economic growth in London over the next few decades. The Options Appraisal report concludes that Growth Assumption Option B: Growth is the most appropriate strategy for the Draft NLWP as it will provide the most accurate modelling scenario to project future capacity gaps.</p>	

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

	<p>Growth Options A and C are not considered to be appropriate strategies as they do not represent the most credible estimate of growth in North London over the plan period.</p> <p>Reasons for Decision</p> <p>The seven North London Boroughs (Barnet, Enfield, Waltham Forest, Hackney, Islington, Haringey and Camden), as Waste Planning Authorities (WPAs), are required to prepare a Waste Local Plan. Article 28 of the European Union (EU) Waste Framework Directive states that all member states must prepare a Waste Management Plan.</p> <p>The main purpose is to ensure that there will be adequate provision of suitable land (sites and areas) to accommodate waste management facilities of the right type, in the right place and at the right time up to 2032 to manage waste generated in North London. The draft NLWP also provides policies against which planning applications for waste development will be assessed, safeguards existing waste sites and allocates sites and areas with potential to accommodate waste facilities in the future.</p>	
CAB44	<p>STATEMENT OF COMMUNITY INVOLVEMENT</p> <p>The Cabinet Member for Housing and Regeneration introduced the report which set out recommendations for agreeing a new Statement of Community Involvement. This was previously adopted in 2008 following public consultation and also updated in 2011 following an examination in public. The SCI now required updating to take into account new planning regulations and the Localism Act changes in 2012.</p> <p>RESOLVED</p> <p>To approve the annexed draft revised Statement of Community Involvement (SCI) for an eight week public consultation from September to October 2015 to ensure that Haringey has an effective, flexible and up-to-date SCI pursuant to section 18 of the Planning and Compulsory Purchase Act 2004 (as amended).</p> <p>Alternative Options considered</p> <p>The Council could choose not to review the SCI. However, the Council is required to adopt an up-to-date SCI, pursuant to section 18 of the Planning and Compulsory Purchase Act 2004 (as amended), taking account of national, regional and local policy changes.</p> <p>Haringey's draft Local Plan, which was consulted on during the spring 2015, will be assessed by a Planning Inspector at an Examination in Public against the Soundness Test set out in Paragraph 182 of the National Planning Policy Framework. The NPPF states that a local planning authority should submit a plan for examination which it considers is "sound" – namely that it is:</p> <p>Positively prepared – the plan should be prepared based on a strategy which seeks to meet objectively assessed development and infrastructure requirements, including unmet requirements from neighbouring authorities where it is reasonable to do so and consistent with achieving sustainable development;</p>	AD Planning

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

	<p>Justified – the plan should be the most appropriate strategy, when considered against the reasonable alternatives, based on proportionate evidence;</p> <p>Effective – the plan should be deliverable over its period and based on effective joint working on cross-boundary strategic priorities; and</p> <p>Consistent with national policy – the plan should enable the delivery of sustainable development in accordance with the policies in the Framework.</p> <p>A justified Plan means one which is based on a robust and credible evidence base including evidence of participation of the local community and others having a stake in the area. The Haringey SCI provides the framework for assessing that the Local Plan is justified and therefore the Council needs to update its SCI to ensure the relevant practices and procedures for consultation and community participation are followed</p> <p>A number of changes have been made since the adoption of the previous SCI including the adoption in July 2014 of a revised Planning Protocol to ensure the highest standards of probity in the performance of its planning function, new regulations introduced in the consolidated Development Management Procedure Order 2015 with revised consultation requirements, the Council's Overview and Scrutiny Review of Community Engagement and the Council's need to streamline and become more efficient which has led to a move to self-service and paperless systems.</p> <p>Not updating the SCI to take account of these local changes means the Development Management service would not be able to make the necessary budget savings associated with reducing the level of neighbour consultation letters and providing a better and more efficient self service</p> <p>Reasons for Decision</p> <p>Section 18 of the Planning and Compulsory Purchase Act (2004) requires local planning authorities to prepare a Statement of Community Involvement (SCI). The SCI must set out how persons who appear to the authority to have an interest in matters relating to development in the area will be involved in the authority's plan making and development management functions. Haringey's SCI is out of date and therefore needs updating following a statutory consultation period.</p>	
CAB45	<p>YOUNG PEOPLE'S STRATEGY</p> <p>The Cabinet Member for Children and Families introduced the strategy which had previously been considered by Cabinet in draft form at their meeting in March. Since then, there had been considerable work with young people to develop the strategy, reflected at appendix 3, and to ensure it is aligned to the early help approach being taken forward by the Children's Service. The document had also been made more accessible for young people and the Council will be working with partners to deliver the outcomes of the strategy.</p> <p>In response to Cllr Engert's question, the Children' Service will be developing delivery plans to underpin the strategy and will contain measures and deliverables for understanding if the aims and objectives of the strategy are being achieved.</p>	

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

	<p>RESOLVED</p> <p>To approve the draft Young People's Strategy.</p> <p>Alternative Options</p> <p>Not having a Strategy – this would reduce the ability to effectively align objectives against the Council's resources.</p> <p>Alternatively, introducing individual community based approaches, could be adopted, however this would lead to a disjointed delivery model. Setting out the overall strategic direction within a single Strategy, increases the effectiveness of partnership working and collaboration.</p> <p>Reasons for Decision</p> <p>To agree a Young People' Strategy to ensure young people's issues and equalities help to shape corporate and key partners thinking.</p>	
CAB46	<p>BOUNDS GREEN PRIMARY SCHOOL EXPANSION</p> <p>The Cabinet Member for Children and Families introduced the report, which set out the procurement process for expanding Bounds Green Primary school. This was an expansion previously agreed by Cabinet to meet future need for school places and the report set out the contractual relationship to be followed as a basis for delivering the expansion of this site.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. To note the procurement and tender evaluation process and outcome of the process in section 5 below; and ii. To provide approval to enter into a PCSA with preferred contractor Lakehouse Contracts Ltd to provide pre-construction services at the agreed contract value set out in section 8.5 below. iii. To provide approval to issue a letter of intent to Lakehouse Contracts Ltd prior to issuance and execution of the PCSA for the value of 10% of the agreed PCSA contract price. iv. To note that the Lead Member for Children and Families may approve the full award on completion of the Stage 2 tender process provided that it is within the agreed maximum construction value outlined in 1.4 exempt information. v. To provide approval for the Interim Director for Schools and Learning to issue a letter of intent to Lakehouse Contracts Ltd prior to issuance and execution of the Design and Build Contract for the value of 10% of the agreed contract price. vi. To agree a specific capital project budget, not to exceed £3,400,000, as outlined in section 6 of this report, funded from the already approved budget allocated for school expansion projects. <p>Alternative options considered</p>	<p>Interim Dir CS</p> <p>Interim Dir CS</p> <p>Interim Dir CS</p> <p>Interim Dir CS</p> <p>Interim Dir CS</p>

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

	<p>The proposed expansion of Bounds Green Primary School is expected to support additional cohorts from September 2016. A do nothing option would not support local demand for additional pupil places.</p> <p>The feasibility report considered 3 design options, with emphasis on flexibility, programme, impact on the school and financial viability.</p> <p>Options 1 and 3 were discounted by stakeholders on the basis that the design and cost did not offer the most beneficial outcomes to meet the project objectives and success criteria.</p> <p>Option 2 was considered a preferred option and developed at RIBA Stage 2 and Stage 3.</p> <p>Reasons for Decision</p> <p>To award a contract which will enable the timely mobilisation and construction of works to Bounds Green Primary School which, aims to support the Councils requirement for additional school places from September 2016.</p>	
CAB47	<p>COMMUNITY STRATEGY</p> <p>The Deputy Leader introduced the strategy which was an opportunity to transform the way in which the Council work in partnership with residents and builds on the successful, innovative projects that are already underway and embedding new ways of working in everything the Council does.</p> <p>The purpose of the Community Strategy was to lay out how the Council and partners will engage more deeply with communities, to build the resilience, skills and capability of local residents and communities and to strengthen the joint ability to achieve the vision and outcomes set out in the Corporate Plan.</p> <p>RESOLVED</p> <p>To approve the Community Strategy for wider public engagement focussing particularly on the principles and toolkit.</p> <p>Alternative Options Considered</p> <p>Much of the work set out in the Community Strategy is planned or underway currently – what the Strategy aims to do is to co-ordinate existing and strategically develop new activity. An option of not pursuing the Strategy was considered but the opportunity for an over-arching strategic framework for current and future activity would have been missed.</p> <p>Two important policy documents – the Voluntary Sector Commissioning Strategy and the Community Buildings Review are linked to the Strategy as ways in which the Council shapes and develops its relationship with local communities. The alternative would be to implement these policies without an over-arching strategy, this was not pursued because it was felt important to establish the broader principles and vision that lie behind their development.</p> <p>It is also the case that the Voluntary Sector Commissioning Strategy and Community Buildings Review only cover two specific ways in which the Council</p>	

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

	<p>can work with communities – commissioning voluntary sector organisations and the provision of Community Buildings – two ways where the Council's scope is increasingly limited by financial considerations. The Community Strategy plays an important complementary role in laying out a wider variety of ways in which the Council can work with communities, the positive steps the Council can take as a facilitator, enabler and capacity-builder to work with communities in a time of reducing budgets.</p> <p>Reasons for decision</p> <p>It is recommended that Cabinet approve the Community Strategy for wider community engagement on the principles and toolkit featured within the Strategy.</p> <p>Working with communities already features as a cross-cutting theme within the Corporate Plan 2015-18, and the strategic priorities within the Community Strategy also feature within the Corporate Plan.</p> <p>Approving the Community Strategy is the first step in embedding new ways of working with communities across the Council. A public consultation will enable an action plan to be created to embed the revised principles and toolkit across the Council – in terms of the commissioning process, specific capacity building projects, community leadership from Councillors, training of staff and business-as-usual functions.</p>	
CAB48	<p>VOLUNTARY SECTOR COMMISSIONING FRAMEWORK</p> <p>The Cabinet Member for Health and Wellbeing introduced the Framework which complimented the Community Buildings review and community strategy by setting out a new relationship with the sector and the approach the Council will take to commissioning the VCS.</p> <p>RESOLVED</p> <p>To approve the Voluntary and Community Sector Commissioning Framework as set out in Appendix 1.</p> <p>Alternative options considered</p> <p>The option of not setting out this new framework was considered and discarded, based on the need to reframe the Council's relationship with the sector in light of the new Corporate Plan <i>Building a Stronger Haringey Together</i> and a need to be clear on the Council's commissioning approach with the sector.</p> <p>Reasons for Decision</p> <p>The Voluntary and Community Sector Commissioning Framework is a key document linked to the Community Strategy and Community Buildings Review and sets out how we will work with and commission the sector directly in line with the approach set out in <i>Building a Stronger Haringey Together</i>.</p>	
CAB49	COMMUNITY BUILDINGS REVIEW	

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

	<p>The Cabinet Member for Housing and Regeneration introduced the report, which set out the overarching principles and recommendations of the Community Buildings Review which had been undertaken corporately.</p> <p>Councillor Strickland highlighted a change to Appendix B, item 20, Selby Trust, final recommendation and rationale, to now read <i>explore and agree use of the site in the medium term, including any options required for re-providing existing community uses, through a feasibility study to be developed collaboratively by the Trust and the Council.</i></p> <p>This report included agreeing a community model lease to apply to all community buildings .This will mean, community groups managing and using the community buildings, meeting a social value checklist and criteria to ensure they are working for social outcomes and meeting the needs of residents.</p> <p>The Cabinet Member indicated that cessation of circular funded rent and peppercorn rent which will be phased out in a managed way in light of the move to community model leases.</p> <p>In response to Cllr Berryman's question on deleting strategic framework principle (e) at paragraph 6.4, to ensure that community buildings are not vulnerable to developers, noted that community buildings were ultimately owned by the Council so any disposal would be subject to Cabinet agreement. This clause was needed to ensure that there is an overriding right for the Council to buy and safeguard a site for regeneration purposes if the need in future arises but the grid at appendix B makes clear that there are no plans to use this clause to take over sites especially if they are delivering social values and outcomes for residents.</p> <p>Councillor Blake was invited by the chair to ask a question, and he began by supporting the deputations request to pause the decision making on the Community Buildings Review to allow organisations to develop their RTB offer and compile a capital project.</p> <p>Councillor Blake further spoke about an inherent inequality with the application of the peppercorn rent cessation as some groups would have longer to wait than others for the cessation to impact. The circular rent changes would have a short and medium term impact, so sooner than the changes to some clients on peppercorn rents.</p> <p>In response to these questions/observations, the Cabinet Member reminded Members that this the review had started over 3 years ago and there had been good consideration of the likely impact of the changes going forward.</p> <p>Community Matters, an independent charity, had also helped work on these proposals with community groups and the Council .Also the changes to rent requirements would be phased in. Asset transfer had been part of the discussion with community organisations and would continue.</p> <p>The Cabinet Member for Housing and Regeneration agreed that the inequality between organisations rent and lease terms were evident and the new approach taken forward by the review will be applicable at different times. However there was a need to start making changes somewhere .So as and when leases do expire there will be a robust fair criteria applied.</p>	Clerk
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MINUTES OF THE CABINET

TUESDAY, 14 JULY 2015

<p>Subject to amendments to appendix b, section 20, Selby Trust as set out above by the Cabinet Member, the Cabinet</p>	<p>AD Commissio ning</p>
<p>RESOLVED</p>	
<p>i. To agree to adopt the strategic framework set out in Section 6 including the principles set out at paragraph 6.4 which will be applied to the community buildings under review (listed at Appendix A) and to any further buildings which the Council identifies as forming part of the community buildings portfolio to guide decisions on their future;</p>	<p>AD Commissio ning</p>
<p>ii. To agree the recommendations as set out at Appendix B, in relation to Section 7 and made in the context of robust assessments of buildings conditions, lease and contracts, organisational capacity perspectives together with demand for education, health or housing and/or other regeneration needs of the borough;</p>	<p>AD Commissio ning</p>
<p>iii. To agree the further recommendations as set out at Section 7 and to agree that these will be used to guide future decisions on buildings in the Community Building portfolio. This includes the agreement that where there is an overriding demand for education, health or housing, buildings will be freed up for regeneration, alternative use or disposal;</p>	<p>AD Commissio ning</p>
<p>iv. To agree the recommendation to move towards the implementation of a new Community Model Lease and agree a new process for assessing eligibility for rent subsidy for organisations willing to adopt the Community Model Lease as set out at paragraph 7.4, and 7.5;</p>	<p>AD Commissio ning</p>
<p>v. To agree the recommendation to end the current system of Circular Funded Rent (CFR) and Peppercorn Rents and to phase out the CFR subsidy on a managed basis by March 2019 which includes approval not to implement further Peppercorn Rents upon expiry of current Peppercorn lease as set out at paragraphs 7.6 and 7.7;</p>	<p>AD Commissio ning</p>
<p>vi. To agree the additional recommendations to establish criteria around Asset Transfer and lease monitoring and evaluation as set out at paragraphs 7.9, 7.10 and 7.11;</p>	<p>AD Commissio ning</p>
<p>vii. To agree that the authority to work with individual organisations to effect the recommendations at Section 7 is delegated to the Director of Planning, Regeneration and Development following consultation with the Lead Members of Housing and Regeneration and Health and Wellbeing and the Section 151 Officer;</p>	<p>AD Commissio ning</p>
<p>viii. To note the Equalities Impact Assessment at Appendix C and agree that individual Equalities Impact Assessments will be undertaken as appropriate.</p>	
<p>Alternative options considered</p>	
<p>Following the initial Community Building Review recommendations from the 2012 review, an interdepartmental Community Building Working Group considered a range of alternative options for each building in terms of proposals for the short to medium term and a strategy for each asset – likely to be in terms of retain, improve/invest or dispose/alternative use. All alternative options were considered against key criteria which took account of regeneration programmes and priorities under the current Corporate Plan</p>	

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

	<p>including education and housing.</p> <p>A 'do nothing' scenario was considered. However this approach was rejected as an option. As alluded to in the Cabinet Member introduction, effective, proactive asset management is essential in order to maximise on the Council's investments in order to support and underpin corporate priorities, particularly in terms of our ambitions for health, wellbeing and social and economic regeneration.</p> <p>Alternative options were also considered in relation to Circular Funded Rent. A 'do nothing' option was considered in which Circular Funded Rent (CFR) would continue to be paid to the limited number of organisations currently receiving it on an ongoing basis. This was rejected on the grounds of equity and transparency. A second option was to cease CFR with a period of notice and expect organisations to pay a market rent. This was considered to be likely to lead to significant instability in the sector given the additional financial costs to which organisations would become subject. The third and preferred option was to cease CFR in a phased way and to move towards payment of an agreed market rent over a period of 2 -3 years.</p> <p>Reasons for decision</p> <p>The proposed individual recommendations for each building in Section 7 Table 1 follow a rigorous and comprehensive assessment process and provide the Council with the best considered option in each case.</p> <p>The recommendation for the adoption of the proposed strategic framework and guiding principles will ensure that the Council opts for the best considered option with regard to the use of the community buildings currently defined and those for the use of the community in the future.</p> <p>The recommendation to cease Circular Funded Rent, moving proactively to the implementation of a Community Model Lease with the availability of a limited subsidy for a wider group of applicants contributes to the Commissioning Team budgetary target of £1.4m cashable savings.</p>	
CAB50	<p>HEALTH AND CARE INTEGRATION UPDATE</p> <p>The Cabinet Member for Health and Wellbeing introduced the report which provided an update on the Health and social care integration programme. The report also focused on scoping and progress with greater detail around the Better Care Fund (BCF).</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. To note progress made to date ii. To approve the approach taken to aligning the Health and Care Integration Programme with the Council's approach to delivering its Priorities. iii. To note the strategic implications of the wider Health and Social Care Integration agenda and that officers will work with CCG colleagues to explore further opportunities for integration, including further opportunities for pooled budgets, in line with the Health and Care Integration programme. <p>Alternative options considered</p>	

MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

	<p>Do nothing with respect to aligning HACI and Priority 2 governance. Keeping the Priority 2 governance separate was considered but the efficiencies gained by streamlining governance were considered too great to delay.</p> <p>Reasons for Decision</p> <p>The proposed governance process provides clarity as to how the Council’s Priority 2 and Health and Care Integration objectives will be governed and delivered.</p>											
	<p>AWARD OF CONTRACT FOR PROVISION OF MENTAL HEALTH AND WELLBEING PROMOTION INTERVENTIONS</p> <p>The Cabinet Member for Health and Wellbeing introduced the report which detailed the outcome of an open tender process for the award of contracts to provide mental health and wellbeing promotion interventions to local people across the life course (from school age children to adults and older people).</p> <p>The Cabinet Member further drew the Cabinet’s attention to paragraph 6.3, which outlined the potential to re-assess the budget position and identify sufficient funding before awarding these three year contracts, in light of the recent Government reductions to the Public Health budget.</p> <p>RESOLVED</p> <p>i. To agree the award of contracts to the successful tenderers in accordance with Contract Standing Order (CSO) 9.07.1(d), each for an initial term of 3 years with an option to extend for a period or periods of up to a further 2 years.</p> <p>The table below shows the successful tenderers for each lot:</p> <table><tr><th>Lot</th><th>Successful Tenderer</th></tr><tr><td>Lot 1 – Promoting Resilience, Emotional and Mental Health and Wellbeing in Children and Young People in schools and post-16 settings</td><td>Young Minds</td></tr><tr><td>Lot 2 – Mental Health First Aid Training Programme</td><td>Mind in Haringey</td></tr><tr><td>Lot 3 – Community approach to Mental Health and Wellbeing Improvement</td><td>Tavistock and Portman NHS Foundation Trust</td></tr><tr><td>Lot 4 – Time Banking and/or Time Credit Scheme</td><td>Spice Innovations Limited</td></tr></table> <p>Alternative options considered</p> <p>Public mental health prevention initiatives require specialist skills and expertise not currently available in-house and therefore it was not considered suitable or feasible to deliver alternative provision within existing in-house resources.</p>	Lot	Successful Tenderer	Lot 1 – Promoting Resilience, Emotional and Mental Health and Wellbeing in Children and Young People in schools and post-16 settings	Young Minds	Lot 2 – Mental Health First Aid Training Programme	Mind in Haringey	Lot 3 – Community approach to Mental Health and Wellbeing Improvement	Tavistock and Portman NHS Foundation Trust	Lot 4 – Time Banking and/or Time Credit Scheme	Spice Innovations Limited	Dir PH
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MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015

	<p>The tendering of these services is part of Public Health's wider commissioning plan and part of the Corporate Plan Priority 2 delivery plan. Failure to provide these interventions would impact on the Corporate Plan delivery and efficiency savings in longer term.</p> <p>Reasons for decision</p> <p>The recommendations as outlined in 3.1 and 3.2 are based on those providers who scored the highest MEAT scores and therefore would offer the best value to Council in terms of quality and price. The quality component of this tender was 55% and the price 45%.</p> <p>As a result of the procurement exercise, which was carried out in accordance with the Procurement Code of Practice, it is now recommended that the successful tenderers being awarded contract(s) as outlined in 3.1 and 3.2 in accordance with CSO 9.07.1(d).</p>	
CAB51	<p>MINUTES OF OTHER BODIES</p> <p>RESOLVED</p> <p>To note the minutes of the following:</p> <ul style="list-style-type: none"> • 8th June 2015 Cabinet Member Signing • 15 June 2015 Leader's Decision • 29th June 2015 Leader's Decision • 30th June Cabinet Member Signing • 30th June Cabinet Member Signing • 1 July Cabinet Member Signing 	
CAB52	<p>SIGNIFICANT AND DELEGATED ACTIONS</p> <p>RESOLVED</p> <p>To note the delegated decisions taken by officers in June.</p>	
CAB53	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>None</p>	
CAB54	<p>EXCLUSION OF THE PRESS AND PUBLIC</p> <p>RESOLVED</p> <p>That the press and public be excluded from the remainder of the meeting as the items below contained exempt information, as defined under paragraph 3 part 1 and schedule 12A of the Local Government Act 1972.</p>	
CAB55	<p>FACILITIES MANAGEMENT FRAMEWORK CONTRACT</p> <p>As per item 9.</p>	
CAB56	<p>BOUNDS GREEN PRIMARY SCHOOL EXPANSION</p>	

**MINUTES OF THE CABINET
TUESDAY, 14 JULY 2015**

	As per item 15.	
CAB57	AWARD OF CONTRACT FOR PROVISION OF MENTAL HEALTH AND WELLBEING PROMOTION INTERVENTIONS As per item 20.	
CAB58	NEW ITEMS OF EXEMPT URGENT BUSINESS None	

Councillor Bernice Vanier

Chair



Report for:	Cabinet 15 September 2015	Item Number:	
Title:	Violence Against Women and Girls; Environment and Community Safety Scrutiny Panel Project Report		
Report Authorised by:	Bernie Ryan – Assistant Director, Corporate Governance		
Lead Officer:	Clifford Hart (Democratic Services Manager) and Rob Mack (Principal Scrutiny Officer)		
Ward(s) affected: All	Report for Key/Non Key Decisions: N/A		

1. Describe the issue under consideration

At its meeting on 26 March 2015, the Overview and Scrutiny Committee agreed the final report of the Environment and Community Safety Scrutiny Panel project on Violence Against Women and Girls. The report is now being referred to Cabinet for information. A separate report, elsewhere on the agenda, is being submitted for consideration by Members outlining a proposed response to the recommendations of the report.

2. Cabinet Member introduction

N/A

3. Recommendations

To note the conclusions and recommendations of the final report of the scrutiny project on Violence Against Women and Girls (Appendix 1).

4. Alternative options considered

N/A

5. Background information



Included in main report.

6. Comments of the Chief Finance Officer and financial implications

Included in attached report.

7. Comments of the Assistant Director of Corporate Governance and legal implications

Included in attached report.

8. Equalities and Community Cohesion Comments

The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not.

Domestic violence and abuse are forms of violence against women and girls which disproportionately impact on women and girls. The scrutiny report seeks to tackle victimisation and have a positive impact on women and girls by making a number of recommendations for improving the response by the Council and its partners to domestic violence and other forms of VAWG. This includes a recommendation for the views of service users to be sought, which is good practice from an equalities perspective. The report recognises that men and boys can also be victims of domestic violence, so that the report's recommendations seek to have a positive impact on both genders.

9. Head of Procurement Comments

Included in attached report.

10. Policy Implication

Included in attached report.

11. Reasons for Decision

Included in attached report.



Haringey Council

12. Use of Appendices

Appendix 1 – 26 March 2015 Overview and Scrutiny Committee Cover Report

Appendix 2 – Environment and Community Safety Scrutiny Panel Project –
Violence Against Women and Girls

13. Local Government (Access to Information) Act 1985

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Report for:	Overview and Scrutiny Committee – 26 March 2015	Item Number:	14
Title:	Violence Against Women and Girls; Environment and Community Safety Scrutiny Panel Project Report		
Report Authorised by:	Cllr Barbara Blake, Chair, Environment and Community Safety Scrutiny Panel		
Lead Officer:	Robert Mack Principal Scrutiny Support Officer Rob.mack@haringey.gov.uk 0208 489 2921		
Ward(s) affected:	All	Report for Key/Non Key Decisions:	N/A

1. Describe the issue under consideration

- 1.1.1 Under the agreed terms of reference¹, the Environment and Community Safety Scrutiny Panel can assist the Council and the Cabinet in its budgetary and policy framework through conducting in depth analysis of local policy issues.
- 1.1.2 In this context, the Panel may:
- Review the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
 - Conduct research, community and other consultation in the analysis of policy issues and possible options;
 - Make reports and recommendations on any issue affecting the authority's area, to Full Council, its Committees or Sub-Committees, the Executive, or to other appropriate external bodies.
- 1.1.3 Cabinet Members, senior officers and other stakeholders were consulted in the development of an outline work programme for the Overview & Scrutiny Committee. Project work undertaken by the Environment and Community Safety Scrutiny Panel on Violence Against Women and Girls was agreed as part of this work programme by the Committee in July 2014.

¹ Overview and Scrutiny Protocol, 2012, Haringey Council

2. Cabinet Member introduction

N/A

3. Recommendations

3.1.1 That the Overview and Scrutiny Committee:

- (a) Agree the report; and
- (b) Agree the recommendations contained in the final report

4. Alternative options considered

4.1 The options considered during the course of this scrutiny project are outlined in the body of the report.

5. Background information

5.1.1 The Terms of Reference for the project were;

“To consider and make recommendations to the Overview and Scrutiny Committee on how the Council and its partners address early intervention and prevention in domestic violence and abuse and specifically;

- The development of improved links between Violence Against Women and Girls services with NHS services; and
- Any gaps in services, particularly in respect of increasing levels of awareness amongst professionals and the community.”

5.1.2 The Panel heard from a range of stakeholders, including NHS England, Barnet, Enfield and Haringey Mental Health NHS Trust, Haringey Clinical Commissioning Group (CCG), Whittington Health, the North Middlesex University Hospital and Public Health

5.1.3 A number of themes emerged from the project, which are outlined in more detail in the main body of the report.

6 Comments of the Chief Finance Officer and Financial Implications

6.1 The Panel has put forward a number of recommendations for consideration. At this stage, the recommendations are fairly high level and further work will be required to fully assess their financial implications. As the Panel will be well aware, Council and other public sector budgets are under pressure and there is little new funding available to support these recommendations and so their implementation may require redirection of existing resources. However proposals to undertake joint work and integrated commissioning may allow improvements in value for money. For these reasons a robust business case must be drawn up and recommendations should only be adopted if this demonstrates and if the necessary resources have been identified.

7 Assistant Director of Corporate Governance Comments

- 7.1 The recommendations arising from the Project Report are within the terms of reference of the Panel.
- 7.2 Under Section 9F Local Government Act 2000 (“LGA”), Overview and Scrutiny Committee have the powers to make reports or recommendations to Cabinet on matters which affect the Council’s area or the inhabitant of its area. The Constitution provides that the Scrutiny Review Panels must refer their findings/recommendations in the form of a written report to the Overview and Scrutiny Committee for approval. Afterwards, final reports and recommendations will be presented to the next available Cabinet meeting together with an officer report where appropriate. The Overview and Scrutiny committee must by notice in writing require Cabinet to consider the report or recommendations.
- 7.3 Under Section 9FE of the LGA, there is a duty on Cabinet to respond to the report. That response must indicate what (if any) action Cabinet, proposes to take, within 2 months of receiving the report or recommendations.

8 Equalities and Community Cohesion Comments

- 8.1.1 Overview and scrutiny has a strong community engagement role and aims to regularly involve local stakeholders, including residents, in its work. It seeks to do this through:
- Helping to articulate the views of members of the local community and their representatives on issues of local concern
 - Bringing local concerns to the attention of decision makers and incorporating them into policies and strategies
 - Identifying and engaging with hard to reach groups
 - Helping to develop consensus by seeking to reconcile differing views and developing a shared view of the way forward
- 8.1.2 The evidence generated by scrutiny reviews help to identify the kind of services wanted by local people. It also promotes openness and transparency as meetings are held in public and documents are available to local people.

9 Head of Procurement Comments

N/A

10 Policy Implication

- 10.1.1 Work carried out by the Environment and Community Safety Scrutiny Panel during 2014/15 should contribute and add value to the work of the Council and its partners in meeting locally agreed priorities. In particular, domestic violence is one of the priorities within the Haringey Community Safety Strategy for 2013 - 2017.

11 Reasons for Decision

- 11.1 The evidence behind the recommendations are outlined in the main body of the report.

12 Use of Appendices

12.1 As laid out in the main body of this report.

13 Local Government (Access to Information) Act 1985



Scrutiny Project – Violence Against Women and Girls

**A REPORT BY THE ENVIRONMENT AND COMMUNITY SAFETY
SCRUTINY PANEL**

March 2015

Contents:	page
Chairs Foreword	3.
Executive Summary	4.
Recommendations	5.
Background	7.
Introduction	8.
Action to Address Domestic Violence and Abuse	11.
Health Services	16.
Appendix A; Participants in the review	
Appendix B; Documents referred to	

Chair's Foreword:

Tackling violence against women and girls is a key priority for Haringey Council. The Council is dedicated to working with partners across the borough to address and eliminate violence against women and girls. Cases of abuse, be it physical or sexual, can be some of the worst crimes and victims can often find it hard to talk about their experiences and are often unsure where to turn to for appropriate support. We want to prevent these crimes happening in the first place. Where violence does occur, we want to ensure victims have the confidence to report cases. In addition, there should be support for victims and their children so that they are able to rebuild their lives and are protected from further harm.

To assist this, a study was conducted by the Environment and Community Safety Panel between September 2014 and March 2015, to examine the level of collaborative work with partners to tackle VAWG across Haringey and ensure we have services which can detect and respond to specific crimes. The work focussed specifically on the response of health services.

The aim was to capture what individual statutory agencies did to provide services for domestic violence and abuse and to recommend ways for a more co-ordinated response. It is clear that there are many initiatives underway. With good practice and a clear referral pathway, we feel a performance framework can be developed so that we can be confident we are making progress in preventing violence against women and girls



Councillor Barbara Blake
Chair of the Review Panel

SCRUTINY PROJECT – VIOLENCE AGAINST WOMEN AND GIRLS

Executive Summary

The aim of this project was to help the identification, prevention and reduction of domestic violence and abuse in Haringey. It is a complex issue that needs sensitive handling by a range of organisations and professionals. The cost in human and economic terms is such that even marginally effective interventions can be cost effective.

There has been an increase in the reported incidents of domestic violence and abuse (DVA), with 4,061 incidents reported to the Police on Haringey in 2013-34. This could be because victims are likely to report instances due to greater confidence in the response and improved detection rates. Whilst this is welcome, many challenges still remain. It is widely acknowledged that there is still considerable under reporting, especially from primary care services in health.

The Panel found the issue of DVA to be a complex area of policy. It involves a large number of different partners contributing to the response as no one single agency can effectively respond to the issues in isolation. However, the recently established Violence Against Women Strategic Group is now making progress in Haringey and tackling a number of important areas that require attention. Amongst these is the need for a clearer referral pathway into services for victims to be developed, which the Panel was pleased to hear is currently being addressed. A single point of access would be particularly welcome.

The Panel noted the lack of publicity for DVA services in Haringey and feels that this should be resolved quickly by partners once the referral pathway has been developed. The Panel also noted that funding for support services lacks stability, with a significant percentage of it coming from a range of grants, each running to different timescales and monitoring arrangements. However, it is not clear how this can be mitigated easily, especially in the current financial environment. The Panel feels that it is important that information is obtained and responded to on the experience of victims in accessing services and welcomes moves to address this.

The work of the Panel focussed on the response of health services to DVA and it noted that there has been some encouraging progress nationally in recent years. Of particular note are the IRIS scheme for GP services and the growing use of hospital based Independent Domestic Violence Advocates (IDVAs). These have both proven to be successful in dramatically increasing the number of referrals from health services where they have been used. Haringey has yet to commission either of these schemes. The Panel noted that the decision to not commission IRIS is to be reconsidered by Haringey CCG and is of the view that health commissioners should give both of these initiatives serious consideration.

An important issue in respect of improving links between NHS acute provider trusts and DVA services is that hospitals treat patients from different boroughs, whilst DVA services are often borough based. This leads to professionals in acute provider trusts having to navigate patients through different referral pathways, depending on where the patient is from. In addition, hospital based DVA services are funded by some boroughs but not others whose residents may also benefit from them. A greater use of joint commissioning might provide an equitable solution to these issues.

Earlier detection and an increase in referrals from health services is very likely to lead to greater pressure on services to support the needs of victims and survivors, which already appear to be struggling to meet demand. Although these services were not looked at in detail as part of this piece of work, the Panel is of the view that if partners are aiming to increase the level of referrals, especially from health colleagues, they will also have to address the capacity of support services to deal with them. The Panel notes the recent launching of the first London-wide service for victims of abuse by the MOPAC and this may have the potential to assist as well as reducing inconsistencies between boroughs. However, it could also further complicate an already complex structure.

Recommendations:

1. That information be shared with the Panel by the Violence Against Women and Girls Strategic Group for their plans on how the views of service users will be obtained and responded to. (*Paragraph 3.15*)
2. That a clear timeframe be set by the Violence Against Women and Girls Strategic Group for the approval of a referral pathway. (*3.17*)
3. That work to develop the referral pathway focus upon simplifying the process and establishing a single point of entry. (*3.17*)
4. That the Strategic Group develop proposals for publicising domestic violence and abuse services and, as part of this, consideration be given to joint commissioning. (*3.20*)
5. That the Strategic Group, working together with the Local Safeguarding Children's Board (LSCB), develop proposals for multi agency training on Female Genital Mutilation (FGM) for health and social care professionals and that Members also be included in relevant training on the issue. (*3.25*)
6. That consideration be given by the Strategic Group to developing multi agency and multi disciplinary training on domestic violence and abuse. (*3.25*)
7. That consideration be given by the Violence Against Women and Girls Strategic Group on how best to secure the regular engagement of local NHS acute trusts and the MHT on a basis that is achievable and sustainable. (*4.2*)
8. That, in view of the strong evidence of the effectiveness of the IRIS scheme in facilitating the detection of domestic violence and abuse, the Haringey CCG reconsider its decision not to commission it. (*4.18*)
9. That CCG explore further the potential of joint commissioning of IRIS with neighbouring boroughs in north central London. (*4.18*)
10. That staff training provision on DVA be reviewed by Whittington Health to ensure that sufficient time is allocated and that it is delivered in an appropriate and interactive format, with the use of e-learning avoided (*4.26*)
11. That the business case currently under development by NNUH for the establishment of a post of hospital based IDVA be supported and recommended for approval by the CCG and that consideration also be given to establishing a similar

post at the Whittington hospital. (4.39)

12. That the options of providing hospital based IDVAs by joint commissioning between boroughs whose residents use the same hospitals and/or the re-location of one or more of the boroughs IDVAs to local hospitals be considered by the Community Safety Partnership, in consultation with the CCG. (4.40)
13. That the Violence Against Women and Girls Strategic Group work together with partners to ensure that all relevant professionals understand and receive training on completing the referral form for DVA (the CAADA DASH RIC) in order to promote its wider use. (4.44)

1 BACKGROUND

- 1.1 The project was commissioned by the Panel to look at the issue of Violence Against Women and Girls. As this is a wide and complex area of policy and there was limited time available, the Panel decided to focus its attention on a specific area. It looked at the response of NHS health services to domestic violence and abuse (DVA) and, in particular, detection and early intervention, which are both areas that require further development. In addition, the Panel also looked at gaps in services, such as promotion and publicity.
- 1.2 The role of overview and scrutiny in respect of crime and community safety is to scrutinise the work of the Crime Reduction Partnership i.e. partnership activities. However, this issue also cuts across other partnership bodies such as the Health and Wellbeing Board, the Safeguarding Adults Board and the Local Safeguarding Children Board.

Terms of Reference/Objectives

- 1.3 The terms of reference for the project were as follows:

“To consider and make recommendations to the Overview and Scrutiny Committee on how the Council and its partners address early intervention and prevention in domestic violence and abuse and specifically;

- *The development of improved links between Violence Against Women and Girls services with NHS services; and*
- *Any gaps in services, particularly in respect of increasing levels of awareness amongst professionals and the community.”*

Sources of Evidence:

- 1.4 Sources of evidence were as follows:

- Research documentation and relevant local and national guidance;
- Interviews with key stakeholders and local organisations; and
- Practice in other local authority areas.

- 1.5 A full list of all those who provided evidence is attached as Appendix A.

Membership

- 1.6 The membership of the Panel was as follows:

- Councillors: Barbara Blake (Chair), Gallagher, Gunes, Hare, Jogee, Newton and Wright
- Co-opted Member: Mr I Sygrave (Haringey Association of Neighbourhood Watches)

2 INTRODUCTION

Definitions

- 2.1 The term “Violence Against Women and Girls” originates from the United Nations Declaration (1993) on the elimination of violence against women. This defined violence against women and girls as: *“Any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.”*
- 2.2 It is now widely used as the term to describe a range of types of crime and abuse that are against women and girls and includes the following types of abuse and crimes:
 - Sexual violence, abuse and exploitation
 - Sexual harassment and bullying
 - Stalking
 - Trafficking and forced prostitution
 - Domestic violence and abuse (DVA)
 - Female genital mutilation
 - Forced marriage
 - Crime committed in the name of “honour”.
- 2.3 The government definition of DVA is: ‘Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality’
- 2.4 This can encompass, but is not limited to, the following types of abuse:
 - Psychological;
 - Physical;
 - Sexual;
 - Financial; and
 - Emotional.
- 2.5 The Government definition, which is not a legal definition, includes so called ‘honour’ based violence, female genital mutilation (FGM) and forced marriage, and is clear that victims are not confined to one gender or ethnic group.
- 2.6 The government has recently announced the creation of a new offence of coercive and controlling behaviour. The maximum penalty for the new offence will be five year imprisonment and a fine. The new law will help protect victims by outlawing sustained patterns of behaviour that stop short of serious physical violence but amount to extreme psychological and emotional abuse.
- 2.7 Coercive and controlling behaviour can include the abuser preventing their victim from having friendships or hobbies, refusing them access to money and determining minute aspects of their everyday life, such as when they are allowed to eat, sleep and go to the toilet.

Prevalence

- 2.8 DVA is probably the most prevalent form of Violence Against Women and Girls. The 2012/13 British Crime Survey (BCS) of England and Wales self-completion module on intimate violence provided a general overview of its scale. The findings included the following:
- 7.1% of women and 4.4% of men reported having experienced any type of DVA in the last year, equivalent to an estimated 1.2 million female victims of domestic abuse and 700,000 male victims;
 - Overall, 30.0% of women and 16.3% of men had experienced any domestic abuse since the age of 16, equivalent to an estimated 4.9 million female victims of domestic abuse and 2.7 million male victims;
 - Women were more likely than men to have experienced intimate violence across all headline types of abuse asked about;
 - In the last year, partner abuse (non-sexual) and stalking were the most common of the separate types of intimate violence: 4.0% of women and 2.8% of men reported having experienced partner abuse (non-sexual); 4.1% of women and 1.9% of men reported having experienced stalking; and
 - Two per cent of women and 0.5% of men had experienced some form of sexual assault (including attempts) in the last year.
- 2.9 It is likely that the BCS data understates the level of violence against women. Amongst other issues, it does not differentiate between acts of primary aggression and self defence and approximately 75% of violence committed by women is done in self defence or retaliatory. It also does not differentiate between cases where there is one incident or those where violence is repeated. Where there have been four or more incidents, approximately 80% of victims are women.

Haringey Statistics

- 2.10 Recent statistics relating to Haringey show the following:
- There were 4061 incidents of domestic violence reported to the police between October 2013 and September 2014. This represented a 26% increase during the period, which was the 4th highest in London. All London boroughs also recorded an increase during this period. Haringey's rate is the 13th highest rate in London.
 - Over half of all DV offences occur at the weekend. It peaks during the summer months, with July to September recording the highest number of offences per month. There is also a peak around Christmas;
 - 93% of offenders are male, particularly between the ages of 18 and 34;
 - Victims are mostly aged 21-30. Over one-third of domestic violence victims have been the victim of another offence in the previous 12 months;

- Ex-partner (42.1%) and husband (33.2%) is the most likely relationship between victim and perpetrator;
- Domestic violence was a concern in 75% of child protection cases;
- Over two thirds of offenders flagged with DV issues are identified as having mental health issues; and
- Half of offenders are recorded as having a substance misuse issue.

3. ACTION TO ADDRESS DOMESTIC VIOLENCE AND ABUSE

Strategic Approach

- 3.1 The current strategic approach by the Community Safety Partnership for tackling the issue was included within the Community Safety Strategy 2013-2017. This was based on;
- Haringey's Community Safety Strategic Assessment 2012/13; and
 - The 2012 Joint Strategic Needs Assessment chapter on domestic and gender based violence.
- 3.2 Actions arising from the strategy were as follows:
- To establish a single, strategic commissioning lead for domestic violence;
 - To improve data collection and agree a robust and meaningful set of performance indicators;
 - To improve awareness raising in the community and in schools;
 - To roll out the IRIS (identification and referral) project in GP surgeries;
 - To increase the provision of safety planning support for high risk victims;
 - To increase the uptake of accredited perpetrator programmes; and
 - To develop an understanding of – and measurements for - wider gender-based offences (e.g. female genital mutilation, forced marriage, sexual crimes).
- 3.3 A delivery plan was developed to take forward these actions. Most of the actions have progressed to plan, with the exception of the IRIS project. This is due to funding not being identified by Haringey CCG and a difference in views about the approach to domestic violence in primary care.

Partnership Audit

- 3.4 A partnership audit on the coordinated community response to DVA was undertaken by Standing Together Against Domestic Violence in 2012. This identified a number of gaps in services including:
- The need for a clear delivery plan, with particular focus on prevention, early intervention and risk;
 - Stronger links between commissioners and operational groups; and
 - Improved co-ordination.
- 3.5 Action has been taken to address the gaps that were identified but some still remain.

Governance

- 3.6 Governance structures were amended in response to the partnership audit. Co-ordinated action by partners from Haringey's Community Safety Partnership is now led by the Violence Against Women and Girls Strategic Group, which is chaired by Dr Jeanelle de Gruchy, the Council's Director of Public Health. The Strategic Group is responsible for undertaking a wide range of work, including the development of practice. It has a broad membership of over 20 senior officers, which includes the Police, NHS organisations, Probation and Children and Adult Services. The Panel

noted the comment of Dr de Gruchy that one particular challenge was that no one organisation has the lead role.

- 3.7 There is also a Violence Against Women and Girls Advisory Group that comprises directors and chief officers of specialist violence against women and girl services operating within the borough. In addition, there is a Practice Network that meets twice yearly and has a wide membership.
- 3.8 The Strategic Lead for Violence Against Women and Girls is based within the Council. The role involves co-ordinating the response across the Community Safety Partnership as well as ensuring that there are effective links with other relevant priorities. A Violence Against Women and Girls Co-ordinator has been temporarily recruited to support the Strategic Lead. There are also three additional posts within the Children and Young People's Service (CYPS) that work specifically on domestic violence and violence against women and girls.

Support Services

- 3.9 A range of services, both commissioned and non commissioned, are provided within the borough to support victims and survivors;

Service Name	VAWG Type	Risk level	Summary
Multi Agency Risk Assessment Conference – coordinated by Standing Together Against Domestic Violence	DV	High risk	Coordinate the MARAC
Independent Domestic Violence Advocacy Service - Nia	DV - female	High risk	Take referrals from the MARAC
Hearthstone Domestic Violence Advice and Support Centre	DV – all risk levels	All levels	Specialising in housing options and support
Floating Support – Solace Women's Aid	DV - female	Standard and medium	Housing related support to live independently in the community – more longer term
HAGA – Haringey Advisory Group on Alcohol	DV	All levels	Support for DV victims with alcohol dependency
Imece Women's Centre	DV, forced marriage and "honour" based violence	All levels	Specialist support for Turkish, Kurdish, Turkish Cypriot and any other Turkish Speaking women
Victim Support	DV and general crime	Standard	Support and advice
The Water lilly Project	DV	Standard and medium	Service user support group for women in contact with HAG
Wise Dolls	DV	Standard and medium	Art therapy
LGBT Domestic Abuse	LGBT DV	All levels	Counselling, advice line, advocacy,

Partnership (DAP)			support groups
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3.10 Of particular note are the following;

- Multi Agency Risk Assessment Conference (MARAC); This deals with cases that are considered to be high or very high risk of harm and meets on a four weekly basis. It looks at instances where there is a serious risk of injury or homicide and undertakes risk assessment and management.
- Independent Domestic Violence Advisers (IDVA) Haringey has 3 IDVAs who provide independent one-to-one support of victims of domestic violence and support for victims who are assessed as being at high risk of harm. IDVAs also play a key role at the MARAC.
- Hearthstone Domestic Violence Advice and Support Centre; The main focus of the service is on housing support but it can also provide advice and referrals to a range of other services.
- Solace Women's Aid; They are commissioned to provide:
 - Emergency refuge accommodation and floating support for women and girls over the age of 14 who have experienced any form of abuse; and
 - The POW Project, which is a peer education pilot project working with young women aged 16 years plus to raise awareness of violence against women.
- Haringey Advisory Group on Alcohol (HAGA); This provides support for domestic violence victims who have substance abuse issues or who live with someone who does.

3.11 A London-wide service for victims of DVA has recently been launched which is funded by £5 million from the MOPAC. The new service, which was a Mayoral manifesto commitment, will aim to co-ordinate services and give all victims access to specialist support through both Independent Domestic Violence Advocates (IDVAs) and other support workers.

Funding

3.12 Funding for Violence Against Women and Girls comes from a number of sources. Funds are received from the Mayor's Office for Policing and Crime (MOPAC), which the Council matches through its community safety budget. In addition, Public Health also provide funding for work in two distinct areas;

- Prevention work amongst young women; and
- A domestic violence worker to address issues associated with alcohol through Haringey Advisory Group on Alcohol (HAGA).

3.13 The Housing Options and Support Service provide funding for the Hearthstone services associated with housing and the Senior Practitioner in CYPS. Some funding for services also comes from London Councils as part of pan-London initiatives.

3.14 The Panel is concerned about the lack of consistent funding for DVA. A large percentage comes from a number of different grants, all operating to different time

scales. There is also a time consuming administrative burden arising from these. The Panel is of the view that there is a need for greater stability in funding sources so that greater continuity can be established, thus facilitating long term planning. However, it is accepted that this may be difficult to achieve in the current austere climate.

Service User Views

- 3.15 The Panel noted that the Strategic Group had developed a user voice model and a plan for its implementation. The Panel feels that it is very important that the views of services users are both sought and responded to so that DVA services can ensure that they are meeting the needs of clients effectively. It therefore requests further details of how the views of users will be obtained and responded to by commissioners and providers.

Recommendation:

That information be shared with the Panel by the Violence Against Women and Girls Strategic Group for their plans on how the views of service users will be obtained and responded to.

Referral Pathway

- 3.16 Developing the referral pathway is a priority for the Strategic Group to address and it is currently in the process of being re-designed. The reason for this is that it is currently felt to lack clarity. The issue needs to be resolved prior to the re-commissioning of the IDVA service. There are, in particular, issues with where clients should go to in the first instance. Until this issue had been resolved, publicity cannot be progressed.
- 3.17 The Panel feels that this lack of clarity was confirmed in the evidence of those who it heard from, including people directly involved in addressing DVA issues and especially health colleagues. Current pathways appear overly complex and in need of simplification. The Panel would endorse fully the need for a simple and clear pathway to be developed as a priority and requests confirmation of the time line for this. The Panel would also concur with the view of Dr Hughes, the Medical Director for North and East London from NHS England, that the establishment of a single point of entry which could act as a triage for referral to other services would be particularly welcome.

Recommendations:

- ***That a clear timeframe be set by the Violence Against Women and Girls Strategic Group for the approval of a referral pathway; and***
- ***That work to develop the referral pathway focus upon simplifying the process and establishing a single point of entry.***

Publicity

- 3.18 There is a lack of publicity regarding DVA services but, as previously mentioned, this issue cannot be addressed until such time as the referral pathway is fully developed. In terms of health services, all of the NHS health trusts that the Panel received evidence from identified publicity as a challenge and acknowledged that it needed to be improved. Funding for publicity was also referred to as being an issue.
- 3.19 There are various examples available of how services could be publicised discreetly that are in use in other areas. One example that was mentioned was the bar code stickers used by Standing Together Against Domestic Violence as part of their maternity domestic violence project in west London.
- 3.20 The Panel is of the view that a plan for publicising services needs to be developed by partners on the Violence Against Women and Girls Strategic Group. It also feels that consideration should be given to jointly commissioning this as a means of obtaining economies of scale and avoiding duplication. The services to which people are referred or signposted to by partners are the same and it therefore makes less sense to have separate arrangements for publicity.

Recommendation:

That the Strategic Group develop proposals for publicising domestic violence and abuse services and, as part of this, consideration be given to joint commissioning.

Female Genital Mutilation

- 3.21 The Panel heard evidence from Dr de Gruchy, the Chair of the Strategic Group, that there was an issue with female genital mutilation (FGM) and, in particular, it is a big issue for both the Whittington and NNUH hospitals. There are alerts within the trusts for instances and it is now mandatory for clinicians to report FGM. The Panel noted that in 2012/13, there had been 96 cases reported by the Whittington and approximately 2% of women who attended ante natal had been found to have suffered FGM.
- 3.22 The Panel also noted that around 30 cases per month present at NNUH per month who have suffered FGM. The women in question are mostly of child bearing age and tend to come from the gynaecology department as this is where FGM is most likely to be identified. A report has to be submitted every month on the number of cases.
- 3.23 A business plan has been presented to Enfield and Haringey CCGs for a multi-disciplinary service for FGM at NNUH consisting of:
- Obstetric & Gynaecology consultant
 - A midwife (with support from safeguarding midwife)
 - A psychologist
 - Input from urology service
 - Input from a named doctor
- 3.24 There is a need for training for a wide range of professionals on the issue of FGM. Partners currently make their own arrangements for this. The Panel noted the

evidence of Dr Hughes who was of the view that multi disciplinary/multi agency training might have considerable benefits. She felt that it could promote better awareness and understanding of the roles of different agencies as well as helping to develop a joint approach to the issue.

- 3.25 The Panel notes that Members can be alerted to instances of FGM within their surgeries. The Panel would recommend they also be included in training on the issue to increase their awareness of the issue and how to respond to it.

Recommendations:

- ***That the Strategic Group, working together with the Local Safeguarding Children's Board (LSCB), develop proposals for multi agency training on Female Genital Mutilation (FGM) for health and social care professionals and that Members also be included in relevant training on the issue; and***
- ***That consideration be given by the Strategic Group to developing multi agency and multi disciplinary training on domestic violence and abuse.***

4. HEALTH SERVICES

Introduction

- 4.1 The Panel looked in depth at how local NHS health services respond to DVA and received evidence from NHS England, Haringey CCG, Whittington Health, North Middlesex University Hospital (NMUH) and Barnet, Enfield and Haringey Mental Health Trust (BEH MHT). All of these trusts are involved to varying degrees in partnership activity related to DVA, including membership of the Violence Against Women and Girls Strategic Group. In addition, they also have important roles in detection and referral.
- 4.2 The previously mentioned partnership audit commented very favourably on the commitment of local NHS organisations to DVA issues. They are represented within the governance structure but, although the Strategic Group has representation from Haringey CCG. The Panel noted that it nevertheless had still not secured regular involvement from all local acute trusts and the MHT. However, the Chair of the Strategic Group commented that senior people in the NHS were very busy and a means of securing their regular engagement needed to be developed. In particular, the acute trusts all served more than one borough, placing additional strain on their resources.

Recommendation:

That consideration be given by the Violence Against Women and Girls Strategic Group on how best to secure the regular engagement of local NHS acute trusts and the MHT on a basis that is achievable and sustainable.

- 4.3 Clinical Commissioning Groups (CCGs) commission most of the hospital and community NHS services in local areas. CCGs are overseen by NHS England, which retains responsibility for commissioning primary care services, such as GP and dental practices, as well as some specialised services. All GP practices belong to a CCG but they also include other health professionals, such as dentists, pharmacists and optometrists.
- 4.3 There was an acknowledgement amongst the health service organisations that the Panel received evidence from that they need to improve their response to DVA. In particular, the level of referrals from health services have been low despite the significant number of women and girls attending GPs and hospitals for treatment for ailments or injuries linked to DVA.
- 4.4 The cost of DVA to the NHS was estimated to be £1.7 billion per year in 2009 with the major costs being to GPs and hospitals. This does not include mental health costs, which is estimated at an additional £176 million. Recent figures compiled by the charity Safe Lives show that almost a quarter of “high risk” victims have been to A&E with injuries sustained during violent abuse and some went as many as 15 times before the problem was addressed.
- 4.5 In respect of GP practices, there is evidence that the incidence of DVA in practice populations is greater than in the general population. A study in Newham showed that 80% of women in violent relationships sought help from health at least once

and 41% of women surveyed in a GP waiting room had experienced violence in a relationship. However, only 15% had a reference to violence in their GP notes.

- 4.6 The Panel received evidence from Dr Henrietta Hughes, the Medical Director for North and East London at NHS England. She stated that victims and perpetrators are both likely to be patients. DVA was a risk factor for both immediate and long term conditions. There was an increase risk during pregnancy and the newborn period.
- 4.7 The Panel heard that a number of initiatives have been introduced to address the situation and, in particular, the IRIS scheme and the provision of hospital based IDVAs were both discussed in the course of the Panel's work. Guidelines for health services, social care and the organisations they work on how they can respond effectively to DVA were published by the National Institute for Clinical Excellence (NICE) in February 2014. These contain 17 recommendations which cover detection, support and treatment.

GP Services

- 4.8 GPs are very well placed to detect domestic violence at an early stage. They are also, like DVA services, borough based and therefore should be able to provide easy access to services. When domestic violence is suspected, GPs assess immediate levels of risk and whether there are any safeguarding issues. In Haringey, the options available to them are to refer to Hearthstone or, where the risk is deemed sufficient, the MARAC. There is a well known overlap between safeguarding and domestic violence and anyone who is a victim of domestic violence and has children is immediately flagged up as a safeguarding risk.
- 4.9 GPs also provide people with information and signposting to services but these are not necessarily followed up. Patients do not need to agree be referred to the MARAC but consent is needed for referral to Hearthstone. However, Dr Masters from Haringey CCG stated that the issue was complex. Whilst there are grey areas in respect of the need for consent, there are nevertheless limits to how strongly victims can be encouraged to seek assistance.
- 4.10 A key recommendation of the NICE guidelines is recommendation 16, which states that GP practices and other agencies should include training on, and a referral pathway for, DVA. It can be a challenge for GPs to attend training courses due to the heavy demands on their time. GPs receive two hours per year safeguarding training, which includes reference to domestic violence and abuse. Levels of attendance are around 90%. Dr Masters commented that this is higher than hospital doctors, despite the fact that GPs have similar contracts. Most GPs will have attended such training in the last two to three years. There is an expectation that primary care practitioners will have competencies in respect of domestic violence and abuse. Haringey is also one of the few boroughs that involves GPs in the MARAC.
- 4.11 The Panel received evidence on the IRIS project, which is a system that has been developed to address domestic violence in primary care settings, such as GP practices. It has been used in a number of areas of the country including several London boroughs. It involves the following:

- Two practice-based training sessions for clinicians and one shorter information session for the reception and administration team;
- A prompt within electronic medical records to ask about DVA;
- A referral pathway to a named domestic violence advocate educator (normally the individual who delivered the training); and
- Advocacy and signposting provided for patients who are referred

4.12 The aims of IRIS are as follows:

- To increase identification of victims of DVA in primary care;
- To facilitate earlier intervention; and
- To provide primary care practitioners with the skills and tools to identify, respond, refer on and record disclosures of DVA from their patients.

4.13 The cost of implementing IRIS over a three year period is around £160,000. However, it is estimated from successful trials that it has the capacity to deliver cost savings of;

- £37 per year per woman registered at participating practices to society as a whole; and
- £1 per year per woman registered at participating practices to the NHS.

4.14 IRIS was trialled in 48 GP practices in Bristol and Hackney between 2007-10. 12 practices in each site were allocated to the intervention part of the trial and 12 in each site were in the control part. Women attending intervention GP practices were 22 times more likely than those attending control practices to have a discussion with their GP about a referral to DVA services. This resulted in them being six times more likely to be referred.

4.15 Hackney, Enfield and Camden CCGs have commissioned IRIS, whilst Haringey has so far not.

- Between April and October 2014, Hackney GP practices referred 72 cases to domestic violence services. During the same period, Haringey GPs referred 10 cases;
- Enfield have reported 80 referrals to DV services since they introduced IRIS in July 2012;
- There were 96 referrals from Camden GPs in the first year of the operation of the scheme there.

4.16 The Panel received evidence from Haringey CCG on their position in respect of the commissioning of IRIS. Whilst they acknowledged that there was evidence that the scheme improves the detection of DVA, the view of the CCG had been that it did not necessarily improve outcomes. They had decided not to commission the scheme due to financial issues and as they had not been convinced of its merit. The CCG nevertheless noted that IRIS had now been commissioned by a number of other boroughs, with the result that Haringey was in danger of becoming an outlier. The clear differences between referral figures in Haringey and some boroughs that were using IRIS were also noted by them. The CCG therefore stated that they were considering re-visiting the issue.

4.17 The commissioning of IRIS has been financed by a range of arrangements in different boroughs. In some places, it had been funded solely by the CCG whilst in other areas, Public Health, the Police and the Council also contributed. Dr Masters

reported that the CCG had approached NHS England regarding the issue as they were interested in exploring the possibility of IRIS being commissioned across the five north central London boroughs (Barnet, Camden, Enfield, Haringey and Islington).

- 4.18 The Panel is of the view that there is overwhelming evidence of the effectiveness of IRIS in facilitating the earlier detection of DVA and increasing the number of referrals. Whilst it may be open to debate whether IRIS improves outcomes, it is first and foremost a DVA training, support and referral programme rather than a means of treatment. At the very least, detection provides an opportunity for successful interventions to be made. The IT package associated with IRIS would also enable suspected cases to be better followed up and monitored. The Panel is also of the view that there would be merit in collaboration with neighbouring boroughs in the commissioning of IRIS as this may lead to economies of scale. It would also reduce the “post code lottery” that currently exists in relation to DV services.

Recommendations:

- ***That, in view of the strong evidence of the effectiveness of the IRIS scheme in facilitating the detection of domestic violence and abuse, the Haringey CCG reconsider its decision not to commission it.***
- ***That CCG explore further the potential of joint commissioning of IRIS with neighbouring boroughs in north central London.***

Local Hospitals

- 4.19 Local hospitals can also play an important role in detecting DVA and referring people to services. The areas within hospitals that are most likely to come into contact with victims are A&E and maternity.
- 4.20 The Panel received evidence from Dorothy Ryan, Domestic Violence and Abuse Lead, from Whittington Health. Her post is funded by the Safer Islington Partnership for two years. This was the third time that the post has been grant funded. It has previously been the case that the postholder undertook the majority of work within the Trust relating to domestic violence but this tended to fall away when he/she was not around. The role was now to facilitate change rather than be the Trust’s expert, with the aim of integrating the response to DVA into the work of clinicians. The expectation was now that it would become embedded in clinical practice and progress would therefore be sustained. There was, however, a high level of staff turnover at the Trust, including significant numbers of agency staff.
- 4.21 Ms Ryan stated that an important part of her work was encouraging staff to look at people who had presented a number of times with the same complaint which might be part of a pattern. Raising the issue of domestic violence and abuse could be viewed as potentially opening a can of worms and it could be easier for staff not raise the issue with individuals. However, survivors were normally desperate to be asked.

- 4.22 A CQUIN (Commissioning for Quality and Innovation) scheme had been established within the Trust and this provided financial rewards to Trusts based on the achievement of local quality improvement goals. Domestic violence and abuse was included within the Trust's scheme.
- 4.23 Key areas that were being addressed as part of Ms Ryan's work were as follows:
- Developing robust data collection, which proving to be challenging;
 - Revising Trust policies and procedures;
 - Devising and delivering training packages;
 - Producing referral pathways; and
 - Demonstrating outcomes, such as increases in referrals.
- 4.24 The Trust's policy and strategy had been revised and a programme of training agreed, some of which had already been delivered. She had recently started attending the monthly MARAC meetings in both Islington and Haringey. There had been a particular focus on the A&E Department and Maternity. It had been challenging to facilitate an improved response in A&E but better progress had been made with Maternity. It could be difficult to get staff released for training, although doctors had protected training time.
- 4.25 Training was currently not always well attended and this could be exacerbated by staff sickness and people leaving. Staff at the Trust were working under a lot of pressure though, particularly those in A&E who were required to meet the four hour targets for seeing patients. The first training sessions had only been for one hour. Staff required ongoing support and it was not possible to cover all of the issues within one hour. The Trust intranet was being used extensively for training and it was hoped that all packages could eventually be delivered this way.
- 4.26 The Interim Strategic Violence Against Women and Girls Lead commented that the use of e-learning to train violence against women and girls had been widely discredited. One particular flaw is that it did not allow for discussion of the issues raised. Recommendation 15 of the NICE guidelines states that specific training should be provided for health and social care professionals on how to respond to DVA. In particular, level 2 staff should be trained to ask about domestic violence and abuse in a way that makes it easier for people to disclose it. The Panel is of the view that one hour of training is insufficient to cover this. In addition, the use of e-learning is unlikely to be effective in developing questioning skills on this issue as it requires interaction with other people.

Recommendation:

That staff training provision on DVA be reviewed by Whittington Health to ensure that sufficient time is allocated and that it is delivered in an appropriate and interactive format, with the use of e-learning avoided.

- 4.27 Ms Ryan was working with IT and clinical leads in A&E on how enquiries regarding possible domestic violence and abuse could best be recorded. This could include whether the individual had been asked whether they had been subject to it. These could be flagged up by the use of a discreet code. She stated that Islington currently used a system called MODUS for referrals which worked very well. It was

not cheap but was cost effective. Haringey did not have this system and were instead still using a paper based system.

- 4.28 The Panel also received evidence from Chantal Palmer, Named Midwife for Safeguarding Children and Vulnerable Women, North Middlesex University Hospital (NMUH). The Trust uses both universal and selective screening for DVA. It is not feasible to ask everyone detailed questions and there needed to be specific indications. There is a trust wide policy on the issue and relevant data is collected.
- 4.29 Safeguarding training includes domestic violence and abuse and is provided for staff at all levels within the organisation. Where appropriate, referrals can be made to safeguarding services, when children are involved, or to the MARAC. She is invited to attend the MARAC when there were specific cases that required her input. There is partnership working between NMUH and the MARAC, SOLACE and Hearthstone. Staff at NMUH can phone SOLACE Women's Aid if they required specific advice regarding an issue affecting an Enfield resident.
- 4.30 More progress in improving the response to domestic violence had been made so far in maternity than in A&E. Universal screening is in place in maternity and referrals can be made to specialist services. Information is available on services and staff training undertaken. There is a system in place for flagging up cases where it was thought that domestic violence and abuse might be an issue, which is part of the serious case review process.
- 4.31 In respect of A&E, more training is required for staff and a specific plan is being put together to address this. Ms Palmer was of the view that training needed to be made relevant to the needs of practitioners. Role plays could assist by presenting scenarios that they might be familiar with. Patients affected by domestic violence could often present with something apparently unrelated and there was a need for staff to dig beneath the surface to find out what was actually happening but professionals did not always find this easy.
- 4.32 She was of the view that most acute trusts were in a similar position to NMUH in terms of their response to DVA. In particular, progress was needed in A&E departments. It was easier to address issues in maternity than in A&E as there was a longer term relationship with the patient.

Hospital based IDVAs

- 4.33 A number of boroughs now have or are considering basing IDVAs within hospitals as a means of improving the early detection and referral of DVA. Hospital based IDVAs typically provide training and awareness raising sessions within hospitals for medical staff, assist with the identification of DVA by encouraging staff to routinely ask questions to patients and enable staff to know where to refer onto specialist support for those patients who positively identified as experiencing DVA.
- 4.34 Co-ordinated Action Against Domestic Abuse published a research paper in June 2013 regarding the commissioning of hospital based IDVAs. Their conclusions were as follows:
 - The data shows that hospital-based IDVAs reached different groups of victims than IDVAs based in other settings;

- Hospital based IDVAs reach a more a vulnerable group, with younger victims experiencing higher severity abuse and with more complex needs, e.g. substance misuse, mental health issues
- Hospital IDVAs may reach victims earlier. More victims were still living or in an intimate relationship with the perpetrator. Fewer victims had previously attempted to leave the perpetrator. There was also a shorter length of abusive relationship before accessing the IDVA service.
- Hospital IDVAs reached victims who were hidden from other agencies. Victims had high usage of A&E departments and made fewer reports to the police.

- 4.35 IDVAs have been based at both the Royal Free and UCLH hospitals since October 2013. Prior to the introduction of the IDVAs, there were 4 referrals from the two hospitals to DVA services between June 2012 and September 2013. In the period between the introduction of the scheme in October 2013 and July 2014, the number of referrals to DVA services was 95. Of these, 19% were referred to MARACs as high risk. The scheme was initially funded by Camden CCG but is now funded by the MOPAC.
- 4.36 The cost of the hospital based IDVAs at the Royal Free and UCLH was £78,000 per year. However, this cost can potentially be offset against the reduced impact on health and other services of successful earlier intervention. In particular, visits to A&E are expensive with each one costing an average of £114 according to the most recent Department of Health figures. The North Middlesex University Hospital (NMUH) is currently developing a business case for Haringey CCG to commission an IDVA based at the hospital.
- 4.37 The Panel noted that it had been challenging for both the Whittington and NMUH to achieve progress with the response of A&E services to DVA. It heard that that there had previously been an adviser from Solace Womens Aid based in A&E at NMUH and this been found to be very useful. Ms Palmer was of the view that having an IDVA on site could make a big difference as it would mean that access to services was available there and then. It could also enable the issue of domestic violence to become part of the culture as well as helping to develop a dialogue on the issue. In addition, it would help to free up clinical staff who might otherwise be engaged in dealing with the issue.
- 4.38 The Panel notes that local acute trusts all cover more than one borough. Domestic violence services are borough based though and differ from each other. The Panel is of the view that it is unrealistic to expect clinicians based in hospitals to remember all of the different pathways and services that individual boroughs have. Having an IDVA based at the hospital could provide a quick and accessible solution and this was why some trusts are considering this option. There is also strong evidence from CAADA that hospital based IDVAs can be effective in detecting DVA at an early stage. The evidence also suggests that referrals from hospital based IDVAs may be more likely to include people at a comparatively high level of risk.
- 4.39 The Panel would therefore support the commissioning of such a service by the CCG at the NMUH and recommends that consideration be given to commissioning a similar service at the Whittington.

Recommendations:

That the business case currently under development by NMUH for the establishment of a post of hospital based IDVA be supported and recommended for approval by the CCG and that consideration also be give to establishing a similar post at the Whittington hospital;

- 4.40 The Panel is also of the view that there would be considerable merit in hospital based IDVAs being commissioned jointly by neighbouring boroughs and would recommend that the CCG give particular consideration to this issue. In addition, it notes that Camden has received funding for hospital based IDVAs from the MOPAC and this may provide an alternative option for funding. One additional option might be to re-locate one or more of Haringey's IDVAs to local hospitals and the Panel would recommend that this option be considered.

Recommendation:

That the options of providing hospital based IDVAs by joint commissioning between boroughs whose residents use the same hospitals and/or the re-location of one or more of the boroughs IDVAs to local hospitals be considered by the Community Safety Partnership, in consultation with the CCG.

Mental Health

- 4.41 The Panel received evidence from Dr Katrin Edelman, Clinical Director for Haringey, Barnet, Enfield and Haringey Mental Health Trust. She reported that the Trust referred a small number of people to the MARAC but DVA was nevertheless currently under detected in mental health settings. It is likely that a large proportion of mental health patients were suffering from it. The current detection rate is currently estimated to be between 10% and 30%. People who had experienced domestic violence were more likely to have mental health issues. One third of female patients were estimated to be victims whilst 58% of people presenting at domestic violence and abuse services were estimated to have mental health issues.
- 4.42 There is mandatory training for staff in the Mental Health Trust on domestic violence and abuse. The Trust holds monthly safeguarding surgeries for staff to raise awareness of domestic violence, the services that are available for victims and the MARAC referral process. The Trust's Safeguarding Adults' Lead attends monthly MARAC meetings in Haringey whilst representatives from the Trust attended quarterly MARAC steering group meetings.
- 4.43 Dr Edelman reported that, whilst the NICE guidelines on domestic violence and abuse are relevant to all health and social care organisations, three are of particular relevance to the Mental Health Trust;
- Creating a disclosing environment; Domestic violence services are generally local and borough based but the Trust's leaflets currently refer to national services. Generic information is of less use and the Trust was therefore reviewing what was available.

- Ensuring that trained staff ask about domestic violence and abuse; There could be misguided hopefulness on both sides that incidents would not be repeated. Although there is a form used to determine the seriousness of the case (the Coordinated Action Against Domestic Abuse (CAADA) Domestic Abuse Stalking and Honour based violence (DASH) Risk Identification Checklist (RIC) or CAADA DASH RIC), she suspected that this was not being widely used and the referrals were made on the basis of individual judgement. The Interim Strategic Violence Against Women and Girls Lead commented that some professionals had found the referral form to be overly complex and that the Police, amongst others, had raised the issue. However, there were also concerns regarding the implications of reducing the amount of detail on the form as this could possibly increase levels of risk. Consideration was nevertheless being given to reviewing and refreshing the form.
- Providing people who experience domestic violence and abuse and have a mental health condition with evidence based treatment for that condition; Cognitive behavioural therapy had been found to be effective in assisting people.

4.44 The Panel is concerned that professionals may not be using the referral form when required. . It is that the necessary level of detail is provided so that referrals can be followed up effectively and feels that partners should ensure that relevant professionals understand and receive training on completing the form.

Recommendation:

That the Violence Against Women and Girls Strategic Group work together with partners to ensure that all relevant professionals understand and receive training on completing the referral form for DVA (the CAADA DASH RIC) in order to promote its wider use.

4.45 Dr Edelman reported that a pilot study had been undertaken by Kings College in London for a future larger study of a domestic violence advocacy treatment in community mental health services. This was entitled the LARA (Linking Abuse and Recovery through Advocacy) pilot study. The scheme involved the following:

- Domestic violence training for all community mental health treatment (CMHT) teams;
- LARA advisors being trained by mental health professionals and the domestic violence sector;
- Clear referral pathways to LARA advisors; and
- LARA advisors integrated within teams.

4.46 Additional funding would be required to develop the pilot project further but it was not likely to be hugely expensive. It was important to identify what worked effectively.

4.47 Dr Edelman stated that research had shown that there were a number of actions that had been found to be effective;

- Improved health professional response to disclosures;
- Documentation of abuse;
- Securing safety; and
- Integrated support.

4.48 In contrast, the following had been found not to be effective;

- A focus on separation from partner; and
- Limited discussion of domestic violence by health professionals.

4.49 Dr Edelman felt that the issue should not be medicalised and that domestic violence and abuse was more of a public health and societal issue. Victims could feel humiliated and this could discourage disclosure as people did not wish to be perceived in this way. Better perinatal services would help to address the issue, which often started in pregnancy.

Appendix A

Participants in the Review:

Dr Henrietta Hughes, Medical Director, North and East London, NHS England

Dorothy Ryan, Domestic Violence and Abuse Lead, Whittington Health;

Dr David Masters, lead GP in respect of Domestic Violence and Abuse, Haringey CCG;

Karen Baggaley, Assistant Director for Safeguarding and Designated Nurse for Child Protection, Haringey CCG

Dr Jeanelle de Gruchy, Director of Public Health, Haringey Council and Chair of the Violence Against Women and Girls Strategy Group.

Chantal Palmer, Named Midwife for Safeguarding Children and Vulnerable Women, North Middlesex University Hospital

Dr Katrin Edelman, Clinical Director for Haringey, Barnet, Enfield and Haringey Mental Health Trust.

Victoria Hill, Interim Strategic Violence Against Women and Girls Lead

Appendix B;

Documents referred to

National Institute for Clinical Excellence (NICE); Domestic Violence and Abuse: How Health Services, Social Care and the organisations they work with can respond effectively (issued February 2014)

Haringey Stat; Domestic and Gender Based Violence (July 2013) (Haringey Council)

Haringey Community Safety Strategy 2013 – 2017 (Haringey Community Safety Partnership)

Domestic and Gender Based Violence in Haringey – Needs Assessment (June 2012) (Haringey Council)

The Coordinated Community Response (CCR) to Domestic Violence; Partnership Audit of Haringey (Sept. 2012) (Standing Together Against Domestic Violence)

IRIS National Report 2014; Annie Howell, Medina Johnson and Sean Harrison (October 2014)

IRIS Commissioning Guidance (Bristol University 2011)

Themis Research Briefing #1; June 2013 – Why Invest in Hospital Based IDVAs (CAADA)



Haringey Council

Report for:	Cabinet	Item Number:	
Title:	Response to the Project Violence Against Women and Girls recommendations		
Report Authorised by:	Jeanelle de Gruchy – Director of Public Health		
Lead Officer:	Victoria Hill (interim Violence Against Women and Girls Strategic Lead)		
Ward(s) affected: All	Report for Key/Non Key Decisions: Non-key		

1. Describe the issue under consideration

- 1.1 The Environment and Community Safety Scrutiny Panel examined the council and partners' role in the identification, prevention and reduction of domestic violence and abuse in Haringey. Their resultant report was considered by the Overview & Scrutiny Committee at their meeting in March when a range of recommendations presenting workable solutions designed to build on the already good work being undertaken by the council and partners were agreed.
- 1.2 This report, and more specifically Appendix 1, lists the recommendations and presents the Cabinet Member's response to them.

2. Cabinet Member introduction

Violence against women and girls is a corporate priority as part of outcome 3. As deputy leader of the council and the Cabinet Member of Communities, I welcome the work of the Environment and Community Safety Scrutiny Panel on this issue and endorse the recommendations they have made. I am pleased that a violence against women and girls strategy is now being developed and these recommendations will be further considered as part of the strategy's development. We note that some of the recommendations will be challenging and will require working with partners as part of the coordinated community response to violence against women and girls which we are implementing locally.



3. Recommendations

That Cabinet note the recommendations arising from the Environment and Community Safety Scrutiny Panel review of the health services' response to domestic violence and agree the response to these set out in Appendix 1.

4. Alternative options considered

- 4.1 Appendix 1 sets out a considered response to all of the Overview & Scrutiny recommendations. In arriving at these responses officers have had regard to the intention behind the recommendations and the practicality of their delivery in terms of both staff and other resources. Appropriate option comments are contained in the individual responses. A number of the recommendations are 'partially agreed', primarily due to the budget implications.
- 4.2 A Violence against women and girls strategy is being developed. The Overview & Scrutiny recommendations and the funding requirements will be further considered within the priorities identified by the overall strategy.

5. Background information

- 5.1 The council has a role in leading a comprehensive community response to violence against women and girls. In undertaking their review, the Scrutiny Panel placed a particular focus on health service partners' response to domestic violence.

6. Comments of the Section 151 Officer and financial implications

- 6.1 The total cost of the recommendations is approximately £338k. Because of funding constraints the Cabinet cannot agree a share of the £250k required for a hospital-based IDVA Service, however the redesign of the referral pathway has been agreed and funding of £49k for an additional IDVA will be found following a realignment of existing Domestic Violence resources. The remaining £39k of recommendations are only partially agreed due to budget implications. With no additional money identified in the Council's Medium Term Financial Plan such funding would probably need to be prioritised against other council wide priorities. The Violence Against Women And Girls strategy will consider the prioritisation of funding further and we will report on this when it is brought back to Cabinet at a later date. There are also health budget implications. We have discussed these with the CCG and the current status is given in Appendix One.

7. Comments of the AD Governance and legal implications



Haringey Council

The Assistant Director Corporate Governance has been consulted on the contents of this report.

Under Section 9F Local Government Act 2000 ("LGA"), Overview and Scrutiny Committee have the powers to review or scrutinise decisions made or other action taken in connection with the discharge of any of Cabinet's functions and to make reports or recommendations to Cabinet with respect to the discharge of those functions. Overview and Scrutiny also have the powers to make reports or recommendations to Cabinet on matters which affect the Council's area or the inhabitants of its area. The Constitution provides that the Scrutiny Review Panels must refer their findings/recommendations in the form of a written report to the Overview and Scrutiny Committee for approval and afterwards, final reports and recommendations will be presented to the next available Cabinet meeting together with an officer report where appropriate.

Under Section 9FE of the LGA, there is a duty on Cabinet to consider and respond to the recommendations indicating what if any action Cabinet proposes to take and to publish its response.

8. Equalities and Community Cohesion Comments

The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not.

Improving the Council's response to violence against women and girls demonstrates a commitment to address inequality issues for that group.

Equalities considerations should be factored in when forming the composition of the service user consultation group (recommendation 1), i.e. is there a representative mix of women service users in terms of their race, religion, age, disability, marriage and maternity status in this group? This should allow for a more balanced and reflective consultation.

The publicity campaign (recommendation 4) surrounding the new IDVA service should also factor in equalities considerations, to ensure that it outreaches to the diverse range of women and girls in the community who may be at risk from violence.



Haringey Council

Multi-disciplinary training on FGM (recommendation 5) and domestic violence (recommendation 6) should highlight to professionals any characteristics (e.g. young age, disabilities, race and religion) which are known to present particular vulnerabilities.

9. Head of Procurement Comments

There are a range of recommendations within the report which need to be developed further to identify whether there will be cost implications to the Council and its partners and in the manner that pathways are commissioned.

At this point there are no procurement needs to be addressed.

10. Policy Implication

A Violence against women and girls strategy is being developed, and these recommendations – and funding requirements – will be further considered within the priorities identified by the overall strategy.

11. Reasons for Decision

This report seeks Cabinet agreement to the proposed response to the Overview & Scrutiny recommendations on the council and partners' response to domestic violence.

12. Use of Appendices

Appendix 1: Response to Scrutiny Panel recommendations.

13. Local Government (Access to Information) Act 1985

N/a



Appendix 1: Response to the recommendations of Environment and Community Safety Scrutiny Panel Violence Against Women and Girls report – August 2015

No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Budget implications	Response	Timescale and lead
1	<i>That information be shared with the Panel by the Violence Against Women and Girls Strategic Group for their plans on how the views of service users will be obtained and responded to. (Paragraph 3.15) (Strategic Group)</i>	Partially agreed	Approximately £4 000 required to support survivor consultation, along with additional officer capacity to be identified to progress this work	A position paper on service user consultation has been agreed by the Strategy and Advisory Group Service user consultation will be used to help inform the development of this agenda, including an awareness campaign to coincide with the launch of the new IDVA service	If budget and support agreed, by March 2016 Advisory Group
2	<i>That a clear timeframe be set by the Violence Against Women and Girls Strategic Group for the approval of a referral pathway. (3.17) (Strategic Group)</i>	Agreed	None	A timetable for redesign and approval of the new domestic violence referral/care pathway is now agreed to commission the new Independent Domestic Violence Advocacy Service - to launch on the 1 st April 2016	Complete
3	<i>That work to develop the referral pathway focus upon simplifying the process and establishing a single point of entry. (3.17) (Strategic Group)</i>	Agreed	Note that the pathway would require one additional IDVA: £49 000	*Pathway has been consulted on and final options have been agreed. Additional IDVA resource will come on line once existing resources within the current DV pathway are reviewed and realigned as part of the longer term work on the violence against women and girls strategy	By July 2015 VAWG Commissioning Group



No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Budget implications	Response	Timescale and lead
4	<i>That the Strategic Group develop proposals for publicising domestic violence and abuse services and, as part of this, consideration be given to joint commissioning. (3.20) (Strategic Group)</i>	Partially agreed	Partnership communications and publicity campaign budget to be identified and agreed – approximately £10 000 for year one Bid made for this to the joint police and community safety team Performance Related Grant	A violence against women and girls service directory for professionals and practitioners is produced and circulated across the partnership. This is updated on a quarterly basis. A borough publicity campaign that will be developed and launched to coincide with the new IDVA service and referral pathway	By 1 st April 2016 VAWG Strategy Group, VAWG Advisory Group, VAWG Commissioning Group and LBH Comms
5	<i>That the Strategic Group, working together with the Local Safeguarding Children's Board (LSCB), develop proposals for multi agency training on Female Genital Mutilation (FGM) for health and social care professionals and that Members also be included in relevant training on the issue. (3.25) (Strategic Group)</i>	Partially agreed	A budget to commission training would be required – approximately £5000 for 5 multi agency sessions, Officer capacity to coordinate the courses would also need to be identified	A Harmful Practices Working Group looking at free training offer via Ascent. Government FGM E learning course circulated by LSCB and VAWG partnership (and to members). Other free training opportunities will be identified and circulated to the partnership (and members) Twilight violence against women and girls trainings session for members to be delivered to coincide with the UN Day for the eradication of violence against women (25 Nov 2015 and the accompanying 16 days of activism)	By March 2016. Co Chairs of Harmful Practices Working Group – with support of VAWG Strategic Lead, VAWG Coordinator and LSCB SAB joint business manager
No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Budget implications	Response	Timescale and lead



6	<i>That consideration be given by the Strategic Group to developing multi agency and multi disciplinary training on domestic violence and abuse. (3.25) (Strategic Group)</i>	Partially agreed	<p>A budget to commission training would be required – approximately £20 000 for a range of knowledge awareness raising and skills/practice based sessions.</p> <p>In addition a new officer role would be necessary to coordinate all aspects of the training</p>	<p>A training needs assessment has been conducted with support of the LSCB Training Subgroup and SAB training Subgroup. There was a very low response rate. The LSCB Training Sub Group will undertake an agency audit of DV training delivered in partner agencies</p> <p>The LSCB deliver 2 training sessions a year on safeguarding children and domestic violence</p> <p>Minimum standards for violence against women and girls training is being drafted, and will be presented to the two training sub groups and the VAWG (advisory and strategy group) for endorsement</p>	By September 2015 Chair of Strategic Group in conjunction with SAB and LSCB and training sub groups and joint business manager
7	<i>That consideration be given by the Violence Against Women and Girls Strategic Group on how best to secure the regular engagement of local NHS acute trusts and the Mental Health Trust on a basis that is achievable and sustainable. (4.2) (Strategic Group)</i>	Agreed	None	<p>Key health representatives have been written to by the chair to request their attendance and engagement</p> <p>The new Vice-Chair of the Strategic Group has had a specific focus on engaging health partners</p>	Completed



No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Budget implications	Response	Timescale and lead
12	<i>That the options of providing hospital based IDVAs by joint commissioning between boroughs whose residents use the same hospitals and/or the re-location of one or more of the boroughs IDVAs to local hospitals be considered by the Community Safety Partnership, in consultation with the CCG. (4.40) (Community Safety Partnership)</i>	Not agreed	Additional resources will need to be identified by all boroughs and agreed to fund IDVA provision A hospital based IDVA Service working across 3 boroughs would require approximately additional funding of £250 000 to be secured across the boroughs for 4 FTE IDVAs and a service manager	This is a complex issue as further discussion and agreement is required with various Community Safety Partnerships and various CCGs and project development and coordination.	To be part of the discussions by the Violence Against Women and Girls Commissioning Group
13	<i>That the Violence Against Women and Girls Strategic Group work together with partners to ensure that all relevant professionals understand and receive training on completing the referral form for domestic violence and abuse (the CAADA DASH RIC) in order to promote its wider use. (4.44) (Strategic Group)</i>	Agreed	None	As part of the coordination arrangements for the Multi Agency Risk Assessment Conference, training and briefing sessions are delivered every quarter by the MARAC Coordinator on the use of the CAADA DASH RIC (and the MARAC process) to professionals and practitioners	Ongoing (business as usual) Chair of MARAC, Chair of MARAC Steering Group and MARAC Coordinator



No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Budget implications	Response	Timescale and lead
8	<i>That, in view of the strong evidence of the effectiveness of the IRIS scheme in facilitating the detection of domestic violence and abuse, the Haringey CCG reconsider its decision not to commission it. (4.18) (Haringey CCG)</i>	Agreed	None for the council	CCG has recently agreed to commission IRIS for 25 practices in the borough	CCG and VAWG Commissioning Group
9	<i>That the CCG explore further the potential of joint commissioning of IRIS with neighbouring boroughs in north central London. (4.18) (Haringey CCG)</i>	Agreed	To be identified and confirmed	To be discussed further with the CCG	CCG and VAWG Commissioning Group
10	<i>That staff training provision on domestic violence and abuse be reviewed by Whittington Health to ensure that sufficient time is allocated and that it is delivered in an appropriate and interactive format, with the use of e-learning avoided (4.26) (Whittington Health)</i>	Partially agreed	To be identified and confirmed	To be discussed further with Whittington Health, however changes have been implemented since the report was published: Level 1 to level 3 training provided either face to face or via e-learning depending on role and priority groups. I.e. Maternity, Health visitors, school nursing. Training to cover basic awareness, recognising and responding to domestic abuse and referring on to specialist agencies, (DASH risk assessment / MARAC) – domestic abuse champions to be trained from the priority groups as above	Whittington Health NHS Trust



No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Budget implications	Response	Timescale and lead
11	That the business case currently under development by NCUH for the establishment of a post of hospital based IDVA be supported and recommended for approval by the CCG and that consideration also be given to establishing a similar post at the Whittington hospital. (4.39) (Haringey CCG)	Partially agreed	To be confirmed	The CCG recognises and acknowledges the benefits of having a hospital-based IDVA and will consider the NCUH business case. Whilst not the lead commissioner for the Whittington Hospital, the CCG will also be discussing their plans	NCUH with VAWG Commissioning Group



Report for:	Cabinet	Item Number:	
Title:	The Future of Housing Review – Conclusions and Recommendations		
Report Authorised by:	Tracie Evans – Chief Operating Officer		
Lead Officer:	Tracie Evans – Chief Operating Officer		
Ward(s) affected: All	Report for Key/Non Key Decisions: Key		
Signed:	Date: 4.9.15		

1. Describe the issue under consideration

- 1.1 The report is to consider the future approach to managing and investing in the Council's housing in Haringey. Four options have been identified for consideration which are:
- 1.2 The Council retains ownership of the housing stock and:
 - i) uses the existing ALMO model to deliver housing services (the "as is" option)
 - ii) brings the management of housing services back into the Council
- 1.3 The Council transfers ownership of its housing stock to;
 - iii) an existing housing association or other organisation
 - iv) a new Housing Association (or other delivery vehicle) set up for the purposes of receiving the stock and services.
- 1.4 This report provides an overview and summary of the process, options and recommendations.

2. Cabinet Member introduction

- 2.1 This Cabinet report is the covering report for two attached reports which are the culmination of a significant piece of cross-party work.



Haringey Council

- 2.2 The priority of the Review has been to identify what future management arrangement will secure the best possible management, improvement and regeneration of homes in this borough in the coming years.
- 2.3 Given the rapidly changing picture in housing, it is important that the Council makes a clear decision about the future of housing management and improvement in Haringey. The report of the Future of Housing Review recommends that a new approach is adopted which combines retention of the arms-length management company to manage the majority of the stock, alongside a new development vehicle to lead and fund the regeneration of some of our major housing estates.
- 2.4 I wanted to thank all of the members of the Future of Housing Review, which had representation from Labour and the Liberal Democrat Group and tenant representation for the significant amount of time, effort and insight they have brought to this Review.

3. Recommendations

- 3.1 Cabinet is recommended by the Future of Housing Review Group to agree:

Housing Management:

- a) That Homes for Haringey is retained as the Council's Arms Length Housing Management company, and is offered an extended contract of 10 years in duration, with a review after 5 years, such extended contract to expire on 31st March 2026
 - b) That a new management agreement with Homes for Haringey is agreed, the approval of such agreement being brought back to Cabinet not later than March 2016.
 - c) That the new management agreement should include:
 - an expectation of continued improvement in performance, including reaching top quartile performance by March 2018, as per their business plan.
 - that Homes for Haringey expands its offer to involve and engage tenants in the management of their homes
 - that Homes for Haringey continues to maintain a high standard of leadership and staffing within the organisation and the board.
 - d) That at this time, the functions relating to homelessness and allocations services as set out in **Appendix A**, continue to be managed by Homes for Haringey as part of this contract to 31st March 2016.
- 3.2 Cabinet are also asked to note the following recommendations of the Future of Housing Review Group as set out in this report, sections 7, 8 and 9:

Development Vehicle:

- a) That a development vehicle is potentially the best solution to progress major estate renewal, maximise the potential for investment in the Council's housing stock, and the delivery of new social and affordable housing. That the Council should aim to replace the same number of affordable habitable rooms and that the deal for tenants is broadly comparable under the Vehicle. A separate



Haringey Council

report on this will be brought to Cabinet in due course.

Other estates:

- b) That the regeneration of Northumberland Park is considered in the context of a potential development vehicle.
- c) That given the high stock condition needs and repairs costs at Broadwater Farm, a solution is developed in conjunction with the residents in this context, and consultation with tenants should begin by December 2015.
- d) That a regeneration scheme at Noel Park is developed, which builds on the high land values and retains the estate within Council control for the long term and is self-funding.
- e) That those staff seconded to Homes for Haringey in 2014 from Community Housing Services, where it is appropriate to do so, be transferred to Homes for Haringey's employment. In addition, roles identified within Homes for Haringey that are in scope of the Business Infrastructure Programme and Customer Services Transformation will be transferred from Homes for Haringey to the Council. Trades Unions and employees will be consulted. Following this meeting, and if approved, the process by which this will happen will be agreed with the relevant parties. It is likely that TUPE will apply to both transfers.
- f) That any additional services that the Council considers it appropriate to commission through Homes for Haringey, or to transfer from Homes for Haringey to the Council, are identified by the Council through the Assistant Director of Regeneration - the agreement of such being either part of the management agreement, or as appropriate to the decision to be made. No specific change to Homes for Haringey's functions is proposed at this time.

Ongoing Investment needs

- g) That the Council determines an asset management approach that delivers the following:
 - Prioritisation between stock maintenance, regeneration and new -build housing.
 - Clear standards of maintenance to be achieved for the housing stock
 - Clarity of resources to meet those standards both in terms of amount and source
 - Programmes to meet those standards
 - Management of costs to help mitigate the continuing capital funding deficit
 This should be in line with the Council's overall Capital Strategy, and should inform the HRA 30 year business plan.
- h) Based on the models established for this review the Council should develop a 30 year business plan that provides a balanced budget and manages the continuing capital funding deficit on the Council's housing stock. The Council should establish and maintain a consistent set of assumptions and financial approaches to Housing Revenue account management going forward.

Reviews:

- i) That Homes for Haringey must ensure a stronger system of reconciliations between work done, stock condition data and financial investment to ensure accurate physical and financial information



Haringey Council

are available at overall and estate level, such action to be in place by March 2016.

- j) That Homes for Haringey conducts a review of the leaseholder management service, consulting with leaseholders as to the best way forward, based on the formal and informal satisfaction survey results provided to the review, and reports to the Cabinet Member and Chief Operating Officer by March 2016. Such a review should ensure resulting increases in Leaseholder satisfaction rates.
- k) That Homes for Haringey carries out a review of repairs responsibilities to ensure that appropriate responsibility is borne by the Council and its tenants and leaseholders, and reports to the Chief Operating Officer and Cabinet member in early 2016.
- l) That there must be a review of the Council's rent policy, whilst recognising that the awaited rent regime changes due to be put in place shortly may prevent any changes to rent levels.

