

Report for: **Housing & Regeneration Scrutiny Panel -1 November 2022**

Title: **Update on the Insourcing of ALMO**

Report

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

Lead Officer: **Tasleem Hamid, PH Programme Manager**

Ward(s) affected: **All**

Report for Key/

Non Key Decision: **Non-key**

1. Describe the issue under consideration

- 1.1. This report gives an update on the progress of the insourcing of the council ALMO service – previously known as Homes for Haringey.

2. Recommendations

- 2.1. Housing & Regeneration Scrutiny is recommended to note this report.

3. Update on the Insourcing Programme

- 3.1 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.
- 3.2 Detailed work was undertaken to implement the insourcing of HfH staff and services, with a target date of 1st June 2022 for the transfer to take place. Outlined below are the main strands of activity prior to the transfer date:
- 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
 - 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
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- Reviews to integrate service delivery across housing services Consult residents and co-produce future engagement arrangements
- An EqlA was undertaken.

3.3 The transfer of staff was completed successfully on the 1st of June 2022 with 740 employees transferred to the council. Attached (at Appendix 1) are the structure charts for Placemaking and Housing, and Adults and Communities which show the new senior structures agreed.

3.4 Since the transfer, further work has been undertaken including:

- A series of Lets Talk staff session were arranged hosted by the Director of Placemaking & Housing, Director of Adults and Communities and the Director of Customer, Transformation and Resources with support from HR.
- As part of the staff inductions, staff equalities networks were promoted to ensure a positive transition for staff with protected characteristics.
- “meet and greet” sessions – directors and the Cabinet member conducted a walkabouts of the staff offices to meet staff;
- Director “Roadshows” have taken place – both in person and virtual. An informal discussion session where staff are invited to ask questions.
- A further paper was taken to Cabinet on 19 July 2022 outlining proposals for resident engagement.

3.5 In general, the staff both already in the council and the staff being transferred have welcomed the changes. The general feeling is that the this will allow closer working and more synergy in delivering services. There are obviously some issues with the consolidation and streamlining of policies and working practices, but staff are working well together to resolve any concerns.

3.6 Since the transfer, we have now successfully recruited to the Post of Operational Director of Housing Services and Building Safety. The postholder will now actively take forward the further review of services and focus on the next stage of integration.

4. Next Steps

4.1 Now the services have transferred into the council, the next stage of the process will involve reviewing staff structures and revising policies and procedures to help reshape service delivery to achieve the improvements as outlined previously to cabinet. These are being led by the Assistant Directors of the services and will follow the Council’s relevant process in terms of staff and member engagement.

4.2 The Director of P&H and the ADS have been working closely alongside a specialist advisor to create an improvement plan, identifying specific issues within the service and how to work towards resolving this. A high level outline was recently shared with

Cabinet members, and will be further developed to create an action plan, once finalised will be shared further.

5. Contribution to strategic outcomes

- 5.1 The confirmed continued improvements and reviews contributes to Priority 1 of the Borough Plan, in particular outcome 3 'We will work together to drive up the quality of housing for everyone.'

6.0 Statutory Comments

6.1 Finance

As this is an update report, there are no financial implications arising.

6.2 Legal

As this is an update report, there are no financial implications arising.

6.3 Procurement

Strategic Procurement notes the contents of this report and confirms there are no procurement implications

6.4 Equalities

Equalities notes contents of this report, and the inclusive approach taken

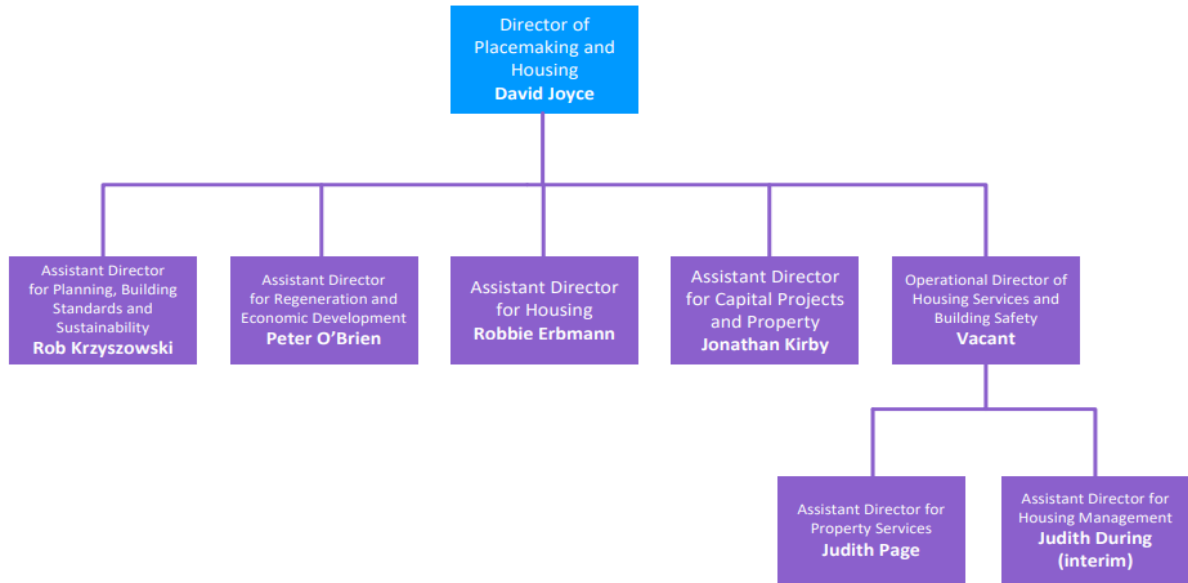
7.0 Use of appendices: Appendix 1

[Cabinet report 19 July 2022](#)

8.0 Local Government (Access to Information) Act 1985: Not applicable

APPENDIX1

Placemaking and Housing



Adults, Health and Communities

