

Report of the Scrutiny Review of Registered Social Landlords in Haringey

Phase I: Housing Management and Partnership Working

June 2004

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Chair's Preface

The make-up of social housing in our borough is changing. More than a third of all affordable housing stock in the borough is managed by Registered Social Landlords (RSLs) and this proportion is increasing year on year. 35% of the people re-housed through us this year moved into an RSL property and 40% of our homeless households are in temporary accommodation managed by RSLs.

Our RSL partners are absolutely key to the successful implementation of our housing strategy. This is why we decided to carry out this Review.

As a Panel we were very impressed by the extremely positive and constructive approach taken by our RSL partners towards the Review. Our own Haringey officers were equally helpful, as were the RSL tenant groups we met. All our witnesses were refreshingly open and honest with us about those things that were not working as well as they should. But rather than dwell on the negative all were able to give examples of good practice and suggest ways in which matters could be improved.

I would like to thank my fellow Panel members, Cllr Richard Milner, Cllr Alan Stanton, Colin Sandbach and Cllr Laura Edge who contributed their time and ideas. I very much enjoyed working with them and believe this report has been the stronger as a result of the team approach we took.

On behalf of the Panel I would like to extend very special thanks to our Scrutiny Officer, Geoff Turner. We all benefited from Geoff's excellent professional skills, his capacity for hard work and his enthusiasm for the subject.

Cllr Lorna Reith

Chair, Housing Scrutiny Panel
May 2004

Executive Summary

This Executive Summary outlines the key findings and recommendations contained in the report of the Housing Scrutiny Panel's Review of Registered Social Landlords (RSLs, also known as Housing Associations)

The aim of the Review was: *"To review the role of Registered Social Landlords in meeting housing need in Haringey and to make recommendations to improve the quality and scope of service delivery."*

During this phase of the Review, a Panel of four Councillors and one co-optee, gathered and considered evidence from a range of witnesses including those from Haringey Council and from 15 of our partner RSL and two tenants groups.

This evidence related specifically to the housing management performance and practices of RSLs and the way Haringey works in partnership with them. The Panel reached a variety of key findings and recommendations for service improvement.

The findings and recommendations are summarised below and can be divided into four areas: RSL performance and good practice; Haringey performance; Communication and Haringey RSL Liaison Forums.

Key Findings and Recommendations

RSL Performance

Our Key Findings

- ▶ RSL management performance in Haringey is varied – there are excellent practices but also some areas of particular concern.
- ▶ The Council want, and are expected by residents, to play a role in ensuring that RSLs manage to the highest possible standard in Haringey.
- ▶ There is a need for local monitoring of management performance and to drive up standards.
- ▶ Improvements need to be tenant focused
- ▶ Recruitment and retention of staff is a sector wide problem impacting on both RSLs and the Council.

Our Recommendations

Recommendation 1

That the Council and RSLs develop a shared set of housing management standards.

Recommendation 2

That the Council and RSL partners develop a framework for the local monitoring of RSL housing management performance within Haringey and sharing of best practice with the stated aim of driving up management performance in the borough.

Recommendation 3

That all RSLs owning and or managing property in Haringey provide up to date information regarding stock type and location, services provided and contact details.

Recommendation 4

That RSLs working in Haringey consider partnership arrangements with each other and the Council to improve recruitment and retention of staff. In particular that consideration be given to the following:

- Advertising vacancies in each other's and Haringey's tenant newsletters.
- Partnerships with local tertiary institutions for training
- Secondments between RSLs and the Council

Haringey Performance

Our Key Findings

- ▶ Haringey services provided to RSLs are varied. There are some excellent practices but there are some areas of concern.
- ▶ Nominations, especially Choice Based lettings presenting some problems to RSLs and effective joint working is needed to achieve speedy improvements in this area.
- ▶ Although evidence from RSLs suggests that Haringey's Housing Benefit service provides a high quality service to RSLs, it would be further improved with increased communication.
- ▶ Waste management and recycling services provided to RSL estates needed improvement.
- ▶ Services to RSLs are not well co-ordinated enough and RSLs are not sufficiently acknowledged as important by all Haringey officers.

Our Recommendations

Recommendation 5

That concerns regarding the need for improvements in basic customer service standards to RSLs specifically within the lettings team, be noted and tackled by section managers as a matter of priority.

Recommendation 6

That the Council and RSLs ensure that there is adequate ongoing liaison regarding nominations by establishing an operational sub-group of the management liaison forum. The sub-group would examine current operational issues as well as issues

around future policy development. This would provide RSLs with the opportunity to be involved in ongoing development and review of the scheme.

Recommendation 7

That the Nominations forum examine the Choice Based lettings scheme with respect to how it operates in terms of RSLs and to examine how choice can be extended across the North London Sub-Region.

Recommendation 8

That the Council work with RSL partners to more fully address BME issues more explicitly within Haringey's Housing Strategy.

Recommendation 9

That Environmental services work closely with the RSLs and Haringey Accord to ensure that Waste Management issues are identified and tackled on RSL estates.

Recommendation 10

That the Environmental Services department review the provision of recycling facilities to ensure they are provided on RSL estates.

Recommendation 11

That Housing Services establish and co-ordinate a system for obtaining, collating and managing the Council's response to Audit Commission inspection report requests.

Recommendation 12

That each service area within Haringey which deals with RSLs recognises the importance of our RSL partners to delivering our housing and community strategies and actively involves RSLs where appropriate in developing strategy and arrangements for delivery.

Communication

Our Key Findings:

- ▶ There is a need for improved communications in three areas
 - Internal RSL communications
 - Internal Haringey communications
 - Haringey ↔ RSL communications
- ▶ If both formal and informal communications between RSLs and Haringey are improved, we believe this will lead to better partnership working and to improved services to tenants and residents.

Our Recommendations:

Recommendation 13

That our RSL partners each nominate an officer with overall responsibility for Haringey who will act as a contact point and will undertake to disseminate information about Haringey within their Organisation.

Recommendation 14

That each Haringey service which works regularly with RSLs identify a named officer who will act as a contact point for the service and will take responsibility for ensuring that staff within the service considers RSLs.

Recommendation 15

That a one-off officer meeting of representatives of all service areas who work with RSLs be convened as soon as possible with the aim of improving networks and internal communication.

Recommendation 16

That following this single forum meeting a “virtual” officer body form an informal network with regular email contact and that they bring concerns and issues to appropriate officer meetings.

Recommendation 17

That the RSLs and Haringey jointly develop and agree a communication contract which would commit all partners to improving communications and would specify how such improvements would be achieved.

Recommendation 18

That the Housing Service produce a regular email bulletin for distribution to partner RSLs and rationalising mail communications.