4. Alternative options considered

4.1 In the course of the review a number of options were considered and are listed below:

4.2 The Council retains ownership of the housing stock and:

- i) uses the existing ALMO model to deliver housing services (the "as is" option)
- ii) brings the management of housing services back into the Council

4.3 The Council transfers ownership of its housing stock to;

- iii) an existing housing association or other organisation
- iv) a new Housing Association (or other delivery vehicle) set up for the purposes of receiving the stock and services.

4.4 Options in 4.3 above also included consideration of the following alternatives:

- Tenant Management Organisation
- Co-operative model
- Community Gateway
- Tenant Management Owned Association

5. Background information

5.1 This review was established by Cabinet in July 2014 to examine the future of housing after March 2016 as the Homes for Haringey contract was coming to an end and there was to be no further Decent Homes funding.

5.2 The Council has 15,658 Council homes, managed currently by Homes for Haringey. There are 4,765 leaseholders, in addition. A significant amount of Decent Homes work has been done but little estate renewal. There are some technically complex and high cost estates. There is considerable demand and pressure on the Council's housing stock exacerbated by the Right to Buy reducing stock numbers.



Haringey Council

6. The Review Process

- 6.1 The Review Group comprised a cross-party group of 5 members and a co-opted tenant, led by Councillor Strickland, the Cabinet Member for Housing and Regeneration. The group met from December 2014 to August 2015 to consider the future options considering the available evidence provided through the support of an Independent Adviser.
- 6.2 The process was run in accordance with DCLG guidance issued in 2004 and updated in 2006 and 2011, which stated that 'the existing ALMO arrangements should remain in place unless an alternative can be shown to have demonstrable benefits for tenants'. The process set out to be objective and fact-based, open and transparent.
- 6.3 Over the course of the 9 month review, evidence was gathered through:
- face to face interviews and site visits
 - performance benchmarking
 - analysis of stock condition information
 - Independent expert financial analysis
 - an independent test of tenant and leasehold opinion.
- 6.4 This evidence was then judged against the criteria for each option. During this process, the Review Group also identified other areas where it was felt necessary to make a recommendation for improvement.
- 6.5 *Site visits*
The Review Group had made a range of visits to view different approaches to housing management and investment. These included visits to:
- Waltham Forest
 - Newham
 - Rochdale
 - Salford
 - Homes for Haringey
 - Sunderland
- 6.6 The Independent Adviser also visited several housing organisations, and the Review Group heard from Homes for Haringey, Family Mosaic, and the Haringey Resident Scrutiny group.
- 6.7 From these visits and meetings, the Review Group identified some key lessons to apply to Haringey which were:
- The importance of local focus on housing
 - A need to concentrate on housing in its widest sense
 - The need to understand what an authority can and cannot deliver, and the need to have a range of skills and approaches
 - Most authorities were delivering housing services on a 'mixed economy' basis even if housing management was in-house i.e. they also had a local housing company or had a joint venture



Haringey Council

alongside the in-house approach

6.8 *Benchmarking*

Detailed performance benchmarking was carried out across a variety of comparable organisations to Homes for Haringey, both in a national and regional context. Whilst benchmarking information must be treated with some caution due to differences in local application and context, this information confirmed that Homes for Haringey had improved significantly in the last two to three years, although the service was still mixed and weak in some areas. Significant scope for improvement remained

6.9 *Stock condition information and financial analysis*

Ridge and Partners have recently completed a stock condition survey commissioned by Homes for Haringey. From this, they had modelled two standards:

- High cost aspirational standard (Gold)
- Lower standard broadly equivalent to Decent Homes (Silver)

6.10 Financial analysis of the HRA had been carried out and resources modelled against the stock condition needs. With the gold standard there was a repairs' funding gap throughout the 30 year business plan period with a deficit of £250m, even at year 30. With the silver standard the gap existed until year 17 when the HRA starts to create additional surpluses. The peak funding gap on this standard was £50 million. This position has been made significantly worse by the recent rent decrease announced by government.

6.11 *Test of tenant and leasehold opinion*

CLG Guidance suggests that should changes be made to the organisation delivering housing management services, then a ballot should be held. However, government to do not require a ballot to be held should no change be made. Given that the views of tenants and leaseholders are important in this decision, a test of tenant and leasehold opinion was held. This informed the option appraisal.

6.12 This was run by an independent market research group, and aimed to gather tenant and leasehold views about what is most important to them about their housing service moving forward, and how well it appears to be run now. This was done predominantly through a telephone survey, but to ensure every tenant and leaseholder had the chance to participate, was followed up by postal and online surveys.

6.13 The results showed:

- low brand recognition of Homes for Haringey
- little support for transfer options
- increasing satisfaction amongst tenants
- recognition of recent improvement
- support for local provision of services
- leaseholder dissatisfaction with service
- the importance to tenants of involvement in service direction and governance

6.14 Generally, informal tenant views were positive concerning Homes for Haringey, recognising recent improvement, and suspicious of transfer options. Leaseholders were also cautious concerning



Haringey Council

transfer options and expressed some dissatisfaction with their present service, in contrast to tenants.

6.15 *Staff and Union views*

Staff had mixed views but were generally supportive of Homes for Haringey, again recognising recent improvement.

- 6.16 Trade Union colleagues were clear that they believed the service should return to direct in house management by the LB Haringey. They were also firmly of the view that there should be a ballot to determine tenants' wishes whatever option was recommended.

7. Consideration of the options

7.1 As set out above, the options are:

The Council retains ownership of the housing stock and:

- i) uses the existing ALMO model to deliver housing services (the "as is" option)
- ii) brings the management of housing services back into the Council

The Council transfers ownership of its housing stock to:

- iii) an existing housing association or other organisation
- iv) a new Housing Association (or other delivery vehicle) set up for the purposes of receiving the stock and services.

- 7.2 The Review Group considered the evidence gathered – as set out above – against each option. Detailed analysis of the options is contained in the attached report of the Independent Adviser.

7.3 Overall, the Review Group found that:

- No one solution delivers all that the Council requires and meets all the Criteria for Assessment perfectly.
- In particular there is no single solution that fully meets the Council's financial requirements and eradicates the Capital Funding deficit
- Therefore in common with other local authorities a mixed approach to delivering our housing ambitions is the proposed solution.

7.4 The Review Group therefore recommends that:

- A new contract is agreed with Homes for Haringey to provide housing management and related services on behalf of the Council for 10 years. This contract must, crucially, ensure that the organisation continues to improve performance and efficiency of service to become top quartile housing organisation, and continue to improve its engagement with residents.
- Alongside Homes for Haringey, a development vehicle is proposed to bring in additional expertise and funding sources to be able to improve the Council's existing home and estates, and to enable new homes to be built. This is considered by the group to be potentially the best solution, subject to viability testing. Without this, the Council will not be able to achieve its ambitions.



Haringey Council

7.5 A summary of the Review Group findings and recommendations is set out below.

7.6 Option 1: Uses the existing ALMO model to deliver housing services (the “as is” option)

7.7 The Review Group is strongly, and unanimously, in favour of the retention of the ALMO. This is because the ALMO has shown:

- Continued performance improvements over 3 years
- Strong tenant satisfaction ratings
- A significant record of financial savings and efficiencies, while delivering improved satisfaction
- Strong tenant involvement and this is a priority for tenants, as shown in the test of tenant opinion
- The successful delivery of new services and achievements outside housing management e.g. Community Housing Services (Homelessness etc), Project 2020
- The opportunity to commission further services
- That independent expertise and leadership on the board is adding value
- That it is able to move quickly to deliver and can make decisions without the constraints of the lengthy local authority process and procedure e.g. setting up the Housing Apprenticeship Academy and the not for profit Lettings Agency

7.8 In addition:

- The ALMO is an existing housing company structure that could be used for other purposes in future if required.

It should be noted that:

- Retaining Homes for Haringey as the housing management organisation brings no significant improvement to the financial picture.
- In September 2014, Homes for Haringey were transferred management of services relating to Allocations and Homelessness. In this new contract, the majority of services will remain with Homes for Haringey, as set out in Appendix A, for the duration of the new contract, apart from Private Sector enforcement functions which will remain with the Council. In addition, there is also a need to transfer staff to the Council from Homes for Haringey in accordance with the implementation of the Business Infrastructure and Customer services programmes. Additional changes to staffing may also be agreed from time to time.

7.9 Option 2: The Council brings the management of housing services back into the Council

7.10 The Review Group does not recommend returning the service to direct management by the LB Haringey. This is because:

- Based on the evidence received and results of the tenant survey, there is no demonstrable benefit to tenants in making this change based on performance, satisfaction, flexibility or financial reasons



Haringey Council

- Savings from the in house option will not significantly improve the overall HRA financial position
- There was a potential risk of a drop in performance if the service was brought back in house
- Although bringing the service in house would provide savings of around £500,000 per annum, those savings will make no significant impact on the overall financial position.
- Should the Council wish to set up a housing company in the future this would reduce those savings and cause duplication of work.
- Disbanding the ALMO removes the flexibility of having a housing company
- Bringing back in house would remove the ability to attract comparable high calibre staff through flexibility of structure and reward
- Structures and processes of Council inhibit speed and effectiveness of response

7.11 Option 3: The Council transfer the housing stock in whole or part to another organisation

7.12 The Review Group does not recommend pursuing large scale voluntary transfer. This is because:

- Future policy on large scale voluntary transfer was uncertain, and at present there is no programme after March 2016.
- The level of debt write off and subsidy required to do a large scale voluntary transfer is likely to make this financially unviable and unattractive to partners, lenders and the government.
- The test of tenant opinion shows little appetite for this amongst tenants
- There is no mindset amongst members or officers that this is the right solution which would make successful transfer extremely challenging
- Transfer of ownership of the Council's homes to another landlord may increase the complexity of regeneration programmes.

7.13 The Review Group does not recommend further consideration of partial transfers at this time, although it notes that some estates may be financially viable for partial transfer if no other solution is viable. The most recent changes proposed to the rent regime for social housing have however, made any form of tenanted transfer unlikely.

7.14 The Review Group did consider evidence regarding other options such as Co-Operative and Community Gateway models. Whilst the increased tenant involvement in these models appeared empowering, both of these options are stock transfer and are not recommended for the same reasons set out above.

7.15 Option 4: The Council establishes a Development Vehicle

7.16 To deliver improvements on major estates, the Review Group recommends that a development company is likely to be the most appropriate option. The Review Group sees the key advantages of this approach as being that a Development Vehicle:

- Brings significant additional investment to provide improvements
- Allow the Council to retain long term control of development and land



Haringey Council

- Offers an income stream that can be spent on the provision of further affordable and social rented housing.
- Unlike conventional development models, it delivers a long term return for the Council
- Will bring in capacity and expertise to deliver change and help mitigate the Council's major investment problems
- At present, maintains new build properties as available for letting at social rent, as the Right to Buy will not apply.
- It was likely that this solution would allow new housing and the replacement of old stock.

The Council is carrying out a separate study in this area which will confirm the detail of this option but members of the Review Group believed that this was likely to be the Council's best solution.

- 7.17 However, the Review Group also noted that this option is unlikely to be a refurbishment vehicle, and transfer would most likely be on the basis of decanting tenants and potentially offering them the opportunity to return.
- 7.18 The regeneration of Northumberland Park and Love Lane should be considered within the Council's study of the Development Vehicle, as this is the most likely solution for improving those areas.
- 7.19 The Review Group considered whether any of these options would work for Broadwater Farm, and identified that further, more detailed work is required to progress this. The Review Group therefore recommends that given the high stock condition needs and repairs costs at Broadwater Farm, a solution be developed in conjunction with the residents in this context, and consultation with tenants should begin by December 2015.
- 7.20 The Review Group recommends specific work is undertaken to agree a long-term plan for the improvement of the Noel Park estate and recommends a self-financing model is explored. As Noel Park has higher land values there is potential for a self financing scheme to be developed to deal with the repairs issues and the Review Group wishes this to be investigated. For preference the Review Group would wish to retain freeholds for the long term.

8. Other recommendations of the review

- 8.1 The Review Group and the Independent Adviser, in carrying out this review, identified some additional areas of improvement for recommendation as part of this report. These are:
- 8.2 As part of this contract, the ALMO should be charged with:
- an expectation of continued improvement in performance, including reaching top quartile performance by March 2018, as per their business plan.
 - expanding its offer to involve and engage tenants in the management of their homes
 - continuing to maintain a high standard of leadership and staffing within the organisation and the board.
- 8.3 Given the feedback from leaseholders in both the test of tenant opinion and in briefing meetings, the Review Group recommends that Homes for Haringey conducts a review of the leaseholder management service, consulting with leaseholders as to the best way forward, looking at other



Haringey Council

boroughs ways of working to improve the service provided for leaseholders. The review must ensure resulting increases in leasehold satisfaction

- 8.4 The review should include, but not be limited to:
 - Communication with leaseholders
 - Arrangement for charging leaseholders for repairs and decent homes work
 - Structures for the representation of leaseholders
- 8.5 Given the ongoing capital investment deficit, made worse by the government's recent announcements of rent reductions, that the Council establish and maintain a viable 30-year HRA business plan that provides a balanced budget and prioritises the Council's aspirations between stock condition, new –build and regeneration and maintain a consistent set of assumptions and financial approaches to Housing Revenue account management going forward. The Council must also consider the best approach to delivering new build in a cost effective and efficient way.
- 8.6 The Council should also develop an asset management approach that sets clear standards for Council housing stock condition; prioritises and programmes work to meet those standards as best suits the position of the Housing Revenue Account including disposal of appropriate properties where it is prudent to do so. This is to be developed in conjunction with the Homes for Haringey and in line with the Council's overall capital and asset management strategy, and inform the HRA 30 year business plan.
- 8.7 Having recently undertaken a new stock condition survey, that Homes for Haringey ensures that regular reconciliations between work done, stock condition data and financial investment are carried out to ensure easily accessible and accurate physical and financial information are available at overall and estate level, such action to be in place from March 2016 latest.
- 8.8 Given the results of the test of tenant opinion, the Council should review the Council's rent policy, and the view of Review Group that changes should be seriously considered. However, the group also recognised the possible impact of the changes to rent policy announced in **the Government's** July budget.
- 8.9 Given the need to manage down costs as much as possible, that the Managing Director of Homes for Haringey carries out a review of repairs responsibilities to ensure that appropriate responsibility is borne by the authority and its tenants and leaseholders, and reports to the Chief Operating Officer and Cabinet member in early 2016.
- 8.10 The Independent Advisor's report also refers to the need to clarify the strategic and operational housing service functions. A review is already underway to ensure that this is completed, and this forms part of the Housing Transformation Programme. The transformation review and implementation are aimed to complete by April 2016.



Haringey Council

9 Implementation of the recommendations

9.1 Although the recommended option represents the least change, there are four main areas of work to undertake in implementation. These are:

- The drawing up of a new contract for the ALMO, which represents updated ways of working with the company and reflects the current context.
- TUPE transferring, as appropriate, to the employment of Homes for Haringey staff who were seconded to the ALMO in September 2014 from the Council's Community Housing Services.
- TUPE transferring, as appropriate, staff to the Council from Homes for Haringey in accordance with the implementation of the Business Infrastructure and Customer services programmes.
- Communication to residents regarding the decision and any additional changes, as required.

9.2 These areas of work require detailed thought, negotiation and consultation involving Legal, HR, Finance and other areas of the business to deliver. The timescale of March 2016 is also relatively short to deliver this, although not undeliverable.

9.3 An assessment of the cost of this work, over and above existing resources, is underway and is considered to be in the region of £100K. A review of the use of existing transformation resources is also being carried out, to consider if additional funds are required. If this is the case, a bid will be put forward to the Council's transformation fund for consideration.

10 Comments of the Chief Finance Officer and financial implications

10.1 It is clear that the expected funding available within the Housing Revenue Account is not sufficient to fund all the Council's aspirations for Housing in future years, which include maintenance of the existing stock, provision of New Build Housing and Regeneration of existing estates. The financial analysis underpinning this report has confirmed this position and recent legislative changes from central government, particularly the forced reduction in Council rents have widened the funding gap, as with Government grants now reducing or ending, this is now the source of nearly all HRA funding.

10.2 This wider funding challenge made the option of transferring ownership of the Council Housing stock to another organisation extremely unlikely to be achievable, as it would have required a very large debt write-off from central government to make this option attractive to Housing Associations.

10.3 Of the remaining options the cost difference between bringing the service back in house and retaining the existing ALMO model are not significant relative to the scale of the funding gap and thus not a key factor in the ultimate decision.

10.4 Whichever model is chosen for future Housing Delivery the funding position is very challenging and the Council will need to very clearly define its priorities in order to create its 30 year HRA business plan and to enable the available budget to be allocated most efficiently. It is likely that the Council will need to consider alternative funding solutions to realise its ambitions for Housing and the proposed Development Vehicle may well form part of these funding solutions, particularly for large estates with significant investment needs. Other options to improve the funding position and hence the viability of the 30 year business plan include a review of rent levels (within the limitations set by Central Government) and disposal of some stock to generate additional capital receipts.



Haringey Council

- 10.5 However, notwithstanding the alternative funding options it is likely that the Council will require Homes for Haringey to make significant efficiencies in its operations over the life of the new contract to enable a balanced budget to be set and to ensure resources are used efficiently.
- 10.6 The existing management fee to Homes for Haringey is £35.6m per annum and funds the services within the Company account the largest element of which is Haringey Repairs Service, although the Company Account also includes tenancy management, estate services and other operational services.
- 10.7 Additionally within the HRA, Homes for Haringey manage services on the Council's behalf through the Managed Account, this largely relates to the collection of rent and service charge income amounting to £110m per annum, although some Housing Management costs are also met from this account.
- 10.8 Finally, Homes for Haringey also currently manage General Fund Homelessness services for the Council with a gross cost of £40m per annum, although the net budget is only around £1m per annum due to benefits income received.
- 10.9 The Council will need to agree exactly which services are to be provided by Homes for Haringey in the future before an appropriate future management fee for these services can be agreed, taking into account changes in budgets due to support service staff transferring back into the Council. As the transfer of staff under TUPE is being proposed the Pension Fund implications will also need to be considered.
- 10.10 Work to date on this project has been funded from funding approved by Cabinet in July 2015 and a successful Transformation fund bid. Implementation of the recommendations with this report may require additional funding around developing a new management agreement and facilitating staff transfers, this cost is expected to be less than £100,000 and can be agreed via the Transformation Fund, however officers are exploring options to deliver this work within existing budgets.

11 Comments of the Assistant Director of Corporate Governance and legal implications

The Assistant Director of Corporate Governance has been consulted in the preparation of this report.

Governance Issues

- 11.1 Should Cabinet resolve to agree the recommendation to retain the Council's Arms Length Housing Management company, then the resulting new management agreement will require the consent of the Secretary of State at the Department of Communities and Local Government pursuant to section 27 of the Housing Act 1985 ("section 27 consent").
- 11.2 The terms upon which the Secretary of State will give section 27 consent – particularly as to consultation with tenants - are set out in the guidance referred to at paragraph 6 in this report. In so saying, the Assistant Director, Corporate Governance understands that officers have spoken to relevant Homes and Communities Agency officials in August 2015, who confirmed that the consultation arrangements described in this report - and those proposed during the implementation period - will meet the Secretary of State's terms.



Haringey Council

- 11.3 In any event, consultation on any change in housing management arrangements is required pursuant to section 105 of the Housing Act 1985. It is considered that whether or not the management agreement with Homes for Haringey is renewed, consultation is required under this section. The consultation conducted, and proposed, satisfies the requirements of section 105.
- 11.4 Confirmation can also be given that under the initial guidance on ALMOs issued by Government in 2004, a management agreement for a period of 10 years with provision for a break after 5 years, was an example of acceptable practice.

Employment Issues

- 11.5 Two transfers of employees or functions are being proposed:-
- 11.6 Firstly, the transfer of those staff to Homes for Haringey's employment, who were seconded to Homes for Haringey in 2014 from Community Housing Services, as appropriate – i.e. not including staff who have left their employment, or where alternative solutions may provide a better service as in the case of the Private Housing Enforcement staff.
- 11.7 This transfer will not be a service provision change, because the functions that these staff are carrying out were transferred from the Council to Homes for Haringey from 29th September 2014, and are proposed to remain with Homes for Haringey once transferred. However, assuming Homes for Haringey does take on these staff, it is likely that TUPE will apply to this transfer.
- 11.8 Secondly, the roles identified within Homes for Haringey that are in scope of the Business Infrastructure Programme and Customer Services Transformation, will be transferred from Homes for Haringey to the Council. In effect, this will be an outsourcing by Homes to Haringey of the functions carried out by these roles, the functions to be carried out by the Council on Homes for Haringey's behalf. Providing that Homes for Haringey have employees dedicated to carrying out these functions, then it is likely that these employees will transfer from Homes for Haringey to the Council by virtue of TUPE.
- 11.9 The proposal that the function of Private Housing Enforcement will return to the Council from Homes for Haringey is, in effect, an in sourcing of this function. However, as the staff carrying out this function have remained Council employees (although seconded to Homes for Haringey) none of them will TUPE transfer when their secondment ends.

12 Equalities and Community Cohesion Comments

- 12.1 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.
- 12.2 An EqIA has been completed which considers the impacts of the key options consulted on, including the recommended housing delivery model.



Haringey Council

- 12.3 The proposed model represents the best outcome for minimising disruption to staff and securing many of the positive inclusive measures put in place for tenants by HfH.
- 12.4 The EqlA highlights the potential adverse impact of the current financial position for the council's future housing delivery model, including for groups with the protected characteristics.
- 12.5 The Council has identified a number of actions to mitigate the adverse impact of the future funding shortfall, including exploring alternative investment solutions through a development vehicle. These will be subject to further decision and impact assessment.

13 Reason for decision

- 13.1 Given how quickly things are changing in the world of housing policy, making a decision about the future is no simple task. That's why, over the last nine months, a group of councillors from both parties and a tenant representative have been meeting to think hard about how Haringey Council should manage, maintain and improve its homes in the future.
- 13.2 It is important that the Council makes a clear decision about the future of housing management and improvement in Haringey. These three reports of the Future of Housing Review explain why a new approach is needed which combines retention of the arms-length management company to manage the majority of the stock, alongside a new development vehicle to lead and fund the regeneration of some of our major housing estates.
- 13.3 The Review Group believe, based on the evidence presented by the Independent Adviser and Independent Financial Expert, that the recommendations put forward to Cabinet represent the best way forward for the management and long term improvement any maintenance of both existing and new homes in the borough.

14 Use of Appendices

Appendix A – List of services relating to Allocations and Homelessness that will continue to be managed by Homes for Haringey.

Part 2 – the Review Group's report taking the evidence and recommendations of the review and determining the recommendations to Cabinet

Part 3 – the Independent Adviser 's report, providing the objective evidence and fact finding from the review, and the conclusions that can be drawn from that.

15 Local Government (Access to Information) Act 1985

- Lyons, M, (2014). The Lyons Housing Review.
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Haringey Council

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- Department for Communities and Local Government, (2015). *From statutory provider to Housing Delivery Enabler: Review into the local authority role in housing supply*. London: Department for Communities and Local Government: London.
- Greater London Authority, (2015). *Knock it down or do it up? The Challenge of estate regeneration*. London: Greater London Authority.



Appendix A – Future of Housing Review Report to Cabinet 15.9.15

Below is a table setting out the services transferred from the Council to Homes for Haringey temporarily to March 2016, and where they will be managed on an on-going basis:

Service name:	Location
Homelessness	Homes for Haringey
Housing advice	Homes for Haringey
Housing Improvement – Private Sector enforcement	Council
Temporary Accommodation – procurement, support and management	Homes for Haringey
Assessments and Lettings	Homes for Haringey
Hearthstone (Domestic Violence Support)	Homes for Haringey
Income recovery, payments and support services	Homes for Haringey
Vulnerable adults support	Homes for Haringey
Sheltered Housing	Homes for Haringey

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London Borough of Haringey

Future of Housing Review

A report to the Cabinet of Haringey Council

September 2015

Members of the Future of Housing Review

Alan Strickland	Chair
David Beacham	Haringey Liberal Democrat councillor
Barbara Blake	Haringey Labour councillor
Joseph Ejiofor	Haringey Labour councillor
Jennifer Mann	Haringey Labour councillor
Mabel Obeng	Haringey Council tenant

Advisers to the Future of Housing Review

Julian Wain	Lead Independent Adviser
David Hall	Financial Adviser
Catherine Illingworth	Housing Programme Transformation Manager
David Chong-Ping	M.E.L Research Ltd

Secretariat

Sean Ramdin	Business and Data Analyst
Judy Wills	Minutes and administration

Foreword

Providing good quality affordable homes is one of the most important issues facing our borough and one of the most difficult challenges facing London.

As a council we have a major direct role in housing, providing homes to 17,000 families. This is a responsibility we take very seriously. It is vital that the Council ensures that our tenants, and our future tenants, have safe, modern and decent homes of which they, and we, can be proud.

Our homes are currently managed by Homes for Haringey on behalf of the council. As Homes for Haringey's contract expires in 2016, we have taken the opportunity to take a step back and think afresh about how our homes should be managed and improved.

We are aware that there are a variety of views about how council homes should be managed. Our clear guiding principle has been to do what's best for local residents. The focus of the Review Group's work has been to work out which option will bring the best homes for the future for our tenants.

Given how quickly things are changing in the world of housing policy, making a decision about the future is no simple task. That's why, over the last nine months, a group of councillors from both parties and a tenant representative have been meeting to think hard about how Haringey Council should manage, maintain and improve its homes in the future.

We have visited other areas from Salford to Sunderland to see first hand the different approaches being taken around the country. We have examined new analysis of the condition of the council's homes. We have compared Homes for Haringey's performance against that of other housing organisations from different sectors and different regions. All of this evidence has been scrutinised, discussed and debated.

As a Review Group we are confident that we have reached a set of conclusions which will provide the best opportunity to manage and maintain good quality affordable homes for the future, while also creating a structure will which allow new homes to be built.

I want to place on record my enormous thanks to Mabel, Barbara, David, Joe and Jennifer as members of the Review Group who have contributed so much to this Review. On behalf of the Review members, I would also like to thank Julian, David, Catherine, Sean and Judy for their excellent work in helping us to consider these critical issues.

Alan Strickland
Chair, Future of Housing Review

Our priorities for homes

These are very challenging times for local councils trying to exercise strong leadership on homes, particularly in London. Numerous actual or proposed policy changes made by the Government will see the number of council and housing association homes reduce, and housing budgets hit hard.

Despite these significant challenges, the Future of Housing Review Group is clear that the Council should exercise strong and clear leadership on the building, management, maintenance, improvement and regeneration of homes.

The Review Group is clear that the approach to homes in Haringey should be driven by a clear vision and clear priorities.

As a Review Group we were guided by, and endorse, the draft vision and priorities set out in the Council's draft Housing Strategy.

Vision

Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives.

Priorities

1. Improve help for those in housing crisis
2. Ensure that housing delivers a clear social dividend
3. Drive up the quality of housing for all residents
4. Achieve a step change in the number of new homes built

From Haringey Council's Draft Housing Strategy 2015-2020 available from http://www.haringey.gov.uk/sites/haringeygovuk/files/1072.10_housing_strategy_uly_revised.pdf

We endorse this emphasis on mixed communities.

Why establish a Future of Housing Review?

Arms length management organisations, or 'ALMOs' like Homes for Haringey were a necessity for councils wanting to access the Decent Homes funding. Worried about the ability of councils to manage their housing stock and keen to deal with poor management standards in some authorities, the previous Labour government made clear that investment in homes came only when councils transferred day to day management of their stock. Many councils opted for arms length management organisations, other transferred some or all of their homes to new or existing housing associations.

The political context for housing has now changed. The policy necessity to have an arms length housing organisation has been removed, as the previous coalition government scrapped the national Decent Homes programme and moved control of housing budgets from Whitehall to local authorities. Now keeping our own rents and making our own decision on housing finance, we are free as a local authority to decide how we best manage our council homes, although recent government policy decisions on rent setting have reduced this freedom.

With this new freedom, councils across the country have been making decisions about their arms length management organisations. Some have been kept and strengthened, others scrapped and housing management brought under internal council control, others have been converted into independent housing associations.

It is clear that some councils have made rapid decisions about the future of housing, with no tenant consultation and on a largely ideological basis. Every authority is free to take its own path, but we felt that this was not right for Haringey. Our absolute priority must be to make the right decision for tenants.

This freedom is important and we must think carefully about what we want to do. Deciding how best to manage 17,000 homes, some housing some of Haringey's most vulnerable residents, is not a decision to be taken lightly. This is a decision which will affect the quality of life for thousands of our residents, and involves a budget of around £1.5bn over the 30 year housing business plan. This is one of the most important decisions councillors from both parties will make during this administration, which will set the path for housing management for the next decade.

The work of the Future of Housing Review

It was for this reason, that rather than settling the matter by quick show of hands, we agreed to establish a Future of Housing Review.

The Review group was designed to allow us to look at this issue fairly and objectively based on the evidence. The Review group is made up of five councillors from both parties and a council tenant. The group has been supported by a senior independent

adviser, who is a former council chief executive from outside of London and an independent financial adviser who is recognised as a leading housing finance expert.

This document is a short summary report, capturing the recommendations of the Review Group. The detailed evidence we considered can be found in the Report of the Independent Adviser, and I recommend those interested in this work read both reports.

The conclusions of the Future of Housing Review are presented through two reports:

- **Report of the Future of Housing Review**

This report sets out the response of the Review Group to the evidence provided to it and gives the judgement of the Review Group following its analysis of the evidence presented by the independent advisers and the Review Group's visits.

- **Report of the Independent Adviser to the Future of Housing Review**

This report presents the evidence from which the Review has been written and is presented by the two independent advisers. Based on extensive data analysis, visits and discussions with a range of stakeholders, the advisers have analysed the options against the criteria set by the Review Group and make recommendations.

The role of the Future of Housing Review

The Review was a self-governing group where decision-making was collaborative and inclusive, basis on consensus being reached among the Review Group members.

The role of the Group was to provide overall leadership to the Review. In particular to:

- Set the process for considering the issue of future housing management
- Set the criteria for assessment against which the independent advisers would measure the options
- Set the shortlist of options to be considered
- Visit councils, housing associations and other housing bodies across the country to fully understand the pros and cons of the different options open to us
- Assess evidence provided by the independent advisers
- Agree recommendations to put forward to the Council's Cabinet

Criteria for Assessment

A key early strategic decision for the members of the Future of Housing Review was to decide on the criteria against which we and the independent advisers would assess the different options available to the Council for housing management.

The Review Group chose nine criteria. While this may seem like a long list, it reflects the complexity of the decision on housing management. We believe that these criteria strike the right balance between the competing priorities for housing management.

Criteria for Assessment

1. Contribution to Council Aims and objectives
2. Assessment of tenant views and the opportunity for tenant engagement and involvement
3. Optimise housing stock condition
4. Seek positive financial implications for the Council Housing Revenue Account and General Fund
5. Maximise service performance
6. Offer opportunity for additional service delivery
7. Maximise contribution to regeneration
8. Optimise accountability, control and influence
9. Deliver value for money and efficiencies

In addition, members wished to adopt a principle that where possible there should be no net loss of housing available at social rents.

More detail of how we used these criteria is set out in the Report of the Independent Adviser.

Shortlist of options considered

As a Review Group we agreed that we wanted to explore the following options:

Housing management options considered by the Review

- In-house management by the Council
- Continuing management by Homes for Haringey
- Transferring homes to a housing association, exploring both transfer to a new association, an existing association or a co-operative housing trust
- A Partial Transfer – transferring some of the Council's homes to a housing association.
- Setting up a Development Company
- A hybrid option which is a combination of some of the options above

The Report of the Independent Adviser captures both his assessment of the advantages and disadvantages of each of these options and feedback from the Review Group's visits to examples of the management options above.

How we considered these options

We were clear as a Review Group that we wanted to take an objective, evidence based approach. Our deliberations were based on a wide range of evidence gathered and prepared on our behalf by the independent advisers to the Review.

The evidence examined was extensive and aimed to provide us with a rounded picture of the current issues facing Haringey Council's homes, so that we could accurately assess the need for investment and improvement. In addition, evidence was gathered to give a fair and balanced view of the options open to the Council to allow us to consider which approach, or approaches, would deliver the best long term solution for homes for our residents.

We assessed a wide range of evidence, including:

- Feedback from interviews with staff, key stakeholders and other housing organisations
- A literature review
- Feedback from interviews and focus groups with current housing staff
- Feedback from focus groups held with Haringey Council tenants
- Data from the 'Test of tenant opinion' – a major survey of tenant and leaseholder views
- First hand evidence gathered through visits by the Review Group to councils and housing organisations across England to see different models in action
- A benchmarking analysis, which compared Homes for Haringey's performance against other housing organisations across England
- Extensive financial modelling setting out the investment needs of the stock and the financial implications of potential housing management approaches
- A Stock Condition Survey to provide up to date information on the investment needs of the Council's homes

As a Review Group we were particularly keen to understand how tenants viewed the service they have received from Homes for Haringey.

A major survey of tenant and leaseholder views was carried out, referred to in Government guidance as a 'test of tenant opinion.'

The overall findings of the survey were very positive, with tenants reporting good levels of satisfaction and that their satisfaction with a range of services provided by Homes for Haringey had improved over the last three years.

The main points from the feedback were:

- little support for transfer options
- low brand recognition of HfH
- increasing satisfaction amongst tenants
- recognition of recent improvement
- support for local provision of services
- leaseholder dissatisfaction with service
- the importance to tenants of involvement in service direction and governance

Key issues which emerged from the deliberations of the Future of Housing Review Group

Our examination of the issues has made clear:

- **This is a more complex decision than originally anticipated**

The choice before the Review Group is not the simple 'in/out' choice that we initially expected. The complexity of the challenges facing Haringey on housing management makes clear that no single option alone will deliver what we need. A more nuanced and sophisticated approach is needed.

- **Many councils have opted for a mix of options, contrary to external appearances**

Despite initial appearances, the reality of housing management and improvement across England is one of mixed arrangements. We have found councils with 'in-house' management but with several subsidiary companies, others with an ALMO and housing associations involved in estate renewals, others with stock transferred to housing associations but with new stock being built through a development company. The range of different housing structures across the country is considerable and a mixed arrangement is very common.

- **Financial issues are central to understanding the choices**

Financial issues are central to decisions about the future management of housing stock, particularly in considering how to improve our large council estates, for which the cost is extremely high. A decision on housing management must be taken in the context of the financial situation.

- **Focus is important**

When considering arrangements across the country, a point made to us by a range of organisations was the importance of maintaining a clear focus in order to deliver for tenants. This emerged both as the need for a thematic focus on housing and a geographical focus – a housing organisation whose attention is firmly on the area. The importance of this was seen through examples of housing organisations felt to have expanded into other geographical areas at the expense of serving their original constituency and others expanding into areas of business unrelated to housing and risking losing their focus on their core mission.

- **Importance of taking a holistic view of housing**

While maintaining a focus, it was clear that the best performing organisations took a holistic view of housing. So to have a really effective housing management arrangement, an organisation must look beyond roofs and radiators and work with tenants in the round.

- **There is a need to choose an approach which maximises the opportunity to bring in external funding**

The financial information presented to the Review has been stark. It is clear that the Council, like many local authorities, does not have sufficient funding to meet its ambitions for homes.

In choosing an approach, the evidence presented has emphasised that in order to achieve the Council's objectives on housing, external funding will need to be secured. This is particularly important to fund the Council's ambitions for the improvement and regeneration of major housing estates. Estimates presented to the Review Group show costs of up to £1.5bn for regenerating some estates.

It is clear that the Council does not have access to this level of finance. In improving our large estates, we need to agree an approach which will allow the Council to partner with organisations who can bring to bear significant funding.

- **The Council must be honest about its strengths and skills gaps**

We were struck during several visits by the clarity with which some local authorities articulated very clearly which aspects of housing they believed a local authority could deliver directly in a high quality way because they had the skills, the capacity, the organisational experience and the structures. They also articulated very clearly those areas where they felt as an authority they did not have these skills and this capacity and had therefore brought in external partners to meet these gaps.

We were impressed by this honest, transparent and mature approach to thinking about the management and development of homes. It is important that we set out our approach with a comparable honesty.

Recommendations of the Future of Housing Review

The Future of Housing Review members received the report from the Independent Adviser.

We have found the evidence presented to us clear and compelling and it is on this basis that we endorse the recommendations made by the Independent Adviser.

Below we summarise the overall conclusions and recommendations and give our rationale for agreeing these recommendations.

The report of the Independent Adviser sets out more detailed recommendations, which the Review Group fully endorses.

Recommendation 1: Future management of homes

Haringey Council should retain its housing company, Homes for Haringey and grant a new management agreement to the organisation for a period of ten years.

The Review Group unanimously agreed that Homes for Haringey should be retained. This decision is based on the following grounds:

- Performance is steadily improving - performance data shows a consistent improvement over the last 3 years
- The test of tenant opinion survey demonstrated a strong tenant satisfaction rating
- Homes for Haringey has a significant record of financial savings and efficiencies, while delivering improved satisfaction
- Tenant involvement in Homes for Haringey is strong and on-going tenant participation in housing management emerged as a priority for tenants
- Homes for Haringey have proven their ability to deliver new services outside of day-to-day housing management that help to deliver the Council's wider Corporate Plan. Examples include successfully improving services they have taken on for the first time, such as homelessness or in running innovative projects such as the youth programme Project 2020.
- Having an arms length organisation creates opportunities to bring in independent expertise and leadership on the board. We believe that this independent input is adding real value.
- The housing field is changing every day and we need a flexible and dynamic structure. Homes for Haringey has the ability to move quickly to deliver and can make decisions without the constraints of the lengthy local authority process and

procedure. Good examples of the benefits of this flexibility are the setting up the Housing Apprenticeship Academy and the not for profit Lettings Agency.

- Maintaining a subsidiary housing company provides an existing housing company structure that could be used flexibly for other purposes in future if required

The Review Group does not recommend returning housing to direct Council management for the following reasons:

- Based on the evidence received and results of the tenant survey, there is no compelling case for change based on performance, satisfaction, flexibility or financial reasons
- To do so will make no impact on the Capital Funding deficit
- Savings from the in house option will not significantly improve the overall HRA financial position
- Disbanding the ALMO removes the flexibility of having a housing company
- If the Council chooses to set up a local housing company after bringing the service in house it would need to establish another company, reducing any saving made and duplicating work
- Bringing the service back in house would remove the ability to attract comparable high calibre staff through flexibility of structure and reward
- Structures and processes of Council inhibit speed and effectiveness of response

Recommendation 2: A strategic approach to estate regeneration

To deliver improvements to homes on major estates, the Review Group recommends that a development company is likely to be the most appropriate option. A proposal should be brought forward for a development vehicle, either Council owned or a joint venture. Given the importance of improving major estates, we recommend that a proposal if brought forward swiftly for consideration.

The Review Group sees the key advantages of this approach as being:

- Brings significant additional financial support to provide improvements
- Allow the Council to retain long term control of development and land
- Offers an income stream that can be spent on the provision of further affordable and social rented housing.
- Unlike conventional development models, it delivers a long term return for the Council
- Will bring in capital investment, capacity and expertise to deliver change and solve the Council's major investment problems

- Protects new properties from the Right to Buy

The Review Group therefore strongly recommends that:

- A proposal be brought forward for a development vehicle, either Council owned or a joint venture.

Recommendation 2a: Large scale transfers to housing associations

To improve and invest in major housing estates, large scale voluntary transfer of homes to a housing association should not be pursued.

This is because:

- the level of debt write off and subsidy required to do a large scale voluntary transfer is likely to make this financially unviable and unattractive to partners, lenders and the government.
- The test of tenant opinion shows little appetite for this amongst tenants
- There is no mindset amongst members or officers that this is the right solution which would make successful transfer extremely challenging
- In addition it may increase the complexity of regeneration programmes.

Recommendation 2b: Partial transfers

The Review Group does not recommend further consideration of partial transfers at this time

We do accept that some estates may be financially viable for partial transfer if no other solution is viable. However, the recent changes in the July budget have made this more difficult still.

Recommendation 3: Improving major estates

We recommend that the Council should work with Homes for Haringey and residents to draw up plans to improve the major housing estates of Northumberland Park, Broadwater Farm and Noel Park to ensure that we are providing good quality homes for our residents for the long-term.

There are a number of estates that the Review Group have particular concerns about and would like to see some concerted action on.

Overall, where the Council and tenants decide that estate regeneration is the best way forward, the Review Group recommends that

- That the regeneration of estates should aim to re-provide the same number of affordable homes, or more.
- That existing tenants should be offered homes at a comparable rent in new development, with a package of support.

Recommendation 3a: Broadwater Farm

A full consultation exercise should be undertaken on the Broadwater Farm estate to kick off a formal conversation with residents about the future of the estate. We recommend that this consultation should be underway by before the end of 2015.

Consultation work has been undertaken with the tenants of Tangmere on the Broadwater Farm estate to discuss the future of that block.

We believe that a full consultation with all tenants should begin to open up an honest dialogue about the future of Broadwater Farm. Building on the consultation approach developed in the Love Lane area of Tottenham, the consultation should engage with residents on the full range of issues about life on the estate – health, education, jobs, crime and other issues raised by residents – not just narrow housing issues. It is important that estate renewal and improvement focuses on people and their life chances, not just homes.

Recommendation 3b: Northumberland Park estate

We recommend that a plan is agreed for regeneration of the Northumberland Park estate, working in partnership with residents. We recommend that where affordable housing is re-built the Council ensures that more larger family homes are provided to better accommodate the needs of families in the area.

We welcome that that Council has is already underway with a consultation with residents living in the Northumberland Park estate and that this work includes both discussing the future of homes and wider social and economic issues concerning residents.

Northumberland Park is a large and complex estate physically and needs careful thought and planning. Plans for the future of Northumberland Park should replace the same level of affordable housing (measured by affordable habitable rooms). We recommend that where affordable housing is re-built the Council looks to build more larger family homes.

Recommendation 3c: Noel Park estate

We recommend that specific work is undertaken to agree a long-term plan for the improvement of the Noel Park estate and recommends a self-financing model is explored

The Council has made some welcome progress on the Noel Park estate, establishing the estate as a priority for improvement and investment. Additional funds were secured from the Greater London Authority and in July the Council's Cabinet authorised investment to improve the prefab bathrooms (or 'pods') which some of the homes have and are in need of replacement.

However, an overall plan for the estate is needed, to set out how the Council will improve all homes on the estate given the significant cost of improving these Victorian homes which sit in a Conservation Area.

As Noel Park has higher land values there is potential for a self financing scheme to be developed to deal with the repairs issues and the steering group wishes this to be investigated. For preference the Review Group would wish to retain freeholds for the long term.

Recommendation 4: Improving leaseholder satisfaction

We recommend that a Leaseholder Review should be undertaken to look afresh at how the Council and Homes for Haringey relate to leaseholders.

- The test of tenant opinion demonstrated leaseholder dissatisfaction, which chimes with the experiences of the Review Group members.
- A Review should be held to examine the relationship between the Council and Homes for Haringey and leaseholders.
- The Review should cover, but not be limited to:
 - Communication with leaseholders
 - Arrangements for charging leaseholders for repairs and Decent Homes work
 - Structures for the representation of leaseholders

Recommendation 5: Tackling the long-term funding gap

We recommend that the Council draws up an asset management strategy to clearly prioritise expenditure in the context of the on-going capital funding gap

This strategy should include:

- Prioritising the Council’s aspirations between stock condition, new –build and regeneration.
- Setting clear standards for Council housing stock condition.
- Prioritising and programming work to meet those standards and to best suit the position of the Housing Revenue Account
- Managing and reducing housing revenue account costs
- An approach to active management of the Council’s social housing portfolio, including building new homes and disposing of properties where they are not viable to repair, with the receipts reinvested in new homes.

Recommendation 6 – Repairs responsibilities

We recommend that a review of repair responsibilities is carried out to examine whether the balance of responsibility between tenants and Homes for Haringey is appropriate

Recommendation 7 – Rent policy

We recommend that the Council should review its Rents Policy.

Considering the results of the test of tenant opinion, the Council should keep under review the Council’s rent policy.

The Review Group believes that a review of rent policy is due and tenants consulted further than the Future of Housing Review was able to on the issue of rents.

Given recent announcements, we expect the Government to prevent the Council and it’s tenants from making our own decisions on rents. However, the Council should go ahead with a Review if it is able to.





London Borough of Haringey

Future of Housing Review

Final Report of the Independent Adviser

Julian Wain

September 2015

Contents

EXECUTIVE SUMMARY	4
1. INTRODUCTION AND BACKGROUND – CONTEXT OF THE REVIEW	7
HOMES FOR HARINGEY.....	7
THE COUNCIL’S HOUSING STOCK	8
THE STRATEGIC FRAMEWORK	8
THE HOUSING CONTEXT	9
2. METHODOLOGY	11
THE REVIEW GROUP	11
APPROACH TO THE REVIEW.....	11
POTENTIAL OPTIONS.....	12
CRITERIA FOR OPTIONS ANALYSIS	12
THE APPROACH TO EQUALITIES IMPACT ASSESSMENT (EQIA)	16
3. APPRAISAL OF THE PRESENT SITUATION	18
STAKEHOLDER VIEWS - FOCUS GROUPS AND INTERVIEWS.....	18
<i>Tenant Views</i>	18
<i>Leaseholder Views</i>	18
<i>Staff Feedback</i>	18
<i>Trades Unions</i>	19
<i>Feedback from interviews</i>	19
THE GLA VIEW	21
THE DCLG POSITION	21
THE TEST OF TENANT AND LEASEHOLDER OPINION	21
HOMES FOR HARINGEY PERFORMANCE	24
4. STOCK CONDITION	27
5. THE FINANCIAL POSITION	31
HRA BASELINE POSITION.....	31
6. THE RESEARCH VISITS	39
OVERVIEW	39
THE REVIEW GROUP FINDINGS.....	39
7. THE OPTIONS - RETAINING MANAGEMENT THROUGH HOMES FOR HARINGEY.....	43
HOMES FOR HARINGEY AS DEVELOPER.....	44
HOMES FOR HARINGEY – PROPOSALS FOR ADDED VALUE	44
8. THE OPTIONS - IN HOUSE MANAGEMENT	45
9. LARGE SCALE VOLUNTARY TRANSFER (LSVT)	48
STOCK TRANSFER ANALYSIS FOR HARINGEY	50
10. PARTIAL TRANSFER OPTIONS	52
THE FINANCIAL POSITION	52
11. THE OPTIONS - DEVELOPMENT VEHICLES	54
FINANCIAL IMPLICATIONS	55

12.	OTHER OPTIONS EXAMINED	57
	TENANT MANAGEMENT ORGANISATION	57
	CO-OPERATIVE MODEL	57
	COMMUNITY GATEWAY.....	57
	TENANT MANAGEMENT ORGANISATION OWNED ASSOCIATION	57
13.	CONCLUSIONS	58
14.	PLANNING FOR THE FUTURE	60
	BALLOT	60
	CONTRACT LENGTH	60
	IMPLEMENTATION	61
	THE STRATEGIC DIRECTION OF THE HOUSING SERVICE.....	61
	INFORMATION AND DATA.....	61
	CUSTOMER SERVICES TRANSFORMATION	62
	BUSINESS INFRASTRUCTURE PROGRAMME	62
	TERMS AND CONDITIONS	62
16.	RECOMMENDATIONS	63
17.	EQUALITIES	65
18.	LIST OF APPENDICES.....	66
I.	INTERVIEWS.....	66
II.	KEY PROJECT PERSONNEL.....	66
III.	OPTIONS BY CRITERIA FOR ASSESSMENT	66
IV.	TEST OF TENANT AND LEASEHOLDER OPINION	66
V.	PERFORMANCE MEASUREMENT AND COMPARISON	66
VI.	LONDON LOCAL AUTHORITY HOUSING.....	66
VII.	SUMMARY OF SITE VISITS	66
VIII.	STAKEHOLDER ENGAGEMENT PLAN	66
IX.	EQUALITIES IMPACT ASSESSMENT	66
X.	SUBMISSIONS TO THE REVIEW GROUP	66
	a) <i>Homes for Haringey</i>	66
	b) <i>Resident Scrutiny Panel</i>	66
	c) <i>UNISON</i>	66
XI.	SCHEDULE OF REVIEW GROUP MEETINGS AND VISITS	66
XII.	LB HARINGEY ARRANGEMENTS FOR STATUTORY CONSULTATION	66
XIII.	BIBLIOGRAPHY	66
XIV.	ACKNOWLEDGEMENTS	67

Executive Summary

As part of the housing transformation programme this review was established to examine the future delivery of housing services after March 2016. This coincided with the end of the Homes for Haringey (HfH) contract and the end of Decent Homes funding.

LB Haringey owns over 15,000 homes, managed currently by HfH. There are nearly 5,000 leaseholders in addition. A significant amount of Decent Homes work has been carried out but little estate renewal completed.

There are some technically complex and high cost estates. There is considerable demand and pressure on the Council's housing stock exacerbated by purchases under the Right to Buy scheme reducing stock numbers.

The Council established a member Review Group led by the Cabinet Member Councillor Alan Strickland, to examine the possible future approaches.

Generally, informal tenant views were positive concerning HfH, recognising recent improvement, and suspicious of transfer options. Leaseholders were also cautious concerning transfer options but expressed some dissatisfaction with their present service.

Staff had mixed views, but were generally supportive of HfH, again recognising recent improvement. Trade Union colleagues were clear that they believed the service should return to direct in house management by the LB Haringey. They were also firmly of the view that there should be a ballot to determine tenants' wishes, whatever option was recommended.

Guidance dictates that a ballot will be required in all circumstances, unless the recommendation is to maintain the present arrangements.

A test of tenant and leaseholder opinion was carried out revealing:

- little support for transfer options
- low brand recognition of HfH
- increasing satisfaction amongst tenants
- recognition of recent improvement
- support for local provision of services
- leaseholder dissatisfaction with service
- the importance to tenants of involvement in service direction and governance

Detailed performance benchmarking was carried out which confirmed that HfH had improved significantly in the last two to three years, although the service was still mixed, and weak in some areas.

Ridge and Partners had carried out a stock condition survey commissioned by HfH. They had modelled two standards:

- High cost aspirational standard (Gold)

- Lower standard broadly equivalent to Decent Homes (Silver)

Financial analysis of the HRA has been carried out and resources modelled against the stock condition needs. With the gold standard there was a repairs funding gap throughout the 30 year business plan period with a deficit of £250m, even at year 30. With the silver standard the gap existed until year 17 when the HRA came into surplus. The peak deficit on this standard was £50 million between years 7 and 9.

The Review Group had made a range of visits to view different approaches to housing management and investment. From their visits they felt that the key lessons they wished to take to Haringey were:

- The importance of local focus
- Concentration on housing in its widest sense
- The need to understand what an authority can and cannot deliver and to gather a range of skills and approaches
- Most authorities were delivering housing services on a 'mixed economy' basis even if housing management was in house.

Considering the options, they looked first at continuing with HfH. HfH was making savings year on year and had improved its performance, albeit from a low base and with considerable further scope for improvement. There is a possibility of commissioning further functions in due course. Retaining the status quo brought no improvement to the financial picture.

If the service was to be brought in house members had to evaluate the risk of a drop in performance. There was a need to consider how to locate and integrate the service. It was important to consider the arrangements for tenant engagement and involvement in governance. There would be savings of around £500,000 but this would make no significant impact on the funding deficit. The Council was already taking savings through the Business Infrastructure and Customer Service Transformation Programmes, and HfH had delivered extensive savings.

Future policy on large scale voluntary transfer (LSVT) was uncertain, and at present there is no programme after March 2016. In theory transfer would give the ability to borrow to improve stock and contribute to regeneration. However, financial analysis concluded that LSVT was very unlikely to be financially viable based on current rent policy and the existing use valuation.

Subject to the above comments about a programme it was possible, though unlikely, that partial transfers could be made to work. Given the present negative valuations it was difficult to see tenanted transfer working.

In either option, members and officers need to believe that transfer was the right solution otherwise it would be extremely difficult to deliver.

Regeneration through a development vehicle was likely to be the Council's best solution for the improvement of estates, and the Council is carrying out a separate study in this area which will examine the detailed feasibility of the option. This solution would allow new housing and the replacement of old stock. It is unlikely to be a vehicle for refurbishing housing, and transfer would most likely operate on the basis of decanting tenants and potentially offering them the opportunity to return.

The recommendations of the review are that:

- There is no compelling case for bringing the service back in house and that HfH should continue with an extended contract. They should be charged with continuing to improve performance and with reviewing the service provided for leaseholders.
- As transfer, either whole stock or partial, is unlikely, further investigation should be carried out into the possibility of a development vehicle for Haringey which appears to offer the best chance of building new housing and replacing old stock.
- Noel Park and Broadwater Farm are key estates with particular condition needs and solutions should be brought forward for their improvement.
- The Council should examine its approach to ownership and direction of the housing service and particularly clarify ownership and decision making on investment and development.

Because there is not a solution that would close the financial deficit the Council should adopt an asset management approach for the future establishing:

- priorities between investment, new build and regeneration
- standards to which the housing stock will be maintained
- programmes to deliver those standards
- continued concentration on managing costs down.

1. Introduction and Background – Context of the Review

The LB Haringey Cabinet commissioned this review in July 2014 as part of the housing unification and improvement programme, later known as the Housing Transformation programme. Wave Five of this programme was to consider the development of options for the future of housing delivery post March 2016.

‘Wave Five: The Future Housing Delivery review was asked to develop options for the future delivery of housing post March 2016, through:

‘an independent and objective recommendation to Cabinet on the future delivery model for housing and the future of the ALMO, that fits with the Council’s priorities and direction of travel, by September 2015.

A recommendation that takes resident and other stakeholder views into account’’

Homes for Haringey

Council house related housing services in Haringey are currently delivered through the Council’s Arms Length Management Organisation, (ALMO) Homes for Haringey (HfH). HfH was originally formed in April 2006, following approval from the Office of the Deputy Prime Minister. The Council entered a 5 year management agreement with HfH to deliver the management functions of the Council’s housing stock, including those for leaseholders. In December 2009 Cabinet extended the agreement for a further five years with the option of a further extension of two years, subject to a review of performance.

The rationale for establishing the ALMO was essentially to access Decent Homes funding for investment in the Council’s housing stock, but there was also a view that a distinction between service delivery and a strategic approach to housing on the Council’s side would be achieved.

As the Decent Homes funding has now come to an end, the Council took the view that it was timely to review the Haringey model for delivering housing services through HfH against other relevant models. It was clearly apparent to members that it was not possible to divorce the future of management from the future investment needs of the stock, and the review was asked to examine options in both of these contexts.

In March 2014, the ALMO contract extension was invoked and the HfH contract now ends in March 2016, enabling the implementation of this review to be carried out in time for the contract end date.

HfH is an arms length management organisation, wholly owned by the Council and governed by a board comprised of a third Councillors, a third tenants, and a third independents. The chair of the board is an independent, currently Keith Jenkins, an experienced housing lawyer and board member.

HfH has 666 staff, of whom 124 are seconded from the Council as a result of the transfer of the lettings, homelessness and private sector housing functions in September 2014.

The Council's housing stock

LB Haringey has 15,658 homes in management, and also owns the freehold of 4,765 leasehold properties. In age the stock ranges from before 1919 to modern times, with the largest numbers built since 1964.

The stock is of mixed construction, with a significant amount of system built property and is 59% flats. Little estate renewal has been carried out to Haringey stock, although since accessing Decent Homes funding, 11,186 properties have been made decent. As at the end of Q1 2015/16 there were still 4,358 or 28%, not at the Decent Homes Standard.

The Council has a number of high cost and technically complex estates due to listing or method of construction. These provide significant challenges to the authority, and together with other parts of the Borough are included in the Council's regeneration proposals. The four principal estates, Love Lane, Broadwater Farm, Noel Park, and Northumberland Park are considered in more detail later in this report.

The strategic framework

The chosen model for future housing delivery, must help deliver the Council's strategic priorities.

The key strategic documents are the Council's Corporate plan - 'Building a stronger Haringey together', and the emerging Housing Strategy.

The priorities of the Corporate plan are summarised in 'Building a stronger Haringey together' as making Haringey a place that is:

- *Outstanding for all*
 - *Children, young people and adults are healthy, thrive and achieve their potential*
 - *Enable every child and young person to have the best start in life, with high quality education*
 - *Empower all adults to live healthy, long and fulfilling lives*
- *Clean and Safe*
 - *A place where everyone has a good quality of life, feels safe and is proud to live*
 - *A clean and safe borough where people are proud to live*
- *Sustainable Housing, Growth and Employment*
 - *Building a basis for communities to thrive*
 - *Drive growth and employment from which everyone can benefit*
 - *Create homes and communities where people choose to live and are able to thrive*

The Council's housing stock and its' management and the delivery of the related services contributes to these objectives.

However, from the Council's objectives there are two that are particularly relevant to this review.

1. Provide access to high quality affordable housing by increasing the supply of new homes
measured by
 - a. Ability to deliver new homes
 - b. Ability to deliver the types of housing needed across Haringey to establish a good balance of affordable and market tenures in each area

2. Effectively manage existing housing and provide excellent services to residents

measured by

- a. the number and proportion of homes brought up to decent homes standard.

These strategic priorities have been at the forefront of the review.

In addition, the developing housing strategy helps set the context and establish the perspective through which this review has been carried out.

Of particular relevance are:

Objective 2. To ensure that housing delivers a clear social dividend, where the strategy states that we will:

- *Ensure that the Council's housing services are of a measurably high standard and open to scrutiny and continuous improvement, and that residents are engaged in shaping them.*

Objective 3. To drive up the quality of housing for all residents, we will:

- *invest in improvements to Council homes.*

Objective 4. To achieve a step change in the number of new homes being built, we will:

- *Push ahead with housing estate renewal, rebuilding council homes alongside new homes of other tenures.....achieving a better mix of housing across the Borough, while tackling poor quality homes where Decent Homes investment cannot deliver the necessary change. We acknowledge the particular challenges in making renewal work on estates like Broadwater Farm and Noel Park. We will prioritise a better balance of home sizes in the replacement of affordable rented stock, accepting that this will sometimes result in fewer affordable rented homes overall*

The housing context

In common with all London authorities, there is considerable demand and pressure on LB Haringey's housing stock and its housing service. There are 11,431 currently registered for housing on the Council's housing waiting list. 2,997 households are currently in temporary accommodation and the Council's bill for this is ever increasing. The number of homelessness applications is very high with over 1,100 in 2013/14 and 954 last year. Since the raising of the discounts for the Right to Buy in 2012, Haringey's sales have risen to 147 in 2013/2014 and 200 in 2014/2015 from less than 20 per year between 2008-12 which means that the stock will continue to reduce, increasing pressure on an already limited supply. The model, explained later, assumes an annual reduction of 150.

In summary then, Haringey's housing stock and housing service are under considerable pressure, with massive unmet demand for housing. The Council aspires to help meet this need through the development of additional housing, and wishes to regenerate and improve more challenging estates, not only to improve housing conditions, but again to produce new accommodation.

The recent proposals of the new government have made this challenge still harder. The proposal to extend the right to buy to housing associations, and to finance this by the compulsory sale of higher value Council properties, is likely to further reduce stock and increase already unmet demand. The subsequent proposal to require Council tenants earning more than £40,000 to pay market rents

(£30,000 outside London) must exacerbate this trend. At the same time the government announced plans to reduce Council house rents by 1% per year for 4 years. This will remove significant resources and capacity from the Housing Revenue Account and produce a further challenge for meeting the Council's aspirations. This is considered in more detail in section 5.

2. Methodology

The Review Group

The Council having identified the need for a review, Cabinet at its meeting of July 2014 established a member Review Group to guide the process, to be chaired by Councillor Alan Strickland, the Cabinet Member for Housing and Regeneration. The members nominated to serve on the Review Group were:

- Councillor Alan Strickland (Chair)
- Councillor Barbara Blake
- Councillor Jennifer Mann
- Councillor Joe Ejiofor
- Councillor David Beacham

Mabel Obeng, an active tenant from Northumberland Park was asked to take part in the review, and was co-opted onto the group to provide a resident perspective.

The Review Group met on 9 occasions, has considered papers and received presentations. It has also carried out a number of visits. Schedules of meeting dates, and of visits made are attached at Appendix xi

Julian Wain was appointed as Independent Adviser. His role was to:

- Support the Review Group producing relevant reports and discussions
- Provide advice on the available options
- Carry out research, visits and interviews
- Procure and co-ordinate other advisers
- Brief and support members and senior officers
- Manage the project overall

Business analysis and programme support was provided by Sean Ramdin of the London Borough of Haringey.

The need for independent financial advice was recognised, and accordingly the services of David Hall of David Hall Housing were procured by quotation.

Approach to the review

The following have been carried out:

- Internal document review
- External literature research
- Review of LB Haringey and HfH financial documents
- Interviews and meetings with
 - LB Haringey Councillors
 - HfH Board Members
 - LB Haringey staff
 - HfH staff

- Trades Unions
- Relevant agencies and interested parties
- Visits by the Review Group and by the Independent Adviser
- Detailed financial modelling
- Performance benchmarking and analysis
- Options analysis

Potential Options

It was agreed that the review would consider all possible options, including any newly emerging options that became available during the course of the review. The core possible options were:

Retention of the Housing Stock	Management by HfH (including possible extended contract or additional services)
Retention of the Housing Stock	In house management
Transfer of the Housing stock	To an existing housing association
Transfer of the Housing stock	To a new association including HfH
Transfer of the Housing Stock	Partial transfers
Other opportunities	Development Companies Partnerships/joint ventures Local Authority Companies Tenant Management Organisations

Criteria for Options Analysis

Given the huge importance of the housing stock to residents and the Council, and the strong views that housing delivery evokes, it was important that the recommendation of the Review Group to Cabinet was based on as objective and transparent data and evidence as possible, measured against clear and objective criteria, agreed and supported by members of the group.

Accordingly the Review Group agreed the following criteria by which the various options were to be judged. Ultimately, all of these factors are relevant and the Review Group's recommendation is a judgement based on the evidence and the advice received from officers and advisers. Members agreed not to attach particular priority to one factor or another, as given the complexity of the subject, overreliance on weighting may undesirably affect the results of the Groups' analysis. The wishes of the tenants are of course ultimately paramount.

Members were however, extremely keen to be able to increase the available stock of social and affordable housing to mitigate the current housing pressures in Haringey, and examined all of the options thoroughly in the context of this aspiration.

The agreed criteria were:

Contribute to Council Aims and Objectives

Members wished to consider each option in terms of how far it contributes to the aims and objectives of the Council, as set out in the Corporate Plan and Housing Strategy.

As has been noted above, the priorities of the Corporate plan agreed in February 2015, are summarised in ‘Building a stronger Haringey together’ as:

- Outstanding for all
- Children, young people and adults are healthy, thrive and achieve their potential
- Enable every child and young person to have the best start in life, with high quality education
- Empower all adults to live healthy, long and fulfilling lives
- Clean and Safe
- A place where everyone has a good quality of life, feels safe and is proud to live
- A clean and safe borough where people are proud to live
- Sustainable Housing, Growth and Employment
- Building a basis for communities to thrive
- Drive growth and employment from which everyone can benefit
- Create homes and communities where people choose to live and are able to thrive.

The Council’s housing stock and the management and the delivery of housing services contribute directly or indirectly to these objectives and members wished to consider each option’s potential contribution overall.

However, from the Council’s objectives and the proposed measures there are two that stand out as key comparisons.

2. Provide access to high quality affordable housing by increasing the supply of new homes

measured by

- c. Ability to deliver new homes
- d. Ability to deliver the types of housing needed across Haringey to establish a good balance of affordable and market tenures in each area

and

3. Effectively manage existing housing and provide excellent services to residents

measured by

- b. the number and proportion of homes brought up to decent homes standard.
- c. The overall customer satisfaction rating

In addition members wished to include a further criteria, not directly drawn from the Corporate Plan that:

The options should not lead to an overall drop in the numbers of social and affordable homes available in Haringey, unless there are overriding financial or policy reasons to do so.

Assessment of tenant views and the opportunity for tenant engagement and involvement

It was agreed tenants views should be measured by:

Positive or negative feedback on the options from tenant engagement with the project

- Tenant member on scrutiny group
- Tenant Board members
- Residents panel
- Scrutiny panel
- Focus groups
- Results of tenant test of opinion

While all of the potential options can offer significant tenant involvement, the obligatory level of representation, at Board level for example, varies across the options. Given the primacy of tenants' wishes in the future of their housing service this should be taken into account and may be an important factor. Members indicated that they felt maximising tenant involvement should be an aim.

It was agreed that this should be measured by:

Number and extent of opportunities for:

- Tenant ownership
- Tenant Board involvement
- Tenant decision making powers
- Strength and structures of participation mechanisms
- Leaseholder involvement in board, decision-making and participation

Optimise Housing Stock Condition

Data from the Council's stock condition survey will be costed to achieve a picture of the investment needs of the stock.

It is proposed that this should be measured by:

- Number of properties meeting Decent Homes standard
- Number and cost of properties exceeding Decent Homes standard
- Ability of option to finance meeting of overall stock condition needs measured by extent of shortfall or surplus.

Seek positive financial Implications for the Council (Housing Revenue Account (HRA) and General Fund

Members agreed to consider the position of the HRA over a 30 year period. Central to this is the ability to meet the investment needs of the stock over that period bringing all homes to a 'Decent Homes' Standard, and aiming to achieve a balanced HRA business plan.

All the options will affect the Council's General Fund in one way or another and we are duty bound to preserve the financial stability and integrity of the Council and protect the interests of the wider Council tax payer. It was agreed that careful consideration of each option would take place to examine whether the effect on the Council is positive or otherwise.

It was agreed that this should be measured by:

- Positive or negative financial implications measured in numerical cash terms (£)

- Ability to reach or add a considerable impact towards producing a balanced HRA Business Plan over a 30 year period.
- Ability to meet or help meet the Council's aspirations:
- Decent Homes – achieved and sustained
- Regeneration
- Estate Renewal
- New build housing
- Deliver affordable housing whilst protecting properties from Right to Buy

Maximise Service Performance

Key performance indicators were agreed to be taken into account when considering the existing service from HfH against a range of informative comparators. The detail of these is covered in section 3 and at Appendix 5.

Offer opportunity for additional service delivery

Some of the options offer the possibility of enhancing performance of other Council functions, placing them together with housing services where the skills or structure are appropriate.

It was noted that measurement of this is quite difficult as there is limited established performance data to compare. This led to a need to form a judgment based on structural and organisational suitability. However where possible measurement will consider:

- Established performance data
- Relevant comparable evidence of service turnaround or performance improvement
- Projected Financial savings

Maximise contribution to regeneration

The scale of the potential contribution to the Council's regeneration agenda varies across the options.

It was agreed that this should be measured where possible on the basis of:

- Financial contribution (£)
- Number of new homes that are projected could be delivered
- Estate remodelling potential
- Potential number or amount of income towards potential jobs and employment contribution
- Potential number or amount of income towards skills and training courses delivered
- Projected reduction in crime and anti-social behaviour
- Emerging social regeneration indicators

All measures to consider annual and five year projections

It was noted that it was not possible to measure all these across all of the options, and the direct contribution is hard to measure in some instances.

Optimise accountability, control and influence

The extent to which the Council can control and influence possible future models varies, and hand in hand with this goes the extent of their accountability. Consideration was given to how much the Council would wish to continue to exert influence or control and balance this with other factors.

It was agreed that this should be measured by assessing each option against the following:

- LB Haringey stock ownership
- LB Haringey vehicle ownership
- Relationship to Council structure and governance
- Council Board membership
- Decision Making and Control Mechanism e.g. Management Agreement, contract
- Tenant accountability and control
- Council financial influence
- Procurement Risk

Deliver Value for Money/ Efficiencies

Each of the available options will offer the opportunity to contribute to the Council's drive for value for money and to the need to make savings both within the HRA and corporately.

It was agreed that this should be measured by:

- Amount of savings or efficiencies provided expressed in numerical cash terms (£) over 3 years

An assessment of the options against the above criteria is attached at Appendix iii.

The Approach to Equalities Impact Assessment (EqIA)

It was identified that there was a need to carry out an equalities impact assessment on the review of the future of housing. This helps to determine whether the policies, practices and new proposals for future housing delivery and investment will impact on, or affect different groups or communities. It is necessary to examine whether the options proposed are positive, negative or unlikely to have a significant impact on stakeholders identified in each of the protected characteristic groups. The stakeholders identified for the EqIA are:

- Tenants and leaseholders
- HfH staff
- LB Haringey staff involved in work on housing
- Residents of Haringey
- Applicants for housing whether through application or homelessness

Advice was sought from the Councils' Policy Team (Equalities) as to the appropriate timing and approach to conducting an EqIA. Their view was that conducting the FHD Review itself will not have any impact on residents, the public or employees. However the outcome of the review – that is, the identification and implementation of a new housing delivery model - may have implications which will need to be considered during the review.

The potential options, while intended to be positive for all parties, may have significant implications for tenants and staff and possible implications for the Council's public sector equality duty. As a result, an EqIA was necessary and is attached at Appendix ix.

3. Appraisal of the present situation

Stakeholder views - focus groups and interviews

Tenant Views

Focus groups with tenants were held in February, March and June. A mixed range of views was evident, with some broad support for HfH and a recognition of recent improvement. Tenants expressed caution over transfer options and were concerned that they wanted more involvement and more say in the management of their homes. Some concern was expressed that many homes had not received Decent Homes work despite the promises made when the ALMO was established. There was also a strong desire to be reassured that the Council had not 'made up its' mind' and that the review and the discussions with tenants were meaningful.

The resident scrutiny panel was visited on two occasions and they also made representations to the Review Group. The group was keen to see as much tenant involvement as possible, and ideally would have wished for more tenant representation on the Review Group. They would also have liked more one to one interviews with tenants, and meetings with residents groups, neither of which were practical given the resources and time available for the review. The panel were strongly in support of the test of tenant opinion. The panel felt that the services newly transferred to Homes for Haringey; homelessness, lettings and private sector services were already better than when in the Council, and those with experience of the Council managing housing as a whole, felt it was now better under HfH. They felt that transfer options needed to be approached with caution. They stated that the wider tenant body needed as much information as possible. Overall, they were extremely positive about HfH and its improvement.

Leaseholder Views

A meeting was held with leaseholders on 17th March 2015 and a number of leaseholders also attended general resident meetings and focus groups. As with tenants, a range of points were made and on balance there was some suspicion and opposition to transfer type options. A number of concerns were raised with the efficacy of the existing management by HfH, particularly as regards major works and the billing and charging of this service. Leaseholders were quite resentful of the fact that in any formal ballot on transfer they did not get a determining vote. The overriding message was that they felt that more leaseholders need to have a say on the process of review. They too were keen to have more information and to better understand what each of the options meant.

Staff Feedback

Meetings were held with staff in January and again in June 2015. These took the form of presentations, discussions and consultation and staff were encouraged to give their views on the options available. A wide range of views was expressed. Generally, but not exclusively staff were supportive of HfH and noted that improvements had been made in recent years; that the organisation is both flexible, and focused on housing; and generally allows for swifter decision making. However, staff also recognised a potential for savings and reducing the duplication arising from there being two organisations. Some concern was expressed that tenants would lose their opportunities for involvement if the service returned to the Council, and doubts were also expressed about the costs of Decent Homes work and prices obtained by HfH. Staff felt that neither they nor tenants and leaseholders knew enough about the options at present, and that more information was

required. As a result of this, the further sessions were arranged in June. Some positive views were expressed about transfer options but overall there was some suspicion of these. A number of staff did feel that residents had voted for the ALMO in the expectation of receiving Decent Homes works, and as significant numbers had not yet received the work to their properties would be unlikely to vote for anything different in future. Staff members, who were seconded from the Council most recently as a result of the transfer of the Community Housing Services, were most likely to express a wish to return to the Council.

Trades Unions

A helpful and healthy dialogue with Trade Unions was held at regular intervals throughout the review. Union colleagues made clear from the outset that they were strongly in favour of the housing management service returning to the Council in accordance with position held nationally by UNISON and other trade unions, and they were opposed to any form of transfer. Acknowledging the requirement for a ballot in most of the possible options, they were clear that in the event of a recommendation to retain HfH as the deliverer of the housing service, they also wished to see a ballot on that option. This debate is covered in section 14. They acknowledged that the process of the review was fair and transparent, but later expressed some concern about HfH having the opportunity to present its achievements and development proposals to the Council. This was followed by a submission attached at Appendix x (c) to which is also appended the reply from the Independent Adviser.

Notwithstanding the above, Trade Union colleagues recognised the improvement in HfH over the last couple of years, and that the staff group were more confident. They were keen to ensure throughout the review process and beyond, that there was a meaningful and continuing dialogue with residents about the future of their homes. Trade Union colleagues were in favour of the carrying out of a test of tenant and leaseholder opinion.

Feedback from interviews

A wide range of interviews was carried out and a schedule of these is listed at Appendix i.

As ever a wide range of views came out of the conversations. These are summarised below:

- Significant improvements were noted in HfH in the last few years
- There was now a strong culture around achieving Key Performance Indicators and a much greater discipline about monitoring and measurement of performance.
- There had been strong improvements in the repairs service including reducing jobs in the system, improvements in procurement and bonuses and reductions in the amount spent on repairs.
- HfH had made significant financial savings over the last few years.
- The quality of the relationship between HfH and the Council in recent times is vastly improved and is now an open and positive one.
- HfH's Board functions well, and is well chaired, with clear roles and a focus on performance.
- There has been a breath of fresh air and a changed culture.
- HfH can be fleet of foot, make swift decisions and adopt a commercial approach in the way that the Council cannot.
- Tenant elections for the ALMO Board attracted a significant turnout.

- There were a large number of residents associations in the Borough, but their role in shaping the service was very limited and there was perhaps a dislocation between the strong tenant governance structures set up to lead the ALMO, and the more traditional existing associations.
- There was doubt as to whether tenants recognise the difference between HfH and the Council
- The decision for the Council should be based on whether running the ALMO is of value. Do HfH need the structure to support them? Can this be trimmed and does the governance require as much energy as it presently receives?
- Should HfH be doing other things outside of Housing or should they be sticking to their core purposes ensuring focus?
- Project 2020 could be scaled up to deliver more
- Arms length options to deliver homes for temporary accommodation, or to make purchases of housing were favoured ideas.
- LB Haringey should use the arms length relationship and exploit the freedoms it gives.
- HfH could be a vehicle to do other things.
- HfH staff and board members were keen to end the uncertainty and to have a decision made by the Council that could then be implemented and allow progress going forward, irrespective of what decision that was.
- If HfH is the chosen option, then a 10 year long agreement would allow significant service development and progress, with some long term certainty.
- Noel Park will be the one estate we will not knock down.
- Members or tenants will be unlikely to vote in favour of a large scale voluntary transfer, although partial transfers may be acceptable.
- Councillors' contact with Housing Associations had overall not impressed them.
- One of the challenges facing the housing service was the separation of strategic functions between the parts of the organisation
- Tenants might vote for transfer if there was enough on the table
- Stock transfer rules itself out because it is not sensible
- May be prepared to consider small scale transfers on estates that need doing.
- HfH can do more than the Council can do
- There is no reason to say HfH cannot continue although it should reduce its costs
- Movement from being anti the ALMO to being in support of it
- HfH are able to do things because they are the housing provider. If they stop doing housing they lose the legitimacy.
- Having a unified housing service with homelessness, lettings and private sector housing together with housing management makes sense. The previous arrangements were a false split. Under the previous arrangements there was no housing focus. Adult services dominated the Department.
- There is a need for the situation of seconded staff to be resolved – to be TUPE transferred or the situation otherwise sorted.
- The ALMO, or any other provider should not be given Council services to provide just because they are there, but because they are the right solution and you would get better results.

The GLA view

Consultation with the GLA was carried out in December 2014. The GLA are supportive of Haringey and keen to see the Borough do well and develop, and supportive too of the aspirations for regeneration and new housing. Haringey has a contribution to make to the GLA housing target of more than 15,000 homes between now and 2026. Support for the Homezone has subsequently been earmarked by the GLA to the tune of £44 million. The view was expressed that by competent attention to developments, and by ensuring early wins such as South Tottenham, land values will increase, helping with the development and regeneration of the Borough.

On the specific issue of the future of the Council housing stock and its' management and investment, the GLA were said to be agnostic, with the Mayor having no view either way. This may well be the same in the event of a different administration, and it was likely that a compelling solution to the management and investment dilemma would be supported. These comments were made prior to the unveiling of the present government's housing policy which has clouded the picture and made the development of overall solutions difficult.

The DCLG position

Ongoing dialogue was maintained with the DCLG during the course of the review. The current transfer programme expires in March 2016, and no indications have been given as to policy beyond that period, although the statutory legislation remains in place. Civil servants are considering future policy and are holding discussions with Ministers, although at the time of writing no announcement has been made. It remains possible that there will be a provision for transfer after the spending review of summer 2015, and the government may, as in the current policy round, be attracted to partial or estate based transfers which are seen as catalysts for regeneration.

For the moment however, the position remains uncertain, and this has been increased by recent announcements on housing policy by the new government which will reduce capacity for investment in the local authority and housing association sector. LB Haringey would be well advised to maintain a continuing and open dialogue with the Department to formulate an appropriate and deliverable strategy into the future.

The Test of Tenant and Leaseholder opinion

There will be a need to carry out a ballot whichever option the Council chooses, unless it opts to retain HfH or chooses options that do not involve tenanted transfer. This is certainly the case where transfer or partial transfer are being contemplated. The current guidance for authorities considering taking housing management functions back in house from Arms Length Management Organisations, while non – statutory and thus only guidance rather than mandatory, states that:

'The government does not consider it necessary to impose upon all councils with ALMOs a mandatory duty to hold a ballot of their tenants when considering taking housing management functions back from their ALMOs.

However, in line with the principles set out in the review document, Government considers that in the interests of fairness and consistency, councils that had held ballots to gauge tenant opinion before transferring their housing management functions to an ALMO should also similarly hold a ballot

when considering taking housing management functions back from their ALMOs. This is important as it allows tenants to express their opinion in a similar manner to the original ballot.'

However, it is expected that the consultation exercises undertaken by all Councils considering the future of their ALMOs should be as comprehensive as that undertaken when transferring those functions to the ALMO originally. This could be either through a ballot or a full survey or other locally appropriate method.'

In the context of London Borough of Haringey where a ballot was held prior to establishing HfH, this means that it is recommended to hold a ballot should the authority wish to bring housing management functions back in house. While, as noted above, the guidance is non - statutory, and some authorities have not chosen this path, it is recommended that as a matter of good practice, relations with tenants, and engagement with government, a ballot should be held in these circumstances.

Therefore, unless the chosen option is the status quo with HfH, a ballot is almost certain. As noted above, Trade Union colleagues are strongly of the view that a ballot should also be held if the recommendation is indeed for the status quo.

A tenant engagement strategy was agreed by the Review Group in December 2014 and is attached at Appendix vii. At that time it was decided to consider the best course of action in terms of a formal test of tenant opinion during the course of the review and in advance of a decision and a ballot.

After due consideration it was recommended that there was a strong case for carrying out a test of opinion in advance of decision making by Cabinet.

Firstly, because the understanding of tenant priorities will help complete the evidence base for the review.

Secondly the *Criteria for Assessment* established a need to take account of 'positive or negative feedback on the options from tenant engagement with the project' and 'the results of a test of tenant opinion if appropriate'.

Thirdly, a deeper understanding of tenant wishes and priorities would help the deliberations on the options, and assist in narrowing down the viable options for Haringey.

In addition there was a divergence of views amongst staff, Councillors and those tenants who have been interviewed or attended focus groups as to 'what it is that tenants want' and what their priorities will be, and a test of tenant opinion would help remedy that knowledge gap. There was also, in all those groups, some weight of support for testing tenant opinion.

Finally, as a matter of good practice and given the primacy of tenant wishes in this matter, it was wise to seek the views of tenants at an early stage. It was felt however, that in view of residents requests to have more information, it would be premature to have a ballot, and that tenants and leaseholders should be surveyed on the principles that lead to the options. The Council would, in essence learn 'what matters' to tenants.

LB Haringey has Arrangements for Statutory Consultation under s105 Housing Act 1985.(Appendix xii) Section 105 sets out the legal obligation of local housing authorities for consulting with secure

tenants on 'matters of housing management' The test of tenant opinion process largely complies with these standards, but was not intended to be a full s105 consultation, as some other authorities have done; but was intended simply to obtain an understanding of tenant views to inform more formal consultation in due course. As discussed above, this may well take the form of a ballot.

In formal ballots on the future of housing management services, leaseholders do not have a statutory vote. However, when HfH was established the Council did include leaseholders in the ballot, and it seemed only right, both from fairness and good practice, as well as obtaining the best possible information on leaseholder views that they should be included in the test of opinion process.

Accordingly quotations were sought for outside assistance for this work in accordance with the Council's procurement rules. The company were to provide an independent objective resource to deliver the test of tenant opinion and ensure the timely and fair nature of the process.

The successful bidder was M.E.L Research Ltd of Aston Science Park, Birmingham. A copy of their full report is attached at Appendix iv.

M.E.L carried out a telephone survey as the primary methodology for this project speaking to 1004 tenants and to 150 leaseholders achieving a confidence level of + or – 3% for tenants, albeit not so robust for leaseholders, due to the limited number of available phone numbers for them. A random sample was contacted, allowing the setting of gender and age targets to achieve a broadly representative sample. The fieldwork was completed between the 1st and 29th June 2015.

In addition, in order to give all tenants and leaseholders the opportunity to give their views a postal survey was sent to all the Council's properties, and an opportunity given to complete the survey on line. The surveys were dispatched on 9th June 2015 and all responses received by 29th June 2015 were included.

The main findings of the survey were that tenants had little support for alternative future options for the housing service, although they were keen to have more say in how the housing service was run, and might support an option that gave them this. Local provision was hugely important and few would support transfer to a provider not locally based. Leaseholders were more open to alternative options.

Rent increases were not well supported, although the opposition to an increase up to 5% was not overwhelming.

All participants indicated that their first choice for future investment in housing should be on existing homes rather than on new build, or estate works.

From the telephone survey a significant body of tenants indicated that they were 'more' or 'much more' satisfied with their area, value for money, safety and security and the overall quality of their home. Postal survey returns, and leaseholders were less positive, and in the case of leaseholders overall expressing some decline in satisfaction.

Similarly leaseholders indicated a decline in the quality of repairs and maintenance, while generally tenants indicated increases in satisfaction. This was also true of satisfaction with customer service.

Tellingly, 71% of tenants were more satisfied with HfH than three years ago, and postal returns were similar at 65%. This is not the case for leaseholders who indicate a decline in satisfaction over the three year period.

Amongst tenants the awareness of who their housing management provider, HfH is, is low, although amongst leaseholders this is higher.

The conclusions that may be drawn from this test of opinion are as follows:

- Generally tenant satisfaction is increasing and this corroborates both the informal feedback from the focus groups and the views of interviewees on the recent performance of HfH.
- Leaseholders, by contrast are showing a decline in satisfaction.
- There is little appetite for transfer options.
- Both tenants and leaseholders are keen to have a say in how their service is run, and to have board level representation.

Homes for Haringey performance

The Review Group agreed 26 indicators by which it wished to examine the performance of HfH and other potential comparators. Snapshots of performance were taken in March 2015 and again in June 2015 and these are attached at Appendix v.

The process was that the data was collected from HfH, and then benchmarking carried out using the Housemark database, to which the authority is already a subscriber.

The HfH performance was then benchmarked across the range of providers and provider types, as well as compared to the organisations that the Review Group visited.

On page 3 of the June benchmarking document, an attempt has been made to rank HfH against those organisations visited, using a basket of indicators.

As at June 2015, 19 of the 26 selected indicators are improving and this is a better position than in March. Only 6 indicators are declining at present.

The ranking against the visited organisations using a basket of indicators places HfH in the middle of that small sample.

On overall customer satisfaction HfH is improving year on year, but it is clear that it has some way to go to achieve the satisfaction levels of the best performers. The improvement does corroborate the general feedback concerning their general performance and the views of tenants and leaseholders expressed both formally, and informally.

Rent income collection is improving considerably, although not yet upper quartile performance against any of the benchmarks. Current tenant arrears as a % of the rent debit, though improving, remains extremely high at present.

Void relet times are improving, as is the time taken to repair voids. This latter measure, remains though, poorly performing against the comparisons. Surprisingly for rent loss from voids, HfH's performance is substantially improved; is the best of the organisations visited, and is in, or

approaching, top quartile performance against a number of the comparators. This surprising result has been noted to the Housing Commissioner.

Because of the change in monitoring repairs, it is difficult to draw significant conclusions from the repairs figures but there appears to be a general upward trend. The % of tenants satisfied with quality of repair has improved substantially in the last two years, but again is not hitting top quartile performance. The % of jobs completed right first time is extremely high and outperforms the top quartile performers across every comparison.

The average cost of a repair is expensive, significantly in the lower quartile and after a period of reduction travelling in the wrong direction.

For the % of properties with a valid gas certificate, HfH performs at 100%, an improvement on 2007. There is little variance in performance of this measure nationwide, but compliance is important.

The grading of the estates by Quality Assurance officers, is not comparable with others, but is showing a decline in performance.

Indicators 15 and 16 were included because of the central nature of the decent homes programme to HfH's work, and to illustrate the issues that the Council still faces in maintaining and achieving standards across the Council stock. They are however subject to considerable variables, not least the availability of finance and are not true measures of HfH performance. Performance on completion of units against those programmed units dipped considerably, from a previously high position, because of contractual issues. The % of residents satisfied with the outcome of works has increased significantly in 2014/15.

At 6.22, the average number of working days lost to sickness absence is very low and is upper quartile performance across all comparators. This is a useful, if crude, proxy for the health and morale of an organisation.

At the latest available figures, HfH is mid-ranked in terms of the cost of housing management. It is in the lower quartile against national Councils and National ALMOs, and against London Councils and ALMOs. It is in the upper quartile against London Housing Associations, and the median rank for the rest. Costs are reducing and HfH has made significant savings in recent years, but the figures indicate scope for more reductions.

The numbers of homelessness acceptances fell last year, and the number of preventions is rising with consequent improvements in the ratio between the two. This is some indication that the transfer of the homelessness service to HfH has been a success. The number of households in temporary accommodation continues to rise, year on year, and this is a London wide trend which causes most of the authorities visited extreme concern. Positive performance is also seen in the number of social lets to applicants in temporary accommodation, and in the average number of weeks in temporary accommodation. Again the improvements reflect some degree of credit on HfH.

The number of empty private sector properties brought back into use is not an indicator that is performing strongly at present with 2014/15 figures down on the previous year and the year to date figure suggesting a likely further drop. This is not an easily comparable indicator as there is a disparity in how this figure is recorded.

The performance of HfH overall is somewhat mixed and does not as yet reflect a high quality or a top performing service. A number of the service areas are still lower quartile. However, the benchmarking reflects improvement in performance over the recent years. Indicators are all better than the earliest available recorded data for comparison. The improvements are corroborated by the increase in satisfaction, of tenants in particular, recorded by the test of tenant opinion.

4. Stock Condition

LB Haringey had a stock condition survey carried out in 2011 when 6,191 dwellings were surveyed. Data was cloned across those properties which were not surveyed, and since that time commendable efforts have been made to keep the information up to date with surveys carried out on completion of Decent Homes work. This has given full survey information across the stock and the updating process continues. Nonetheless it was deemed prudent to carry out an updated survey, which following a procurement exercise, was a task given to Ridge and Partners LLP, who had also carried out the 2011 Survey.

Ridge were asked to survey the rest of the stock and undertake related supplementary studies.

The survey was to capture the following key areas:

- Property attributes
- Internal Aspects
- External aspects
- Communal areas
- RdSAP Energy Survey
- Housing Health and Safety Rating system survey

As usual with stock condition surveys data was to be collected on the material, quantity, remaining life and install date of building elements.

The work was commissioned by HfH and the brief to Ridge was to assess the stock to an all inclusive standard (Gold standard). This was a high standard which included the cost of delivering the Council's strategic aspirations including energy efficiency measures, and is a standard broadly equivalent to that which a new registered provider of social housing would aspire.

8,000 dwellings were targeted for survey plus flatted blocks and 80% of those were successfully inspected. There have also been specialist mechanical and electrical surveys at Broadwater Farm, inspections of garage sites, and specialist surveys of selected blocks.

The usual DCLG headings have been used in the cost tables:

- Catch up repairs
- Future major works
- Improvements
- Estate Works
- Contingencies
- Exceptional Extensive works
- Cyclical Maintenance
- Disabled adaptations
- Response and void maintenance

The modelled investment needs based on the standard are shown below.

COST SUMMARY													
	Year 1	Year 2	Year 3	Year 4	Year 5	Years 1-5 Total	Years 6-10	Years 11-15	Years 16-20	Years 21-25	Years 26-30	Total	% of total
Catch Up Repairs	£10,147,382	£10,136,444	£10,136,444	£10,136,444	£10,136,444	£50,693,159						£50,693,159	3%
Future Major Works	£46,348,154	£7,874,450	£8,047,024	£12,589,169	£17,465,422	£92,324,219	£86,340,915	£85,020,998	£70,773,280	£116,514,581	£80,856,107	£531,830,100	29%
Improvements	£15,490,676	£15,736,321	£15,390,676	£15,390,676	£15,390,676	£77,399,024	£18,647,500	£20,271,245	£18,647,500	£20,566,777	£18,647,500	£174,179,546	9%
Estate Works	£4,882,233	£3,505,870	£3,476,442	£3,354,000	£5,710,593	£20,929,138	£17,681,894	£9,102,780	£8,937,859	£11,459,698	£8,678,732	£76,790,101	4%
Contingent Major Repairs	£3,344,866	£2,190,327	£2,195,504	£2,331,768	£2,478,056	£12,540,521	£10,840,227	£10,800,630	£10,373,198	£11,745,437	£10,675,683	£66,975,698	4%
Exceptional Extensive Works	£10,356,197	£13,927,158	£13,675,746	£6,830,480	£6,348,933	£51,138,514	£26,799,415	£30,221,921	£13,838,583	£9,306,076	£8,078,246	£139,382,756	8%
Sub-Total	£90,569,508	£53,370,570	£52,921,836	£50,632,537	£57,530,124	£305,024,575	£160,309,952	£155,417,574	£122,570,420	£169,592,569	£126,936,268	£1,039,851,359	56%
Cyclical Maintenance	£13,722,122	£13,732,122	£13,742,122	£13,752,122	£13,762,122	£68,710,610	£56,291,410	£56,291,410	£56,291,410	£56,291,410	£56,291,410	£350,167,660	19%
Disabled Adaptations	£1,500,000	£1,500,000	£1,500,000	£1,500,000	£1,500,000	£7,500,000	£7,500,000	£7,500,000	£7,500,000	£7,500,000	£7,500,000	£45,000,000	2%
Responsive Repairs and Void Works	£14,591,911	£14,500,000	£14,300,000	£14,100,000	£14,000,000	£71,491,911	£70,000,000	£70,000,000	£70,000,000	£70,000,000	£70,000,000	£421,491,911	23%
Total	£120,383,541	£83,102,692	£82,463,958	£79,984,659	£86,792,246	£452,727,096	£294,101,362	£289,208,984	£256,361,830	£303,383,979	£260,727,678	£1,856,510,930	100%
Average per tenanted dwelling per year	£7,693	£5,310	£5,270	£5,111	£5,546	£5,786	£3,759	£3,696	£3,276	£3,877	£3,332	£3,954	
											Average per property for 30 years	£118,634	
% of total	6%	4%	4%	4%	5%	24%	16%	16%	14%	16%	14%	100%	
Additional Leaseholder contribution	£15,648,971	£8,624,395	£8,901,421	£8,993,329	£9,909,268	£52,077,385	£27,994,329	£27,602,553	£28,058,476	£24,059,811	£24,392,467	£184,185,021	
Total all costs	£136,032,512	£91,727,087	£91,365,379	£88,977,988	£96,701,515	£504,804,481	£322,095,690	£316,811,538	£284,420,306	£327,443,790	£285,120,146	£2,040,695,951	
Base date of survey													
2nd Quarter 2015													
Total number of properties:	20,410												
Leasehold stock number:	4,761												
Tenanted stock number:	15,649												
Notes (applies to all tables):													
Rates include preliminaries													
Rates exclude fees, VAT, management costs etc.													

A comparison with the 2011 survey and the higher cost results of the 2015 survey was also carried out and this is shown below.

