

Report for: **Housing and Regeneration Scrutiny Panel**

Item number:

Title: **Insourcing Homes for Haringey**

Report

Authorised by: **David Joyce, Director of Housing, Regeneration and Planning**

Lead Officer: **Mark Baigent, Programme Director**

Ward(s) affected: **All**

Report for Key/

Non Key Decision: **Non-key**

### 1. Describe the issue under consideration

This report provides an update on the Council's plans to insource housing services and staff from Homes for Haringey. It outlines implementation plans, the proposed structure and the key messages and priorities

### 2. Recommendations

Housing and Regeneration Scrutiny Panel is recommended to note this report The Panel is invited to note and comment on the report.

### 3. Background

In July 2021, the Cabinet approved commencement of an 8-week consultation period on the proposal to insource Homes for Haringey services and staff. In December 2021, the Cabinet noted the results of the resident consultation and approved the go-ahead of insourcing during 2022. The table below sets out the detailed activities undertaken to date.

Dates	Activities and milestones
May 2021	Programme Board and insourcing team set up and project plan agreed
June 2021	Service integration workshops to explore opportunities to bring Council and HfH services together
July 2021	Cabinet approval to launch resident consultation Staff and Trade Union briefings
August 2021	Resident consultation began, survey sent to 24,000 residents
September 2021	Focus groups, estate pop-up events, online meetings, partner meetings Set up Cross-Party Member Working Group to input to review and plans Regular Trade Union branch secretaries briefings started
October 2021	Consultation completed with c.1,700 survey responses Resident Sounding Board established to input to implementation plans Staff briefing sessions for HfH and Council staff

	Process-mapping workshops to firm up service integration proposals
November 2021	Analysis of resident consultation responses with 81% in agreement Functional integration workshops for HfH and Council managers
December 2021	Cabinet approval to implement the insourcing Informal consultation with senior managers on structure options

#### 4. Implementation Plans and Activities

Detailed work is now underway to implement the insourcing of HfH staff and services, with a target date of 1<sup>st</sup> June 2022 for the transfer to take place. The table below sets out the main strands of activity.

February 2022	Formal consultation with senior managers on structure proposals Briefings for all staff in both HfH and the Council Formal notice to terminate the HfH Management Agreement Termination Agreement drafted to ensure transfer of assets and liabilities Co-design of future resident engagement arrangements Service integration plans in place for key service areas
March to May 2022	Internal and external communications planning including branding IT transition projects including internet, intranet and email accounts Formal TUPE consultation with HfH staff Resident communication about imminent new service arrangements
June 2022	TUPE transfer 1 <sup>st</sup> June Welcome and induction programme for HfH staff Resident communication about new service arrangements
July 2022 onwards	Reviews to integrate service delivery across housing services Consult residents and co-produce future engagement arrangements

#### 5. Structure Post-Insourcing

The Chief Executive is currently consulting affected senior managers in the Council and HfH about the proposed structure, in line with the Council's restructure procedure.

The core proposals are:

##### ***Housing Demand/Adults and Health***

Housing Demand, with the associated policy responsibilities, moves to Adults and Health. In the first instance the team moves within their current structure, with the Executive Director becoming Assistant Director (Housing Demand) reporting to the retitled Director of Adults, Health and Communities. To ensure that the benefits of integration are realised, there will immediately follow a piece of work to best

determine structures and ways of working going forwards. This will look at the opportunities for new ways of working across areas including thresholds for intervention, prevention activity, information, advice and guidance, safeguarding, VAWG, work with NRPF families, homelessness provision and pathways, amongst others. That work will lead to further proposals about the best structures through which to support residents. This work will include Children's services to ensure proper integration with their work in support of families, including for instance the Social Worker in Schools model, and current posts supporting safeguarding across children's and adults from a housing perspective. The review of Housing Demand functions will also consider whether any elements should move into HRP to ensure integration with other housing service areas.