Haringey RSL Liaison Forums***Our Key Findings:***

- ▶ Currently the liaison forums at Haringey are not working as well as they need to. There remains a need for the Council to host and adequately support RSL liaison forums
- ▶ There is a need for a time limited strategic forum with a specific remit to strengthen the working relationships between RSLs working in the borough and between the RSLs and Haringey.
- ▶ There are several key ingredients for successful liaison structures including:
 - Appropriate level officers
 - Appropriate agenda topics
 - Consistency of attendance
 - Regularly timetabled meetings
- ▶ The RSLs and Haringey need to jointly re-design and re-launch the liaison structures for the borough.

Our Recommendations:

Recommendation 19

That the RSLs and Haringey Council jointly restructure and re-invigorate the Haringey RSL liaison forums, specifically:

I. That a time limited strategic level RSL Liaison forum is established to be attended by RSL staff senior enough to influence both their organisations strategic direction and their operational functions.

II. That HAMASC is redeveloped as an operational forum with membership drawn from RSL staff with operational management responsibility

III. That a nominations sub-group be established (Recommendation 6)

IV. That an event is organised with representatives of all RSL partners and Haringey to launch and gain commitment to the restructure of the liaison forums.

In re-framing the forums:

- That in revising the forum arrangements the new structures are able to be integrated with any sub-regional framework
- That consideration be given to improved arrangements for linkages with the Haringey Strategic Partnership.
- That consideration is given to the introduction of an annual Haringey RSL conference
- That consideration is given to sharing the Chairs between RSL and Haringey Officers
- That scope for establishing time-limited “task and finish” groups to address specific policy areas is included.
- That appropriate level officers from RSLs are identified to attend and that there is consistency of membership.
- That careful consideration is given to the appropriateness of agenda topics
- That agendas, minutes and other related information is communicated in a timely and consistent fashion
- That officers from Housing Strategy and Needs and Housing Benefit attend each other’s Forums.

Conclusions

We have been encouraged by the overwhelmingly positive engagement from our RSL partners and Haringey officers who participated in the Review. Witnesses were candid and open and criticism from both sides was constructive. We hope that this report will be received in the same way.

We look forward to an improving working relationship and to Haringey working closely at both officer and councillor level with RSLs to improve management standards for all tenants in Haringey.

I. Introduction

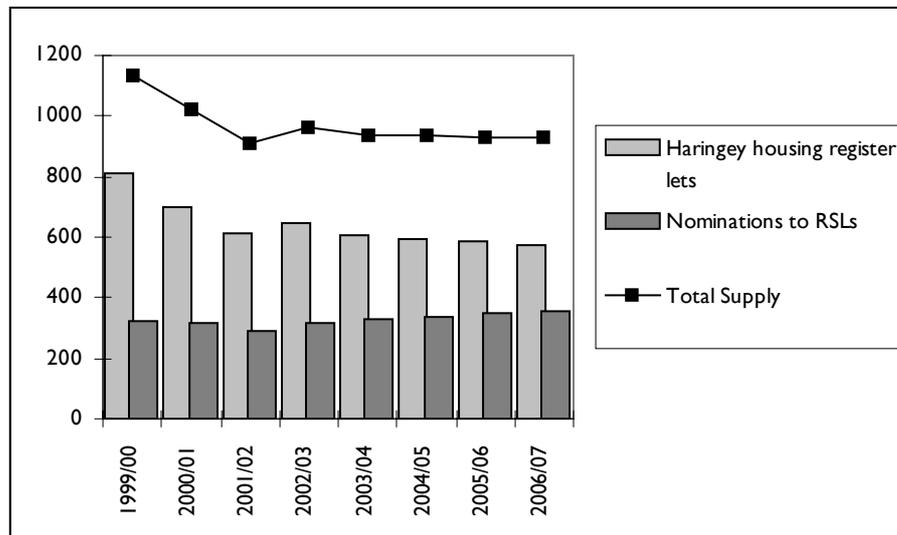
- I.1. This report covers in detail the findings and recommendations of the first phase of the Housing Scrutiny Panel's in-depth Review of the role and work in Haringey of Registered Social Landlords (RSLs) better known as Housing Associations.
- I.2. Although Scrutiny Panels usually scrutinise areas of Council policy or performance, we are also empowered to look more widely at key services being provided in the Borough. Such external reviews are an important element of the Council's community leadership role and of the role of the elected councillor within it. Indeed, they are also a vital way in which Councillors can champion change in services which impact on the quality of life many Haringey residents. The Housing Scrutiny Panel selected this topic because of the importance of RSLs to Haringey's housing strategy.

The Haringey Context

- I.3. London faces an acute housing shortage and the crisis need in Haringey is particularly severe. The housing needs survey conducted in 2002 identified a shortfall of nearly 4000 affordable housing units in the borough. Demand for housing in Haringey exceeds supply across all tenures. There are over 14,000 households on the housing register, of whom almost 5,000 are approved for housing. Haringey has one of the largest number of homeless families in London.
- I.4. With Local Authorities prevented from building new homes, RSLs play an increasingly important role.
- I.5. According to the 2001 census, 10% of all households in Haringey are RSL tenants. They provide nearly 9,000 homes, managing about 34% of all affordable rented housing stock in the borough. This represents a rapid increase in recent years and should be considered alongside the reality of shrinking local authority stock due to sale of units through Right-to-Buy.
- I.6. RSLs are the major providers of new, affordable permanent housing in Haringey. They are also set to play an increasingly important role in areas such as shared ownership and key worker housing. (Source Haringey Draft Housing Strategy 2004/06)
- I.7. The significance of Haringey Council's partnership with RSLs cannot be overstated. Of the expected 934 new lettings in Haringey in 2003/4, some 330 are expected to be to RSL properties, up from 316 in the previous year. New lettings of homes owned by the Council fell from 647 in 2002/03 to 605 this year and are predicted as continuing to fall

due to the impact of Right-to-Buy and limitations on new building and acquisitions. Haringey also has over 4000 households in temporary accommodation, of which some 1600 are managed by RSLs. (Source: Haringey Draft Housing Strategy 2004/06)

Chart I. New lettings comparison



- I.8. There are some 52 RSLs managing stock in Haringey. They range from large national organisations, some of which provide almost 2000 homes each in the borough, to RSLs who work just in Haringey and small niche providers with perhaps only a few properties. (Source: Housing Corporation)

- I.9. RSLs provide a variety of different types of housing. It includes built, mixed tenure small estates, converted Victorian street properties, supported housing and sheltered housing. RSLs own small, medium and large estates of varying ages.

Background to the Review

- I.10. With such a large and increasing number of households in Haringey being placed either in temporary or permanent housing with RSLs, we felt it was important to review how the borough works with RSLs. Are there tenants receiving good quality services both from their RSL and from Haringey?
- I.11. Another reason for the Review was the message coming from our RSL partners. RSLs had told the Council that they wished for closer dialogue and more engagement with us. So we felt that an in-depth, councillor led Review, would not only increase engagement with our RSL partners itself but could act as a catalyst for improving partnership working.