	2015	2011	Difference
Catch Up Repairs	50,693,159	11,028,118	39,665,041
Future Major Works	531,830,100	538,157,653	-6,327,553
Improvements	174,179,546	64,986,132	109,193,414
Estate Works	76,790,101	6,147,000	70,643,101
Contingent Major Repairs	66,975,698	37,354,473	29,621,225
Exceptional Extensive Works	139,382,756	82,721,697	56,661,059
Cyclical Maintenance	350,167,660	364,484,184	-14,316,524
Disabled Adaptations	45,000,000	36,000,000	9,000,000
Responsive Repairs and Void Works	421,491,911	359,094,177	62,397,734
30 Year Total	1,856,510,930	1,499,973,434	356,537,496

HfH assess that the predominant reasons for the cost increase between surveys are:

- The extension of the Decent Homes programme to 9 years.
- Cost increases over the time reflecting a number of variant factors
- The inclusion of energy efficiency measures
- Inclusion of flat roof to pitched roof conversions
- Significantly higher level of estate works and improvements
- Increase in provision for contingent major repairs e.g. asbestos
- Increase in exceptional extensive works such as non traditional structures and high rise repairs
- Major allowance for planned preventative maintenance.

The effect of decent homes work completed between 2011 and 2014, has helped reduce the overall cost for catch up repairs and future major works. This however, is overridden by the other matters listed above and of course the potential for homes to fall back into non-decency.

The resources available to meet the stock condition needs and the financial impact on the Housing Revenue Account are considered in detail in the next section of this report.

Because of the high cost attributed to the 'gold standard' an alternative 'silver standard' has been modelled which is approximate to a 'decent homes' standard. Many variants of these standards can be modelled and one of the most central issues for the Council, given the financial circumstances described shortly will be to adopt a clear and effective asset management approach in future. One of the key components of this will be to identify and seek to deliver a clear and agreed standard.

The silver standard as presently modelled reduces allowances for:

- Solid wall insulation
- SAP80 Energy allowance
- Estate Improvements

- Unadopted lighting
- Extensive voids
- Decorations/Planned Preventative Maintenance
- Elderly persons decorations
- Adaptations
- Responsive repairs
- Voids

It removes altogether the allowances for :

- Conversions from flat to pitched roofs
- Loft space conversions
- CCTV
- Extensions
- Noel Park Costs (remodelling)

5. The financial position

The financial appraisals have been prepared independently, by David Hall of David Hall Housing and summarise the financial position of the options considered.

The core purpose of the financial analysis has been to assess the base Housing Revenue Account (HRA) position over both the short term and the longer term (30 years).

This has then been compared with other options including stock transfer and partial disposals.

During the process of preparing the financial analysis there have been some key changes to government policy which have had a significant impact on housing finances, in particular the proposed extension of the Right-to-Buy to housing associations, which it is proposed will be funded by the sale of high value Council houses and the reductions in social rents announced in the Budget on 8 July. These have been considered as appropriate alongside the other issues which the Council is having to face.

HRA Baseline Position

Model Development

A baseline 30 year model was developed to assess the capacity of the Council to meet the investment needs of the stock and establish the extent of any additional capacity to deliver other housing and regeneration objectives.

In order to establish the level of revenue and capital resources available various assumptions have been made.

Assumptions have been drawn from a variety of sources including the HRA Revenue and Capital Budgets and Medium Term Financial Strategy (MTFS).

Data on future stock investment requirements (capital and revenue) has largely been drawn from the Stock Condition Survey prepared by Ridge & partners for HfH. The survey results were issued on 14th August so the figures included here vary slightly from the earlier drafts of this report.

Where appropriate the Council's 'Preliminary HRA Model' has also been used. This was being developed by the Council prior to the start of the 'Future of Housing Delivery' project. Other sources are stated as appropriate.

Economic assumptions

The core assumptions for inflation are based on the Consumer Price Index (CPI). This has been based on the mean figure from the latest forecast of the Monetary Policy Committee (MPC) and has been set based on the rate assumed at September of the preceding year (in line with rent policy to date).

Based on this analysis the figures assumed are 1.0% for 2016/17, 1.5% for 2017/18 and 2.0% for 2018/19 onwards.

Interest rates have been based on the existing debt portfolio. New borrowing (for refinancing and additional capital expenditure) has been based on the budget for year 1, 3.5% for the next 4 years and 4.0% thereafter. These figures have been drawn for the Council's 'HRA Debt Maturities & Interest' Schedule.

Income assumptions

Core revenue income assumptions are as follows:

- (i) A base year of 2015/16 with an opening tenanted stock figure of 15,658 dwellings.
- (ii) An average rent of £105.50 per week for 52 weeks.
- (iii) Tenant service charges of £9.978m and leaseholder (revenue) service charges of £7.141m per annum.
- (iv) Voids and bad debts losses of 3% (on all rent and service charges).
- (v) Other income of £10.452m per annum.

Prior to the Chancellor's Budget announcement on 8 July it had been assumed that rents would increase at CPI + 1% in line with the previous year's policy guidance.

The Budget now requires all social landlords to decrease rents in cash terms by 1% per week for the next 4 years (i.e. 2016/17 to 2019/20).

Whilst it has yet to be announced, it has been assumed that the government will seek to enforce this through existing regulations rather than section 19 of the new Welfare Reform Bill (which has primarily been designed to enforce Private Registered Providers).

One option would be for the government to use the existing Limit Rent rules. The current Limit Rent for Haringey (2015/16) is £108.58. Under current rules if the Council chooses to set rents higher than this level it would not receive Housing Benefit Subsidy on the balance above the Limit Rent. Tenants would still be eligible for the extra benefit but the cost would become a charge to the HRA.

The government has also announced a 'pay to stay' policy whereby tenants who have incomes over £40,000 per annum would be charged market rents. The exact impact of that is not yet known.

For the time being until further details have been declared it is has been assumed that Council rents in the HRA decrease by 1% in cash terms for the next 4 years and then increase again at CPI + 1% in line with the previous policy. No additional income has been assumed yet for the 'pay to stay' policy.

Other income has been assumed to increase at CPI + 0.5%.

Expenditure assumptions

The current HRA Budget is split into the fees paid to HfH, the Managed Accounts and Retained Accounts.

In order to provide a suitable basis for projecting forwards these have been split as follows in the financial forecasts:

- (i) Core housing management services have been split £13.924m (fixed costs) and £9.289m (variable costs). Fixed costs are initially assumed to be 60% of the management budget.
- (ii) Service expenditure has been set at £17.119m to match (revenue) services charged to tenants and leaseholders.
- (iii) Other operating costs have been set at £3.005m (covering the Newbuild and Regeneration support teams).
- (iv) Revenue repairs (for responsive, void and cyclical maintenance) have been based on an analysis of the Ridge survey outputs and reconciled against the current HRA Budget. At this stage a figure of £19.548m has been used for 2015/16. All repairs administration is included in the core housing management budget.

In addition to the above revenue items the Council is required to set aside a provision for depreciation which gets charged to a Major Repairs Reserve. This has been based on a figure of £1,234 per unit equating to a figure of £19.319m in 2015/16.

The figures for 2016/17 and 2017/18 have been forecast forward using information included in the MTFS which include scheduled savings built into the operating budgets. Growth thereafter has been based on CPI + 0.5% and is linked to stock number where appropriate (repairs and variable management costs). It has been assumed that there will be a saving in the newbuild support team from 2018/19 (see section on Right to Buy and New Build below).

Capital financing costs

Capital financing costs have been based on the HRA Capital Financing Requirement (HCFR) figures reported by the Treasury Management team. The HCFR equates to the amount of borrowing which is assumed for the HRA and is based on a portfolio of existing loans and internal borrowing.

The opening HCFR figure for 2015/16 has been declared as £271.096m. Net new borrowing for 2015/16 has been forecast as £23.253m giving a closing HCFR of £294.349m. The interest charged to the HRA for 2015/16 is forecast to be £10.972m.

The Council is currently allowed to borrow up to a cap of £327.538m. The current HCFR has been forecast to increase to £301.097m by 2017/18. The remaining headroom is assumed to be taken up in 2018/19. New borrowing and refinancing of existing loans are assumed to be based on the interest rate assumptions set out in the economic assumptions above.

Right to Buy and New Build

Right to Buy sales have gradually been increasing in recent years following the Right to Buy reinvigoration policy commenced by the last government.

It has currently been assumed that there will be 150 Right to Buy sales per annum at an average discounted price of around £100,000 per sale (i.e. around £15m).

Government regulations set out how these receipts can be used. Based on an analysis of the recent quarterly returns it has been estimated that around 20% (£3.0m) is repaid to the DCLG, 55% (£8.3m) is 'recycled' towards replacement dwellings and 5% (£0.7m) is available for capital investment.

The remaining 20% (£3.0m) is notionally set aside towards the Council's 'attributable debt' on those dwellings but based on government guidance this may be used in practice for other non-HRA purposes.

At present the Council is planning to use some of the 'recycled' replacement funds towards 83 new and repurchased Council dwellings over the next three years in conjunction with other resources. However beyond that it has been assumed at present that the money designated for replacement dwellings will be paid back to a central / regional pot for new housing. A key issue going forward will be the extent to which the Council seeks to deliver new build itself given the cost and challenges of the programme to date.

It is currently being assumed, in line with current Council practice, that £0.7m of the receipts is invested in the HRA capital investment programme but the £3.0m sum set aside for attributable debt is retained in the corporate pot and interest on these sums is also retained in the General Fund.

The government has also recently announced that it would be extending the Right to Buy to housing association tenants. In order to help provide funds for replacement dwellings the government also announced that it will be requiring Councils to sell some of their most valuable Council dwellings on the open market as they become vacant. Details of these arrangements have yet to be announced and so have not yet been factored into the financial modelling but this could also have a quite significant impact.

Other capital funding sources

The Council has various sources of funding available to invest in the Council stock as well as newbuild and regeneration programmes. As identified in the sections above the key sources of funding are the Depreciation / Major Repairs Provision alongside any available borrowing headroom and receipts from Right to Buy and other disposals.

The Council is also expecting to receive Decent Homes Grant funding of (£11.270m) in 2015/16 as well as contributions from leaseholders towards capital expenditure.

The other main source of funding is from surpluses on the Operating Account. During the next three years this has been earmarked as £8.941m in 2015/16, £26.534m in 2016/17 and £24.861m in 2017/18.

Thereafter it has been assumed that a minimum balance of £10m is held in the HRA Operating Account and where required all remaining available resources are targeted towards stock investment.

Stock Investment Programme

As set out above HfH have recently commissioned a Stock Condition Survey from Ridge and Partners to update a previous survey carried out in 2011.

The output from that has highlighted the following investment needs over the next 30 years. This has nominally been labelled the 'Gold Standard'. A lower level of investment has also been drawn up loosely labelled the 'Silver Standard'. It is understood that both standards would meet the minimum decent homes standard.

A further review of these standards will be necessary in due course.

GOLD STANDARD

	Year 1	Year 2	Year 3	Year 4	Year 5	Years 1-5 Total	Years 6-10	Years 11-15	Years 16-20	Years 21-25	Years 26-30	Total
Catch Up Repairs	£10,147,382	£10,136,444	£10,136,444	£10,136,444	£10,136,444	£50,693,159	£0	£0	£0	£0	£0	£50,693,159
Future Major Works	£46,348,154	£7,874,450	£8,047,024	£12,589,169	£17,465,422	£92,324,219	£86,340,915	£85,020,998	£70,773,280	£116,514,581	£80,856,107	£531,830,100
Improvements	£15,490,676	£15,736,321	£15,390,676	£15,390,676	£15,390,676	£77,399,024	£18,647,500	£20,271,245	£18,647,500	£20,566,777	£18,647,500	£174,179,546
Estate Works	£4,882,233	£3,505,870	£3,476,442	£3,354,000	£5,710,593	£20,929,138	£17,681,894	£9,102,780	£8,937,859	£11,459,698	£8,678,732	£76,790,101
Contingent Major Repairs	£3,344,866	£2,190,327	£2,195,504	£2,331,768	£2,478,056	£12,540,521	£10,840,227	£10,800,630	£10,373,198	£11,745,437	£10,675,683	£66,975,698
Exceptional Extensive Works	£10,356,197	£13,927,158	£13,675,746	£6,830,480	£6,348,933	£51,138,514	£26,799,415	£30,221,921	£13,838,583	£9,306,076	£8,078,246	£139,382,756
Sub-Total	£90,569,508	£53,370,570	£52,921,836	£50,632,537	£57,530,124	£305,024,575	£160,309,952	£155,417,574	£122,570,420	£169,592,569	£126,936,268	£1,039,851,359
Cyclical Maintenance	£13,722,122	£13,732,122	£13,742,122	£13,752,122	£13,762,122	£68,710,610	£56,291,410	£56,291,410	£56,291,410	£56,291,410	£56,291,410	£350,167,660
Disabled Adaptations	£1,500,000	£1,500,000	£1,500,000	£1,500,000	£1,500,000	£7,500,000	£7,500,000	£7,500,000	£7,500,000	£7,500,000	£7,500,000	£45,000,000
Responsive Repairs and Void Works	£14,591,911	£14,500,000	£14,300,000	£14,100,000	£14,000,000	£71,491,911	£70,000,000	£70,000,000	£70,000,000	£70,000,000	£70,000,000	£421,491,911
Total	£120,383,541	£83,102,692	£82,463,958	£79,984,659	£86,792,246	£452,727,096	£294,101,362	£289,208,984	£256,361,830	£303,383,979	£260,727,678	£1,856,510,930
Average per tenanted dwelling per year	£7,693	£5,310	£5,270	£5,111	£5,546	£5,786	£3,759	£3,696	£3,276	£3,877	£3,332	£3,954
% of total	6%	4%	4%	4%	5%	24%	16%	16%	14%	16%	14%	100%
Additional Leaseholder contribution	£15,648,971	£8,624,395	£8,901,421	£8,993,329	£9,909,268	£52,077,385	£27,994,329	£27,602,553	£28,058,476	£24,059,811	£24,392,467	£184,185,021
Total all costs	£136,032,512	£91,727,087	£91,365,379	£88,977,988	£96,701,515	£504,804,481	£322,095,690	£316,811,538	£284,420,306	£327,443,790	£285,120,146	£2,040,695,951

SILVER STANDARD

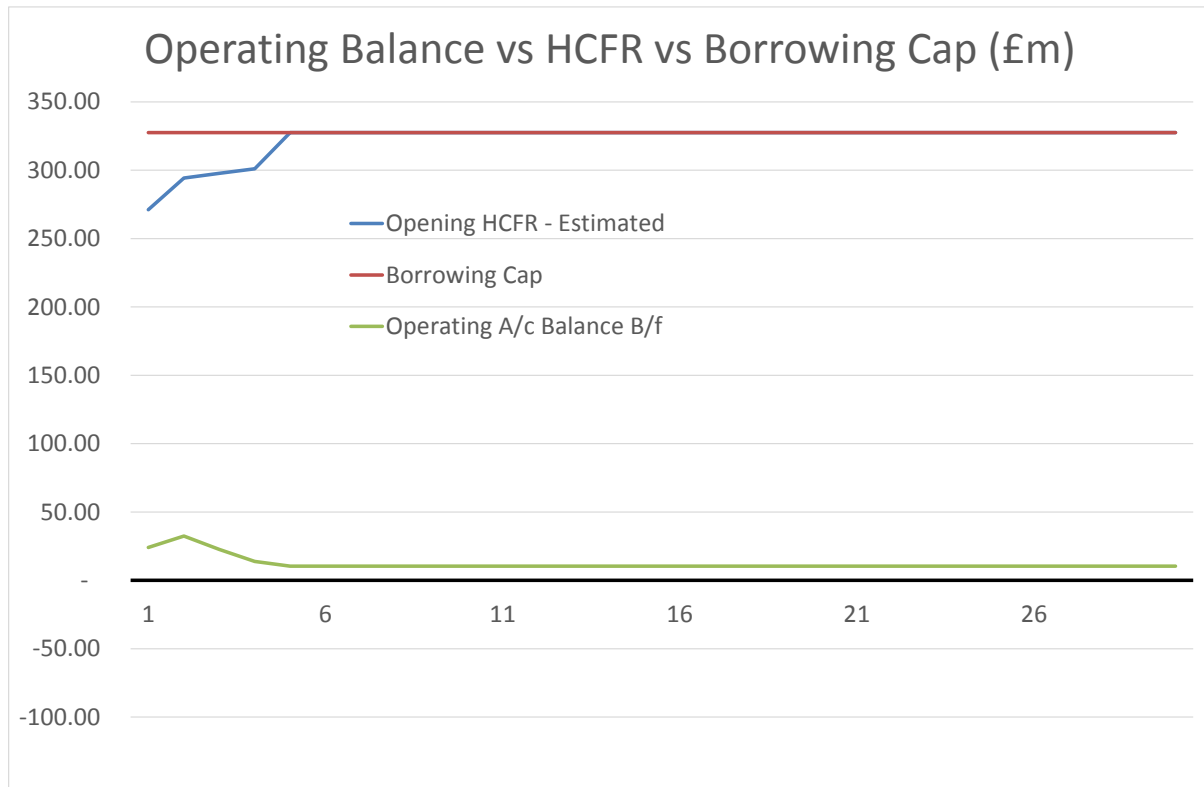
	Year 1	Year 2	Year 3	Year 4	Year 5	Years 1-5 Total	Years 6-10	Years 11-15	Years 16-20	Years 21-25	Years 26-30	Total
Catch Up Repairs	£10,147,382	£10,136,444	£10,136,444	£10,136,444	£10,136,444	£50,693,159	£0	£0	£0	£0	£0	£50,693,159
Future Major Works	£46,348,154	£7,874,450	£8,047,024	£12,589,169	£17,465,422	£92,324,219	£86,340,915	£85,020,998	£70,773,280	£116,514,581	£80,856,107	£531,830,100
Improvements	£3,448,799	£3,174,444	£2,828,799	£2,828,799	£2,828,799	£15,109,638	£5,000,000	£6,623,745	£5,000,000	£6,919,277	£5,000,000	£43,652,660
Estate Works	£3,752,233	£2,375,870	£2,196,442	£2,074,000	£4,430,593	£14,829,138	£11,281,894	£6,702,780	£6,537,859	£9,059,698	£6,278,732	£54,690,101
Contingent Major Repairs	£3,344,866	£2,190,327	£2,195,504	£2,331,768	£2,478,056	£12,540,521	£10,840,227	£10,800,630	£10,373,198	£11,745,437	£10,675,683	£66,975,698
Exceptional Extensive Works	£9,964,953	£10,150,018	£9,683,854	£6,430,480	£6,134,182	£42,363,486	£15,351,666	£9,622,061	£6,506,429	£9,926,739	£6,506,429	£90,276,811
Sub-Total	£77,006,386	£35,901,553	£35,088,066	£36,390,660	£43,473,496	£227,860,162	£128,814,702	£118,770,214	£99,190,766	£154,165,732	£109,316,951	£838,118,528
Cyclical Maintenance	£11,141,282	£11,151,282	£11,161,282	£11,171,282	£11,181,282	£55,806,410	£40,257,410	£40,257,410	£40,257,410	£40,257,410	£40,257,410	£257,093,460
Disabled Adaptations	£1,400,000	£1,400,000	£1,400,000	£1,400,000	£1,400,000	£7,000,000	£7,000,000	£7,000,000	£7,000,000	£7,000,000	£7,000,000	£42,000,000
Responsive Repairs and Void Works	£14,591,911	£14,400,000	£14,050,000	£13,600,000	£13,250,000	£69,891,911	£64,000,000	£64,000,000	£64,000,000	£64,000,000	£64,000,000	£389,891,911
Total	£104,139,579	£62,852,835	£61,699,348	£62,561,942	£69,304,778	£360,558,483	£240,072,112	£230,027,624	£210,448,176	£265,423,142	£220,574,361	£1,527,103,899
Average per tenanted dwelling per year	£6,655	£4,016	£3,943	£3,998	£4,429	£4,608	£3,068	£2,940	£2,690	£3,392	£2,819	£3,253
% of total	7%	4%	4%	4%	5%	24%	16%	15%	14%	17%	14%	100%
Additional Leaseholder contribution	£12,676,058	£5,666,876	£5,923,655	£6,035,171	£6,933,861	£37,235,621	£25,421,078	£22,749,313	£25,193,530	£23,702,547	£23,621,084	£157,923,174
Total all costs	£116,815,637	£68,519,712	£67,623,004	£68,597,113	£76,238,639	£397,794,104	£265,493,190	£252,776,938	£235,641,706	£289,125,690	£244,195,446	£1,685,027,074

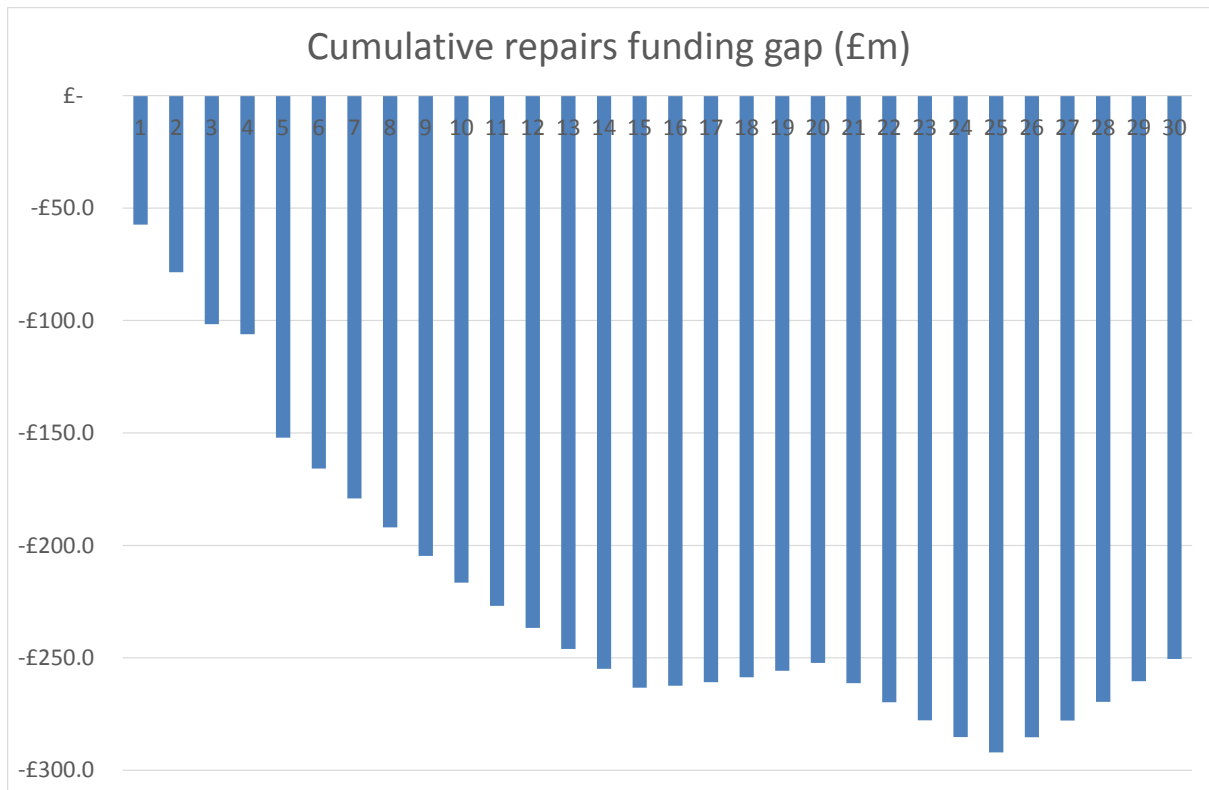
The relevant 'capital' items have been drawn together from that survey along with other capital commitments for the next three years (i.e. existing committed HRA newbuild and regeneration projects included in the MTFs). On-costs of 10% have then been added and figures have been adjusted for stock reductions and inflation (using CPI + 0.5%).

Resulting Outputs from HRA Analysis

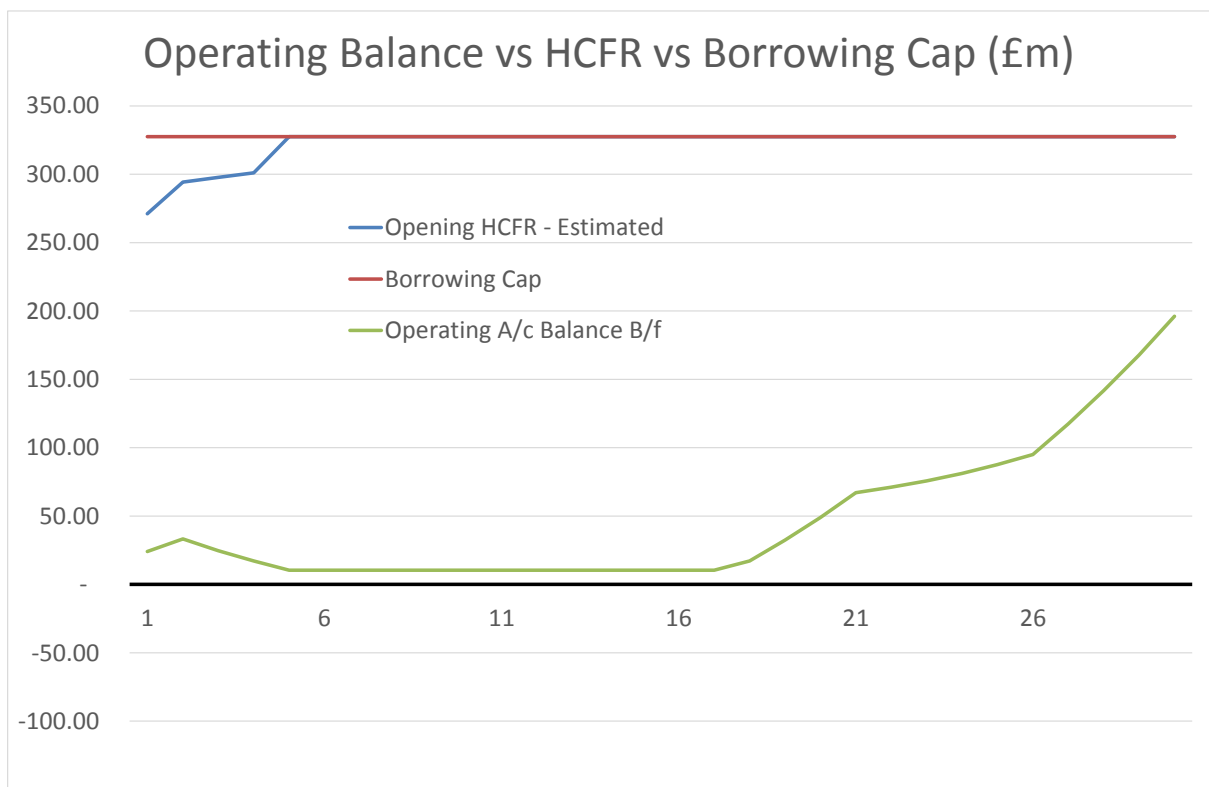
The overall capital investment requirement has then been compared with the capital resources available based on the preceding analysis. The results below show two charts as follows for each of the Gold and Silver Standards:

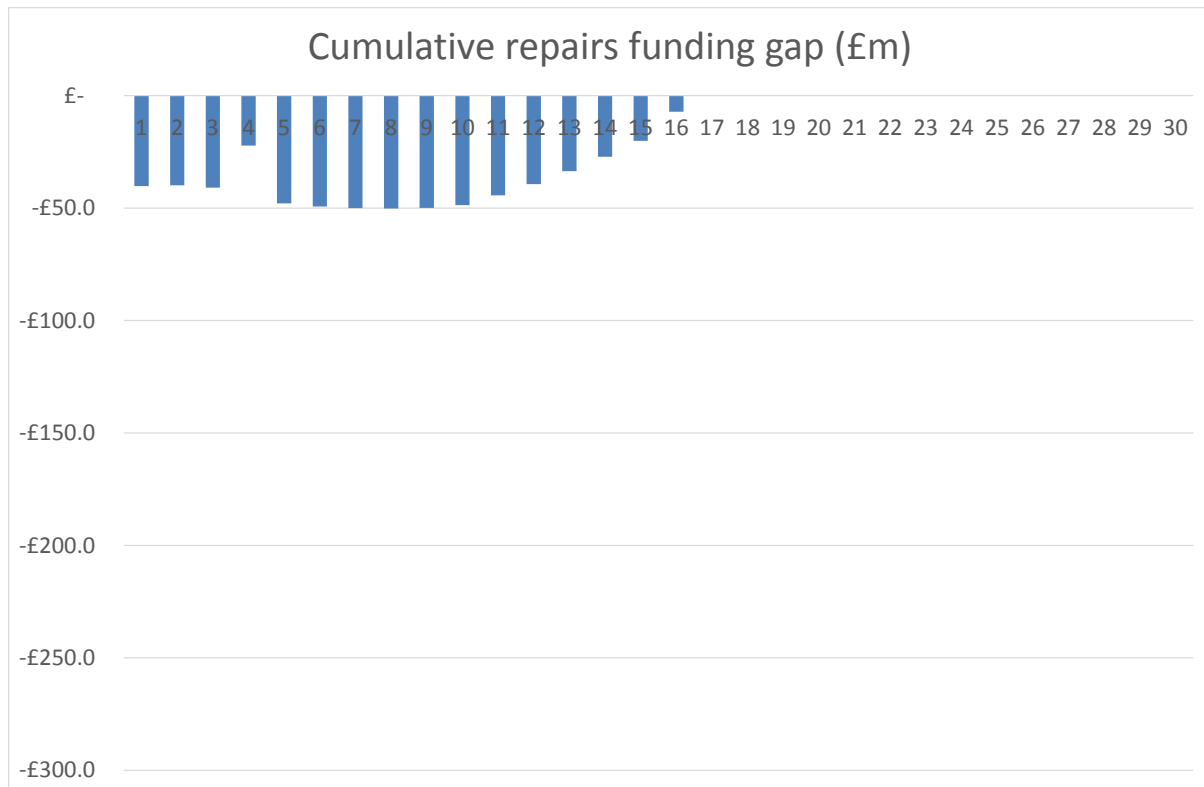
- (i) The balance on the Operating Account along with the total level of HRA debt (based on the HCFR).
- (ii) The level of Capital Funding gap at each year based on the resources available and the cumulative capital investment needs identified from the Stock Condition Survey (plus existing commitments).

GOLD STANDARD



SILVER STANDARD





The charts show that based on the assumptions currently in the model it will not be possible to meet the Gold Standard during the 30 years. Even at year 30 there will be a funding gap of around £250m.

Based on the reduced Silver Standard the funding gap will peak at around £50m but will eventually be covered by around year 17 at which time revenue balances on the Operating Account start to increase.

The modelling does not currently assume any further deterioration in stock resulting in the continued funding gap. This would need to be further reviewed.

During this time the debt remains at the borrowing cap of £327.538m on both charts (i.e. all maturing loans continue to be refinanced).

As indicated above the breakdown of the investment figures included under each standard will need to be reviewed in due course.

In practice pending any significant change in these results it will be necessary for the Council to carefully prioritise the programmes it chooses to invest in both in the short term and the longer term including any new regeneration projects not covered in the above analysis.

Other options for addressing these investment needs are considered in the sections which follow.

6. The research visits

Overview

The detailed views of the Review Group on the visits they made are set out below. However, the members drew some overarching lessons from the visits and in arriving at the recommendations of the review it is important to recognise that these are taken into account.

Review Group members felt that there was a need for a clear geographical focus from whichever solution was chosen. National registered providers may not have genuine interest in stock in Haringey, and the visit to Sunderland illustrated that transfer organisations can seek expansion into neighbouring areas and national projects. Members were attracted by an area focus, which should not, or cannot, be expanded, to ensure that the strategic energies of the board and senior leadership team are focused on improvement, innovation and regeneration of existing stock.

Haringey's housing needs should be at the forefront of board and staff energies and ambitions. The Review Group saw risks in a divergence from a focus on housing, and failure to concentrate on a core housing purpose. Visits to both Newham and Sunderland showed that structures work well where clearly designed to drive identified, local priorities. This pointed to a need for Haringey to be clear about what it is trying to achieve and for form to follow function.

It is important to take a modern progressive approach to housing that recognises housing is fundamentally about people and communities and not just bricks and mortar. So non – core activities such as running apprenticeship schemes or youth engagement projects are fine as long as they contribute to the overall purpose and vision.

Members also recognised that there was a need to understand what the Council can and can't do. Successful solutions embrace a range of skills and different types of organisation. In many instances, even where housing management services had in fact been brought back in house, there was a mixed economy and a number of different approaches to delivering housing services in their widest sense.

The Review Group findings

Waltham Forest – Retained ALMO (under review at the time of visit – subsequently the decision was taken to return to in house management)

The Review Group members visited Waltham Forest which at the time of the visit was in a similar position to Haringey with a retained ALMO (Ascham Homes), undergoing a review. Waltham Forest subsequently brought the ALMO in house.

Members were impressed with the performance of the Waltham Forest ALMO, its' delivery of additional services and its completion of Decent Homes. They noted that the authority's focus was moving to new build rather than maintaining existing homes, and that it was not proposing to do regeneration through the ALMO. In fact they were developing a special purpose vehicle for new development, charging rents at 80% of market value and retaining a long term financial stake.

The Review Group understood that Waltham Forest members felt that the ALMO duplicated resources and was too distant from the Council's priorities.

Rochdale Boroughwide Housing – Co-operative housing association – Mutual Model

This was seen as a really interesting visit, although the authority itself was not a particularly good comparator with Haringey, as the demand for housing was relatively low.

The Review Group saw that there were advantages in this model, as it allowed the association to borrow as necessary against the equity of the stock, meaning that the organisation was able to maintain housing to a high quality standard and the Council bore no housing costs. Decent homes however, had already been achieved before transfer.

Through staff and residents having a stake in the organisation, relationships were good and there was a strong ownership and commitment to the good of the organisation, as well as increased community activities. Resident engagement was an absolute priority. Through the governance structures, the members of the organisation, the staff and residents control the membership of the board.

The company was almost exclusively locally focussed and was unlikely to expand or merge with other organisations.

However, members felt that to some extent the suitability of this model was not transferable, and it owed much to the historical context of Rochdale as the home of the co-operative movement. The Review Group felt that they were looking for a model that drove more innovation, particularly with regard to regeneration and was more than just a housing management vehicle. They were not sure whether the model gave Councillors sufficient control, and they noted that this vehicle is a housing association. To enable the tenant involvement, financial advantages and well maintained stock through this model, you have to be prepared to transfer your stock, and obtain a successful ballot, which is a hard process, requiring the right mindset.

Finally, although members applauded the mutual model, they were unclear from the visit how much it had impacted on the neighbourhood as a whole.

Salford - Arms length management organisation being established as a housing association following successful ballot of tenants

Salford was embarking on a transfer to Salix Homes following a successful ballot of tenants. This would further add to the mixed economy in Salford's housing, following a previous transfer to City West Homes and a longstanding PFI deal. Salford was comparable to Haringey in stock size and in having some estates that were challenging.

Review Group members understood that Salford had found themselves in a position where they had no alternative, and officers, members and the tenant representatives had all concluded this was their only viable solution; even though for preference all would have remained with the Council. Transfer will deliver the necessary financial resources for the housing stock.

Tenants had supported the transfer with 64% in favour, despite a campaign opposing transfer. There was strong tenant involvement, and a high level of satisfaction with the existing service. Performance of the ALMO was good, and management costs low. However, the HRA picture allowed them no choice.

The Review Group noted that this was a long and difficult process to arrive at this solution, despite previous successful initiatives in the authority. There was also a strong recognition that Salford had run out of choices and options.

Newham – In house Housing Management as part of mixed economy

Newham has brought its' housing management back in house, but has established a housing association to provide temporary accommodation and a commercial company to deliver private rented sector and market housing. Newham's principle priority is economic development; its own housing stock is in good order.

Members recognised that while Newham's housing management service had been brought in house, with high satisfaction and continued efficiencies year on year, there were actually a range of housing solutions. As well as the above examples, regeneration was being done in partnership with housing associations. It was also clear that the existing Council stock was not a key priority.

Red Door Ventures, was the solution for delivering new private rented sector housing which was a major Newham priority; would provide some new build, and would also deliver an income stream to the Council. Under the rules applying at the time of discussion, the right to buy did not apply to local housing companies like Red Door.

Members felt that the ALMOs in Newham and Haringey were not directly comparable, as HfH did not appear to have the level of potential savings that Newham had found. Newham had delivered Decent Homes, but Newham officers raised questions as to how strategic the asset management had been. Members felt they preferred a model with more direct tenant engagement, recognising that funding for tenants groups had been withdrawn.

Homes for Haringey

The Review Group also visited HfH, the Council's own ALMO.

Members recognised an improvement in standards, together with a desire on the part of staff to continue to improve and to be involved in regeneration. They also felt that staff were motivated and knowledgeable. Performance generally was improving with a consequent improvement in tenant satisfaction. HfH had recently successfully taken on homelessness, and private sector housing and were already making substantive progress. Initiatives like Project 2020 and the Apprenticeship Academy were contributing to the wider Council agenda. In recent times the approach of the HfH management team had been very supportive and aligned with the Council and the relationship was seen as being in a healthy place. Overall, they felt that the company added value to housing functions and gave a useful focus.

However, members also felt that there was a need for more innovation, and to help develop this and potential involvement in regeneration there was a need to look at HfH's skill set. The financial constraints were impacting on HfH, both in terms of Decent Homes, and in terms of improving big estates. They also noted that management costs were relatively high.

If the Council were to keep HfH, members felt that they should be challenged to drive performance and their approach forward.

Sunderland

Sunderland has a long standing transfer housing association, Gentoo housing which has delivered and maintained high quality housing investment and has diversified into both national projects and providing services to nearby areas. The transfer to Sunderland Housing Group which became Gentoo took place in 2001. Members understood that there was some disappointment about the Council's ability to set the agenda, and although there had been and remained significant financial advantages, and that Gentoo was a high performing organisation, having housing managed outside the Council did hinder the Council's placemaking objectives.

It was recognised however, that the impact on the Council's finances was positive, and that the Council's houses were put in good and far better condition, as they have had an effective modernisation programme.

Sunderland were now trying to position themselves very strongly on regeneration and as a result have set up SIGLION, which is a local asset backed vehicle with Carillion as key partners. This will bring resources, business acumen and skills to regeneration which presently Sunderland does not have. The company will accelerate regeneration, dealing with unviable sites through cross-subsidy and attracting other investment. The Council's property portfolio has been placed in the vehicle to give it an income.

Sunderland believe in putting in place what is needed to make things work right across their service areas. They are currently in the process of establishing a Joint Venture for the delivery of leisure services following a careful options review.

Despite the reservations expressed about their current position, doubt was expressed as to whether having the whole social housing function back in house was right.

Family Mosaic Housing Association

The Review Group enjoyed a presentation from Family Mosaic and recognised the different and entrepreneurial approach that they were taking, delivering a high number of units each year and supporting significant numbers of people into work. They had an innovative financial model, which was based on diversity of approaches and sources, and the organisation was hugely changed from how it had operated in the past. Members were very interested in the approach and particularly applauded the ability to deliver new homes. However, they felt that the entrepreneurial approach, and lack of purely local focus was not exactly what they wanted for their housing service. They were very keen however to explore working with Family Mosaic in future.

7. The Options - Retaining management through Homes for Haringey

What does it mean?

If this option is chosen, the management of the housing stock will continue to be carried out by HfH. The Council would continue to retain the ownership of the stock – there would be no transfer of ownership out of the Council's control.

Staff would remain company employees and the contractual position of those staff who are currently seconded to HfH from the Council and who work on homelessness and lettings, would need to be resolved. Both from the organisation's point of view and from that of the staff themselves there is a need for certainty and there would seem to be no justification for the secondment's continuing and it would therefore be recommended that these staff should TUPE transfer into HfH. It is understood that private sector housing staff will be returning to the Council following a change in structure.

Throughout HfH's existence it has achieved the Council savings targets year on year. In 2013/14 it saved £2 million, and £3.2 million in 2014/15. If the option chosen is to retain HfH, it should be charged to continue to make savings annually. While the company does not appear from the experience of those involved in the review to be heavily over resourced, the relatively high management costs examined in the performance section above, suggest that there is continued scope for efficiencies.

Similarly, while this report notes the significant performance improvement in recent times, the service remains mixed and in some areas low performing. It would be imperative to challenge the ALMO to continue that improvement and to drive on, to top levels of performance.

Leaseholders have expressed discontent with the service, both informally and through the test of tenant and leaseholder opinion. While leaseholder discontent is not unusual given their particular relationship with the housing service and the major improvement work in particular, sufficient evidence exists to suggest that a review of the leaseholder service is required to ensure that proper processes and skills are in place and that the optimum service is delivered. Again, HfH should be charged with carrying out this review.

Financially, the retention of HfH will make no significant impact on the capital funding deficit. The housing service will continue to be funded by rents and income under the self – financing rules, as well as being subject to the vagaries of national rent policy. The most recent proposals in this area have significantly worsened the Council's position. Borrowing will continue to be constrained by the borrowing cap. In both the short and the long term, there will be insufficient money for all Haringey aspirations.

In terms of the members concerns about numbers of social housing, there will be no net loss as a result of the selection of this option, but neither does this option allow an increase in the available stock.

Homes for Haringey as developer

A number of representations have been made about the potential for HfH to lead on developments for the Council, particularly for small sites and infill sites. In addition, HfH staff and Board members have suggested that they have the creativity and capability to develop temporary accommodation to relieve the Council's problems in that area, and to create new developments on top of existing buildings.

During this review we have not done a full skills audit of HfH, and cannot therefore comment as to whether they are adequately skilled and resourced to substantially deliver this, but they do have some development skills and experience within the present team. A careful appraisal of their abilities would be required before setting them this task.

However, the Council has struggled to lead small scale development itself in recent times and during the review has acknowledged that it lacks the skills to make developments happen. In light of this it is worth giving consideration to a role that HfH could play in this area. Careful consideration of matters relating to risk and transfer of land will also be required.

Homes for Haringey – Proposals for added value

HfH has delivered on a number of excellent initiatives. Project 2020, is a well regarded scheme which at January 2015, had provided advice guidance and support to over 100 residents, and had assisted more than 20 into paid employment. This scheme was proving its value in establishing skills and confidence amongst young people, leading them to jobs, away from crime and into a more stable community. Additionally, more than 50 apprentices had been trained through Decent Homes and repairs service work. There is no doubt that such schemes could be expanded and bear considerable fruit. However, it should be remembered that to date these have been largely funded by the HRA at relatively modest levels. Significant increases in funding for activities of this nature will require resourcing and consideration will need to be given as to whether general fund resources are more appropriately used for such activities.

During the course of the review, there has been considerable debate on the possibility of HfH, or other housing management providers, providing additional Council services. It has been noted that HfH has successfully taken over the lettings, homelessness and private sector housing services. In addition they are establishing a quasi – commercial lettings agency. In doing so the review has been told a number of times that they have been responsive, flexible and acted quickly.

While there is undoubtedly potential for this, no one from the Council or HfH has made a clear and compelling suggestion for the delegation of additional functions, certainly not one to which detailed analysis could be applied. The recommendation of the review is therefore, that if the Council retains HfH, the possibility of the enhancement or further delegation of services should be reviewed in due course and officers bring a further report.

A number of local authorities have established Council controlled companies to deliver functions, including development of new and temporary housing. It has been well argued that if the Council opts to bring management back in house and dismantles the company – any future company set up would be a duplication of work. Dismantling HfH is essentially a once and for all option. If this option is taken then there will be no further opportunity to pass the company additional functions or to use it for other activities such as development.

8. The options - In house Management

What does this mean?

If the Council chose this option, then following a recommended ballot of tenants and leaseholders, HfH would be wound up at the end of the management agreement in March 2016, and the housing service brought back in house. The housing management and maintenance functions would be carried out directly by the Council. A number of other local authorities have done this, both within London and outside. An example of the current position with regard to London Boroughs is at Appendix vi.

If the service is brought back in house, it will be necessary to decide where it is located and how it should be managed. As part of this debate, clarity will need to be achieved on the location of responsibility for strategic decision making on the housing stock and housing investment, which has suffered from a lack of clarity in recent years, as noted elsewhere.

As stated in the analysis of performance, in recent years HfH has significantly improved performance across the Board. While returning service to in house management need not of itself prevent this continuing, clarity of targets and objectives to ensure that the trajectory of improvement continues will be vital. Given previous Council performance there must be an element of risk of loss of impetus in this, and tenants will wish to be assured of continued improvement. However, the benchmarking analysis also shows a considerable space for further improvement by HfH, and it is clear that in-house housing services can perform to the highest level.

There could also be a reputational risk to the Council, if the transition is not managed smoothly, or if the Council does not continue the improvements made by HfH. There is some argument that a transition back to in-house management will be disruptive at a time when the Council has much on its agenda involving these functions.

It should be noted however, that within the Council there is a significant programme of change, and by observation, a staff thirst and culture to embrace this. This demonstrates that the context for taking the service back in house is different to that which applied prior to the establishment of HfH.

If the management agreement is terminated by the LB Haringey at the end of the contract and the service taken back in house, the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) is likely to take effect. Members of staff employed by HfH will transfer to the Council on no less favourable terms and conditions than those on which they were employed before the transfer, and have continuity of employment. Those members of staff who are currently seconded to HfH, would return to the Council on the same terms and conditions, and their secondments will be brought to an end.

One of the significant advantages claimed for arms length housing organisations, is that they enable the organisation to focus more effectively on the housing service, and freed from the constraints of local authority governance can respond more flexibly and swiftly. These points are debatable and both sides of the argument have been put by interviewees from LB Haringey. Other commentators do support these arguments and during the visits there was evidence that this was indeed the case.

On balance, I would suggest that there may be a loss of focus on the housing service if there is a return to direct management.

Tenant and resident engagement at a strategic level is delivered through the HfH Board, and through the resident Scrutiny Panel, both of which bodies express considerable support for the continuation of the local housing company. If the service is brought back in house then the Board will be dissolved and it will be open to the Council to determine how it wishes to proceed with the Resident Scrutiny Panel. An in house service will necessarily come under the jurisdiction of the Council's normal governance structures. Experience elsewhere suggests that a return in house can lead to a loss of tenant involvement, and tenants and the Council will need to be mindful of structures to give an appropriate level of involvement. Observation during the review suggests that the tenant board members receive considerable support at the time of elections, and this may be a significant loss to tenants, if the opportunity to influence service direction is lost. At the same time, it is apparent that there is some dislocation between the HfH Board, and the operation of the tenant groups and organisations, and whichever solution is chosen the opportunity and indeed the need, exists to remedy this. The Test of Tenant and Leaseholder opinion makes very clear that it is important to both tenants and leaseholders to be able to influence the service they receive, and that they are involved at Board level. Consideration would be required as to how this was delivered if the service is brought in house.

The end of the Board will also mean the loss of the expertise of the independent board members and consideration will need to be given to replacing this in future, if there is a desire to do so. Generally, this is not replicated in 'in-house' models – although Enfield have set up an interesting structure for this purpose.

Should the service be brought back and merged within the Council, there will be savings, which are anticipated to be in the region of £500,000.

These include:

- Staff Savings including client costs;
- Financial accountancy/statutory returns and External Audit
- Governance/ Board

In year one of the transition there will be redundancy and other costs that would reduce these savings in the first year. To this should be added the cost of a ballot which would be in the region of £25,000- £30,000.

The Council has indicated that through the Customer Service Transformation programme, and the Business Integration Programme it wishes to bring together customer service and back office functions such as finance, accountancy, HR, policy and procurement and realise the benefits of savings from this. These savings could be considerable, but the Council has indicated that it will take them irrespective of the continuation of HfH or bringing the service back in house. They cannot therefore be considered to be savings directly attributable to the potential transfer of the service in house, and have not been taken into account here.

Again, in financial terms the decision to bring the service in house will have no significant impact on the capital funding deficit and there will still be insufficient money for the Council's aspirations.

In terms of the members concerns about numbers of social housing, there will be no net loss as a result of the selection of this option, but neither does this option allow an increase in the available stock.

In summary, while there would be a potential annual saving of around £500,000 this is outweighed by the considerable savings that HfH have themselves delivered in recent times, and the Council is in any event taking a significant proportion of available savings from back office and customer services functions. This solution makes no impact of any significance on the Capital funding deficit and will not in any way obviate the need to prioritise the Council's housing maintenance, new build and regeneration ambitions, set appropriate standards and programme works accordingly, managing costs down throughout.

Comments made in the previous section concerning leaseholders also apply to this option.

9. Large Scale Voluntary Transfer (LSVT)

What does it mean?

This option would involve the transfer of ownership of the housing stock to a housing association currently known as a private registered provider. Typically, this would mean a large scale voluntary transfer to an association based on HfH which would register with the Homes and Communities Agency as a registered provider and would need to comply with a number of regulatory conditions. The new landlord must be independent of the local authority and the organisation will be funded and controlled outside the public sector. The association would own and manage the stock and take over the freeholds for leaseholders.

Existing tenant's rights would be protected, but at present, new tenants after transfer would be assured tenants without the right to buy. However, the new government has signalled its intention to introduce the right to buy for all housing association tenants and this is therefore likely to change.

The association would be governed by a board similar to HfH composed of a third each of tenants, independents and Councillors.

At present the feasibility of this route is uncertain as the policy beyond March 2016 awaits determination following the comprehensive spending review. However, assuming a continuation of the policy enshrined in the current Housing Transfer manual published in July 2014, the government will require a strong business case to prove that stock transfer provides the best value for money.

The business case includes a requirement for Strategic, Economic, Financial and Management cases and includes a full cost-benefit analysis as part of the economic case. The consent of the Secretary of State under s32-34 and/or 43 of the Housing Act 1985 is also required. Where the write-off of debt is required, as would be the case for LB Haringey, the application would be assessed by the GLA in conjunction with the DCLG and the Treasury, with the DCLG making the ultimate decision.

The transfer value is the amount the new landlord will pay for the housing stock, based on the guidance in the Housing Transfer manual. This values the housing at the on-going tenanted market value which is based on discounted cash flows. This is significantly lower than either an open market or Right to Buy valuation.

Since the first stock transfer in 1989 over 1.2m dwellings have been transferred to new or existing social landlords. The rules and funding arrangements relating to this process have been subject to many changes during that period but a consistent rule since the first transfer is that existing secure tenants should vote in favour of the transfer before it proceeds – this is now bound by legislation.

As noted elsewhere, while leaseholders' views can be canvassed they are of no determining significance. Staff would transfer to the new organisation through TUPE.

Properties and associated land transfer to the new organisation, and all risks associated with the ongoing investment and management of the housing stock transfer to the new organisation.

The potential advantages of a transfer are the ability to access funding to improve the housing stock to the extent identified in the stock condition survey, and potentially build new homes and contribute to the regeneration agenda, as a registered provider is not subject to a Housing Revenue Account debt cap and can borrow what it can support. In performance terms, as can be seen from the benchmarking, a number of registered providers are performing extremely well, and HfH's performance does not as yet match them.

If this model is feasible then not only can the condition of the existing stock be improved, but also it is possible to deliver an increase in the social housing stock.

The considerable disadvantage of this model is that the Council loses control of social housing, and given the Council's regeneration agenda and need to demolish and reconfigure estates, this is potentially a major issue. Transfers of this nature would introduce an additional major player into the regeneration process and add to the complexity of site assembly and scheme development.

This is the option which results in most change to staff and tenants, and to the Council as a whole. There are costs to the General Fund which require managing, and the set up costs are at risk given the requirement for a ballot before a transfer can proceed.

Such a transfer can also take place to an existing registered provider or group, and this would be similar in process, effect and most other considerations to the transfer to a new vehicle.

Important options to consider in that case though, are whether a separate subsidiary should be established to focus on Haringey stock, to ensure that a local focus on Haringey's interests is retained. The test of tenant opinion was very clear that local focus is important to tenants and leaseholders, and the informal feedback suggests that this is also important to members.

The financial position

Financial arrangements have changed in several ways in recent years. Since the redistribution of debt included in the HRA Reforms in 2012 all authorities now have housing debt. The level of that debt for each authority was based on a DCLG formula, which in theory, was designed to reflect an amount which would enable the authority to meet its long term stock investment needs.

As demonstrated in section 5 Haringey is unable to achieve those long term investment needs as defined by the Ridge survey (Gold Standard). This is in part due to the government's recent policy change requiring authorities to reduce rents in cash terms.

As indicated local authorities have been subject to a borrowing cap and other constraints (such as the Limit Rent). This does not apply to PRPs.

A core reason for pursuing stock transfer is to avoid the borrowing cap and bring forward investment in the stock as well as having more freedom to regenerate estates and develop / acquire new housing.

Several large scale transfers (Durham, Gloucester and Salford) have taken place since the HRA Reforms in order to bring forward investment in their stock. In each case the new landlord evolved from the existing Arms Length Management Organisation (i.e. like HfH).

A key financial difference between local authorities and PRPs is that authorities are able to recover VAT on their costs unlike PRPs. This can represent a significant element of a PRP's cost base.

Consequently in order for transfer to work it is generally necessary for the government to agree to write off some of the existing debt given it will be receiving future VAT payments from the PRP.

On all three of the above transfers some debt write off was agreed in order to facilitate the transfer (known as overhanging debt grant). It is understood that a budget of just £13m remains for the 2015/16 programme. As indicated it is not yet known whether there will be a transfer programme beyond March 2016 or whether there will be any overhanging debt grant associated with that.

Over the last decade (or more) the government has enabled authorities and PRPs to put in place a VAT shelter which will enable some of the VAT monies to be recovered (particularly during the early years). Whilst VAT shelters have to be approved by HMRC they are not subject to the same financial controls as overhanging debt.

As indicated above the government is also introducing new rules extending Right to Buy for PRP tenants as well as additional rent controls in the Welfare Reform Bill. This will introduce new constraints on PRPs which may hinder some of the opportunities available from transfer. Given the above changes the Office of National Statistics (ONS) is currently reviewing whether PRPs should be treated as public bodies. It is not yet known whether this will feature in the Spending Review discussions.

Stock transfer analysis for Haringey

Notwithstanding the current uncertainty on the stock transfer programme and the status of PRPs a financial appraisal has been carried out on the Haringey stock to assess whether transfer might be viable, should a new programme be announced.

The appraisal assumed the same income and expenditure base and other assumptions as for the HRA financial projections (in particular the rent reductions included in the Chancellor's Budget, the profile of the Ridge survey results and the HRA base budget).

The modelling excluded Right to Buy sales on the basis that this would be subject to a separate sharing agreement (like virtually all other stock transfers) albeit based on the new government rules. The base model also assumed (in the first instance) that VAT would be chargeable at 20% on all repairs costs and 40% of management costs.

Based on a nominal discount rate of 6% the cashflows produced a negative tenanted market valuation over 30 years of -£266m using the Ridge 'Gold Standard'.

This suggests that in order for a new PRP to be viable and let the dwellings on the same basis as in the HRA model it would be necessary for the government to write off the existing HRA debt of £271.096m. It would also be necessary to get a 'dowry' of £266m. There would also be transfer set up costs to accommodate.

A separate assessment was made based on the 'Silver Standard' which arrived at a slightly positive valuation of £4m. As above there would be set up costs to accommodate which would outweigh this and also some residual costs to the Council. It is also unlikely that this, on its own, would be an

acceptable proposition for transfer as it is at a lower standard than the regulator, funders or indeed tenants might be prepared to support.

As indicated above there is no transfer programme or overhanging debt grant at present beyond March 2016 and there have been no dowries since the HRA Reforms in 2012.

In practice it may be possible to put in place a VAT shelter to recover some of the costs and the existing HfH direct labour force would generate some VAT savings if this was continued but on its own it is unlikely this would be enough to make the transfer viable.

One further option might be to take a different approach to valuing the stock, for example by setting relet rents at a significantly higher level (e.g. using the 'affordable' rent formula introduced by the last government in 2010 for new housing). There may also be scope to generate higher values in time through increasing density by regenerating or redeveloping some estates.

However whilst the government has encouraged this approach with some PRPs it is not one which has generally been used on entire stock transfers and potentially conflicts with the government's wider policy on extending Right to Buy and its policy on Welfare Reforms.

10. Partial Transfer options

What do they mean?

The Council's housing stock is scattered across various locations in the borough and varies in terms of its stock condition, social rents and open market values. It can be beneficial to transfer an estate or group of properties to a new or existing association, who again will own and manage the stock.

Considerations apply as for large scale voluntary transfer, but clearly the numbers of properties are fewer. If there is a transfer programme post March 2016, partial transfers as a catalyst for regeneration may be important and attractive to the government.

The financial position

As part of the financial appraisal an exercise was carried out to assess the tenanted market valuation of some key estates based on the existing rental base and the profile of the individual estates using the Gold Standard stock condition (revenue and capital costs) provided by Ridge in their interim survey.

The key estates which were selected for this exercise were Broadwater Farm, Love Lane, Noel Park and Northumberland Park. The data has been compiled from a 'Viability Model' prepared by Ridge for HfH.

A common average management cost of £1,200 per unit has been assumed along with a common void / bad debt rate of 3% per the overall HRA projections in the absence of more localised data. Service charges have been assumed to break even and no other income has been assumed in the similar absence of alternative data. Again no Right to Buy sales have been assumed pending a separate sharing agreement. VAT was assumed on all repairs cost and 40% of management costs as with the entire transfer option.

The results of that exercise showed that in all cases the valuation is negative as demonstrated in the table below. These exclude set up costs.

Summary					
	Tenanted	Total Value	Value Per Unit	Total Value	Value Per Unit
	Stock	Excl VAT	Excl VAT	Incl VAT	Incl VAT
Broadwater Farm	941	-41,619,557	-44,229	-60,779,944	-64,591
Love Lane	212	-8,107,093	-38,241	-12,248,927	-57,778
Noel Park	1,033	-14,668,943	-14,200	-34,332,121	-33,235
Northumberland Park	756	-14,206,382	-18,792	-26,913,559	-35,600

This shows that in all cases the four estates have a negative valuation based on existing use and current government rent policy. This is further worsened when VAT is added by between around £17,000 to £20,000 per dwelling.

Of the four estates the estate with the least negative value is Noel Park. This is primarily because rents on this estate are considerably higher than the other three. There may be scope to improve this value further with targeted redevelopment or sales. The results from the exercise are worse

than an exercise carried out by Savills on Noel Park in January 2015 as a number of the assumptions differ (including the cash rent reductions required in the Chancellor's Budget). The Savills analysis also did not include VAT.

It is understood that some work has also been undertaken into looking at a major redevelopment of Northumberland Park which would have resulted in density increasing by around 160%. Whilst this would increase values on the estate over time it is understood that this would require significant investment of up to £385m before debt could start to be repaid. These options are worth exploring but may be difficult to achieve using a tenanted transfer.

As with the entire transfer there may also be scope to enter into a VAT shelter or make other VAT savings (e.g. through a direct labour force) to improve the position. A new landlord may also be able to improve on some of the assumptions included in the modelling.

An exercise was also carried out to assess the impact of each transfer on the remaining HRA. The results showed the following position compared to the base HRA model in section 2(i) above:

Summary			Peak Repairs Gap	Year of Peak Repairs	Repairs Gap in
			Value	Gap	Year 30
Base Model			292.5	25	252.2
Disposal of	Broadwater Farm		254.4	25	208.8
Disposal of	Love Lane		285.5	25	245.9
Disposal of	Noel Park		306.5	25	283.1
Disposal of	Northumberland Park		288.3	25	251.8

As can be seen this reduces the repairs gap significantly in the case of Broadwater Farm and much less so in the case of Love Lane and Northumberland Park. In the case of Noel Park the disposal of this estate would worsen the position over time because of the loss of the higher rents charged on these dwellings. As indicated in the main HRA analysis it has been assumed that 60% of the HRA management costs remain fixed (i.e. 60% of costs do not decrease following a disposal). Also it is assumed there would be no receipt available to reduce the current debt (pending further announcements on a new transfer programme and associated overhanging debt grant).

The rationale for any tenanted transfer will depend substantially on the location of the estate and local resident's views on what needs improving, particularly if the Council is proposing to work with an existing social landlord.

11. The options - Development Vehicles

What do they mean?

A range of development vehicles have been established country wide. These are predicated on carrying out regeneration and development through use of local authority assets. They can be local authority owned companies which operate outside the HRA, borrowing and ultimately holding assets in the General Fund. Alternatively, they can involve the private sector in a number of forms usually in some form of partnership or joint venture, generally on a 50:50 shared basis. In this case, the Council puts its land or buildings into the vehicle, and the private sector partner brings finance, skills and business acumen. LB Haringey is separately exploring the possibility of establishing a development vehicle in a different study and this will examine in detail the financial feasibility of what appears to be a positive option for the Council.

If a development company is established, it is most likely to be developing new housing, frequently through demolition and redevelopment of existing properties. It is unlikely to be established principally as a refurbishment vehicle. The premise of the company is likely to be based on enhancing land values, predominantly by intensification of development. They will not only deliver housing but often employment and retail uses as well. The purpose of this model is to increase the available stock of socially rented and affordable housing, and there is not likely to be a net loss of social housing, at least on a room by room basis, when considered across the area as a whole.

As far as the housing produced by such a vehicle is concerned, tenure will vary from social housing, through ranges of affordable to open market housing. The ultimate ownership of such social and affordable housing can also differ. It may be returned to the Council, or passed to a housing association or indeed held in the company. At present local authority controlled companies can hold property exempt from the right to buy, but the government has signalled its intention to remove this exemption. This will leave joint venture vehicles, part owned by the private sector as the only mechanism whereby properties can be protected for social use. These will however, not be secure tenancies; but rather private rented properties let at secure or affordable rents.

The relationship for tenants, where a development vehicle is proposed will be one of rehousing and return, rather than of transfer. Leaseholders will effectively negotiate on an open market sale basis; with of course the ultimate possibility of compulsory purchase.

It is likely that LB Haringey would wish to deal with tenants in a fair way, and may wish to seek to offer broadly comparable terms and conditions for tenants moving out and returning. The detail of such issues would arise from the study on Development vehicles being considered elsewhere, and would be agreed by Cabinet in due course

The governance and financial structures will vary from case to case. Subject to the viability of their schemes such vehicles have a significant part to play in increasing new build homes, and of bringing about regeneration. The down side is that Councils taking part in such vehicles do take on some development risk.

When such vehicles are successful, they can provide Councils with a long term revenue return, and the opportunity to enhance social and community provision in an area.

Financial implications

a. Vacant disposal / redevelopment of estates

Where the solution is to regenerate an estate through substantial redevelopment it would be rare to pursue this through a tenanted transfer. The usual process would be to work with a partner PRP and / or developer and redevelop the estate using incremental development of individual sites as they become vacant. This will generally require significant financial analysis and overall master planning and may take many years depending on the size of the estate.

Whilst this has tended to involve partner organisations this does give the Council more control over the process than via tenanted transfer and may enable it to retain some ownership of parts of the scheme depending on the overall scheme viability.

In some cases Councils have sought to set up wholly owned companies and in other cases they have sought to share the risk by forming joint ventures. It is understood that this is the principle behind some of the Council's current regeneration plans (such has been modelled at Northumberland Park). Any new vehicles will be outside the HRA.

The overall viability of the proposals will depend significantly on the location of the estate and existing / potential density of the estate. It will also depend on the scope to produce some market sales and market rented properties in order to cross subsidise the replacement social (or affordable) rented dwellings.

Under current rules there is no scope to seek overhanging debt on disposals of vacant sites (or enter into a VAT shelter) although there may be scope to seek other grant funding sources (e.g. European Funds) where applicable and these are available.

The arrangements for vacant disposals to a new landlord (including a vehicle owned by the Council) are currently governed by rules set out in the 'General Housing Consents 2013 (Section 32 of the Housing Act 1985). This covers vacant properties or vacant sites.

Under these arrangements a local authority may, subject to various conditions, 'dispose of land for a consideration equal to its market value'. In this context:

- "land" includes buildings (which could include dwelling-houses, houses and flats) and other structures, land covered with water and any estate, interest, easement or right over land;
- "market value" means the amount which a property would realise on the date of the valuation from a disposal between a willing buyer and a willing seller in an arm's-length transaction after proper marketing where the parties had each acted knowledgeably, prudently, and without compulsion and where the market value is assessed not earlier than 3 months before the buyer applies or agrees to an offer in writing;

The regulations also say that 'a local authority may dispose of vacant land'. In this context:

- "vacant", in relation to land means land on which – (a) no dwelling-houses have been built or

- (b) where dwelling-houses have been built, such dwelling-houses have been demolished or are no longer capable of human habitation and are due be demolished

The regulations also say that a 'dwelling-house which was social housing disposed of pursuant to this consent to a registered provider of social housing must remain as social housing for the period it is owned by the registered provider of social housing until it ceases to be social housing under the provisions of sections 72 to 76 of the Housing and Regeneration Act 2008.'

There are also various other rules in these regulations. These include various definitions including for 'disposal' and other arrangements for such disposals.

These rules currently have a significant influence on regeneration and redevelopment projects. Given the government's proposals requiring authorities to sell some vacant properties under the new Right to Buy extension, it is anticipated that these rules will need to be revisited and reissued in the near future.

Vacant transfers are also covered by European State Aid rules which set down restrictions on subsidy arrangements in relation to land transfers and companies in which the Council has an interest.

The detailed feasibility and viability of the Development company will need to be evaluated by the study that the Council has currently commissioned from Turnberry in conjunction with GVA. However, given the continuing Capital Financing deficit and the limited range of available options for the Council, establishing a development company would appear to be a strong potential option for the Council.

In summary it will allow:

- Significant additional investment to provide improvements
- Retention of long term control of land and developments
- A potential income stream that can be spent on affordable or social rented housing, or other aspirations of the Council Plan.
- A long term return for the Council.
- Capacity and expertise to deliver change and help mitigate the Council's major investment problems
- A catalyst for development on difficult or challenging sites.

12. Other options examined

In the course of the review a number of other options were considered and are listed below with a short commentary.

Tenant Management Organisation

The general implications of this are as for an Arms Length Management Organisation or in house management service. The properties remain Council properties and subject to the same constraints. They are usually driven by tenant's wishes and provide enhanced tenant management at various levels. There are no financial advantages and they are typically high cost.

Co-operative model

Rochdale which was visited by Review Group members is the best example, and is covered in more detail elsewhere. It needs to be remembered however, that this is a model available following large scale voluntary transfer, and the financial and other conditions have to be in accordance with transfer before this is feasible.

Community Gateway

Similar to the cooperative model the best known examples are in Watford and Preston, although Phoenix in Lewisham is a London example. Tenant and leaseholder members own the association, and they are strong and proactive on empowerment to local neighbourhoods, not just on housing but on environment and other service issues as well. The Board is composed of tenants, independents and the Council; the tenants electing the non-Council members. The tenants committee is a 30 strong scrutiny body which also includes the tenant board members. Again, this is a form of transfer housing association.

Tenant Management Organisation Owned Association

WATMOS was visited by the Independent Adviser, and is covered in detail elsewhere in this report. This organisation too, is a housing association formed following transfer from the local authority.

13. Conclusions

Having considered all the evidence outlined the conclusions of the review are as follows:

- The financial position facing the Council in terms of its capital funding deficit is very grave. The Council simply does not have enough money to meet its aspirations for the existing stock, much less for new build and regeneration. The Council cannot at this stage eradicate its capital funding deficit through any one solution, or at present, through any combination of solutions.
- The funding position is such that the criteria for assessment are not met in large measure by any solution. (See Appendix iii)
- The Council will have to consider and adopt a range of solutions, but the task of business planning, asset management and prioritisation will be ongoing and is absolutely critical.
- HfH has significantly improved in the last three years, and this is recognised by tenants who also applaud the increased opportunities for involvement. The ALMO has made significant savings, and taken over new services improving them in a relatively short timescale.
- HfH has demonstrated a flexibility and responsiveness to residents, senior officers and to members. They have an existing structure that can be used to add value as required and if members wish further services can be commissioned.
- The members need to consider if there is a compelling case for bringing the service back in house. Do they believe that for reasons of performance, tenant satisfaction or finance it will be better managed directly by the Council?
- Bringing the service back in house will make no significant impact on the capital funding deficit and the savings resulting from transfer back to the Council, though not inconsequential, will not improve the overall HRA financial position.
- It is a matter of judgement whether performance will continue to improve if brought back in house, and whether there will be consequent increases in satisfaction.
- The conclusion of the review is that there is not a compelling case for a return to in house services, and that HfH should be retained on a longer contract.
- However, this should not be considered to be a 'no change scenario'. It is important that HfH are tasked with:
 - continuing to improve services
 - enhancing tenant involvement and engagement
 - reviewing service areas giving concern.
- Large scale voluntary transfer is unlikely to be financially viable, and while partial transfers may still be possible, the recent financial proposals by the government, reducing rents have made this unlikely too.
- Informal feedback and the test of tenant opinion shows little support for transfer options from the tenants.
- It is critical that transfer is embarked upon with a positive mindset that this is the right solution. The review has seen little evidence that stakeholders in Haringey believe this to be the case, although there was some acknowledgement that partial transfers were a potential solution.

- Transfer may make regeneration increasingly complex through the introduction of further stakeholders to schemes. Given the Council's well rehearsed aspirations in this area this may not be a wise development in any event.
- Noel Park is a major priority for residents and the Council. There are potentially higher land values and a self financing scheme can be developed, which may involve selective disposals. It is believed that there is a need to develop a scheme to deal with this. The review has heard evidence, albeit informal, that Noel Park residents are disappointed that works remain outstanding.
- The Council is looking at the potential of a Development vehicle through a separate study to bring in skills and resources to make development and regeneration feasible. From the evidence of the review this seems to be the best solution that will deliver improved and new housing as well as financial returns for the Council that can be spent on schemes, projects or services of the Council's choice. At present also, it may be that this is the only solution that allows properties to be maintained for social use and not become subject to the right to buy.
- The review has seen and heard evidence concerning the high cost and stock condition needs of Broadwater Farm and believes it is important that a scheme is developed to address this. It is understood that consultation with residents is planned by HfH to assist in shaping a scheme together that can best meet the needs of residents.
- The Council must adopt an asset management strategy of high quality to its housing stock, bearing in mind the stock condition and the resources available to meet it.
- There is a need to establish clear priorities between stock condition, new build and regeneration.
- The stock condition survey should be owned, understood, tested and used as a living document with appropriate reconciliation and updating.
- Clear standards need to be set for housing stock condition that the Council will aspire to and aim to meet.
- Work should be carefully prioritised and programmed bearing in mind the position of the HRA and the capital deficit.
- The Council needs to continue to manage HRA costs downwards, and examine the options for disposal of properties where appropriate.

14. Planning for the future

Ballot

As noted above, where Councils propose to retain the present arrangements there is no requirement to hold a ballot, though it is open to them to do so. As has been recorded, Trade Union colleagues have consistently argued that there should be a ballot in every eventuality, including if the Council wishes to keep HfH in control of housing management.

While having some sympathy with that view from the point of consistency and giving all residents a say in every circumstance, there is in my view no real justification for this. Comparable to the test of tenant opinion, the ballot is likely to cost £25 - £30,000 and through the test of opinion the Council has established the principle of tenants growing satisfaction with the service received. In addition, given the need to make residents clearly aware of the subject matter of the ballot and taking into account the relatively low awareness of the difference between the Council and HfH, a fairly intensive process of communication would be needed, adding to the cost and disruption of this process. Accordingly, it is not recommended that there should be a ballot of leaseholders and tenants if the recommendations of this review are accepted.

Contract length

ALMOs across the country have a range of very different contract lengths. These range from one ALMO that has no contract end date because it has a rolling contract, to the other extreme such as Stockport Homes which has agreed a 28 year agreement with their Council to align with the HRA business plan. Newcastle have agreed a further ten year agreement. East Kent Housing which is a new 'super ALMO' has agreed a 30 year agreement starting from 2011. Cheltenham Borough Homes has similarly made a 30 year agreement, while Berneslai at Barnsley has agreed an eight year extension. A1 at Bassetlaw and North Nottinghamshire have agreed 15 year deals.

The reasons behind these timescales vary as much as the agreements themselves. Some depend on the history, confidence in and track record of the ALMO, the financial position of the organisation and ability to deliver major works and the attitude of the authority with regard to commissioning and service delivery. Some agreements have been aligned to the terms of major works partnerships, some to the business plan period, the housing strategy period, or to the length of time required for borrowing to build new housing. Ultimately, as the sole shareholder and owner of the ALMO, the Council can, in theory, review and determine to wind up the ALMO at any time.

During the review a consistent theme has been achieving certainty to enable planning so that the future of the housing stock can be better managed and implemented, and that improvements to the ALMO organisation and performance can be made and embedded. On this basis a contract length of ten years seems sensible and appropriate, and it is recommended that subject to performance, the position is not reviewed again in the short term. A period longer than ten years opens the agreement to such a wide range of potentially changing circumstances that it feels unrealistic.

It was suggested by Local Partnerships when carrying out the Gateway review of the Housing Transformation programme that it was appropriate to include a break clause in the contract with HfH. Many local authorities with ALMOs do have break clauses, some based on the ALMO trying to achieve a measure of certainty for themselves, and some based on members requirements. There is

a general acceptance that they are not necessary as the ALMOs are wholly owned companies, but they can be of cosmetic value.

Following discussion the Review group decided that they wished to include a five year review in the management agreement, which would be likely to include a test of tenant opinion, and which could ultimately lead to determination of the contract if necessary.

Implementation

If members are minded to accept the recommendation of the review, there will be an implementation process between Cabinet and the end of March 2016 which will require planning and resourcing. This will include the required legal arrangements and documentation; the TUPE transfer process referred to above and the establishment of the client arrangements for the future. While this is not as intense or disruptive as the process of bringing an ALMO back to in house management, it is nonetheless a significant piece of work. It is recommended that the relevant Council officers put this in hand and the process is monitored on an ongoing basis.

Tenants and leaseholders will need to be notified of the decision and given an opportunity to comment if they wish.

The Council's Head of Housing Commissioning has indicated that a different style of contract to that used hitherto is appropriate, moving to a contract specifying a service for a service fee. There is considerable merit in moving away from the existing agreement. Many of the existing ALMOs are adapting the model agreement, moving to a partnership agreement or having a bespoke contract. The Council will need to take appropriate advice and work out the detail of the most effective way of forming the agreement, during the implementation period and in conjunction with HfH.

The strategic direction of the housing service

The review has noted some lack of role clarity in ownership and delivery of the strategic direction of the housing service, particularly with regard to stock investment, and new build implementation and delivery. The Council's client and strategy team have some responsibility, as do staff responsible for regeneration and property, and the advice and expertise of HfH is also sought. It has not appeared clear at times who is ultimately responsible for the future of the housing. This appears to lead to duplication and confusion, and potentially poor decision making, and this issue was highlighted by interviewees. Outside of this review the Housing Transformation programme is looking at new structures, processes and approaches to the Council side of the housing service and it seems sensible that this programme should be responsible for resolving this. It is a recommendation of the review that this is resolved in a short timescale.

Information and data

Similarly, and probably linked to the above the review has noted difficulties in extracting data and colleagues have found themselves referred elsewhere on several times before obtaining information for the review. In addition, inconsistencies in assumptions and lack of knowledge of ownership have been apparent. Again, it is recommended that clear processes and lines of accountability are put in place, irrespective of the option chosen by the Council.

Customer Services Transformation

As part of its ongoing improvement programme LB Haringey has established a new vision and operating model for its customer services functions, and is in the process of designing new processes and approaches to delivery. The aim of this, as well as improving the customer experience, is to deliver considerable savings, potentially as much as £11 million in ongoing savings. In the next three years this review is targeted to deliver £3 million. As part of this 27 HfH customer service staff transferred back to the Council in January 2015, to deliver the 'one front door' approach. In terms of the Future of Housing Review, this is a relatively neutral matter particularly if the Council does not pursue transfer options. However, the review understands that there may be further discussions on merging estate management functions with other services, in order to pursue the same model. While not the subject of detailed consideration as part of this work, one would urge caution and careful consideration of such changes, as there may be a risk of diluting the focus and efficiency of housing staff on the estates.

Business Infrastructure Programme

The Council has also established a Business Infrastructure Programme to enable the delivery of faster and better support services. Key elements of this will be to improve the use of processes and deploy technology where appropriate. The principle behind the review as it relates to HfH is that support services will move back into the Council, with the aim of delivering a larger core team which can enable more specialisation, higher capability and performance. The Council has indicated its intention to proceed with this irrespective of the outcome of the review, and accordingly as noted above no account has been taken of potential back office savings in this review. The approach taken by Haringey is one that is being taken by other Council's with retained ALMOs, and may indeed help deliver significant savings and service resilience. The amounts of savings projected are not yet clearly defined, and it is anticipated that further debates may ensue as to the scale and extent of the transfers out of HfH's control.

Terms and conditions

During the course of the review references were made to the need and intention to run HfH on a commercial basis, and particularly examine the flexibility of its operating conditions. This review has not considered such matters in detail as these are undoubtedly outside its' remit. However, it is suggested that this is a matter for HfH to discuss with the Council and with Trade Unions after March 2016, with a view to identifying a positive way forward which would meet the aspirations of all parties.

16. Recommendations

Following consideration of all the above the recommendations to the Future of Housing Review Group are:

Housing Management

- a) That Homes for Haringey is retained as the Council's Arms Length Housing Management company, and is offered an extended contract of 10 years in duration.
- b) That a new management agreement with Homes for Haringey is agreed.
- c) That the new management agreement should include:
 - an expectation of continued improvement in performance, including reaching top quartile performance by March 2018.
 - that HfH expands its offer to involve and engage tenants in the management of their homes.
- d) That those staff seconded to HfH in 2014, dealing with homelessness and lettings will be transferred to HfH.
- e) That Officers consider any additional services that the Council considers it appropriate to commission through HfH – the agreement of such commission being either part of the management agreement, or delegated for agreement by the Chief Operating Officer.

Noel Park

- f) That a self-financing scheme at Noel Park is developed, which builds on the high land values and retains the estate within Council control for the long term, although consideration should be given to selective disposals as appropriate.

Broadwater Farm

- g) That a scheme is developed to address the high cost and stock condition needs of Broadwater Farm. It is understood that consultation with residents is planned by HfH to assist in shaping a scheme together that can best meet the needs of residents.

Development Vehicle

- h) That Officers continue to investigate the establishment of a potential development vehicle in order to maximise the potential for investment in the Council's housing stock, and the delivery of new social and affordable housing, as this appears to be the Council's best option for delivery in present circumstances.

Northumberland Park

- i) As considerable work on the regeneration of Northumberland Park has already taken place, and it appears that a development vehicle may be the most suitable approach, this estate is considered in the context of the feasibility study for the Development vehicle.

Ongoing Investment needs

- j) That the Council determines an asset management approach that delivers the following:
- Prioritisation between stock maintenance, regeneration and new -build housing.
 - Clear standards of maintenance to be achieved for the housing stock
 - Clarity of resources to meet those standards both in terms of amount and source
 - Programmes to meet those standards
 - Management of costs to help mitigate the continuing capital funding deficit

This should be in line with the Council's overall Capital Strategy, and should inform the HRA 30 year business plan.

- k) Based on the models established for this review the Council should develop a 30 year business plan that provides a balanced budget and manages the continuing capital funding deficit on the Council's housing stock. The Council should establish and maintain a consistent set of assumptions and financial approaches to Housing Revenue account management going forward.

Reviews

- l) That HfH carry out regular reconciliations between work done, stock condition data and financial investment to ensure easily accessible and accurate physical and financial information are available at overall and estate level.
- m) The Council should establish clear ownership and responsibility at all levels of the relevant organisations for the development of strategy and policy, the formulation of recommendations to members, and the operational implementation of matters concerning housing. This should include:
- Investment
 - Estate renewal
 - Redevelopment and disposal
 - New build developments

The Council (and HfH where appropriate) should establish the most appropriate organisational structure to support this.

- n) That officers review the Council's rent policy, including the possibility of increased and differential rents, and to present a report for consideration by Cabinet in early 2016, taking into account the governments' recent measures announced in the July budget.
- o) That HfH conduct a review of the leaseholder management service, consulting with leaseholders as to the best way forward, based on the formal and informal satisfaction results provided to the review.

17. Equalities

The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.





An EqIA has been completed which considers the impacts of the key options consulted on, including the recommended housing delivery model in appendix ix.


The proposed model represents the best outcome for minimising disruption to staff and securing many of the positive inclusive measures put in place for tenants by HfH.

The EqIA highlights the potential adverse impact of the current financial position for the council's future housing delivery model, including for groups with the protected characteristics.

The Council has identified a number of actions to mitigate the adverse impact of the future funding shortfall, including exploring alternative investment solutions through a development vehicle. These will be subject to further decision and impact assessment.

18. List of Appendices

i. Interviews	 1 Appendix i - Interviews.pdf
ii. Key Project Personnel	 2 Appendix ii – Key Project Personnel.pdf
iii. Options by Criteria for assessment	 3 Appendix iii - Options by Criteria fo
iv. Test of tenant and leaseholder opinion	 4 Appendix iv - Test of tenant and leaseho
v. Performance Measurement and Comparison	 5 Appendix v - Performance Measure
vi. London Local Authority Housing	 6 Appendix vi - London Local Authorit
vii. Summary of Site Visits	 7 Appendix vii -Summary of Site Visit
viii. Stakeholder Engagement Plan	 8 Appendix viii - Stakeholder Engagem
ix. Equalities Impact Assessment	 9 Appendix ix - Equalities Impact Ass
x. Submissions to the Review Group a) Homes for Haringey b) Resident Scrutiny Panel c) UNISON	  10a Appendix x - Submissions to the Re 10b Appendix x - Submissions to the Re  10c Appendix x – Submissions to the Re
xi. Schedule of Review Group meetings and visits	 11 Appendix xi – Schedule of Review G
xii. LB Haringey Arrangements for Statutory Consultation	 12 Appendix xii - LB Haringey Arrangemer
xiii. Bibliography	 13 Appendix xiii Bibliography.pdf

<p>xiv. Acknowledgements</p>	<div data-bbox="911 85 975 143"></div> <div data-bbox="842 145 1046 199">14 Appendix xiv – Acknowledgements.p</div>
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Future of Housing Review

Appendix i – Interviews

The following were interviewed or consulted during the course of the review:

Name	Organisation
Andrew Adegboye	Homes for Haringey
Andrew Billany	Homes for Haringey
Andrew Rostum	LB Haringey
Astrid Kjellberg-Obst	Homes for Haringey
Brett McKee	LB Haringey
Catherine Hardy-Smith	Homes for Haringey
Chantelle Barker	Homes for Haringey
Chris Liffen	Homes for Haringey
Councillor Alan Strickland	LB Haringey
Councillor Clive Carter	LB Haringey
Councillor George Meehan	LB Haringey
Councillor Jason Arthur	LB Haringey
Councillor Lorna Reith	LB Haringey
Dan Hawthorn	LB Haringey
David Hardiman	LB Haringey
David Lunts	Greater London Authority
David Sherrington	Homes for Haringey
Denise Gandy	Homes for Haringey
Erica Ballmann	LB Haringey
Gerard McGrath	LB Haringey (UNISON)
Hatice Hasuna	LB Haringey
Inno Amadi	LB Haringey
Jacinta Walters	Homes for Haringey
Jacque McGeachie	LB Haringey
Jane Todorovic	Dept of Communities and Local Government
Jenny Coombs	Board Member Homes for Haringey
Jon Bull – Diamond	Turnberry Ltd
Kathryn Booth	LB Haringey
Keith Jenkins	Board Chair Homes for Haringey
Kevin Bartle	LB Haringey
Kevin Loomes	Homes for Haringey
Lesley Gordon	LB Haringey
Liz Poole	LB Haringey
Lorraine Ophelia	Homes for Haringey
Lyn Garner	LB Haringey
Malcolm Smith	LB Haringey
Martyn Chase	Stanhope
Matthew Gaynor	LB Haringey
Michael Clegg	Homes and Communities Agency
Michael Kelleher	LB Haringey
Mustafa Ibrahim	LB Haringey
Nick Walkley	CEO – LB Haringey
Phil Goodwin	Tenant Board Member Homes for Haringey

Appendix i – Interviews

Rebecca Bennett Casserly
Rob Pinkham
Shannon Francis
Sharon Morgan
Tracie Evans
Vivin Acharya
Zina Etheridge

EC Harris
Homes for Haringey
LB Haringey
Homes for Haringey
LB Haringey
Agilisys
LB Haringey

Appendix ii – Key Project Personnel

Tracie Evans	Chief Operating Officer – Project Sponsor
Catherine Illingworth	Transformation Programme Manager
Julian Wain	Independent Adviser
Sean Ramdin	Business Analyst
David Hall	David Hall Housing – Financial modelling and advice
David Chong – Ping	M.E.L. Research Ltd – Test of tenant and leaseholder opinion

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Options Evaluation – Future of Housing Review

	Arms length management HFH	In House management LBH	Large scale – voluntary transfer	Partial transfer(s)	Development Vehicles
Contribution to Council Aims and Objectives: 1. a.Funding to build new homes and b.ability to deliver the types of housing needed to establish a balance of affordable and market tenures in each area. 2. a.Funding to complete decent homes for all council homes b. Overall customer satisfaction rating. 3. No drop in the numbers of social or affordable homes	<p>Current HRA position will not allow building of new homes beyond current programme. Similiarly it will not allow development of mixed tenures across borough.</p> <p>Deficit in Capital funding needed until year 17 on ‘silver standard’</p> <p>Overall satisfaction rating is improving and confirmed by test of tenant opinion.</p> <p>Drop in numbers of social homes through right to buy and through compulsory disposal if agreed.</p>	<p>Current HRA position will not allow building of new homes beyond current programme. Similiarly it will not allow development of mixed tenures across borough.</p> <p>Deficit in Capital funding needed until year 17 on ‘silver standard’</p> <p>Drop in numbers of social homes through right to buy and through compulsory disposal if agreed.</p>	<p>Large scale voluntary transfer not feasible without significant debt write off and dowry at ‘gold standard’ Unlikely to be allowed by government. At silver standard will not allow new homes or delivery of balanced tenures.</p> <p>Decent homes may be achievable at ‘silver standard’ but funders and new landlords unlikely to be interested.</p> <p>Were it feasible there would be drop in number of social homes through Right to Buy only.</p>	<p>Partial transfer may be feasible at Noel Park, and possibly at Northumberland Park but doubtful. Other areas not yet modelled may demonstrate feasibility.</p> <p>Partial transfer will potentially allow new homes of mixed tenures in appropriate areas</p> <p>Would complete decent homes in relevant areas. Drop in numbers of decent homes through Right to Buy only.</p>	<p>Will deliver new homes and balance of market tenures in areas in vehicle.</p> <p>New homes will be better than Decent Homes standard.</p> <p>Housing management solution for existing stock and investment solution will also be required.</p> <p>In order to make schemes viable may be some pressure on stock numbers and potential change in tenure</p> <p>Newly built housing can be held in the development vehicle and let at social rents and is exempt from Right to Buy and may well remain so.</p>
Assessment of tenant views Test of tenant opinion Opportunity for tenant engagement and involvement	<p>Informal feedback appears supportive of HFH</p> <p>Test of tenant opinion recognises recent service improvement</p> <p>Existing opportunities for tenant involvement strong and can be enhanced</p>	<p>Tenants supportive of LB Haringey ownership informally and through test of opinion.</p> <p>Tenant governance may be diminished with return to Council structures. There would be no Board and may be loss of focus on role.</p>	<p>Informally tenants suspicious of transfer options</p> <p>Test of opinion says no sympathy with new landlord, particularly if not a local one.</p> <p>Opportunities for tenant governance and influence would be strong and could be enhanced.</p>	<p>Informally tenants suspicious of transfer options</p> <p>Test of opinion says no sympathy with new landlord, particularly if not a local one.</p> <p>Opportunities for tenant governance and influence would be strong and could be enhanced. Partial transfer may be to existing association which may reduce opportunity for influence.</p>	<p>Most likely to be a vacant transfer and no requirement for TOTO or ballot.</p> <p>Significant opportunity for consultation in design and quality of estate and environment but ongoing governance and influence likely to be limited. A number of options for ultimate ownership and management of housing.</p>
Optimise Housing Stock Condition for existing council homes. Number of properties meeting Decent Homes standard Ability of option to finance overall stock condition needs measured by extent of shortfall or surplus	<p>Will not deliver decent homes for whole stock.</p> <p>Ridge stock condition survey shows shortfall on ‘silver standard’ to year 17 and on ‘gold’ throughout 30 year plan.</p>	<p>Will not deliver decent homes for whole stock.</p> <p>Ridge stock condition survey shows shortfall on ‘silver standard’ to year 17 and on ‘gold’ throughout 30 year plan.</p>	<p>At ‘silver’ decent homes standard LSVT doubtful but might be achievable if DCLG has programme beyond 2016. However lenders and associations may not wish to consider transfer on so low a standard Would require debt write off and use of VAT shelter.</p> <p>To ‘gold standard’ full stock condition needs LSVT likely to be unachievable as write off and dowry too expensive.</p>	<p>Although partial transfer for all estates modelled currently showing negative valuations higher underlying values at Noel Park, and potential scope for savings make a partial transfer possible. Similiar considerations may apply at Northumberland Park. This would achieve Decent Homes and beyond in those estates subject to transfer but would not deal with whole stock issues.</p>	<p>New housing and possibly some high quality refurbishments for areas included. Increase in values and potential disposals of market housing from intensification may produce resources that can be spent on HRA stock.</p>
Positive Financial Implications for HRA and General Fund Ability to reach or add a considerable impact towards producing a balanced HRA business plan over a 30 year period Ability to meet or help meet the Council’s aspirations : Decent Homes Regeneration Estate Renewal New build Housing Affordable housing and protect properties from the right to buy	<p>No positive implications as such and no impact to eradicating capital funding deficit.</p> <p>Council cannot meet all its aspirations</p>	<p>Savings from transition to in house financial management estimated at £500,000. If pursue general fund company after dismantling HfH then additional cost implications</p> <p>Minimal positive implications as such and little impact to eradicating capital funding deficit.</p> <p>Council cannot meet all its aspirations</p>	<p>Had option been viable would have removed all costs and closed HRA. Service fully funded to meet its aspirations. General fund implications would have depended on the deal. But LSVT appears unlikely.</p>	<p>A transfer for Noel Park or Northumberland Avenue would fully fund estates. Helps reduce capital funding deficit. Noel Park will not improve HRA position as reduces 30 year position.</p> <p>General fund position will depend on deals struck.</p>	<p>Possible receipt from vehicle may improve position as may disposal of market housing developed in estate renewal process.</p> <p>General fund implications will depend on scale and type of vehicle. Approach will fund regeneration and new build at least in part.</p>
Maximise Service Performance	<p>Performance benchmarking recognises considerable improvement albeit from a low</p>	<p>All data sets are better than when Council last directly managed service. However culture and ethos</p>	<p>Benchmarking demonstrates high quality performance by housing associations and transfer organisations</p>	<p>Benchmarking demonstrates high quality performance by housing associations and transfer organisations</p>	<p>Generally development vehicles are less likely to be housing management vehicles. If the vehicle develops and owns new housing consideration will</p>

Appendix iii - Options by Criteria for assessment

	base. Latest data has 19/26 indicators improving. Improvement in last two years has been significant and trajectory continues upwards since last data set. Recently transferred services also improving. Momentum needs to continue	of Council has changed with regard to performance. Benchmarking confirms that high level performance in direct local authority management services is feasible. Future performance if service brought in house by LB Haringey is judgement call.			need to be given to management arrangements.
Offer opportunity for additional service delivery	Retaining HfH offers opportunity to commission further services in future. Services likely to be housing related and could include small scale development. If ALMO no longer exists then opportunity to commission additional services is lost. Currently taking over homelessness, private housing and lettings agency with some success. Also providing employment advice and guidance which can be expanded	No opportunity for commissioning additional services. Alternative opportunity is to better integrate with other Council services Housing service uniquely placed to look at improved services such as jobs and employment and this can be made to happen with in-house management also.	Yes probably again for housing related services.	Yes probably again for housing related services for those estates included in partial transfers.	Yes, including non housing regeneration e.g retail, commercial and economic development type activities, property management. Typically not suitable for the delivery of mainstream Council services.
Maximise contribution to regeneration	No – particularly given financial analysis. HfH could be given stronger role, either in co-ordination or in delivery of new housing. Integration of structures is likely to strengthen regeneration delivery.	No – particularly given financial analysis. Choice of option alone will not maximise contribution to regeneration. Integration of structures is likely to strengthen regeneration delivery.	If transfer financially feasible then this would have allowed contribution to regeneration. However this might have inhibited practicality of regeneration and a successful ballot may be less likely where plans for estate renewal in place. Financial position makes large scale voluntary transfer unlikely to be feasible	A successful transfer in Noel Park or Northumberland Park would fully fund repairs to existing stock and would allow contribution to regeneration and new build. However, new landlord effect on regeneration in Northumberland Park should be borne in mind. Successful ballot may be less likely where plans for regeneration in place.	Yes. Development vehicle, whether for housing alone or including commercial, retail, employment will certainly significantly increase contribution to regeneration across all potential indicators.
Optimise accountability control and influence 1. Of the Council (inc financial influence and procurement risk) 2. Of tenants	Partial Ownership but not direct management. Board membership and financial influence provide considerable control. No procurement risk. Significant degree of accountability to tenants Election turnout for tenant Board members vey high	Yes Direct ownership and management. Direct financial control and no procurement risk. Tenant accountability and influence is at Council discretion	No. Ownership transfers and Council influence would be through Board membership and establishing documents. Council's financial influence is largely limited to development funding and land transfer conditions. Some degree of procurement risk if chose an existing association Tenant accountability and control could be significant and depending on model chosen can be very high.	No. Ownership transfers and Council influence would be through Board membership and establishing documents. Council's financial influence is largely limited to development funding and land transfer conditions. Some degree of procurement risk if chose an existing association Tenant accountability and control could be significant and depending on model chosen can be very high.	No. Ownership will tend to transfer – although ownership of new and refurbished housing may vary. Council control is dependent on contractual and company set up documents.. Although typical 50:50 structure with open book approach will allow Council considerable say if applicable. Council financial influence will vary dependent on nature of vehicle and structure of deals. Higher degree of procurement risk. Tenant accountability and control likely to be very limited although this will vary dependent on extent and nature of private sector involvement and housing management arrangements.
Deliver value for money/ efficiencies	Yes HfH saved £3.2 million in 2014/15, and £2million previous year. Has achieved Council savings every year since established.	Yes. Council savings programme will continue. Savings available as a result of coming back in house will be £500k plus	In long term RP would continue savings through general efficiencies. In short term any prospect of making a transfer viable would require significant savings to be driven out.	In long term RP would continue savings through general efficiencies. In short term any prospect of making a partial transfer viable would require significant savings to be driven out. There may be some additional efficiencies in the HRA through reduction in service provision.	Yes. Should deliver good vfm and efficiencies subject to overall vehicle procurement, and to viability of development appraisals if delivered at suitable scale and depending on ration of Council to private sector funding. A new company will have to be viable on its own and overall viability could depend on equity model,

Using evidence to shape better services



London Borough of Haringey



Wastes &
resources
management



Community
safety &
neighbourhood
policing



Sure Start
& Children's
Centres



Healthy
communities

Affordable
housing



Active citizens
& customer
research



Local
Authority
research &
evaluation



Test of Tenant Opinion Survey for
Future Housing Delivery Review
Project

Full Report

July 2015

Measurement ♦ Evaluation ♦ Learning

1) PROJECT DETAILS

Name of company	M·E·L Research Ltd		
Registered Company Address	8 Holt Court Aston Science Park Birmingham B7 4AX Company registration number: 3000946 VAT registration number: 655 3827 14		
Main contact	David Chong Ping	Telephone number	0121 604 4664
Position	Head of Technical Production	Fax number	0121 604 6776
Email address	David.Chong-Ping@m-e-l.co.uk		
Website address	www.m-e-l.co.uk		
Reference	PR15088		

M·E·L Research
8 Holt Court
Aston Science Park
Birmingham B7 4AX

Tel: 0121 604 4664
Fax: 0121 604 6776
Email: info@m-e-l.co.uk
Web: www.m-e-l.co.uk



2) CONTENTS

1) PROJECT DETAILS	2
2) CONTENTS	3
3) EXECUTIVE SUMMARY	4
SUPPORT FOR FUTURE HOUSING OPTIONS	4
SATISFACTION LEVELS	4
VIEWS ON IMPROVEMENTS AND MAINTENANCE	5
VIEWS ON CUSTOMER SERVICE	5
4) INTRODUCTION	7
BACKGROUND	7
RESEARCH AIMS	7
METHODOLOGY AND SAMPLE SIZES	8
FIELDWORK	9
SECONDARY METHODOLOGY – POSTAL & ONLINE SURVEY	9
POSTAL SAMPLING AND FIELDWORK	9
REPORTING CONVENTIONS	10
5) FINDINGS	11
TIME LIVING IN HOME	11
HOMES FOR HARINGEY AS A HOUSING SERVICE PROVIDER	12
OVERALL SATISFACTION	13
SATISFACTION WITH KEY ASPECTS OF SERVICE	14
IMPROVEMENTS, REPAIRS AND MAINTENANCE	16
CUSTOMER SERVICE	19
SERVICE CHARGES	21
IMPORTANCE OF FUTURE SERVICE DELIVERY	23
FUTURE OPTIONS - SPENDING	25
FUTURE OPTIONS - ALTERNATIVES	26
OTHER CONSIDERATIONS	28
APPENDIX A: PROFILE OF PARTICIPANTS	29
PROFILE OF 'PERSON 1' TENANTS FROM HOMES FOR HARINGEY DATABASE	29
SURVEY PARTICIPANT PROFILES	29
APPENDIX B: POSTAL QUESTIONNAIRE	31

3) EXECUTIVE SUMMARY

This report provides the findings from a survey of 1,004 tenants that participated in a telephone interview. This provides a broadly representative sample of views based upon the profile of the primary tenant population from the supplied Homes for Haringey database. Results from a leaseholder telephone survey and tenant and leaseholder postal/online surveys have then been compared to the tenant telephone survey.