### ***Wider Housing services***

Landlord and tenant services (the work covered by the Executive Directors for Property and Housing Management will move into the Housing, Regeneration and Planning Directorate. A new role of Operational Director (Housing Services and Building Safety) will be created within the structure. The Director will ensure that operational delivery across the different areas of property management and tenant services are effectively joined up, including across the boundaries with the work that will sit in Adults and Health. They will also ensure that there is rapid progress on improvement in property management and tenancy services, act as the Accountable Officer for regulatory purposes and ensure that safety standards are upheld across the Council's housing stock. The current roles of Executive Directors for Property and Housing Management will become Assistant Director (Housing Property Services) and Assistant Director (Housing Management) accordingly. These roles will be as important in the Council as they are in their current position, delivering essential services and ongoing improvement for residents, leaseholders and landlords. The Programme Director for Broadwater Farm will report to the Operational Director, reflecting the mix of housing property and management elements within this role, as well as the need for strong working links with the regeneration and housing delivery teams.

The existing role of Assistant Director (Housing) remains broadly as it currently is, although for clarity the job title will change to Assistant Director (Strategic Housing and New Homes Delivery). The role takes on the business development and acquisition function from HfH and will chair a new Housing Board to ensure that there is a shared and joined up view on housing issues across the Council. Policy relating to homelessness will sit in Adults and Health. Other elements of housing policy and strategy remain with the AD (Strategic Housing and New Homes Delivery).

### ***Corporate Services***

Corporate services from Homes for Haringey will move to the relevant service within the Council. A brief summary is as follows:

HfH communications team moves to the Council communications team. The team will in the first instance report direct to Head of Communications and a subsequent restructure will be carried out. Role profiles will remain the same in the first instance.

The Head of Finance (Housing and Chief Accountant) will take on any residual finance functions from the HfH finance team which are not already provided by the Council through an SLA.

The bulk of the work of the HfH transformation and improvement team will transfer to CTR with the HfH Head of Transformation and Improvement reporting direct to the Director of CTR in the first instance. A further consultation on an appropriate structure for a consolidated transformation team will take place in due course. Some functions of the current transformation team may be more appropriately sited in HRP where these relate directly to day to day service improvements. Work will be undertaken over the next month to ascertain whether this is the case and what any implications for roles are. This will be part of a wider corporate review through which the council is moving explicitly to a new model for supporting transformation. Broadly, in future more of the council's transformation work will be supported from the corporate centre.

The HfH customer feedback team will continue to report to the Head of Transformation and Improvement at the point of transfer.

The HfH health and safety team will transfer to the Capital Projects and Property team in the Council and report to the Head of Resilience, Operational Building Management and Safety.

The HfH IT team will move to join services under the Council's Chief Information Officer and reporting to the Head of Business Liaison.

The HfH Recruitment team will move into the Human Resources service alongside the existing HR team which supports HfH.

### **Other areas**

**Private licensing and enforcement** - It had been suggested that this could move to HRP from E&N. In light of the ongoing work on the consultation on a new licensing scheme, it would be unnecessarily disruptive to move this work at this stage. The location of the long term work on this area should be reviewed once the new licensing scheme is in place (subject to the public consultation).

**CCTV** – The HfH safer estates CCTV service should be integrated with the Council's CCTV team but there are further details to resolve before this can happen. The work to do this will now be taken forward jointly between the AD Stronger Communities and the incoming AD Housing Management.

**Employment Support** - HfH's employment support offer provided via Project 2020 is highly regarded but given the potential to provide residents with more joined up services this will be brought together with the Council's employment services under the Head of Employment and Socio-Economic Regeneration. The range of skills and expertise of the Council and HfH teams will ensure that as many residents as possible are supported into employment.

**Procurement** – Two posts employed by HfH are already being line-managed by the Council's procurement manager and will be formally transferred into this team (within the Environment & Neighbourhoods Directorate). The current HfH structure and the proposed new integrated structure are shown in Appendix 1.

## **6. Priorities and Key Messages**

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In most cases, key contacts for residents such as local tenancy manager, caretaker, how to report repairs, how to pay rent or service charges, etc. will stay the same. Some staff will have a new job title and report to a different senior manager. Otherwise, most people's jobs will stay the same.