The Work of the Review

- I.12. Owing to the size of the scope of the Review we decided to conduct it over two phases. This year 2003/04 the focus of the initial phase was the housing management practices of RSLs. We took detailed evidence about the way RSLs manage their housing in Haringey and provide services to their tenants in the borough. We also investigated the various ways in which Haringey works with our RSL partners around management issues. .
- I.13. The Review Panel members were drawn from Haringey's non-Executive councillors. We also co-opted a member of the public who has strong interest in and experience with RSLs in Haringey. The Panel was chaired by Cllr Lorna Reith who was assisted by Cllrs Alan Stanton, Richard Milner and Laura Edge, who joined the Review after her election in March 2004. Mr Colin Sandbach, a former elected Member of the Council with extensive experience working for and with RSLs, sat as the co-opted member of the Review Panel.
- I.14. The Aim, Scope and Terms of Reference of the Review were agreed by the Council's Overview and Scrutiny Committee at its meeting on 6th October 2003. The overall aim of the Review is as follows:

"To review the role of Registered Social Landlords in meeting housing need in Haringey and to make recommendations to improve the quality and scope of service delivery."
- I.15. In working towards achieving this aim, we held a series of evidence gathering meetings, both formal and informal, with a large range of witnesses. These included senior officers from fourteen of our partner RSLs who generously responded to our invitation to participate. These ranged from some of the largest providers to smaller, or niche provider

RSLs. We heard evidence from Haringey's Executive Member for Housing, Cllr Isidoros Diakides and from a range of officers including the Director of Housing as well as strategic and operational officers within Housing Services and other departments and services who work with RSLs. We took evidence from the Audit Commission's Housing Inspectorate and gathered much information from the Housing Corporation. To accompany this, telephone benchmarking with other boroughs was undertaken as well as extensive background research. A full list of witnesses and sources appears in the appendices to this report.

- I.16. We were, of course, keen to hear evidence from tenants, with their opinions and experiences of RSLs. To this end we advertised both in Haringey People and the local press. We also sent questionnaires to several tenants directly, and through their RSLs. Although we had hoped for a greater response, we did manage to meet with two groups of tenants as well as conduct some telephone interviews. The evidence we gathered from these sessions was extremely valuable in informing our opinions. While we would have preferred to conduct more extensive consultation of tenants and residents, time and resource constraints prevented this.

Key Findings and Recommendations

This section, as the main body of the report, sets out in detail the evidence gathered during the course of the Review, an analysis of this evidence, and our key findings, grouped into four areas:

- ▶ **RSL Performance and Best Practice Examples**
- ▶ **Haringey Performance**
- ▶ **Communications**
- ▶ **Haringey – RSL Liaison Structures**

We conclude with recommendations designed to provide a starting point for improving working relationships between the Council and RSLs. Our aim is a framework within which, together, we can improve the quality and scope of housing management services in Haringey. Some recommendations will need action from the Executive of the Council, and others by RSLs. It will need co-operation and commitment from both the Council and our RSL partners to introduce these changes successfully.

2. RSL Performance

Introduction

- 2.1. As the organisation which nominates households to RSL properties, the Council has a measure of responsibility for the services provided to RSL tenants. The Panel feel it is very important that where homes in Haringey are managed by RSLs, this task is done to a consistently high standard.
- 2.2. Few RSLs operate solely at the borough level. They are usually regional, and often national, in scope and face the challenge of managing different types of properties over large areas. The Panel received much evidence on the different ways in which RSLs tackle this challenge.
- 2.3. We found that the smaller, or more localised RSLs use local knowledge and strong relationships between housing managers and tenants to make services more responsive and appropriate. Some larger RSLs use Information Communications Technology (ICT) innovatively to help manage their tenant relationships. Most of the RSLs we interviewed did not have a local office. Indeed, we heard from almost all RSLs that their tenant surveys indicated that the vast majority of their tenants preferred to contact them by phone.

- 2.4. We heard concerns about the large number of RSLs operating within Haringey. While recognising the valuable role of specialist RSLs and the management benefits of small organisations, we too question the efficiency and effectiveness of RSLs operating a few scattered properties over a larger area. The National Housing Federation (NHF) has called for a rationalisation of RSLs working areas, recognising the difficulties faced by RSLs, Local Authorities and particularly tenants. We propose that this issue of rationalisation in Haringey should be further investigated in phase 2 of the Review.
- 2.5. We heard from tenants that the relationship between themselves and their housing manager is key to the relationship they have with their RSL. Having a responsive and dedicated housing manager made a huge difference to the quality of service provided.
- 2.6. We suggest that having a local presence is vital to good management. This does not necessarily mean a local office and we recognise that it is not possible or desirable for every RSL to have one. By local presence we mean that housing managers, contractors, or any RSL representatives, should be visible and accessible to residents locally, and responsive to tenant needs and requests.

Management Standards

- 2.7. Our findings in this area presented a significant challenge to RSLs and to the Council. The Review process highlighted many good practice examples as well as some less satisfactory areas of work. We feel that the aim of the Council and RSLs should be to work together to improve management practices across the board.
- 2.8. The National Housing Federation (NHF), the Local Government Association (LGA) and the Housing Corporation have published a joint report on partnership working between Local Authorities and RSLs. In it, they cite continuous improvement in service delivery as a key challenge for Local Authorities and RSLs, and they conclude that with effective dialogue, realistic joint targets can be set and met. We suggest that such standards should be ambitious but at the same time achievable, locally relevant and developed in partnership.
- 2.9. We recommend that the Council and our RSL partners work together to develop a shared set of management standards. We believe that, together with improved sharing of best practice and shared monitoring of performance; this is the best way of ensuring consistently high standards of housing management.