Support for future housing options

Tenants were told that with the on-going financial pressures and budget cuts, the council might find it hard to undertake all the necessary improvements to its existing homes, improve the look and feel of its housing estates and build new and affordable housing. Tenants were therefore asked how likely they would be to support alternative options that could make sure these improvements could be met.

- ◆ 80% of tenants might or would support an alternative future option for their housing service if that meant they had more of a say in how the housing service was run. This figure rises to 89% for tenants that returned a postal/online survey and to over 90% for leaseholders.
- ◆ There was little support from tenants for any other alternative future options, such as transferring to a new housing services provider (33% indicated they would or might support this) or if it meant that rents would increase (44% indicated they would or might support up to a 5% increase).
- ◆ 80% of tenants indicated they would not support rent increases of more than 5%, while 77% would not support transfer to a new housing service provider that was not locally based.
- ◆ By comparison, leaseholders were more open to the idea of a future housing service provider transfer with more than 60% indicating they would or might support this if it was a local provider.
- ◆ When it came to future investment all participants, regardless of consultation method, indicated their first choice for any future spending should be made on 'existing homes to bring them up to a good state of repair, properly heated and insulated, with kitchens and bathrooms that are reasonably modern'.
- ◆ Views were split on the remaining two options presented; spend money on building new and affordable homes or spend money on improving existing housing estates, such as landscaping and grounds maintenance, bin storage, lighting, parking, security, etc.

Satisfaction levels

Tenants were asked a number of questions about their level of satisfaction with their home and neighbourhood or housing estate compared to three years ago.

- ◆ 62% of tenants indicated they were 'much more' or 'more' satisfied with their neighbourhood or housing estate compared to three years ago. For those that completed a postal/online survey, this figure falls to

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

M·E·L RESEARCH

41% for tenants and to just 25% for leaseholders. Here, the greatest proportion indicated seeing 'no change' in the last three years.

- ◆ 59% of tenants indicated that they were 'much more' or 'more' satisfied with the value for money their rent provides, compared to three months ago. This falls to 37% for tenants completing a postal/online survey.
- ◆ 58% of tenants indicated they were 'much more' or 'more' satisfied with safety and security in their neighbourhood or housing estate, while 56% indicated the same for the overall appearance of neighbourhoods/estates. These figures fall to less than 40% for the other tenant and leaseholder surveys.
- ◆ 51% of tenants indicated that they were 'much more' or 'more' satisfied with the overall quality of their home compared to three years ago – 34% indicated they were 'less' or 'much less' satisfied. Again, fewer tenants that completed a postal/online survey and leaseholders were satisfied with proportionally more indicating 'no change'.
- ◆ 'Taking everything into account', 71% of tenants were satisfied with Homes for Haringey (their housing services provider) compared to three years ago. This figure drops slightly for tenants that returned a postal/online survey, to 65%. However, satisfaction falls to around one-third for leaseholders.

Views on improvements and maintenance

- ◆ Compared to three years ago, roughly one-third of tenants indicated they had seen 'no change' to improvements to their home, the time taken and quality of repairs and maintenance, or to grounds maintenance.
- ◆ Of the remainder, 44% of tenants indicated 'greatly' or 'slightly' improvements to their home, 42% to grounds maintenance, 39% to the quality of repairs and 38% to the time taken to complete repairs and maintenance.
- ◆ A greater proportion of leaseholders indicated a decline in the quality of repairs and maintenance, the time taken and grounds maintenance, compared to the proportion that indicated improvements, in the last three years.

Views on customer service

- ◆ Compared to three years ago, some two-fifths of tenants indicated they had seen 'no change' to the quality of customer service, the ease of contacting Homes for Haringey, how well they are kept informed and their ability to have a say in how their neighbourhood/estate is managed. This rises to 46% for the management of their tenancy.
- ◆ Of the remainder, a greater proportion of tenants, both telephone interviewed and returning postal/online surveys, indicated improvements in each of the above aspects compared to the proportion that indicated a decline.

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

M·E·L RESEARCH

- ◆ By comparison, proportionally more leaseholders indicated a decline compared to improvement in the last three years.

4) INTRODUCTION

Background

The London Borough of Haringey (the Council) has aspirations to deliver new build housing, estate renewal and long term regeneration of the area. The Council has therefore established a process to determine the future model for service delivery and investment in housing across the borough. To this aim, it has set up a Review Group to govern the process and appointed an independent programme facilitator to advise members and manage the process.

A number of options to achieve the Council's aspirations are now under consideration, with the Council's housing stock (currently managed by the Arm's Length Management Organisation, Homes for Haringey) playing a part in achieving this. Development companies, long term leases, local housing companies and other variants of asset backed vehicles are all under consideration as a means to deliver the Council's objectives, with independent financial modelling having been commissioned to help support the process.

Ultimately, almost all the non-statutory solutions for housing management and investment identified above will require a ballot of tenants, including leaseholders, to proceed. Prior to reaching a decision on which options to put to a ballot the Council wished to test opinion as to tenant and leaseholder wishes and priorities.

This pre-testing process contributes towards tenants and leaseholders having an 'informed' understanding of the pros and cons of each available option. It also provides a comprehensive evidence base to inform the Review Group, so that recommendations can be made to Cabinet in September 2015.

Research Aims

The Council commissioned independent research to establish tenant and leaseholder:

- ◆ satisfaction with present and past housing management;
- ◆ importance of improvements to homes and neighbourhoods;
- ◆ service priorities and the importance of continued service improvement;
- ◆ significance of the landlords ability to invest in properties;
- ◆ importance that the Council is their landlord;
- ◆ circumstances in which they would be prepared to transfer to a new landlord;
- ◆ importance of new build housing in Haringey;
- ◆ views on regeneration and the links to the housing stock;
- ◆ importance of tenant governance and influence on the housing service;
- ◆ significance of the housing management solution being locally based; and
- ◆ relative importance of the above in determining a future solution.

Methodology and sample sizes

To meet the extremely tight deadlines for this project, a telephone survey was chosen as the primary methodology; a random sample of tenants and leaseholders were contacted by telephone and provided with the opportunity to participate and give their views. This approach allowed the setting of specific targets, such as gender and age, in order to achieve a statistically robust and broadly representative¹ sample of tenants and leaseholders.

The Council research brief indicated that it held telephone numbers for roughly 90% of tenants and 60% of leaseholders. The table below shows the required response rate based on available telephone numbers to achieve a confidence interval of $\pm 3.0\%$ (this is the **recommended confidence interval** used for STAR surveys for housing stock of 10,000+).

The supplied data was de-duplicated, profiled and each discrete record was assigned a unique M·E·L ID number. This ensured that regardless of the completion method (e.g. telephone, online or postal) each household could be tracked, with subsequent duplicate responses removed (if necessary).

The two tables below show the expected number of discrete telephone numbers anticipated prior to receiving the Homes for Haringey database, and the subsequent actual number available.

Table 1: Anticipated number of telephone numbers available to achieve $\pm 3\%$ confidence interval

Sample	Population	Anticipated telephone numbers available	No. of surveys required at $\pm 3\%$ CI	Required response rate
Tenants	15,361	c.13,825	998	7.2%
Leaseholders	4,685	c.2,800	869	30.9%

Table 2: Actual number of telephone numbers available to achieve $\pm 3\%$ confidence interval

Sample	Anticipated tel. numbers available	Actual telephone numbers available	No. of surveys required at $\pm 3\%$ CI	Required response rate
Tenants	c.13,825	12,836	998	7.8%
Leaseholders	c.2,800	1,238	869	70.2%

The tables show, for example, that a response rate of less than 8% would provide sufficient interviews to achieve a robust sample for tenants.

¹ The supplied database was profiled against 'person 1' within the household. This profile information was then used to set targets to ensure a broadly representative sample was achieved.

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

M·E·L RESEARCH

By comparison, from the available telephone numbers of leaseholders, over seven in ten would have needed to have agreed to participate to have achieved the same confidence interval and this was not felt to be realistic. It was therefore recognised and agreed that all leaseholders would be contacted with a view of securing as many completed telephone interviews as possible.

A survey questionnaire was developed following a Project Inception Meeting between M·E·L Research Ltd and Haringey Council on 18th May 2015.

Fieldwork

Fieldwork was undertaken between 1st and 29th June 2015 and the interview team successfully completed **1,004** tenant telephone surveys and **150** leaseholder telephone surveys.

Secondary Methodology – Postal & Online Survey

In addition to the representative sample achieved via the telephone methodology, the council wanted to provide all tenants and leaseholders with an opportunity to participate in the survey. A postal survey was designed, based upon the telephone questionnaire. It was sent to all tenants and leaseholders and included a freepost return envelope as well as details of an online version of the survey for those that preferred an electronic completion method.

It is important to recognise that postal surveys are self-selective and therefore tend to return non-representative samples. They typically attract a greater level of response from women and older residents, who often have the available time to participate and greater levels of civic responsibility, compared to men and younger residents (those under 44). Nevertheless, as this will most likely be the methodology used when the final Test of Tenant Opinion survey is conducted, it provides a useful steer on likely response rates.

Postal sampling and fieldwork

Postal surveys were sent out on 9th June 2015 to all tenant and leaseholders. Postal and online responses received by 29th June 2015 are included in the analysis. In total **2,293** responses were received – an 11% response rate. The table below shows the number of surveys sent and the number of responses.

Sample	No. surveys sent	Postal responses	Online response	Total responses	Response rate
Tenants	15,361	1,843	47	1,890	12.3%
Leaseholders	4,685	285	41	326	7.1%
Not specified	-	70	7	77	-
TOTAL	20,046	2,198	95	2,293	11.4%

Reporting conventions

The output from the survey is in the form of conventional cross-tabulations. These provide results for the total sample and various sub-groups of the profile (e.g. gender, age, ethnicity).

This report provides the findings from the 1,004 tenants, that participated in a telephone interview, so that a representative sample of views are presented initially. Results from the leaseholder telephone survey and postal/online surveys have been compared to the tenant telephone survey. Where comparative results are shown these are typically where statistically significant differences exist.

The results for the postal/online surveys have been separated into tenants and leaseholders. These are referred to as 'tenant postal' and 'leaseholder postal', respectively, throughout this report.

For rating style questions (satisfaction, improvements, etc) where a 'don't know' response was an option, these responses have been excluded before analysis. The 'base' or 'n' figure referred to in each chart and table is the number of participants responding to the question.

Where percentages are not shown in charts, these are 3% or less.

Statistical significance

When comparing the results within a sub-group (e.g. comparing views of men vs. women, or telephone vs. postal), the differences in results are tested for statistical significance. This way we know whether the differences are 'real' or whether they could have occurred by chance. The test reflects the size of the samples, the percentage giving a certain answer and the degree of confidence chosen.

Where statistically significant differences exist, the most pertinent comparisons have been included within this report and/or highlighted in tables.

Rounding

Due to computer rounding, numbers and percentages displayed visually on graphs in the report may not always add up to 100% and may differ slightly when compared to the text. The figures reported in the text will be correct.

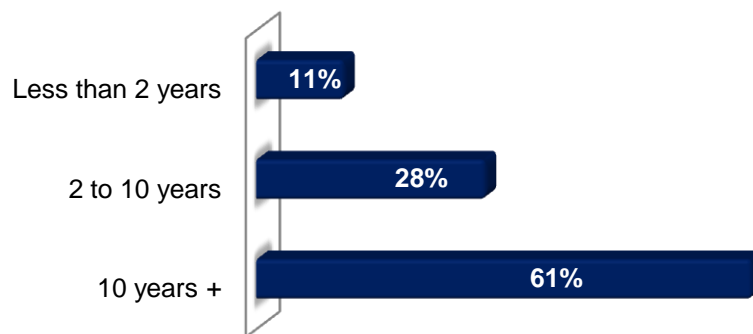
5) FINDINGS

Time living in home

Tenants were asked how long they have lived in their current home:

- ◆ Proportionally more tenants are long-term residents; 61% have lived in their current home for 10 years or more.

Figure 1. Lengths of time tenants have lived in their current home.



Base: 1,000

The tenant postal and leaseholder postal responses follow a similar pattern to the telephone tenant survey with the majority of respondents having lived in their current home for ten years or more. Compared to the tenant survey, the leaseholder survey has a significantly smaller proportion of long-term residents.

Table 1. Lengths of time tenants have lived in their current home by survey type.

Time in home	Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
Less than 2 years	11%	6%	11%	13%
2 to 10 years	28%	28%	53%	33%
10 years +	61%	66%	37%	55%
Base:	1,000	1,867	142	319

Results which are significantly different from the tenant telephone survey are in **bold and blue shading**.

Homes for Haringey as a Housing Service Provider

Participants were then asked to spontaneously name who was their housing service provider (described as 'the organisation that carries out the day-to-day management of your housing service? (e.g. collects your rent, carries out repairs and maintenance)'):

- ◆ Only 18% of tenants spontaneously identified their housing service provider as Homes for Haringey.
- ◆ The majority of tenants (76%) identified Haringey Council as their housing service provider.

Table 2. Identification of housing service provider by survey type.

Housing service provider	Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
Haringey Council	76%	47%	37%	24%
Homes for Haringey	18%	42%	55%	63%
Other/don't know	5%	10%	8%	13%
Base:	1,004	1,658	150	241

Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

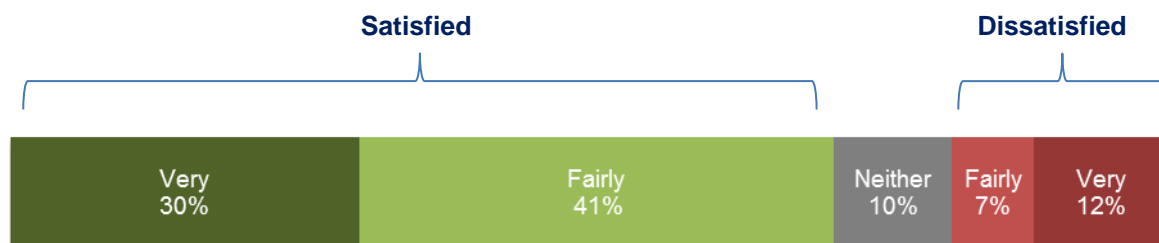
The table above shows that leaseholders have a far greater awareness of who their housing service provider is, whilst views of postal tenants are more evenly split.

Overall satisfaction

Tenants were asked to rate their current satisfaction levels compared to three years² ago. 'Taking everything into account' the majority of tenants are very (30%) or fairly (41%) satisfied with their housing service provider.

- ◆ Proportionately more older tenants are very satisfied (36% of tenants in the 55+ age band) compared to younger tenants (21% in the 18-34 age band)
- ◆ Proportionately more younger tenants are very dissatisfied (20% in the 18-34 age band) compared to older tenants (7% in the 55+ age band).

Figure 2. Overall level of satisfaction with your housing service provider



Base: 980

The results from the other surveys show a different proportion of responses compared to the tenant telephone survey. A significantly higher percentage of the leaseholder telephone and leaseholder postal respondents are very dissatisfied compared to tenant telephone respondents.

Table 3. Overall level of satisfaction with housing service provider by survey type

Satisfaction	Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
Very satisfied	30%	24%	5%	6%
Fairly satisfied	41%	41%	32%	26%
Neither	10%	16%	17%	25%
Fairly dissatisfied	7%	8%	15%	17%
Very dissatisfied	12%	11%	32%	26%
Base:	980	1800	149	310
<i>Satisfied</i>	<i>71%</i>	<i>65%</i>	<i>37%</i>	<i>32%</i>
<i>Dissatisfied</i>	<i>19%</i>	<i>19%</i>	<i>46%</i>	<i>43%</i>

Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

² Where a tenant had not lived in their home for three years or more, they were asked to compare their level of satisfaction from the time they initially moved in.

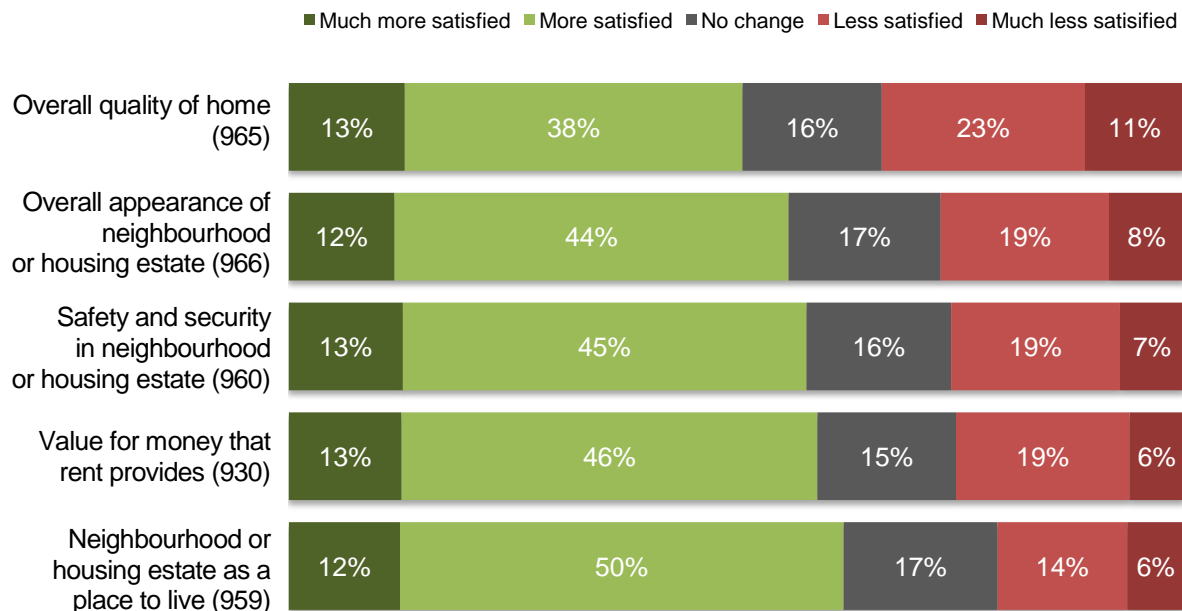
Satisfaction with key aspects of service

Tenants were asked a number of questions about their level of satisfaction with their home and neighbourhood or housing estate. Tenants are largely more satisfied now than compared to three years ago.

- ◆ One-half of tenants (51%) are more or much more satisfied with the overall quality of their home.
- ◆ Around three-fifths (56%) are more or much more satisfied with the overall appearance of their neighbourhood or housing estate.
- ◆ Almost three-fifths (58%) are more or much more satisfied with the safety and security in their neighbourhood or housing estate compared to three years ago.
- ◆ Almost six in ten (59%) of tenants are more or much more satisfied with the value for money that their rent provides compared to three years ago.
- ◆ Over three-fifths (62%) of tenants are more or much more satisfied with their neighbourhood or housing estate as a place to live now compared to three years ago.

For all questions, between 15% and 17% of tenants say there is no change in their current level of satisfaction compared to three years ago.

Figure 3. Levels of satisfaction with home and neighbourhood/housing estate compared to 3 years ago



(Base for each question in parentheses)

The results from some of the surveys show a significantly different proportion of responses compared to the tenant telephone survey, as identified in the table overleaf.

Table 4. Levels of satisfaction with home and neighbourhood/housing estate compared to 3 years ago by survey type

The majority of differences suggest that fewer participants indicate improvements in the last three years in favour of indicating little or no change. Nevertheless, a proportion of leaseholders indicate much lower satisfaction levels overall.

Satisfaction levels		Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
The overall quality of your home	Much more satisfied	13%	15%	1%	4%
	More satisfied	38%	27%	33%	21%
	No change	16%	32%	30%	49%
	Less satisfied	23%	13%	25%	9%
	Much less satisfied	11%	13%	11%	16%
	Base:	965	1830	138	295
	<i>Satisfied</i>	<i>51%</i>	<i>42%</i>	<i>34%</i>	<i>25%</i>
	<i>Dissatisfied</i>	<i>34%</i>	<i>26%</i>	<i>36%</i>	<i>26%</i>
The overall appearance of your neighbourhood or housing estate	Much more satisfied	12%	10%	3%	3%
	More satisfied	44%	28%	35%	23%
	No change	17%	36%	23%	36%
	Less satisfied	19%	13%	32%	18%
	Much less satisfied	8%	13%	7%	19%
	Base:	966	1785	141	299
	<i>Satisfied</i>	<i>56%</i>	<i>38%</i>	<i>38%</i>	<i>26%</i>
	<i>Dissatisfied</i>	<i>27%</i>	<i>26%</i>	<i>39%</i>	<i>38%</i>
Safety and security in your neighbourhood or housing estate	Much more satisfied	13%	12%	3%	3%
	More satisfied	45%	25%	36%	20%
	No change	16%	36%	29%	47%
	Less satisfied	19%	15%	29%	12%
	Much less satisfied	7%	12%	4%	18%
	Base:	960	1792	140	292
	<i>Satisfied</i>	<i>58%</i>	<i>37%</i>	<i>39%</i>	<i>23%</i>
	<i>Dissatisfied</i>	<i>26%</i>	<i>27%</i>	<i>32%</i>	<i>30%</i>
Overall, the value for money that your rent provides	Much more satisfied	13%	12%	N/A	N/A
	More satisfied	46%	24%	N/A	N/A
	No change	15%	34%	N/A	N/A
	Less satisfied	19%	18%	N/A	N/A
	Much less satisfied	6%	11%	N/A	N/A
	Base:	930	1732	0	0
	<i>Satisfied</i>	<i>59%</i>	<i>37%</i>	<i>N/A</i>	<i>N/A</i>
	<i>Dissatisfied</i>	<i>25%</i>	<i>29%</i>	<i>N/A</i>	<i>N/A</i>
Your local neighbourhood or housing estate as a place to live	Much more satisfied	12%	13%	4%	3%
	More satisfied	50%	28%	46%	22%
	No change	17%	38%	23%	47%
	Less satisfied	14%	12%	23%	15%
	Much less satisfied	6%	10%	4%	14%
	Base:	959	1773	142	303
	<i>Satisfied</i>	<i>62%</i>	<i>41%</i>	<i>51%</i>	<i>25%</i>

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

M·E·L RESEARCH

	<i>Dissatisfied</i>	<i>21%</i>	<i>22%</i>	<i>27%</i>	<i>28%</i>
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Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

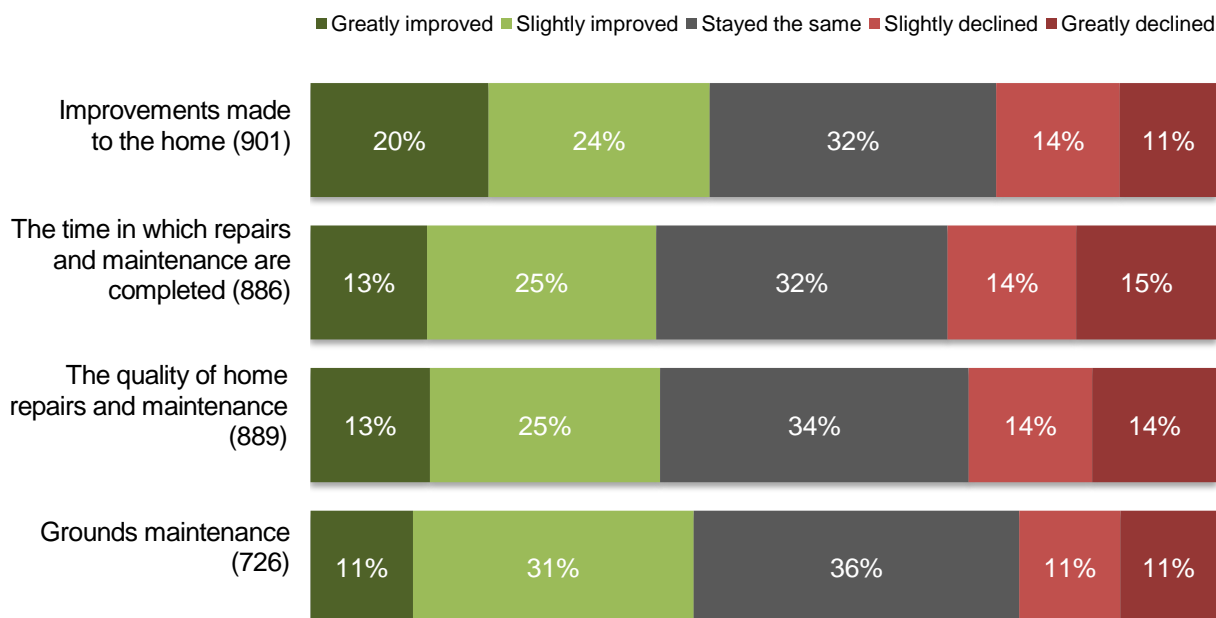
Improvements, repairs and maintenance

Tenants were asked their opinion on improvements, repairs and maintenance to their home compared to three years ago. For all categories, around one-third of tenants think that the situation has remained the same compared to three years ago.

Of the remainder, proportionately more tenants think the situation for each aspect has improved (greatly or slightly) than declined.

- ◆ 44% of tenants say that the improvements made to their home have greatly or slightly improved.
- ◆ Proportionately more tenants say the time in which repairs and maintenance are completed has improved (38%), compared to those who say it has declined (30%).
- ◆ Proportionately more tenants say the quality of repairs and maintenance in the home has improved (39%), compared with three years ago.
- ◆ Around twice the number of tenants say that grounds maintenance has improved (42%) compared to those that say it has declined (22%).

Figure 4. Views on improvements, repairs and maintenance compared to 3 years ago



Base for each question in parentheses

Table 5. Views on improvements, repairs and maintenance compared to 3 years ago by survey type

Improvement levels		Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
Improvements made to your home	Greatly improved	20%	25%	7%	16%
	Slightly improved	24%	23%	25%	21%
	Stayed the same	32%	27%	29%	35%
	Slightly declined	14%	8%	17%	9%
	Greatly declined	11%	17%	23%	19%
	Base	901	1794	118	204
	<i>Improved</i>	44%	47%	31%	37%
	<i>Declined</i>	24%	25%	40%	27%
The time in which repairs and maintenance are completed	Greatly improved	13%	18%	3%	7%
	Slightly improved	25%	26%	16%	13%
	Stayed the same	32%	30%	30%	32%
	Slightly declined	14%	13%	20%	14%
	Greatly declined	15%	14%	31%	34%
	Base	886	1753	120	242
	<i>Improved</i>	38%	44%	19%	20%
	<i>Declined</i>	30%	27%	51%	48%
The quality of repairs and maintenance of your home	Greatly improved	13%	19%	3%	9%
	Slightly improved	25%	22%	15%	12%
	Stayed the same	34%	33%	39%	36%
	Slightly declined	14%	13%	16%	12%
	Greatly declined	14%	14%	27%	31%
	Base	889	1766	110	229
	<i>Improved</i>	39%	41%	17%	21%
	<i>Declined</i>	27%	26%	44%	43%
Grounds maintenance	Greatly improved	11%	19%	3%	8%
	Slightly improved	31%	24%	19%	14%
	Stayed the same	36%	36%	45%	36%
	Slightly declined	11%	11%	15%	19%
	Greatly declined	11%	12%	17%	24%
	Base	726	1457	130	264
	<i>Improved</i>	42%	42%	22%	22%
	<i>Declined</i>	22%	22%	32%	43%

Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

The table above highlights stark differences in views between tenants and leaseholders. It shows, for example, that proportionally more postal tenants believe that repair times, quality of repairs and grounds

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

M·E·L RESEARCH

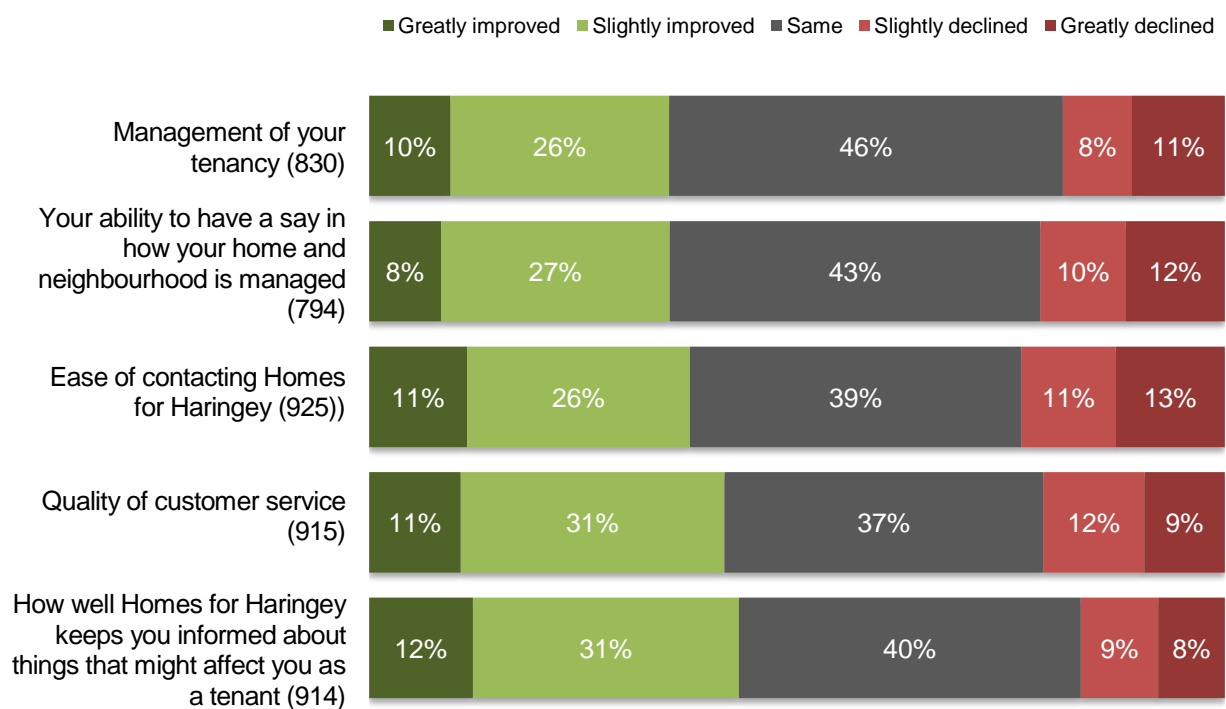
maintenance has greatly improved in the last three years compared to tenants participating in the telephone survey. By comparison, leaseholders believe these services have declined over this period.

Customer service

Tenants were asked to rate the customer service and management provided by their housing service provider compared to three years ago. A relatively large proportion of tenants have indicated that they have not noticed any change in this time period; a majority have indicated that the management of their tenancy and their ability to have a say in how their home and neighbourhood is managed has remained the same.

- ◆ Just over one-third (35%) think the management of their tenancy has slightly or greatly improved compared to three years ago. The same proportion suggest that their ability to have a say in how their home and neighbourhood is managed has slightly or greatly improved in that time period.
- ◆ Compared to three years ago, 39% of tenants think the ease of contacting Homes for Haringey has stayed the same, while a similar proportion (38%) think it has slightly or greatly improved.
- ◆ Compared to three years ago, proportionately more tenants think the quality of customer service has slightly or greatly improved (42%) than think it has stayed the same (37%).
- ◆ Just over two-fifths (43%) of tenants think Homes for Haringey keeps them well informed about things that might affect them as a tenant has slightly or greatly improved, compared to three years ago. A further 40% think the situation is the same.

Figure 5. Levels of improvement for customer service compared to three years ago



Base for each question in parentheses

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

M.E-L RESEARCH

Table 6. Improvement in customer service compared to 3 years ago by survey type

Improvement in customer services		Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
The management of your tenancy by your housing service provider	Greatly improved	10%	15%	4%	5%
	Slightly improved	26%	20%	14%	12%
	Stayed the same	46%	45%	50%	39%
	Slightly declined	8%	10%	15%	15%
	Greatly declined	11%	10%	18%	30%
	Base:	830	1710	114	218
	Improved	35%	35%	18%	17%
	Declined	19%	20%	32%	45%
Your ability to have a say in how your home and neighbourhood is managed	Greatly improved	8%	13%	4%	4%
	Slightly improved	27%	19%	18%	15%
	Stayed the same	43%	45%	54%	39%
	Slightly declined	10%	11%	10%	15%
	Greatly declined	12%	11%	15%	27%
	Base:	794	1593	136	248
	Improved	35%	32%	21%	20%
	Declined	22%	23%	24%	41%
The ease in which you can contact your housing service provider	Greatly improved	11%	18%	5%	6%
	Slightly improved	26%	22%	18%	14%
	Stayed the same	39%	37%	49%	42%
	Slightly declined	11%	11%	11%	12%
	Greatly declined	13%	12%	17%	26%
	Base:	925	1765	142	283
	Improved	38%	39%	23%	20%
	Declined	24%	24%	28%	38%
The quality of customer service when contacting your housing service provider	Greatly improved	11%	18%	5%	5%
	Slightly improved	31%	24%	20%	19%
	Stayed the same	37%	37%	41%	35%
	Slightly declined	12%	11%	14%	12%
	Greatly declined	9%	10%	21%	29%
	Base:	915	1789	140	283
	Improved	42%	42%	25%	24%
	Declined	21%	21%	34%	41%
How well your housing service provider keeps you informed about things that might affect you as a tenant	Greatly improved	12%	19%	8%	6%
	Slightly improved	31%	24%	21%	20%
	Stayed the same	40%	39%	48%	42%
	Slightly declined	9%	9%	8%	13%
	Greatly declined	8%	10%	14%	20%
	Base:	914	1711	135	247
	Improved	43%	43%	30%	26%
	Declined	17%	18%	22%	32%

Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

M·E·L RESEARCH

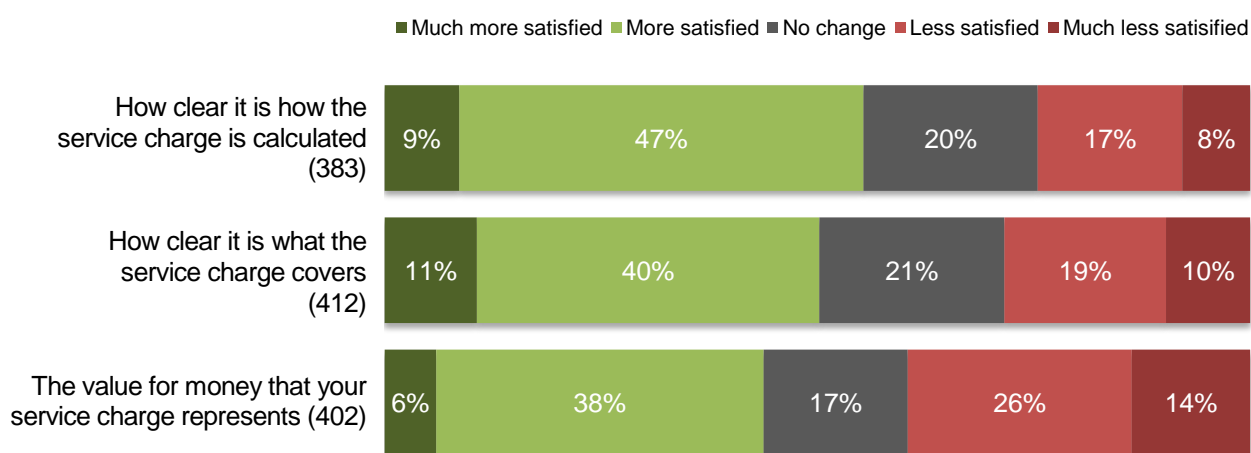
Like previous findings, views of leaseholders differ to those of tenants, with proportionally more leaseholders indicating declining services.

Service charges

Around one-half (51%) of tenants pay a service charge to Homes for Haringey. These tenants were asked about their level of satisfaction with their service charge, compared to three years ago.

- ◆ Over twice as many tenants are more/much more satisfied (55%) with how clear it is on how the service charge is calculated, than those that are less/much less satisfied (25%).
- ◆ One-half of tenants (50%) are more/much more satisfied that it is clear what the service charge covers.
- ◆ There is less consensus over the value for money the service charge represents with 44% of tenants more/much more satisfied and 40% of tenants less/much less satisfied, compared to three years ago.

Figure 6. Levels of satisfaction with service charge paid compared to three years ago



Base for each question in parentheses

It is again leaseholders that indicate lower levels of satisfaction with the service charge they pay, as shown in the table overleaf.

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

M·E·L RESEARCH

Table 7. Levels of satisfaction with service charge paid compared to 3 years ago by survey type

Service charge satisfaction		Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
How clear it is how the service charge is calculated	Much more satisfied	9%	12%	3%	2%
	More satisfied	47%	24%	22%	12%
	No change	20%	43%	32%	47%
	Less satisfied	17%	12%	30%	17%
	Much less satisfied	8%	9%	12%	22%
	Base:	383	592	125	283
	<i>Much/more satisfied</i>	<i>55%</i>	<i>36%</i>	<i>26%</i>	<i>14%</i>
	<i>Much/less satisfied</i>	<i>25%</i>	<i>21%</i>	<i>42%</i>	<i>39%</i>
How clear it is what the service charge covers	Much more satisfied	11%	12%	2%	2%
	More satisfied	40%	24%	18%	17%
	No change	21%	45%	39%	49%
	Less satisfied	19%	11%	27%	14%
	Much less satisfied	10%	9%	14%	19%
	Base:	412	635	129	297
	<i>Much/more satisfied</i>	<i>50%</i>	<i>36%</i>	<i>20%</i>	<i>19%</i>
	<i>Much/less satisfied</i>	<i>28%</i>	<i>20%</i>	<i>41%</i>	<i>33%</i>
The value for money that your service charge represents	Much more satisfied	6%	11%	0%	1%
	More satisfied	38%	18%	13%	6%
	No change	17%	38%	17%	27%
	Less satisfied	26%	16%	43%	24%
	Much less satisfied	14%	16%	26%	42%
	Base:	402	609	127	284
	<i>Much/more satisfied</i>	<i>44%</i>	<i>29%</i>	<i>13%</i>	<i>7%</i>
	<i>Much/less satisfied</i>	<i>40%</i>	<i>32%</i>	<i>69%</i>	<i>66%</i>

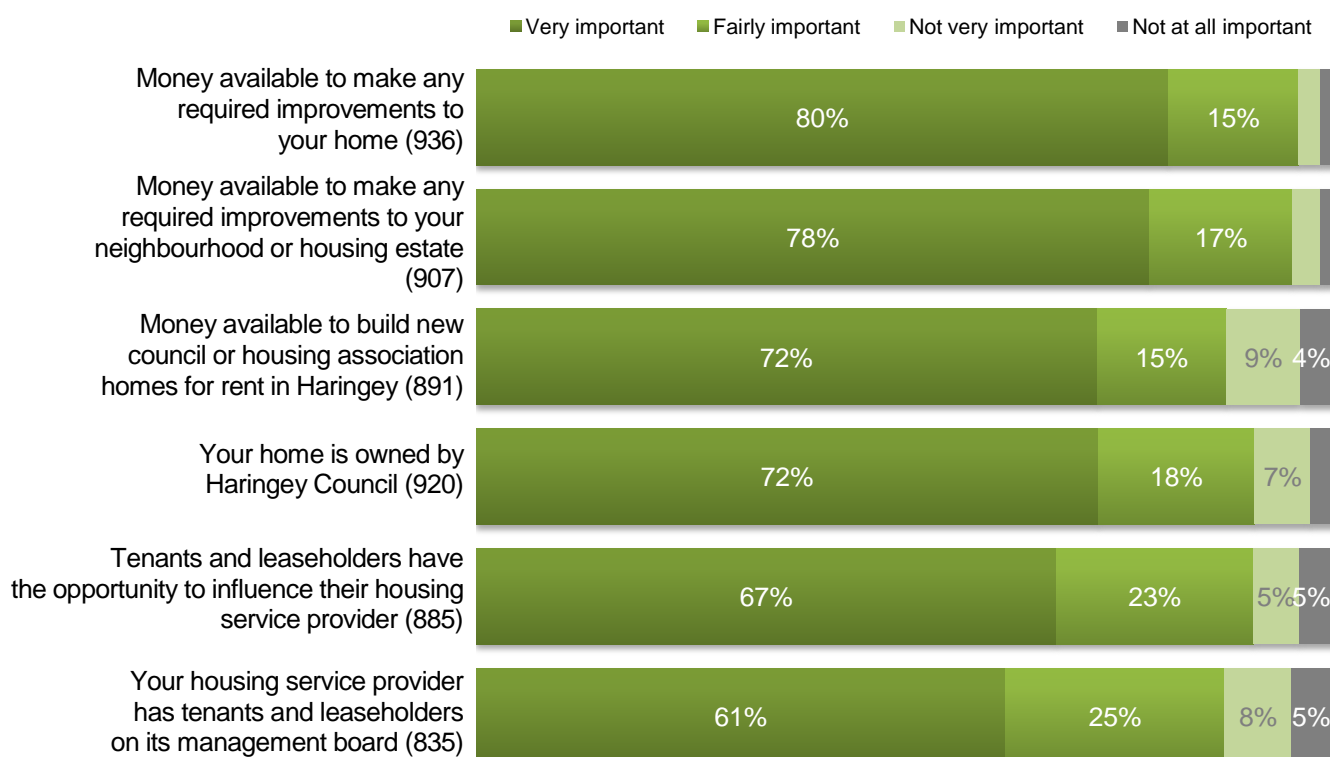
Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

Importance of Future Service Delivery

Tenants were informed that with public services facing on-going cuts and budget pressures, the council wants to find the best and most cost effective way to manage housing services so that services can continue to be improved, money is available for improvements to homes and the look and feel of estates and new and affordable homes can be built. Tenants were therefore asked to rate the importance of services that their housing service provider should deliver.

- ◆ Around eight out of ten tenants say that it is very important that their housing service provider has money available to make improvements to their homes (80%) and to their neighbourhood or housing estate (78%).
- ◆ Some seven in ten (72%) tenants say that it is very important that their housing service provider has money available to build new homes. Younger tenants feel most strongly about this issue, with 82% of tenants in the 18-34 age band saying it is very important, compared to 73% in the 35-54 age band and 70% in the 55+ age band.
- ◆ The majority of tenants see it as very important that their home is owned by Haringey Council, with 72% stating it is very important and 18% stating it is fairly important.

Figure 7. Levels of importance for future service delivery.



- ◆ Two-thirds (67%) of tenants say it is very important for tenants and leaseholders to have the opportunity to influence what their housing service provider does and how it does it. Proportionately more tenants in the 18-34 age band (73%) and 35-54 age band (71%) rate this as very important compared to those in the 55+ age band (63%).

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

M·E·L RESEARCH

- ◆ 61% of tenants rate their housing provider having tenants and leaseholders on its management board as very important.

Table 8. Levels of importance for future service delivery by service type.

Views by the different survey types are broadly similar although leaseholders indicate lower levels of importance for some aspects, with these aspects most typically unlikely to affect them.

Importance of future service delivery		Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
Money available to make any required improvements to your home	Very important	80%	74%	66%	48%
	Fairly important	15%	22%	21%	33%
	Not very important	3%	3%	7%	12%
	Not at all important	2%	2%	5%	8%
	Base:	936	1698	128	273
	Important	95%	95%	88%	80%
	Not important	5%	5%	13%	20%
Money available to make any required improvements to neighbourhood or housing estate	Very important	78%	63%	62%	52%
	Fairly important	17%	30%	27%	36%
	Not very important	3%	5%	4%	10%
	Not at all important	2%	2%	7%	2%
	Base:	907	1667	135	286
	Important	95%	93%	90%	88%
	Not important	5%	7%	10%	12%
Money available to build new council or housing association homes for rent in Haringey	Very important	72%	57%	51%	30%
	Fairly important	15%	29%	22%	29%
	Not very important	9%	10%	14%	22%
	Not at all important	4%	4%	13%	18%
	Base:	891	1631	132	276
	Important	87%	86%	73%	59%
	Not important	13%	14%	27%	41%
That your home is owned by Haringey Council	Very important	72%	73%	35%	33%
	Fairly important	18%	18%	22%	17%
	Not very important	7%	6%	24%	26%
	Not at all important	3%	3%	19%	23%
	Base:	920	1701	68	253
	Important	90%	91%	57%	51%
	Not important	10%	9%	43%	49%
Gives tenants and leaseholders the opportunity to influence what it does and how it does it	Very important	67%	59%	72%	63%
	Fairly important	23%	33%	22%	31%
	Not very important	5%	6%	1%	4%
	Not at all important	5%	2%	4%	2%
	Base:	885	1609	134	295
	Important	90%	92%	95%	94%
	Not important	10%	8%	5%	6%
Has tenants and leaseholders on its management board	Very important	61%	57%	69%	65%
	Fairly important	25%	32%	25%	28%
	Not very important	8%	9%	3%	5%
	Not at all important	5%	2%	3%	1%
	Base:	835	1566	136	286

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

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	<i>Important</i>	87%	89%	94%	93%
	<i>Not important</i>	13%	11%	6%	7%

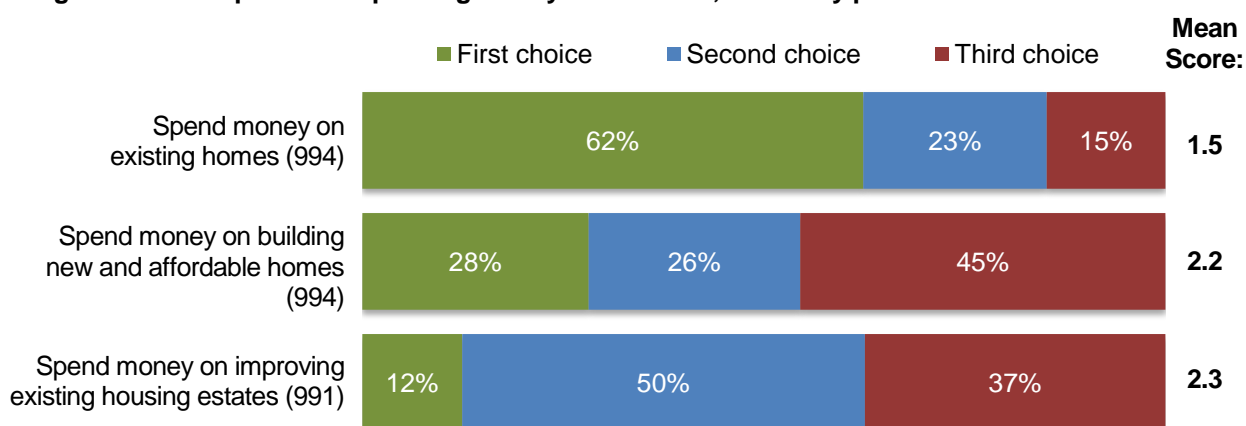
Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

Future Options - spending

Tenants were given three options for how money could be spent in the future. The options given in full were:

- ◆ Spend money on existing homes to bring them up to a good state of repair, properly heated and insulated, with kitchens and bathrooms that are reasonably modern;
- ◆ Spend money on improving existing housing estates, such as landscaping and grounds maintenance, bin storage, lighting, parking, security etc.;
- ◆ Spend money on building new and affordable homes.

They were then asked to rank the options in order of preference. A mean score has been calculated for each option, where a score closer to 1.0 shows the most preferred option and a score closer to 3.0 shows the least preferred option. Perhaps not surprisingly, tenants have indicated that the option to spend money on existing homes is their most preferred option; this achieves a mean score of 1.5.

Figure 7. Three options for spending money in the future, ranked by preference

Base for each question in parentheses

Whilst the order of preference for spending on new and affordable homes or making improvements to existing housing estates changes depending on the survey type, spending money on existing homes remains the number one priority for all respondents, as shown in the table below.

Table 9. Three options for spending money in the future, ranked by preference, by survey type

Option	Mean Scores			
	Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
Spend money on existing homes	1.5	1.4	1.7	1.8

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

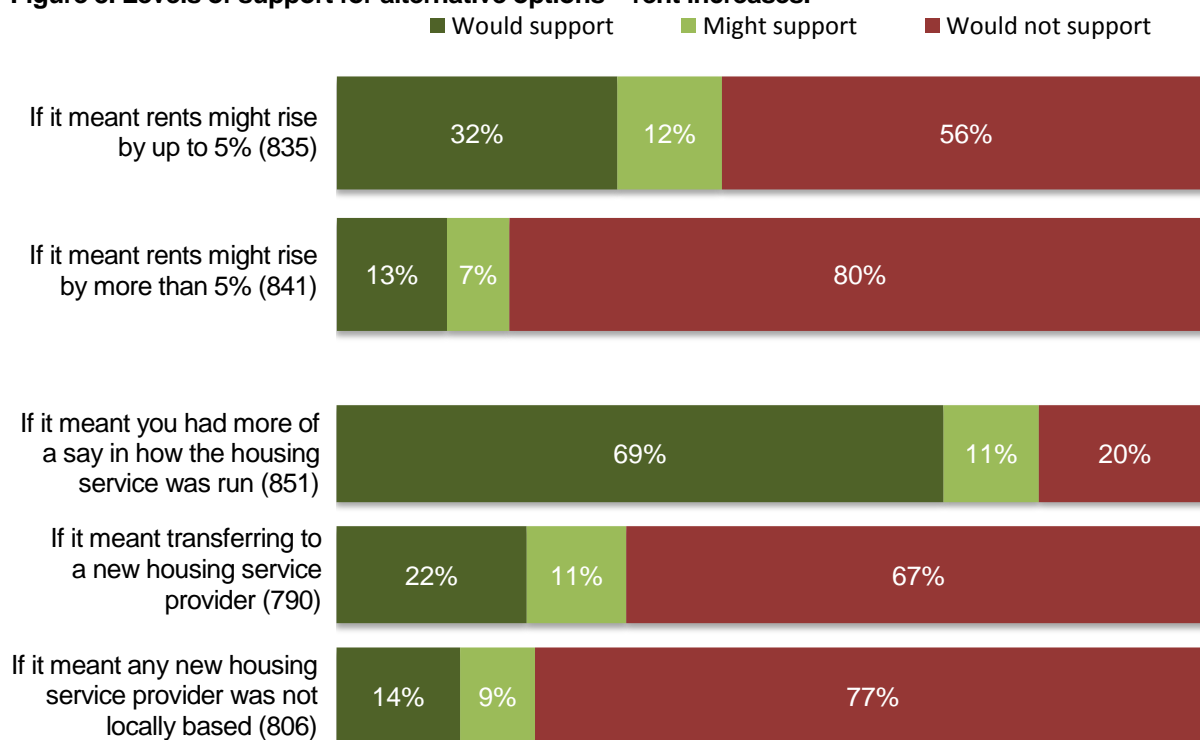
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Spend money on building new and affordable homes	2.2	2.1	2.2	2.2
Spend money on improving existing housing estates	2.3	2.0	2.1	1.8

Future options - alternatives

Tenants were told that with the on-going financial pressures and budget cuts, the council might find it hard to undertake all the necessary improvements to its existing homes, improve the look and feel of its housing estates and build new and affordable housing. Tenants were therefore asked how likely they would be to support alternative options that could make sure these improvements could be met.

- ◆ Overall, the majority of tenants would not support options that involved rent increases.
- ◆ Eight out of ten tenants (80%) might or would support an alternative option that meant they had more of a say in how the housing service was run.
- ◆ Around two-thirds (67%) of tenants would not support an alternative option that meant transferring to a new housing service provider. This view is held more strongly by older tenants, with 72% of tenants in the 55+ age band stating they would not support this option compared to just 50% in the 18-34 age band.
- ◆ Over three-quarters (77%) of tenants would not support an alternative option that meant any new housing service provider was not locally based. Again, this view is held more strongly by older tenants, with 81% of tenants in the 55+ age band stating they would not support this option compared to 67% in the 18-34 age band.

Figure 8. Levels of support for alternative options – rent increases.

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

M·E·L RESEARCH
Base for each question in parentheses

The results from the other surveys show a different proportion of responses compared to the tenant telephone survey. Leaseholders do not pay rent and therefore were not asked these questions.

Table 10a. Levels of support for alternative options by survey type – rent increases.
Results which are significantly different from the tenant telephone survey are in **bold**.

Rent increases		Tenant telephone	Tenant postal
If it meant rents might rise by up to 5%	Would support	32%	19%
	Might support	12%	33%
	Would not support	56%	48%
	Base:	835	1427
If it meant rents might rise by more than 5%	Would support	13%	5%
	Might support	7%	16%
	Would not support	80%	79%
	Base:	841	1358

Table 10b. Levels of support for alternative options by survey type – housing service provider.

Housing service provider		Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
If it meant you had more of a say in how the housing service was run	Would support	69%	45%	81%	56%
	Might support	11%	44%	11%	38%
	Would not support	20%	12%	8%	5%
	Base:	851	1278	121	239
If it meant transferring to a new housing service provider	Would support	22%	11%	40%	22%
	Might support	11%	27%	23%	40%
	Would not support	67%	62%	37%	38%
	Base:	790	1178	97	193
If it meant that any new housing service provider was not locally based	Would support	14%	7%	18%	12%
	Might support	9%	17%	12%	23%
	Would not support	77%	76%	70%	65%
	Base:	806	1179	109%	213

Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

Leaseholders indicate a greater level of acceptance of the three potential housing service provider options compared to tenants, with proportionally more indicating some level of support.

Other considerations

Finally, tenants were asked if they had any other thoughts or suggestions for the council on how it might manage and deliver housing in the future. Some four in ten tenants provided comments that were not applicable to the question. The main themes the tenants suggested have been coded and are ranked in Table 11 below (where comments contained more than one theme each theme was coded separately).

The main themes that came out of the comments are:

- ◆ The need for more emphasis on repairs and maintenance for existing homes (14%).
- ◆ The need for more and better communication between the housing service provider and tenants (9%).
- ◆ The need to concentrate on improving existing homes (9%).

Table 11. Themes of comments made by tenants.

Theme	Count	%
More emphasis on repairs & maintenance for existing homes	67	14%
More and better communication between housing service provider and tenants	44	9%
Concentrate on improving existing houses	41	9%
Build more homes	34	7%
Give tenants the opportunity to be more involved and have more say	31	6%
Improve customer service	26	5%
More housing availability / more suitable housing	24	5%
Quicker response times by housing service provider to problems/queries	23	5%
More and better security & enforcement	22	5%
Better management of disabled and older tenants	22	5%
Happy with current management	18	4%
More neighbourhood and estate maintenance & cleaning	18	4%
Housing service provider needs to spend money more wisely	17	4%
Housing Officer should be more accessible	15	3%
Council-owned homes should remain council-owned	13	3%
Other	63	13%
Total	478	100%

Appendix A: Profile of participants

Profile of 'Person 1' tenants from Homes for Haringey database

Gender	Person 1	%	Tenant telephone	%
Female	9,468	62%	608	61%
Male	5,809	38%	396	39%
Not specified	84	1%	0	0%
Total	15,361	100%	1,004	100%

Age	Person 1	%	Tenant telephone	%
18 to 24	276	2%	25	2%
25 to 34	1,404	9%	76	8%
35 to 44	2,540	17%	124	12%
45 to 54	4,140	27%	245	24%
55 to 64	2,839	18%	209	21%
65+	3,916	25%	290	29%
Not specified	246	2%	35	3%
Total	15,361	100%	1,004	100%

Survey participant profiles

Gender	Tenant Telephone	%	Leaseholder Telephone	%	Tenant Postal	%	Leaseholder Postal	%
Male	396	39%	79	53%	718	38%	144	44%
Female	608	61%	71	47%	1103	58%	171	53%
Not specified	0	0%	0	0%	69	4%	11	3%
Total	1,004	100%	150	100%	1,890	100%	326	100%

Age	Tenant Telephone	%	Leaseholder Telephone	%	Tenant Postal	%	Leaseholder Postal	%
18 to 24	25	2%	2	1%	9	0%	3	1%
25 to 34	76	8%	32	21%	88	5%	42	13%
35 to 44	124	12%	52	35%	226	12%	70	22%
45 to 54	245	24%	28	19%	444	24%	82	25%
55 to 64	209	21%	16	11%	400	21%	48	15%
65 and over	290	29%	12	8%	648	34%	68	21%
Not answered	35	3%	8	5%	75	4%	13	4%
Total	1,004	100%	150	100%	1,890	100%	326	100%

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

M.E-L RESEARCH

Number in Household	Tenant Telephone	%	Leaseholder Telephone	%	Tenant Postal	%	Leaseholder Postal	%
One	490	49%	40	27%	830	44%	123	38%
Two	228	23%	36	24%	392	21%	91	28%
Three	128	13%	24	16%	223	12%	42	13%
Four	78	8%	22	15%	139	7%	24	7%
Five	40	4%	7	5%	83	4%	4	1%
Six plus	24	2%	1	1%	37	2%	8	3%
Not answered	16	2%	20	13%	186	10%	34	10%
Total	1,004	100%	150	100%	1,890	100%	326	100%

Children (under 18)	Tenant Telephone	%	Leaseholder Telephone	%	Tenant Postal	%	Leaseholder Postal	%
None / refused	760	76%	104	69%	1,488	79%	260	80%
One	114	11%	20	13%	195	10%	32	10%
Two	75	7%	20	13%	131	7%	26	8%
Three or more	55	5%	6	4%	76	4%	8	2%
Total	1,004	100%	150	100%	1,890	100%	326	100%

Ethnicity	Tenant telephone	%	Leaseholder Telephone	%	Tenant Postal	%	Leaseholder Postal	%
White	559	56%	92	61%	883	47%	179	55%
Mixed	38	4%	7	5%	89	5%	10	3%
Asian	34	3%	7	5%	81	5%	23	7%
Black	267	27%	25	17%	518	27%	55	17%
Other	43	4%	6	4%	111	6%	18	5%
Not answered	63	6%	13	9%	208	11%	41	13%
Total	1,004	100%	150	100%	1,890	100%	326	100%

Appendix B: Postal questionnaire



Haringey Council



If you would prefer to complete this questionnaire online, please visit www.m-e-l.co.uk/haringey.aspx

Haringey Council - Test of Tenant Opinion

The Future of Housing Services Review - Test of Tenant Opinion

Since 2006, your home, while owned by Haringey Council, has been managed by Homes for Haringey - the council's arms-length management organisation.

Homes for Haringey has its own management board, made up of residents, independent experts and councillors, and has overall responsibility for running most of the council's housing services. Homes for Haringey is responsible for carrying out improvements to your home under the Decent Homes programme, as well as repairs, and collecting rent and service charges.

Reasons for the review

Homes for Haringey's contract comes to an end in March 2016, and the council needs to decide what the best way is to manage your home in the future.

During the last seven years, the council has received funding from the government to improve homes under the Decent Homes programme - such as new roofs, windows and kitchens. The government has ended this funding, but there are still many homes needing improvements. The council is also keen to improve some of the areas around your homes on housing estates, as well as building new homes. But with government funding ending, the council doesn't have enough money to complete all of this work.

The council has set up a panel, including a tenant representative, to look at what the best option is for the future. We want to:

- find the best and most cost-effective way to manage your home
- improve services to you
- improve all existing homes to a good standard
- build new homes
- improve the areas around homes on estates

The options

There are four options for how your home could be managed in the future - each with its own opportunities and challenges for better services and available money. These are:

- 1) Homes for Haringey continues to be responsible for managing your home. The council would give it another, probably longer, contract, and may ask it to carry out other services as well - such as building new homes and finding new ways of investing in estates and neighbourhoods. You would continue to be a council tenant or leaseholder. Homes for Haringey would continue to be wholly owned by the council. Homes for Haringey's board would continue to be made up of residents, independent experts and councillors.
- 2) The council takes back over the management of council homes, as it did before 2006. Your rights as tenants and leaseholders would not change, and you would remain a council tenant or leaseholder. Homes for Haringey's board would no longer exist. Homes for Haringey staff would transfer back to the council.
- 3) The council investigates whether to transfer its housing stock to a housing association, known as a registered provider. This could be an existing housing association or a new one that the council would create for that purpose. It could, for example, make Homes for Haringey into a housing association. You would become a tenant or leaseholder of the housing association and your rights would be protected. Homes for Haringey staff would become housing association staff.
- 4) Like option 3 above, creating a housing association could be done with just some council homes, such as specific estates or areas where the costs of improving homes may be particularly high. Like Option 3, homes and staff would be transferred to the new housing association and existing tenants' and leaseholders' rights protected.

Your views - the test of tenant opinion

To help the council decide which option is best, we want to hear from you about what you think is most important about how your home is managed, how improvements can be made in the future and how new homes could be built. This is called a 'test of tenant opinion'.

Your views will help councillors understand what is important to you, and which of the options listed above you think best for you as residents and leaseholders.

An independent research company called M.E.L Research Ltd has been appointed by the council to carry out a survey on your priorities for your home. M.E.L. Research Ltd will ensure the survey is unbiased and independent, and that the information collected is processed accurately and confidentially.

All tenants and leaseholders are being sent a paper questionnaire to complete and return and there will be a number of telephone interviews as well. The questionnaire can also be completed online at www.m-e-l.co.uk/haringey.aspx.

This survey begins on 1st June 2015 and finishes on the 22nd June 2015. It is important that you have your say, so please fill in this survey. Your views will be reported to the group carrying out this review, and they will help them to make a recommendation for the way forward. The recommendation will be considered by the council's Cabinet later this year.

If you have any questions about this survey, please contact Sean Ramdin, Business Analyst, at Haringey Council on 0208 489 4896 or David Chong Ping, Head of Technical Production at M·E·L Research on Freephone 0800 0730 348.

Housing service provider

Q1 Firstly, are you a tenant or leaseholder?

☐ Tenant

☐ Leaseholder

Q2 How long have you lived in your current home?

☐ Less than 12 months

☐ 10 to 20 years

☐ 1 to 2 years

☐ 20 years or more

☐ 2 to 5 years

☐ Don't know / not sure

☐ 6 to 10 years

Q3 Who is your housing service provider; that is the organisation that carries out the day-to-day management of your housing service? (E.g. collects your rent, carries out repairs and maintenance)

General satisfaction

Q4 Compared to three years ago, how satisfied are you with each of the following?

	Much more satisfied	More satisfied	No change	Less satisfied	Much less satisfied	Don't know / not sure
The overall quality of your home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The overall appearance of your neighbourhood or housing estate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your local neighbourhood or housing estate as a place to live	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety and security in your neighbourhood or housing estate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, the value for money that your rent provides	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q5 In the last three years, would you say the following have improved or declined?

	Greatly improved	Slightly improved	Stayed the same	Slightly declined	Greatly declined	Don't know / NA
Improvements made to your home (e.g. kitchens, bathrooms, doors, roofs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The time in which repairs and maintenance are completed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of repairs and maintenance of your home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grounds maintenance, grass cutting, gritting, etc. of your estate, if applicable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The ease in which you can contact your housing service provider	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

M·E·L RESEARCH

Q5 In the last three years, would you say the following have improved or declined?

	Greatly improved	Slightly improved	Stayed the same	Slightly declined	Greatly declined	Don't know / NA
The quality of customer service when contacting your housing service provider	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The management of your tenancy by your housing service provider	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your ability to have a say in how your home and neighbourhood is managed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How well your housing service provider keeps you informed about things that might affect you as a tenant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6 Do you pay a service charge to your housing service provider?

☐ Yes
 ☐ No
 ☐ Don't know

Q7 If you do pay a service charge, compared to three years ago, how satisfied are you with each of the following?

	Much more satisfied	More satisfied	No change	Less satisfied	Much less satisfied	Don't know / not sure
How clear it is what the service charge covers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How clear it is how the service charge is calculated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The value for money that your service charge represents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Importance for future service delivery

Q8 How important are the following to you?

	Very important	Fairly important	Not very important	Not at all important	Don't know / not sure
Your housing service provider has money available to make any required improvements to your home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your housing service provider has money available to make any required improvements to your neighbourhood or housing estate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your housing service provider has money available to build new council or housing association homes for rent in Haringey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your housing service provider gives tenants and leaseholders the opportunity to influence what it does and how it does it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your housing service provider has tenants and leaseholders on its management board	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
That your home is owned by Haringey Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9 Overall, taking everything into account, how satisfied are you with your housing service provider?

- ☐ Very satisfied
 ☐ Fairly dissatisfied
☐ Fairly satisfied
 ☐ Very dissatisfied
☐ Neither satisfied nor dissatisfied
 ☐ Don't know / not sure

Future options

Since 2007, Haringey Council has received money from the government to improve council homes under the Decent Homes programme. That money has now come to an end and no more government money is available. As a result the council is carrying out a review of the possible options for managing and investing in the council's homes for the future.

With public services facing ongoing cuts and budget pressures, the council wants to find the best and most cost effective way to manage housing services so that services can continue to be improved, money is available for improvements to homes and the look and feel of estates and new and affordable homes can be built.

Q10 From the following three choices, which is your most preferred, which is your second choice and which is your third?

	First	Second	Third
Spend money on building new and affordable homes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spend money on improving existing housing estates, such as landscaping and grounds maintenance, bin storage, lighting, parking, security, etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spend money on existing homes to bring them up to a good state of repair, properly heated and insulated, with kitchens and bathrooms that are reasonably modern	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Since 2006, your homes, while owned by the council, have been managed by Homes for Haringey, the council's Housing Company (an Arms Length Management Organisation or ALMO).

Q11 With the ongoing financial pressures and budget cuts, the council might find it hard to undertake all the necessary improvements to its existing homes, improve the look and feel of its housing estates and build new and affordable housing. If an alternative option was available that could make sure these improvements could be met, when needed, how likely would you be to support it in the following circumstances?

	Would support	Might support	Would not support	Don't know	Need more information
If it meant rents might rise by up to 5%	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If it meant rents might rise by more than 5%	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If it meant transferring to a new housing service provider	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If it meant that any new housing service provider was not locally based	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If it meant you had more of a say in how the housing service was run	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12 Do you have any other thoughts or suggestions for the council on how it might manage and deliver housing in the future?

ABOUT YOU AND YOUR HOUSEHOLD

Q13 Are you?

- ☐ Male
☐ Female

Q14 How old are you?

- | | |
|-----------------------------|---|
| <input type="radio"/> 18-24 | <input type="radio"/> 55-64 |
| <input type="radio"/> 25-34 | <input type="radio"/> 65 and over |
| <input type="radio"/> 35-44 | <input type="radio"/> Prefer not to say |
| <input type="radio"/> 45-54 | |

Q15 Including yourself, how many people live in your household?

Q16 How many are adults aged 18 or over?

Q17 How many are children (17 and under)?

Q18 And how would you describe your ethnic background?

- | | |
|--|--|
| <input type="radio"/> White: English/ Welsh/ Scottish/ Northern Irish/ British | <input type="radio"/> Asian: Pakistani |
| <input type="radio"/> White: Irish | <input type="radio"/> Asian: Bangladeshi |
| <input type="radio"/> White: Gypsy or Irish Traveller | <input type="radio"/> Asian: Other |
| <input type="radio"/> White: Other | <input type="radio"/> Black: African |
| <input type="radio"/> Mixed: White and Black Caribbean | <input type="radio"/> Black: Caribbean |
| <input type="radio"/> Mixed: White and Black African | <input type="radio"/> Black: Other |
| <input type="radio"/> Mixed: White and Asian | <input type="radio"/> Other: Chinese |
| <input type="radio"/> Mixed: Other | <input type="radio"/> Other: Arab |
| <input type="radio"/> Asian: Indian | <input type="radio"/> Other: Other ethnic background |
| | <input type="radio"/> Prefer not to say |

Q19 Do you have any long-standing illness, disability or infirmity - by long-standing we mean anything that has troubled you over a period of time or that is likely to affect you over a period of time?

- ☐ Yes ☐ No

ABOUT YOU AND YOUR HOUSEHOLD

The following questions are designed to ensure that Haringey Council meet the needs of all sections of the community. If there are any questions which you do not wish to answer, then please simply skip these.

Q20 Do you consider you belong to any of the following groups?

- | | |
|--------------------------------|---|
| <input type="radio"/> Lesbian | <input type="radio"/> Transgender |
| <input type="radio"/> Gay | <input type="radio"/> None of these |
| <input type="radio"/> Bisexual | <input type="radio"/> Prefer not to say |

Q21 How would you describe your religion or beliefs?

- | | |
|---------------------------------|--|
| <input type="radio"/> Buddhist | <input type="radio"/> Sikh |
| <input type="radio"/> Christian | <input type="radio"/> Any other religion or belief |
| <input type="radio"/> Hindu | <input type="radio"/> Atheist |
| <input type="radio"/> Jewish | <input type="radio"/> Agnostic |
| <input type="radio"/> Muslim | <input type="radio"/> None |
| <input type="radio"/> Pagan | <input type="radio"/> Prefer not to say |

Thank you. All the information you have provided will remain confidential. The answers you have provided will be combined with others and will help assist the council in deciding which options to include in a future ballot of tenants.

Appendix iv - Test of tenant and leaseholder opinion

HARINGEY TEST OF TENANT OPINION – FUTURE HOUSING DELIVERY

M·E·L RESEARCH

If you want this in your own language please tick the box, fill in your name and address and send to the freepost address below

Shqip

Nëse dëshironi ta keni këtë në gjuhën tuaj, ju lutemi vendosni shenjën ✓ në kuti, shënoni emrin dhe adresën tuaj dhe niseni me postë falas në adresën e mëposhtme.

☐**Kurdî**

Ku hun wena la zîmanixa daxwâzin. Lewira îflaret bîkin Navixa û navnîflanaxa tije bikin â biflenin ê navnîflana jêr la vepêre.

☐☐**عربي**

إذا كنت تود هذا الكتيب بلغتك، فالرجاء وضع علامة على المربع، واكتب إسمك وعنوانك وارسلهما بالبريد المجاني إلى العنوان المبين بأسفل

Português

Se desejar receber o folheto na sua própria língua, por favor assinale a quadrícula, preencha com o seu nome e morada e envie para o endereço 'freepost' (com porte pago) abaixo indicado.

☐**বাংলা**

আপনি যদি এটা আপনার নিজের ভাষায় পেতে চান তবে অনুগ্রহ করে সঠিক বাক্সে টিক দিন, এবং আপনার নাম ঠিকানা লিখে নিচের ঠিকানায় পাঠিয়ে দিন, এর জন্য কোন ডাকটিকিট লাগবে না।

☐**Limba română**

Dacă doriți un exemplar al broșurii în limba dvs. maternă, vă rugăm să bifați caseta corespunzătoare, să ne dați numele și adresa dvs., și să trimiteți formularul la adresa de mai jos, fără timbru poștal.

☐**Français**

Pour recevoir ces informations dans votre langue, veuillez cocher la case, inscrire vos nom et adresse et nous renvoyer ce formulaire, sans affranchir, à l'adresse ci-dessous.

☐**Soomaali**

Haddii aad kan ku rabto afkaaga fadlan xariijin ku dhig sanduuqa yar, ku qor magacaaga iyo cinwaankaaga oo markaas u dir cinwaanka boosta lacag la'aanta ah ee hoos ku qoran.

☐**Ελληνικά**

Αν θέλετε αυτό το έντυπο στη γλώσσα σας, παρακαλούμε σημειώστε το τετράγωνο, συμπληρώστε το ονοματεπώνυμο και τη διεύθυνσή σας και στείλτε το στην παρακάτω διεύθυνση χωρίς ταχυδρομικό τέλος.

☐**Türkçe**

Bu kitapçığın Türkçe'sini istiyorsanız, kutuyu işaretleyip, adınızı-soyadınızı, adresinizi yazdıktan sonra, lütfen bunu posta pulu yapıştırmadan aşağıdaki adrese gönderin.

☐

Please indicate if you would like a copy of this booklet in another language not listed or any of the following formats and send to the freepost address below.



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☐

On disk

☐

On audio tape

☐

Braille

☐

Another language

☐

Please state:

Name:

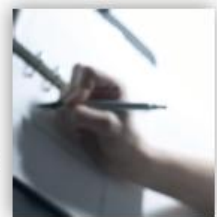
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


























M•E•L Research Ltd
8 Holt Court Aston Science Park Birmingham B7 4AX
T: 0121 604 4664 F: 0121 604 6776 W: www.m-e-l.co.uk

Future of Housing Review

Homes for Haringey
Benchmarking
26th March 2015

Benchmarking/KPI's

Getting Better	Getting Worse	No Change
15  	8  	3 

#	Category	Benchmark/KPI's	Change	BM
1	Customer Service	Overall Customer Satisfaction Rating	 	Y
2	Income Collection	% of rent collected (including arrears and excluding water rates)	 	Y
3	Income Collection	Current tenant arrears as % of annual rent debit	 	Y
4	Voids	Average relet times (calendar days) - (Old BV212 Definition)	 	Y
5	Voids	Average time to repair voids (BV212)	 	Y
6	Voids	Rent loss from voids	 	Y
7	Repairs	% of Emergency repairs completed by HRS within timescale		
8	Repairs	% of Urgent repairs completed by HRS within timescale	 	
9	Repairs	% of Routine repairs completed by HRS within timescale	 	
10	Repairs	% of tenants satisfied with quality of repair EXTERNAL measure (BMG Research)	 	
11	Repairs	% jobs completed right first time (by Audit Commission definitions)	 	Y
12	Repairs	Average cost of a repair	 	Y
13	Client Services & Annual Maintenance	% of properties with valid gas certificate		Y
14	Estate Services	% of estates graded at A or B by Quality Assurance Officers Overall Grade	 	
15	Asset Management	Decent Homes Programme % of non-decent council homes	 	Y
16	Asset Management	Decent Homes Programme % of units completed against number programmed		
17	Asset Management	Decent Homes Programme % of residents satisfied with outcome of works	 	
18	People	Average number of working days lost due to sickness absence (rolling 12 month figure)	 	Y
19	People	Management cost per properties (housing management overheads)	 	Y
20	Homelessness	Number of homelessness acceptances	 	
21	Homelessness	Number of homelessness preventions	 	Y
22	Homelessness	Prevent homelessness (ratio of homelessness preventions to acceptances)	 	Y
23	Temporary Accommodation	Number of households in temporary accommodation	 	Y
24	Temporary Accommodation	% of social housing lets to applicants in temporary accommodation	 	
25	Temporary Accommodation	Average weeks in temporary accommodation	 	
26	Private Sector	Number of empty private sector properties brought back into use	 	

Benchmarking/KPI's

- Gentoo – Sunderland
- HfH – Homes for Haringey
- RBH – Rochdale
- Salix – Salford (2013)
- WF – Waltham Forest

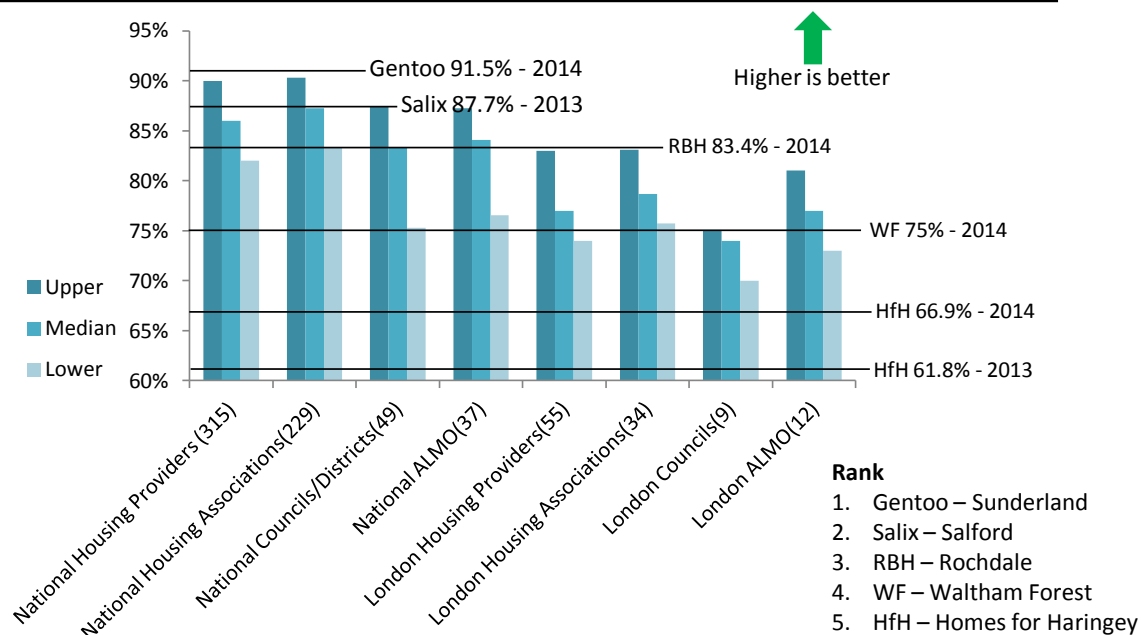
Best	Worse
Gentoo 6/12	HfH 4/12

#	Category	Benchmark/KPI's	Highest Rank
1	Customer Service	Overall Customer Satisfaction Rating	Gentoo
2	Income Collection	% of rent collected (including arrears and excluding water rates)	Gentoo
3	Income Collection	Current tenant arrears as % of annual rent debit	Gentoo
4	Voids	Average relet times (calendar days) - (Old BV212 Definition)	Waltham Forest
5	Voids	Average time to repair voids (BV212)	Waltham Forest
6	Voids	Rent loss from voids	Gentoo
7	Repairs	% of Emergency repairs completed by HRS within timescale	
8	Repairs	% of Urgent repairs completed by HRS within timescale	
9	Repairs	% of Routine repairs completed by HRS within timescale	
10	Repairs	% of tenants satisfied with quality of repair EXTERNAL measure (BMG Research)	
11	Repairs	% jobs completed right first time (by Audit Commission definitions)	Salix
12	Repairs	Average cost of a repair	Gentoo
13	Client Services & Annual Maintenance	% of properties with valid gas certificate	Salix
14	Estate Services	% of estates graded at A or B by Quality Assurance Officers Overall Grade	
15	Asset Management	Decent Homes Programme % of non-decent council homes	Gentoo
16	Asset Management	Decent Homes Programme % of units completed against number programmed	
17	Asset Management	Decent Homes Programme % of residents satisfied with outcome of works	
18	People	Average number of working days lost due to sickness absence (rolling 12 month figure)	HfH
19	People	Management cost per properties (housing management overheads)	Salix
20	Homelessness	Number of homelessness acceptances	
21	Homelessness	Number of homelessness preventions	
22	Homelessness	Prevent homelessness (ratio of homelessness preventions to acceptances)	
23	Temporary Accommodation	Number of households in temporary accommodation	
24	Temporary Accommodation	% of social housing lets to applicants in temporary accommodation	
25	Temporary Accommodation	Average weeks in temporary accommodation	
26	Private Sector	Number of empty private sector properties brought back into use	

1. Overall Customer Satisfaction Rating

Definition

This indicator measures, for General Needs & Housing for Older People residents, the number of 'very satisfied' or 'fairly satisfied' responses, as a percentage of the total number of responses, to the question 'How satisfied or dissatisfied are you with the services / overall service provided by your landlord'.



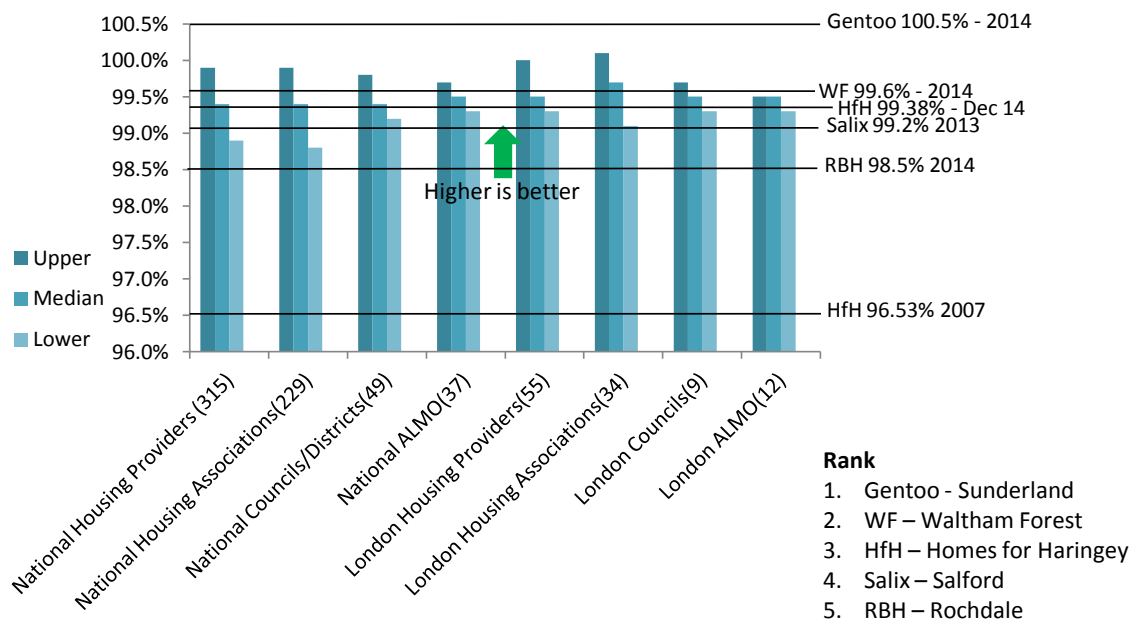
Earliest Figure	2012/13	2013/14	YTD	Change
N/A	61.80%	66.90%	To follow in March 15	↑↓

Providers – 2013/14	Upper	Median	Lower	Comments
National Housing Providers (315)	90%	86%	82%	The previous survey was done in December 2013. An independent survey is being carried out and we will have the customer satisfaction results in April 2015
National Housing Associations (229)	90.28%	87.25%	83.33%	
National Councils/Districts (49)	87.4%	83.3%	75.3%	
National ALMO (37)	87.25%	84.1%	76.55%	
London Housing Providers (55)	83%	77%	74%	
London Housing Associations (34)	83.1%	78.7%	75.75%	
London Councils (9)	75%	74%	70%	
London ALMO (12)	81%	77%	73%	

2. % of rent collected

Definition

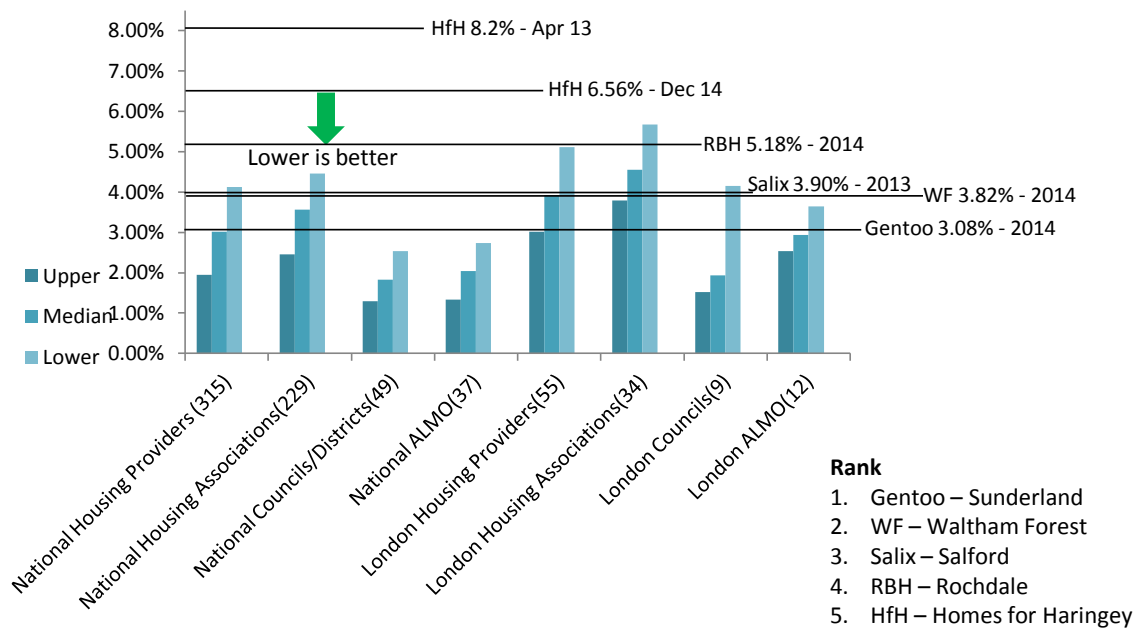
This indicator is designed to measure the rent collected year-to-date as a percentage of the rent due year-to-date, for all current General Needs and Housing for Older People tenancies.



Earliest Figure	2012/13	2013/14	Dec 14 - YTD	Change
96.53% (2006/7)	97.15%	99.23%	99.38%	↑↓

Providers – 2013/14	Upper	Median	Lower	Comments
National Housing Providers (315)	99.9%	99.4%	98.9%	This is a cumulative indicator and compares our 9 months performance with 12 months performance. With the current trend upheld, HfH would achieve above 100% by the year end.
National Housing Associations(229)	99.9%	99.4%	98.8%	
National Councils/Districts(49)	99.8%	99.4%	99.2%	
National ALMO(37)	99.7%	99.5%	99.3%	
London Housing Providers(55)	100%	99.5%	99.3%	
London Housing Associations(34)	100.1%	99.7%	99.1%	
London Councils(9)	99.7%	99.5%	99.3%	
London ALMO(12)	99.5%	99.5%	99.3%	

3. Current tenant arrears as % of annual rent debit



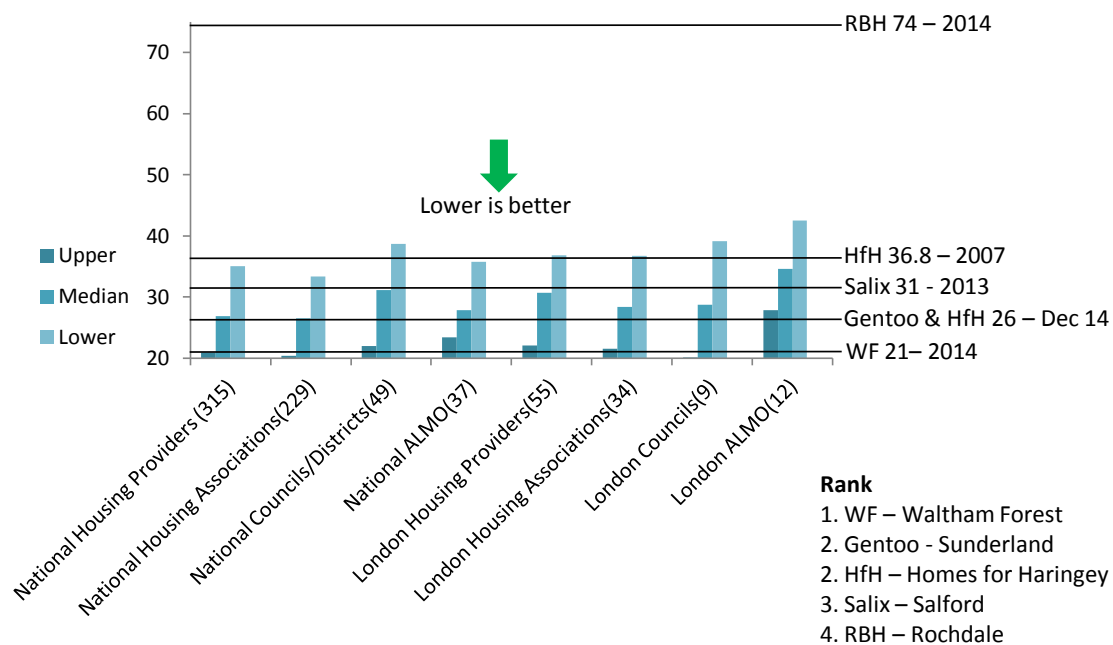
Earliest Figure	Apr 13	2013/14	Dec 14 YTD	Change
N/A	8.2%	6.93%	6.56%	↑↓

Provider 2013/14	Upper	Median	Lower	Comments
National Housing Providers (315)	1.95%	3.01%	4.13%	
National Housing Associations(229)	2.46%	3.56%	4.46%	
National Councils/Districts(49)	1.29%	1.83%	2.54%	
National ALMO(37)	1.33%	2.04%	2.73%	
London Housing Providers(55)	3.02%	3.93%	5.11%	
London Housing Associations(34)	3.79%	4.55%	5.67%	
London Councils(9)	1.52%	1.93%	4.15%	
London ALMO(12)	2.53%	2.93%	3.64%	

4. Average relet times (calendar days) voids

Definition

This indicator measures the average time (in calendar days) to re-let vacant GN & HfOP properties during the period benchmarked. It is calculated by dividing the total number of days re-let properties were vacant in the period, by the number of voids in the period.