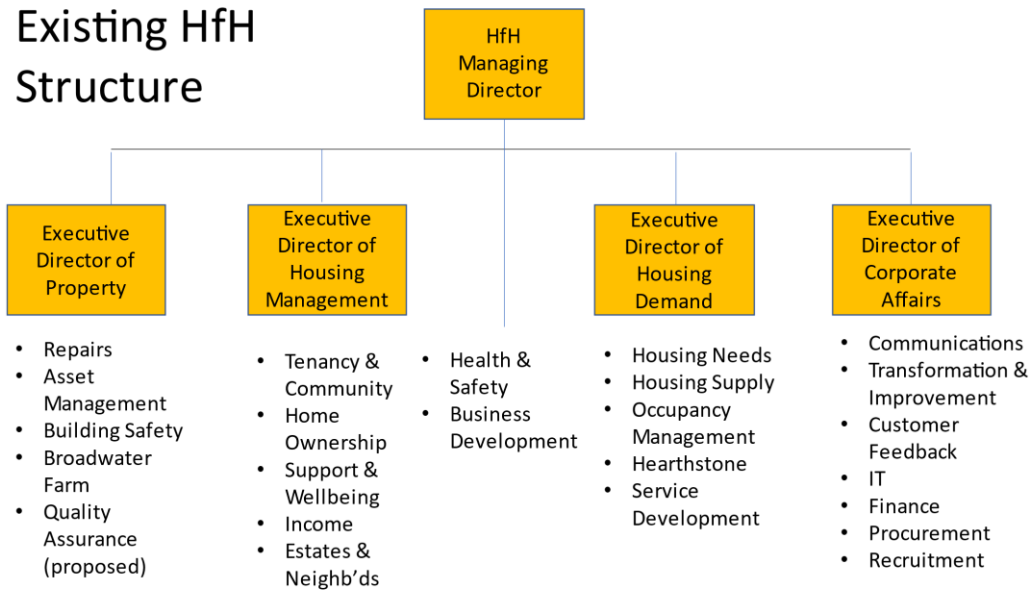
From 1<sup>st</sup> June, Housing services will all be accessed through the Council's website or telephone contact centre, rather than using the HfH website for some forms and service requests.

The Council recognises the importance and value of resident engagement and has made a strong commitment to build and strengthen tenant and leaseholder involvement in the delivery and scrutiny of housing services, so that residents have a clear voice that is heard and acted on.

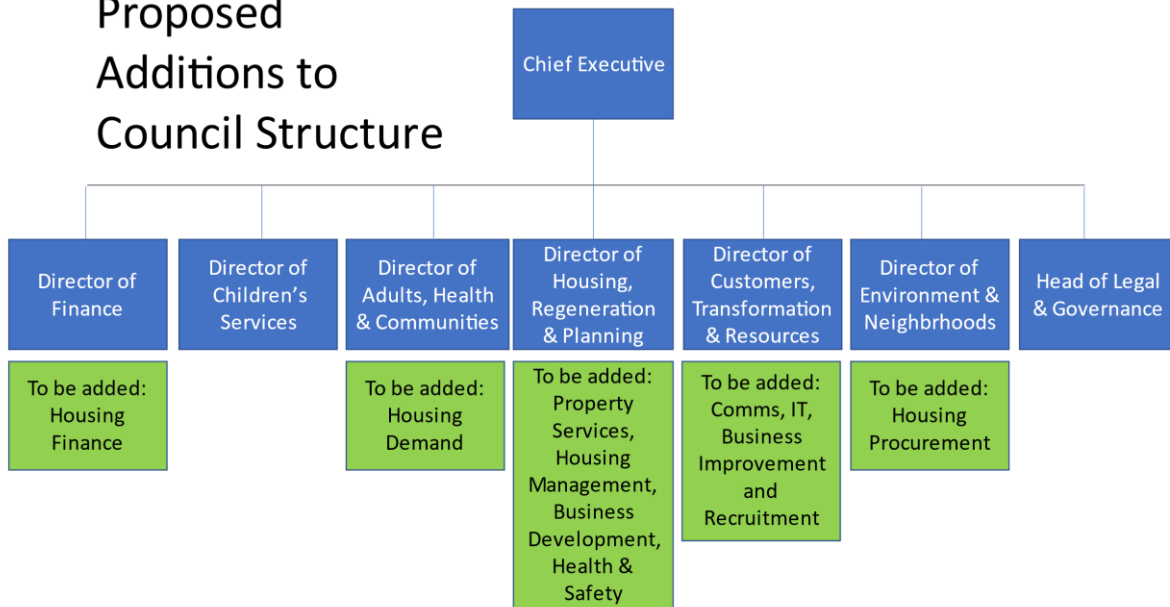
The most important thing is to make sure everyone feels included and knows how to get help when they need it. Our communications plan, staff transfer plans and service integration plans are all designed to achieve this.