<p>Recommendation 1 That the Council and RSLs develop a shared set of housing management standards.</p>

Regulation

- 2.10. Monitoring of RSL management performance is principally the task of the Housing Corporation in conjunction with the Audit Commission's Housing Inspectorate. In addition, some boroughs play a role in monitoring local performance by collecting and collating local borough-based RSL performance information. They then share this with all RSLs operating in their borough. We heard mixed reaction to this system, with several RSLs advocating its use as a valuable exercise, while others felt that it was too resource intensive and of questionable value.
- 2.11. As RSLs are considered private sector landlords for the purposes of environmental control, the Council has a statutory role in enforcing environmental standards such as fire safety, repairs, noise, pest control and waste. We heard concerns from our enforcement officers that RSLs were sometimes reluctant to carry out works which were required of them until the service of formal legal notices. We agree with the view of Haringey officers that is a waste of resources and harmful to our working relationship with RSLs for environmental enforcement issues to reach the stage of legal proceedings. We conclude that an improvement in communications is necessary and we endorse the good practice identified by officers of an RSL having a single nominated contact officer with responsibility for dealing with all enforcement issues.
- 2.12. We recognise that the RSL sector is a highly regulated one and that the work involved in collecting and providing performance information is considerable for RSLs. We have no wish to add to their regulatory burden and be "tarded with the regulation brush" as one witness put it. However, we do want, and are expected by residents, to play a role in ensuring that RSLs manage to the highest possible standard in Haringey.
- 2.13. While the Council has no statutory regulatory role, we feel there is a need for local monitoring of RSL management performance. We are recommending that the Council and our RSL partners develop a framework to enable borough-based monitoring of RSL management performance. This may include but should not be limited to performance indicators, and should take care to not duplicate work done elsewhere unless it would demonstrably improve services. This framework should include provision for input from tenants or tenant groups where appropriate. We suggest that the work to develop this framework be undertaken by the operational Liaison Forum or sub-group which has responsibility for management.

Recommendation 2

That the Council and RSL partners develop a framework for the local monitoring of RSL housing management performance within Haringey and sharing of best practice with the stated aim of driving up management performance in the borough.

- 2.14. The Housing Strategy and Needs division within Housing Services manages, and is currently developing, a database of RSLs operating in the Borough, which includes stock numbers, type and location as well as contact details for each RSL. Currently the information is neither complete nor up to date. One of the problems for Haringey staff is RSLs not providing information when asked. We believe accurate information will assist in improving services and recommend that our RSL partners provide the council with updated information about their Haringey stock and services including address, phone and email contact details.

Recommendation 3

That all RSLs owning and or managing property in Haringey provide up to date information regarding stock type and location, services provided and contact details.

Nominations

- 2.15. Haringey officers expressed concerns over the nominations process, particularly in cases when RSLs refuse a nomination. It was suggested that some RSLs did not always follow the nominations process completely and transparently, but on occasions appear to want to pick and choose tenants. There is understandably a conflict in this area as a fair number of the people the Council has a responsibility to house are vulnerable. RSLs have to manage mixed tenure estates and it is entirely understandable that they want to avoid a high concentration of vulnerable people, for example on any one estate, as this is not good for sustainability.
- 2.16. Haringey officers raised concerns over the level of engagement by some RSLs in the Choice process. Though overall, we found that RSLs were committed to the concept of Choice. We urge better communications and closer working between RSLs and Haringey at an operational level. To this end we recommend that a nominations subgroup Liaison Forum be established. (See Recommendation 18)

Choose Haringey: Haringey's Choice Based Lettings Scheme.

Choose Haringey, the choice based lettings scheme which operates in the borough, gives tenants a say in where they live. The scheme aims to ensure that housing is allocated to those in the greatest need. Choose Haringey currently only operates for general needs housing.

The waiting list for housing is organised on a points basis where the higher the need, the greater the number of points an applicant/household has. Every fortnight available RSL and council properties are advertised to housing applicants in a lettings pool, made up of households with the highest points levels. The aim of limiting the advertising in this way is to try to minimise disappointment from applicants with lower points.

As an applicant moves up the housing waiting list, they are interviewed by the lettings team to ensure that information about their housing needs is up date. At the interview, Choose Haringey is explained to them so they are able to make best use of the scheme. At this point, applicants may opt out of the scheme. If they choose not to take part in the scheme, or they have special needs which would make the choice scheme unsuitable for them, they

will be allocated a property by the lettings team. The majority of applicants do take part in the choice scheme. The scheme works on a two-week cycle. It begins, from an RSL perspective with the deadline for submitting void properties which is 12:00 midday on a Wednesday. Submitting of properties is done by email. Information, including a photo and description of these properties, along with Haringey's own voids is collated into a bulletin which is sent to all tenants in the pool. The information is also placed on the Haringey Homesearch web site. Applicants only have access to information on properties which are relevant to them in terms of the property size they are approved for.

Tenants receive the information on a Thursday and contact the department to arrange a viewing of any properties they are interested in. Viewings are held on the following Thursday or Friday. Applicants can bid for up to five properties and must rank them in order of preference. Bids close at 4pm on the Tuesday after the viewings and offers are made on Wednesday and Thursday. The successful applicant for each property is the bidder who has the most points – therefore the highest level of need. RSLs are informed of the successful applicant via email.

Temporary Accommodation

- 2.17. We found that only a few RSLs manage temporary accommodation in Haringey. Several RSLs explained that they did not do so because of the negative impact temporary accommodation can have on the cohesion and sustainability of communities. We also noted that private sector leasing arrangements are financially complex. We were given one example of this having serious negative impacts on the financial stability of an RSL in the past. We had some concerns about the performance of those few RSLs in managing temporary accommodation and feel that evaluation of this should form part of the local monitoring

Recruitment and Retention of Staff:

- 2.18. A recurring theme in the evidence from both RSLs and Council staff was the impact of staff turnover on organisations and the services they provide. We found that this problem is common to nearly all RSLs. We also heard evidence of many innovative schemes to recruit and retain staff and so increase the consistency of service to tenants.

- 2.19. Several RSLs have created trainee posts within their organisations specifically to tackle this issue. We heard that some RSLs recruited staff with customer service skills and ensured that housing knowledge was be acquired through training and development on the job.

Case Study: Traineeships.

We were told by a senior RSL officer of her experiences in developing partnerships with tertiary institutions:

“I am personally very interested in developing traineeships in a number of ways to inject new blood into the sector. Working with the London School of Economics, we placed four of their students for one year in our organisation as part of their MSC in Housing Studies. LSC identifies the students and then look to place them for a year for 4-5 days per week to complete their course. The students I have placed have been of very high quality – they have undertaken project work as well as worked closely with customers in housing management or support services.” (Servite Houses)

Recommendation 4

That RSLs working in Haringey consider partnership arrangements with each other and the Council to improve recruitment and retention of staff. In particular that consideration be given to the following:

- ▶ **Advertising vacancies in each other’s and Haringey’s tenant newsletters.**
- ▶ **Partnerships with local tertiary institutions for training**
- ▶ **Secondments between RSLs and the Council**

Tenant Involvement:

- 2.20. As we stated in the introduction to this report, we had difficulty in obtaining views from tenants about their RSL landlords. Rather than this indicating a lack of interest from tenants, we regard this as indicating a further challenge for both the Council and RSLs in encouraging more tenant involvement.
- 2.21. Even so, all the RSLs we spoke to provided evidence of extensive effort to involve tenants. All had tenant representation on their board and structures to allow for both formal tenants associations and informal tenant groups to get involved in management of their organisations. However, nearly all of these organisations also reported some difficulty with the level of participation of their tenants.