Earliest Figure	2012/13	2013/14	Dec 14 YTD	Change
36.8 days (2006/7)	30.7	41 days	26 days	↑↓

Provider	Upper	Median	Lower
National Housing Providers (315)	20.91	26.88	35.02
National Housing Associations(229)	20.35	26.52	33.35
National Councils/Districts(49)	21.94	31.13	38.72
National ALMO(37)	23.42	27.84	35.76
London Housing Providers(55)	22.05	30.65	36.79
London Housing Associations(34)	21.52	28.38	36.73
London Councils(9)	20.05	28.7	39.15
London ALMO(12)	27.84	34.61	42.5

Comments

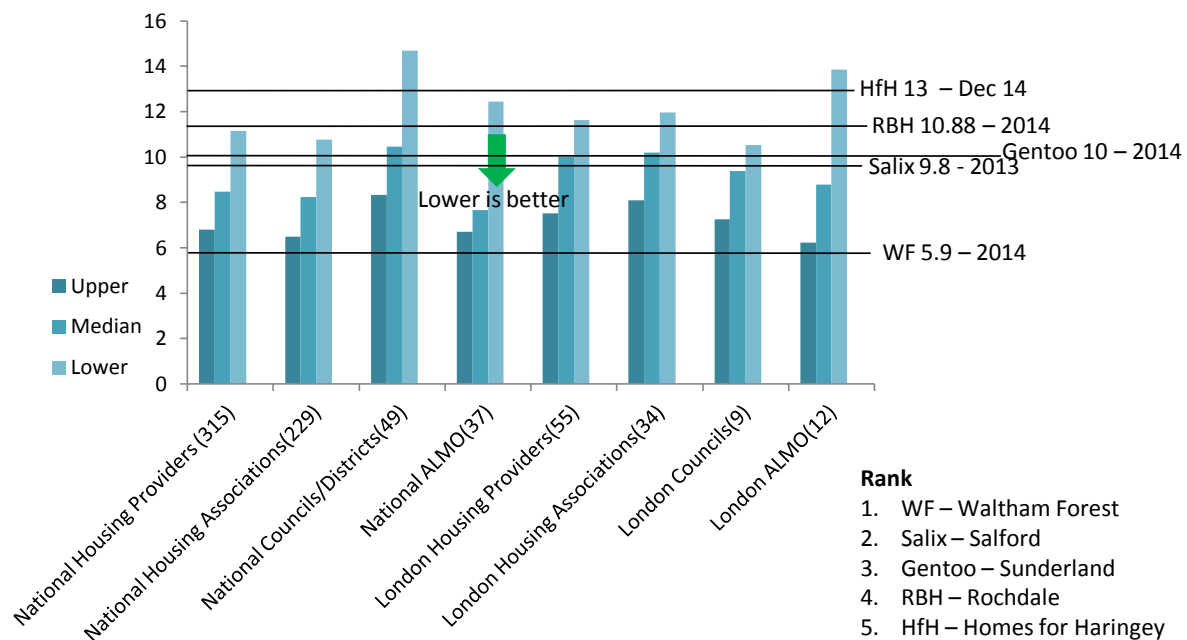
This includes hostels relet times and we would be at 22.5 days excluding hostels.

5. Average time to repair voids (days)

Definition

This is defined as the average number of (calendar) days between the responsive repair being requested and its satisfactory completion including the day of request and the day of completion.

Ultimately the date of satisfactory completion is decided by the landlord or its agent. All responsive repairs completed during the benchmarked period should be included.



Earliest Figure	2012/13	2013/14	Dec 14 YTD	Change
N/A	N/A	40 days	15 days	↑↓

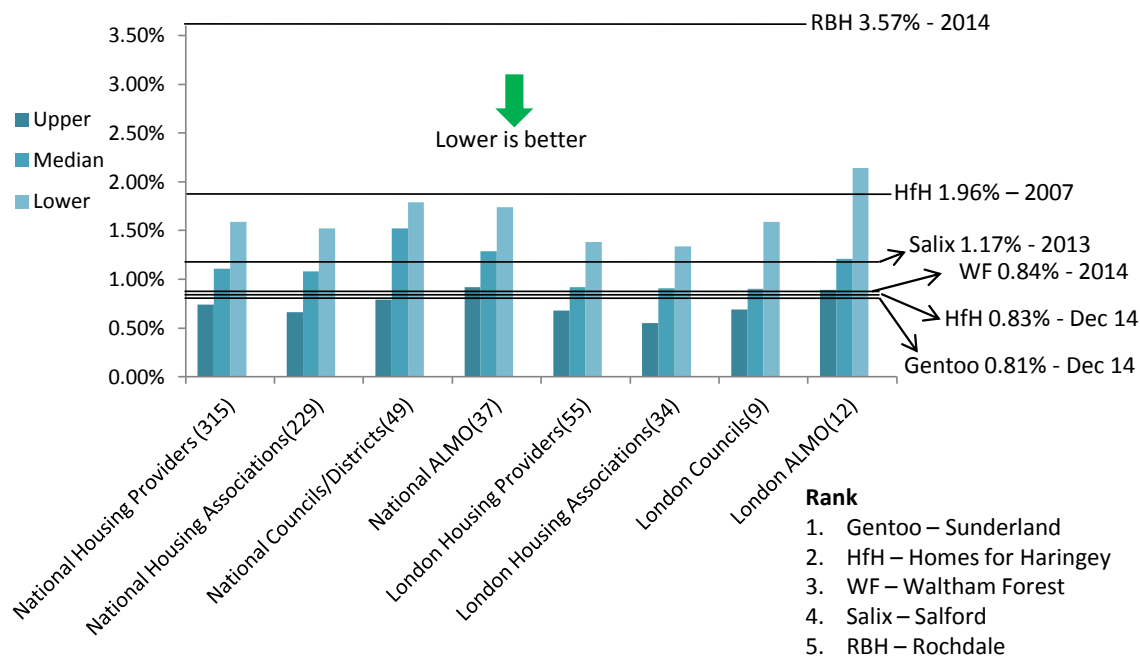
Provider – 2013/14	Upper	Median	Lower
National Housing Providers (315)	6.8	8.47	11.16
National Housing Associations(229)	6.48	8.24	10.76
National Councils/Districts(49)	8.32	10.46	14.7
National ALMO(37)	6.7	7.66	12.44
London Housing Providers(55)	7.52	10	11.64
London Housing Associations(34)	8.09	10.2	11.97
London Councils(9)	7.25	9.39	10.53
London ALMO(12)	6.23	8.79	13.85

Comments

6. Rent loss from voids

Definition

This measure calculates the amount of rent and service charges lost through GN & HOP properties being vacant as a percentage of the total GN & HOP rent roll. The rent roll is the total amount of potential rent and service charges collectable for the period for all dwellings managed by the landlord, if all dwellings had been occupied. The dwelling may have been vacant for any reason, and includes dwellings that are unavailable to let. However, for dwellings that are unavailable to let and are not expected to be let as social dwellings again, the rent and service charges should be zeroed out. For example, properties awaiting demolition.

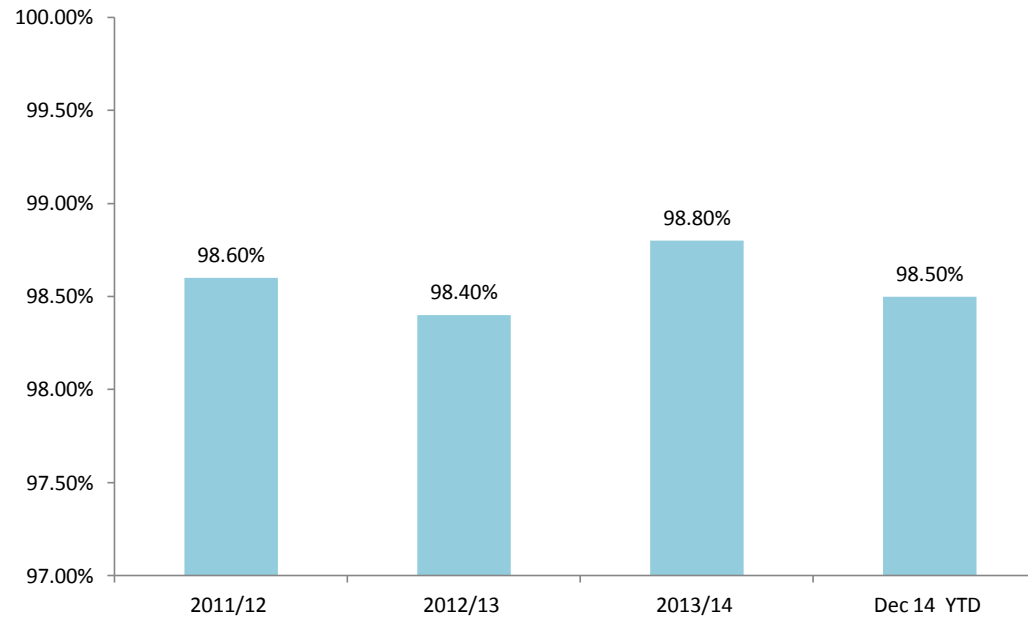


Earliest Figure	2012/13	2013/14	Dec 14 YTD	Change
1.96% (2006/7)	1.35%	1.09%	0.83%	↑↓

Provider - 2013/14	Upper	Median	Lower
National Housing Providers (315)	0.74%	1.11%	1.59%
National Housing Associations(229)	0.66%	1.08%	1.52%
National Councils/Districts(49)	0.79%	1.52%	1.79%
National ALMO(37)	0.92%	1.29%	1.74%
London Housing Providers(55)	0.68%	0.92%	1.38%
London Housing Associations(34)	0.55%	0.91%	1.34%
London Councils(9)	0.69%	0.9%	1.59%
London ALMO(12)	0.89%	1.21%	2.14%

Comments

7. % of Emergency repairs completed within timescale

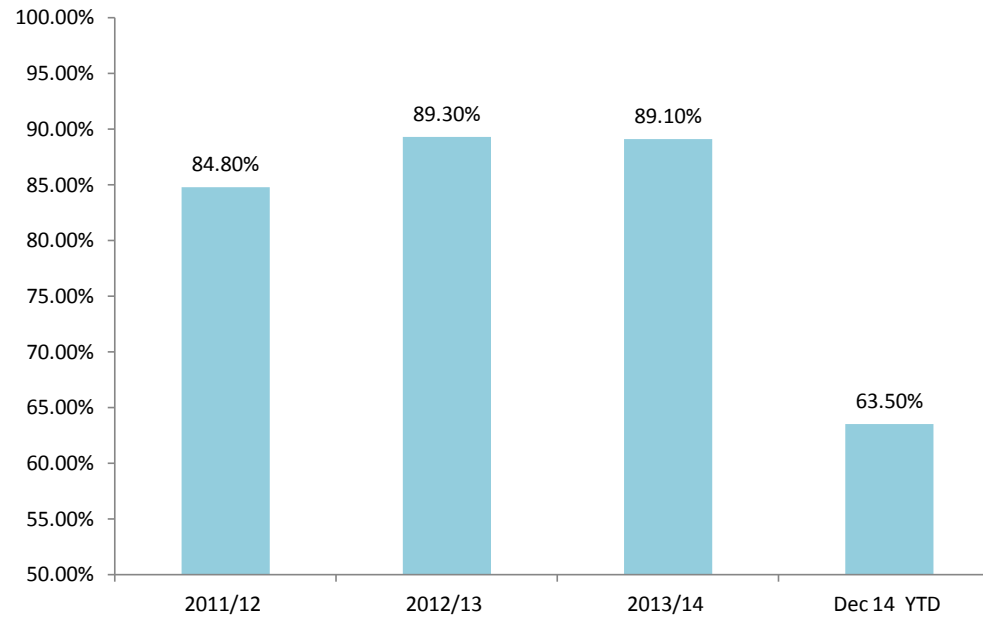


2011/12	2012/13	2013/14	Dec 14 YTD	Change
98.6%	98.40%	98.80%	98.5%	↔

Comments

This is a HfH internal measure and is not benchmark able against other providers.

8. % of Urgent repairs completed within timescale

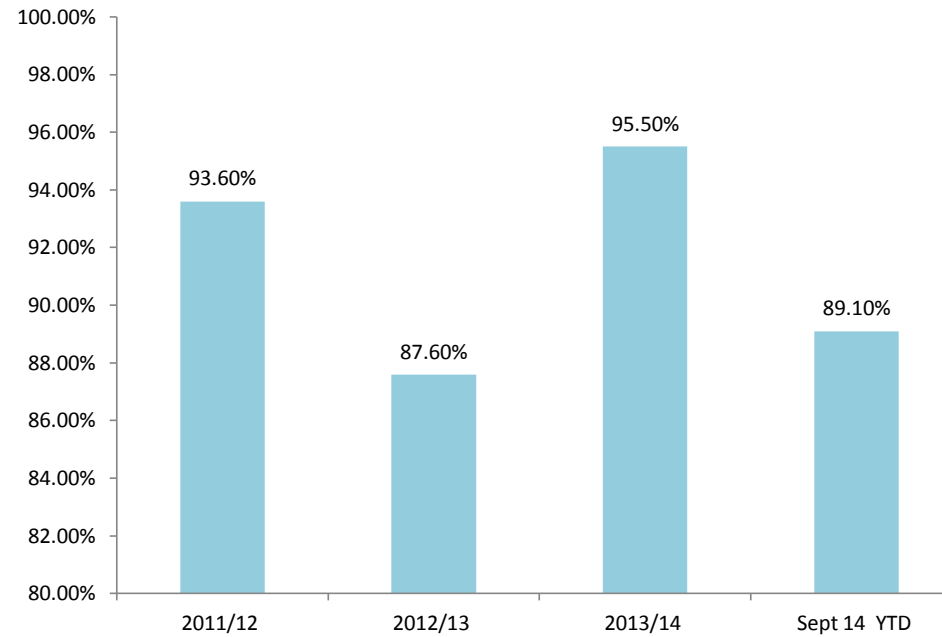


2011/12	2012/13	2013/14	Dec 14 YTD	Change
84.8%	89.30%	89.10%	63.5%	↑↓

Comments

This is a HfH internal measure and is not benchmark able against other providers.

9. % of Routine repairs completed within timescale



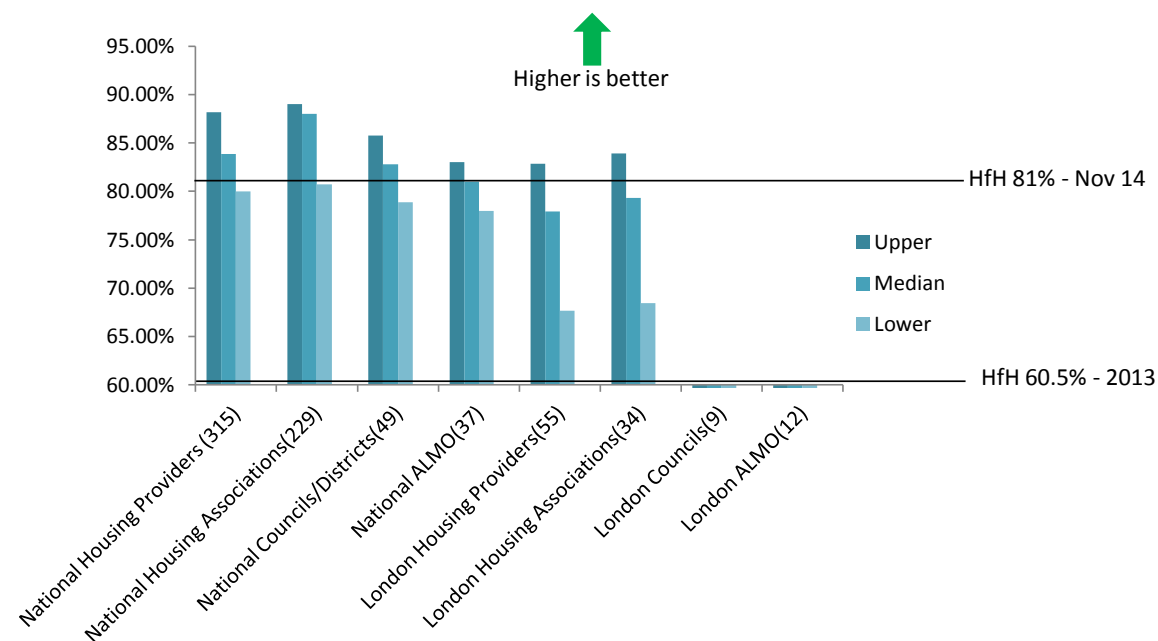
2011/12	2012/13	2013/14	Sept 14 YTD	Change
93.6%	87.60%	95.50%	89.1%	↑↓

Comments

This is a HfH internal measure and is not benchmark able against other providers.

Appendix v - Performance Measurement and Comparison

10. % of tenants satisfied with quality of repair



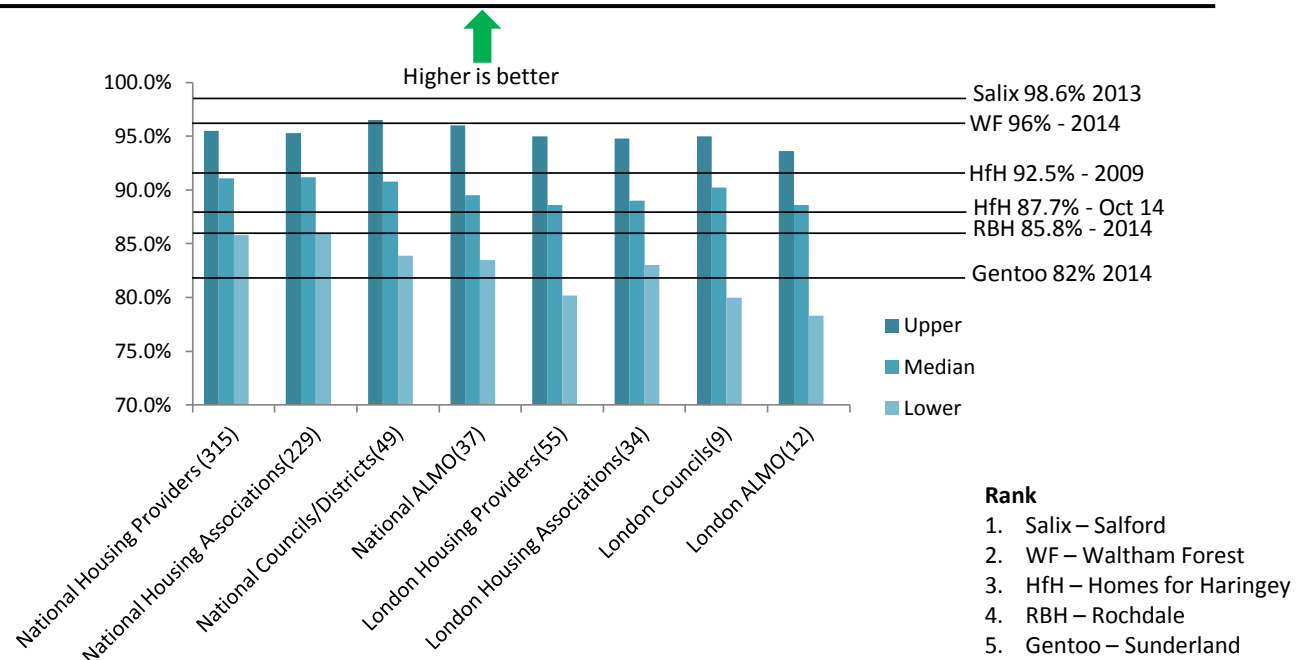
Earliest Figure	2012/13	2013/14	Nov 14 YTD	Change
N/A	60.5%	79.3%	81%	↑↓

Provider – 2013/14	Upper	Median	Lower
National Housing Providers (315)	88.15%	83.85%	80%
National Housing Associations(229)	89%	88%	80.73%
National Councils/Districts(49)	85.75%	82.8%	78.88%
National ALMO(37)	83%	81%	78%
London Housing Providers(55)	82.87%	77.9%	67.65%
London Housing Associations(34)	83.93%	79.32%	68.45%
London Councils(9)	NoData	NoData	NoData
London ALMO(12)	NoData	NoData	NoData

Comments

No data available for comparison with sites visited.

11. % jobs completed right first time

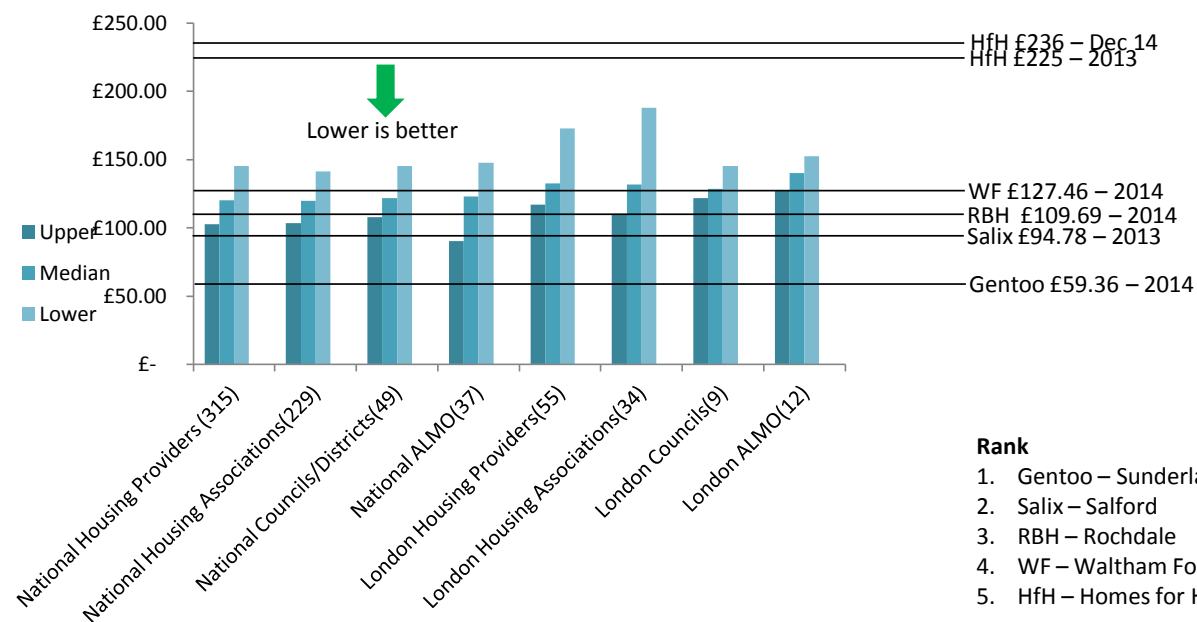


2008/9	2012/13	2013/14	Oct 14 YTD	Change
92.5%	99.6%	90.2%	87.8%	↑↓

Provider – 2013/14	Upper	Median	Lower
National Housing Providers (315)	95.5%	91.1%	85.8%
National Housing Associations(229)	95.3%	91.2%	86%
National Councils/Districts(49)	96.5%	90.8%	83.9%
National ALMO(37)	96%	89.5%	83.5%
London Housing Providers(55)	95%	88.6%	80.2%
London Housing Associations(34)	94.8%	89%	83%
London Councils(9)	95%	90.2%	80%
London ALMO(12)	93.6%	88.6%	78.3%

Comments

12. Average cost of a repair



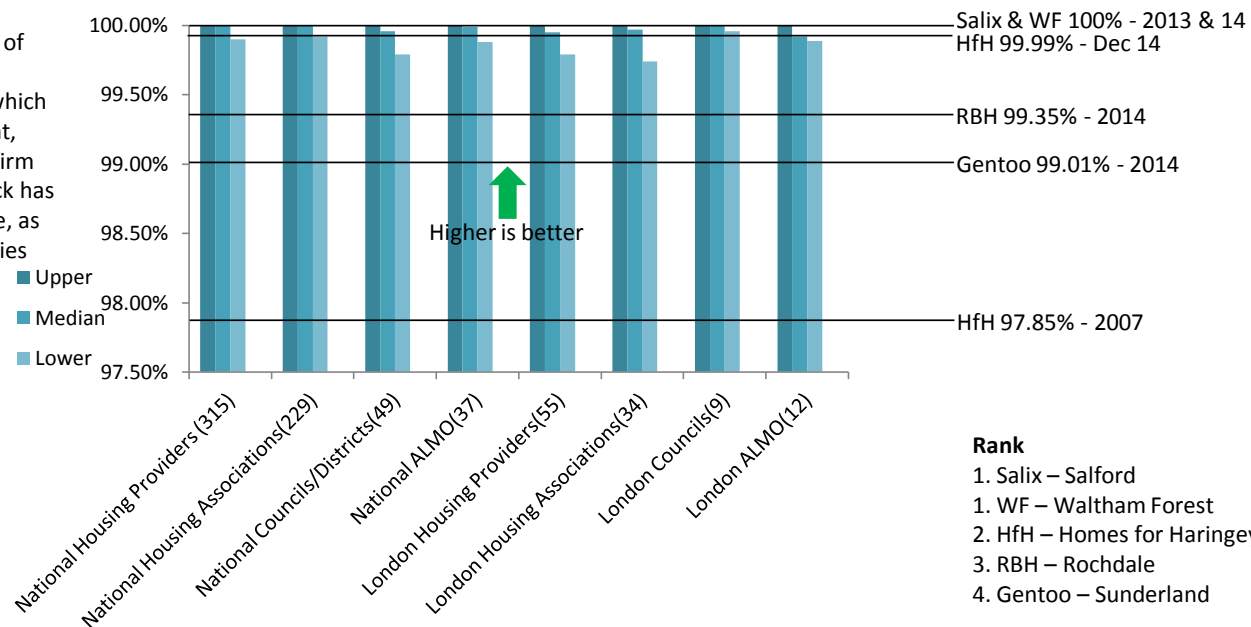
Earliest Figure	2012/13	2013/14	Dec 14 YTD	Change
N/A	£225	£206	£236	↑↓

Provider – 2013/14	Upper	Median	Lower	Comments
National Housing Providers (315)	£ 102.72	£ 120.35	£ 145.44	
National Housing Associations(229)	£103.30	£119.64	£141.13	
National Councils/Districts(49)	£107.82	£121.98	£145.44	
National ALMO(37)	£90.18	£122.98	£147.50	
London Housing Providers(55)	£ 117.06	£ 132.37	£ 172.94	
London Housing Associations(34)	£110.10	£131.70	£187.84	
London Councils(9)	£121.98	£128.58	£145.44	
London ALMO(12)	£127.18	£140.01	£152.34	

13. % of properties with valid gas certificate

Definition

This measures the number of properties with a landlord owned gas appliance, for which the landlord holds a current, valid gas certificate to confirm that the annual safety check has been completed, when due, as a percentage of all properties with a landlord owned gas appliance.

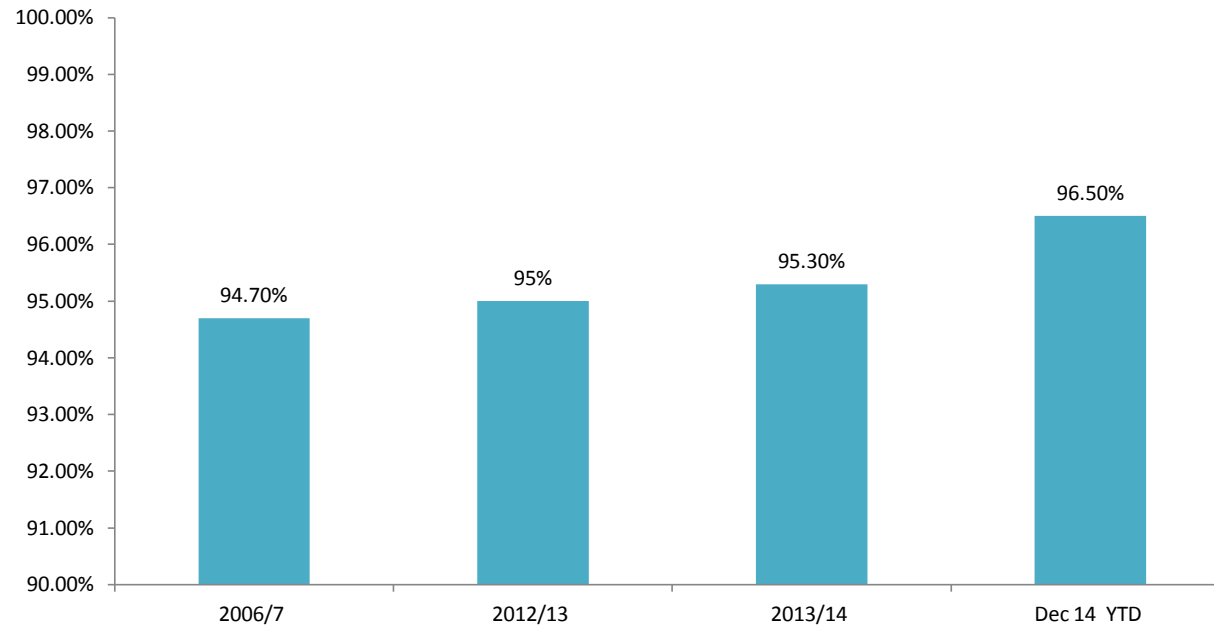


2006/7	2012/13	2013/14	Dec 14 YTD	Change
97.85%	99.88%	99.99%	99.99%	↔

Provider – 2013/14	Upper	Median	Lower
National Housing Providers (315)	100%	100%	99.9%
National Housing Associations(229)	100%	100%	99.92%
National Councils/Districts(49)	100%	99.96%	99.79%
National ALMO(37)	100%	99.99%	99.88%
London Housing Providers(55)	100%	99.95%	99.79%
London Housing Associations(34)	100%	99.97%	99.74%
London Councils(9)	100%	100%	99.96%
London ALMO(12)	100%	99.92%	99.89%

Comments

14. % of estates graded at A or B by Quality Assurance Officers Overall Grade



2006/7	2012/13	2013/14	Dec 14 YTD	Change
94.7%	95%	95.30%	96.50%	↑↓

Comments

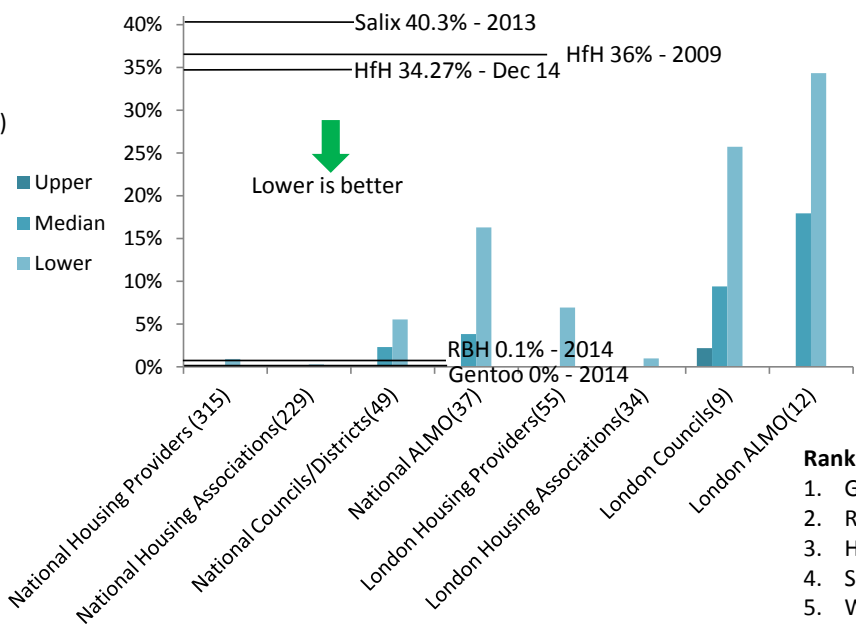
This is a HfH internal measure and is not benchmark able against other providers.

15. Decent Homes Programme % of non-decent council homes

Definition

This indicator measures the number of properties failing to meet the Decent Homes Standard, as recorded in the RSR (housing associations) and the BPSA (local authorities/ALMOs), and the proportion this represents of the total housing stock. It is a snapshot at the end of the year.

Social landlords are not expected to make a home decent if this is against a tenant's wishes as work can be undertaken when the dwelling is next void (empty). For reporting purposes, these properties are not counted as non - decent until they are void.

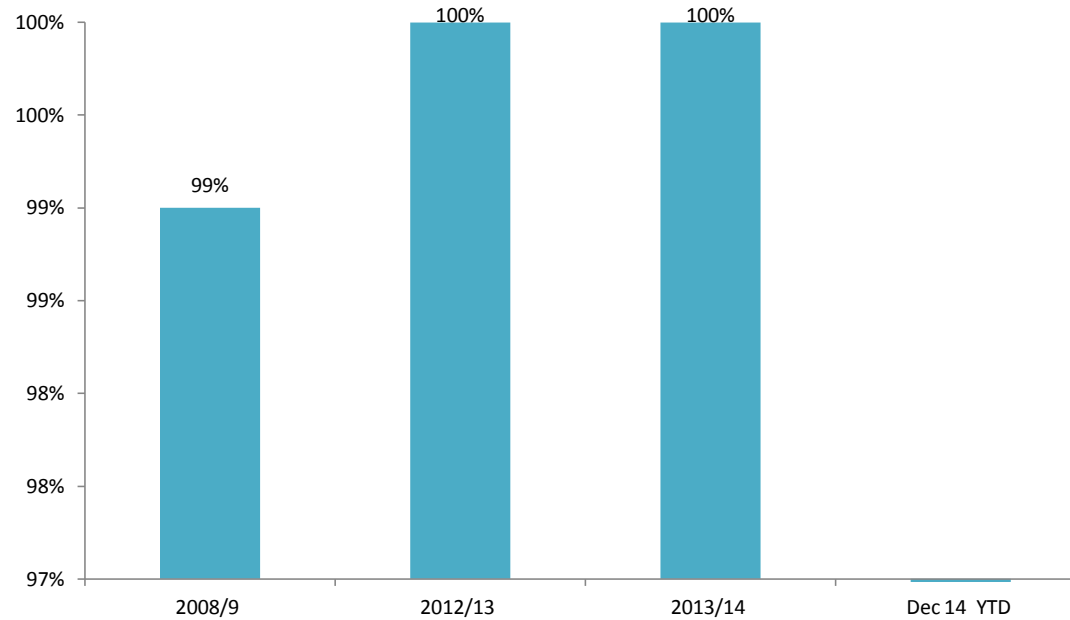


2008/9	2012/13	2013/14	Dec 14 YTD	Change
36%	28.07%	30.98%	34.27%	↑↓

Provider – 2013/14	Upper	Median	Lower
National Housing Providers (315)	0%	0%	0.9%
National Housing Associations (229)	0%	0%	0.3%
National Councils/Districts (49)	0%	2.3%	5.5%
National ALMO (37)	0%	3.8%	16.3%
London Housing Providers (55)	0%	0.1%	6.9%
London Housing Associations (34)	0%	0%	1%
London Councils (9)	2.20%	9.4%	25.7%
London ALMO (12)	0.1%	17.9%	34.3%

Comments

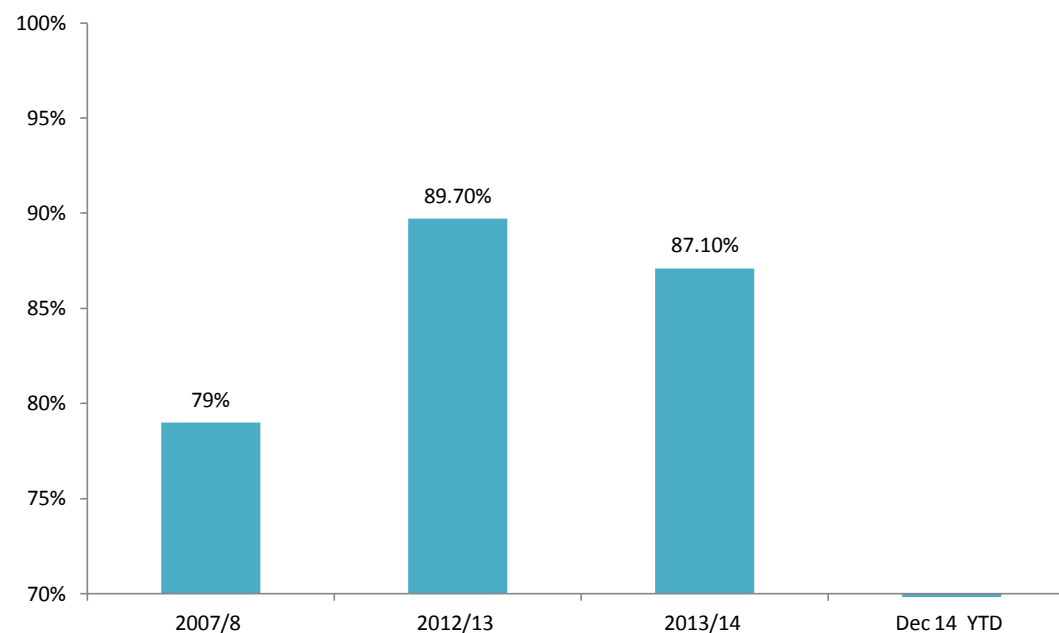
16. Decent Homes Programme % of units completed against number programmed



2008/9	2012/13	2013/14	Dec 14 YTD	Change
99%	100%	100%	No Data	↔

Comments

17. Decent Homes Programme % of residents satisfied with outcome of works

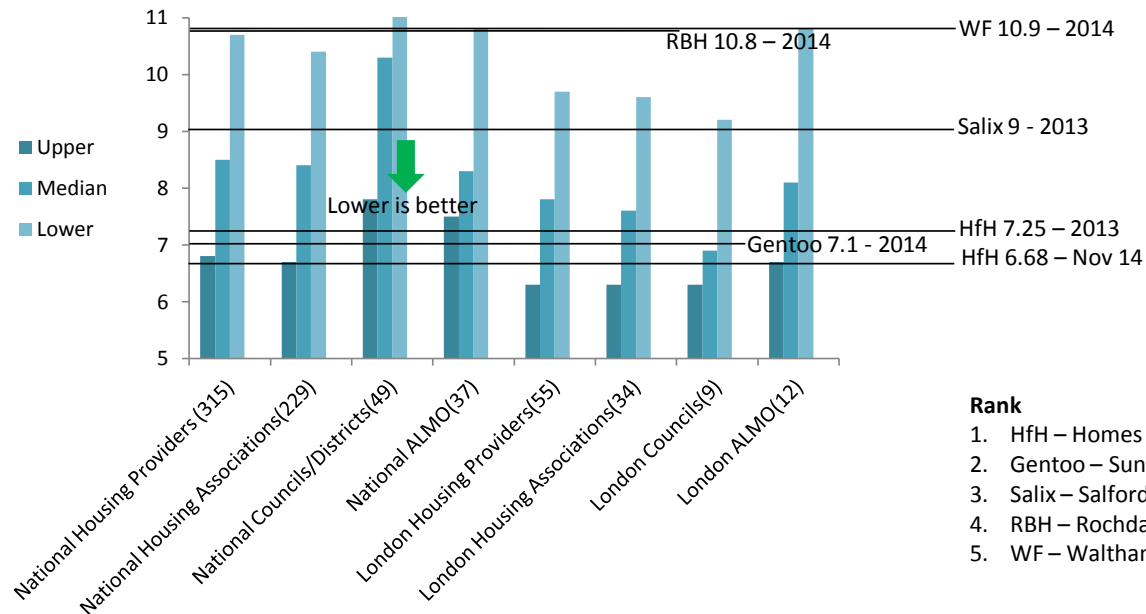


2007/8	2012/13	2013/14	Dec 14 YTD	Change
79%	89.70%	87.10%	No Data	↑↓

Comments

New data to follow in March 2015.

18. Average number of working days lost due to sickness absence



Earliest Figure	2012/13	2013/14	Nov 14 YTD	Change
N/A	7.25	8.74	6.68	↑↓

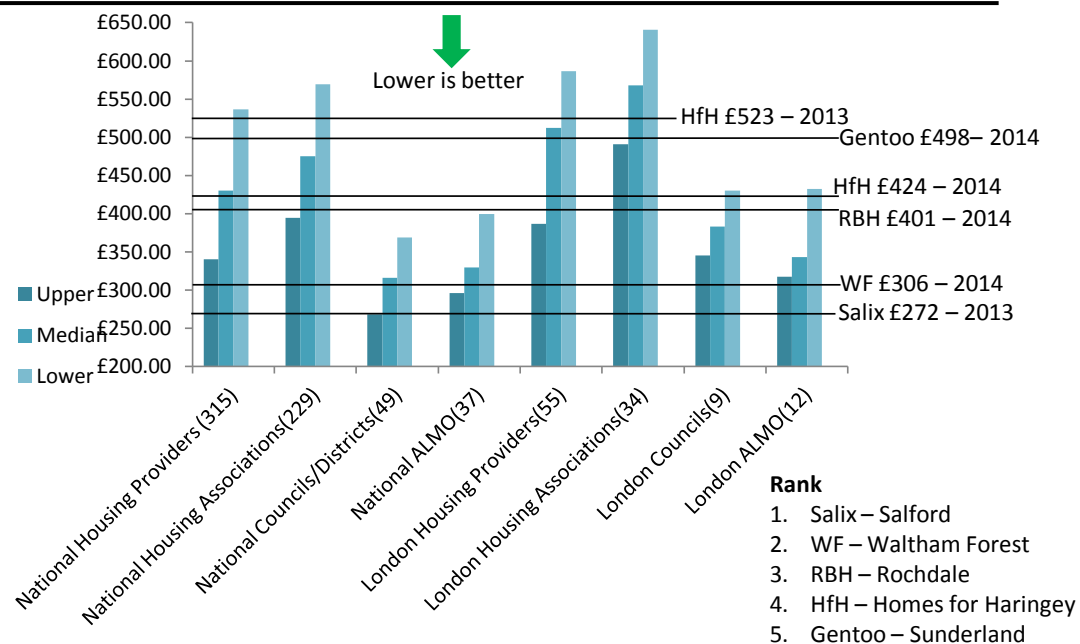
Provider – 2013/14	Upper	Median	Lower	Comments
National Housing Providers (315)	6.8	8.5	10.7	
National Housing Associations(229)	6.7	8.4	10.4	
National Councils/Districts(49)	7.8	10.3	12.4	
National ALMO(37)	7.5	8.3	10.8	
London Housing Providers(55)	6.3	7.8	9.7	
London Housing Associations(34)	6.3	7.6	9.6	
London Councils(9)	6.3	6.9	9.2	
London ALMO(12)	6.7	8.1	10.8	

19. Management cost per properties

Definition

This is the total cost of providing the housing management service, calculated per GN, HfOP and shared ownership property that receives a housing management service. It includes direct employee costs and direct non - pay costs and overhead costs.

Housing management contains the following functions: rent arrears and collection, resident involvement, anti - social behaviour, tenancy management and lettings.



Earliest Figure	2012/13	2013/14	YTD	Change
N/A	£523.70	£424.25	No Data	↑↓

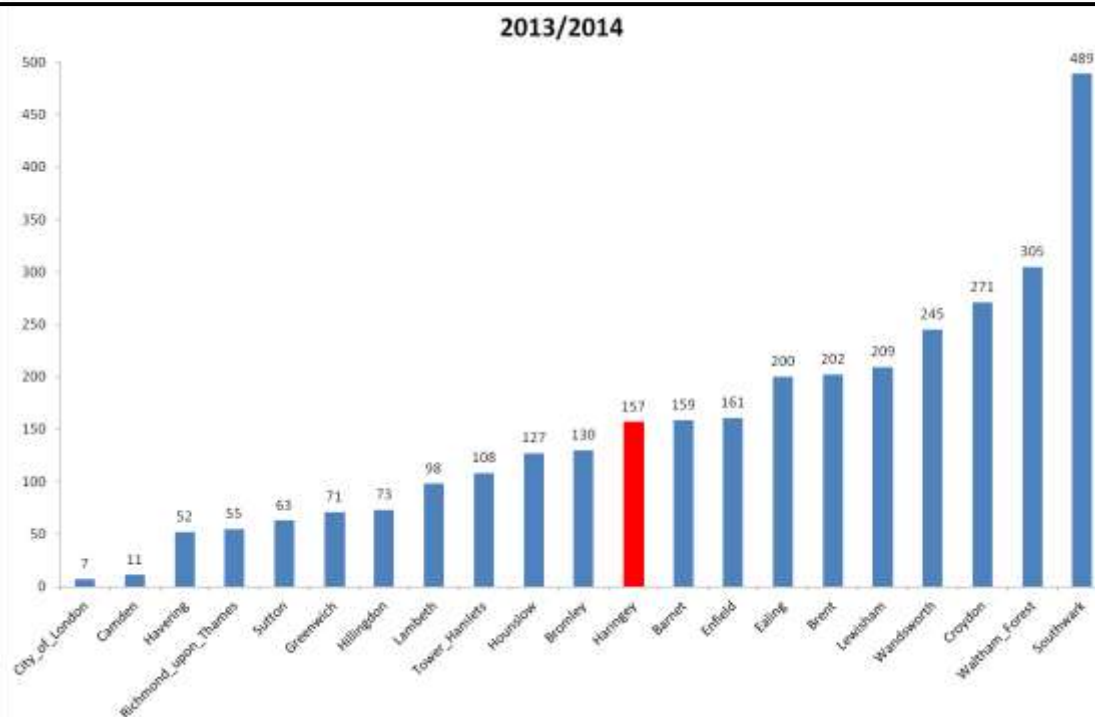
Provider - 2013/14	Upper	Median	Lower
National Housing Providers (315)	£340.06	£430.16	£536.62
National Housing Associations (229)	£394.54	£474.75	£569.17
National Councils/Districts (49)	267.76	315.68	368.53
National ALMO (37)	£295.53	£329.44	£399.17
London Housing Providers (55)	£386.36	£512.18	£586.63
London Housing Associations (34)	£491.05	£567.65	£640.49
London Councils (9)	344.87	382.87	429.84
London ALMO (12)	317.24	342.95	432.2

Comments

New figure to follow in March 15

20. Number of homelessness acceptances

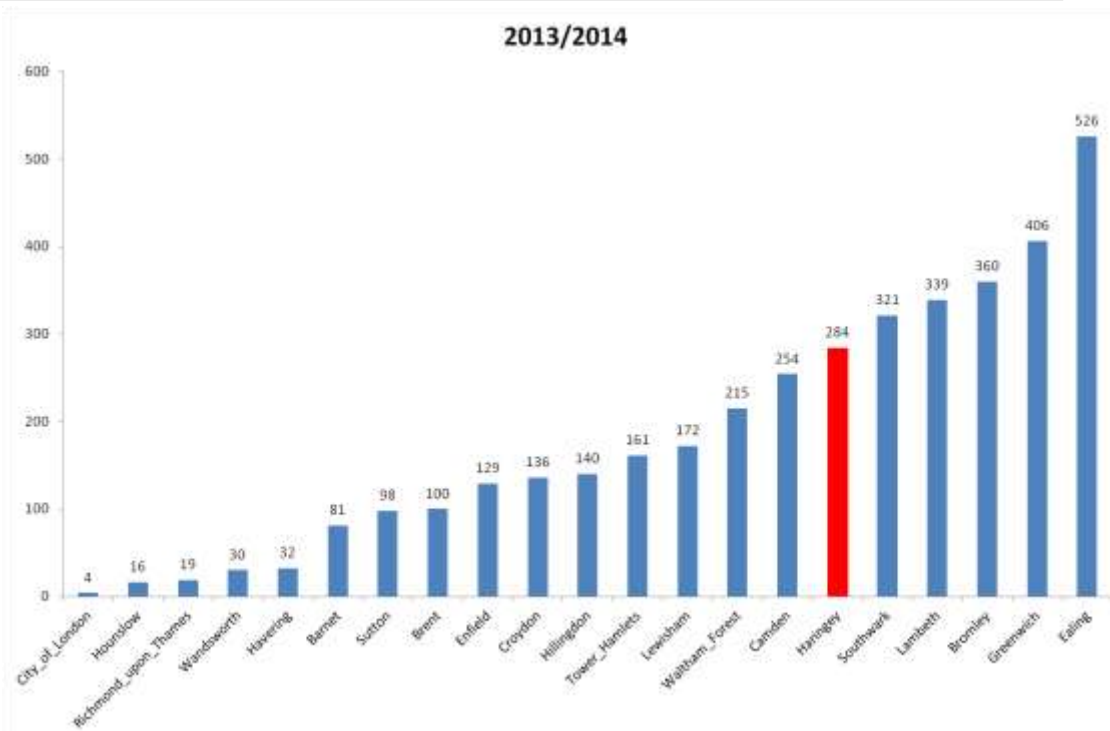
OrgName	Number of homelessness acceptances
City_of_London	7
Camden	11
Havering	52
Richmond_upon_Thames	55
Sutton	63
Greenwich	71
Hillingdon	73
Lambeth	98
Tower_Hamlets	108
Hounslow	127
Bromley	130
Haringey	157
Barnet	159
Enfield	161
Ealing	200
Brent	202
Lewisham	209
Wandsworth	245
Croydon	271
Waltham_Forest	305
Southwark	489



Comments

21. Number of homelessness preventions

OrgName	Number of homelessness preventions
City_of_London	4
Hounslow	16
Richmond_upon_Thames	19
Wandsworth	30
Havering	32
Barnet	81
Sutton	98
Brent	100
Enfield	129
Croydon	136
Hillingdon	140
Tower_Hamlets	161
Lewisham	172
Waltham_Forest	215
Camden	254
Haringey	284
Southwark	321
Lambeth	339
Bromley	360
Greenwich	406
Ealing	526



Comments

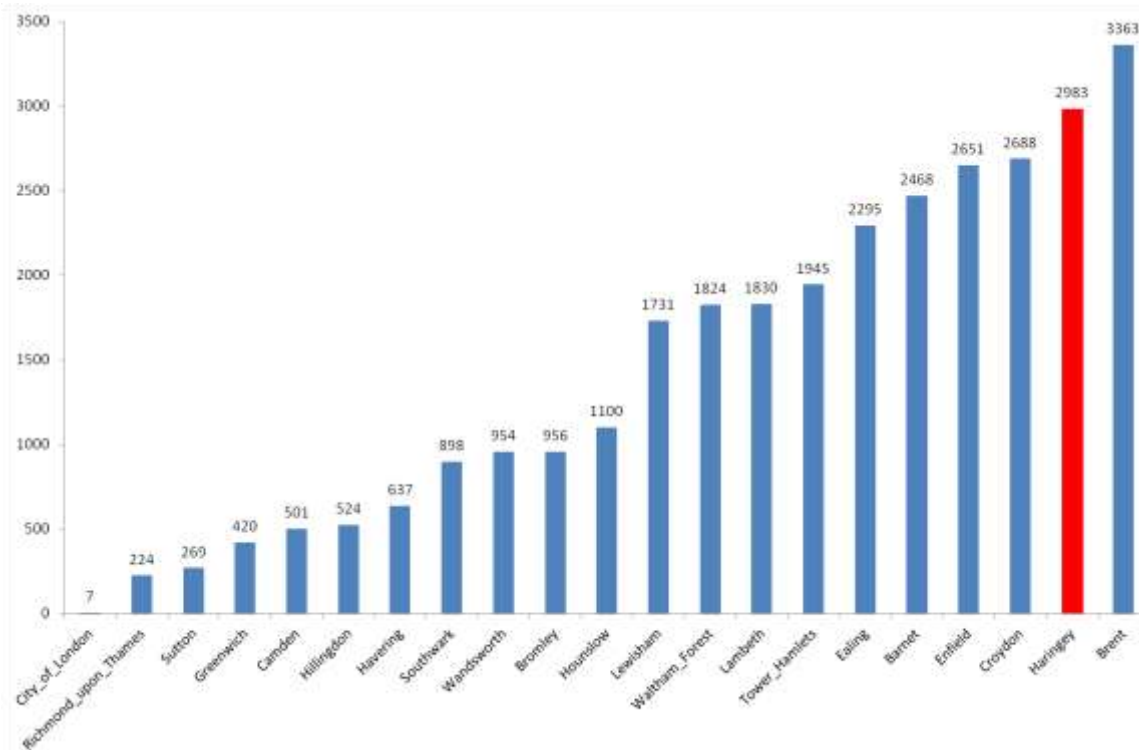
22. Prevent homelessness (ratio of homelessness preventions to acceptances)

OrgName	Prevent homelessness (ratio of homelessness preventions to acceptances)
Wandsworth	0.1:1
Hounslow	0.1:1
Richmond_upon_Thames	0.3:1
Barnet	0.5:1
Croydon	0.5:1
Brent	0.5:1
City_of_London	0.6:1
Havering	0.6:1
Southwark	0.7:1
Waltham_Forest	0.7:1
Lewisham	0.8:1
Enfield	0.8:1
Tower_Hamlets	1.5:1
Sutton	1.6:1
Haringey	1.8:1
Hillingdon	1.9:1
Ealing	2.6:1
Bromley	2.8:1
Camden	23.1:1
Lambeth	3.5:1
Greenwich	5.7:1

Comments

23. Number of households in temporary accommodation

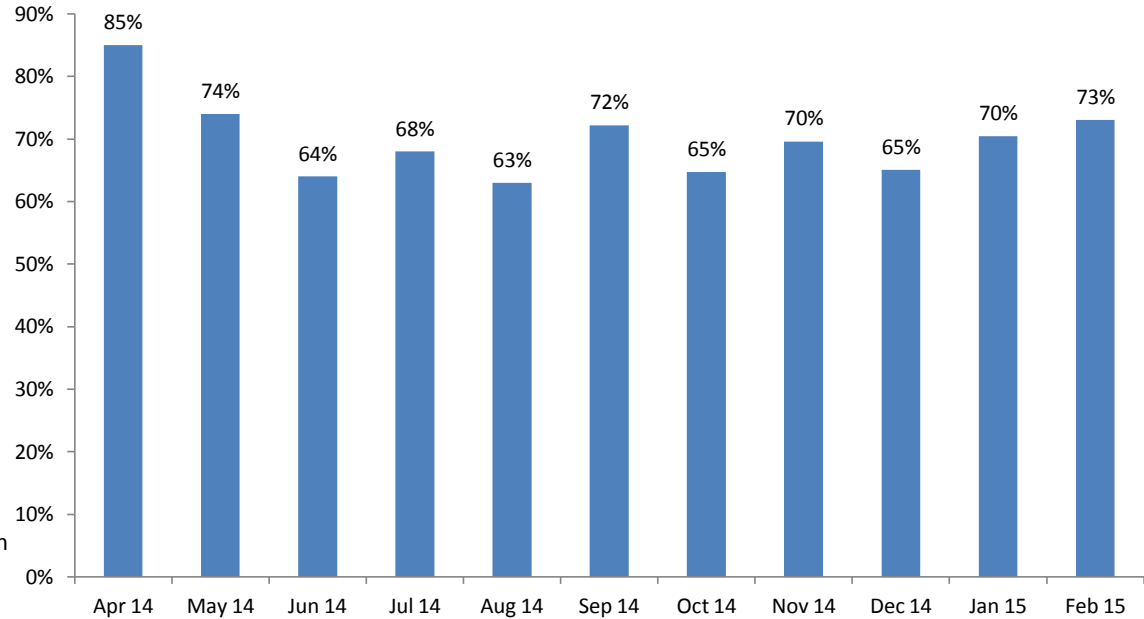
OrgName	Number of households in temporary accommodation
City_of_London	7
Richmond_upon_Thames	224
Sutton	269
Greenwich	420
Camden	501
Hillingdon	524
Havering	637
Southwark	898
Wandsworth	954
Bromley	956
Hounslow	1100
Lewisham	1731
Waltham_Forest	1824
Lambeth	1830
Tower_Hamlets	1945
Ealing	2295
Barnet	2468
Enfield	2651
Croydon	2688
Haringey	2983
Brent	3363



Comments

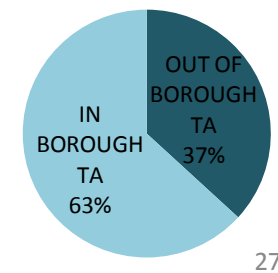
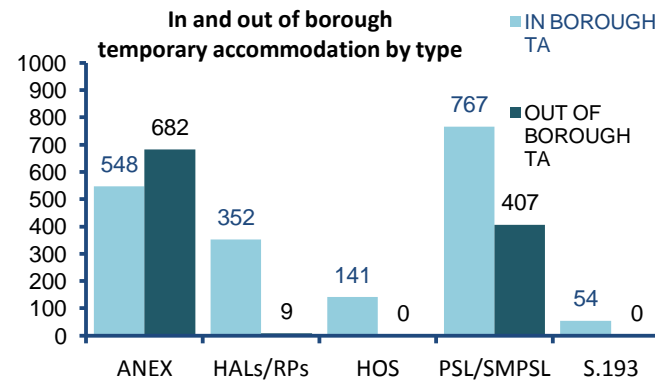
24. % of social housing lets to applicants in temporary accommodation
25. Average weeks in temporary accommodation

Month	% in TA
Apr 14	85%
May 14	74%
Jun 14	64%
Jul 14	68%
Aug 14	63%
Sep 14	72%
Oct 14	65%
Nov 14	70%
Dec 14	65%
Jan 15	70%
Feb 15	73%

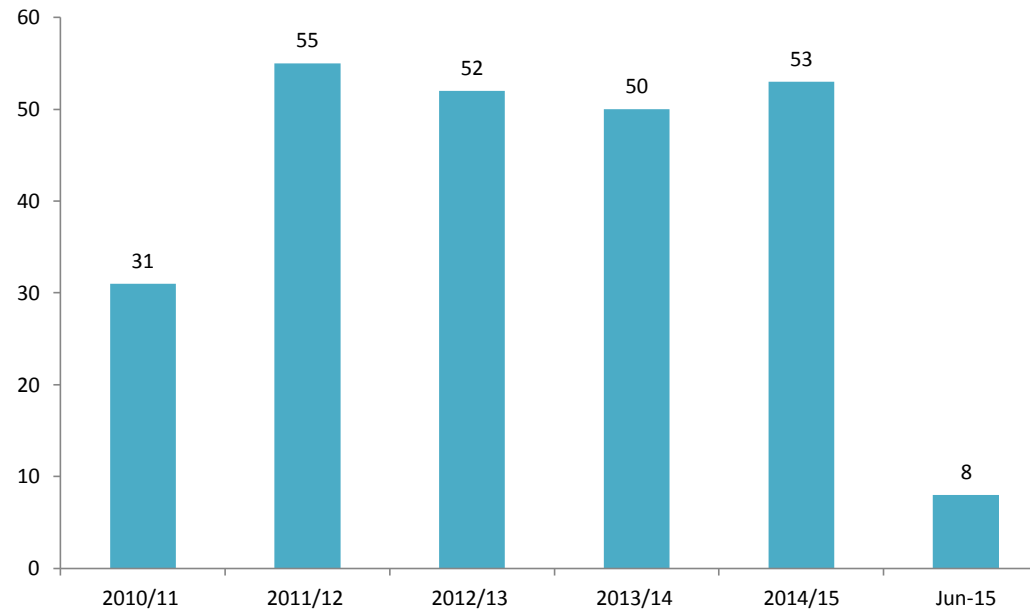


Average weeks in temporary accommodation
27.7 Weeks

Month	Homeless Households in Temporary Accommodation as at the last day of each month 2014/15
Apr	2894
May	2901
June	2890
July	2916
Aug	2937
Sept	2948
Oct	2986
Nov	2987
Dec	2983
Jan	2978
Feb	2976



26. Number of empty private sector properties brought back into use



2010/11	2011/12	2012/13	2013/14	Dec 14 YTD	June 15	Change
31	55	52	50	53	8	↑↓

Comments




















































Please note that this figure is not from Council Tax figures as many other authorities record (as that figure is wildly incorrect as to the true picture of the number of empties), it is the number of properties which have been referred to me as being empty and which have come back into use following some involvement from me pushing the owner to bring the property back into use. Therefore it may be impossible to compare the figures with other authorities.

Future of Housing Review

Homes for Haringey
Benchmarking
June 2015

Benchmarking/KPI's

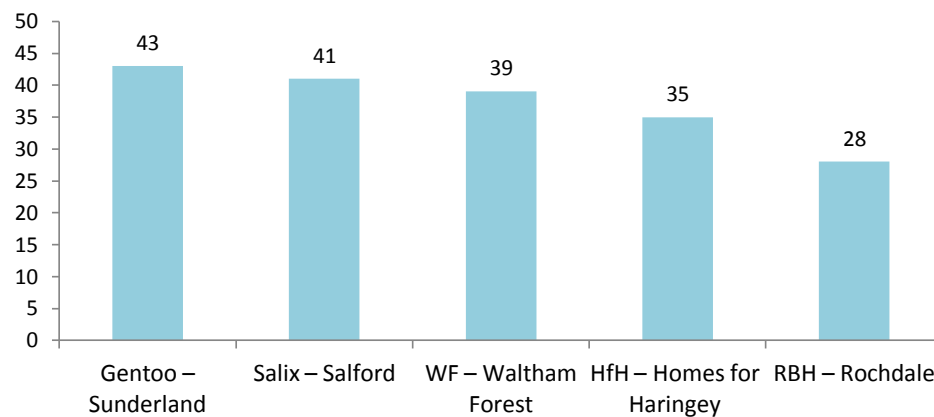
Getting Better	Getting Worse	No Change
19  	6  	1 

#	Category	Benchmark/KPI's	Change
1	Customer Service	Overall Customer Satisfaction Rating	 
2	Income Collection	% of rent collected (including arrears and excluding water rates)	 
3	Income Collection	Current tenant arrears as % of annual rent debit	 
4	Voids	Average relet times (calendar days) - (Old BV212 Definition)	 
5	Voids	Average time to repair voids (BV212)	 
6	Voids	Rent loss from voids	 
7	Repairs	% of Emergency repairs completed by HRS within timescale	
8	Repairs	% of Urgent repairs completed by HRS within timescale	 
9	Repairs	% of Routine repairs completed by HRS within timescale	 
10	Repairs	% of tenants satisfied with quality of repair EXTERNAL measure (BMG Research)	 
11	Repairs	% jobs completed right first time (by Audit Commission definitions)	 
12	Repairs	Average cost of a repair	 
13	Client Services & Annual Maintenance	% of properties with valid gas certificate	 
14	Estate Services	% of estates graded at A or B by Quality Assurance Officers Overall Grade	 
15	Asset Management	Decent Homes Programme % of non-decent council homes	 
16	Asset Management	Decent Homes Programme % of units completed against number programmed	 
17	Asset Management	Decent Homes Programme % of residents satisfied with outcome of works	 
18	People	Average number of working days lost due to sickness absence (rolling 12 month figure)	 
19	People	Management cost per properties (housing management overheads)	 
20	Homelessness	Number of homelessness acceptances	 
21	Homelessness	Number of homelessness preventions	 
22	Homelessness	Prevent homelessness (ratio of homelessness preventions to acceptances)	 
23	Temporary Accommodation	Number of households in temporary accommodation	 
24	Temporary Accommodation	% of social housing lets to applicants in temporary accommodation	 
25	Temporary Accommodation	Average weeks in temporary accommodation	 
26	Private Sector	Number of empty private sector properties brought back into use	 

2

Ranking

Rank	Organisation	Score	Type
1	Gentoo – Sunderland	43	LSVT
2	Salix – Salford (2013)	41	RP
3	WF – Waltham Forest	39	ALMO
4	HfH – Homes for Haringey	35	ALMO
5	RBH – Rochdale	28	Mutual

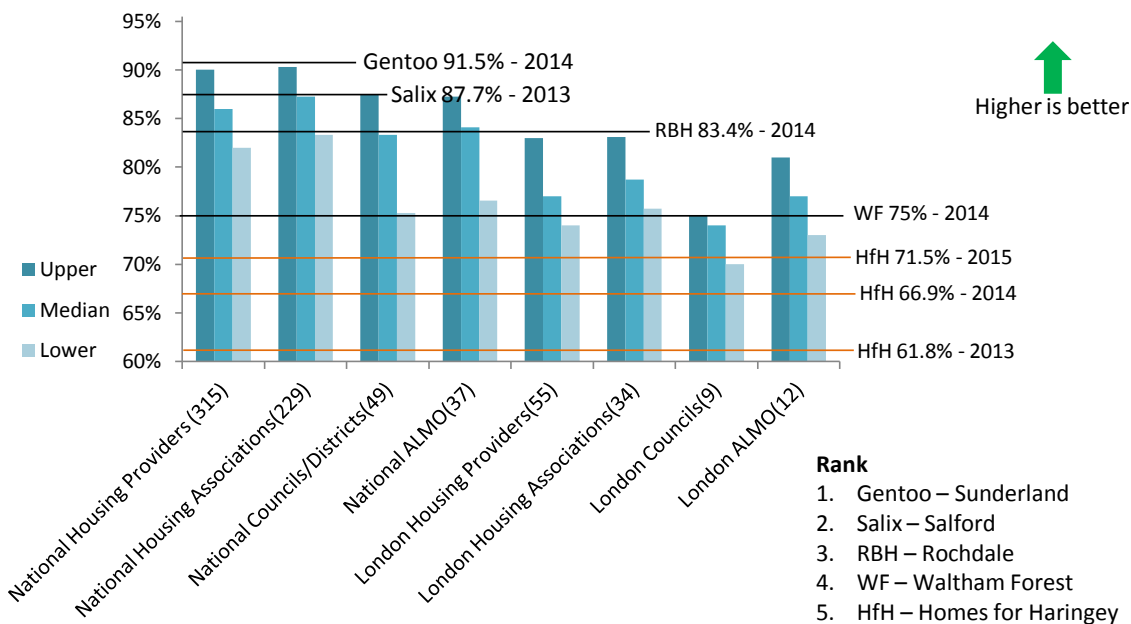


#	Category	Benchmark/KPI's	Highest Rank
1	Customer Service	Overall Customer Satisfaction Rating	Gentoo
2	Income Collection	% of rent collected (including arrears and excluding water rates)	Gentoo
3	Income Collection	Current tenant arrears as % of annual rent debit	Gentoo
4	Voids	Average relet times (calendar days) - (Old BV212 Definition)	Waltham Forest
5	Voids	Average time to repair voids (BV212)	Waltham Forest
6	Voids	Rent loss from voids	Homes for Haringey
11	Repairs	% jobs completed right first time (by Audit Commission definitions)	Salix
12	Repairs	Average cost of a repair	Gentoo
13	Client Services & Annual Maintenance	% of properties with valid gas certificate	HfH / Salix/ WF
15	Asset Management	Decent Homes Programme % of non-decent council homes	Gentoo
18	People	Average number of working days lost due to sickness absence (rolling 12 month figure)	Homes for Haringey
19	People	Management cost per properties (housing management overheads)	Salix

1. Overall Customer Satisfaction Rating

Definition

This indicator measures, for General Needs & Housing for Older People residents, the number of 'very satisfied' or 'fairly satisfied' responses, as a percentage of the total number of responses, to the question 'How satisfied or dissatisfied are you with the services / overall service provided by your landlord'.



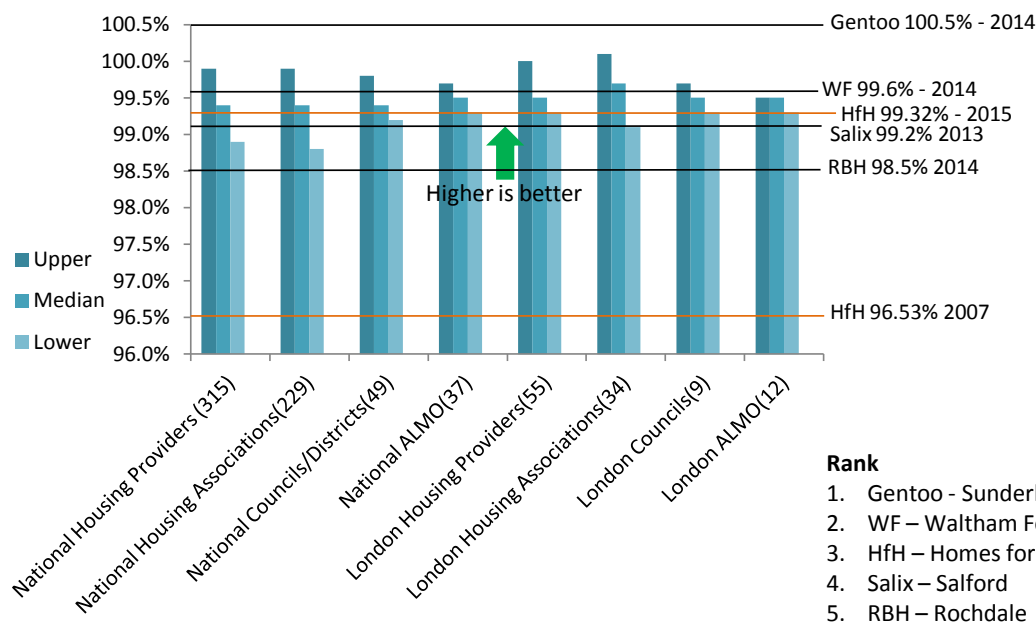
Earliest Figure	2012/13	2013/14	2014/15	Change
N/A	61.80%	66.90%	71.5% (unconfirmed)	↑↓

Providers – 2013/14	Upper	Median	Lower	Comments
National Housing Providers (315)	90%	86%	82%	Overall Tenants Satisfaction - STAR survey in 2012, leadership factor survey in 2013 and will be provided by BMG Research for 2014/15 in March 2015. BMG is contracted to carry out quarterly surveys about the customer experience across all service aspects from 2015/16. Positive customer experience is one of our key priorities.
National Housing Associations (229)	90.28%	87.25%	83.33%	
National Councils/Districts (49)	87.4%	83.3%	75.3%	
National ALMO (37)	87.25%	84.1%	76.55%	
London Housing Providers (55)	83%	77%	74%	
London Housing Associations (34)	83.1%	78.7%	75.75%	
London Councils (9)	75%	74%	70%	
London ALMO (12)	81%	77%	73%	

2. % of rent collected

Definition

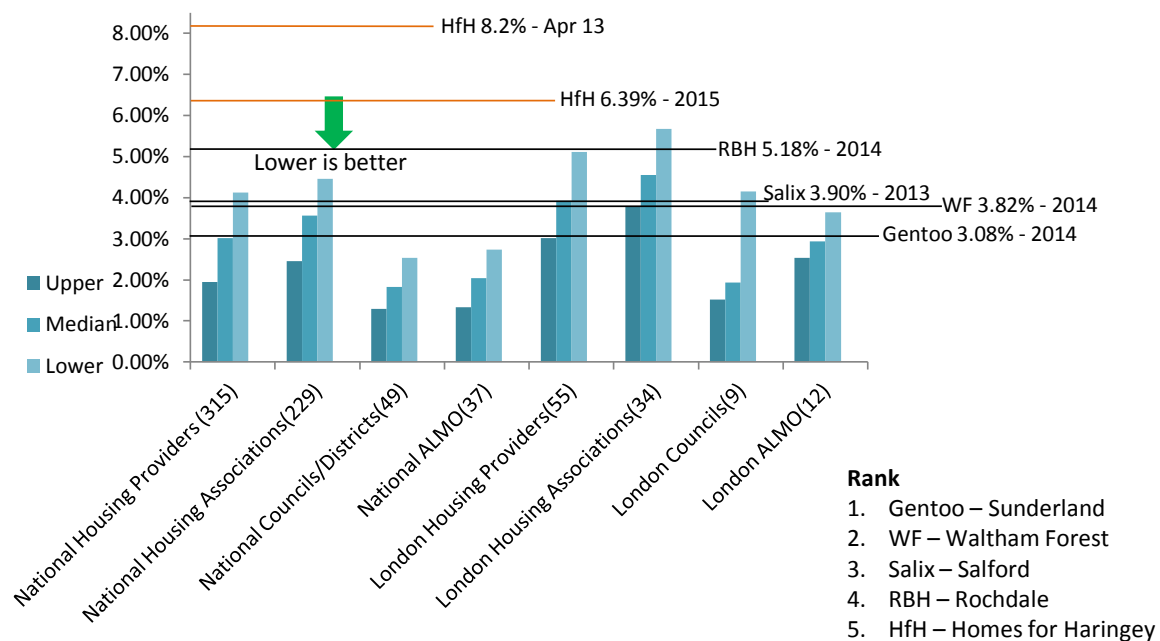
This indicator is designed to measure the rent collected year-to-date as a percentage of the rent due year-to-date, for all current General Needs and Housing for Older People tenancies.



Earliest Figure	2012/13	2013/14	2014/15	Change
96.53% (2006/7)	97.15%	99.23%	99.32%	↑↓

Providers – 2013/14	Upper	Median	Lower	Comments
National Housing Providers (315)	99.9%	99.4%	98.9%	
National Housing Associations(229)	99.9%	99.4%	98.8%	
National Councils/Districts(49)	99.8%	99.4%	99.2%	
National ALMO(37)	99.7%	99.5%	99.3%	
London Housing Providers(55)	100%	99.5%	99.3%	
London Housing Associations(34)	100.1%	99.7%	99.1%	
London Councils(9)	99.7%	99.5%	99.3%	
London ALMO(12)	99.5%	99.5%	99.3%	

3. Current tenant arrears as % of annual rent debit



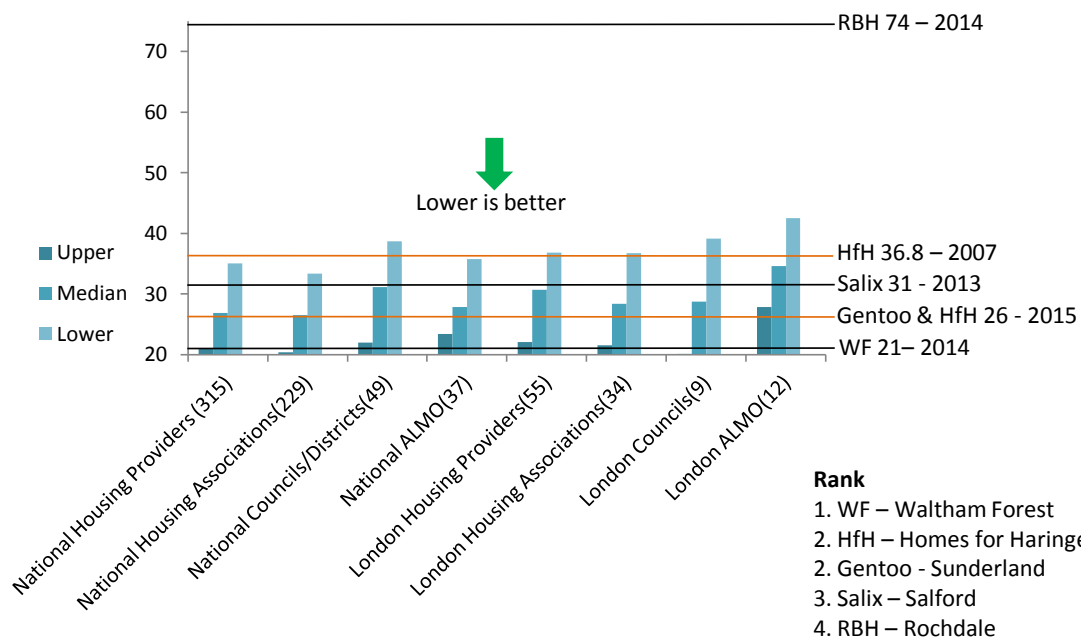
Earliest Figure	Apr 13	2013/14	2014/15	Change
N/A	8.2%	6.93%	6.39%	↑↓

Provider 2013/14	Upper	Median	Lower	Comments
National Housing Providers (315)	1.95%	3.01%	4.13%	This PI was introduced in April 2013 to measure weekly the arrears as a percentage of the annual rent debit. The 2014/15 figure reflects week 50, which is the week in the four weekly Housing Benefit cycle where the arrears caused by the HB payment in arrears is lowest for March. When we started measuring this indicator in April 2013, it was at 8.2%.
National Housing Associations(229)	2.46%	3.56%	4.46%	
National Councils/Districts(49)	1.29%	1.83%	2.54%	
National ALMO(37)	1.33%	2.04%	2.73%	
London Housing Providers(55)	3.02%	3.93%	5.11%	
London Housing Associations(34)	3.79%	4.55%	5.67%	
London Councils(9)	1.52%	1.93%	4.15%	
London ALMO(12)	2.53%	2.93%	3.64%	

4. Average relet times (calendar days) voids

Definition

This indicator measures the average time (in calendar days) to re-let vacant GN & HfOP properties during the period benchmarked. It is calculated by dividing the total number of days re-let properties were vacant in the period, by the number of voids in the period.



Earliest Figure	2012/13	2013/14	2014/15	Change
36.8 days (2006/7)	30.7	41 days	26.2 days	↑↓

Provider 2013/14	Upper	Median	Lower
National Housing Providers (315)	20.91	26.88	35.02
National Housing Associations(229)	20.35	26.52	33.35
National Councils/Districts(49)	21.94	31.13	38.72
National ALMO(37)	23.42	27.84	35.76
London Housing Providers(55)	22.05	30.65	36.79
London Housing Associations(34)	21.52	28.38	36.73
London Councils(9)	20.05	28.7	39.15
London ALMO(12)	27.84	34.61	42.5

Comments

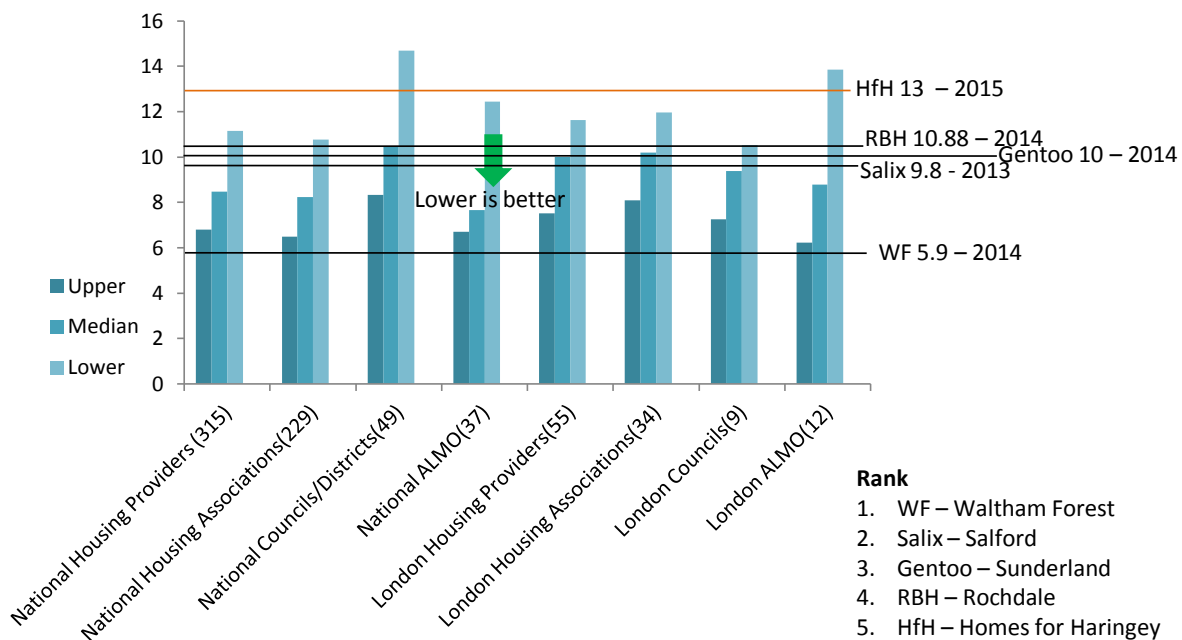
This includes hostels relet times and we would be at 22.5 days excluding hostels.

5. Average time to repair voids (days)

Definition

This is defined as the average number of (calendar) days between the responsive repair being requested and its satisfactory completion including the day of request and the day of completion.

Ultimately the date of satisfactory completion is decided by the landlord or its agent. All responsive repairs completed during the benchmarked period should be included.



Earliest Figure	2012/13	2013/14	2014/15	Change
N/A	N/A	40 days	13 days	↑↓

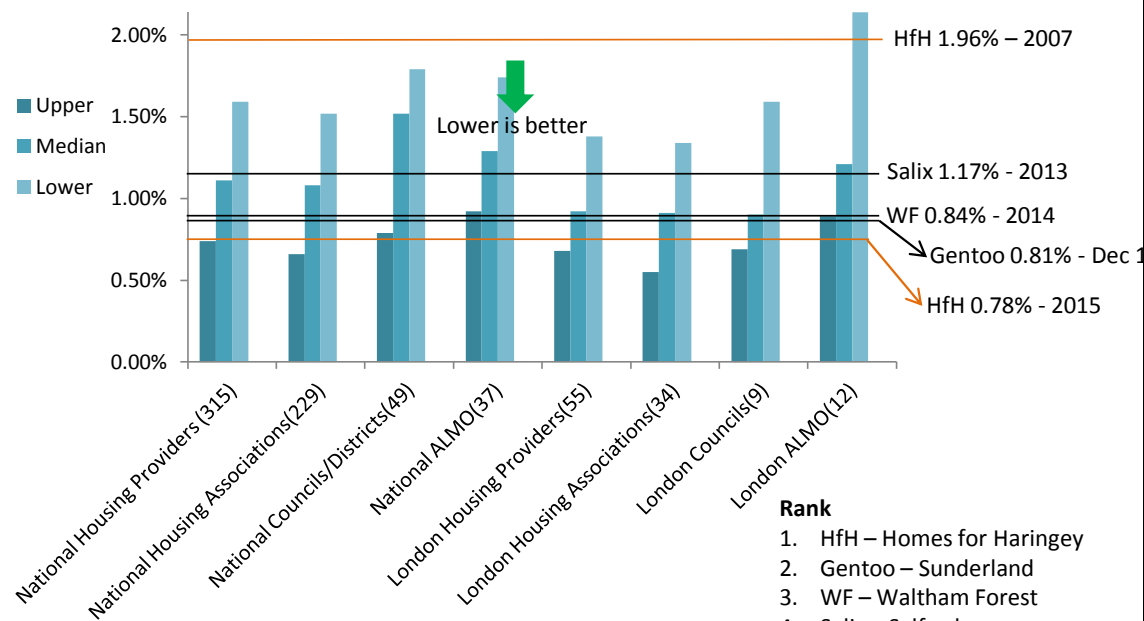
Provider – 2013/14	Upper	Median	Lower
National Housing Providers (315)	6.8	8.47	11.16
National Housing Associations(229)	6.48	8.24	10.76
National Councils/Districts(49)	8.32	10.46	14.7
National ALMO(37)	6.7	7.66	12.44
London Housing Providers(55)	7.52	10	11.64
London Housing Associations(34)	8.09	10.2	11.97
London Councils(9)	7.25	9.39	10.53
London ALMO(12)	6.23	8.79	13.85

Comments
Information drawn from weekly Voids and Arrears
8

6. Rent loss from voids

Definition

This measure calculates the amount of rent and service charges lost through GN & HOP properties being vacant as a percentage of the total GN & HOP rent roll. The rent roll is the total amount of potential rent and service charges collectable for the period for all dwellings managed by the landlord, if all dwellings had been occupied. The dwelling may have been vacant for any reason, and includes dwellings that are unavailable to let. However, for dwellings that are unavailable to let and are not expected to be let as social dwellings again, the rent and service charges should be zeroed out. For example, properties awaiting demolition.

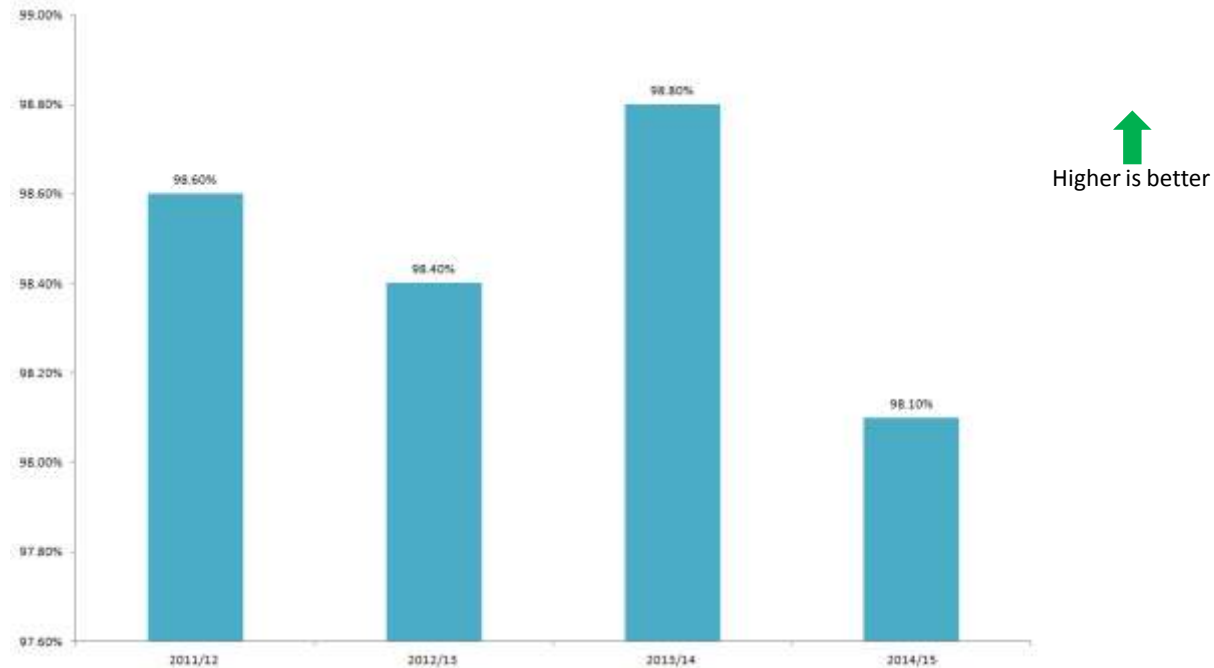


Earliest Figure	2012/13	2013/14	2014/15	Change
1.96% (2006/7)	1.35%	1.09%	0.78%	↑↓

Provider - 2013/14	Upper	Median	Lower
National Housing Providers (315)	0.74%	1.11%	1.59%
National Housing Associations (229)	0.66%	1.08%	1.52%
National Councils/Districts (49)	0.79%	1.52%	1.79%
National ALMO (37)	0.92%	1.29%	1.74%
London Housing Providers (55)	0.68%	0.92%	1.38%
London Housing Associations (34)	0.55%	0.91%	1.34%
London Councils (9)	0.69%	0.9%	1.59%
London ALMO (12)	0.89%	1.21%	2.14%

Comments
9

7. % of Emergency repairs completed within timescale

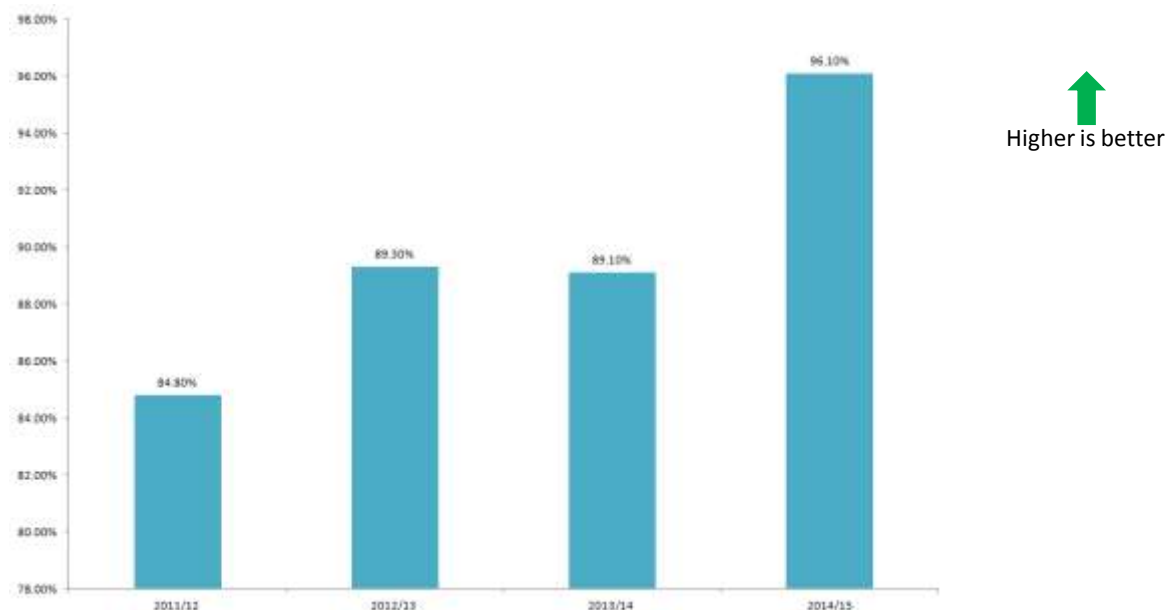


2011/12	2012/13	2013/14	2014/15	Change
98.6%	98.40%	98.80%	98.10%	↔

Comments

These are not benchmarked by HouseMark. In April 2014 we changed our approach to managing repairs and implemented a pilot to identify whether offering an appointment at the tenants convenience (rather than system priorities determining appointments) would improve access rates and the customer journey. Whilst the pilot was running we did not change the priorities and KPI reporting was based on the 11 job priorities and therefore were not measuring what we were actually doing which resulted in a determination in reported KPI's. In October 2014 we formalised this approach and moved to 3 job priorities. We now measure % of appointed repairs completed within 25 days and % of Programmed/Planned (PL) repairs completed within 5 working days of second appointment.

8. % of Urgent repairs completed within timescale

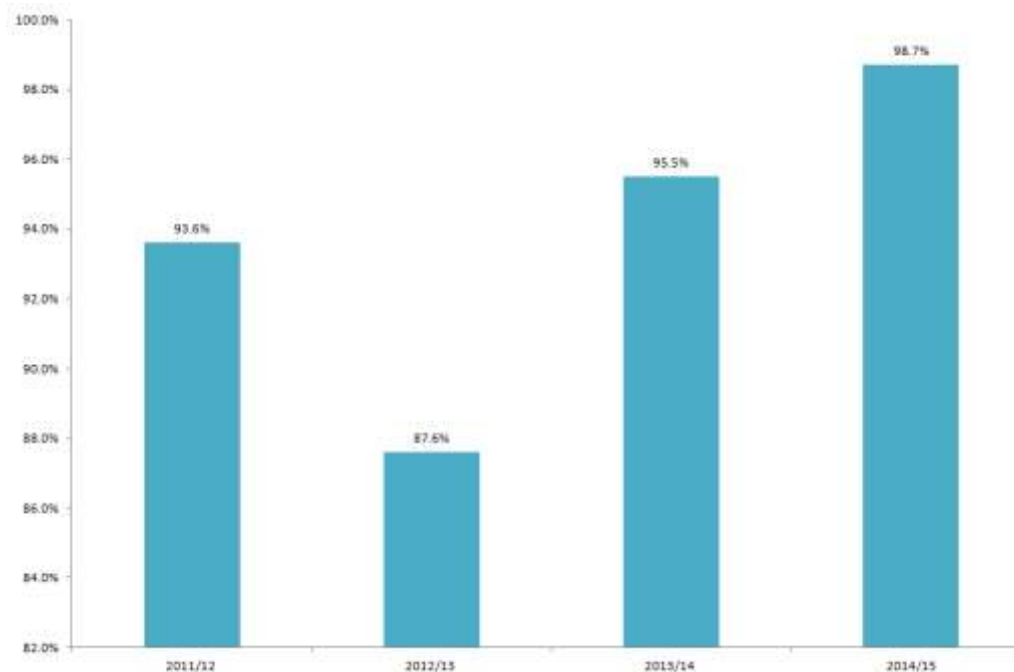


2011/12	2012/13	2013/14	2014/15	Change
84.80%	89.30%	89.10%	96.1% (Appointed)	↑↓

Comments

These are not benchmarked by HouseMark. In April 2014 we changed our approach to managing repairs and implemented a pilot to identify whether offering an appointment at the tenants convenience (rather than system priorities determining appointments) would improve access rates and the customer journey. Whilst the pilot was running we did not change the priorities and KPI reporting was based on the 11 job priorities and therefore were not measuring what we were actually doing which resulted in a determination in reported KPI's. In October 2014 we formalised this approach and moved to 3 job priorities. We now measure % of appointed repairs completed within 25 days and % of Programmed/Planned (PL) repairs completed within 5 working days of second appointment.