# Appendix 1

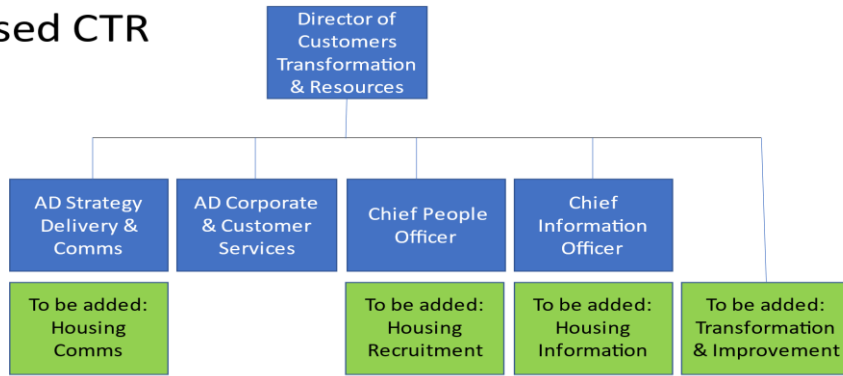
## Existing HfH Structure



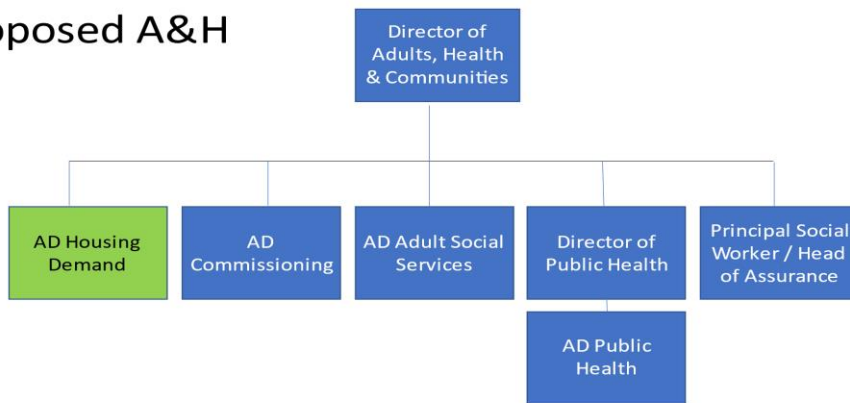
## Proposed Additions to Council Structure



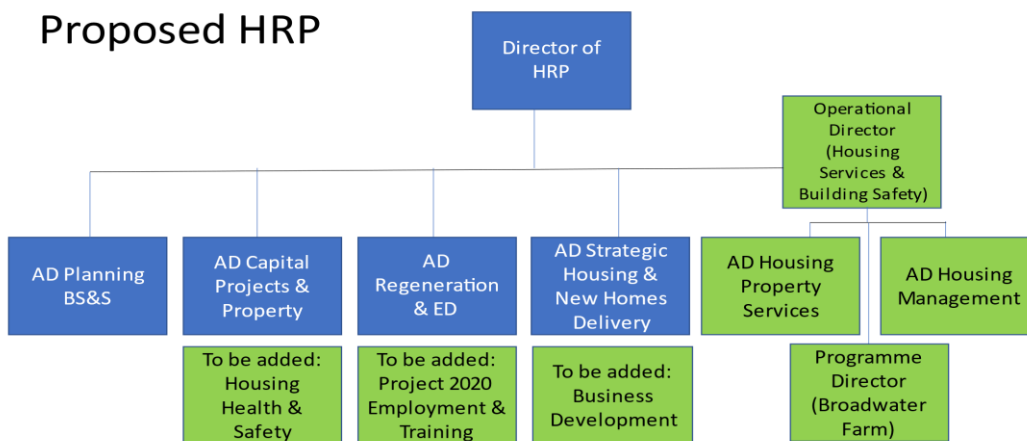
## Proposed CTR



## Proposed A&H



## Proposed HRP



7. **Use of appendices**

None

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

Not applicable