Addressing the Challenge:

- ▶ One RSL has had success with an *Active Tenant Register* which is a database of tenants interested in taking part in consultation on management and related issues. A questionnaire is distributed at tenancy sign up and regularly following this, which allows the tenant to nominate specific issues on which they would like to be consulted.
- ▶ Another RSL, after conducting its tenant survey, uses a National Housing Federation model to compare the results with other “peer” RSLs.
- ▶ Very high levels of participation are possible as demonstrated by one specialist RSL working with tenants with high support needs. Their tenants were able to attend area and regional focus groups where they could meet directly with area and regional managers; were responsible for producing material for the tenant newsletter which staff collated and distributed; and were involved in staff selection interview panels.

2.22. We share the view that housing management services need to be tenant focused. We applaud the commitment that many RSLs have shown and the innovative ways they have developed to work with tenants. Improving the quality and scope of local services depends on engaging tenants. We would encourage RSLs to share successful practices, and difficulties encountered, with each other and the Council.

Case study: How a group of RSL Residents have improved the Community and Environment on their Estate

Residents living on an RSL Estate in the west of Haringey, told us of the problems they had encountered with repairs, anti-social behaviour, estate cleaning and waste removal over many years. Residents spoke of battling constantly for nearly 20 years to improve services with varying but limited success until recently. Major flooding affecting many properties on the Estate last year proved the catalyst for renewed efforts:

“Maintenance and cleaning contractors were rude and not responsive. At times, the RSL would “cry poor” as an excuse for failing to carry out repairs in time. Our housing manager was rarely seen on site and response times were very slow

This was the third time we had tried to get our RSL to improve services on the Estate. Finally, this time improvements are starting to be made. They are taking more notice now. We persevered and went high enough up the organisation. We also formed a Residents Association which is officially recognised and supported by the RSL.

Our approach has seen the environment improve. Now, we have good communication with our Housing Manager. We see him on the estate often and he takes notice of our concerns. We have managed to get the lighting, estate cleaning and waste removal improved. The RSL is more responsive about repairs, particularly urgent ones which are attended to very quickly. Being official has made a huge difference.”

Although there have been improvements in some areas, there is still some way to go. Communication continues to be difficult and non-urgent repairs can still take too long. However, our dialogue with the RSL is much better than it was and the relationship has improved.

We hope it will continue to improve because it has taken a lot of hard work and there is still a long way to go.”

By escalating their complaint within the RSL and by becoming more involved within their RSL’s resident participation structures, these residents have successfully started to change the services they receive.

- 2.23. It is crucial that tenant voices are heard by RSLs and that there exists in each organisation and within the borough, structures to allow tenant opinions and concerns to be raised and account taken of them.

Conclusion

- 2.24. Overall we concluded that RSL management in Haringey is varied. There are certainly examples of excellent practice and high quality services being provided. There are also areas of concern and evidence of practices which need improving. The Council wants to play a central role in driving up housing management standards across the borough and we heard of RSL commitment to working with Haringey and each other to do this. We also feel it is vital that tenants are placed at the centre of the drive for improved services.

3. Haringey Performance

Introduction

- 3.1. We invited all the witnesses who gave evidence to the Panel to be as open and candid as possible and we are grateful to them for doing so. Good partnership working depends on all parties listening to each other's concerns and acting upon them where appropriate.
- 3.2. We are grateful to our RSL partners for their constructive contributions in assessing areas where Haringey is performing well and those areas which about which they raised concerns.
- 3.3. We were concerned to learn that RSL officers had experienced basic customer service problems such as not being able to contact the appropriate officers, incorrect or inadequate information being provided, and not having phone calls returned. We feel that these basic issues must be tackled as soon as possible and we recommend that managers take action to rectify these problems. Improvement in these areas will have an immediate positive impact on overall performance.

Recommendation 5

That concerns regarding the need for improvements in basic customer service standards to RSLs specifically within the lettings team, be noted and tackled by section managers as a matter of priority.

Nominations

- 3.4. Haringey holds formal nominations agreements with all RSLs who manage properties in the borough. Within these agreements Haringey is allocated 100% of allocations rights to the first let of all newly built properties in the borough. Following the initial letting, Haringey then retains 75% of all nominations. For new developments there is also scope for negotiating individual local lettings schemes under which 50% of the properties are let to people already living in the area.
- 3.5. Within current policies, almost all tenants nominated to a one-bedroom property are likely to be vulnerable and require support. RSLs in the borough have a significant amount of one bedroom stock and there is concern that this leads to a concentration of vulnerability. Both Haringey officers and RSLs suggested that if the threshold for a one bedroom property was lowered this could be mitigated. We suggest this be investigated further.

- 3.6. **Choice Based Lettings:** RSLs were supportive of the Choice based lettings scheme but raised a specific concern about the negative impact the scheme was having on RSLs void times. They gave evidence that the two weekly cycle can result in delays and that they may not receive a bidder until five weeks have elapsed. A weekly cycle was suggested. In addition the fact that they only receive one bidder at the end of the process, can result in delays if the client ends up rejecting the property or they are unsuitable. RSLs would prefer to receive multiple applicants so if the first is unsuitable then they have a fallback position.
- 3.7. RSLs do not have access to either the bulletin or the web site where the properties are advertised and so have no way of knowing if a property has in fact been put into the pool. We suggest that the feasibility of this should be investigated and if possible, and requested by the RSLs, access should be granted. We recommend that the Choice Based lettings scheme is examined by the nominations sub-group with respect to how it operates for RSLs. Such a group should also improve the networking and communications between RSLs and Haringey officers.
- 3.8. **Specialist Lettings:** With specialist lettings there was criticism that on some occasions inappropriate nominations may be made. We felt this was “the other side of the coin” to the perception by some Haringey officers that RSLs were “cherry picking” prospective tenants. We suggest this problem could be overcome by improving the understanding of both parties. We support the suggestion from RSLs that council nominations staff visit some of the specialist RSL schemes to give them an understanding of what the scheme could offer and help to ensure more appropriate nominations.

Recommendation 6

That the Council and RSLs ensure that there is adequate ongoing liaison regarding nominations by establishing an operational sub-group of the management liaison forum. The sub-group would examine current operational issues as well as issues around future policy development. This would provide RSLs with the opportunity to be involved in ongoing development and review of the scheme.

Recommendation 7

That the Nominations forum examine the Choice Based lettings scheme with respect to how it operates in terms of RSLs and to examine how choice can be extended across the North London Sub-Region.

Temporary Accommodation

- 3.9. Haringey has a Housing Association Leasing Scheme (HALS) through which RSLs are contracted to provide temporary accommodation.