9. % of Routine repairs completed within timescale

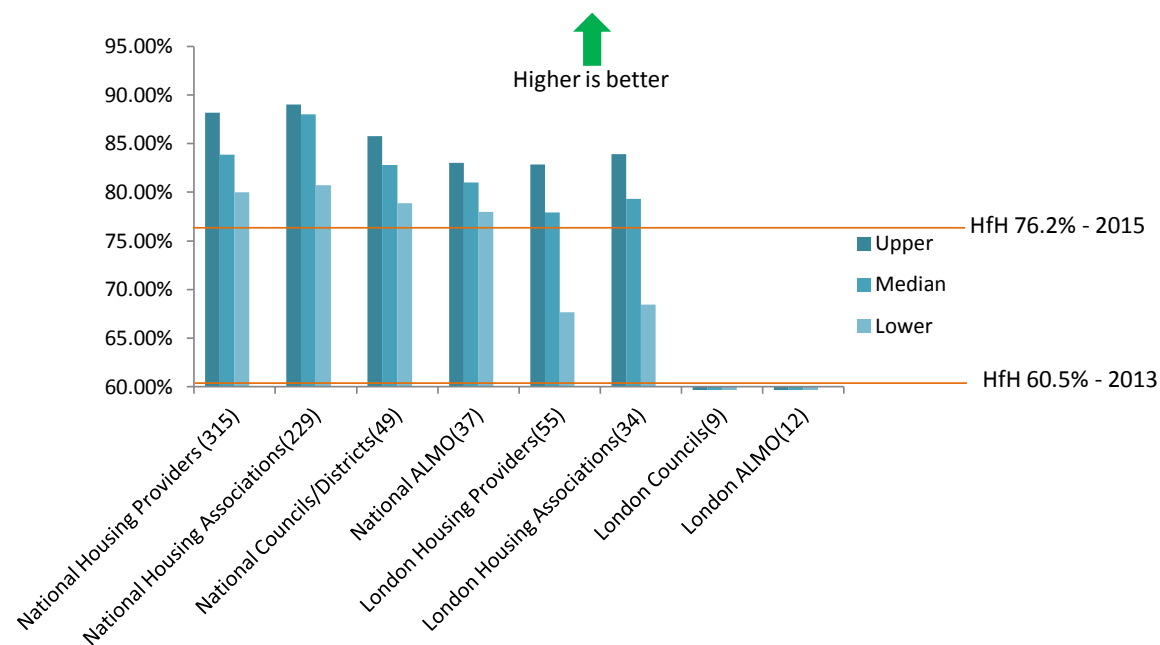


2011/12	2012/13	2013/14	2014/15	Change
93.6%	87.6%	95.5%	98.7% (PL)	↑↓

Comments

These are not benchmarked by HouseMark. In April 2014 we changed our approach to managing repairs and implemented a pilot to identify whether offering an appointment at the tenants convenience (rather than system priorities determining appointments) would improve access rates and the customer journey. Whilst the pilot was running we did not change the priorities and KPI reporting was based on the 11 job priorities and therefore were not measuring what we were actually doing which resulted in a deterioration in reported KPI's. In October 2014 we formalised this approach and moved to 3 job priorities. In October 2014 we formalised this approach and moved to 3 job priorities. We now measure % of appointed repairs completed within 25 days and % of Programmed/Planned (PL) repairs completed within 5 working days of second appointment.

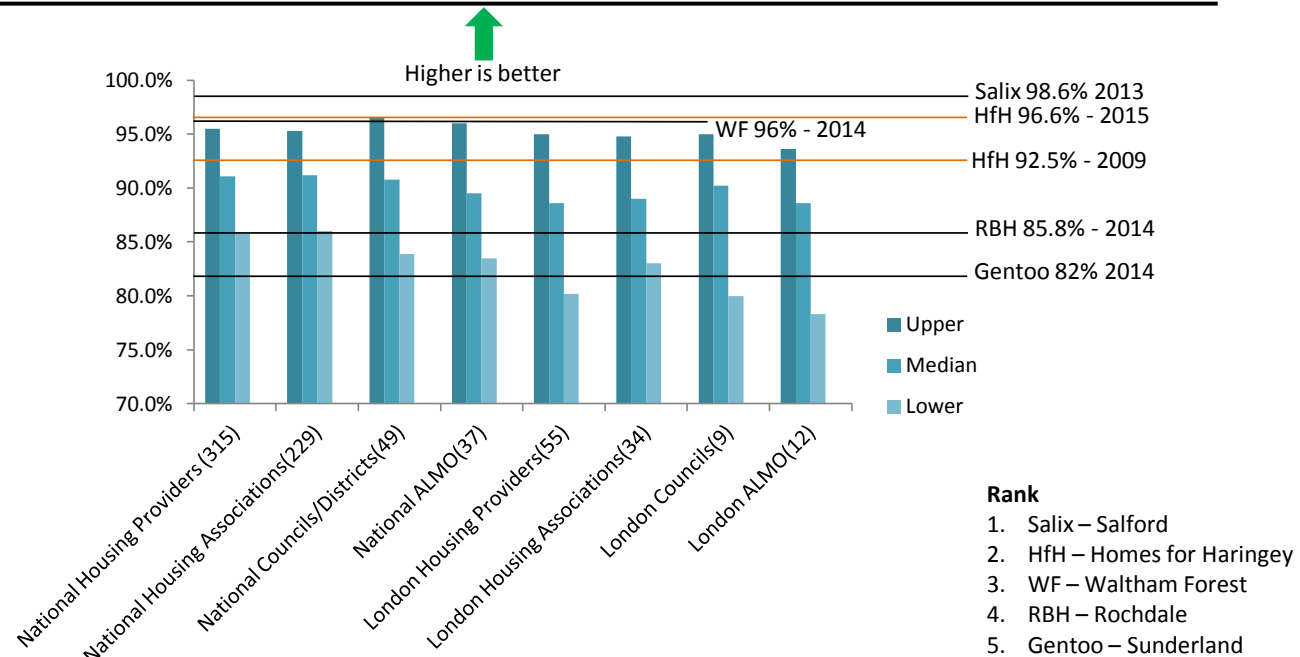
10. % of tenants satisfied with quality of repair



Earliest Figure	2012/13	2013/14	2014/15	Change
N/A	60.5%	79.3%	76.2%	↑↓

Provider – 2013/14	Upper	Median	Lower	Comments
National Housing Providers (315)	88.15%	83.85%	80%	Percentage of respondents very or fairly satisfied with the way their social housing provider deals with repairs and maintenance (GN & HfOP). Provided from last STAR Survey in 2012 and the more recent figures come from the Bostock Marketing Group (BMG) an independent company which carries out a repairs survey on a monthly basis with residents who requested a repairs service the previous month. The results from our new supplier have been consistently 2% lower than the previous supplier and they are unable to replicate the previous suppliers benchmarking parameters as these are trademarked.
National Housing Associations(229)	89%	88%	80.73%	
National Councils/Districts(49)	85.75%	82.8%	78.88%	
National ALMO(37)	83%	81%	78%	
London Housing Providers(55)	82.87%	77.9%	67.65%	
London Housing Associations(34)	83.93%	79.32%	68.45%	
London Councils(9)	NoData	NoData	NoData	
London ALMO(12)	NoData	NoData	NoData	

11. % jobs completed right first time

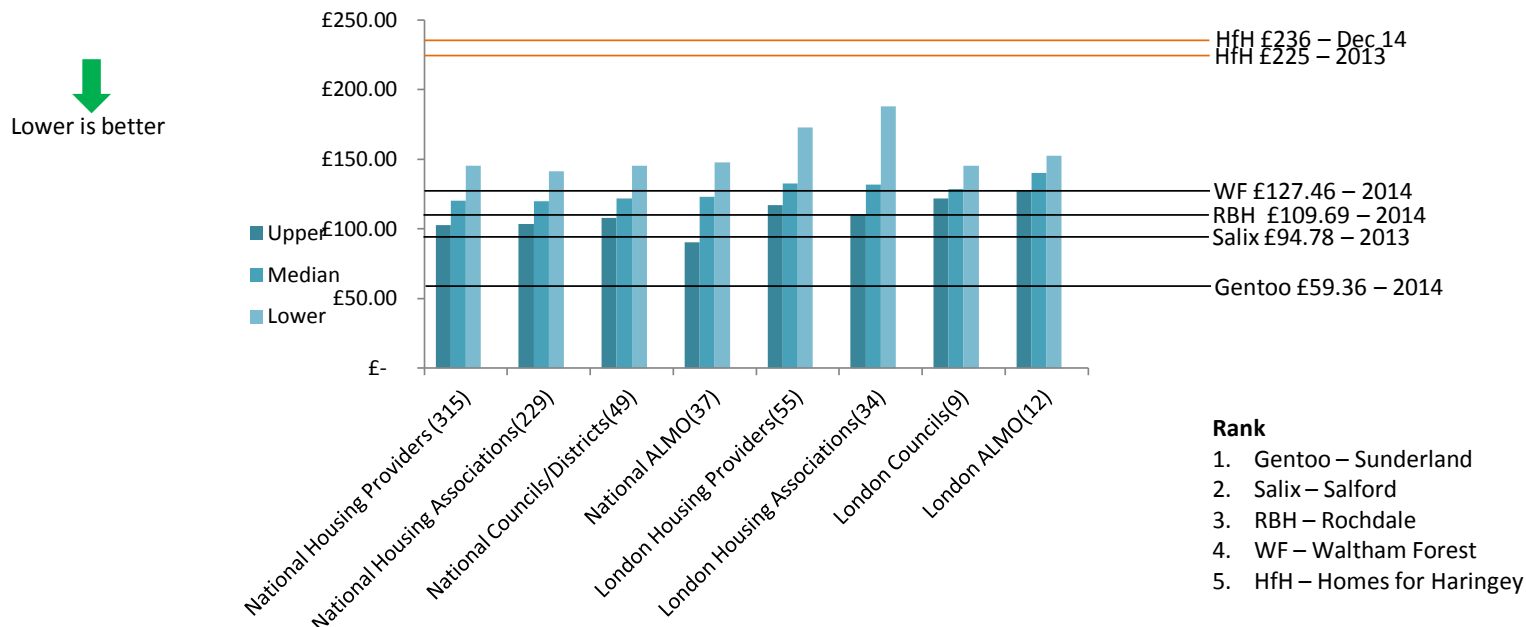


2008/9	2012/13	2013/14	2014/15	Change
92.5%	99.6%	90.2%	96.6%	↑↓

Provider – 2013/14	Upper	Median	Lower
National Housing Providers (315)	95.5%	91.1%	85.8%
National Housing Associations(229)	95.3%	91.2%	86%
National Councils/Districts(49)	96.5%	90.8%	83.9%
National ALMO(37)	96%	89.5%	83.5%
London Housing Providers(55)	95%	88.6%	80.2%
London Housing Associations(34)	94.8%	89%	83%
London Councils(9)	95%	90.2%	80%
London ALMO(12)	93.6%	88.6%	78.3%

Comments
14

12. Average cost of a repair



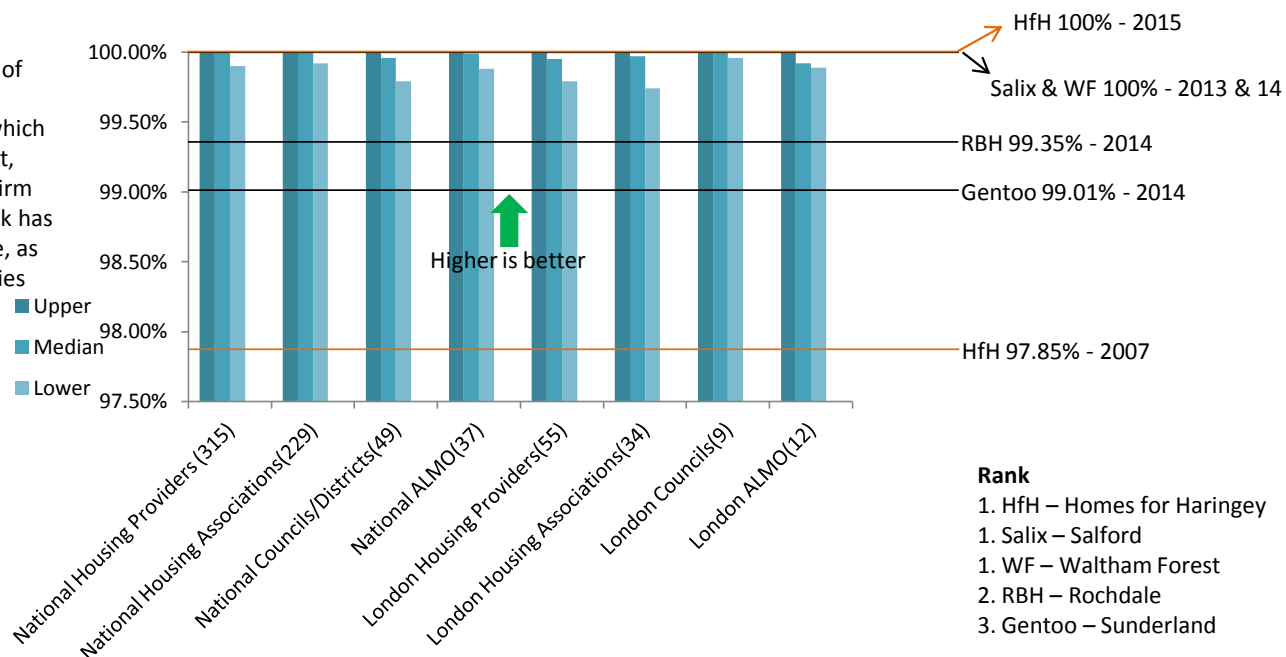
Earliest Figure	2012/13	2013/14	2014/15	Change
N/A	£225	£206	£236 (estimated)	↑↓



Provider – 2013/14	Upper	Median	Lower	Comments
National Housing Providers (315)	£ 102.72	£ 120.35	£ 145.44	The HouseMark definition of average cost of repair has 2 components: (i) 'Service provision', often called the 'contractor side', is the actual carrying out of the repairs and maintenance work and (ii) Management, often called the 'client side', is the function of planning requirements, letting contracts or raising orders and monitoring the performance of the 'contract side'. HouseMark Core benchmarking figure is a mean average of the entire repairs cost divided by number of repairs. The respective service provision costs for 2012/13, 2013/14 and YTD are £175, £125 and £143. The full cost of £236, for YTD, is an estimate based on the ratio of the full cost at March 2014. Not available until Housemark submission is completed and verified.
National Housing Associations (229)	£103.30	£119.64	£141.13	
National Councils/Districts (49)	£107.82	£121.98	£145.44	
National ALMO (37)	£90.18	£122.98	£147.50	
London Housing Providers (55)	£ 117.06	£ 132.37	£ 172.94	
London Housing Associations (34)	£110.10	£131.70	£187.84	
London Councils (9)	£121.98	£128.58	£145.44	
London ALMO (12)	£127.18	£140.01	£152.34	

13. % of properties with valid gas certificate

Definition

This measures the number of properties with a landlord owned gas appliance, for which the landlord holds a current, valid gas certificate to confirm that the annual safety check has been completed, when due, as a percentage of all properties with a landlord owned gas appliance.

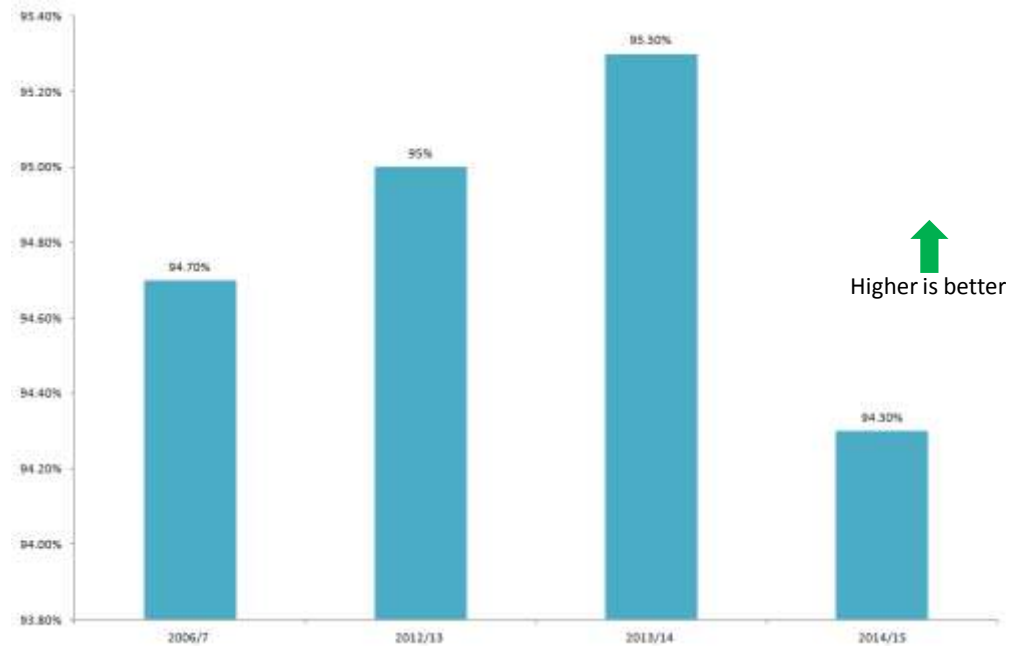


2006/7	2012/13	2013/14	2014/15	Change
97.85%	99.88%	99.99%	100%	 

Provider – 2013/14	Upper	Median	Lower
National Housing Providers (315)	100%	100%	99.9%
National Housing Associations(229)	100%	100%	99.92%
National Councils/Districts(49)	100%	99.96%	99.79%
National ALMO(37)	100%	99.99%	99.88%
London Housing Providers(55)	100%	99.95%	99.79%
London Housing Associations(34)	100%	99.97%	99.74%
London Councils(9)	100%	100%	99.96%
London ALMO(12)	100%	99.92%	99.89%

Comments

14. % of estates graded at A or B by Quality Assurance Officers Overall Grade



2006/7	2012/13	2013/14	2014/15	Change
94.7%	95%	95.30%	94.30%	↑↓

Comments

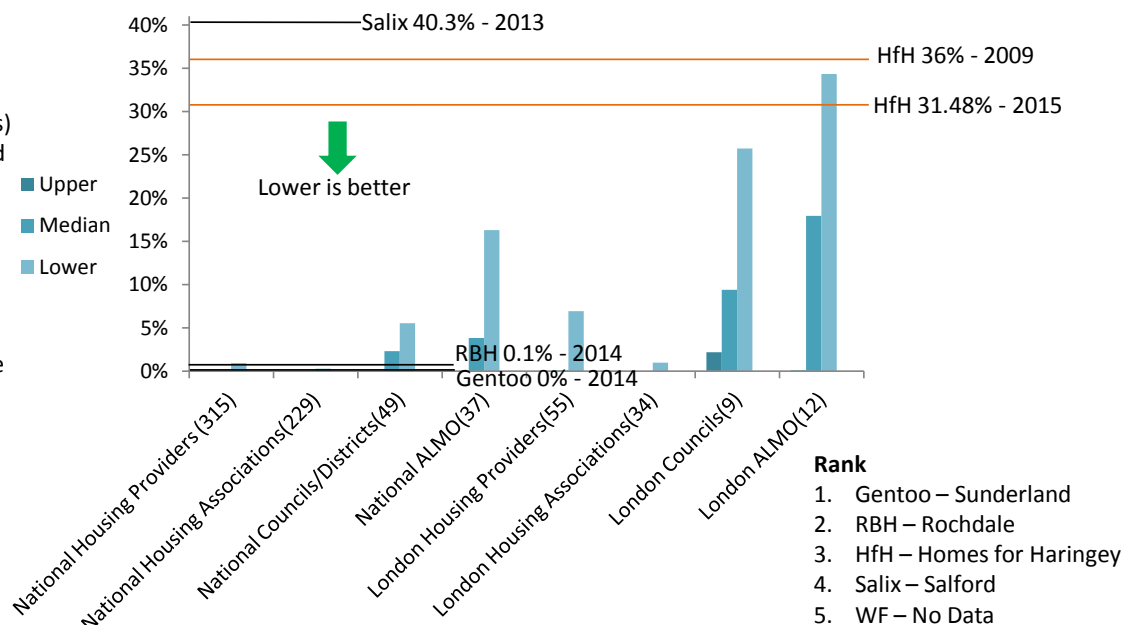
Please note that this indicator is the overall rating based on individual ratings for cleanliness and tidiness, landscaping, litter and bulk waste management for each estate. It is important to note that we are dependent on Council Contractors for the grounds maintenance and for the waste management and the latter was particularly difficult over the past year. The grading is done by four Quality Assurance Officers who are independent from the estates services team. Individual scoring is as follows: Internal areas - 98.5%, External areas 90.7% and Grounds Maintenance 95.2%

15. Decent Homes Programme % of non-decent council homes

Definition

This indicator measures the number of properties failing to meet the Decent Homes Standard, as recorded in the RSR (housing associations) and the BPSA (local authorities/ALMOs), and the proportion this represents of the total housing stock. It is a snapshot at the end of the year.

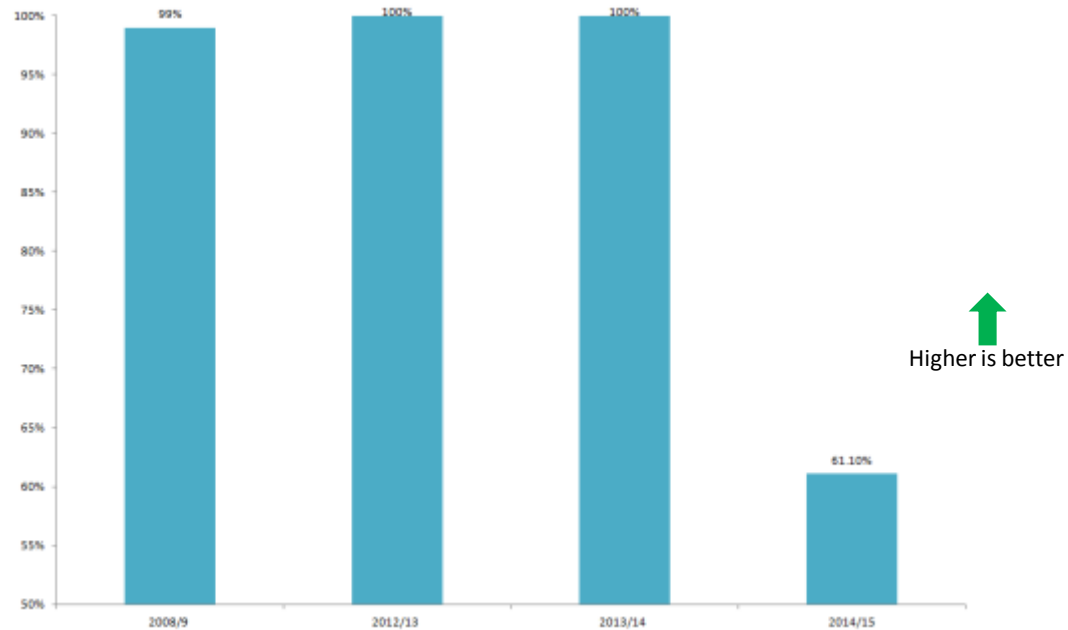
Social landlords are not expected to make a home decent if this is against a tenant's wishes as work can be undertaken when the dwelling is next void (empty). For reporting purposes, these properties are not counted as non - decent until they are void.



2008/9	2012/13	2013/14	2014/15	Change
36%	28.07%	30.98%	31.48%	↑↓

Provider – 2013/14	Upper	Median	Lower	Comments
National Housing Providers (315)	0%	0%	0.9%	
National Housing Associations(229)	0%	0%	0.3%	
National Councils/Districts(49)	0%	2.3%	5.5%	
National ALMO(37)	0%	3.8%	16.3%	
London Housing Providers(55)	0%	0.1%	6.9%	
London Housing Associations(34)	0%	0%	1%	
London Councils(9)	2.20%	9.4%	25.7%	
London ALMO(12)	0.1%	17.9%	34.3%	

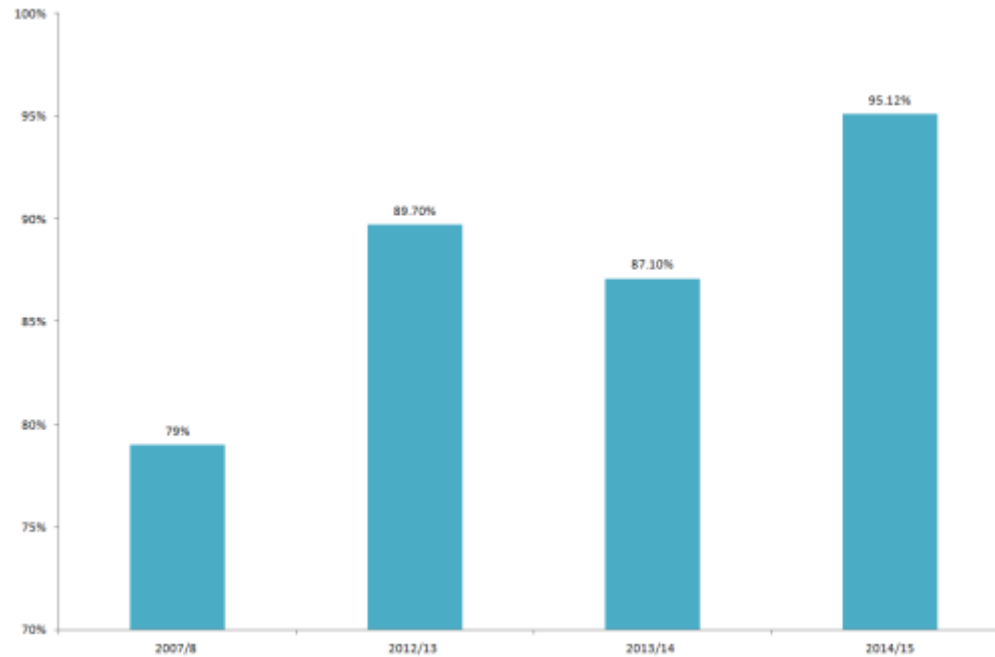
16. Decent Homes Programme % of units completed against number programmed



2008/9	2012/13	2013/14	2014/15	Change
99%	100%	100%	61.10%	↑↓

Comments

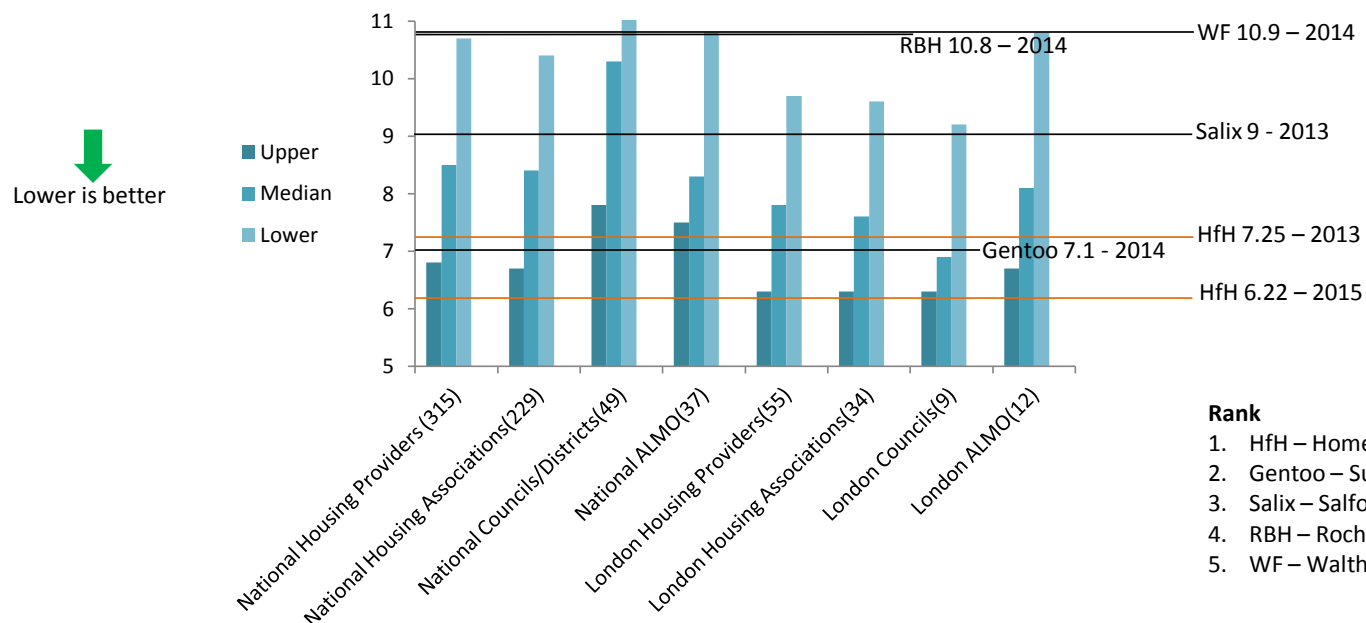
17. Decent Homes Programme % of residents satisfied with outcome of works



2007/8	2012/13	2013/14	2014/15	Change
79%	89.70%	87.10%	95.12%	↑↓

Comments

18. Average number of working days lost due to sickness absence



Earliest Figure	2012/13	2013/14	2014/15	Change
N/A	7.25	8.74	6.22	↑↓

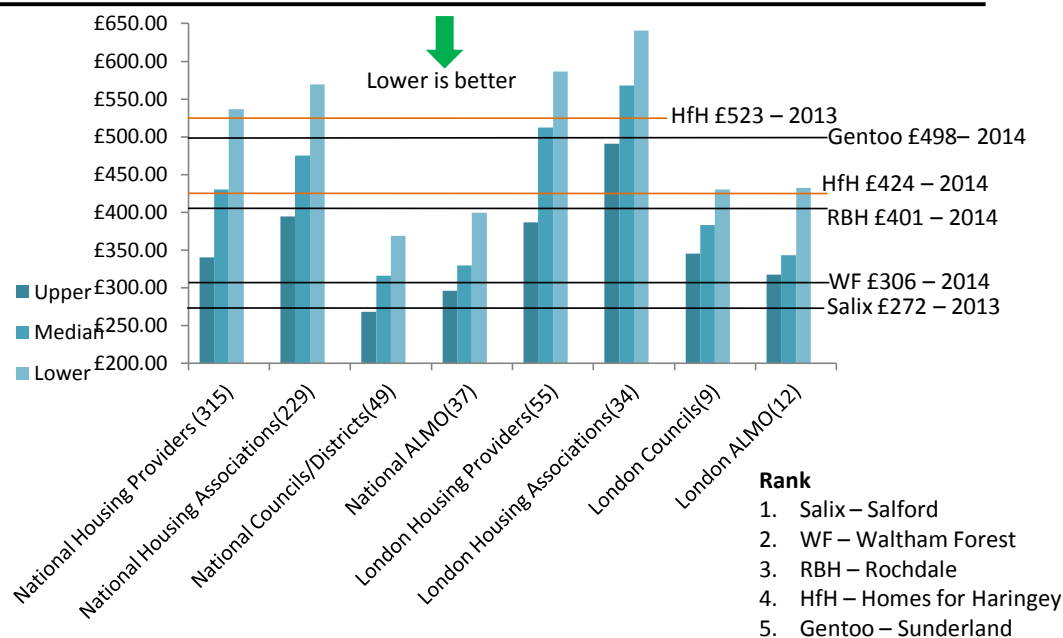
Provider – 2013/14	Upper	Median	Lower	Comments
National Housing Providers (315)	6.8	8.5	10.7	
National Housing Associations(229)	6.7	8.4	10.4	
National Councils/Districts(49)	7.8	10.3	12.4	
National ALMO(37)	7.5	8.3	10.8	
London Housing Providers(55)	6.3	7.8	9.7	
London Housing Associations(34)	6.3	7.6	9.6	
London Councils(9)	6.3	6.9	9.2	
London ALMO(12)	6.7	8.1	10.8	

19. Management cost per properties

Definition

This is the total cost of providing the housing management service, calculated per GN, HfOP and shared ownership property that receives a housing management service. It includes direct employee costs and direct non - pay costs and overhead costs.

Housing management contains the following functions: rent arrears and collection, resident involvement, anti - social behaviour, tenancy management and lettings.



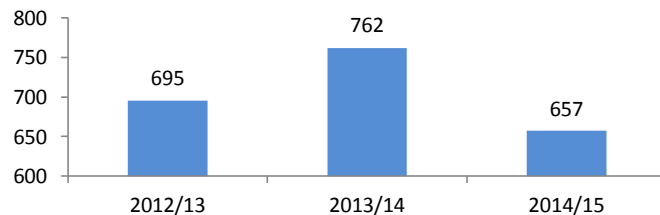
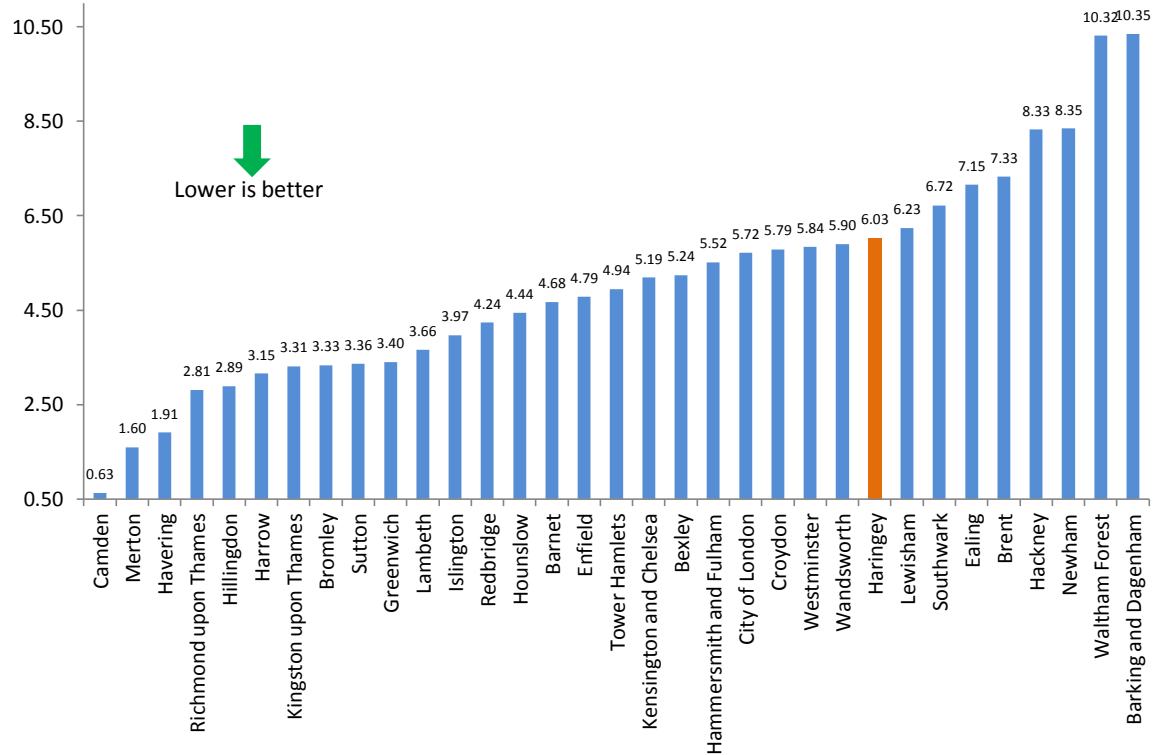
Earliest Figure	2012/13	2013/14	2014/15	Change
N/A	£523.70	£424.25	No Data	↑↓

Provider – 2013/14	Upper	Median	Lower
National Housing Providers (315)	£340.06	£430.16	£536.62
National Housing Associations(229)	£394.54	£474.75	£569.17
National Councils/Districts(49)	267.76	315.68	368.53
National ALMO(37)	£295.53	£329.44	£399.17
London Housing Providers(55)	£386.36	£512.18	£586.63
London Housing Associations(34)	£491.05	£567.65	£640.49
London Councils(9)	344.87	382.87	429.84
London ALMO(12)	317.24	342.95	432.2

Comments
Not available until Housemark submission complete and verified.
22

20. Numbers of homelessness acceptances per 1,000 households 2014/15

Authority	Total	Number per 1,000 households
Camden	64	0.63
Merton	132	1.60
Havering	191	1.91
Richmond upon Thames	232	2.81
Hillingdon	307	2.89
Harrow	280	3.15
Kingston upon Thames	222	3.31
Bromley	451	3.33
Sutton	277	3.36
Greenwich	364	3.40
Lambeth	504	3.66
Islington	398	3.97
Redbridge	447	4.24
Hounslow	452	4.44
Barnet	677	4.68
Enfield	606	4.79
Tower Hamlets	551	4.94
Kensington and Chelsea	402	5.19
Bexley	498	5.24
Hammersmith and Fulham	444	5.52
City of London	27	5.72
Croydon	880	5.79
Westminster	643	5.84
Wandsworth	787	5.90
Haringey	657	6.03
Lewisham	769	6.23
Southwark	857	6.72
Ealing	926	7.15
Brent	847	7.33
Hackney	902	8.33
Newham	921	8.35
Waltham Forest	1,051	10.32
Barking and Dagenham	764	10.35

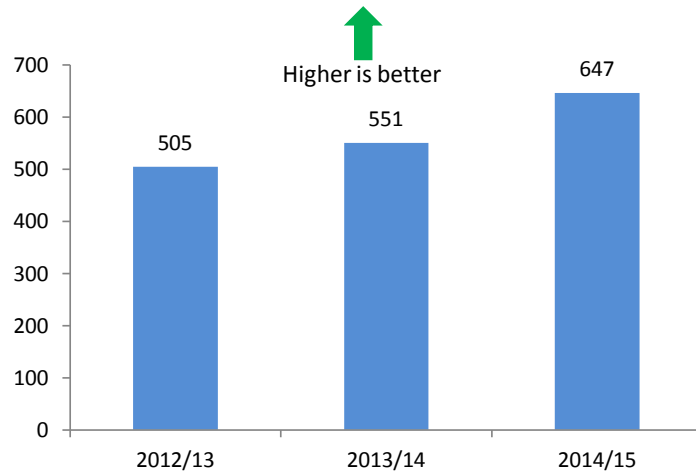


Earliest Figure	2012/13	2013/14	2014/15	Change
N/A	695	762	657	<div> <div></div> <div></div> </div>

Comments

23

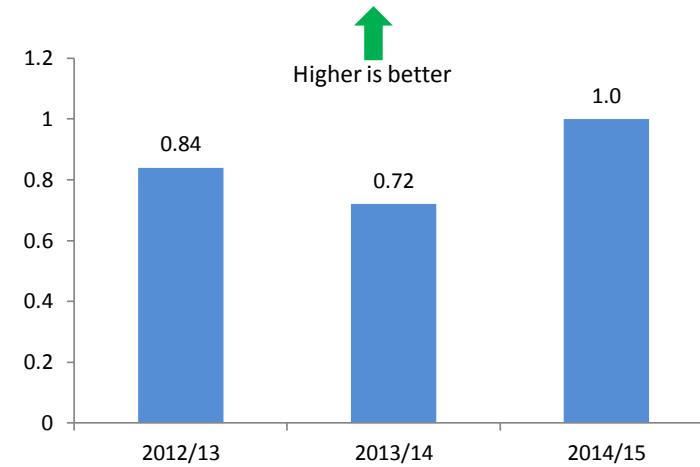
21. Number of homelessness preventions



Earliest Figure	2012/13	2013/14	2014/15	Change
N/A	505	551	647	↑↓

22. Prevent homelessness

(ratio of homelessness preventions to acceptances)

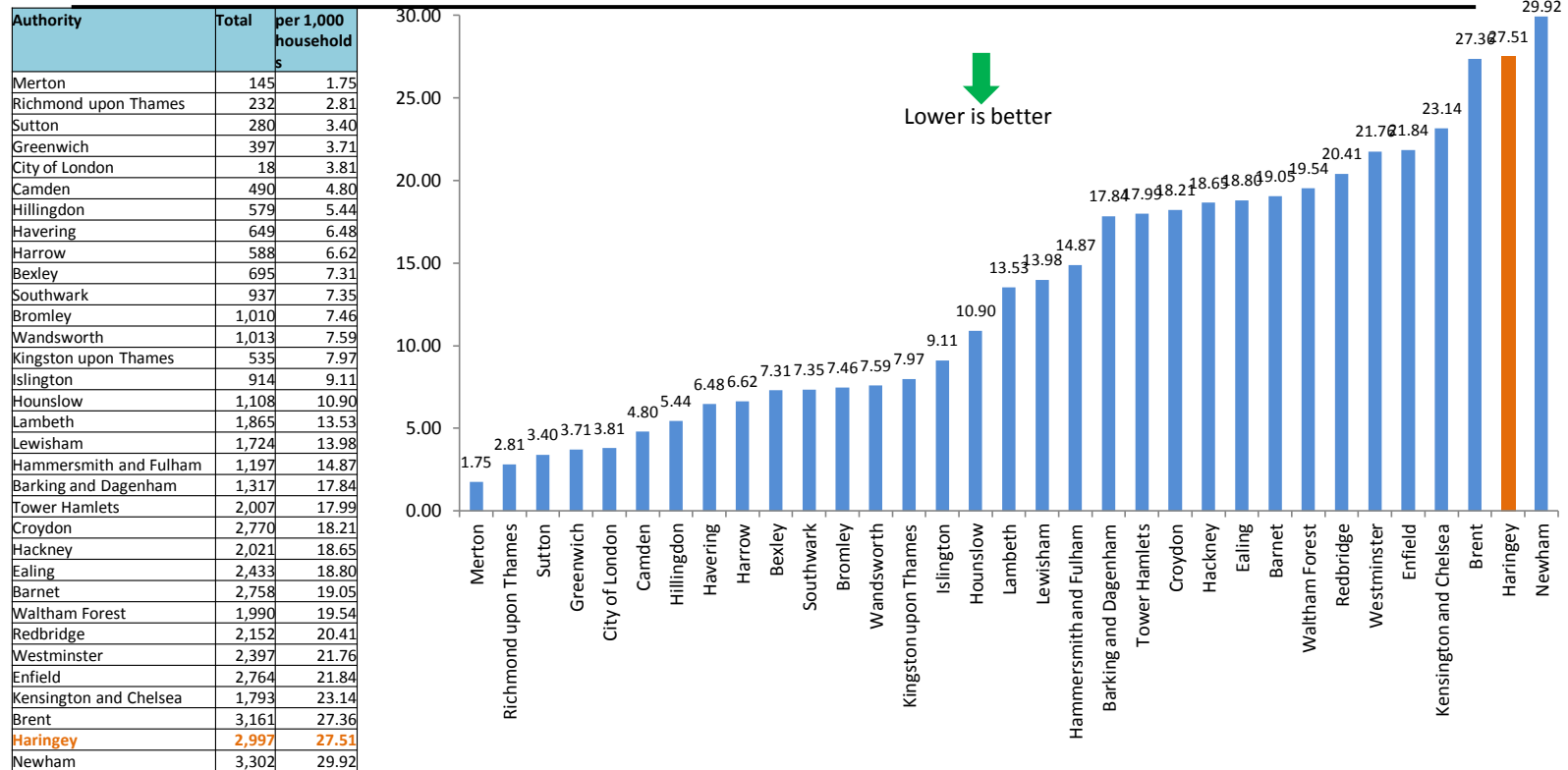


Earliest Figure	2012/13	2013/14	2014/15	Change
N/A	0.84	0.72	1.0	↑↓

Comments

There is no standard uniformed process for recording preventions across Local authorities which makes benchmarking unachievable. The T.A. Reduction Manager will be providing additional comments on 29/06/15.

23. Number of households in temporary accommodation per 1,000 households 2014/15



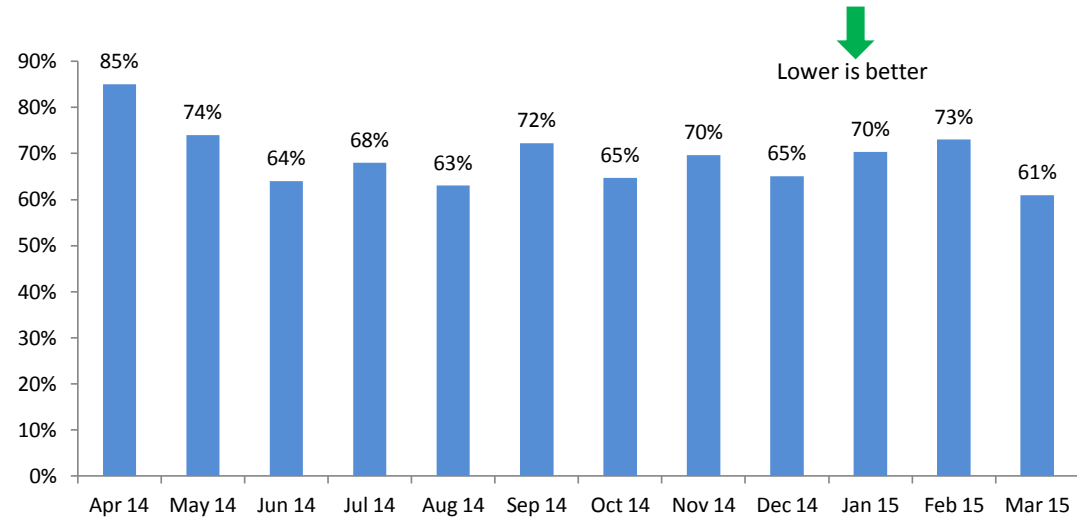
Earliest Figure	2012/13	2013/14	2014/15	Change
N/A	2832	2869	2997	<div> <div></div> <div></div> </div>

Comments

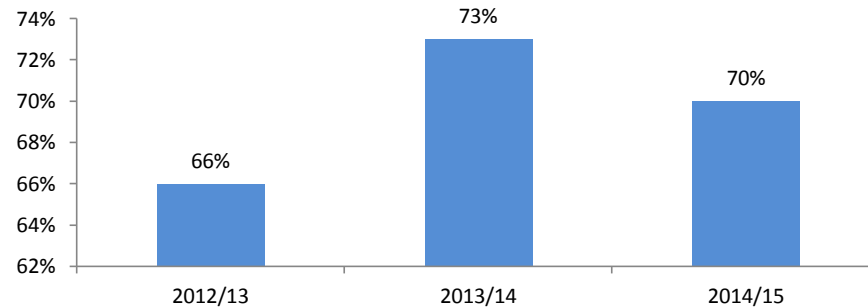
25

24. % of social housing lets to applicants in temporary accommodation

Month	Count	%
Apr 14	2894	85%
May 14	2901	74%
Jun 14	2890	64%
Jul 14	2916	68%
Aug 14	2937	63%
Sep 14	2948	72%
Oct 14	2986	65%
Nov 14	2987	70%
Dec 14	2983	65%
Jan 15	2978	70%
Feb 15	2976	73%
Mar 15	2997	61%



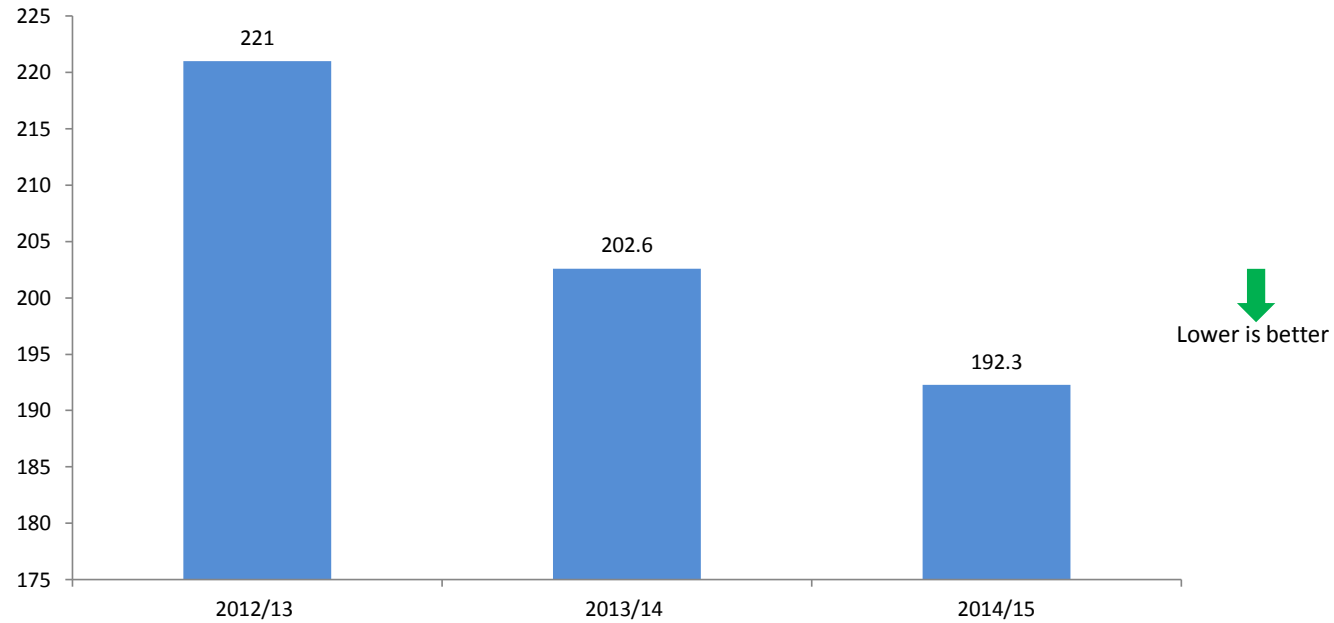
Comments



Earliest Figure	2012/13	2013/14	2014/15	Change
N/A	66%	73%	70%	<div> <div>↑</div> <div>↓</div> </div>

26

25. Average weeks in temporary accommodation

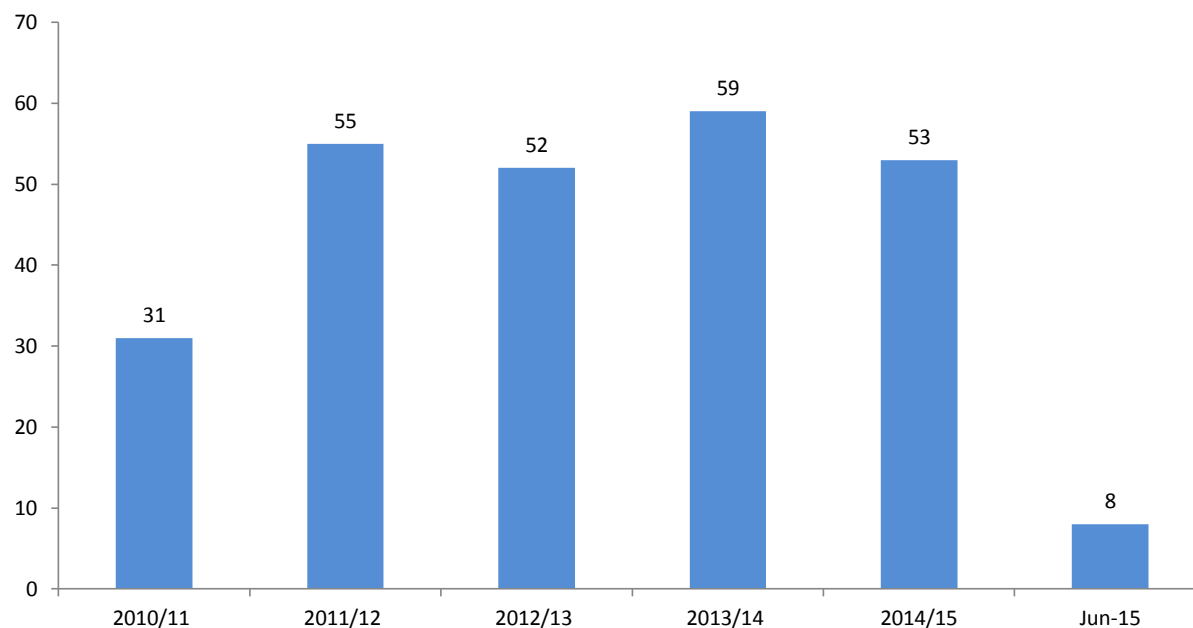


Earliest Figure	2012/13	2013/14	2014/15	Change
N/A	221	202.6	192.3	<div> <div></div> <div></div> </div>

Comments

As at 31/03/15 (2 x cases have no date of first resource)
 As at 31/03/14 (2 x cases have no date of first resource)
 As at 31/03/13 (7 x cases have no date of first resource)

26. Number of empty private sector properties brought back into use



2010/11	2011/12	2012/13	2013/14	2014/15	June 15	Change
31	55	52	59	53	8	↑↓

Comments

Figures are not from Council Tax figures as many other authorities record (as that figure is wildly incorrect as to the true picture of the number of empties), it is the number of properties which have been referred as being empty and which have come back into use following some involvement from communicating with the owner to bring the property back into use. Therefore it may be impossible to compare the figures with other authorities.

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Appendix vi - London Local Authority Housing

Number	Organisation	Stock Management	Organisation Type	Notes
1	Barking and Dagenham	LB of Barking and Dagenham	Council	
2	Barnet	Barnet Homes	ALMO	Currently entering new agreement. Potentially to 2025
3	Bexley	Bexley Housing Association Group	Housing Association	Large Scale Voluntary Transfer
4	Brent	Brent Housing Partnership	ALMO	Long term management agreement until 2023
5	Bromley	Affinity Sutton	Housing Association	Large Scale Voluntary Transfer
6	Camden	LB of Camden	Council	
7	Croydon	LB of Croydon	Council	
8	Ealing	LB of Ealing	Council	Former ALMO. Returned to in-house March 2011
9	Enfield	LB of Enfield	Council	Former ALMO. Returned to in-house April 2015
10	Greenwich	LB of Greenwich	Council	
11	Hackney	Hackney Homes	ALMO	Return to in-house Council management 31.03.16
12	Hammersmith and Fulham	LB of Hammersmith and Fulham	Council	Former ALMO. Returned to in-house March 2011
13	Harrow	LB of Harrow	Council	
14	Havering	LB of Havering	Council	Former ALMO. Returned to in-house March 2012
15	Hillingdon	LB of Hillingdon	Council	Former ALMO. Returned to in-house March 2014
16	Hounslow	LB of Hounslow	Council	Former ALMO. Returned to in-house March 2014
17	Islington	LB of Islington	Council	Former ALMO. Returned to in-house April 2012
18	Kensington and Chelsea	Kensington and Chelsea TMO	ALMO	ALMO managed by TMO
19	Kingston upon Thames	LB of Kingston upon Thames	Council	
20	Lambeth	LB of Lambeth	Council	Former ALMO. Returned to in-house June 2015
21	Lewisham	Lewisham Homes	ALMO	Management agreement to 2017
22	Merton	Circle Housing Merton Priory	Housing Association	Large Scale Voluntary Transfer
23	Newham	LB of Newham	Council	Former ALMO. Returned to in-house April 2011
24	Redbridge	LB of Redbridge	Council	Former ALMO. Returned to in-house April 2012
25	Richmond upon Thames	Richmond Housing Partnership	Housing Association	Large Scale Voluntary Transfer
26	Southwark	LB of Southwark	Council	
27	Sutton	Sutton Housing Partnership	ALMO	Management agreement to 2021
28	Tower Hamlets	Tower Hamlets Homes	ALMO	Management agreement to 2018
29	Waltham Forest	Ascham Homes	ALMO	Return to in-house Council management in March 2016
30	Wandsworth	LB of Wandsworth	Council	
31	Westminster	City West Homes	ALMO	

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Appendix vii -Summary of Site Visits

The independent adviser visited a number of local authorities and associations on Haringey's behalf. The steering group attended a selected group of examples, all of which had been included in this programme of visits apart from Sunderland.

WATMOS

WATMOS is a housing association owned by tenant management organisations, that was established when Walsall MBC transferred its' housing stock. Eight tenant management organisations formed, and now own, a landlord housing association which is a registered provider. Legally, it is an industrial and provident society. The board of the association is composed of representatives of the TMO Review Group together with four independent members, in whose selection the TMOs have a role.

WATMOS owns the stock and then has a management agreement with the constituent TMOs to manage the stock on its behalf. This, almost circular, structure protects the ethos of tenant management.

Tenants elect the TMO, estate committee, who appoint staff and nominate the Board member representative. They then shape their own services such as cleaning, grounds maintenance and caretaking. Support services, together with Capital Programme Management, investment and allocations are provided centrally. In 2012 three TMOs in LB Lambeth joined the structure, as they were too small to create their own registered provider. This took place with the support of the London Borough of Lambeth. Performance and satisfaction levels are rising.

While on transfer all the properties had investment needs, the condition of the stock was better than average for the Borough, having already had a share of investment, so this is not necessarily a vehicle for dealing with poor quality stock or regeneration. Growth in stock numbers does not conform to the ethos of the association so there will be little new development. This is a high cost solution, management costs are in the top 10% of housing organisations.

Rochdale Boroughwide Housing

The context of Rochdale Boroughwide Housing arises from a housing organisation with a record of extensive tenant involvement, influenced by the co-operative movement, with estate committees and a strong Tenants Federation. Rochdale was part of the first round of ALMOs and had completed Decent Homes by 2006. After a period of turbulence a new solution was sought that would look to the longer term and deal with the financial pressures, particularly the maintaining of the housing standards and allow targeted regeneration. A Commission was established under the leadership of Professor Ian Cole, which recommended that a housing association based on mutual principles was the right solution.

£95 million debt was written off on a stock of 13,800 and transfer was pursued on the basis of an organisation co-owned by its tenants and employees. As a result of the transfer, the Decent Homes standard has been maintained and double glazing and new kitchens and bathrooms installed where appropriate. One hundred new affordable homes are under development and the association is working with the Council to maximise wider benefits such as employment and training.

Legally Rochdale Boroughwide Homes is a Community Benefit society, wholly owned by its 4,000 members, of whom 3,500 are tenants and the rest employees

Appendix vii -Summary of Site Visits

The members' representative body is elected by the membership, and has 15 tenants, 8 employees, 3 representatives from the TMOs and 2 Council representatives. Although none have yet been appointed, there is provision to appoint 3 external independent persons to the Board. The task of the representative body is to lead on the vision and direction of the organisation and approve the corporate strategy. They also appoint the non executive Directors to the Board. The Board itself is composed of six independent, non executives with relevant skills and experience; the Chief Executive and Finance Director and two Councillors. The Council's ability to nominate ends on 5th anniversary of transfer, but this is compensated for by two additional representatives on the representative body, which is where the influence is intended to be exercised.

It appears that the Council believes the transfer was the right move and is satisfied with the results. Tenants bought into the concept from an early stage; starting with those tenants on the Commission and corroborated by an early test of tenant opinion. The solution draws on Rochdales' heritage as birthplace of the co-operative movement and this choice of option was not solely about finances but about involvement.

Salford MBC

Historically Salford's original Arms Length Management Organisation failed to achieve Decent Homes with that body of stock that the Council retained. Previously, the Council had transferred 15,000 homes to CityWest homes, established a PFI scheme, dealt with some properties under the Housing Market Renewal Fund and carried out some estate renewal through partnerships with the private sector. In 2010/2011 a new ALMO was established which obtained Decent Homes money, and the HRA was balancing, although not well resourced.

When self financing came in, it was clear that there was no effective 30 year plan and no ability to borrow as the HRA borrowing was at its maximum permitted level. Following an options review by consultants, work was undertaken with the customer panel facilitated by TPAS to consider the recommendations. The customer panel recommended a test of tenant opinion, to ascertain what tenants felt was important, and to indicate if tenants would consider a transfer if the needs of the housing stock could not otherwise be met. This gave the authority a mandate to pursue transfer, and a project Board was set up to lead through the process. Following some turbulent politics the Council backed the approach to transfer. When the proposal was put to a tenant ballot, the proposal for transfer won 64% to 36% on a 54% turnout. The new body will be a housing association with a typical board split, one third each of tenants, councillors and independent members. Like Rochdale, Salford has aspirations to mutual ownership, and this will be considered in time. The new association Salix Homes went live in March 2015

In the interests of effective regeneration, there are some houses where the Council has retained a right to bring the properties back, if they are needed for regeneration or redevelopment.

LB Waltham Forest

In 2012 Waltham Forest resolved to retain its ALMO, Ascham Homes, seeing it as a modern ALMO and giving it more responsibility. It had already been given allocations and responsibility for selective licensing. However, in 2014 in light of the continuing challenging financial agenda for local authorities it was deemed right that there should be a further review. The self financing regime

Appendix vii -Summary of Site Visits

changes had changed the Council's ambitions as it now sees its role as building housing for sale or rent through new options and is looking at a special purpose vehicle. This has been significantly driven by changes in the area, as values are rising and Waltham Forest is seeing the benefits of economic growth. It is also particularly challenged by the rise in homelessness. The Council's interests now are not solely about low income homes but about new tenures and rents.

The ALMO had achieved Decent Homes except for two schemes with regeneration potential. There is a small amount of borrowing headroom which is helping fund the Council's ambitions. The Council is very much pursuing a mixed economy approach, and has previously had a Housing Action Trust which ultimately became a housing association and is now part of Peabody. Stock has previously been transferred to London and Quadrant Housing Association. Performance had been strong since the new regime of the ALMO in 2010.

At the time of visiting a full review was being carried out considering essentially four options; retaining the ALMO, LSVT, Ascham Homes as a special purpose vehicle or in house management. There was little apparent desire on the part of members or tenants to transfer. Subsequent to the visits to Waltham Forest the Council decided to bring the stock back into direct Council management.

LB Greenwich

LB Greenwich had always retained in house management, and had never had arms length management. Through a test of tenant opinion they were confident that members and tenants wanted to stay part of Greenwich. However, they had worked with housing associations, and the private sector to regenerate estates. The Council Housing Revenue Account was healthy and had significant borrowing capacity, and regeneration and improvements could be substantially internally funded. Much of the headroom has now been used and they are revisiting stock condition surveys and business plans to prioritise what now needs to be done. The housing stock is largely in good condition.

Performance is good, and the organisation is being continuously improved through good management.

The Council is doing small amounts of new build and through RTB receipts is enabling associations to do so also. The Council has its own housing company Meridian Homestart which is building properties at affordable rents. At the time of visiting consideration was being given to converting this to a Community Benefit society to enable it to use RTB receipts.

The Council is committed to stock retention. It looked at arms length management organisations, but was never convinced that it could get better service than from direct management.

LB Westminster

LB Westminster has an extremely healthy housing revenue account with substantial reserves. As a first round ALMO the Council had achieved Decent Homes by 2006/07, and has maintained it. From 2009/10 onwards it has been looking at regeneration of estates, particularly around density and poor design. Some of the stock is costly and ageing. There is a specific commitment and policies devoted to the regeneration of five sites.

Appendix vii -Summary of Site Visits

The ALMO performs well, had a new agreement in 2012, and there is no agenda to either return to in house management or to transfer. A recent review by consultants Altair, suggests that the costs are high but the services can be afforded. The HRA 30 year business plan is never below break even.

Significant efforts are being made to develop new housing, and the ALMO is playing a full part in this.

The right to buy is not a significant issue for Westminster as the values are just too expensive. However, homelessness is and temporary accommodation is currently a major challenge.

In the past Westminster has done partial housing transfers, such as Waterson and Elgin Community Homes.

LB Lewisham

LB Lewisham has taken a range of different solutions to achieve Decent Homes. It has transferred a significant number of properties including establishing a Community Gateway housing association, Phoenix. It has also done PFI schemes and could definitely be said to have a mixed economy. Regeneration has been done in partnership with housing associations and there is a Tenant Management Organisation in existence. Regeneration has been done on a principal of 'worst first' and 'internals first' and has been based not so much on decent homes *per se* but on considerations of density, design and place.

Currently has 13,500 tenants and 5,000 leaseholders managed by Lewisham Homes. The self financing arrangements were reasonably favourable to Lewisham, who had a large amount written off and significant headroom. The capacity in the HRA and projected surpluses were large at the time of visiting.

500 new homes will be built in the next four years. The Council is looking to build for sale as well as social housing.

Values are rising, as elsewhere in London, and there is a strong logic to holding on to land and property.

When visited consideration was being given to Lewisham Homes registering as a Registered provider, so that the ALMO could act as a development agent. The management agreement expires in 2016 and it is likely that the ALMO will continue as a 'super-ALMO' with additional functions. As a general principle, members prefer specialist providers, the ALMO has been better than the previous service, and they take a fairly pragmatic view around which there is considerable consensus.

LB Newham

Arms length management organisation was brought back in house in 2011, after being set up in 2005 to get Decent Homes funding. This was always likely to be the case, and in Newham's view was the right thing to do as they were able to make significant savings and maintain customer satisfaction. Decent homes work was done, but Newham have concerns that this has not led to a fundamental refurbishment of stock based on condition. Decent Homes was not an asset management based approach.

Appendix vii -Summary of Site Visits

Generally speaking Newham prefer to retain services in house. As far as savings are concerned the general fund was under pressure and there was an imperative that the HRA should not be left as it was.

HRA is in 'rude good health' with £5 million surpluses. Performance is good and arrears are at the lowest ever. There are 16,000 Council tenants and more than 6,000 leaseholders. There is an ongoing series of reviews of services and performance improvement initiatives.

Newham have a clear priority to diversify the tenures of the borough, and are looking to develop affordable rent products, shared equity, and through Red Door Ventures, new private rented sector properties. The Council's social stock is dropping and social housing will increasingly be provided by registered providers.

Significant regeneration has taken place. There are two prime regeneration estates which are in progress. Carpenters Estate, where at the time of visiting there was not yet a clear solution, and Canning Town/Custom House which was being done in partnership with various developers.

A further review of assets was underway, with a particular view to increasing densities to meet the needs of Newham's young and growing population.

The housing waiting list has 14,000 people on it and the demand for temporary accommodation through homeless applications is one of the biggest in London. Local Space is a housing association established by Newham to provide temporary accommodation. The Council was considering using borrowing headroom to help fund this.

Broadly, at the time of visiting Newham had sufficient money to do what it wants, with a sound 30 year business plan, and a growing surplus. The general fund is under pressure from the Homelessness costs. There are opportunities from land holdings.

Newham has massively cut back on resident involvement, with members taking the view that it is for them to seek out views. They do carry out empirical surveys but resident consultation structures have been much reduced. There is no longer funding for tenants associations although they will consult focus groups of residents, and a panel of residents and leaseholders.

LB Enfield

LB Enfield brought their ALMO back in house. Although it was performing well relations with the Council and with members in particular were not strong. Despite reasonably strong tenant support the ALMO was brought in house and the last two years of the Decent Homes programme funded by the Council itself, all the DCLG and GLA money having been used up. The ALMO was good at driving performance but had less corporate influence, however it has raised the profile of housing politically

The Council has 11,000 tenants and 4,500 leaseholders. Several estate renewal schemes are on the go, and more are planned, but these are built into the business plan and will be funded through the HRA. Housing services in Enfield are low cost and traditionally have been. Staff were relaxed about the transfer back in house, many having a long term commitment to and experience of Enfield.

A number of multi storey blocks are being refurbished through British Gas and Eco schemes.

Appendix vii -Summary of Site Visits

New build is being approached on a scheme by scheme basis. Enfield are using special purpose vehicles to develop new housing producing a mix of affordable and private rented housing. They are considering a special purpose vehicle buying units for temporary accommodation.

To ensure appropriate governance on the HRA Business Plan, they have set up a Housing Board. Chaired by the Cabinet member this includes tenants, leaseholders, independents and senior officers. This is apparently a serious and effective working group which concentrates on performance and key issues.

LB Islington

Islington's housing stock (33,000) was managed by an Arms Length Management Organisation, which performed well on measurable indicators. It was brought back to in house management, principally as a result of a desire to do so on the part of members. Decent homes was effectively delivered, and the housing stock is in pretty good condition. The HRA is healthy, and currently the debt is being restructured to release significant capacity.

However, in common with a number of authorities visited, Islington has tried most of the options for improving and managing housing, including PFI, transfer, and disposal. At present they are establishing a general fund housing company to deliver new homes. While they have some estates that would benefit from renewal the key to this is intensifying the density, and at present these schemes are not viable, and the Council is unlikely to spend direct resources, expecting such schemes to be cost neutral overall.

Red Door Housing Company (LB Newham)

Red Door is a commercial vehicle with no social purpose, which will only deliver affordable housing as a requirement of planning policy. Its 'raison d'être' is to build private rented accommodation in response to the political and practical concerns about this sector in Newham. It is a major political priority and the Council is wholly supportive of the company seeing it as a major driver. A limited company, wholly owned by the LB Newham, it operates outside the HRA receiving loans from the Council general fund. The Council has security based on the assets, and will make a return based on the loan note which it receives. Funding works on a scheme by scheme basis and each one has to be viable. The first scheme of 36 units is underway. Management, maintenance and rent collection services were being tendered in spring 2015.

Report to	Future Housing Delivery Model Review Group
Title	Draft Approach to Stakeholder Engagement
Report by	Julian Wain – Independent Adviser
Date	17 th December 2014

Describe the issue under consideration

To approve the approach to engaging with stakeholders during the review process for the future housing delivery model.

Context of the report

When considering the draft terms of reference members noted that the intention is that the review process should be transparent and should take into account the views of all relevant stakeholders. Accordingly, this report sets out the approach to that engagement and consultation. Members' comments are welcomed, particularly if there are additional stakeholders to add into the process.

Stakeholders and methods of engagement

The key identified stakeholders for this project are:

- Haringey councillors
- Tenants and leaseholders
- Homes for Haringey Board members
- Homes for Haringey staff
- LB Haringey staff involved in work on housing
- Trade Unions
- GLA
- DCLG

The principal methods of engagement will be by face to face interview and facilitated meeting and review session, but briefings and electronic media will also be used to ensure as wide engagement as possible.

The following sections set out the detail for each group of stakeholders.

Haringey Councillors

As members are aware this group has been established to overview the process, to ensure that it is clear and transparent and to assist the Cabinet Member, Councillor Strickland in coming to a recommendation for Cabinet in September 2015.

It is proposed that a briefing for both political groups should be provided after the interim report in March 2015, and again following the production of the draft final report in July to ensure that all members are aware of the process. Following the Cabinet meeting in September the overview and Scrutiny Committee will have the opportunity to consider the matter.

It is also proposed to have a short summary note produced after each of your meetings for the information of all members, and it is intended that those of your reports that do not contain commercially sensitive or confidential material should be published after each meeting.

Tenants and leaseholders

The review team proposes to have a formal session with the Homes for Haringey Tenant Scrutiny Panel, taking the form of a short presentation on the issues under consideration and a facilitated collection of tenants views. Similar sessions are proposed for the leaseholder panel, and for the wider resident panel. In addition a small number of focus groups are proposed to further gather tenant opinion.

In addition, discussions will be held with the Council's Communication team to ascertain the most appropriate use of electronic media for information gathering on this process. An update on this will be brought to your next meeting.

After initial analysis has been carried out and the Review Group has begun to form a view on the likely future direction of the housing delivery model, members will consider a report on the need for, and if appropriate the best way of doing a test of tenant opinion inviting the views of all tenants. At present it is anticipated that this report will come to you in February 2015.

Homes for Haringey Board members

Understandably, the Homes for Haringey Board are having their own internal discussions about the future, which they will share with the Review Group at your meeting in February. In advance of that it is proposed that a facilitated briefing and information gathering session is held with the Board, so that the context of their views can be shared with members in advance. It is then proposed that following your own consideration of the initial options in March, the Board's views would be sought on your initial findings; depending on the option chosen seeking their views as to implementation from a Homes for Haringey perspective. This will be reported back to you in April 2015.

As well as this session, it is suggested that one to one interviews with all the Board members are carried out to obtain an individual perspective from each part of the Board. The insight from the tenant Board members will be especially useful, and all feedback will be captured and reported back to the Board.

Housing staff

It is proposed to offer Homes for Haringey staff two briefing/focus groups to canvas views and also a similar meeting for housing staff currently employed by the Council directly. In addition a session will be run with the Homes for Haringey executive team mirroring that held with their Board.

Appropriate use will be made of newsletters and existing internal communication methods both for information and to offer the opportunity for feedback.

Trade Unions

The review team will meet with the Trade Unions in December, by joining one of the regular meetings held with the Chief Operating Officer, and then again at regular intervals. Once again the process will involve a briefing on the issues under consideration and the collection of views from trade union representatives. Ad hoc additional discussions can be timetabled as necessary.

Greater London Authority/ Department of Communities and Local Government

Meetings are being sought in the near future with both the above government bodies. There are three purposes to this. Firstly, to communicate the fact that Haringey is looking at future housing delivery and to

explain how this is being carried out. Secondly, to seek the views of both bodies on the way forward for Haringey's housing stock; particularly in view of their existing involvement in the Borough, especially around the regeneration agenda. Thirdly, the availability of government support for particular options needs to be ascertained and an early view of this will be very helpful.

Feedback from the stakeholder engagement

Outcomes from the interviews, briefings and focus groups will be collated and reported to your subsequent meetings; principally in February. At your February meeting stakeholders who wish to present their views directly to you will be invited to do so. Homes for Haringey have already indicated that they wish to present to you.

For decision

Members are requested to consider the draft approach to stakeholder engagement and agree as appropriate.

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Equality Impact Assessment

Name of Project	Future Housing Delivery Model	Cabinet meeting date <i>If applicable</i>	15 th September 2015
Service area responsible	Homes for Haringey		
Name of completing officer	Julian Wain	Date EqlA created	5 th August 2015
Approved by Director / Assistant Director	Tracie Evans	Date of approval	4 th September 2015

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity between those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a 'Specific Duty' to publish information about people affected by our policies and practices.

All assessments must be published on the Haringey equalities web pages. All Cabinet papers MUST include a link to the web page where this assessment will be published.

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Council's commitment to equality; please visit the Council's website.

Stage 1 – Names of those involved in preparing the EqIA	
1. Project Lead – Julian Wain	5. Business Analyst – Sean Ramdin
2. Equalities / HR – Kathryn Booth	6.
3. Legal Advisor – Raymond Prince	7.
4. Trade union – Chris Taylor	8.

Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups. Also carry out your preliminary screening (Use the questions in the Step by Step Guide (The screening process) and document your reasoning for deciding whether or not a full EqIA is required. If a full EqIA is required move on to Stage 3.

Due to the imminent ending of the current housing management contract with Homes for Haringey in 2016, the London Borough of Haringey identified the need for a review of the future of housing management services. Alongside this, the Council has also considered the best approach to gaining investment to meet the needs of the housing stock. The review looked at 4 key options:

- Retain existing stock but under the direct management of LBH
- Retain existing stock under the management of HfH (current situation)
- Transfer of the housing stock to a new or existing association
- Partial transfers

In addition, emerging options for investment, such as development companies, were also considered by the review.

An EqIA is being undertaken due to the potential for the decision on the future of housing management and investment to impact on housing staff, tenants, leaseholders and those in housing need, including those from the protected groups.

Stage 3 – Scoping Exercise - Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council’s workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

Data Source (include link where published)	What does this data include?
Haringey test of tenant and leaseholders opinion	Summary of consultation with tenants and leaseholders on the proposed management options, current service delivery and rent increases. The sample tenant opinion has been broken down by gender, age, ethnicity and disability.
Equalities profile of tenants and leaseholders	This data provides gender, age, ethnicity, religion and disability information for current tenants and leaseholders.
Equalities profile of housing staff	This data provides gender, age, ethnicity and disability information for current housing staff.
Equalities profile of homeless population	This data provides gender, age, ethnicity and disability information for current homeless acceptances and temporary accommodation
Equalities profile of Haringey	This data provides gender, age, ethnicity, religion, disability, marital status and civil partnership, and sexual orientation information for Haringey based on the 2011 census.

Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment**This section to be completed where there is a change to the service provided**

Data Source (include link where published)	What does this data include?
Not applicable	

Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery:**Positive and negative impacts identified will need to form part of your action plan.**

	Positive	Negative	Details	None – why?
Sex / Gender	The review has explored options, such as development companies, which will enable investment in new build to meet future housing need in spite of the current challenging financial profile.	<p>Under review options 1 and 2, there would be insufficient borrowing power to build new affordable housing. This would disadvantage more women, especially lone female parents, who are over-represented in current homelessness acceptances.</p> <p>Stock transfer – although tenants' existing tenancy conditions would be protected, new tenants rights would be less under current legislation. Tenants would not be eligible for the right to buy and would not have protections to rent levels in the transfer agreement. Any future</p>	<p>Of the 15,581 tenants and leaseholders identified as potentially being impacted, 62% are female and 38% are male. The consultation indicated lower support for rent increases amongst female tenants. Female tenants and leaseholders were also generally less satisfied with their current housing provider than male tenants.</p> <p>Female lone parents have the highest rate of homeless acceptance of all groups in Haringey.</p>	

Appendix ix - Equalities Impact Assessment

		proposed stock transfer would be subject to a further EqIA on the specific impact for tenants, leaseholders and staff.		
Gender Reassignment			Information on gender reassignment is not available for the tenants and leaseholders impacted by this proposal.	The outcome of the review is not expected to impact residents within this group disproportionately compared to other residents.
Age	<p>The review has explored options, such as development companies, which will enable investment in new build to meet future housing need in spite of the current challenging financial profile.</p> <p>Option 2 – existing management services within Homes for Haringey has demonstrated high satisfaction amongst tenants (although not for leaseholders), strong resident governance and improvements in performance over time.</p>	<p>Under review options 1 and 2, there would be insufficient borrowing power to build new affordable housing. This would disadvantage more younger residents who are over-represented in current homelessness acceptances.</p> <p>Option 1 – moving housing management services in-house - could mean disruption of the strong resident governance which has been set up under HfH. Consultation indicated that younger tenants feel more strongly than older tenants that it is important for</p>	<p>Of the 15,581 tenants identified as potentially impacted, those aged 45+ are disproportionately represented compared to the census population whilst those aged 16-44 are under-represented compared to the census population. The consultation indicated that proportionally, more older tenants are very satisfied with current housing management compared to younger tenants and are much more strongly opposed to transferring existing housing to a new housing service provider.</p>	

		tenants and leaseholders to have the opportunity to influence what their housing services provider does and how it does it.	Homeless presentation for the 16-44 age group is high compared to the expected profile from the census and there are a high number of children in TA indicating a high need for investment in new social and affordable housing amongst younger residents. The consultation process indicated that younger tenants are more likely to feel that it is important for their housing provider to have money available to build new homes.	
Disability	The review has explored options, such as development companies, which will enable investment in new build to meet future housing need in spite of the current challenging financial profile thereby helping to mitigate any negative impact identified in this EQIA.	<p>A significant proportion of our existing tenants and leaseholders have the protected characteristic of disability.</p> <p>Under review options 1 and 2, existing stock can only be maintained at most to a reduced standard. This will mean less allowance for repairs and adaptations,</p>	<p>Of the 15,581 tenants and leaseholders identified as potentially impacted, 20% have declared a disability.</p> <p>Feedback from disabled residents has indicated that they want adapted properties to be retained for people who have a genuine need for that type of accommodation. The</p>	

Appendix ix - Equalities Impact Assessment

		<p>including for disabled residents.</p> <p>There would also not be sufficient borrowing power to build new affordable housing. This may mean less appropriate accommodation is available for disabled residents presenting as homeless.</p>	<p>consultation also indicated that disabled tenants were much more strongly opposed to transferring existing housing to a new housing service provider that is not locally based.</p> <p>Homeless acceptances due to mental/ physical disability are high.</p>	
Race & Ethnicity	<p>The review has explored options, such as development companies, which will enable investment in new build to meet future housing need in spite of the current challenging financial profile.</p>	<p>Under review options 1 and 2, there would not be sufficient borrowing power to build new affordable housing. This would disadvantage more black households who are over-represented in current homelessness acceptances.</p>	<p>Of the 15,581 tenants and leaseholders identified as potentially impacted, 37.5% are White, 34.4% are Black, 13.15 are other, 2.8% are Asian, 2.4% are mixed. 9.9% have not declared their ethnicity. The consultation indicated that those from BME groups are more likely to feel it is important that their housing providers gives tenants and leaseholders opportunities for influence.</p> <p>Black households approach as homeless at a level more than twice their representation in</p>	

Appendix ix - Equalities Impact Assessment

			Haringey's population.	
Sexual Orientation			Of the 15,581 tenants identified as potentially impacted, no information on sexual orientation is available.	The outcome of the review is not expected to impact residents within this protected group disproportionately compared to other residents.
Religion or Belief (or No Belief)			Of the 15,581 tenants identified as potentially impacted, 27% are Christian, 9% are Muslim, 0.6% are Buddhist, 0.4% are Hindu, 0.2% are Jewish and 0.1% are Sikh. 54% have not declared this information.	The outcome of the review is not expected to impact residents within this group disproportionately compared to other residents.
Pregnancy & Maternity			Of the 15,581 tenants identified as being impacted, no information on pregnancy and maternity is available.	
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful			Of the 15,581 tenants identified as being impacted, no information on Marriage and Civil	The outcome of the review is not expected to impact residents within this group disproportionately

Appendix ix - Equalities Impact Assessment

discrimination (limb 1))			Partnership is available.	compared to other residents.
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Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups: Positive and negative impacts identified will need to form part of your action plan.

	Positive	Negative	Details	None – why?
Sex		Any change to existing management arrangements could result in a period of uncertainty and disruption for staff. Option 2 - The length of agreement with HfH could impact on security for existing staff.	Of over 600 staff identified as impacted, 38% are female and 62% are male.	All options being considered should enable staff to retain their existing conditions through TUPE.
Gender Reassignment		As above	There is no current information available in relation to gender reassignment	
Age		As above	Of the staff identified as impacted, 2% are 16-25, 16% are 25-35, 19% are 35-45, 39% are 45-55, and 22% are 55-65. Older staff are therefore disproportionately represented amongst the	

Appendix ix - Equalities Impact Assessment

			workforce.	
Disability		As above	12% of staff have declared a disability	
Race & Ethnicity		As above	54% of staff affected are from a BME group.	
Sexual Orientation		As above	There is no current information available in relation to sexual orientation	
Religion or Belief (or No Belief)		As above	There is no current information available in relation to religion or belief	
Pregnancy & Maternity		As above	There is no current information available in relation to pregnancy and maternity	
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))			There is no current information available in relation to marriage and civil partnership	

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
<p>Changes to existing housing management</p> <p>The Council currently has a total of 15, 581 tenants and leaseholders who may be affected by any change to the service delivery model. Female residents, Black and minority ethnic groups, older residents (45+ age group) and disabled residents are currently over-represented in our tenant/ leaseholder profile.</p> <p>Tenancy and leaseholder conditions would be protected under each of the options that have been considered, although depending on national policy, a stock transfer could affect new and future right to buy rights and could also mean increases in service charges are possible. The majority of residents responding to the consultation were opposed to rent increases, though any proposals here are likely to be affected by recent national policy announcements on rent reductions anyway.</p> <p>The majority of tenants – and especially older tenants - were satisfied with the existing service provided and were opposed to transferring to a new housing provider. Leaseholders, however, were generally disatisfied with current service provision.</p>	<p>It is recommended that officers review the Council's rent policy, including the possibility of increased and differential rents, and to present a report for consideration by Cabinet in early 2016, taking into account the governments' recent measures announced in the July budget. Any future proposed increases to rents or service charges would be subject to a further EqlA on the specific impact for tenants and leaseholders.</p> <p>It is recommended that the Managing Director of HfH conducts a review of the leaseholder management service, consulting with leaseholders as to the best way forward, based on the formal and informal satisfaction results provided to the review.</p>

<p>The review has indicated that a stock transfer is not a financially viable option but retaining existing stock means it will only be possible to maintain the condition of existing stock to a reduced standard. This will affect housing quality for all residents, including from the protected groups. In particular, disabled residents may be affected due to reduced allowance for adaptations, insulation and responsive repairs.</p>	<p>The Council is looking at a range of options for mitigating the potential impact to residents, in particular disabled residents, from reduced investment in existing stock. The council will need to adapt a asset management strategy which will set out the levels to which stock will be maintained, establish priorities and programmes to achieve this and to manage and reduce costs where possible.</p> <p>To deliver new and improved housing on major estates, it is recommended that a development company is likely to be the most appropriate option. The key advantages of this approach as being:</p> <ul style="list-style-type: none"> • Brings significant additional financial support to provide improvements • Allow the Council to retain long term control of development and land • Offers an income stream that can be spent on the provision of further affordable and social rented housing. • Unlike conventional development models, it delivers a long term return for the Council • Will bring in capital investment, capacity and expertise to deliver change and solve the Council's major investment problems • Protects new properties from the Right to Buy <p>LB Haringey is separately exploring the possibility of establishing a development vehicle in a different study.</p> <p>The relationship for tenants, where a development vehicle is proposed will be one of rehousing and return, rather than of transfer. Leaseholders will effectively negotiate on an open market sale basis; with of course the ultimate possibility of compulsory purchase.</p>
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<p>There are currently over 600 staff who may be affected by any change to the service delivery model. Staff were generally positive about HfH. All the proposed options would enable staff to retain their existing service conditions through TUPE. There are no proposed redundancies being considered as part of the review but stock transfer would increase uncertainty. All the options would require all staff or a proportion of staff (option 2) to go through a TUPE process. Consultations were held with staff, which included Trade Union representation, in January and again in June 2015. These took the form of presentations, discussions and consultation and staff were encouraged to give their views on the options available. Consultations with Trade Unions was held at regular intervals throughout the review.</p>	<p>The feasibility of the Development company will need to be evaluated following completion of the study that the Council has currently commissioned from Turnberry.</p> <p>This includes looking at introducing charges for additional repairs and exploring whether some repairs could be taken on by tenants themselves as part of a community response.</p> <p>Any future proposed Development Vehicle would be subject to a further EqIA on the specific impact for tenants, leaseholders and staff.</p> <p>The length of the agreement with HfH is being considered – with the options for an extended agreement which may provide more security for staff</p> <ul style="list-style-type: none"> • Staff would remain company employees and the contractual position of those staff who are currently seconded to HfH from the Council and who work on homelessness, lettings, and private sector housing would need to be resolved. • Both from the organisation's point of view and from that of the staff themselves there is a need for certainty and there would seem to be no justification for the secondment's continuing and it would therefore be recommended that these staff should TUPE transfer into HfH. • Any future proposed partial stock transfers would be subject to a further EqIA on the specific impact for tenants, leaseholders and staff
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<p>Approaches to investment</p> <p>Full stock transfer is not considered financially viable but retention of existing stock means insufficient borrowing capacity to support new build of social and affordable housing. This may impact on a number of protected groups who are currently over-represented in our homelessness figures, including younger residents, lone female parents, disabled residents and black households.</p>	<p>The Council is exploring the potential for future investment to be taken forward through a development vehicle with a report coming to October Cabinet.</p>
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Stage 7 - Consultation and follow up data from actions set above	
Data Source (include link where published)	What does this data include?
<p>As part of the review, a test of tenant and leaseholder opinion was undertaken in June 2015. Tenants and leaseholders were consulted on the review options and were also canvassed for their views on current service delivery and the impact of rent increases. The consultation was undertaken by M.E.L market research and included:</p> <ul style="list-style-type: none"> • Telephone interviews with tenants and leaseholders • An on-line survey • A postal survey sent to all tenants and leaseholders <p>The findings are brought together in the report 'Test of Tenant Opinion for Future Housing Delivery Review Project'.</p>	<p>The participant profile broadly reflect our tenant and leaseholder profile in terms of gender, ethnicity and age. The results of the survey output are broken down by a number of subgroups, including by gender, age and ethnicity.</p> <p>The survey's headline results, including as they relate to equalities were:</p> <ul style="list-style-type: none"> • There was a significant opposition to a new provider, particularly amongst older residents but leaseholders were less adamant about Council ownership • Tenants and leaseholders across the protected characteristics prioritised spending on existing homes ahead of new build, but younger tenants were more likely to place importance on investment in new build compared to older tenants • The majority of respondents felt it was important to be able to influence what the landlord does, but leaseholders and younger tenants were particularly likely to place importance on this • Generally tenants showed an increased level of satisfaction though older tenants were more likely to feel satisfied with the existing service than younger tenants. The majority of leaseholders showed a decreased in satisfaction. • Rent rises were not well supported across the protected groups. <p>The full demographics report on the Test of tenant opinion can be found on page 26.</p>

Appendix ix - Equalities Impact Assessment

<p>Meetings were held with staff in January and again in June 2015. These took the form of presentations, discussions and consultation and staff were encouraged to give their views on the options available.</p>	<p>A wide range of views was expressed. Generally, but not exclusively staff were supportive of HfH and noted that improvements had been made in recent years; that the organisation is both flexible, and focused on housing; and generally allows for swifter decision making.</p> <p>Some concern was expressed that tenants would lose their opportunities for involvement if the service returned to the Council</p> <p>Staff members, who were seconded from the Council most recently as a result of the transfer of the Community Housing Services, were most likely to express a wish to return to the Council.</p>
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Stage 8 - Final impact analysis

The recommended option arising from the review is for existing stock to be retained under the management of HfH. A full stock transfer was not found to be financially viable and continuation of existing management arrangements was felt to be the preferred option due to demonstrated performance improvements within the existing service, staff and tenant satisfaction with existing arrangements, and the positive contribution it is felt the ALMO can continue to make within the community. The proposed option largely responds to the concerns raised by the test of tenant opinion, with the majority of tenants satisfied with existing arrangements and against any form of transfer. However, the consultation found reduced satisfaction amongst leaseholders. In response to this, it is intended that the existing leaseholder management service should be reviewed in order to look at ways of addressing current dissatisfaction.

It is recommended that officers review the Council's rent policy, including the possibility of increased and differential rents, and to present a report for consideration by Cabinet in early 2016, taking into account the governments' recent measures announced in the July budget.

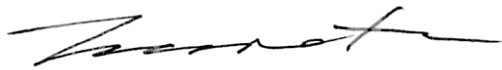
The current financial position means that there is insufficient borrowing capacity to support new build of social housing and affordable housing. This is likely to impact on a number of the protected groups, including lone female parents, disabled residents and younger residents, due to their high levels of housing need. In addition, tenants will be impacted by reduced capacity for investment in existing stock, impacting across the protected groups but with a particular impact on disabled residents in terms of spend available for adaptations. In response to this, the final report has recommended:

- Further review of the potential for partial transfer or utilisation of housing stock by a potential development vehicle.

It is recommended that those staff seconded to HfH in 2014, dealing with homelessness, lettings and private housing will be transferred to HfH.

Stage 9 - Equality Impact Assessment Review Log

Review approved by Chief Operations Officer



Date of review

7th September 2015

Review approved by Director / Assistant Director



Date of review

4th September 2015

Stage 10 – Publication

Ensure the completed EqIA is published in accordance with the Council's policy.

Appendix 1 Future Housing Delivery Model – Stage 2 - Data

Staff EqIA

In the staff data analysis, the following has been noted:

- HfH Female staff outnumber HfH male staff compared to Haringey Council by 6%
- Non disabled HfH staff outnumber Haringey Council staff by 9%, but Haringey Council staff outnumber Not declared by 10%
- Haringey Council staff between the ages of 35>45 outnumber HfH staff by 5%

	SC1-SC5	SC6-SO2	PO1-PO3	PO4-PO7	PO8+	PO8+	HfH Total	HfH Total %	Haringey	% Difference
BAME	107	153	67	27	5	5	359	54%	52%	-2%
NOT DECLARED	1	1	1		3	3	6	1%	2%	1%
WHITE	28	88	57	32	6	6	211	32%	29%	-3%
WHITE OTHER	19	31	29	8	3	3	90	14%	17%	3%
Female	41	100	74	29	7	7	251	38%	32%	-6%
Male	114	173	80	38	10	10	415	62%	68%	6%
Disabled	17	27	25	7	2	2	78	12%	10.3%	-1%
Not Declared	18	32	27	11	6	6	94	14%	25%	10%
Non Disabled	120	214	102	49	9	9	494	74%	65%	-9%
16<25	3	5	4	0	0	0	12	2%	1%	-1%
25<35	21	51	26	6	1	1	105	16%	15%	-1%
35<45	30	45	39	13	1	1	128	19%	24%	5%
45<55	57	108	51	31	13	13	260	39%	37%	-2%
55<65	40	61	31	15	2	2	149	22%	21%	-1%
65+	4	3	3	2	0	0	12	2%	2%	0%

Council Tenants data analysis

HfH does collect some protected characteristics data on it's tenants and is shown in the table below.