HALS provides an alternative to Bed & Breakfast accommodation, and has enabled Haringey to meet the government's target for eliminating the use of B&B accommodation for families with children. We welcomed the fact that Haringey has had great success in procuring temporary accommodation to meet the extraordinary need in the Borough. However, we have concerns that this does not provide any net increase in the amount of permanent affordable housing. The Housing Supply Team has effective arrangements for working constructively with RSLs, which should be shared with other Haringey services. We urge that the level of communication between this team and other Haringey officers be improved.

Key Workers and Shared Ownership

- 3.10. We received evidence about RSLs commitment to and work in the area of mixed tenure development and their recognition of the needs of Key Workers. This is of great concern across London and we feel that the Council needs to be in a position to take advantage of these opportunities. While this area crosses over into the anticipated work of phase 2 of the Review, it is essential that we are working closely with the RSLs around definitions of key workers and nominations arrangements. The Council must be prepared to maximise the choice available to those either currently in rented accommodation or on the waiting list who may be eligible for and in a position to take up shared ownership opportunities.

Supporting People

- 3.11. RSL partners had praise for the work of Haringey's Supporting People service particularly around the level of consultation and information sharing which was provided and the quality of the partnership working undertaken by the team. It is very important that the good practice by the team is shared with other Haringey officers and is learned from. We would encourage the Supporting People team to discuss their approach with other Haringey services to share this good practice.

Strategy for Black and Minority Ethnic residents (BME)

- 3.12. Some RSLs strongly urged Haringey to develop a BME Housing strategy. One suggestion was a BME housing forum in partnership with the RSLs. They provided examples where RSLs had worked very productively with other boroughs to produce BME strategies. We heard about the "Brent Protocol" now used nationally and recommended by the Housing Corporation for all development partnerships between mainstream and BME associations. Some local authorities require RSLs to sign up to this as a condition of their support. While recognising this is a very important area, Haringey's

policy is to mainstream equalities issues and the development of a separate BME strategy would not align with this approach. We therefore recommend that the council work with RSLs to address BME issues more explicitly within the housing strategy.

Recommendation 8

That the Council work with RSL partners to more fully address BME issues more explicitly within Haringey's Housing Strategy.

Waste Management / Recycling

- 3.13. Evidence from RSLs indicated that they often found difficulties in dealing with the Council on waste management problems. . While there appears to have been an improvement in some areas, we were told about outstanding issues, which had taken too long to resolve, or remained unresolved. One outcome is that the objectives of the Better Haringey Campaign are not being met on some RSL estates. We propose that work needs to be undertaken as a matter of priority to examine the way that waste management is tackled on RSL estates. In our view, Environmental Services and Haringey Accord should work more closely with RSLs to ensure that these issues are properly identified and solved.
- 3.14. Evidence indicated that RSL properties had not been fully included in the Council's recycling programme Although street properties had received "green bins" the RSL estates had been omitted from the planning and introduction of recycling facilities. We recommend that this be rectified as soon as practical.

Recommendation 9

That Environmental services work closely with the RSLs and Haringey Accord to ensure that Waste Management issues are identified and tackled on RSL estates.

Recommendation 10

That the Environmental Services department review the provision of recycling facilities to ensure they are provided on RSL estates.

Housing Benefit

- 3.15. We heard consistently positive reports regarding the service provided to RSLs by the Housing Benefit (HB) service. Almost all the RSLs

praised the service and rated it highly in comparison to the services they received from other London boroughs.

- 3.16. We were therefore confused when we heard conflicting evidence from RSLs as to whether or not there was a dedicated Housing Benefits officer allocated to work with each RSL. Evidence from the HB Service is that while all initial enquiries go to the Customer Service Centre, if a case is escalated, there is indeed a dedicated, named officer for each RSL and each RSL should receive the name, email, fax and direct telephone contact details of their allocated officer. The HB Service will make face-to face appointments with officers and tenants from RSLs if this is required to resolve an issue.
- 3.17. Tenants told us that Housing Benefit caused them concern and anxiety owing to the fact that because it was paid in arrears, their rent statements from the RSLs showed them owing money. This is a constant issue for those dealing with Housing Benefit and we feel that a solution needs to be found if possible, by the Housing Benefit Liaison Forum.
- 3.18. The evidence suggests that, while the H.B. Service had systems in place which were sound, and were highly effective when working as they should, there were a few RSLs who had experienced problems. Information did not seem always to reach the necessary RSL staff. This was in part to do with an outstanding long-term vacancy in the team but there were also problems with the dissemination of information within RSLs.
- 3.19. We were concerned about the level of communication and liaison between Housing officers running the RSL liaison forums and those from Housing Benefit. We suggest this needs to be improved. We recommend (See Recommendation 19) that officers from the Housing Strategy and needs team and any other relevant Housing officers attend the Housing Benefit RSL liaison forum, with a representative from the H. B Service also attending Housing Management Liaison forum as appropriate. This could be on an alternative basis.
- 3.20. Evidence showed that the specialist H.B. team was proactive in their approach to RSLs. The team tries to make contact with their assigned RSLs if there has been no dialogue over a six-week period in an effort to resolve problems before they escalate. We felt that this and other areas of good practice from the service should be shared with other Haringey services.

Audit Commission Inspections

- 3.21. We heard evidence from the Audit Commission Housing Inspectorate about how Local Authorities feed into the inspection process. The Inspection team invites contributions regarding RSL partners. Currently

in Haringey there is no system for the overall co-ordination of this work by the Council. Benchmarking with other boroughs revealed good practice whereby each relevant officer or area of the Council which deals with RSLs is consulted and the overall response is centrally co-ordinated. Ideally we feel this should occur in Haringey. We are recommending that Housing Services establish a clear process for feeding into the inspection reports and co-ordinate this work centrally.

Recommendation 11

That Housing Services establish and co-ordinate a system for obtaining, collating and managing the Council's response to Audit Commission inspection report requests.

Conclusion

- 3.22. In general the evidence we heard suggests that Haringey services to RSLs are not co-ordinated well enough. It appears to us that there is an underestimation of the importance of our RSL partners by some areas in the Council. We feel they should form a more central part in the daily work of Haringey officers. Haringey's performance with regard to RSLs is varied, with some areas of very good practice and some areas which require improvement. Overall there is a need to increase communication and information sharing between these services.
- 3.23. We are recommending (see Recommendation 15) that an officer forum meeting be held with representatives of each Haringey service which has daily or significant contact with RSLs. The aim of this meeting would be to provide a space for informal networking between officers, improving communication links, and the sharing of best practice. In our view, it is vital that services recognise the importance to Haringey of our RSL partners to delivering our housing and community strategies and such a meeting would provide an excellent opportunity to reinforce this message.

Recommendation 12

That each service area within Haringey which deals with RSLs recognises the importance of our RSL partners to delivering our housing and community strategies and actively involves RSLs where appropriate in developing strategy and arrangements for delivery.

4. Communication

Introduction

- 4.1. Throughout the Review, communication and sharing of appropriate information was repeatedly mentioned as one of the most critical areas affecting both the quality of services delivered to tenants and also to the effective partnership working which underpins this.
- 4.2. Communications between Haringey Council and our RSL partners is complex. Many different officers from Haringey have contact in their daily work, with a range of officers in the various departments of the 52 different RSLs operating within the borough.
- 4.3. We heard of and witnessed examples of inadequate or poor communication. This has a negative effect on partnership working and, at its worst, can lead to the breakdown of essential services for tenants such as Housing Benefit or the provision of appropriate accommodation and support.

Sharing Good Practice: Communication

London and Quadrant shared their experiences and suggestions for service improvement:

“It has been found that on some occasions the Trust is not informed of a care package that is in place. This is of concern to the Trust due to the potential vulnerability of the applicant and their ability to sustain the tenancy. One suggestion I would like to put forward to resolve this is the development of an information sharing protocol. The protocol would be between Social Service, the Re-housing Department and the RSLs concerned. The protocol could agree the type, level and content of the information that would be provided to the re-housing department and then subsequently to the prospective RSL. The procedures by which the information can be divulged would be clearly defined with all parties signed to an appropriate agreement to honour confidentiality each time information is either requested or given.” (London & Quadrant)

- 4.4. From the evidence we received, we found that there is a need for improved communications in three related and inter-linked fronts:
 - ▶ Internal RSL communications
 - ▶ Internal Haringey communications
 - ▶ Haringey ↔ RSL communications

RSL Internal Communications

- 4.5. We received evidence regarding breakdowns in communication within RSLs about information from Haringey. One example was the work of the Housing Grants and Regeneration team which carries out improvement works to home security and insulation funded by NRF grants. Written consent from the landlord is required and Haringey officers reported that repeated attempts to obtain this or to discuss the matter with some RSL officers proved fruitless. Taking the problem to a more senior level simply led to being asked to begin the entire process over again.
- 4.6. We also heard evidence of lack of communication within RSLs about Housing Benefit, Enforcement notices, Waste Removal and new initiatives such as Better Haringey and the Anti-Social Behaviour team. While the communication between the RSLs and Haringey can be improved through the liaison forums and other measures suggested below, it is important that our RSL partners take responsibility for disseminating this information to the appropriate staff within their organisations.

Recommendation 13

That our RSL partners each nominate an officer with overall responsibility for Haringey who will act as a contact point and will undertake to disseminate information about Haringey within their Organisation.

Haringey Internal Communications

- 4.7. We found that communications within Haringey about RSLs was sometimes poor. For example, we heard that some Haringey officers did not communicate effectively within the Council about the work they were doing with RSLs. This requires urgent attention. It is vital that officers who work with RSLs have regular, clear and relevant communication with other Haringey staff as appropriate.
- 4.8. We do not wish to add to the burden of meetings and bureaucracy faced by officers and feel that any additional formal officer group may lead to working with RSLs to be seen as solely the responsibility of particular officers. But it is important that the profile of RSLs is raised and that all officers involved take responsibility for this. We feel an improvement in information sharing and communications is achievable within a “meetings neutral” framework. There are many officer meetings at which concerns and issues relating to RSLs can be aired and information shared. An example would be the Private Sector Housing

group. We would encourage officers to think laterally about improving communication and information sharing.

Recommendation 14

That each Haringey service which works regularly with RSLs identify a named officer who will act as a contact point for the service and will take responsibility for ensuring that staff within the service considers RSLs.

Recommendation 15

That a one-off officer meeting of representatives of all service areas who work with RSLs be convened as soon as possible with the aim of improving networks and internal communication.

Recommendation 16

That following this single forum meeting a “virtual” officer body form an informal network with regular email contact and that they bring concerns and issues to appropriate officer meetings.

Haringey ↔ RSL Communications

- 4.9. Some of the concerns RSLs raised over Haringey performance were over simple customer service issues such as phone calls not being answered, letters not responded to and not being able to contact an appropriate Haringey officer. Haringey officers raised many of these same concerns regarding the performance of some of our RSL partners. Such basic performance issues must be rectified and, if they were, this would have an immediate positive effect on communications.
- 4.10. While recognising there needs to be much more clarity regarding communications, we have concerns that excessive reliance on protocols might lead to a large volume of unwieldy and bureaucratic procedures which may inhibit responsiveness and efficient working. Simply writing a protocol does not necessarily change a work culture.
- 4.11. A framework for more effective communication needs to be developed which allows for both formal written information sharing protocols where it is desirable but which also encourages more informal flexible and adaptive methods of communication where appropriate.
- 4.12. If formal and informal communications between RSLs and Haringey can be improved we believe this will lead to improved partnership working and to improved services to tenants and residents. To this end we are recommending that the Council and our RSL partners develop a shared communication agreement. Such a contract would commit all partners to improving communications and would specify how such improvements would be achieved.

- 4.13. Many services communicate through both email and traditional mail with the various RSLs. Streamlining this and rationalising the production and distribution of information for RSLs could improve communications.
- 4.14. We propose the Council take a lead in this process, beginning by:
- I. Collating and disseminating relevant information about the Council and services to all partner RSLs via email on a regular basis
 - II. Rationalising the mail communications which go to RSLs and taking advantage of opportunities such as the distribution of minutes of forum meetings to disseminate other Haringey information.

Recommendation 17

That the RSLs and Haringey jointly develop and agree a communication contract which would commit all partners to improving communications and would specify how such improvements would be achieved.

Recommendation 18

That the Housing Service produce a regular email bulletin for distribution to partner RSLs and rationalising mail communications.

5. Liaison Forums

Introduction

- 5.1. The RSL – Local Authority Liaison forums provide invaluable space for the exchange of information between RSLs and between the RSLs and the Council as well as places for the sharing of best practice and the strengthening of partnerships and networks. Early in the Panel’s work it became apparent that there remains a need for the Council to host and adequately support RSL liaison forums. Currently the liaison forums at Haringey are not working as well as they need to.