		Council Tenants July 2015	2011 Census	Difference
	Population	15581	254900	6%
Gender	Male	37.8%	49.5%	-12%
	Unknown	0.6%	0.0%	1%
	Female	61.6%	50.5%	11%
Age	16-24	1.8%	11.8%	-10%
	25-44	25.9%	39%	-13%
	45-64	45.3%	20%	25%
	65-84	22.3%	7.8%	15%
	85+	3.2%	0.9%	2%
	Unknown	1.5%	0.0%	2%
Ethnicity	Asian	2.8%	9.5%	-7%
	Black	34.4%	18.8%	16%
	Mixed	2.4%	6.5%	-4%
	White	37.5%	60.5%	-23%
	Other	13.1%	4.7%	8%
	Unknown	9.9%	0%	10%
Disability	Disabled	20%	19.8%	0%
	Non Disabled	22.40%	20%	2%
	Unknown	57.60%	60.1%	-3%
Religion	Christian	27.1%	45%	17.9%
	Buddhist	0.6%	1.1%	0.5%
	Hindu	0.4%	1.8%	1.4%
	Jewish	0.2%	3%	2.8%
	Muslim	9%	14.2%	5.2%
	Sikh	0.1%	0.3%	0.2%
	Other religion	0.6%	0.5%	-0.1%
	No religion	5.7%	25.2%	19.5%
	Religion not stated	56%	8.9%	-47.1%

Gender: Whereas the representation of males and females in Haringey's population is more or less the same, female tenants outnumber male tenants by 11% compared to the 2011 Census.

Age: Residents under 16 (20.4% of general population) have not been included. Council tenants in the age ranges of 16-24 and 24-44 are both under-represented compared with the general population whilst council tenants in ages range of 45 upwards are all over represented compared with the general population of similar age.

Ethnicity: Asian, White and Mixed households are under-represented in Council tenancies compared with their representation in Haringey's population. Black and Other households are over-represented in Council tenancies compared with their representation in Haringey's population.

Disability: For the majority of tenants, there is no information recorded about disability needs.

Religion: with 56% of tenants religion not stated, there is insufficient data to analyse faith group representations.

Appendix ix - Equalities Impact Assessment

Partial Transfer – Broadwater Farm

The table below highlights any impact on protected characteristics if Broadwater Farm estate was subject to a partial transfer.

		Council Tenants July 2015	Excl BWF	Change
	Population	15581	14650	931
Gender	Male	37.8%	37.3%	-0.5%
	Unknown	0.6%	0.6%	0.0%
	Female	61.6%	62.1%	0.5%
Age	16-24	1.8%	1.8%	0.0%
	25-44	25.9%	25.6%	-0.3%
	45-64	45.3%	45.2%	-0.1%
	65-84	22.3%	22.5%	0.2%
	85+	3.2%	3.4%	0.2%
	Unknown	1.5%	1.5%	0.0%
Ethnicity	Asian	2.8%	2.8%	0.0%
	Black	34.4%	33.3%	-1.1%
	Mixed	2.4%	2.4%	0.0%
	Other	13.1%	13%	-0.1%
	Unknown	9.9%	10.4%	0.5%
	White	37.5%	38%	0.5%
Disability	Non Disabled	22.4%	22.1%	-0.3%
	Disabled	20%	20.5%	0.5%
	Unknown	57.6%	57.4%	-0.2%

There is no significant impact on protected characteristics if Broadwater Farm was subject to a partial transfer.

Appendix ix - Equalities Impact Assessment

Partial Transfer – Love Lane

The table below highlights any impact on protected characteristics if Love Lane estate was subject to a partial transfer.

		Council Tenants July 2015	Excl Love Lane	Change
	Population	15581	15391	190
Gender	Male	37.8%	37.7%	-0.1%
	Unknown	0.6%	0.6%	0.0%
	Female	61.6%	61.7%	0.1%
Age	16-24	1.8%	1.8%	0.0%
	25-44	25.9%	25.7%	-0.2%
	45-64	45.3%	45.4%	0.1%
	65-84	22.3%	22.4%	0.1%
	85+	3.2%	3.3%	0.1%
	Unknown	1.5%	1.5%	0.0%
Ethnicity	Asian	2.8%	2.8%	0.0%
	Black	34.4%	34.2%	-0.2%
	Mixed	2.4%	2.3%	-0.1%
	Other	13.1%	13.1%	0.0%
	Unknown	9.9%	9.9%	0.0%
	White	37.5%	37.7%	0.2%
Disability	Non Disabled	22.4%	22.3%	-0.1%
	Disabled	20%	20%	0.0%
	Unknown	57.6%	57.6%	0.0%

There is no significant impact on protected characteristics if Love Lane was subject to a partial transfer.

Appendix ix - Equalities Impact Assessment

Partial Transfer - Noel Park

The table below highlights any impact on protected characteristics if Noel Park estate was subject to a partial transfer.

		Council Tenants July 2015	Excl Noel Park	Change
	Population	15581	14556	1025
Gender	Male	37.8%	38.4%	0.6%
	Unknown	0.6%	0.6%	0.0%
	Female	61.6%	61%	-0.6%
Age	16-24	1.8%	1.9%	0.1%
	25-44	25.9%	25.9%	0.0%
	45-64	45.3%	44.9%	-0.4%
	65-84	22.3%	22.6%	0.3%
	85+	3.2%	3.3%	0.1%
	Unknown	1.5%	1.4%	-0.1%
Ethnicity	Asian	2.8%	2.8%	0.0%
	Black	34.4%	34.8%	0.4%
	Mixed	2.4%	2.4%	0.0%
	Other	13.1%	13%	-0.1%
	Unknown	9.9%	9.6%	-0.3%
	White	37.5%	37.4%	-0.1%
Disability	Non Disabled	22.4%	22.5%	0.1%
	Disabled	20%	20%	0.1%
	Unknown	57.6%	57.4%	-0.2%

There is no significant impact on protected characteristics if Noel Park was subject to a partial transfer. Noel Park is considered in context of potential self financing. It is premature to factor in the implications for residents at this stage. Any future proposed self financing would be subject to a further EqIA on the specific impact for tenants, leaseholders and staff.

Appendix ix - Equalities Impact Assessment

Partial Transfer – Northumberland Park

The table below highlights any impact on protected characteristics if Northumberland Park estate was subject to a partial transfer.

		Council Tenants July 2015	Excl Northumberland Park	Change
	Population	15581	14837	744
Gender	Male	37.8%	37.5%	-0.3%
	Unknown	0.6%	0.6%	0.0%
	Female	61.6%	61.9%	0.3%
Age	16-24	1.8%	1.7%	-0.1%
	25-44	25.9%	25.5%	-0.4%
	45-64	45.3%	45.4%	0.1%
	65-84	22.3%	22.6%	0.3%
	85+	3.2%	3.3%	0.1%
	Unknown	1.5%	1.5%	0.0%
Ethnicity	Asian	2.8%	2.8%	0.0%
	Black	34.4%	34.2%	-0.2%
	Mixed	2.4%	2.4%	0.0%
	Other	13.1%	13.0%	-0.1%
	Unknown	9.9%	9.9%	0.0%
	White	37.5%	37.7%	0.2%
Disability	Non Disabled	22.4%	22.2%	-0.2%
	Disabled	20%	20.1%	0.1%
	Unknown	57.6%	57.7%	0.1%

There is no significant impact on protected characteristics if Northumberland Park was subject to a partial transfer. Northumberland Park considered in context of potential development vehicle and is the responsibility of the Tottenham Team or of those working on the vehicle. It is premature to factor in the implications for residents at this stage. Any future proposed development vehicle would be subject to a further EqIA on the specific impact for tenants, leaseholders and staff.

Appendix ix - Equalities Impact Assessment

Partial Transfer – All four estates

The table below highlights any impact on protected characteristics if all four estates were subject to a partial transfer.

		Council Tenants July 2015	Excl All	Change
	Population	15581	12691	2890
Gender	Male	37.8%	37.5%	-0.3%
	Unknown	0.6%	0.7%	0.1%
	Female	61.6%	61.8%	0.2%
Age	16-24	1.8%	1.7%	-0.1%
	25-44	25.9%	24.9%	-1.0%
	45-64	45.3%	45.0%	-0.3%
	65-84	22.3%	23.4%	1.1%
	85+	3.2%	3.6%	0.4%
	Unknown	1.5%	1.5%	0.0%
Ethnicity	Asian	2.8%	2.8%	0.0%
	Black	34.4%	33.2%	-1.2%
	Mixed	2.4%	2.4%	0.0%
	Other	13.1%	12.9%	-0.2%
	Unknown	9.9%	10.2%	0.3%
	White	37.5%	38.5%	1.0%
Disability	Non Disabled	22.4%	21.9%	-0.5%
	Disabled	20%	20.8%	0.8%
	Unknown	57.6%	57.3%	-0.3%

There is no significant impact on protected characteristics if all four estates were subject to a partial transfer.

Using evidence to shape better services



London Borough of Haringey

Wastes &
resources
management



Community
safety &
neighbourhood
policing



Sure Start
& Children's
Centres



Healthy
communities

Affordable
housing



Active citizens
& customer
research



Local
Authority
research &
evaluation



Test of Tenant Opinion Survey for Future Housing Delivery Review Project

1) PROJECT DETAILS

Name of company	M·E·L Research Ltd		
Registered Company Address	8 Holt Court Aston Science Park Birmingham B7 4AX Company registration number: 3000946 VAT registration number: 655 3827 14		
Main contact	David Chong Ping	Telephone number	0121 604 4664
Position	Head of Technical Production	Fax number	0121 604 6776
Email address	David.Chong-Ping@m-e-l.co.uk		
Website address	www.m-e-l.co.uk		
Reference	PR15088		

M·E·L Research
 8 Holt Court
 Aston Science Park
 Birmingham B7 4AX

Tel: 0121 604 4664
 Fax: 0121 604 6776
 Email: info@m-e-l.co.uk
 Web: www.m-e-l.co.uk



2) DEMOGRAPHIC ANALYSIS

This report provides additional findings from a survey of 1,004 tenants that participated in a telephone interview. This provides a broadly representative sample of views based upon the profile of the primary tenant population from the supplied Homes for Haringey database. Findings in this report are based on analysis of results by the demographic profile of the tenants surveyed. Tenants have been characterised by gender, age, ethnic background and disability. Where not specified, there is no difference in the opinions of tenants between different demographic groups.

Support for future housing options

Tenants were told that with the on-going financial pressures and budget cuts, the council might find it hard to undertake all the necessary improvements to its existing homes, improve the look and feel of its housing estates and build new and affordable housing. Tenants were therefore asked how likely they would be to support alternative options that could make sure these improvements could be met.

- ◆ 80% of tenants might or would support an alternative future option for their housing service if that meant they had more of a say in how the housing service was run. There is no significant difference between gender, age, ethnic background or disability demographic groups for this alternative future option.
- ◆ 56% of tenants indicate they would not support rent increases of up to 5%. A significantly greater proportion of female tenants (59%) compared to male tenants (51%) would not support this.
- ◆ 80% of tenants indicated they would not support rent increases of more than 5%. This increases to 94% for tenants from a mixed ethnic background.
- ◆ 77% of tenants would not support transfer to a new housing service provider that was not locally based. A significantly greater proportion of the 55+ age band would not support this (81%) compared to those in the 18-34 (67%) and 35-54 (74%) age bands. A significantly greater proportion of disabled tenants (81%) would not support this compared to tenants without a disability (74%).
- ◆ 67% of tenants would not support transfer to a new housing service provider. A significantly greater proportion of the 55+ age band would not support this (72%) compared to those in the 18-34 (50%) and 35-54 (63%) age bands. A significantly greater proportion of disabled tenants (72%) would not support this, compared to tenants without a disability (61%).
- ◆ When it comes to future investment all tenants, regardless of demographic group, indicate their first choice for any future spending should be made on 'existing homes to bring them up to a good state of repair, properly heated and insulated, with kitchens and bathrooms that are reasonably modern'.
- ◆ Views are split on the remaining two options presented; spend money on building new and affordable homes or spend money on improving existing housing estates, such as landscaping and grounds

maintenance, bin storage, lighting, parking, security, etc. Younger tenants (18-34 age band) indicate their second choice as spend money improving existing housing estates, while older tenants (35-54 and 55+ age bands) indicate this as their third choice. Asian tenants and tenants from other ethnic backgrounds also indicate their second choice as spend money improving existing housing estates, while tenants in all other ethnic groups indicate this as their third choice.

Satisfaction levels

Tenants were asked a number of questions about their level of satisfaction with their home and neighbourhood or housing estate compared to three years ago.

- ◆ 14% of female tenants are 'much more' satisfied with their neighbourhood or housing estate compared to three years ago. A significantly lower proportion of male tenants (9%) are 'much more' satisfied.
- ◆ Asian tenants (26%) are significantly 'much more' satisfied with safety and security in their neighbourhood or housing estate than White British tenants (12%) and Black tenants (10%).
- ◆ Looking at the overall quality of their home compared to three years ago, male tenants show a significantly higher level of satisfaction than female tenants. 57% of male tenants and 47% of female tenants are 'more' or 'much more' satisfied. A significantly higher percentage of tenants in the 55+ age band (17%) than in the 18-34 (4%) and 35-54 (10%) age bands are 'much more' satisfied. A significantly higher percentage of White British tenants (15%) and tenants from any other White background (16%) are 'much more' satisfied than Black tenants (8%). A significantly higher percentage of tenants with a disability (13%) are 'much less' satisfied compared to those without a disability (9%).
- ◆ There is a significant difference in the satisfaction levels when 'taking everything into account' between male and female tenants. A significantly higher percentage of male tenants (35%) are 'very' satisfied compared to female tenants (27%). A significantly greater proportion of tenants in the 55+ age band (36%) than in the 18-34 (21%) and 35-54 (26%) age bands are 'very' satisfied with Homes for Haringey.

Views on improvements and maintenance

- ◆ On average, roughly one-third of all demographic groups indicate they have seen 'no change' to improvements to their home compared to three years ago, although only 18% of Asian tenants indicate this. One-quarter of the 55+ age band (25%) indicate improvements to their home have 'greatly' improved; this is a significantly higher proportion than seen in the 18-34 (10%) and 35-44 (16%) age bands.
- ◆ On average, around one-third of all demographic groups indicate 'no change' to the time in which repairs and maintenance are completed compared to three years ago. This drops to 19% for tenants from any other ethnic background. 18% of female tenants indicate the time in which repairs and maintenance are completed has 'greatly' declined compared to three years ago. This is a significantly

higher proportion than seen in male tenants (12%). 17% of the 55+ age band indicate this has 'greatly' improved; a significantly higher proportion than seen in the 18-34 (2%) and 35-44 (11%) age bands.

- ◆ On average, around one-third of all demographic groups indicate 'no change' in the quality of repairs and maintenance compared to three years ago. 16% of female tenants indicate this has 'greatly' declined compared to three years ago. This is a significantly higher proportion than seen in male tenants (10%). 17% of the 55+ age band indicate this has 'greatly' improved; a significantly higher proportion than seen in the 18-34 (6%) and 35-44 (10%) age bands.
- ◆ 36% of White British tenants indicate that grounds maintenance has 'slightly' or 'greatly' improved compared to three years ago. This is a significantly lower proportion compared to Asian tenants (65%) and tenants from any other ethnic background (62%).

Views on customer service

- ◆ Compared to three years ago, between one-third and two-fifths of each demographic group indicate they have seen 'no change' to the ease of contacting Homes for Haringey, although this drops to 28% for Asian tenants. A significantly higher proportion of the 55+ age band (15%) indicates this has 'greatly' improved compared to those in the 18-34 (4%) and 35-54 (9%) age bands.
- ◆ Compared to three years ago, between one-third and two-fifths of each demographic group indicate they have seen 'no change' to the quality of customer service, although this drops to 16% for Asian tenants. A significantly higher proportion of Asian tenants (69%) indicate this has 'slightly' or 'greatly' improved compared to the other ethnic backgrounds (all around 40%).
- ◆ Compared to three years ago, between two-fifths and one-half of each demographic group indicate they have seen 'no change' to the management of their tenancy, although this drops to 22% for Asian tenants.
- ◆ Compared to three years ago, between two-fifths and one-half of each demographic group indicate they have seen 'no change' in their ability to have a say in how their neighbourhood/estate is managed, although this drops to 29% for Asian tenants.
- ◆ Compared to three years ago, between one-third and one-half of each demographic group indicate they have seen 'no change' in how well they are kept informed, although this drops to 21% for Asian tenants.

Importance of future service delivery

- ◆ 90% of tenants without a disability indicate it is 'fairly' or 'very' important that their housing service provider has money available to build new council or housing association homes for rent in Haringey. This is a significantly greater proportion compared to tenants with a disability (84%).
- ◆ 60% of White British tenants indicate it is 'very' important that their housing service provider gives tenants and leaseholders the opportunity to influence what it does and how it does it. This is a

significantly smaller proportion than seen in tenants from a mixed ethnic background (82%), Asian tenants (82%) and Black tenants (74%).

- ◆ Almost three-quarters of tenants in the 35-54 (73%) and 55+ (74%) age bands indicate it is 'very' important that their home is owned by Haringey Council. A significantly smaller proportion of tenants in the 18-34 age band (61%) indicate this level of importance.

3) PROFILE OF PARTICIPANTS

Gender	Tenant Telephone	%
Male	396	39%
Female	608	61%
Not specified	0	0%
Total	1,004	100 %

Age	Tenant Telephone	%
18 to 34	101	10%
35 to 54	369	37%
55 +	449	50%
Not answered	35	3%
Total	1,004	100 %

Ethnicity	Tenant telephone	%
White British	446	44%
White other	113	11%
Mixed	38	4%

Asian	34	3%
Black	267	27%
Other	43	4%
Not answered	63	6%
Total	1,004	100 %

Disability	Tenant Telephone	%
Yes	526	52%
No	478	48%
Total	1,004	100 %



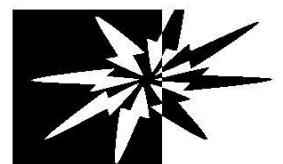
Future Housing Delivery

Homes for Haringey

Our paper to the Future Housing Options Delivery Panel



Homes for Haringey



Haringey Council



Future Housing Delivery

Homes for Haringey –

Our paper to the Future Housing Options Delivery Panel

Homes for Haringey Ltd

February 2015

Contents

- 3 Introduction
- 4 Why keep Homes for Haringey?
- 6 What can Homes for Haringey do?
- 8 Why not get rid of Homes for Haringey?
- 9 How might Homes for Haringey do it?
- 10 What have we missed out that we can help with?





Introduction

This is intended as a discussion paper so that Homes for Haringey can engage with the Panel's thinking. We don't expect to have addressed all the Panel's concerns, but hope we will have raised some issues that are new and have the chance to address any that we have missed.

The form of the paper is to set out:

- **why we think that there is real advantage for the Council and its residents in retaining a dedicated housing company;**
- **the arguments against retaining a housing company, or this housing company, and our responses;**
- **what Homes for Haringey is doing and might do;**
- **how we plan to deliver a wider role;**
- **how we fit with Haringey's Corporate Plan and strategies.**

There are two preliminary points we want to make.

First, we have deliberately avoided the description 'arms-length management organisation'. Homes for Haringey is currently the Council's housing company. If the Council wants to change the role or scope of its housing company it can do so, but it will always start from here.

The 'ALMO' label reflects what can be seen as a historic injustice ('Whitehall made us give up control before they would pay for Decent Homes work'), and gets in the way of looking at what Homes for Haringey actually is and does for the Council today.

Second, although we are conscious that the Panel is considering transferring property from the council to another housing body, we have not looked at that in this paper. We are, of course, happy to address any questions the panel may have.

Our reasons for leaving this issue out of this paper are that it raises a number of difficult and contentious issues which are bound to trouble the Council; we do not think it helpful to the debate or to us to lead that debate, and it is not part of our constitution.

In addition any significant transfer of property will have an immediate impact on the service and role of Homes for Haringey, and each different form and quantum of transfer would have a different effect. This paper would be confusing and dreadfully long if we tried to deal with all those options.

**We are an
Investors in
People **Gold**
employer.**

**Britain's Top
Employer award**

2014

2013

2012

2011


2010

**2014
International
Safety Award**




Why keep Homes for Haringey?

The legislative framework means the Council is almost bound to need a housing company if it seriously wants to address wider housing need in Haringey:

- Council owned property can only be secure with the right to buy let at target rents set by Whitehall; effectively it can only be financed through HRA borrowing which is subject to a cap; HRA borrowing capacity is substantially committed to Tottenham redevelopment and the building of new socially rented council housing.
- Homes for Haringey can develop, own and operate housing at social, intermediate, sub-market, local housing allowance rents and at market rents; it can raise other money without being subject to any cap – it can even make a profit for the Council on sub-lending prudential borrowing. 

Tenancies and rents	
Homes for Haringey	Council
<ul style="list-style-type: none"> • Freer to raise finance • Commercial borrowing rates • Renting at assured tenancies but free to give long-life tenancies and to mirror secure tenancies • Rent can be at social, intermediate, local housing allowance or market level • Can set own allocation policies responding to Council • No right to buy necessary 	<ul style="list-style-type: none"> • Can only borrow to HRA cap • Public sector borrowing requirement rates • All housing, if rented, is secure at social rent • Possibility of shared ownership • Subject to right to buy • Strictly subject to allocations policy

If we want a company why not start with the one you've got?

- There is always a cost in setting up a new body; modifying an existing one is easier and cheaper; stopping and starting again means unwinding arrangements. Homes for Haringey is wholly controlled by the Council and there is no limit to the changes it can make to its membership, capacity and constitution to align with the Council's needs.
- Homes for Haringey has demonstrated its capacity to smoothly change; taking on 200 staff and a challenging homelessness service in September, moving quickly to set up an apprentice academy and a lettings agency, and implement robust changes in management of the repairs service; we do what the Council wants – and fast.
- A common management structure makes it easy to spread overheads and on-costs of new ventures as marginal costs; skill is easy to share. 

Delivering Haringey's objectives – the private rented lettings agency	
Homes for Haringey	Council
<ul style="list-style-type: none"> • Ready to go – robust business model • Free to trade and run commercially • Swifter to act • The skills to run and deliver in the private rented sector • Able to spread overheads and keep them low • Relationship with the market – leaseholder and Homefinder landlords 	<ul style="list-style-type: none"> • Would need to set up subsidiary to trade and operate • Tight operating restrictions • Not able to trade • Has to show all costs recovered in full at a fair rate • Cannot make a profit • Decision-making process longer • Terms and conditions inflexible • More costly – higher overheads

ALMO of the Year
at the UK National
Housing Awards
2012

Homes for Haringey Board – the skills and experience we add

- Resident and service perspective
- Vast range of management and leadership experience
- Legal
- Finance
- Experience running major council services
- Links to council decision-making
- Business and commercial skills
- Resident engagement
- Service knowledge across the business
- Scrutiny and business improvement
- Council corporate planning
- Running an effective Board
- Housing association directorship
- Management consultancy
- Communications
- Senior political leadership
- Voluntary sector leadership

Focus


- There is always a tension between a council's need to keep control of those things it is responsible for on the one hand, and the need to get economies of scale and expertise on the other. Some authorities still run waste collections, most don't. No authority writes and operates all its software. A controlled subsidiary can deliver the advantages of control while accessing expertise.
- We have clarity around staff and management roles and structure ourselves appropriately. We focus our management and recruitment on the competencies required to run housing services.
- Residents are at the core of decision-making.
- We recruit a top team to run a housing organisation to match the best housing associations. 

Take savings as an example:

- Meet the Council's savings target every year since 2006
- Highest and most consistent deliverer of savings across the Council while also improving services
- £3.2 million in 2014/15 saved from the Management Fee – delivered through working efficiently
- Council's Medium Term Financial Strategy savings – most confidence in housing
- We have reduced the cost of repairs from nearly £17.02 million in 2013-14 to a projected £16.5 million in 2014-15. We have also delivered the service with a reduced number of operatives – down from 176 to 138.

Trust

The fact that we have one owner, and one contractual relationship, makes us very responsive. We worry when we get it wrong, and work quickly and hard to put things right.

It matters to us because our future depends on demonstrating high levels of performance. We have proven our responsiveness over the years and are operating more strongly than ever. 

Average time to repair an empty property in 2014-15

14 days

Average time to repair an empty property in 2013-14

40 days

We've reduced rent loss from empty properties from 1.35% in 2012-13 to 0.83% by December 2014
= £354,145 additional net income



What can Homes for Haringey do?

Our Lettings Agency will:

- Provide a trusted, reliable and effective alternative in the private rented sector
- Help join up the way we provide private rented housing across income groups – providing good quality housing for homeless people as well as for the wider market
- Be run as a commercially viable business, to compete with the best in the market
- Be a link to our enforcement action against the bad or incompetent landlords in the Borough (if you can't manage, we can do it for you)

We manage housing well, so are off and running in expanding our offer into the private rented sector through a new lettings and management agency.



We have established our repairs service as a commercially sound, responsive and effective operation, so have the potential to actively trade and offer services more widely in the community and to other landlords.



We can sell our repairs service:

- to housing associations
- to landlords
- to home owners
- We have our tenants to validate quality – if it's not good enough for them it's not good enough for us.
- We can manage our assets effectively – and better – given greater freedoms to manage.
- We plan and manage the assets to achieve the best outcomes for residents, freer from public sector borrowing requirement and council restrictions.
- We can run planned maintenance better with forward fixed budgets – get more 'bang for our buck' by running over longer than annual cycles.

We know we can do more across our stock:

- Roof conversions
- Small garage sites
- Drying areas
- Infill sites
- Modular buildings – maybe 25 possible units off Oakfield Road (to pick from many)

We know where the opportunities are and what do:

- Piggy-back on major works contracts making EU procurements unnecessary
- Lever-in private finance or prudential borrowing
- Use our property management and temporary housing experience
- Apply strong economies of scale

We manage large contracts to improve and refurbish housing estates, so think that we should extend these skills into building new homes on available land and space on those very estates.



We have brought together expertise in providing housing and support for older people. Through Homes for Haringey there is vast potential to do more with a fairly under-developed part of the service.



We have ideas and workable solutions such as:

- Partner with small housing providers (such as Hornsey Housing Trust) who have assets and stock to support our aspirations to develop new homes and who bring new management skills to the table;
- Work with older owner-occupiers and their families to develop options when they need supported housing or care;
- Target some of the plans to build on council-owned land to be suitable and attractive for older people to move from their large family homes

We know that we have some very expensive to maintain properties and that when they are empty, we sometimes spend a great deal of money getting them in order and ready to let. We intend to introduce a 'stock viability model' to assess whether there is a better solution for such a property when empty. This will make sure that, whatever we do, our resources are spent on providing good, affordable homes for our tenants – perhaps, in some cases, selling one property and using the money to build or acquire a new and better home.

- **Managing our assets from start to finish means that we can achieve the best results for residents.**
- **We bring back empty properties from the private sector through compulsory purchase or close working with owners. Our joined up approach is capable of doing more.**
- **Freer to make the best investment decisions, we are able to bring poor homes up to standard, make best use of the stock, and recycle our money into new homes.**

- **In less than a year since start up, we have successfully introduced the Building Lives Academy to Haringey, and are on track to have 50 apprentices trained and into work. We have worked with our Decent Homes partners, Mulalley and Keepmoat, to provide training and real jobs at the end of the process. We have also signed up six apprentices in our own Haringey Repairs Service. This will expand into new build and regeneration contracts across the Council.**
- **Project 2020 has proved its value in establishing the kind of skills and confidence amongst young people in Northumberland Park which has led them to jobs, away from crime and to a more cohesive community. We can do more, in more places, and explore new ways to bring in funding and activity – such as developing a social enterprise model.**

Our employment, community development, environmental and community safety work all complement our housing role. It is entirely relevant that we should set up apprenticeship schemes, run projects to divert young people into work and training, develop partnerships with local schools on our estates and run services to support the most vulnerable in the Borough.

We want to do more of this, and to explore imaginative ways to lever-in funding and capacity to do this well. Being a good partner helps, but potential around social enterprises and commercial activity is there for us to explore.

We know it's not financially sensible to house homeless people expensively in private rented accommodation, where landlords charge very high and unaffordable rents. Relying on the private rented sector is a growing London problem as there are not enough social and affordable homes available. We intend to find our own financially sustainable solutions by acquiring homes to let at a rent affordable for people who are homeless and rely welfare benefits. We also intend to be imaginative about how we use our own housing stock, including empty homes which have been empty.

- **We have taken on a new range of services, turning over around £40 million, managing 200 new staff and running one of the most challenging aspects of council services.**
- **There is a lot to do, but we have made a great start, with a minimum of fuss, improving, innovating and collaborating with others across the Council and partnerships.**
- **We are holding firm the number of homeless families, delivering efficiencies and savings while most other London boroughs are seeing costs and numbers soar.**

We've reduced rent arrears from 8.2% in April 2013 to 6.6% in January 2015 = £1,312,420 additional net income

Number of people we helped get back into work since April 2014:

50

Customer Service Excellence award

2014

2013

2012

2011

2010



Why not get rid of Homes for Haringey?

Is it possible to outsource the service or a range of services?

Private sector

Pinnacle are good, for example. They collect the rent efficiently and produce good performance results on the basics. The relationship is contractual, inevitably motivated by profit and vulnerable to changes in how the business operates (take-over, financial difficulty, perhaps).

Housing associations

We know from our people, at Board and Executive level, that housing associations are not exclusive partners. They are important partners to any council but they will sometimes go elsewhere, take better offers, not do what you want, and decide not to talk to you any more.

New housing company

We are already a housing company – why start again?

Is it cheaper to do this ‘in-house’?

We are sceptical about the claims other boroughs make about savings. Beyond savings on some senior salaries and minimal governance costs, savings are small and are more than offset by the need to recreate management and governance structures within the Council.



- We have delivered savings, year on year, and have proved the value of recruiting a top team who know how to do this.
- We have taken on major service areas in homelessness and housing need, saving two senior roles and absorbing into the Managing Director's span of leadership.
- We run a flat management structure, dedicated to service delivery and focused on outcomes. This is cost-effective and costs less than a traditional council set up.
- Our Board and governance arrangements add real value, providing oversight and direction at a minimal cost.
- We recruit our Executive Leadership Team at a level which can run a housing organisation. This means that the Managing Director is paid as if he was at strategic leadership level at the Council and the Executive Directors at senior assistant director level. This buys the correct level of expertise and pays for itself through performance.
- We are accredited as a national Top Employer.

The Council could do this itself – the DIY approach

- Our call response times far exceed those across the Council's customer service centres – responding in seconds rather than minutes.
- We have driven millions of pounds worth of costs from our repairs service, by bringing in a commercially experienced director and running it as a business. Service quality has risen, with satisfaction levels among the highest in the sector.

Any council may think that housing is just another service. It is specialised, but no more than public health, education, or leisure. It can be done this way, but the housing focus will be lost in a ‘One Council, one way’ approach.



Decent Homes resident satisfaction	
2009/10	96%
2014/15	97.5%

We've reduced our average repair cost from £175 to £125

We answer
97.6% of all
our calls

How might Homes for Haringey do it?

We have all the component parts in place to be a strong company, to do more and to do it well.

- We won't do anything to compromise our core housing service.
- We recognise the limit of our capacity.
- We know what is important – if residents rate us.
- We are only as good as the last repair.
- We are ambitious for the service – wanting to do more, but to do it to support the day job.

- We took on the management of homelessness, housing options, sheltered housing and the private rented sector. We have done this with confidence and sure-footedness because we have the relevant expertise and transferable skills. Leadership skills at Executive and Board level are breathing new life into the service.
- We set up the Building Lives Academy because our tenants need jobs to thrive and to live well.
- We set up Project 2020 to support our young people into work and away from crime and anti-social behaviour.
- We set up our lettings agency to support how we improve the private rented sector and to provide better options for local people.

We always build on the core. Any new venture needs to show at least two demonstrable benefits to the core service.

We would explore new relations with the outside world and be a positive force to delivering the wider Housing Strategy.

- We can do more to help the housing market to be shaped in a way the Council wants.
- We can increase the number of affordable homes being built, to hit strategic planning and housing targets.
- We can operate across tenures, have greater flexibility with rents, as policy dictates.
- We can hold land gifted by the Council to develop new market rented, shared ownership, and intermediate rented homes – to meet local demand at a quality and price which meets the Council's wishes.

- We can experiment and develop new initiatives to help the Council test what can be possible. We can take responsibility and blame for experiment – share the praise, too.
- Tell it like it is – but follow the Council's plan. Constructive and innovative partner – contributing to the wider Corporate Plan and vision.
- Work innovatively and honestly with residents – opening ourselves up for scrutiny and showing ourselves to be excellent listeners and learners.

We would consolidate our trusted partner role with the Council and residents.

We would develop a long-term plan for our more difficult investment decisions – providing planned, long-term and sustainable solutions for Broadwater Farm, Noel Park and Northumberland Park.

- We can fit better as part of the Council's regeneration aspirations, being the Housing Company for Haringey and a key player in improving priority areas.



7,000th
home made
decent in
2014.

97%

of estates
independently
rated
satisfactory
or better in
January 2015



What have we missed out that we can help with?

- We have the appetite to do anything you want us to that's sensible – and we will tell you what we think.
- We promise that if we are not adding value we will tell you and we will do away with ourselves (humanely).
- We have the appetite and drive to be the best housing solution for Haringey. We care about doing this well and believe passionately that we are the right people to do so.
- We are local and dedicated to Haringey. We are driven by the need to offer the best service to Haringey residents and to make best local use of the resources we have available.
- We are bold in areas where we feel the current situation needs to improve. We know we need to do more to effectively involve residents; we know we need to encourage the Council to be clearer in what it delegates to us to deliver.
- We are on a clear path of improvement, with realistic expectations to be up with the best housing organisations in all that we do. If we ceased to exist, this would place at risk much of this progress. The benefits of continuity are strong and evident.
- We are a housing management organisation and we focus on our core business – managing housing, carrying out repairs, investing in homes, providing people with homes, supporting people in housing difficulty and improving the private rented sector. This is a big deal for Haringey.
- With this scale of business, there is bound to be something we have missed, so please do ask further questions if we can help you form a view.

You have said that you are interested in seeing what we do, visiting our staff and our sites.

This is to be welcomed and we have an open door – always keen to share our enthusiasm for doing things well and then better.

We think that a lot of what works is because we are a dedicated housing organisation – dedicated to residents, quality of service and to making Haringey as good as it can be. It is worth testing that view when you speak with our staff and to residents, and ask whether it would be better another way.



£250,000

funding secured to help residents into employment

1,200
residents have
registered for
their free
online account







Homes for Haringey Ltd

w: homesforharingey.org

 @homes4haringey



Homes for Haringey



Haringey Council

Dear Councillor Strickland

Building a Stronger Haringey Together

On behalf of the Resident Scrutiny Panel I would like to thank you for coming to our meeting on 14 January 2015 and sharing with us the Council's vision for 'Building a Stronger Haringey Together'. The Panel was delighted to meet you and enjoyed the opportunity to share their views and aspirations.

As you know the Resident Scrutiny Panel have been reviewing Homes for Haringey Services since 2010 and have put forward significant recommendations over the time to help improve service efficiency, effectiveness and customer satisfaction. This has given us an insight into the level of dedication and hard work and continuous improvement that has been demonstrated by staff and the Board. We have seen a significant change in the delivery of services and on this basis the Panel have been delighted to see the front line Council housing services moved to Homes for Haringey. This provides a 'one stop shop' approach for housing services. With the strong and talented management team now in place, and the open approach to receiving and using feedback in a positive manner there is a culture and business awareness that ensures that value for money is a key driver. You have the right organization to deliver services and meet your aspirations and this must not be over looked as all our scrutiny surveys have demonstrated that residents are in the main happy with their home and the way services are delivered. We look forward to reviewing the new services and sharing with you our findings.

The Resident Scrutiny Panel would like to make the following observations;

- The Consultation brochure has not taken into account RNIB compliance, has not offered the document in other formats or the opportunity for requesting other translations.
- The pictorial appearance of the brochure does not reflect the diversity of the Borough
- Disappointed to see that Housing is considered a level 5 priority as it should be the most important priority because without decent homes and being able to offer local people this stability in their lives, employment, education, healthy living and pleasant communities will not be achieved.
- We welcome the move by the Council to provide more affordable housing and understand that there are immense challenges to try and meet the local demand. It is understood that funding for new homes means that the Council cannot afford to deliver all the new homes from current resources. However, we would like to see that Homes for Haringey is named as the preferred partner to manage new homes in the Borough. Mixed tenure is essential if we are to continue to build vibrant communities where people want to live but it is essential to ensure that rent levels are affordable.
- Bringing empty homes back into use has been a national initiative for many years and has seen many new homes brought back into use. We

are supportive of utilizing empty homes and consider that having a private rented letting agency delivered by Homes for Haringey is a good idea. We think that there should be consideration given to making the letting agency and registration scheme profit making so that delivery costs are met and not funded by the Housing Revenue Account.

- The Panel is pleased to see that completion of the Decent Homes work is to be completed. We consider having a standard for all homes is important and would like to see that residents are part of the process for determining the standard.
- Prevention of homelessness is essential and we would welcome more detail on how this is to be achieved.

The Scrutiny Panel recognize the challenges faced by the Council with reducing grants. However, tenants are concerned that their money paid into the Housing Revenue Account will be used to support General Fund activities. Please can you ensure that this does not happen.

With the Housing Options review underway the Resident Scrutiny Panel would like to request that their feedback is used and their knowledge of how services are delivered is included. We understand that there is one tenant representative on the group and we would like to offer the Scrutiny Panel as an objective and critical friend to support the Housing Options Review.

Thank you again for coming to meet us and we look forward to hearing the outcome from the consultation review.

Kind Regards

Yvonne Denny

Vice-Chair of the Resident Scrutiny Panel

Appendix x – Submissions to the Steering Group – c. UNISON

From: Chris Taylor [<mailto:abs1@haringeyunison.co.uk>]

Sent: 26 June 2015 16:55

To: Wain Julian

Cc: Evans Tracie; Cllr Strickland Alan; Sean Fox; Gerard McGrath; Steve Bacon

Subject: Future of Housing

Dear Julian

UNISON has made its views on Housing Unification clear in a number of meetings and forums. However, I thought that I should reiterate our views in writing to you.

- 1) UNISON's policy is that Haringey's housing should be brought back into council control. This is both local and national union policy, and it is also the policy of all trade unions in both the council and the ALMO.
- 2) It should be noted that all of Haringey's neighbouring boroughs, apart from Barnet, now have their housing in direct council control or are in the process of doing this. We cannot see any reason why Haringey Council should take a different course of action.
- 3) We are concerned that staff and tenants/leaseholders have been "steered" towards supporting an ALMO in briefings and forums, using rather nebulous and unsubstantiated claims. For example, it has been claimed that bringing housing back into council control creates the risk of further cuts, and that there will be more job security in an ALMO. Of course, none of this is true. If there is a cut in the budget for housing, and subsequent job losses, it will make absolutely no difference whether housing is directly controlled or run by an ALMO; having an ALMO does not provide any greater degree of protection for staff, nor does it make cuts less likely to happen. The only difference is that the job cuts and or service reductions will be made by an external company rather than the council – the actual outcome will not be any different. There is a presentation on the council's website entitled *Future Housing Delivery Review – What do the options mean?*, which makes clear that there is no more money available by having an ALMO rather than in-house management.
- 4) On a similar note to point 3 above, it has been claimed at forums that the council should continue with an ALMO if it wants to "realise its ambitions." This is also incorrect and meaningless.. No details have been provided of what an ALMO could do that could not be done by the council.
- 5) According to information presented at forums, bringing housing back into council control could save £800,000. This is a significant amount that could save some jobs and services at a time of vicious cuts.
- 6) Overall, there does not seem to be any reason to continue with an ALMO – there is no advantage to doing so, certainly not a financial one. Bringing the service back in house would increase democratic control and accountability. It would still be possible to retain resident involvement and participation.
- 7) We have concerns about the role that Homes For Haringey has had in the process of deciding on the future of housing. It became apparent to us that HFH had been viewed as a "stakeholder" in terms of giving its views as part of the consultation, and that it been allowed to "pitch" for continuing to manage the housing stock. This is completely

Appendix x – Submissions to the Steering Group – c. UNISON

unacceptable. HFH has a clear conflict of interest. It also has an unfair advantage, as it has direct access to tenants, information and to senior management and elected members in the council, none of which is available to other groups who may also have a legitimate interest in this matter. HFH management clearly has a vested interest in the organisation continuing to exist, and may have been able to use its advantages in pursuit of this aim. The fact that HFH has been allowed to make a “pitch” for continuing to run housing is shocking. Nobody else has been able to do this, particularly anyone with a different view to HFH, and even if they had been able to so, there would not have been a level playing field as they would not have had the advantages of HFH. HFH should have had no part whatsoever in the process, apart from providing factual information when requested. If you had wanted to look at examples of how a possible continuation of an ALMO would work in practice, then you should perhaps have looked at a borough which had actually made a decision to continue with this arrangement once their original ALMO had come to an end. This would have been more useful and comparable than looking at HFH, which of course is still operating within its original contract.

- 8) As the ALMO was set up for a defined period and purpose which will soon come to an end, our view is that any decision to carry on with an ALMO will, in effect, be a change to the current arrangements and a ballot will therefore be required. If such a ballot is lost, i.e. tenants and leaseholders do not vote for an ALMO, then this should be viewed as a decision by those voting to bring housing back into council control.

Please let me know if you would like to discuss any of this further.

Kind regards,

Chris Taylor
Adults and Housing Convenor/Assistant Branch Secretary

Haringey UNISON (Local Government Branch)
PO Box 68081
London N22 9JB

Direct line: 020 8489 1923
General office number: 020 8489 3351
Mobile: 07584 705440

Trade union release days: Tuesdays, Wednesdays and Friday afternoon



Not a member? Join today at <http://unison.org.uk/recruitment/> or by contacting the branch office on 020 8489 3351

Appendix x – Submissions to the Steering Group – c. UNISON

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From: Wain Julian
Sent: 26 July 2015 14:54
To: 'abs1@haringeyunison.co.uk'
Cc: Cllr Strickland Alan; Illingworth Catherine; Evans Tracie
Subject: Future of Housing

Dear Chris

Thank you for your e-mail of 26th June restating the Unison position on the Future of Housing Delivery Review, which is as ever very clear and helpful.

For the most part, I am happy to note your comments and feed them into the final report as comments from one of the major stakeholders. I should however comment for the record on a few of your points to ensure absolute clarity:

You state in your point 3 that you are 'concerned that staff and tenants/leaseholders have been "steered" towards supporting an ALMO in briefings and forums' using an example of this: 'it has been claimed that bringing housing back into council control creates the risk of further cuts, and that there will be more job security in an ALMO'. However, this example is inaccurate. At no time in any of the presentations has any comment been made on the level of job security, not least because as you are aware in public service generally such security is uncertain. Nor has it been 'claimed that bringing housing back into Council control creates the risk of further cuts.' The presentation simply pointed out that the austerity regime was still in force, and that raised the question as to whether there may be an enhanced requirement for savings in the Council. It also noted that considerable savings had been made by Homes for Haringey already.

In your point 4, you state 'it has been claimed at forums that the council should continue with an ALMO if it wants to "realise its ambitions"'. I am not sure where this point comes from, because it is certainly not part of the presentation, which is available on the Council's website. In fact, the presentation states that this option provides 'insufficient money for all Haringey aspirations, which is quite the reverse. It is explicitly clear that neither the continuation of Homes for Haringey, nor a return to direct in house management allows the Council to achieve all its aspirations.

In your point 5, you state 'bringing housing back into council control could save £800,000'. At the forum the figure quoted was £700,000, and it was made clear that this was an interim figure subject to verification. Whilst the point you make is that this could be considered a large sum of money, it is also insufficient to be able to bridge the huge deficit in the first 10 years of over £120m in the worst case.

In your point 7, you express your views that Homes for Haringey should not have been viewed as a 'stakeholder' through this process, nor be allowed to 'pitch' to the steering group about their approach to additional service provision. While we understand the UNISON views on this, I feel we must agree to disagree. This matter was discussed at some length at the recent meeting with Gerard and Councillor Strickland. The point was made that it was entirely reasonable for Steering Group members to understand the views of the Council's current provider and to be clear what they did,

Appendix x – Submissions to the Steering Group – c. UNISON

how they operated and in particular, their views on what additional service provision could look like. If an ALMO is already in place, DCLG guidance 'recommends strongly that its staff and Board members should be allowed to contribute fully to the process and the council should work collaboratively with the ALMO towards an agreed outcome'. The council is in the position where it already has a provider partner in the ALMO and it is only right that this provider's views should be sought, particularly as one of the options being considered is additional service provision. Whilst views were sought from other local authorities and providers across England about how this works for them, it needs to be right for Haringey. It should also be noted that Homes for Haringey's 'pitch' was no different from the opportunity provided to other LAs, RPs and ALMOs we spoke to, and the same criteria and evaluation form was used for all options. Although these other opportunities were mostly provided through visits to those organisations, Family Mosaic also attended the Steering group to 'pitch' their model. In addition, should a decision be made that resulted in change to Homes for Haringey's position, both Council members and your own trade union members would undoubtedly consider it important that Homes for Haringey had been consulted and spoken to because of the impact on staff.

I note your point that 'there does not seem to be any reason to continue with an ALMO'. Throughout this process, we have been clear and open about following the DCLG guidance issued in 2004, consolidated it in 2006 and reiterated it in 2011. This guidance states that: *'DCLG believes that existing ALMO arrangements should remain in place unless an alternative can be shown to have demonstrable benefits for tenants'*. Therefore, the process has been considering if there is an alternative that shows demonstrable benefits, rather than assuming the Council is the default option, based on objective data analysis.

Finally, you suggest that tenants should be balloted on any proposal to retain the ALMO. Whilst we note your position on this, the test of tenant opinion gives a clear position regarding the tenants (and leaseholders) views that the Steering group will consider very seriously, and members will no doubt also consider the issue of ballots in their final deliberations.

I hope this clarifies the points appropriately. As always, happy to meet and discuss further.

Kind regards,

Julian

Appendix xi – Schedule of Review Group meetings and visits

Review Group Meetings

17th December 2014

27th January 2015

27th February 2015

26th March 2015

19th May 2015

18th June 2015

2nd July 2015

14th July 2015

25th August 2015

Site Visits

LB Waltham Forest 27th February 2015

Homes for Haringey 2nd March 2015

Salford 11th March 2015

Rochdale 11th March 2015

LB Newham 25th March 2015

Sunderland 27th March 2015

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Haringey Council

Appendix xii - LB Haringey Arrangements for Statutory Consultation

Section 105 of Housing Act 1985

Section 105 of the Housing Act 1985 sets out the legal obligation of local housing authorities for consulting with secure tenants on “matters of housing management” which are likely to significantly affect them, such as changes to the management, maintenance, improvement or demolition of properties let by them or the provision of services in connection with those properties.

These Arrangements are published in accordance with Section 105(5) of the Housing Act 1985 and set out how we (Haringey Council) will enable our secure tenants who are likely to be significantly affected by matters of housing management to be informed of our proposals and make their views known to us within a specified period.

A copy of these Arrangements will be given to affected secure tenants and any member of the public who asks for them. The Council may charge for the provision of hard copies.

A copy of these Arrangements is available online (at www.haringey.gov.uk) and for inspection at Haringey Council **[Insert depart]** between the hours of 9.00am and 5.00pm (Monday to Friday).

Consultation Arrangements

Information

For all secure tenants affected by matters of housing management covered by s105 of the Housing Act 1985 Haringey Council will provide information regarding our proposals in the following ways:

- in writing by providing an ‘Information Pack’ (available in other languages, large print and Braille on request) which includes these arrangements;
- by providing a dedicated page on Haringey Councils website www.haringey.gov.uk; and
- by holding at least one meeting with affected tenants (including their representatives).

How to comment

We will ensure affected tenants can comment on our proposals, or obtain further information, by providing the following means to do so:

- A feedback form;
- An email address;
- A postal address;
- A telephone number; and
- The date by which secure tenants must make their views known to us.



Haringey Council

Appendix xii - LB Haringey Arrangements for Statutory Consultation

Before making a final decision on any housing management matters that require consultation we will consider all representations made in accordance with these arrangements.

If you have any questions or queries, please contact [\[Insert contact details\]](#).

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6. Equalities profile of Homes for Haringey staff
7. Equalities profile of homeless population
8. Equalities profile of Haringey
9. Haringey test of tenant and leaseholders opinion
10. HouseMark National and Local data

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Appendix xiv – Acknowledgements

My thanks are due to the members and staff of the LB Haringey, and to the Board members and staff of Homes for Haringey, without whom this report would not have been possible. Without exception, they have been unfailingly polite, welcoming and helpful at a busy and challenging time.

Thanks also to the members, officers and tenants of those authorities, organisations and agencies visited whose time and insights were hugely valuable to the review process and to the Review Group.

A specific mention to the tenants and leaseholders of the LB Haringey who came to meetings, or took part in the test of tenant and leaseholder opinion and helpfully contributed their views.

Finally, my particular thanks to Sean Ramdin, Catherine Illingworth and David Hall for their continuing support in their different roles.

Julian Wain
September 2015

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**Part A**

Report for:	Cabinet	Item Number:	
Title:	St Mary's CE Primary Expansion Project – Rectory Gardens Construction Contract Award		
Report Authorised by:	Jon Abbey, Director of Children's Services		
Lead Officer:	Michael Baldwin, Project Manager, Corporate Property and Major Projects		
Ward(s) affected: Hornsey		Report for Key Decisions: Yes	

1. Describe the issue under consideration

- 1.1 This Cabinet item is to request approval to award a contract for construction works to be undertaken on the St Mary's CE Primary School building located on the Rectory Gardens site so it can accommodate an additional form of entry.
- 1.2 This contract is to be awarded on the basis of the most economically advantageous tender.
- 1.3 This paper seeks approval to award the contract to T&B (Contractors) Ltd for Construction works in the amount of £1,444,238.15 for a contract period of 57 weeks.
- 1.4 In addition, if Cabinet sees fit to approve the award of the contract, this authority requests approval to instruct Haringey Council's Legal Services to issue a Letter of Intent permitting orders to be raised by T&B (Contractors) Ltd with their supply chain; up to and not exceeding 10% of the contract sum as allowed under CSO 9.07.3 whilst formal works contracts are being prepared.

2. Cabinet Member introduction (Cllr Ann Waters)

- 2.1 The principle of expanding St Marys CE Primary School (N8) was agreed by Cabinet on the 17th March 2015 in response to the increasing number of children requiring primary school places in this area. This tender process to conclude an award of contract has been undertaken in accordance with the Council's contract standing orders



Haringey Council

3. Recommendations

- 3.1 To appoint T&B (Contractors) Ltd in the amount of £1,444,238.15 for a contract period of 57 weeks. This will allow timely delivery of the project to enable accommodation of an additional for of entry by September 2016.
- 3.2 To issue a letter of intent not exceeding 10% of the contract sum as allowed under CSO 9.07.3 whilst formal works contracts are being prepared.

4. Alternative options considered

- 4.1 The proposed expansion of St Mary's CE Primary School is expected to support additional cohorts from September 2016. A do nothing option would not support local demand for additional pupil places.
- 4.2 The feasibility report considered 5 design options for the Rectory Gardens site, with emphasis on flexibility, programme, impact on the school and financial viability.
- 4.3 Options 1, 2, 4 and 5 were discounted by stakeholders on the basis that the design did not offer the most beneficial outcomes to meet the project objectives and success criteria.
- 4.4 Option 3 was considered the preferred option and approved for progression to design development.

5. Background information

- 5.1 The principle of expanding St Mary's CE Primary was agreed by Cabinet in March 2015 based on previous school roll projections that showed a borough wide deficit of reception places from 2015.
- 5.2 Education Services received its latest annual projections from the Greater London Authority (GLA). These latest projections have been informed by migration flow data that has now been made available from the 2011 (UK) Census. As a result of the Census evidence base the latest projections show a reduction in the projected number of reception places required across the borough in the next ten years.
- 5.3 Based on more locally sensitive projections for the area in and around St Mary's CE Primary, together with proven demand for places at the school and for other local schools, confidence remains that the additional 30 places created by the expansion of the school will be needed to meet reception place demand in the local area in the future. Data for September 2015 reception entry shows that St Mary's is providing additional places in the local area for what would otherwise have been unmet demand in the N8 area.
- 5.4 Actual demand in the N8 (Crouch End and Hornsey area) shows demand is higher than has been projected. For example, current projections show that there *should* be a surplus of 27 reception places in the local area (Planning Area 2). However demand as of August 2015 shows that there are only two surplus places for the incoming reception classes at local schools including



Haringey Council

Coleridge, Rokesley, St Peter-in-Chains, Weston Park, St Aidan's and St Mary's. Local parents and carers are very vocal about the demand for local places and the popularity of schools in N8 and have called for the further expansion of local schools. At the current time however, there is confidence that the additional 30 places provided at St Mary's addresses unmet local demand and that further additional local provision in excess of the places now provided by St Mary's is not currently required.

- 5.5 There is a note of caution on school place provision: the latest projections show a downward trend in the demand for places but they remain open to further changes to fertility in the coming years. Further, additional demand for school places could come from migratory factors that are hard to predict and account for. Examples include the significant impact of the 2004 EU Accession and the potential impact of absorbing migrants from conflicts in Libya and Syria. It is also still too early to assess the longer-term impact of the lifting of migration restrictions (2014) for Romania and Bulgaria. All of these factors mean that there is a need to carefully monitor demand for and supply of places and be able to respond quickly where unmet demand is evidenced.
- 5.6 St Mary's CE Primary School is a church school located in Hornsey within the London Borough of Haringey that takes children aged 3-11. It was formerly arranged as separate infant and junior schools and is now joined to create a primary school split between separate sites at Church Lane and Rectory Gardens, approximately 10 minutes walk apart.
- 5.7 A feasibility study was commissioned in November 2013 to explore the potential of expanding St Mary's CE Primary from 2 FE to 3 FE and undertake works to the existing nursery to consider inclusion of 12 2 year old spaces.
- 5.8 In developing the feasibility preferred options in more detail, it was recognised that, as the sites are approximately half a mile apart, any construction would require two contractor compounds and it was more effective to undertake the construction works at each site at different times within the overall expansion programme.
- 5.9 This paper relates to works required at the Rectory Gardens site (formerly St Mary's CE Junior School).
- 5.10 There are construction works planned for the Church Lane site which are also required in order to facilitate the expansion, the works are programmed to commence in 2016 and the procurement of the contract will be covered under a separate report later this year.
- 5.11 Competitive Tenders were invited from six contractors selected from Constructionline (a fully owned and managed by Capita, UK register of pre-qualified construction services database). The companies were invited to tender for the construction works as identified in the tender documents drafted by project's design team. Following discussion with the Construction Procurement Group, the tender was assessed on the basis of 60% quality and 40% price.
- 5.12 T&B (Contractors) Ltd scored a total of 96.80%, scoring top for both price and quality.



Haringey Council

5.13 The table below summarises the outcome of the tender evaluation and clarification process:

Table 1: QDP, Price and Total scores

No.	Contractor	QDP (Max 60%)	Price (Max 40%)	Total (%)
1	A	Declined to Tender		
2	B	55.20%	35.09%	90.29%
3	C	51.20%	32.12%	83.32%
4	D	48.00%	36.22%	84.22%
5	E	18.20%	38.32%	56.52%
6	F – T&B (Contractors) Ltd	56.80%	40.00%	96.80%

6. Comments of the Chief Finance Officer and financial implications

- 6.1 The total cost of the expansion at St Mary's School is £3.5m, covering the cost of works at both school sites.
- 6.2 The approved CYPS capital programme includes full budgetary provision for this scheme, and the cost of the contract at Rectory Gardens which is the subject of this report is covered within the existing approved cash limit budget.
- 6.3 Funding for the expansion is provided from the Basic Need Capital Grant from the DfE which is expected to be used to ensure sufficiency of school places.
- 6.4 There are no additional revenue impacts for the Council as the additional cost of places will be funded through the schools delegated budgets funded by the DfE.

7. Comments of the Assistant Director of Corporate Governance and legal implications

- 7.1 The Assistant Director of Corporate Governance notes the contents of the report.
- 7.2 The value of the contract is below the threshold where an EU tendering exercise is required under the Public Contracts Regulations 2015.
- 7.3 The Service now recommends an award to T&B (Contractors) Ltd based on most economically advantageous tender in accordance with CSO 9.06.1 (b).
- 7.4 Should Cabinet see fit to approve the award, approval is sought for issue of a letter of intent for 10% of the contract value. This is allowed under CSO 9.07.3.
- 7.5 This is a key decision and the Service has confirmed that it has been included on the Forward Plan
- 7.6 Please see additional legal comments in the exempt part of the report.

8. Equalities and Community Cohesion Comments

- 8.1 Policy and Equalities Team have been consulted in the preparation of this report and have commented as follows;



Haringey Council

- 8.1.1 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation; advance equality of opportunity between people who share those protected characteristics and people who do not; foster good relations between people who share those characteristics and people who do not.
- 8.1.2 A satisfactory EqIA has been carried out for the St Mary's CE school expansion project. No negative consequences are identified for the protected characteristics and it is concluded that the project will have a positive impact by removing barriers - most notably the installation of a lift to improve disabled access and improved facilities for SEN provision. A strong evidence base (2013 School Data Dashboard) is used to demonstrate that are only minor differentials in the educational outcomes achieved by pupils of different gender, race and religion. The multiple ways in which stakeholders have been consulted are listed and the key points of feedback are detailed. Suitable detail is provided on how the equalities will be monitored by the School and by CYPS going forwards.
- 8.1.3 This award of contract has been subject to a competitive tender process and is in line with the Council's procurement strategy and procedures which are informed by the Council's Equal Opportunities Policy and have equal opportunities considerations at all their key stages.

9. Head of Procurement Comments

- 9.1 The contractors have been selected from Constructionline (a fully owned and managed by Capita, UK register of pre-qualified construction services database).
- 9.2 The tender has been prepared and tendered on a quality 60%, price 40% basis for this award.
- 9.3 This award as stated above in paragraph 3.1 and in the table at 5.13 is the most economically advantageous tender for a contract period of 57 weeks and represents value for money.
- 9.4 Please see further information in the exempt section.

10. Policy Implication

- 10.1 The project supports the council in adhering to its statutory duty to provide school places for all the borough's children and will also support Haringey's key priorities, principally;
- To make the borough outstanding for all - enabling all Haringey children to thrive.
 - Work with schools, early years and post 16 providers, to deliver high quality education for all Haringey children and young people



Haringey Council

- Enable every child and young person to thrive and achieve their potential.

11. Reasons for Decision

- 11.1 To award a contract which will enable the timely mobilisation and construction of works to St Mary's CE Primary School Rectory Gardens Site which aims to support the Council's requirement for additional school places from September 2016.

12. Use of Appendices

- 12.1 Not Applicable.

13. Local Government (Access to Information) Act 1985

- 13.1 This report contains exempt and non-exempt information. Exempt information is under the following categories (identified in amended Schedule 12A of the Local Government Act 1972): Information relating to financial or business affairs of any particular person (including the authority holding that information), and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.



Report for:	Cabinet	Item Number:	
Title:	Muswell Hill Reception Place Planning – outcomes from further work on the possible expansion of three primary schools – Coldfall Primary, Muswell Hill Primary and St James C of E Primary.		
Report Authorised by:	Anton Francic – Interim Assistant Director, Schools and Learning <i>Anton Francic</i>		
Lead Officer:	Eveleen Riordan – Interim Joint Head of Education Services		
Ward(s) affected: Primarily Muswell Hill, Fortis Green and Alexandra wards but also surrounding wards because the demand for and supply of school places does not limit itself to ward boundaries and the provision of additional places in one ward will ripple out in its effects to surrounding wards and beyond.		Report for Key/Non Key Decisions: Key	

1. Describe the issue under consideration

1.1. On 26 March 2015 the Cabinet Member for Children and Families agreed that feasibility work be carried out on the possible expansion of three **of the borough's primary** schools:

- | | | |
|------|-------------------------|---|
| i. | Coldfall Primary | expansion from 3 to 5 forms of entry (FE ¹) |
| ii. | Muswell Hill Primary | expansion from 2 to 3 <i>or</i> 4 FE |
| iii. | St James C of E Primary | expansion from 1 to 2 FE |

2. This report provides:

- i. Information on the current available school roll projections (2014) (which show lower projected school rolls than previous projections), and sets out the implications of these lower projections in the short and long term in terms of school place sufficiency in our borough;
- ii. Feedback on the outcomes of the feasibility report in terms of if and how the schools could be expanded together with an overview of existing condition and suitability issues at the schools;

¹ FE stands for forms of entry i.e. the number of reception classes admitted each September. It is used as an abbreviation throughout this report



- iii. Information on an early assessment of the implications for the 30 hour entitlement as proposed in the emerging Childcare Bill 2015/16 on **Haringey's schools estate**.

3. Cabinet Member introduction

- 3.1. The consultation and feasibility work on the possible expansion of three primary schools in the Muswell Hill area - Coldfall Primary, Muswell Hill Primary and St James C of E Primary were conducted against the background of school roll projections that showed continued growth in school numbers. However the current school roll projections show that in this part of the borough the numbers are likely to decrease and will lead to a surplus of school places rather than a deficit.
- 3.2. While there is now no need to increase the size of any of these schools, the feasibility studies mean that if the need arises we will be able to act quickly to provide additional places and in the meantime there will be consideration of condition issues at the schools where appropriate.

4. Recommendations

4.1. Cabinet are asked to note:

- i. the latest available school roll projections (received May 2015) show projected sufficiency of reception places in Planning Area 1 (Muswell Hill) up to and including 2024
- ii. the risks outlined in para 6.37-39 of this report in not currently proceeding with options to provide new places in Muswell Hill;
- iii. that projected falling demand for reception places in Muswell Hill by 2018 may require a review of potential surplus capacity;
- iv. that constant monitoring of the demand for and supply of reception places in Muswell Hill will take place and a further report will be prepared if local demand varies from current projections;
- v. the outcome of the feasibility works, including construction and overall budget costs for the expansion of Coldfall Primary by two forms of entry (60 places), Muswell Hill Primary by one form of entry (30 places), and St James C of E Primary by one form of entry (30 places);
- vi. that further scoping work is proposed by the Property Services on suitability and condition issues at Coldfall and at Muswell Hill Primary, with responsibility for any suitability or condition issues at St James falling to the London Diocesan Board for Schools;
- vii. the initial general assessment of the impact of the emerging Childcare Bill on **Haringey's schools estate in terms of the 30 hour entitlement for three and four year olds of working parents**;

4.2. Cabinet are asked to agree:

- i. that no further consultation work be carried out on the possible expansion of any primary school in Muswell Hill at the present time because current school roll projections indicate that additional reception places will not be required in the next ten years.



5. Alternative options considered

- 5.1. Previous school roll projections set out a need to provide additional reception places in Muswell Hill to meet future projected demand.
- 5.2. Early consultation on the possible expansion of St James C of E Primary School by two forms of entry met with significant resistance from parents and carers at the school and from some local residents. As a result a broader consultation was held in January and February 2015 with all stakeholders to determine how additional local places might be delivered. From this consultation three schools came forward setting out a desire to expand.
- 5.3. Feasibility work was carried out to see if and how they could be expanded and to provide indicative costings. A full summary of the results of those feasibility studies set out in this report at Appendix 5 and headlines are set out in paras 6.22 to 6.28 below.
- 5.4. This report directly addresses a recommendation set out in a March 2015 Cabinet member signing report that feasibility work be carried out on the and how three Muswell Hill schools might be expanded. Having carried out wider consultation (January and February 2015) and analysed feedback on place provision in the Muswell Hill area (which informed the March 2015 Cabinet member decision) no alternative options are being considered at the present time.

6. Background information

- 6.1. Our School Place Planning Report (SPPR) 2014 set out an evidence base that showed that we would not have school place sufficiency at reception level in Muswell Hill unless we took action to increase the number of reception places available. The report was based on information provided to us in our 2013² school roll projections from the Greater London Authority (GLA). SPPRs dating back to 2008 can be viewed at www.haringey.gov.uk/schoolplaceplanning
- 6.2. The borough is divided into five Planning Areas for the purposes of planning for school places (PAs – see Appendix 1 for a map of the Planning Areas) and 2013 projections showed that while there was sufficiency of reception places in some PAs, there was evidence that PA1 (Muswell Hill), PA2 (Crouch End/Hornsey) and, to a lesser degree PA5 (Noel Park/West Green/Harringay), would run out of reception places in the short to medium term (up to five years ahead) if the number of places was not increased.
- 6.3. A rising population and an increasing demand for places was a pattern evidenced across the capital. This is **set out in London Councils' Do the Maths document available to view** at www.londoncouncils.gov.uk

² The 2013 projections are published in 2014 and the 2014 projections are published in 2015. We received the 2014 projections in May 2015.



- 6.4. Our response to this projected unmet demand was to carry out wide consultation between September and October 2014 in Muswell Hill, Hornsey and the surrounds with a view to the possible expansion of three of our primary schools: St James C of E Primary (to address projected deficit in PA1), Bounds Green Infant and Junior School (to address projected deficit in PA5) **and St Mary's CE Primary** (to address projected deficit in PA2).
- 6.5. Following this consultation statutory notices were published in January 2015 setting out our intention to expand:
- i. Bounds Green Infant and Junior School by 30 reception places a year in 2016 and:
 - ii. **St Mary's CE Primary School by 30 reception places a year in 2015**
- 6.6. These expansions would take both schools from two FE (60 reception pupils join each school in September every year) to three FE (90 reception pupils join the school in September every year). The expansions of both of these schools were agreed by the Cabinet on 17 March 2015.
- 6.7. When feedback from the consultation carried out in autumn 2014 was analysed it was clear that there was considerable stakeholder opposition to the possible expansion of St James C of E Primary from its current one FE to three FE (the expansion to 3 FE proposed utilising land and uplift from an adjacent Council owned former care home that has come forward for residential redevelopment) and, having listened to and considered this opposition, a recommendation was agreed by the Cabinet Member for Children and Families to seek wider views on how additional places *might* be provided in the Muswell Hill area. From this consultation three Muswell Hill schools came forward setting out their interest in being considered for expansion:

School	Current size	Expansion to
Coldfall Primary	3 FE (90 reception places each September)	5 FE (150 places)
Muswell Hill Primary	2 FE (60 reception children each September)	3 FE (90 places) or 4 FE (120 places)
St James C of E Primary	1 FE (30 reception children each September)	2 FE (60 places) or 3 FE (90 places) ³

- 6.8. On 27 March 2015 the Cabinet Lead for Children and Families agreed a report recommending that feasibility work on these three schools should be carried out to test the viability of expansion of the three schools and to measure this against our Place Planning Principles (Appendix 2). The outcome from the feasibility work carried out on all three schools is set out in detail in Appendix 5, and summarised in paras 6.22-28 below.
- 6.9. Any current or updated projections would, of course, form a material consideration in ultimately determining how we proceeded in terms of any additional school place provision in Muswell Hill. The updated projections are considered in paras 6.10-19 below.

³ Feasibility work on the expansion of St James from 1FE to 3FE had already been carried out between July 2014 and December 2014 as part of previous work on the provision of additional school places in Muswell Hill

6.10. School Roll Projections 2014

Haringey uses the **Greater London Authority's (GLA)** School Roll Projections Service data to inform its place planning work. In May 2015 we received the latest (2014) school roll projections which, in common with some other London boroughs, showed a downturn in the projected demand for reception places over the next ten years. This downturn is in contrast to the acknowledged overall **projected increase in the capital's** population in the coming years. Data from the Greater London Authority (GLA) shows that London is growing as a result of inward migration while, in contrast, births fell in 2014 for the second consecutive year in the Capital.

6.11. Figure 1 below sets out the change in projected school rolls between the 2013 and 2014 projections and maps this against the total number of reception places we have across all of Haringey schools (3350 reception places known as the PAN or published admission number). **Whereas last year's projections showed a deficit of reception places in the coming years, this year's projections shows a small but significant overall surplus of places over the next ten years.**

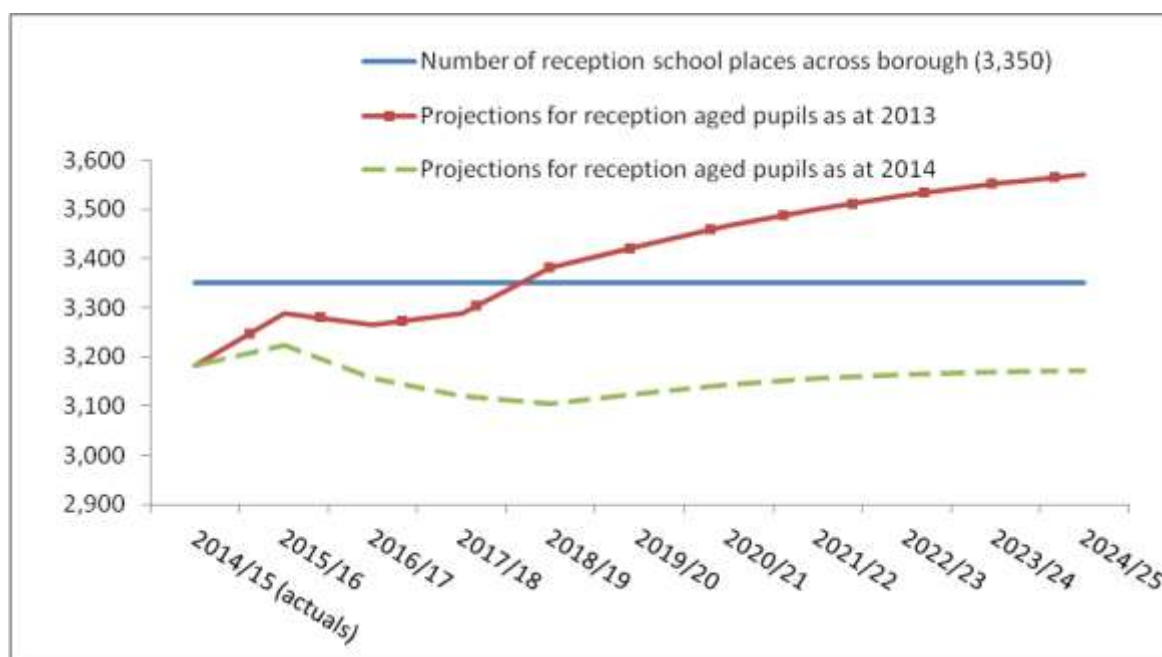


Figure 1: Reception places in the borough vs. projected demand for places as at 2013 and 2014
(Source: School Roll Projections, GLA)

6.12. Between the two successive rounds of GLA projections the projected number of annual births fell by a total of 530 births (cumulative births across a ten year period stretching from 2015 to 2025). There are a number of factors contributing to this fall in birth rates but the main contributors are:

- i. The latest projections have the benefit of the 2011 Census migration flow data which shows less actual inward migration than had originally been projected.
- ii. **Last year's projections assumed a large increase in the number of women age 20-40 and this is responsible for the large projected increase in births.** For the latest



projections the increase is limited to those over 30. This leads to a much smaller increase in births than was the case for last year's projections.

- iii. Analysis of projected yields from new development shows a significant gender imbalance in the results of last year's projections. This is likely caused by underlying biases in the rates derived from NHS-based flow data. These biases are not evident in this year's projections underpinned by Census origin-destination data.

6.13. More detailed information on why the projections have changed so significantly in a twelve month period is available to read in Appendix 3 of this report.

6.14. Borough wide picture

On a borough wide basis current projections show that there is overall sufficiency of places within the borough for the next ten years. However, this sufficiency translates into local surplus in some areas but a deficit of places in other areas. For example, in the north east of the borough (Tottenham Green, Tottenham Hale, Northumberland Park, White Hart Lane and Bruce Grove – collectively known as Planning Area 4) we project that there will be a deficit of places from 2020, with three to four forms of entry (over 100 places) required by 2024. The other area we expect to see unmet demand is in the area around Noel Park, West Green, Woodside, the south half of Bounds Green and the north half of Harringay (known as Planning Area 5) where we expect to see a deficit of places from 2020 of up to one form of entry (30 places). More detailed information on the supply of places on a local basis can be found in the School Place Planning Report 2015.

6.15. Muswell Hill area

In terms of this report our focus is solely on the projections for **Planning Area 1 (PA1)** which centres on the **Muswell Hill** area and covers the following wards – Muswell Hill, Fortis Green, Alexandra and the north half of Bounds Green. A map of the Planning Areas is included at Appendix 1.

6.16. Table 1 below sets out the latest school roll projections for PA1 and provides an analysis of how projected demand will be met for the next ten years based on the current PAN of 540. The table shows that in the short term (up until 2016/17) there is a very small projected deficit of places, but that from 2017/18 there is a gradual increase in the projected number of surplus places.

Planning Area 1		Projections		Surplus/Deficit places
Year	Capacity	2013	2014	
2014/15	540	554	541*	-1
2015/16	540	534	562	-22
2016/17	540	557	534	-6
2017/18	540	555	511	29
2018/19	540	564	496	44
2019/20	540	567	488	52
2020/21	540	569	478	62
2021/22	540	570	468	72
2022/23	540	571	457	83
2023/24	540	570	445	95



2024/25	540	569	436	104
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Table 1: School roll projections for Planning Area 1

- 6.17. While there is projected to be a deficit of 22 local places for PA1 entry to reception in September 2015 even allowing for the additional 30 (bulge) places provided at St James in September 2015, admissions data does tell us that there is currently (August 2015) sufficiency of places to meet local demand although this remains finely balanced. At this point in time we do not plan to increase capacity within PA1 for September 2015 as to do so would create a surplus of places locally which could lead to financial difficulty for local school(s) who did not fill all of their available places.
- 6.18. In summary, latest projections informed by recently available 2011 census data shows that we expect to have sufficiency of places in the Muswell Hill area in the coming years and we will not need the extra capacity provided by the permanent expansion of any school. Further, based on this latest data, we may need to consider reducing the number of locally available places from 2018 onwards *if* there is no change in the level of demand that these latest projections show.
- 6.19. Our published 2015 School Place Planning Report (available to view at www.haringey.gov.uk/schoolplaceplanning) provides much more detail on the borough wide picture as well as drilling down in some detail into the five Planning Areas (Appendix 1).
- 6.20. Provision for three and four year olds
Appendix 4 contains information on emerging legislation in the Childcare Bill. Access to free childcare for three-and-four-year-olds in England is to double to 30 hours a week under measures announced in the Queen's Speech. If passed, the Childcare Bill will provide legislation that grants the entitlement to families where both parents are working. The changes aim to help 600,000 children a year in England from 2017. Information on the Childcare Bill is included in this report because, if passed, it will necessitate an increase in provision of nursery places, some of which will be provided in primary school settings.
- 6.21. Additional nursery provision in school settings *may* have implications if we need to increase reception capacity in the coming years as any additional nursery provision provided in schools may make this challenging or impossible in some settings. We will work with Property and Early Years colleagues to plan for limiting any risks in the long term and to ensure that our plans for the 30 hour entitlement and potential future expansion or bulge are joined up.
- 6.22. Conclusions on feasibility reports
Feasibility work on the three Muswell Hill schools was commissioned following a Cabinet Lead Member decision in March 2015. The work concluded in July 2015. The total scheme costs, and the average cost per new school place vary significantly between the options. This is because the options will in varying degrees be affected by;
- Specific site issues which determine the ability to reconfigure or provide for new build extensions
 - The existing condition of the existing school buildings and the need to bring them up to standard



- iii. The current suitability of accommodation provision and adjacency of facilities to support efficient running of the school and effective delivery of the curriculum
- iv. Any other site conditions that affect the complexity of the construction solution

6.23. Table 2 below sets out the construction cost, total cost per project and cost per place of an expansion at each of the three schools. As an indicator school capacity (SCAP) guidance from the DfE sets out an assumption of a maximum cost of £25,000 per mainstream place, although this cost has been challenged by authorities in London who argue that it doesn't reflect land, building, labour and other costs in the Capital.

School	Construction cost	Total project delivery cost	Cost per place ⁴
Coldfall – 60 additional reception places	£12.5m	£17.4m	£41,428
Muswell Hill – 30 additional reception places	£12.5m	£16.7m	£80,000
St James – 30 additional reception places	£4.02m	£5.5m	£26,190

Table 2: Summary of overall budget costs for the expansion of each school

6.24. The feasibility work carried out on these three Muswell Hill schools has produced timely headline information showing how additional provision *could* be made in the local area as and when required and providing indicative costings based on all available financial data as of 2015.

6.25. The feasibility has been carried out following a wide conversation with all local schools and stakeholders where all three schools that are the subject of this report have expressed a firm interest in being considered for an expansion. This means that the information now before you is for three local Muswell Hill schools where the senior leadership of the schools (head teacher and governors) sit firmly behind the principle of an expansion in the way described for each school.

6.26. Informal feedback from all three schools also suggests that their conversations with current parents and carers at the respective schools show that many of them broadly support the principle of expansion in the way that has been described. Such buy-in for a potential expansion is an important precursor to any further work with stakeholders to expand a school. Of course this initial and in principle support would not pre-empt or override any representations received from any stakeholder(s) in the event that further consultation was to be carried out on the expansion of any one or more of the three schools now or at some point in the future.

6.27. As part of the feasibility work carried out at all three schools, our thanks and appreciation goes to the three head teachers, chairs of governors and all other

⁴ This cost is calculated according to the cost of the additional places from reception to year 6. So, for a 1 FE expansion a total of 210 additional places would be created from reception through to year 6.



stakeholders from the three schools who gave considerable time, thought and input into ensuring the feasibility work was a robust and thorough process.

6.28. A fuller summary of the feasibility work for each school is available to view at Appendix 5.

6.29. Conclusion

The 2013 school roll projections available from 2014 showed a deficit of school places in the Muswell Hill area in the coming years which led us to carry out stakeholder consultation and commission feasibility works on the possible expansion of one or more of three local primary schools. Latest available school roll projections (2014) published in May 2015 have been informed by newly available information from the 2011 Census and the latest birth data from the Office for National Statistics and show an overall downward step change in the projected demand for school places in the borough generally, including in the Muswell Hill area. These latest projections show that we expect to have an overall rising surplus of reception places in Muswell Hill over the next ten years, with the projected surplus reaching 104 reception places (equivalent to 3.5 reception classes) by 2024.

6.30. Feasibility work on three schools (Coldfall, Muswell Hill Primary and St James C of E Primary School) shows that all three schools are capable of expansion but with varying overall budget costs based on the individual site constraints at each of the three sites.

6.31. **The Chief Financial Officer's comments (para 7 of this report)** provide further commentary on the indicative overall budget costs for each expansion and the viability of securing such funding, as well as our funding position going forward.

6.32. Our School Place Planning Principles (Appendix 2), agreed by Cabinet back in 2013, are used when considering the expansion of a school. **The first principle is to “seek to meet demand for places within local communities, having regard for the role of schools at the heart of sustainable communities”.** **The latest available school roll projections show that we now expect to see sufficiency of places in the Muswell Hill area in the coming years, and in fact a surplus of almost four forms of entry by 2024.**

6.33. Given these latest projections we do not have a robust evidence base on which to recommend the expansion of any Muswell Hill school at the current time. One of our **Place Planning Principles focuses on “bringing forward proposals that make best use of scarce capital resources” (Appendix 2)** and the financing of additional school places at a **point in time where our evidence base doesn't** support such additional provision would not meet this principle.

6.34. Consequently it is not recommended that further consultation is carried out on one or more of the schools at the present time as our school roll projections currently show that we expect to have local place sufficiency in the period up to 2024.

6.35. The Childcare Bill has implications for three and four year old childcare in the borough, some of which will be provided within school settings. It is too soon to assess exactly how this will impact on the schools estate within the borough but our place planning work looking forward will need to reflect the provision of this entitlement.



- 6.36. Our school roll projections are revised every year to take into account the latest available birth rate data and the latest available information on the actual uptake of school places in our borough. If future projections show an increase (upward trajectory) in demand for places we will use the feasibility work that we have carried out to help inform us on how increased local provision might be provided. We would also take account of any future emerging or agreed free school places as part of this future place planning work.
- 6.37. Risks
The school roll projections that we received from the GLA in 2015 show a significant difference in the projected school rolls in our borough in the coming years when compared with the projections we received in 2014 and move us from a position of deficit of places to one of overall sufficiency. While census data together with updated birth and migration data supports the change in projections, our conversations with the GLA do suggest that we plan our school places with a note of caution and that migratory factors in the future *may* lead to a further step change in projections that could see us once again needing to look at increasing capacity at reception level. This is against an acknowledged backdrop that the soaring birth rates seen in London in recent years are unlikely to continue at the same pace which will lead to an overall flattening of the demand for school places at least in the short term.
- 6.38. To mitigate any future risk we will, as ever, closely and constantly monitor the demand for and supply of places and, as set out in our SPPR (para 4.6 of SPPR), we will use our Pupil Places Steering Group to pull together contingency plans that mean we can move quickly and decisively if the pattern in the demand for places changes again in the **shorter or longer term. Such contingency work is largely a 'business as usual' picture for the work we carry out in our school place planning.**
- 6.39. A further complication in terms of risks is the emerging legislation in the Childcare Bill **and its implications for, among other stakeholders, the borough's schools estate. It is too early to fully assess the actual impact of the 30 hour entitlement but we do anticipate that there will be some impact on a number of schools across the borough and we are working with colleagues across the Council and with schools to ensure that the planning for school places and nursery provision is joined up and cohesive. Cabinet will see further reporting on this in the coming months from the Council's commissioning officers.**

7. Comments of the Chief Finance Officer and financial implications

- 7.1. As the recommendation of the report is not to proceed at present with any of the options for expansion which have been studied, there are no immediate financial implications. However, it is relevant to review the context of the decision, the levels of funding available for the future, and the options for the use of existing contingencies in place.
- 7.2. The DfE recently published its own score-card information demonstrating that Haringey has an excellent record since 2008 of providing new primary school places to meet a rapidly increasing school population. In total 1,300 places had been provided by 2013, a further 450 places are being delivered by 2016. The majority - 93% of new places are in good and outstanding schools. Our recent average cost for providing pupil places was 30% less than the national average.



- 7.3. As might be expected however, the potential solutions for expanding our schools further are becoming more difficult, and inevitably more expensive. The feasibility studies which have been carried out on the three schools which are the subject of this report demonstrate that in general the cost per place of future permanent expansions in Muswell Hill is likely to be much higher than the upper limit expected by the DfE, (which is less than £25,000 per place). The solutions as set out in Table 2 also vary significantly in cost, depending on the site conditions, the status of existing buildings requiring refurbishment, and other complexities affecting the construction cost.
- 7.4. The value for money indicated by the cost per place would be a significant factor affecting the choice of scheme in the future. However it would always be just one of the factors in any future choice. The actual number of places required, the overall affordability of the scheme, the capacity and willingness of the schools to expand, plus other factors would also be taken into account if a decision was required in the future to take forward any of the options explored.
- 7.5. The funding for new pupil places is driven by the annual data collection exercise run by the Education Funding Agency on behalf of the DfE. The data collection exercise focuses on the surplus capacity of schools, and the **Council's** plans to ensure future capacity to meet projected pupil demand. The data collection exercise is then used to allocate **future year by year funding allocations of "Basic Need"** capital grant, which is the DfE funding to provide new school places. The levels of grant currently allocated to Haringey for the current and following 2 financial years are as follows:

Basic Need Grant allocations	£
2015/16	7,121,555
2016/17	7,477,633
2017/18	568,592
Total	15,167,780

- 7.6. Just over £10m of this funding is already committed to the delivery and completion of existing approved expansion schemes in the current capital programme. The remaining £5m is unallocated to provide contingency cover for programme risks, and also to contribute to new expansions schemes as required in both the primary and secondary sector. Where not required, the funding may also be used to cover priority condition works in both the primary and secondary school estate.
- 7.7. The drop in funding allocations shown for 17/18 indicates that the surplus capacity data held by the DfE already indicates that **Haringey's pupil place projections are not** significantly above available capacity, and there is therefore no expectation that the DfE/EFA will provide funding for future primary school expansions. **Money is only**



provided where the data demonstrates proven need. Even when funding allocations are approved, the current DfE funding rate is only £14,672 per primary school place, which is well short of the real cost to the Council based on current experience.

- 7.8. The DfE also provided just over £3m in 15/16 for condition work across the community school estate. However this is the total received by the Council **for all of its community secondary schools, special schools and primary schools**. It is clearly insufficient to deal with the current estimated backlog of school condition works which when last surveyed exceeded £70m.
- 7.9. **As part of the Council's long term financial planning however, a 30 year capital strategy** is being produced. This will require a review of existing condition in all community school assets and a refreshed asset management programme. As part of this programme it is currently planned that urgent roofing works at Coldfall will now progress. A full condition and suitability survey of Muswell Hill will also be required to inform future decision making. However the results from a refreshed survey will also need to be balanced against other urgent and competing priorities at other schools.
- 7.10. The options for the use of existing funding allocations and contingencies will feed into the capital strategy which is to be the subject of a future Cabinet report planned for December 2015.
- 7.11. Revenue Implications.
- 7.12. **On average 92% of a school's revenue funding is determined by reference to pupil numbers**, therefore empty places can have a significant impact on a school's **budget share**. A number of surplus places may be necessary across the authority but it is important that these are managed to ensure unnecessary places do not destabilise the financial viability of individual schools.

8. Head of Legal Services and legal implications

- 8.1. Under section 14 of the Education Act 1996 the Council has a duty to secure that sufficient schools for providing primary and secondary education for children of compulsory school age are available for their area. Available schools must be sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education. **"Appropriate education" means education which offers such variety of instruction and training as may be desirable in view of the pupils' different ages, abilities and aptitudes and the different periods for which they may be expected to remain at school.** Accordingly the duty requires the Council to secure provision for special educational needs.
- 8.2. Case law has established that the section 14 duty is not an absolute duty in that even if the Council is not in a position to offer primary or secondary school places to all pupils applying for them, the duty is not breached provided the Council was doing all it reasonably could to rectify the situation. The information in the report provides reasonable grounds for concluding that the section 14 duty does not require the expansion of any Muswell Hill primary school at the present time.



9. Policy Comments

- 9.1. The Council will be able to deliver its statutory duty to provide school places for the **children in the borough and to support one of Haringey's key priorities: to make the borough outstanding for all** – enabling every child to have the best start in life with high quality education.
- 9.2. The service will continue to monitor the demand and supply of places in the area.

10. Equalities and Community Cohesion Comments

- 10.1. In response to 2013 school roll projections a feasibility study was commissioned in relation to the potential expansion of particular school sites in Muswell Hill.
- 10.2. The intention was that a full EqIA would be completed following the results of the consultation and feasibility study in line with any subsequent statutory consultation notice period.
- 10.3. Given the recommendation in this report not to proceed with expansion of any Muswell Hill School it is not intended to proceed with this work.
- 10.4. The service will continue to monitor demand and supply of places and should future projects indicate expansion is required then a full EqIA will be completed to assess the impact of proposals for the protected groups on individual school sites.

11. Head of Procurement Comments

- 11.1. Not applicable.

12. Reasons for Decision

- 12.1. The council has a duty to ensure sufficiency of primary and secondary school places for children of compulsory school are available for their area. Feasibility work was agreed on an evidence base of projections that showed unmet demand in the coming years. Current projections now show overall sufficiency of places across the borough up to 2024, although with an acknowledgement that there is greater surplus in some areas, and that projections show we will need to increase capacity in Tottenham and the Wood Green borders from 2020.
- 12.2. The decision not to proceed with consultation on the expansion of one or more Muswell Hill schools is based on projected overall local sufficiency of places until 2024 and accords with the agreed place planning principle of the need to meet (but not to exceed) the demand for school places in the local area.

13. Use of Appendices



Haringey Council

- Appendix 1 Map of Planning Areas
- Appendix 2 Place Planning Principles
- Appendix 3 Additional information on projections
- Appendix 4 Childcare Bill 2015
- Appendix 5 Summary of feasibility work for all three schools

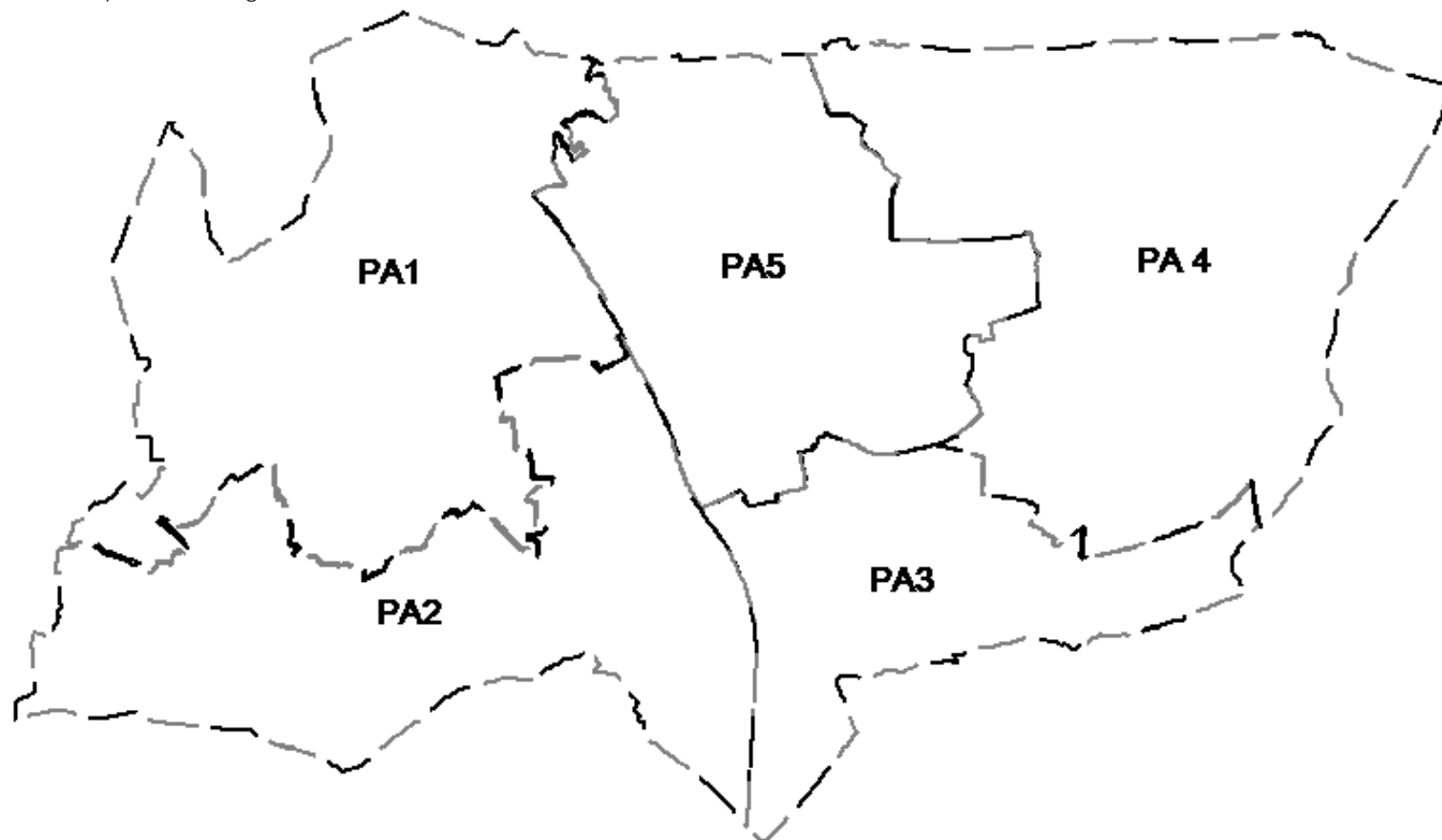
Local Government (Access to Information) Act 1985

Greater London Authority (GLA) School roll projections
ONS birth data



Haringey Council

Appendix 1 - Map of Planning Areas



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Appendix 2 – Place Planning Principles (adopted July 2013)

- Seek to meet demand for places within local communities, having regard for the role of schools at the heart of sustainable communities;
- Supporting work to make all our schools good or outstanding, ensuring that every child has a place at a good or outstanding school. Where expansion is needed to meet demand for places, we should favour the expansion of schools where there is proven demand and well-established and successful leadership and management at a good or outstanding school;
- Have regard to the impact of any changes on the viability and standards at existing and new schools;
- Bring forward proposals that make best use of scarce capital resources;
- Work towards more schools having at least 2 forms of entry when building any new schools and through active support for federation of schools to help give each school the capacity to meet our aspirations.



Appendix 3 – Additional information on school roll projections available from May 2015

1. The change in projected Haringey school rolls between the 2013 and 2014 projections is primarily a result of the update of migration flow data to incorporate the results of the 2011 Census. Real changes in observed migration patterns are responsible for much of the changes in each case. These have led to a projected reduced birth rate which in turn has meant an overall reduced school roll projections.
2. The migration data incorporated in the 2014 projections does appear to be more robust than that used for the 2014 when tested against actual birth data (from the Office for National Statistics – ONS) and there is a conclusion from both the GLA and from our subsequent analysis that the 2015 projections represents a better view of future births than the 2014 projections. Table 1 below sets out the projections for 2014 and 2015 in term of the number of forms of entry (FE) based on a class size of 30. The table succinctly illustrates how we expect, borough wide, there to be a surplus of places up to and including 2024.

	GLA School Roll Projections (Reception)		Borough wide reception capacity (3,350)	Surplus expressed in equivalent forms of entry based on 2014 projections
	2013	2014		
2015/16	3,287	3,224	3.350	4FE ⁵
2016/17	3,265	3,155	3.350	6/7FE
2017/18	3,288	3,120	3.350	8FE
2018/19	3,380	3,104	3.350	8fFE
2019/20	3,426	3,125	3.350	7/8FE
2020/21	3,466	3,142	3.350	7FE
2021/22	3,501	3,156	3.350	6FE
2022/23	3,528	3,164	3.350	6FE
2023/24	3,551	3,168	3.350	6FE
2024/25	3,570	3,172	3.350	6FE

Table 1: projected number of reception places needed up to 2024, measured against the number of available reception places each year (PAN)

3. There is a note of caution to these projections: fertility rates in Haringey (and across the country) have proven to be volatile in recent years and it would be naive not to plan for further unexpected changes in fertility to occur in the future. Further, future additional demand for school places *could* come from migratory factors that are hard to predict and account for. Examples include the significant impact of the 2004 EU Accession⁶ and the potential impact of absorbing migrants from conflicts in Libya and Syria. We are also still too early to completely assess the longer-term impact of the lifting of migration restrictions (2014) for Romania and

⁵ FE – forms of entry i.e. number of classes in the school in reception

⁶ The enlargement of the European Union by ten new member states. The simultaneous accessions concerned the following countries: Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia, and Slovenia. Seven of these were part of the former Eastern Bloc, one of the former Yugoslavia, and the remaining two were Mediterranean islands.



Bulgaria. Initial data (source: GLA) shows is that international inflows into the Capital rebounded after two years of lower estimates – up to 200 thousand from 170 thousand the year before. This rise is largely driven by increased migration from Europe, with rises from all groups of nations, but particularly from Romania and Bulgaria.

4. Finally, net domestic outflows from London to the rest of the UK are increasing. This follows a drop from 2008 (to coincide with the economic downturn) as the economy and the housing market meant more families stayed in London. This rise coincides with the expected increase in migration outflows as the economy and housing market recover.



Appendix 4 – Childcare Bill 2015

1. The Childcare Bill 2015/16 is working its way through the House of Lords and is currently expected to become an Act in 2015 or early 2016. **The government's current package of childcare provides for the following:**
 - 15 hours of free early education for all three- and four-year-olds and for around the 40% most disadvantaged two-year-olds, administered by local authorities;
 - the childcare element of working tax credit which currently allows parents to claim up to 70% of their childcare costs, this will increase to 85% under Universal Credit;
 - the Tax-Free Childcare Scheme, which will save up to 1.8 million working families up to £2,000 per child on their annual childcare bill; and
 - **Working parents having the right to share pay and leave in the child's first year or following a child's placement**
2. The new extended free childcare entitlement for working parents of three- and four-year-olds will build on this package by providing eligible parents with an additional 15 hours of free childcare per week, over 38 weeks or the equivalent number of hours divided across more weeks per year.
3. **Haringey's schools estate** is one vehicle that can facilitate and drive forward provision of the additional places needed to fulfil our statutory duty in meeting the provision of this emerging legislation. Although provision of these additional places presents an opportunity for the estate, albeit with financial implications, we do currently project that there will be an impact on future capacity of some of our schools e.g. for a one form entry school with a total of 210 pupils an additional 26FTE (full time equivalent) places *might* have to be provided to meet demand.
4. At the current time, and given that the Bill has not become an Act and so detail isn't finalised, it is difficult to assess the exact impact that will result from this emerging legislation. Private and voluntary institutions will also have a role to play in ensuring sufficiency of these places is achieved.
5. Haringey is being considered as a pilot LA for the delivery of these places which means an impact from as soon as September 2016 or from September 2017 if we are not a pilot. We will periodically need to review the progress of this programme with the Programme Lead and the Schools Estate Management Team, along with Schools and Learning to ensure that our planning and ability to deliver these places is joined up.
6. **Haringey's Corporate Plan's Priority 1 sets out an "outstanding for all" priority for the children of this borough.** As part of this priority there is a commitment to ensuring every child has the best start in life. The provision of the 30 hour entitlement for working parents who need this support will underpin this priority for many of our families, and the provision of these places across the borough to meet demand supports this goal.



Appendix 5 – Summary of feasibility work for all three schools

1. Coldfall Primary School feasibility

Coldfall's original fabric dates back to 1928 and comprises of a two storey brick built building. In 2005 part of the school was rebuilt and extensions added in order to accommodate its expansion from two to three FE. The expansion began with the reception intake in September 2005 and the school is now three FE across all year groups.

2. Feasibility work was carried out on the following:

- Maintaining the 26 FTE (full time equivalent) nursery spaces at the school
- Considering an additional 30 pupils from September 2016
- Considering a further additional 30 pupils from September 2017
- Support 150 pupils per year group (PAN⁷ 150) from September 2018

3. Following conclusion of feasibility work on the expansion of Coldfall from 3 FE to 5 FE a RIBA Stage 1⁸ design report was presented to stakeholders⁹ on 20 July 2015 and proposed three potential design solutions:

Section	Option 1 (referenced in the main feasibility report as 5.1)
Enabling Works	Proposed Enabling works for summer 2016 – adapt 1 st floor classrooms to form additional teaching space.
Section 1	Proposed Enabling works for summer 2017 – nursery adaptations/relocation
Section 2	Form new MUGA and installation of temporary classrooms
Section 3	Build new hall & kitchen – inner courtyard/pond view building
Section 4	Demolish existing hall (note: parallel project roof replacement works) and build new 3 storey building, including new build directly above existing kitchen

Section	Option 2 (referenced in the main feasibility report as 5.2)
Enabling Works	Proposed enabling works for summer 2016 – adapt 1 st floor classrooms to form additional teaching space. Proposed enabling works for summer 2017 – various options presented
Section 1	Form new MUGA and installation of temporary classrooms
Section 2	Demolish pond view building; build new 2 storey 10 classroom

⁷ PAN – published admission number i.e. the number of pupils in each year group that the admission authority has agreed will be admitted

⁸ RIBA divides the process for completing the design and construction of a building into 8 stages. Stage 1 is the Preparation and Design stage and develops an initial project brief. This may include; considering feedback from previous projects, defining overall spatial requirements, carrying out surveys and quantifying the budget.

⁹ Stakeholders to the Design Report for all three schools included the Head teacher, the Chair of Governors, the Interim Assistant Director for Schools and Learning (Project Sponsor), the Head of (Education) Finance, Client Design Advisor (independent of the LA and challenges on design proposals) and Head of Project Delivery.



	block.
Section 3a	Build 3 new classrooms above existing reception and Y3 classrooms.
Section 3b	Build new extension for nursery alongside existing reception classrooms.
Section 4a	Extend Kitchen.
Section 4b	New Music Room

Section	Option 3 (referenced in the main feasibility report as 5.3)
Enabling Works	Proposed enabling works for summer 2016 – adapt 1 st floor classrooms to form additional teaching space. Proposed enabling works for summer 2017 – various options presented
Section 1	Form new MUGA and installation of temporary classrooms
Section 2	Demolish pond view building; build new 3 storeys.
Section 3a	Build 3 new classrooms above existing reception and Y3 classrooms.
Section 3b	Build new extension for nursery alongside existing reception classrooms.
Section 4a	Extend Kitchen.
Section 4b	New Music Room

4. All stakeholders, with one exception, agreed that, on balance, option 2 or option 3 (referenced as option 5.2 and 5.3 in the Design Report) were the preferred options. While these options are similar, option 3 is likely to be considered less disruptive to occupants as option 2 would require decanting of reception and year 3 classrooms. Option 3 would contain the majority of the proposed construction works to the rear of the school site. Option 3 would be likely to present a greater planning risk due to storey height, while option 2 may need to be re-considered pending presentation and feedback at a formal pre planning meeting. This meeting would take place at the beginning of RIBA Stage 2 /if the proposal to expand Coldfall was progressed any further than the feasibility stage.
5. At Feasibility Stage option 3 is considered to offer best value for money offering an indicative construction cost of £12,555,000, although all options offer a negligible difference in construction cost (option 1 is £12,610,000 and option 2 is £12,870,000).
6. The total budget costs (based on option 3) are currently estimated to be £17,400,000 to deliver two additional forms of entry (equating to £290,000 per new pupil place).
7. However, this total budget cost does not offset the cost of addressing the urgent hall roof works that will need to be undertaken at the school whether or not an expansion were to go ahead. Prior to the feasibility works being commissioned repairs to the roof were being addressed via initial scoping and tendering works to establish costs and solutions. This work has continued in parallel to the feasibility work on the possible expansion of the school. If consultation on the possible expansion of Coldfall Primary School does not flow from this



Cabinet meeting parallel tendering is already underway to secure a solution to the roof issues at the earliest possible time.

8. Muswell Hill Primary School feasibility

Muswell Hill Primary School comprises of a lightweight two storey framed and panelled construction built circa 1967. The school is built on part of the former trackbed that made up a railway line that served Muswell Hill. The school is bounded by Dukes Avenue (large Victorian residential properties) and by Alexandra Place and Park and the Parkland Walk (both Metropolitan Open Land). The site does contain significant play areas although the earth **below the 'mound' has not been surveyed in depth but is believed to contain contaminated soil.** Entrance to and from the school is very limited from a vehicular perspective.

9. Feasibility was carried out on the following:

2 to 3 FE

- 26 Nursery (no requirement at this time to increase)
- Additional 30 pupils from September 2016
- Additional 30 pupils from September 2017
- Support 90 pupils per year group (PAN 90) from 2018

3 to 4 FE

- 26 Nursery (no requirement at this time to increase)
- Additional 30 pupils from September 2016
- Additional 30 pupils from September 2017
- Support 120 pupils per year group (PAN 120) from 2018

It should be noted that the school have already rejected any proposals to expand to 4fe based on current pupil projections and the assumption drawn from the projections that these additional spaces are not required¹⁰. Following conclusion of feasibility work on the expansion of Muswell Hill from 2 FE to 3 FE a RIBA Stage 1¹² design report was presented to stakeholders on 21 May 2015 and included two potential design solutions for expanding to 3fe:

2fe to 3fe

- Option 1 - retain existing with heavy refurbishment to some and new build 15 classroom block to be constructed to north-east; or
- Option 2 - demolish some of the school and new build 3 story 15 classroom block to be constructed to west of site

10. Feedback from stakeholders indicated an overall preference would be to move to RIBA design stage 2 on the basis of option 1 as the preferred option.

¹⁰ The LA contacted the Head teacher to inform him of the latest projections received in May 2015 as soon as these had been received and verified by the LA

¹² RIBA divides the process for completing the design and construction of a building into 8 stages. Stage 1 is the Preparation and Design stage and develops an initial project brief. This may include; considering feedback from previous projects, defining overall spatial requirements, carrying out surveys and quantifying the budget.



11. Option 1 has a construction cost of £12,450,000 and a total budget cost of £16,713,340. Based on the additional 30 reception places the expansion would provide, this equates to £80,000 a place based on £16.7m total cost.
12. However, the above total budget costs set out above do **not** offset the condition and suitability costs that will need to be addressed in the school over time. All schools, whatever their age, will have rolling condition costs to be addressed. Older schools are also likely to have suitability costs as the demands of a modern curriculum have changed over the years. It **is acknowledged that Muswell Hill Primary is towards the higher end within Haringey schools'** estate in terms of condition issues and the local authority has already had several **conversations with the school's leadership about these issues.** These would need to be addressed as a separate project should the proposal to expand the school not be taken forward.
13. A conversation with the school has already begun about addressing these issues. The council will be carrying out a full condition survey of the school prior to producing any further feasibility options. It is expected this study will be concluded in autumn 2015. Depending on the outcome of the feasibility study, a business case for any identified work will be prepared for sign off from the Assistant Director for Schools and Learning and a capital budget to meet these costs will need to be identified in order to carry out the works. Other projects to address condition and suitability issues will be identified by **Haringey's** Schools Landlord and prioritised against all other identified works required to the overall **Haringey'** school estate.
14. The condition and suitability issues at Muswell Hill Primary are of a greater degree and reach than those at either Coldfall or at St James and in reflecting the overall cost of this expansion and the other expansions, one must take account of the significant impact that these issues have on the overall Haringey budget costs for an expansion of this school.
15. St James C of E Primary School
St James is a 1950s single storey structure in Muswell Hill. The school is currently one FE - 30 reception children each September) and catering provision (school lunches) is currently prepared off site and bought into the school at lunch time. The school took a bulge (additional) class of 30 reception children in 2014 and will take a further bulge reception class in September 2015. This means that the school will be two FE in the reception 2014 and 2015 cohorts until such time as the 2015 reception class works its way out of year 6 at the end of the academic year 2020/2021.
16. Consultation has previously been carried out on the possible expansion of the school from 1FE to 3FE (90 reception children a year). An expansion to 3FE involved a holistic approach which included a land swap with the adjacent former Cranwood Care Home site. The shortfall in funding to develop a new 3FE school was to be supported through uplift from the residential redevelopment of the Cranwood site. While the governing body, senior leadership of the school and the London Diocesan Board for Schools (LDBS) showed initial support to expanding the school to 3FE in this way, consultation with parents and carers who already have children in the school were almost unanimously against an expansion from 1FE to 3FE in the way proposed by early indicative plans that used the Cranwood uplift. As a result a Cabinet Member signing in December 2015 agreed to a wider conversation with Muswell Hill stakeholders (parents, carers, residents, schools etc) and from this St James C of E School set out their desire to be considered for expansion by 1FE to become a 2FE school.



17. Following conclusion of feasibility work on the expansion of St James from 1FE to 2FE a RIBA Stage 1^[2] design report was presented to stakeholders on 21 May 2015 and included two potential design solutions:
- Option 1 – adaptations and extension to existing building
 - Option 2 – adaptations and independent new build
18. Feedback from stakeholders indicated a preference for option 1. In commissioning a feasibility study a total budget of £5.5m was allocated which includes an estimated construction budget of £4m. Both design options exceeded this budget with option 1 offering a proposed construction budget of £4.02m which includes a full production kitchen and a kitchenette extension to the main hall. The total budget costs are presently estimated at £5.6m, however it is envisaged that the value engineering savings (including discussion around kitchenette provision) could be explored with the LDBS during Design Stage 2 to achieve the budget of £5.5m. Based on a total budget cost of £5.6m for 30 additional places, this works out at £186,000 a place.
19. If an expansion does not proceed at St James, the school has asked the Council to consider the provision of a permanent kitchen on site to support the 1FE school that currently exists. St James is a voluntary controlled school which means (in funding terms) that the responsibility for supporting them in their provision of catering facilities sits with the Diocese/School and not with the local authority who are not funded to provide this level of support to voluntary controlled schools. The potential local authority funding of a kitchen was discussed and demonstrated in 2014 where provision for meeting changes in free school meals was undertaken directly by the school with support from the Diocese. Further, Haringey did not **take a lead in the School/Diocese's decision to remove its on-site catering facilities** which were previously located in the current ICT suite. If however an expansion of St James were to be agreed provision of a full production kitchen has been included as part of the feasibility work to support such an expansion. This is because the local authority would not support an expansion to either 2FE or 3FE where full on site catering facilities were not provided as part of the works, particularly given the recent change (2014) to free school meal provision¹¹ for reception, year 1 and year 2 children in primary schools in England. In summary, this total **budget cost doesn't include the provision of catering facilities that** do not currently exist within the school, and which would be provided by the Diocese in the event that an expansion of the school does not go ahead and where the school concludes that they are required for the one form of entry school that currently exists.

^[2] RIBA divides the process for completing the design and construction of a building into 8 stages. Stage 1 is the Preparation and Design stage and develops an initial project brief. This may include; considering feedback from previous projects, defining overall spatial requirements, carrying out surveys and quantifying the budget.

¹¹ From September 2014 the government has funded schools in England so that every child in reception, year 1 and year 2 receives a hot, nutritious meal at lunch time

Report for:	Cabinet 15th September 2015	Item Number:	
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Title:	Sale of Land at Keston Road, N17
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Report Authorised by:	Lyn Garner, Director of Regeneration, Planning & Development
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Lead Officer:	Jon McGrath, Assistant Director Property & Capital Projects
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Ward(s) affected: West Green	Report for Key/Non Key Decisions: Key
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1. Describe the issue under consideration

- 1.1 The land at Keston Road offers the opportunity to provide much needed affordable housing in the Borough. There is strong demand for intermediate housing in the Borough and this site provides an opportunity to provide 67 affordable home ownership units. The site currently includes a number of buildings known as the Keston Centre, the Maya Angelou Centre and the Goan Centre.
- 1.2 The Maya Angelou Centre is occupied in part by the West Green Playgroup and a Council service known as the Family Contact Centre, both of which will be relocated. The Goan Centre is occupied by a community group and an offer has been made to relocate them within the completed scheme into a new community building as indicated on the plan attached in Appendix B.
- 1.3 Pocket Living LLP was awarded £21.7m equity funding for 10 years by the Mayor of London as part of his Housing Covenant commitment to help thousands of low income working people into home ownership. This funding is expected to see around 400 Pocket Living LLP homes developed in the first two years alone, committing to the GLA that profits will be reinvested alongside the Mayor's capital over the life of the programme
- 1.4 This report seeks a decision to sell the site to Pocket Living LLP, who is best placed in the market to maximise the amount of affordable housing that can be developed on the site by providing 102 residential units and a new 2 storey community building on the site as part of the development (indication shown in Appendix B). The Council will retain the freehold interest for the land on which the community building will be built.

2. Cabinet Member introduction

- 2.1 The sale of part of the Keston Road site provides an opportunity for Pocket Living LLP to provide a high percentage of affordable housing in the Borough. There is an increasing demand for intermediate housing and this site is well located to provide 67 affordable home ownership units. The current occupiers on the site will be given the opportunity to relocate in a new community building which will provide modern facilities in the same location with minimal disruption.

3. Recommendations

3.1 Members are asked:

- a) To declare the part of the site shown edged red on the plan attached (Appendix A) surplus to requirements. This approval is with delegated authority for the Director of Regeneration, Planning & Development following consultation with the Cabinet Member for Housing and Regeneration to agree the final red line boundaries between the land to be retained and the land to be disposed of.
- b) To note that the Family Contact Centre will be relocated to a suitable alternative Council site close by subject to further consultation with the staff and service users.
- c) To note that the West Green Play Group will be re-provided for within a new community facility to be completed on the retained land. The Goan Community Group have also been offered accommodation in the new facility.
- d) To authorise the disposal of the part of the site shown edged red on the plan attached in Appendix A to Pocket Living LLP for the sum set out in part B of the report for the purposes of building 102 new homes of which 67 (65%) will be affordable home ownership units and on the terms set out in paragraph 5.16 (including the construction of a new community building on the retained Council land at their own cost).

4. Alternative options considered.

Alternative option – The Council does not sell the site

- 4.1 Should the Council not sell the site then it will lose the opportunity to provide new housing and continue to retain a wasting asset.

5. Background information

- 5.1 The site was formerly used by William Foster School as an annexe and is reached from a narrow vehicular access way from Keston Rd, N17, which in turn leads to Philip Lane, N17. The entire site is almost landlocked, save for the vehicular access way, with the Harris (Downhills) Academy to the south, Downhills Park to the west and north with private housing to the east. The site is located in the West Green Ward.

Please see attached Ordnance survey for reference in Appendix A.

- 5.2 The site is made up of a number of buildings and occupiers:-

- a) **Maya Angelou Centre:-** This is occupied by the following:-

- The Family Contact Centre – this is a Council Service currently supporting the Borough. There are a number of Council sites close by which are currently being considered for relocation and further consultation with the service users and staff will be undertaken as part of the relocation process.
- The West Green playgroup – as a Council tenant they served a s26 notice on the Council requesting a new Landlord & Tenant Act lease in July 2014. The Council applied to court seeking to restrict the grant of a new lease. However, further action is in abeyance pending the successful outcome of their relocation to the new community centre where they would be offered a new lease at commercial terms.

b) **Keston Centre**

This building is currently unused and occupied by Guardians.

c) **The Goan Centre:**

The Goan Community Group does not have a tenancy or license for the Centre, having been in occupation since 2000; they have claimed adverse possession of their land and a right of way over the site. The Council has been keen to retain the Goan Centre on the site and to support the service they provide. Their current accommodation is in very poor condition and they would benefit from access to a modern purpose built facility.

The Council and Pocket Living have engaged with the Goan Community Centre and in order to make a fair and just approach to their present position a lease has been offered to the Goan Community Group as part of the proposed new community building. The lease would be based on the new community lease (agreed at Cabinet) which would be for 5 years on FRI terms (outside the Landlord and Tenant Acts) which would acknowledge their interest in the site (which they currently do not have) and secure and regularise their current position. The lease would be renewable subject to the Goan Centre fulfilling the Council's objectives.

None of the buildings on the site are listed, nor within a conservation area.

Housing, Planning and Tenure

5.3 Priority 5 of the Council's Corporate Plan for 2015-18 is to 'Create homes and communities where people choose to live and are able to thrive'; under this overall aim there is a specific objective to 'Achieve a step change in the number of new homes being built', with a particular commitment to supporting low- and middle-income residents to get on the housing ladder.

5.4 The Council's draft Housing Strategy – currently subject to public consultation – expands on these commitments. It describes the unmet demand for low-cost homes for ownership in the borough, and prioritises their development in the east of the Borough in order to balance the existing distribution of tenures. It also articulates the Council's desire to promote innovative types of affordable housing. Pocket Living and its particular product are consistent with these aims, and its proposals for this particular site are appropriate.

- 5.5 The proposal does not seek to provide any social or affordable rented properties, however it does exceed the Council's affordable housing target of 50%. Therefore the proposed new affordable homes will make a significant contribution to the affordable housing supply for the borough.
- 5.6 The Local Plan: Strategic Policies document was adopted by Council in March 2013, which sets out the strategic vision and objectives that the Council will seek to achieve through its planning decisions in the period 2011-2026. In order to deliver the objectives of the Plan to deliver new homes, jobs, economic growth and improve our social infrastructure, significant sites will need to be developed across the borough.
- 5.7 This document includes the Site Allocations DPD, which introduces the key development sites which will accommodate the majority of development in the borough over the next 11 years. The Keston Centre site (ref: sa61 of the Site Locations DPD) has been identified as one of those sites as supporting re-development.
- 5.8 Pocket Living LLP are proposing to re-develop the Keston Road site to provide a new 2 storey community facility with a gross internal area of 360m², along with 102 residential units in total, which is made up of:-
- 67 "Intermediate" Pocket 1 bed affordable flats for outright sale(i.e. 20% below market value)
 - 13 no.2 bed flats for private sale,
 - 22 no. houses for private sale.
 - Pocket's development will be providing 67 units (65% of the proposed development) affordable intermediate pocket homes which are being made available to low income residents located in Haringey. These are being sold at a 20% discount which is classified as affordable in Planning terms.
 - There is a strong demand for Intermediate Housing in the Borough and the new development will support and benefit the socio, economic and environmental well being of the area in providing this type of accommodation. This will be through supporting those who fall into the gap of being ineligible for social housing and are unable to afford home ownership.
- 5.9 It should be noted that the Council will retain the freehold of the new 2 storey community facility which, Pocket Living LLP will build on the part of the site to be retained by the Council. The facility will include one floor available to lease to the West Green Playgroup and one floor available and offered to the Goan Centre.

Pocket Living LLP

- 5.10. Pocket Living LLP is a housing developer who specialise in building affordable housing. They have completed developments in Hackney, Hammersmith & Fulham, Westminster, Hounslow, Ealing and Camden. Pocket Living LLP's model is based on

provision of housing to a growing number of people who are falling into the widening gap between social housing (ineligible) and home ownership (unaffordable). Consequently, Pocket Living LLP seek to develop “pocket” homes for this “intermediate market”, as these buyers earn too much to qualify for social housing but also cannot afford to buy on the open market.

- 5.11. Pocket Living LLP was awarded £21.7m equity funding for 10 years by the Mayor of London as part of his Housing Covenant commitment to help thousands of working people into home ownership. This funding is expected to see around 400 Pocket Living LLP homes developed in the first two years , committing to the GLA that profits will be reinvested alongside the Mayor’s capital over the life of the programme.
- 5.12. The Pocket Living LLP model is to principally develop one bed flats which are sold outright to buyers, priced at least 20% lower than the local market value. Pocket Living LLP buyers will own 100% of the equity and the value of their home. To be eligible, buyers must earn less than the maximum household earnings limit (currently in the region of £71,000 per annum although Pocket owners average £39,000 per annum) set each year by the Mayor of London.
- 5.13. A restrictive covenant protects Pocket’s affordability for the local city maker audience from the first sale onwards. Should a Pocket owner wish to sell their home after the initial 12 month no-sale period, they have to sell to someone who fits the same income and living criteria and it is this which keeps their property at a discount to the market in perpetuity. So unlike shared equity, Pocket homes will stay in the affordable market permanently.
- 5.14. Pocket homes are designed to fit with moderate incomes. They are located near public transport and have ample cycle storage. They are very well insulated, and are built to Code Level 4 guidelines, often with shared heating and hot water systems and PV panels.
- 5.15. There are over 3,500 residents in Haringey earning under £60,000 p.a. who have signed up for one bed properties through the First Steps website. Haringey has a growing young audience (20-39) and the West Green ward has seen the largest increase in the 25-29 age group. Half of Haringey’s residents declare themselves to be single and a third of them are one person households. An increase in house prices in the borough of 29% in the year to Jan 2015 has driven the majority of these households into rental accommodation with Haringey having one of the highest proportion of renters in the capital and home ownership sitting at 38.9% compared to 48.3% for London as a whole.
- 5.16. Pocket Living LLP have offered a sum set put in part B of this report (subject to contract) for the site subject to the relocation of the existing occupants with a number of conditions, that include the following:-
 - Pocket Living LLP proposes to develop the site in phases so as to have minimal impact on both the West Green Playgroup and the Goan Community Centre. Construction will be planned so that a Community building will be built, allowing for the relocation of the aforesaid groups.
 - Receipt of a satisfactory implementable planning consent for the site to develop 67 no. 1 bed flats (leasehold), 13 no. 2 bed flats (leasehold) and 22 no. 3 bed houses(freehold).

- Pocket Living LLP to provide a 2 storey community building with a gross internal area of 360m² at their own cost on the land to be retained by the Council. Once construction of the new community building is complete, the Goan Community Group and the West Green Play Group will occupy a floor each.

Access to the site

- 5.17. The access and egress of the development site requires a small parcel of land adjacent to the site to be included in the sale. The area shown in Appendix C is approximately 15m² in area and forms part of Downhills Park and it is proposed that this will be replaced by 15m² of the western side of the Keston site which will be incorporated into Downhills Park and shown coloured Green on the plan attached in Appendix A.

Best Consideration

- 5.18. A valuation has been undertaken by Lambert Smith Hampton on behalf of the Council supporting the purchase price set out in part B of the report and based upon the Pocket Living proposal. In addition Pocket is offering to build a community building on the site at its own cost. The deal therefore offers best consideration to the Council for the sale of the site to Pocket Living.
- 5.19. The Pocket living proposal brings a strong offer to the Borough for intermediate housing. This supports the Council's Housing Strategy and brings a socio economic benefit to the Borough as well as a 65% affordable development substantially higher than the Council requirement. In addition a community building is being proposed which will bring additional opportunities for the existing tenants on site and local residents.

6. Comments of the Section 151 Officer and financial implications

- 6.10. The receipt from this disposal will be a fully usable general fund capital receipt which can be used to support the Council's capital programme.
- 6.11. The 15/16 Capital programme included in the Council's MTFS included an assumption of a receipt set out in part B of the report from this site, assumed to be achievable in 15/16. The value of the receipt set out in part B of the report is therefore more than forecast, but is likely to be achieved in 17/18, as it is subject to planning approval for the Pocket Living scheme.
- 6.12. In addition, the Council will receive (at no cost to the Council) the freehold of a new Community Centre asset as outlined in the report, comprising a 2 storey 360m² building. The estimated rental value expected from this site is still to be determined, but is likely to be in the region of £20k per annum. No rental income is currently generated from the current tenants of the Maya Angelou Centre or the Goan Centre, although there is temporary income of £11k per annum from Guardians, whilst also providing some security for the existing building. There is therefore likely to be a revenue benefit of approximately £10k per annum from the provision of the new Community Centre, assuming that building running costs are also covered off in the new leases to be agreed. The commercial portfolio revenue budget target should be adjusted to incorporate this expectation as appropriate once the freehold is transferred.
- 6.13. There is a small capital budget of £200k approved in the current year's capital programme to support the re-location costs of the existing family centre to provide vacant possession of this site.

7. Comments of the Assistant Director of Corporate Governance and legal implications

- 7.10. The Council has the power to dispose of the site under section 123 of the Local Government Act 1972 but must obtain best consideration otherwise it must obtain the consent of the secretary of state.
- 7.11. Part of the land to be disposed of forms part of Downhills Park. Under section 123(2A), the Council may not dispose of any land forming part of an open space unless before disposing of the land it has caused a notice of its intention to do so to be advertised for two consecutive weeks in a newspaper circulating in the area in which the land is situated and consider any objections to the proposal which may be made to it.
- 7.12. There are two tenancies on the site which will have to be terminated and the site vacated before the site can be disposed. It is proposed that these tenants be moved to the new community centre once completed. New business tenancies will therefore have to be granted. Legal advice must be obtained as to the best way to terminate these tenancies.

8. Equalities and Community Cohesion Comments

- 8.10. The Council is subject to the Public Sector Equalities Duty ("PSED") set out in section 149 of the Equalities Act 2010 which obliges the Council in performing its functions "to have due regard to the need to:
- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it"
- 8.11. The protected characteristics under the legislation are age, sex, ethnic origin, sexual orientation, disability, religion or belief, pregnancy or maternity and gender reassignment, marriage and civil partnership.
- 8.12. An EQIA is currently being drafted and will take on board consultation feedback planned with the staff and service users of the Family Contact Centre as well as the Goan Centre and West Green Playgroup.

9. Head of Procurement Comments

- 9.10. The Corporate Procurement Unit notes the recommendations in this report and that there is no input from procurement required.

10. Policy Implication

- 10.10. The recommendations in this report are related to a number of Council wide corporate policies and priorities and will help deliver the Council's priorities as set out in the Corporate Plan 2015-2018: building a stronger Haringey together and in the draft Housing Strategy. In particular, the low cost home ownership homes in this proposed development will support delivery of the Council's target for affordable housing in the Borough.

11. Reasons for Decision

- 11.10. It is recommended that the land is sold to Pocket Living LLP who is able to deliver a scheme to maximise the amount of recognised affordable units on the site to support the Councils priorities set out in the Corporate Plan.

12. Use of Appendices

Appendix A – Plan of the Keston Road site

Appendix B – Plan indicating the proposed Community Building location

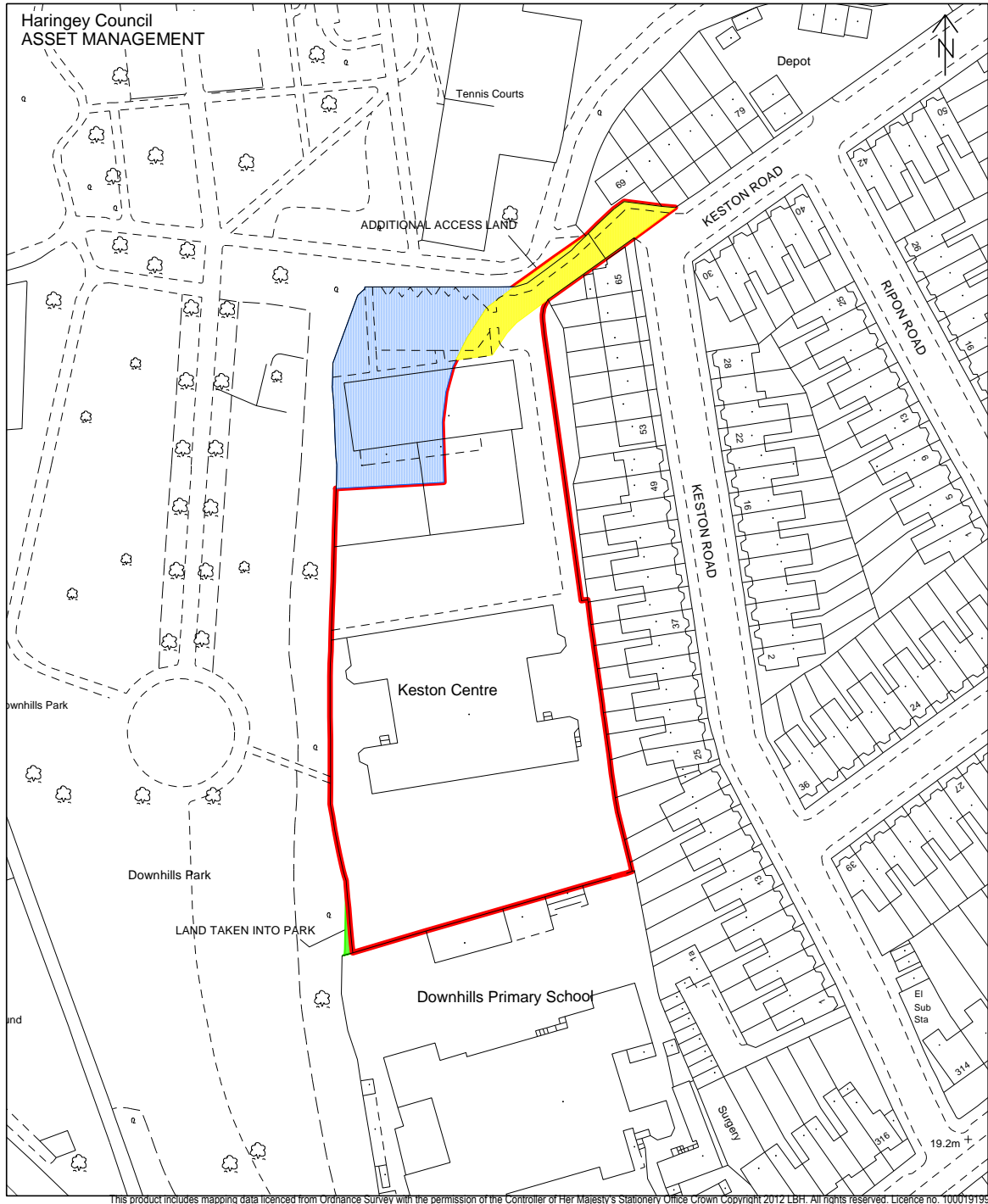
Appendix C – Plan of land to improve access to the site

13. Local Government (Access to Information) Act 1985

- 13.10. This report contains exempt and non exempt information. Exempt information is contained within Part B and **is not for publication**. The exempt information is under the following category (identified in amended schedule 12A of the Local Government Act 1972)

S. (3) Information relating to financial or business affairs of any particular person (including the authority holding that information).

Appendix A – Plan of the Keston Road site



Keston Centre
Keston Road
Tottenham
LONDON
N17 6PW

Red verging - Extent of site
 Black hatched - Additional access land
 Green shading - Land taken into Downhills Park
 Blue shading - Retained land

Deed packet : 4a, unregistered land

LR title no. : Freehold AGL201929 (part), unregistered

Site Area (hectares) : 0.7275 ha (78307 sq ft)

CPM No. 1133

Overlay : HSS - misc.

Scale 1:1250

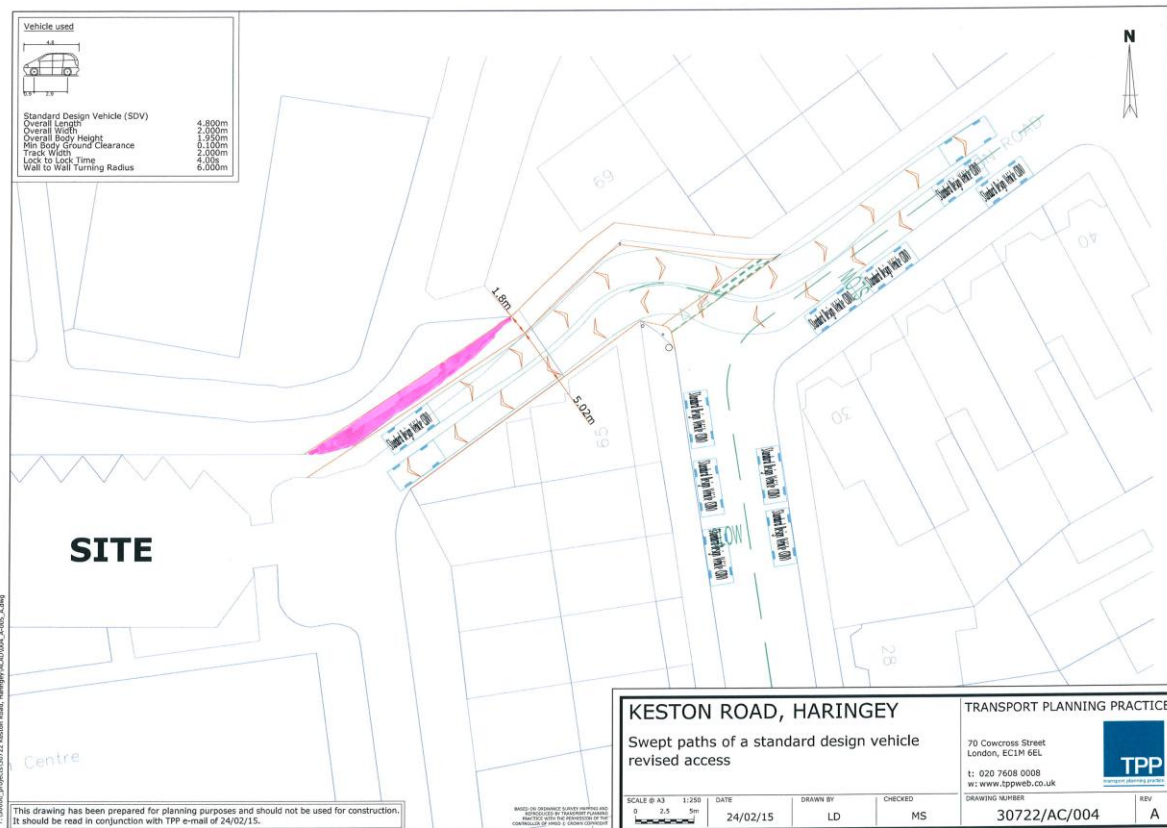
Plan produced by Janice Dabinett on 04/09/2015

Drawing No. BVES A4 1190m

Appendix B – Plan indicating the proposed Community Building Location



Appendix C – Plan of Land to improve access to the site



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Haringey Council

Report for:	Cabinet 15 September 2015	Item Number:	
Title:	Local Implementation Plan Annual Spending Submission for Transport 2016/17		
Report Authorised by:	Lyn Garner, Director of Regeneration, Planning and Development		
Lead Officer:	Malcolm Smith, Team Leader, Transportation Planning		
Ward(s) affected: All	Report for Key/Non Key Decisions: Key Decision		

1. Describe the issue under consideration

- 1.1 Investment in transport infrastructure has a key part to play in the delivery of the Council's ambition to deliver economic growth and improve the health and wellbeing of our residents and businesses. In 2014/15 the Council invested £7.295m through the Local Implementation Plan and other TfL funding and an additional £5.733m through other funding programmes including £0.682m from s 106/s 278.
- 1.2 The Local Implementation Plan [LIP] therefore represents a significant annual investment programme that specifically supports Priority 2, Priority 3 and Priority 4 of the Corporate Plan. Details of the linkage between the LIP and Corporate Plan are shown in Appendix 1. Part of local transport investment is provided through the Local Implementation Plan (LIP), funded annually by Transport for London. The LIP Delivery Plan is produced in three year cycles but is annually reviewed by boroughs in conjunction with TfL in order to re-assess local and regional priorities and where appropriate to allow for adjustments to annual spending accordingly. In return for funding boroughs are expected to make progress against a number of London wide performance indicators including walking and cycling modal share; bus service reliability; principal road condition and road user casualty reduction. Every year TfL also indicate any particular additional measures they would like to see reflected in local initiatives.



Haringey Council

1.3 The plan covers both physical renewal and improvement of the Borough's transport infrastructure alongside softer measures to promote behaviour change and engage with wider safety, health and environmental objectives including air quality through support for more walking and cycling. This report seeks approval for the final year spending proposals [2016/17] of the 3 year plan [2014-2017]. The detail of the submission can be found in Appendix 2.

1.4 The Council is in the process of producing a new Transport Strategy likely to come forward in Autumn 2015. The new strategy will explicitly support delivery of the Corporate Plan priorities and provide an appropriate context for a full revision of Council LIP funding submission for the forthcoming 3 year Delivery Plan 2017-2020.

2. Cabinet Member introduction

2.1 Transport is central to the success and prosperity of our residents and businesses. Everyone whether a bus passenger or a pedestrian, cyclist, motorist or rail user engages with Haringey's transport infrastructure every day. Making the best use of our existing assets and spending money wisely to improve safety, ease of movement and usage is one of the important roles for the Council. Investment in transport programmes and infrastructure has a key part to play in supporting delivery of all of our aspirations in the Corporate Plan across the Borough.

2.2 The transport programmes contained in the LIP target investment into Tottenham Hale and Tottenham Green, into high streets across the Borough and into programmes that seek to build upon our successful promotion of walking and cycling as we encourage behaviour change to low carbon modes of transport. These measures are complemented by investment to improve road safety and accessibility and efforts to minimise traffic congestion, improve air quality, reduce crime and fear of crime and reduce CO2 emissions.

2.3 Our programme monitoring shows that we are already meeting our LIP targets for more walking and cycling but we want to do more in this area to support programmes for a healthier and cleaner borough. Our Corporate Plan target is for the Council to be in the top quartile for cycling and walking by 2018. Currently we are not meeting these targets. We continue to face challenges in meeting our objective to reduce road user casualties and so for this final year we are targeting additional resources to this important objective.

3. Recommendations

3.1 That Cabinet approves the Annual Spending Submission for 2016/17 as set out in Appendix 2 of this report.



Haringey Council

3.2 That Cabinet notes the progress to date on delivering against our LIP and Corporate Plan targets

4. Other options considered

4.1 The Annual Spending Submission supports our approved LIP covering 2011 to 2031. It is, therefore, not considered necessary to consider other options.

5. Background information

5.1 The LIP forms the basis for the Council's transport projects and programmes to be pursued over the next 20 years. Although the Mayor's Transport Strategy provides the context for our LIP, there is scope to interpret the Mayoral objectives and develop our own transport objectives.

5.2 This report sets out the content of the proposed Annual Spending Submission [ASS] for 2016/17. This ASS forms the third year of our LIP Delivery Plan for 2014-17 and is detailed in appendix 2. We are required by TfL to complete a proforma spreadsheet summarising our proposals.

5.3 TfL has prepared guidance for boroughs in submitting the Annual Spending Submission for 2016/17. The guidance specifies stronger focus on road safety schemes, measures to support delivery of the emerging TfL Freight Strategy and bus stop accessibility to support Mayoral target for 95% of bus stops to be accessible by end 2016. We are required to submit the ASS by 9 October. In addition we are required by TfL to submit Major Scheme bids by 4 September.

5.4 LIP funding for transport projects is provided through 3 main categories: Corridors/Neighbourhoods and Supporting Measures, Major Schemes and Maintenance. TfL allocate funding for all categories except Major Schemes through a needs based formula. Haringey's allocation for 2016/17 is as follows:

Corridors, Neighbourhoods and Supporting Measures	£2,125,000
Principal Road Maintenance	£457,000
Local Transport Funding	£100,000
Total	£2,682,000

5.5 TfL has advised each borough to submit Principal Road Maintenance (PRM) programmes which are 25% higher than their allocation, to allow for possible reserve schemes to be brought forward. Our submission therefore will be for £571,000. TfL allocate PRM funding based on an assessment of need taken from the most recent condition surveys. The proposals in this year's plan seek to invest in 4 locations: Priory Road; High Street, N8; Turnpike Lane and Tottenham Lane.



Haringey Council

5.6 We have also submitted bids for two Major Schemes: White Hart Lane station area and for Green Lanes/Alfoxton Avenue. The former would support the planned regeneration activity around White Hart Lane station and the latter complements to recently completed schemes in Wood Green town centre and on Green Lanes.

5.7 TfL also has a separate cycling programme which complements investment in cycling funded through our LIP allocation. Our allocation for 2016/17 is confirmed as below:

Programme	2016/17
Cycle training for adults and children	£29,150
Safer lorries and vans [FORS accreditation]	£8,000
Safe Urban Driving training	£5,000
Cycle grants to school	£12,000
Cycle parking	£45,000
Staffing	£45,000
Total	£144,150

5.8 For bridge strengthening and assessment, we are seeking substantial funding over the next 3 years for strengthening of bridges and bridge assessments at a cost of £3,725,000. Most of the funding would be for strengthening of bridges on Wightman Road and Station Road.

Progress against LIP and Corporate Plan targets

5.9 The tables below show our performance against four of the LIP mandatory indicators using the latest available data.

Table 1: Walking and Cycling Modal Share

Core Target	Performance				LIP target			Corporate Plan targets
	2008/9 to 2010/11 %	2009/10 to 2011/12 %	2010/11 to 2012/13 %	2011/12 to 2013/14 %	2013/14 %	2016/17 %	2030/31 %	2018
Walking mode share	35	38	38	37	32	35	39	40 [on current measure]
Cycling mode share	1	2	2	3	3	3	5 [2026]	5 [on current measure]



Haringey Council

Table 1 shows that the Council has already met the LIP targets for 2016/17 for both walking and cycling. Regarding the Corporate Plan targets, currently London top quartile is 5% for cycling and 40% for walking. We are therefore not meeting these targets.

5.10 The Council encourages behaviour change through a range of projects which are designed to increase awareness, offer information and advice and to remove barriers to behaviour change such as working with schools and at workplaces to support mode shift. The programme focuses on engaging the community in creative ways to support the shift towards more sustainable travel that aims to support growth by mode change, reduce congestion, improve health and reduce air pollution.

5.11 While the scope and extent of this work will be reviewed as part of the Transport Strategy, it is recommended that the Council retain a focus in this area for several reasons; as set out in the Corporate Plan we still need to do more work to promote health and well being; we have targets to meet to reduce carbon and critically a reduction in car use is key to support the regeneration plans for Tottenham and Wood Green. Traffic modelling for the Tottenham Area Action Plan highlighted the necessity to reduce car usage by around 15% with the shift being to more cycling and walking to enable the planned growth to be delivered without severely impacting on the operation of the road network.

5.12 The LIP annual spending submission is therefore putting significant funding towards such schemes which will deliver cycle lanes, cycle parking including on-street cycle hangars and softer measures to encourage safe cycling through training.

Table 2: Road Casualty Reduction Performance

Core Target	Performance				LIP target			Corporate Plan target
	2009/ 11	2010/ 12	2011/ 13	2012/ 14	2013/ 14	2016/ 17	2020	2018
Road user casualties: KSI	85	88	97	99	80	70	56	66
Road user casualties: total casualties	858	930	811	969	675	647	338*	

*target relates to 2031

5.13 The Council is yet to meet the challenging targets [LIP and Corporate Plan] for reducing road user casualties. Consequently in this year we are proposing to



Haringey Council

significantly increase funding towards local safety schemes, delivery of 20mph speed limit and target behaviour change funding towards casualty reduction particularly among vulnerable road users and through the Borough Cycling Programme [non-LIP funding] safer driving courses and FORS accreditation.

5.14 The 2014 – 2017 LIP Delivery Plan is fully reviewed in appendix 3. The table clearly shows where expenditure was originally focused, progress made to date and suggests reallocation to meet priorities as described above.

6. Comments of the Chief Finance Officer and financial implications

6.1 The Local Implementation Plan funding from Transport for London represents a significant element of the funding for the Council's capital programme for Highways and helps support the wider staffing budget within the Council due to fees earned from supporting the projects identified. The level of Council funding for 2016/17 and future years will be confirmed as part of the Capital Strategy work that is currently taking place.

7. Comments of the Assistant Director of Corporate Governance and legal implications

7.1 The Assistant Director of Corporate Governance has been consulted on the preparation of this report and comments as follows.

7.2 Under section 145 Greater London Authority Act 1999 London Borough Councils must formulate and submit to the Mayor of London a local implementation plan containing proposals for implementation of the Mayor's transport strategy for London published under section 142 of the same Act.

7.3 There are consultation requirements and each such plan must contain a timetable for implementing the different proposals in the plan and the date by which all the proposals in the plan are to be implemented.

7.4 The Mayor must then approve the plan but cannot do so unless satisfied that the plan is consistent with his transport strategy, the proposals in the plan are adequate for the purposes of the implementation of the transport strategy and that the timetable for implementation is adequate.

7.5 When the plan is approved by the Mayor it must be implemented by the Council by the date set in the plan.

7.6 Cabinet members are reminded that the Council has duties under equalities legislation and that regard must be had to the Equalities Impact Assessment carried out for the Local Implementation Plan in 2010.

8. Equalities and Community Cohesion Comments

8.1 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:



Haringey Council

- tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not.

- 8.2 An Equalities Impact Assessment formed part of the statutory consultation process in 2010 which informed the development of the Local Implementation Plan.

The EQIA assessment found that the LIP programme is not likely to have a disproportionate adverse impact on any of the protected characteristics. One of the LIP's core objectives is to reduce deprivation and health inequalities through increasing accessibility to essential services such as employment, health, leisure and education facilities for those groups who need them most. Measures included increasing cycling and walking through improved safety and awareness aim to improve the health and wellbeing for particular groups who are known to currently face inequalities.

A key recommendation from the LIP EqIA was the need for more detailed monitoring data to be collected for all groups regarding modal share and travel habits. This was incorporated into the performance monitoring plan for the LIP, and should inform the development and delivery of the schemes funded in 2016/17.

- 8.3 The Council is in the process of producing a new Transport Strategy which will present a full revision of Council priorities for LIP funding for the forthcoming 3 year Delivery Plan 2017-2020. An updated EqIA for the LIP should inform this.

9. Head of Procurement Comments

The recommendations do not have any procurement implications

Any procurement projects that are identified as part of the LIP will need to be put onto the Procurement work plan for resources to be identified and will be taken forward on an individual basis.

10. Policy Implications



Haringey Council

10.1 The LIP Annual Spending Submission 2016/17 supports and delivers the objectives, policies and delivery proposals of Haringey LIP. These reflect the transport needs and aspirations of Haringey's residents and businesses and contribute towards the implementation of key priorities with the Mayor's Transport Strategy covering the period 2011 to 2031 as well as supporting delivery of Priority 2, Priority 3, Priority 4 and Priority 5 of the Council's Corporate Plan.

11. Use of Appendices

11.1 Appendix 1 – Progress on LIP Delivery Plan 2014-2017
Appendix 2 - LIP Annual Spending Submission 2016/17
Appendix 3 – Linkages between LIP and Corporate Plan

12. Local Government (Access to Information) Act 1985

12.1 TfL Guidance on Local Implementation Plan Annual Spending Submission for 2016/17
12.2 Final Haringey Local Implementation Plan, May 2010
12.3 Haringey Corporate Plan 2015 - 2018



Progress on LIP Delivery Plan 2014-17

The table below shows the Delivery Plan for 2014-17 with 2014/15 forming the Annual Spending Submission as agreed by Cabinet in September 2013. The table includes actual/estimated spend, how the project supports meeting our LIP targets and an update on progress on delivering these projects and programmes.

Programme/ Project	2014/15 £k	2015/16 £k	2016/17 £k	Total £k	Estimated spend 2014/16 £k	Potential funding for re- allocation £k	Proposed revised submission 2016/17 £k	Contribution toward LIP target	Update on Progress
Green Lanes – Alfoxton Avenue/ Green Lanes junction and surrounding area	150	600	800	1550	390	1160	0	Road user casualty reduction	Following discussion with TfL, this is being taken forward as a Major Scheme outside of Borough LIP funded programme
Tottenham High Road	293			293	293	0	0	Road user casualty reduction; mode shift to cycling and walking	Urban realm, pedestrian amenity and road safety measures completed.



Programme/ Project	2014/15 £k	2015/16 £k	2016/17 £k	Total £k	Estimated spend 2014/16 £k	Potential funding for re- allocation £k	Proposed revised submissio n 2016/17 £k	Contributi on toward LIP target	Update on Progress
Tottenham Hale neighbourho od	145	153	100	398	245	153	100	Road user casualty reduction; mode shift to cycling and walking	Sustrans led community initiative focusing on environmental and safety improvements.
Hornsey Park neighbourho od	145	100	168	413	245	168	100	Road user casualty reduction; mode shift to cycling and walking	Environmental and safety measures; traffic calming and decluttering
Tottenham Green neighbourho od	145	100	150	395	245	150	100	Road user casualty reduction; mode shift to cycling and walking	Sustrans led community initiative focusing on environmental and safety improvements.



Programme/ Project	2014/15 £k	2015/16 £k	2016/17 £k	Total £k	Estimated spend 2014/16 £k	Potential funding for re- allocation £k	Proposed revised submissio n 2016/17 £k	Contributi on toward LIP target	Update on Progress
20mph speed limit and zone	400	565		965	695	270	200	Road user casualty reduction; mode shift to cycling and walking	Roll out of Borough wide 20mph speed limit to be operational from February 2016; funding for 2016/17 for measures to support compliance
Cycle training	100	100	100	300	200	100	100	Mode shift to cycling; road user casualty reduction	Cycle training programme for schools and adults



Programme/ Project	2014/15 £k	2015/16 £k	2016/17 £k	Total £k	Estimated spend 2014/16 £k	Potential funding for re- allocation £k	Proposed revised submission 2016/17 £k	Contribution toward LIP target	Update on Progress
Smarter travel	500	400	600	1500	900	600	350	Mode shift to cycling and walking and public transport; road user casualty reduction	Wide range of measures such as personalised travel planning, workplace and school travel planning, promotional and marketing initiatives; road safety education, training and publicity; reduced allocation to reflect more focused projects
Cycling and Walking schemes	100	100	100	300	350 [additional funding allocated in Sustainable Transport works plan for 2015/16]	-50	550	Mode shift to walking and cycling	Cycle parking inc bike hangars; access improvement at Harringay Road; enhancement to Tottenham Lane; cycle routes/lanes



									to complement recently completed Tottenham gyratory; HCC priorities; support for regeneration through cycle routes linked to Tottenham AAP & borough wide Sites planning document; bike hangar programme
Local safety schemes	300	100	200	600	773 [additional funding allocated in Sustainable Transport works plan for 2015/16]	-373	550	Road user casualty reduction	Road safety measures on West Green Road from High Road to Belmont Road; road safety study; deliver reactive projects. The programme for 2016/17 will be targeted at priority locations on West Green Road, Mayes Road, and



									Middle Lane/Broadway/ Park Road.
Programme/ Project	2014/15 £k	2015/16 £k	2016/17 £k	Total £k	Estimated spend 2014/16 £k	Potential funding for re- allocation £k	Proposed revised submissio n 2016/17 £k	Contributi on toward LIP target	Update on Progress
Car club	20			20	20	0	35	Mode shift from car	Provision of car club bay infrastructure to support expansion
Haringey Community Transport	80	80	80	240	100	140	20		Transport provision for local community groups unable to access conventional transport; funding reduced following a review of value for money
Total	2298	2298*	2298*						



Additional schemes for 2016/17							Proposed revised submission 2016/17 £k		
Freight Strategy initiatives							40		Added to reflect LIP guidance
Bus stop accessibility							35		Added to reflect LIP guidance
Electric vehicle charging point infrastructure							20	Support for reduction in CO2 emissions	Supports CO2 reduction, complements Source London programme
Green Lanes traffic management review							25		To complete review of Green Lanes area commenced 2015/16
Total							2225		
Major Schemes									
Wood Green town centre	2171								Scheme completed summer 2015
White Hart Lane area, Tottenham		TBC	TBC				122		Major Scheme submission September 2015



Haringey Council

Green Lanes/ Alfoxton Avenue							1805	Road user casualty reduction	Major Scheme submission September 2015
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=* funding allocation for 2015/16 and 2016/17 has been slightly reduced by TfL from that notified in 2013

Appendix 2

LIP Annual Spending Submission for 2016/17

Programme/ Project	2016/17 £k	Reasoning
Corridors, Neighbourhoods and Supporting measures and Local Transport Funding		
<i>Community Streets</i> Tottenham Hale neighbourhood	100	Sustrans led community initiative focusing on environmental and safety improvements. Complements recently completed gyratory scheme. 3 rd and final year of project
<i>Community Streets</i> Hornsey Park neighbourhood	100	Pedestrian safety and environmental improvements, traffic calming and decluttering. Complements investment in Wood Green town centre. 3 rd and final year of project
<i>Community Streets</i> Tottenham Green neighbourhood	100	Sustrans led community initiative focusing on environmental and safety improvements. Complements investment by TfL on safety improvements on the gyratory and Mayoral investment for Tottenham Green and Tottenham Hale. 3 rd and final year of project.
Freight Strategy Initiatives	40	Development of Borough Freight Strategy initiatives. Including Consolidation schemes, retiming & efficient delivery. Engages with air quality action plan.
Traffic Calming and Management	200	Measures to support compliance of 20mph speed limit
Bus Stop Accessibility	35	Delivery of bus stop accessibility measures to support Mayoral target of 95% of all bus stops to be accessible by end 2016
Cycle training	100	Consistent with overcoming identified barriers to greater cycle use by residents. Cycle training for schools

		and adults. Supports Council's targets for more cycling
Health and Wellbeing and Behavioural Change schemes	350	Active travel initiatives including school and workplace travel planning, cycle training, personalised travel planning for Harringay Green Lanes, road safety education, training and publicity, complementary measures to support cycling infrastructure schemes and CPZ proposals. Supports Council's targets to increase cycling/walking mode share and CO2 reduction
Cycling and Walking schemes	550	<p>Cycle routes to complement Tottenham gyratory works inc on Tynemouth Road; Haringey Cycling Campaign top priorities inc Upper Tollington Road/Endymion Road; Green Lanes/Hermitage Road jn; permeability measures in Bruce Grove area and Harringay Ladder; Crouch End area [Crouch Hall Road/Weston Park]; support for regeneration through cycle routes linked to Tottenham AAP and borough wide Sites document; bike hangars to complement community schemes and at other locations; removal of barriers on cycle path alongside Watermead Way; pedestrian amenity and safety works on West Green Road</p> <p>To encourage more cycling 59% of Roadshow respondents highlighted more or better cycle lanes with a further 13% identifying cycle parking. Supports promotion of</p>

		active lifestyles to meet obesity and wellbeing outcomes
Local Safety Schemes	550	Schemes arising from the recently completed Road Safety Study. Supports Council and Mayoral targets for road casualty reduction
<i>Local Transport funding:</i> Electric vehicle charging point infrastructure	30	Additional investment to that planned by Source London. Supports CO2 reduction
<i>Local Transport funding:</i> Car club infrastructure	25	Supports further expansion of car club network
<i>Local Transport funding:</i> Green Lanes Traffic Management Review	25	Completion of review
<i>Local Transport funding:</i> Haringey Community Transport	20	Transport provision for local community groups unable to access conventional transport
Sub Total	2,225	
Principal Road Maintenance		
Priory Road	274	
High Street, N8	128	
Turnpike Lane	55	
Tottenham Lane	114	
Sub Total	571	Total includes 25% uplift for potential reserve schemes
Total	2,796	
Bridge Maintenance and Strengthening		
Station Road over New River	800	Strengthening
Wightman Road over rail	2,800	Strengthening
Cavendish Road over New River	25	Assessment
Duckett Road over New River	25	Assessment
Shepherds Hill over disused rail	25	Assessment
Springfield Avenue	50	Retaining wall
Total	3,725	
Major Schemes		
Green Lanes/Alfoxton Avenue	1805	Supports completion of investment on High Road/Green Lanes corridor - Wood Green High Road [town centre major scheme]

		and Green Lanes scheme [borough LIP funding]
White Hart Lane area	354	Complements TfL funded reconstruction of White Hart Lane station and supports North Tottenham regeneration programme

Appendix 3

Linkages to Corporate Plan

The table below summarises how LIP funded projects and programmes support Corporate Plan priorities and objectives.

Priority	Objective	LIP funded projects and programmes
Outstanding for All Priority 2 – Enabling all adults to live healthy, long and fulfilling lives	A borough where the healthier choice is the easiest choice	Cycling and walking infrastructure inc cycle routes and cycle parking; on-street bike hangars. Behaviour change programme inc cycle training and promotional campaigns for more walking and cycling; supporting measures 20mph speed limit; car club infrastructure
Clean and Safe Priority 3 – A clean, well maintained and safe borough where people are proud to live and work	We will make our streets, parks and estates clean, well maintained and safe	Local safety scheme programme; community streets programme; investment on Principal Road Maintenance; bus stop accessibility programme; support for Haringey Community Transport
Clean and Safe Priority 3 – A clean, well maintained and safe borough where people are proud to live and work	We will make Haringey one of the most cycling and pedestrian friendly boroughs in London	Cycling and walking infrastructure inc cycle routes, parking; on-street bike hangars road safety measures targeted at vulnerable road users; 20 mph speed limits; behavioural change programme inc training, travel planning
Sustainable Housing, Growth and Employment Priority 4 – Drive growth and employment from which everyone can benefit	We will enable growth by securing infrastructure including transport, broadband, schools and health services	Major scheme submissions for White Hart Lane station area and Green Lanes/Alfoxton Avenue
Sustainable Housing, Growth and	We will manage the impact of growth, by	Road transport forms around 20% of carbon

Employment Priority 4 – Drive growth and employment from which everyone can benefit	reducing carbon emissions across the borough with the aim of meeting our 40:20 goal while growing the green economy	emissions. Measures to reduce this inc promoting alternatives to the car; promotion of electric vehicles/car clubs; freight strategy initiatives to reduce environmental impact freight traffic.
Sustainable Housing, Growth and Employment Priority 4 – Drive growth and employment from which everyone can benefit	We will focus growth by prioritising new homes and jobs in Wood Green and particularly Tottenham where need and opportunity are greatest and by bringing some of the borough's key community assets into more active use	Investment in cycle route network; major scheme for White Hart Lane linked to regeneration of North Tottenham



Haringey Council

Part A – For Publication

Report for:	Cabinet – 15th September 2015	Item Number:	
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Title:	Award of Housing Related Support Contracts – Mental Health - Pathway of Short Term Supported Housing - Phase 3
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Report Authorised by:	Lyn Garner, Director for Regeneration Planning and Development
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Lead Officer:	Mustafa Ibrahim, Head of Housing Commissioning, Investment & Sites
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Ward(s) affected: All	Report Non Key Decisions: Key Decision
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1. Describe the issue under consideration

- 1.1 This report details the outcome of an open tender process for the award of contracts to provide Mental Health Accommodation Based and Floating Support Services. New contracts will be awarded in 5 lots, in line with Contract Standing Order (CSO) 9.06.1(d) following a robust tendering process.

2. Cabinet Member Introduction

- 2.1 Housing Related Support (HRS) services play a vital role in the prevention of homelessness within the Borough, by helping people to sustain independent living.
- 2.2 I am pleased to recommend the award of Phase 3 Pathway contracts for Mental Health housing related support delivering increased capacity, improvements in quality and value for money with savings of £446,386.25 per annum.

3. Recommendations



Haringey Council

- 3.1 To agree the award of contracts to the successful tenderers in accordance with Contract Standing Order (CSO) 9.07.1(d), each for an initial term of 4 years with an option to extend for a further period of two years.
- 3.2 The table below shows the successful tenderers for each lot:

Lot	Successful Tenderer
Lot 1 – Accommodation Based with forensic provision (Ref: 4400001059)	Sanctuary Housing Association
Lot 2 – Accommodation Based with 24 hour and visiting support (1) (Ref:4400001060)	Centra Support (Registered as Circle Care & Support Limited)
Lot 3 – Accommodation Based with 24 hour and visiting support (2) (Ref:4400001061)	St Mungo Community Housing Association
Lot 4 – Floating support – East and Central (Ref: 4400001063)	One Housing Group
Lot 5 – Floating Support – West (Ref: 4400001065)	The Richmond Fellowship Limited

4. Alternative options considered

- 4.1 The option of extending the existing contracts was not available beyond March 2016 as the contracts had previously been extended. No other options were available that maintained service provision.

5. Background

- 5.1 The HRS programme funds support services for vulnerable people in Haringey. There are currently over 60 contracts delivering support to a wide range of client groups including: older people; people with mental health problems; learning and physical disabilities; young people; women fleeing domestic violence; people with substance misuse issues; those at risk of re-offending and those at risk of homelessness.
- 5.2 The purpose of HRS is to enable individuals and families to maintain independence and not to lose their housing and then require higher level interventions. Support is low level and is not care, therefore it can be deemed as 'hands off not hands on'.
- 5.3 Support in the Mental Health contracts is delivered through accommodation based services of between 6 months to 2 years, or by floating support services of between 6 to 18 months depending on need.



Haringey Council

- 5.4 The Housing Related Support (HRS) Commissioning Plan 2012-15 sets out the Council's commissioning priorities and details in particular the increased demand for mental health services, especially for service users with higher levels of needs, within the development of a Pathway.
- 5.5 The Council commissioned 3 Mental Health contracts for five years from 2009 to 2014, with the option to extend for two years. The East, West and Central contracts were awarded to Metropolitan, St. Mungo's Broadway and the Rite Consortium respectively.
- 5.6 An extension to the Mental Health contracts from 2014 to 2016 was agreed by the Director as a delegated decision in November 2013 to enable phased implementation of the Pathway. Savings of £110,380 were negotiated to the extended contracts.
- 5.7 The Pathway procurement has been commissioned in three phases. Phase One and Two in January and April 2015; and the final Phase Three in April 2016.
- 5.8 The Pathway model is a tried and tested approach and is known to make the best use of resources available by providing a coordinated approach to different levels of targeted support, resulting in fluid movement through services, avoiding duplication, freeing up higher support provision for those in the greatest need, reducing the use of temporary accommodation and preventing homelessness.
- 5.9 The Pathway has robust processes and procedures to ensure that services users understand the model and have realistic expectations regarding move on, and that voids times reduce and referrals include a high quality of information.
- 5.10 The Pathway is overseen by a Pathway Manager and is arranged in 4 levels, in which service users move between levels in relation to progression to independence, or their fluctuating needs:-
 - 5.10.1 The Assessment Service provides fast access short term (up to 12 weeks) intensive support to identify the service users' needs so that an appropriate placement can be made.
 - 5.10.2 The Specialist Services provide high levels of support. Service users may stay in this level for up to 18 months. There is a higher proportion of specialist support accommodation in the new Pathway compared with existing provision.
 - 5.10.3 The Engaged and Planning Service which is for service users who have engaged with the Specialist or Assessment services and are ready to move to a low to medium support level, demonstrating stable engagement with statutory services and readiness to work on their long term plans for independence. Service users may stay in this level for up to 12 months.



Haringey Council

5.10.4 The Move Through Service focuses on the skills required to sustain a tenancy and live independently in the community. Service users may stay in this level for up to 12 months.

5.11 Mental Health Contracts

5.12 The contract term for all lots is four years plus a potential two year extension. Services in Lots 1, 2 & 3 of this tender will provide short term accommodation with support. Services in Lots 4 & 5 will provide short term floating support which is designed to support service users with medium to high support needs to sustain their independence. The number of floating support units in the new service has increased from 86 to 100 units and accommodation based units from 105 to 120; altogether an additional 29 units.

5.13 The services will provide targeted support to improve mental health, health, economic wellbeing, safety and security, independent living skills, access to education and training and ensure that residents are involved in their immediate and wider community. Service users who receive both support and care will be able to access this through one provider.

5.14 The Procurement Process

5.14.1 A 'Meet the Buyer' event was held on 18th February 2015. This event was intended to communicate and share information with potential providers to help them understand commissioning intentions and offer opportunities to network and forge partnerships.

5.14.2 The 'Meet the Buyer' event indicated that these are specialist services and the nature of the market for this type of service is limited. Therefore, the 'Open' tendering process was selected as the most efficient route to market.

5.14.3 Extensive stakeholder and service user consultation was undertaken with feedback integrated into the tendering process.

5.14.4 The procurement process started with the placing of a competitive contract notice advert on Haringey's website, Delta CompeteFor portal, on 9th February 2015. In addition the advert was circulated by Haringey Association of Voluntary and Community Organisations (HAVCO) by email to its membership, approximately 750 contacts representing 500 voluntary and community groups in the Borough.

5.14.5 The Invitation to Tender (ITT) and supporting documents were uploaded on Delta (e-tendering portal) where following a registration, the potential tenderers can access the tender documents and submit their tenders electronically.


Haringey Council

5.14.6 The closing date for submitting tenders was 6th May 2015 and by the deadline twenty four (24) tenders were received. Tenderers who submitted a tender are listed in Part-B (Exempt Information) of this report.

5.14.7 The tenderers were evaluated using the Most Economical Advantageous Tender (MEAT) with a split of 45% quality and 55% price. The tender evaluation criteria and weighting were set out in the tender documents and clarified during the tendering process.

5.14.8 The table below details total scores for each Tenderer and successful tenderer for the respective lots.

Lot 1 – Accommodation Based with forensic provision

Tenderers	Quality Scores (out of 450 points)	Price Scores (out of 550 points)	Total scores (out of 1000 points)	Contract price for 4 years
Sanctuary Housing Association	361	542	903	£1,263,736
Tenderer B	274	402	676	£1,705,944
Tenderer C	376	493	869	£1,389,659
Tenderer D	415	370	785	£1,849,708

Lot 2 – Accommodation Based with 24 hour and visiting support (1)

Tenderers	Quality Scores (out of 450 points)	Price Scores (out of 550 points)	Total scores (out of 1000 points)	Contract price for 4 years
Centra Support (Registered as Circle Care & Support Ltd)	379	550	929	£435,493
Tenderer B	361	451	812	£530,840
Tenderer C	380	499	879	£480,000



Haringey Council

Lot 3 – Accommodation Based with 24 hour and visiting support (2)

Tenderers	Quality Scores (out of 450 points)	Price Scores (out of 550 points)	Total scores (out of 1000 points)	Contract price for 4 years
St Mungo Community Housing Association	415	550	965	1,926,524

Lot 4 – Floating support – East and Central

Tenderers	Quality Scores (out of 450 points)	Price Scores (out of 550 points)	Total scores (out of 1000 points)	Contract price for 4 years
One Housing Group	406	536	942	£911,590
Tenderer B	277	521	798	£936,720
Tenderer C	386	528	914	£924,952
Tenderer D	371	458	829	£1,065,820
Tenderer E	425	491	916	£993,600
Tenderer F	389	473	862	£1,032,953
Tenderer G	380	550	930	£887,880
Tenderer H	326	382	708	£1,276,771

Lot 5 - Floating Support – West

Tenderers	Quality Scores (out of 450 points)	Price Scores (out of 550 points)	Total scores (out of 1000 points)	Contract price for 4 years
The Richmond Fellowship Limited	380	550	930	£799,288
Tenderer B	277	469	746	£936,720
Tenderer C	392	475	867	£924,952
Tenderer D	374	415	789	£1,060,236
Tenderer E	425	442	867	£993,600
Tenderer F	389	426	815	£1,032,953
Tenderer G	406	436	842	£1,008,141
Tenderer H	326	344	670	£1,276,771



Haringey Council

- 5.14.9 The total cost of four year contracts for Lots 1 to 5 amounts to £5,336,631 The annual cost for the contracts amounts to £1,334,157.75 thereby achieving a saving of £446,386.25 per annum compared to current contract costs.

5.15 Transition and Contract Management

- 5.15.1 Contract management will be incorporated into the contract. Key Performance Indicators and methods of measurement are integrated within the service specification and will be monitored through contract monitoring meetings and reports.
- 5.15.2 Monitoring meetings will be held monthly for the first six months and quarterly thereafter. The purpose of monthly monitoring meetings will be to examine the implementation of the service, monitor delivery of the service at an operational level and to foster partnership working to facilitate early resolution.
- 5.15.3 A series of Pathway provider meetings will also be facilitated to ensure agreement on the Pathway processes and procedures.

6. Comments of the Chief Finance Officer and financial implications

- 6.1 The tenders for Lots One to Five of the Mental Health Pathway have been evaluated using the Most Economically Advantageous Tender method. The scoring has been evaluated at 45% based on quality and 55% based on price. The proposed contracts will run for a period of four years with an option to extend for a further period of two years.
- 6.2 If the contracts are approved then the total cost of four year contracts for Lots One to Five will amount to £5,336,631.00. The annual cost for the contracts will amount to £1,334,157.75, a saving of £446,386.25 per annum compared to current contract costs.
- 6.3 Full financial provision exists for these contracts within the Housing Related Support budget.

7. Comments of the Assistant Director of Corporate Governance and legal implications

- 7.1 The contracts which this report relates to were procured before the Public Contracts Regulations 2015 came into force. Therefore it was not necessary to undertake an OJEU procurement process.
- 7.2 The Service has confirmed this has been included on the Forward Plan.
- 7.3 The Assistant Director of Corporate Governance is not aware of any legal reasons preventing Cabinet from approving the recommendations in the report.



Haringey Council

8. Equalities and Community Cohesion Comments

8.1 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not.

8.2 Equalities principles were incorporated within the procurement process and the bidders' equalities policies and procedures have been evaluated and deemed sufficiently thorough.

8.3 A detailed equalities impact assessment, based on service use data and covering the protected characteristics, was carried out for the development of the Housing Related Support Commissioning Plan. The Commissioning Plan directed the development of the new Pathway Model and the specification for the Mental Health Accommodation Based and Floating Support Services contracts.

8.4 Service users were consulted with prior to the tendering process, and the results were analysed to identify whether any equalities issues were raised. No equalities issues were noted.

8.5 Equalities monitoring are incorporated as a requirement of the contract and the contract also states that access to the service must be available to the diverse community of the borough and any imbalances must be addressed.

9. Head of Procurement Comments

9.1 The recommendation is in line with the Procurement Code of Practice.

9.2 This procurement is phase 3 of a three phase strategy and will deliver savings and increased provision.

9.3 Contract management has been put in place to ensure contract compliance and ensure quality outcomes.

10. Policy Implications



Haringey Council

- 10.1 This service is linked to the Corporate Plan, Building a Stronger Haringey Together 2015- 18, in particular; Priority 5 - creating homes and communities where people choose to live and are able to thrive, and Objective 2, prevent homelessness and support residents to lead fulfilling lives.
- 10.2 The Mental Health Scrutiny Committee Annual Report 2013 – 14 recommended that mental health service users should be able to access appropriate and good quality accommodation at the right time. HRS Mental Health contracts will contribute to this outcome by providing 120 units of accommodation and 100 units floating support services for service users with mental health needs.

- 11. Any other considerations**
 - 11.1 None

- 12. Reasons for Decision**
 - 12.1 The contracts for our established services are due to expire and there is no facility to extend beyond March 2016. It was therefore necessary to tender to continue to provide services to vulnerable service users and to achieve the aim of developing an HRS Pathway.
 - 12.2 As a result of the procurement exercise, which has been carried out in accordance with the Council's Contract Standing Orders and the Procurement Code of Practice, it is necessary to award the contract to the successful tenderer in accordance outlined in 3.1 and 3.2 in accordance with CSO 9.07.1(d).

- 13. Use of Appendices/background documents**
 - 13.1 Part B, Exempt Information.

- 14. Local Government (Access to Information) Act 1985**
 - 14.1 This report contains exempt and non exempt information. Exempt information is contained in Part B and is not for publication. The exempt information is under the following category: (identified in the amended schedule 12 A of the Local Government Act 1972 (3)) information in relation to financial or the business affairs of any particular person (including the authority holding that information).



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MINUTES OF THE CABINET MEMBER SIGNING
TUESDAY, 7 JULY 2015

Present: Cllr Stuart McNamara, Cabinet Member for Environment.

In

Attendance: Ann Cunningham – Head of Traffic Management
 Peter Boddy – Sustainable Transport Manager
 Philip Slawther – Principal Committee Coordinator

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP52.	FILMING AT MEETINGS The Cabinet Member referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.	
HSP53.	URGENT BUSINESS None.	
HSP54.	SUSTAINABLE TRANSPORT WORKS PLAN 2015-16 A report was presented which sought Cabinet Member approval for the Sustainable Transport Works Plan for 2015/16. The report also reflected on the key highlights delivered in last year's programme, identified the funding streams for 2015/16 and commented on the legislative changes over the past year. The Cabinet Member noted that the Sustainable Transport Works Plan made provision for a total investment of around £14m this year. The Cabinet Member commented that he had no further questions to ask, following extensive liaison with the report author throughout the report drafting process. Resolved I. That the Sustainable Transport Works Plan for 2015/16, as set out in Appendix A of the report, was approved.	
HSP55.	NEW ITEMS OF URGENT BUSINESS Nil.	

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MINUTES OF THE CABINET MEMBER SIGNING
TUESDAY, 11 AUGUST 2015

Present: Cllr Alan Strickland, Cabinet Member for Housing and Regeneration

In Attendance: Beverley Faulkner – Advice & Homelessness Prevention Manager
 Denise Gandy – Director of Housing Demand
 Robin Levett – Senior Lawyer
 Philip Slawther – Principal Committee Coordinator

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP62.	<p>FILMING AT MEETINGS</p> <p>The Cabinet Member referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.</p>	
HSP63.	<p>URGENT BUSINESS</p> <p>None.</p>	
HSP64.	<p>AMENDMENT TO THE ALLOCATIONS POLICY TO REFLECT THE ALLOCATION OF HOUSING (QUALIFICATION CRITERIA FOR RIGHT TO MOVE) (ENGLAND) REGULATIONS 2015.</p> <p>A report was tabled which sought Cabinet Member approval to amend the Allocations Scheme to comply with the Allocation of Housing (Qualification Criteria for Right to Move) (England) Regulations 2015 and statutory guidance. The regulations required Local Authorities to make available a minimum of 1% of their annual lettings to the Right to Move scheme.</p> <p>RESOLVED:</p> <p>That the Allocations Scheme approved by Cabinet on 14 October 2014 be amended to comply with the Right to Move regulations:</p> <p>By inserting at the end of paragraph 3.5.4 a further condition as follows:</p> <p><i>“They are (whether or not within Haringey) a secure or introductory tenant or the assured tenant of housing accommodation held by a private registered provider of social housing or a registered social landlord and:</i></p> <ul style="list-style-type: none"> <i>• Need to move to a particular locality within Haringey, where failure to</i> <i>• meet that need would cause hardship (to themselves or to others); and</i> <i>• either work within the borough or have a genuine intention of taking up an existing offer of work within the borough. that is not voluntary, short-term or marginal in nature, or ancillary to work in another borough”</i> <p>by providing a new section 15.17 to detail a direct let quota in any Council year of 1% of the previous year’s annual lettings as follows:</p>	

MINUTES OF THE CABINET MEMBER SIGNING
TUESDAY, 11 AUGUST 2015

	<p><i>“Right to Move</i></p> <p><i>The Council will release 1% of the previous year’s annual lettings to be available for applicants who qualify for the Right to Move scheme. Details relating to the facilitation of the scheme in Haringey are contained in the Right to Move Procedure”.</i></p>	
HSP65.	<p>AMENDMENT TO THE HOUSING ALLOCATION POLICY TO ENSURE COMPLIANCE WITH LEGISLATION AND TO RENAME THE EXCEPTIONS PANEL</p> <p>A report was tabled which sought Cabinet Member approval to amend the Allocations Policy (2015) to reflect the name change of the Exceptions Panel to the Decisions Panel. The report also sought Cabinet Member approval to promote those households with reasonable preference in Band D in the current Allocations Policy to comply with legislation. The Cabinet Member noted that the Allocations Scheme (2015) reduced the number of housing bands from five to three.</p> <p>RESOLVED:</p> <p>It was recommended that the Allocations Policy approved by Cabinet on 14 October 2014 be amended to:</p> <ul style="list-style-type: none"> i) Substitute the name “Decisions Panel” for the name “Exceptions Panel” at paragraph 15.28.1 of the Allocations Scheme, and ii) promote those households in Band D pursuant to the current Allocations Scheme (2011) who are entitled to reasonable preference under s166A(3) of the Housing Act 1996 be promoted to Band C in the new Allocations Scheme (2015) to ensure that the Council is compliant with legislation. 	
HSP66.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>N/A</p>	

MINUTES OF THE CABINET MEMBER SIGNING
THURSDAY, 30 JULY 2015

Present: Cllr Claire Kober, Leader of the Council

In

Attendance: Jon McGrath – AD Corporate Property and Major Products
 Saheeda Parveen – Project Manager
 Barry Phelps – Interim Head of Procurement
 Philip Slawther – Principal Committee Coordinator

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP56.	FILMING AT MEETINGS The Leader referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.	
HSP57.	URGENT BUSINESS None.	
HSP58.	HORNSEY TOWN HALL - PROCUREMENT PROCEDURE A report was tabled seeking the Leader's approval for a slight amendment to the procurement procedure for the disposal for Hornsey Town Hall, which was approved at the June 2015 Cabinet meeting. The amendment was proposed following a review by external lawyers and related to switching from a Competitive Procedure with Negotiation route to an OJEU Competitive Dialogue (CD) procedure. RESOLVED I). Agreed that the HTH site (as shown edged in red line plan at Appendix A) be taken to the market via a competitive OJEU procurement exercise and using a CD procedure, on the basis that a further report will be brought forward to Cabinet to select a preferred bidder once the procurement exercise has been completed; and II). Agreed that If the CD procedure is not successful to delegate selection of the OJEU procurement route to the Director of Regeneration, Planning & Development, following consultation with the Lead Member for Housing and Regeneration and the S151 officer.	
HSP59.	AMENDMENTS TO THE LONDON CONSTRUCTION PROGRAMME MAJOR WORKS FRAMEWORK AGREEMENT A report was tabled seeking Leader approval to agree an amendment to the award of lots 4,10,16, 22, 28 for the London Construction	

MINUTES OF THE CABINET MEMBER SIGNING
THURSDAY, 30 JULY 2015

Programme Major Works Framework Agreement [LCP W1 -MW14], due to a potential conflict of interest arising from one of the successful tenderers also being awarded an additional place on the framework for the above lots as part of a consortium. The Leader noted that the tenderer had subsequently elected to withdraw from lots 4, 10, 16, 22 and 28 of the framework agreement as it was awarded a place as a consortium. The withdrawal of the tenderer enabled another contractor to be appointed to lots 4,10,16, 22, 28.

The report also sought Leader approval to agree an amendment to the name of the organisation awarded the framework for lots 1,2, 3, 4, 5, 7, 8, 9, 10, 11, 13, 14, 15, 16, 17, 19, 20, 21, 22, 23, 25, 26, 27, 28 and 29 to the name of the consortium and not tenderer B, as referred to in the previous report, approved by Leader Signing on 30th March 2015.

Resolved

I). That the award of the Framework Agreement be amended for the following lots as framework agreements for four years to those Contractors identified as follows in:

- a) Lot 4 North London - Education and others value band £100,000 to £999,999. Please refer to Appendix A - Exempt Information Table 1 for the names of the successful tenderers.
- b) Lot 10 East London – Education and others value band £100,000 to £999,999. Please refer to Appendix A - Exempt Information Table 2 for the names of the successful tenderers.
- c) Lot 16 South East London – Education and others value band £100,000 to £999,999. Please refer to Appendix A - Exempt Information Table 3 for the names of the successful tenderers.
- d) Lot 22 South West London – Education and others value band £100,000 to £999,999. Please refer to Appendix A - Exempt Information Table 4 for the names of the successful tenderers.
- e) Lot 28 West London – Education and others value band £100,000 to £999,999. Please refer to Appendix A - Exempt Information Table 5 for the names of the successful tenderers.

II). That the award to the Consortium of the following lots under this Framework Agreement be confirmed; lots 1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 13, 14, 15, 16, 17, 19, 20, 21, 22, 23, 25, 26, 27, 28 and 29.

III). Delegated authority to the Chief Operating Officer to approve any amendment to the name of the Consortium if this is necessary, be agreed.

HSP60.	<p>EXCLUSION OF THE PRESS AND PUBLIC</p> <p>RESOLVED</p> <p>That the press and public be excluded from the remainder of the meeting as the items below contained exempt information, as defined under</p>
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MINUTES OF THE CABINET MEMBER SIGNING
THURSDAY, 30 JULY 2015

	<p>paragraphs 3 and 5, Part 1, schedule 12A of the Local Government Act 1972.</p> <p>There were no members of the public in attendance.</p>	
HSP61.	<p>AMENDMENTS TO THE LONDON CONSTRUCTION PROGRAMME MAJOR WORKS FRAMEWORK AGREEMENT</p> <p>Noted the information contained within the Exempt Appendix A of report.</p>	

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MINUTES OF THE URGENT DECISION
TUESDAY, 1 SEPTEMBER 2015

Present: Cllr Claire Kober, Leader of the Council

In

Attendance: Cllr Clive Carter
 Daliah Barrett –Licensing Team Leader
 Philip Slawther – Principal Committee Coordinator

As set out under paragraph 17.1 Part Four, Section D of the Constitution, agreement has been obtained from the Chair of the Overview and Scrutiny Committee for the decision to be taken under the Special Urgency procedure.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP67.	FILMING AT MEETINGS The Leader referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.	
HSP68.	URGENT BUSINESS None.	
HSP69.	CONSULTATION ON REVISED STATEMENT OF LICENSING POLICY FOR GAMBLING ACT 2005 A report was presented which sought Leader approval to release the Council's Statement of Gambling Policy for public consultation. Cllr Carter raised a number of questions in relation to the report. A summary of those questions and the response is below. In response to a question from Cllr Carter enquiring how many times police had been called to respond to instances of serious disorder in the borough, officers advised that within the legislation any instances of crime and disorder had to relate directly to the act of betting itself. It was noted that for instance, armed robbery occurring in the betting shop would not be permissible as a reason to review the licence. It was noted that there had been no instances of betting shops being raided by police that the Licensing Team Leader was aware of. Cllr Carter asked for an update on government proposals to create a new class of 'sui generis' betting shops under planning legislation. Officers responded that these regulations were brought in by amendment to the planning legislation. Cllr Carter asked for an update on the campaign around Fixed Odds	

MINUTES OF THE URGENT DECISION
TUESDAY, 1 SEPTEMBER 2015

	<p>Betting Terminals. It was noted that Haringey had also lobbied for there to be locally applied quota for FOBTs but this was rejected by the Government.</p> <p>Cllr Carter asked whether provisions around voluntary self exclusions were being implemented by betting shops. In response, officers advised that as part of the routine inspection of a number of premises companies were able to show evidence of being able to provide a self exclusion scheme. It was also noted that under the betwatch scheme, the intension was for a person to be excluded from all betting shops in Tottenham, if they had been excluded from one.</p> <p>Cllr Carter enquired whether the Council should make provision for having a casino in the borough, given that it was not currently able to due to not be in a permitted area; as designated under the Gaming Act 1968. In response, it was noted that there were no plans to have a casino in the borough and so a change to the current status was not necessary.</p> <p>Cllr Carter asked whether there had been any instances of venues with a premises licence being prosecuted for illegal gambling, for instance a number of cases of social clubs illegally putting on poker games in Enfield had been reported in the local press. The Licensing Team Leader, responded that poker was allowed in venues with a premises licence but only for minimal stakes and that a code of practice was in place from the Gambling Commission that covered these type of activities. The Licensing Team Leader added that there had been 3 prosecutions to date for clubs with a premises licence using gambling machines not covered by that licence.</p> <p>Resolved</p> <p>I. That the draft Statement of Gambling Policy under the Gambling Act 2005 be approved for public consultation.</p>	
HSP70.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>Nil.</p>	



Haringey Council

Report for:	Cabinet 15 September 2015	Item number	
Title:	Delegated Decisions and Significant Actions		
Report authorised by :	Nick Walkley, Chief Executive		
Lead Officer:	Ayshe Simsek(Tel. 020 8489 2929)		
Ward(s) affected: Not applicable		Report for Key/Non Key Decision: For information	

1. Describe the issue under consideration

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Cabinet Member Introduction

Not applicable

3. Recommendations

That the report be noted.

4. Other options considered

Not applicable

5. Background information



Haringey Council

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions) decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

Officer Delegated decisions are published on the following web page http://www.minutes.haringey.gov.uk/mgDelegatedDecisions.aspx?bc_r=1

6. Comments of the Chief Financial Officer and financial Implications

Where appropriate these are contained in the individual delegations.

7. Head of Legal Services and Legal Implications

Where appropriate these are contained in the individual delegations.

8. Equalities and Community Cohesion Comments

Where appropriate these are contained in the individual delegations.

9. Head of Procurement Comments

Where appropriate these are contained in the individual delegations.

10. Policy Implications

Where appropriate these are contained in the individual delegations.

11. Use of Appendices

The appendices to the report set out by number and type decisions taken by Directors under delegated powers. Significant actions (Decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

12. Local Government (Access to Information) Act 1985

Background Papers

The following background papers were used in the preparation of this report;

Delegated Decisions and Significant Action Forms



Haringey Council

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Ayshe Simsek on 020 8489 2929.

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DIRECTOR OF ADULT SOCIAL SERVICES

Significant decisions - Delegated Action – July 2015

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.		NIL	
2.			
3.			

Delegated Action

	Number
150723: Request for Implementation of Contract Standing Order (CSO 10.02.1 b) Request for variation of contract of Joint L&D Framework, Adult Social Care – London Borough of Waltham Forest and London Borough of Haringey	
150728: Request to Waive CSO 8.03 and 9.01 as allowed under CSO 10.01 and award of contract to Good Innovation	
150729: CSO 8.03 extension of award of contact for the Home from Hospital Service from 1 September 2015 to 31 March 2016 to Bridge Renewal Trust	
150731: CSO 9.06.1(b) & (c) Award of Contract for the Provision of Independent Social Work Service (Skylakes)	

Submission authorised by:  _____
 Beverley Tarka – Interim Director of Adult Social Services

Date: 3rd August 2015

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DIRECTORATE OF REGENERATION, PLANNING AND DEVELOPMENT

Significant decisions - Delegated Action 2015/2016 – July 2015

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1. ◆	13.07.15	Approval for award of contract under CSO 9.06.1.c – Tottenham Hale Green Link	For the Director of Regeneration, Planning and Development to award the contract for Tottenham Hale Cost Consultant in the sum of £138,039.
2.	20.07.15	Decision taken under delegated authority re: Opportunity Investment Fund – award of grant agreement	For the Director of Regeneration, Planning and Development to approve a loan agreement to Chicken Town Limited for the value of £210,000.

Delegated Action

Type	Project	Value	Number
Approval to award contract as allowed under CSO 9.06.1c	Housing Infill Programme (Phase 1A) Lyn Garner 13.07.15	£8,502	
Approval to waive CSO 8.03 as allowed under CSO 10.01.16 and to award contract	Provision of employment and training services Lyn Garner 20.07.15	£30,000	
Approval to award contract	Use of Right to Buy Funds to purchase properties Lyn Garner 23.07.15	£82,030	

Submission authorised by:



Lyn Garner
Director of Regeneration, Planning and Development

Date: 10 Aug 2015

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DIRECTOR OF ADULT SOCIAL SERVICES

Significant decisions - Delegated Action – August 2015

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.		NIL	
2.			
3.			

Delegated Action

	Number
150819 CSO 10.02.1(b) Director Approval to extend Framework Agreement - provision of disabled adaptations with Effectable Construction Services	

Submission authorised by: B. F. Tarka
 Beverley Tarka – Director of Adult Social Services

Date: 28th August 2015

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of the Local Government Act 1972.

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