Background

- 5.2. At the time of this Review, there were three forums open to all RSLs working in the borough. Two were supported by Housing Strategy and Needs division: the Housing Association Development Forum (HADDF) and the Housing Association Management and Social Care Forum (HAMASC). There is also a Housing Benefits forum which is supported by the Benefits and Local Taxation team.
- 5.3. RSLs told us that they would like greater dialogue and closer engagement in Haringey’s housing strategy. The Council established the Haringey Housing Strategic Partnership as a theme group of the Local Strategic Partnership. It has representation from four member RSLs. However, it is a broader partnership group providing strategic direction on all housing issues not simply RSL related ones. It is also likely that the structures for Haringey’s strategy groups may change in the near future.
- 5.4. The Sub-Regional working agenda which is being introduced will affect the ways in which boroughs work together and with their RSL partners. Haringey is part of the North London Sub-Region, whose framework housing strategy document clearly declares the intention of the 5 boroughs involved to integrate strategic partnerships including with RSLs.
- 5.5. RSLs told us that the Boroughs operating effective liaison forums included Brent, Islington and Croydon. Benchmarking with these boroughs revealed that each of them has a single overarching body with sub groups working on specific areas.
- 5.6. Our engagement with RSLs needs to be within the framework of the overall housing strategy and the Borough’s overall community strategy. It must take account of the fact that the majority of our RSL partners work across many London boroughs and are expected to attend many

such meetings. It must take account of the Sub-Regional agenda and be flexible and responsive enough to accommodate any changes in working arrangements imposed by it. It must also be conscious of the changes which are occurring within Haringey's strategic policy areas.

New Liaison Structures

- 5.7. We are recommending a complete re-design and re-launch of the Haringey – RSL Liaison Structures. While not wishing to be too prescriptive we make some specific recommendations regarding the structure including the establishment of a strategic liaison forum, time limited in scope, with a specific remit to strengthen the working relationships between RSLs working in the Borough and between the RSLs and Haringey.
- 5.8. Such a group would need to be attended by senior RSL and Haringey officers who have strategic and operational responsibility in their organisations. This body would exist for as long as considered necessary. But currently, we feel there is a need for it to provide clear leadership while issues around sub-regional working unfold and the new forums are established and cemented in place.
- 5.9. In our witness sessions and benchmarking exercises, we specifically sought information on the key ingredients for successful liaison structures. We found that the most important factors were the identification and attendance of appropriate level officers from both the Council and RSLs – strategic officers at strategic bodies, operational officers at operational bodies. Linked to this is consistency of membership as far as practical to maximise the networking and partnership strengthening benefits of the forums.
- 5.10. A further important factor is to have appropriate and relevant agenda topics. Topics must be clear and there must be input from both the Council and the RSLs in developing the work programme of the forums. A successful work programme will also depend on regularly timetabled meetings, planned and publicised well in advance. Timely and wide distribution of agenda, minutes and associated papers is also essential to encourage productive participation and to keep RSLs and Haringey officers who cannot attend the meetings informed of discussions.
- 5.11. Other suggestions were made which should be given careful consideration in the re-designing of the forums. These included: sharing the chair of the forums between Haringey and RSL officers – perhaps rotating this on an annual basis; and that the new structure include scope for including time limited “task and finish” sub-groups to address specific policy areas in detail.

- 5.12. We recognise the challenge which is faced by RSLs in attending and actively taking part in such forums – particularly strategic ones - when they may operate over a large geographic area. At the same time we feel that commitment to these forums from RSLs is essential to the strong partnership working needed to help us meet our housing strategy objectives. We were encouraged during our work to hear enthusiasm for such a commitment from many of our RSL partners who took part in the Review. We would like to thank them for this and we look forward to providing a framework where they can positively engage with us to improve services in Haringey.
- 5.13. We recognise that not all of the 52 RSLs operating in the borough can send representatives to each meeting of each liaison forum. For this reason we would suggest that the RSLs and Haringey considers introducing an annual conference at which the work of the forums could be shared more widely.
- 5.14. We recommend that the RSL Liaison forums are redefined and re-launched as soon as is practical. It is important that the RSLs play a central role in this re-framing, as the effective running of these forums is dependent on engagement from our RSL partners.

Recommendation 19

That the RSLs and Haringey Council jointly restructure and re-invigorate the Haringey RSL liaison forums, specifically:

I. That a time limited strategic level RSL Liaison forum is established to be attended by RSL staff senior enough to influence both their organisations strategic direction and their operational functions.

II. That HAMASC is redeveloped as an operational forum with membership drawn from RSL staff with operational management responsibility

III. That a nominations sub-group be established (Recommendation 6)

IV. That an event is organised with representatives of all RSL partners and Haringey to launch and gain commitment to the restructure of the liaison forums.

In re-framing the forums:

- ▶ **That in revising the forum arrangements the new structures are able to be integrated with any sub-regional framework**
- ▶ **That consideration be given to improved arrangements for linkages with the Haringey Strategic Partnership.**

- ▶ **That consideration is given to the introduction of an annual Haringey RSL conference**
- ▶ **That consideration is given to sharing the Chairs between RSL and Haringey Officers**
- ▶ **That scope for establishing time-limited “task and finish” groups to address specific policy areas is included.**
- ▶ **That appropriate level officers from RSLs are identified to attend and that there is consistency of membership.**
- ▶ **That careful consideration is given to the appropriateness of agenda topics**
- ▶ **That agendas, minutes and other related information is communicated in a timely and consistent fashion**
- ▶ **That officers from Housing Strategy and Needs and Housing Benefit attend each other’s Forums.**

6. Conclusion

- 6.1. The Review has been a valuable experience for us as councillors and, we hope, for the Council as a whole. We have been encouraged by the overwhelmingly positive engagement from our RSL partners and Haringey officers who participated in the Review. Witnesses were candid and open, and criticism from both sides was constructive. We hope our suggestions and recommendations will be taken in the same spirit
 - 6.2. We look forward to an improving working relationship between Haringey and with closer working at both officer and councillor level to raise management standards for all tenants in Haringey.
 - 6.3. The next phase of the Review needs to build on the start made, and to look closely at RSL development and the long-term impact of this on council's housing and regeneration strategies.
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Appendices

I. List of Witnesses

Housing Association Witnesses

Richard Payze,	Presentation Housing
Andrew Billany,	Hornsey Housing Trust
Kevin Bryant,	Hornsey Housing Trust
Idiong Ekpo,	Hornsey Housing Trust
Deeion Sharp,	Metropolitan Housing Trust
John Gould,	Carr – Gomm Society
John McFarlane,	Circle 33 Housing Trust
Kathy Mohan,	Servite Houses
David Gooch,	Sanctuary Housing Association
Clare Winstanely,	Innisfree Housing Association
Leslie Lanyian,	Shian Housing
Ronnie Moodley,	ARHAG
Paul Gamble,	Habinteg Housing Association
Dianne Hart,	London & Quadrant Housing Trust
Sue Gatrell,	London & Quadrant Housing Trust
Qadeer Kiani,	Ujima Housing Association

Tenants Association Witnesses

Members of the Hornsey Housing Trust Tenants Council

{The members of the other Tenants Association who participated wished to remain anonymous}

The Audit Commission Housing Inspectorate

Mr Hugh Boatswain, Assistant Director

Haringey Council Witnesses

Councillor Isidoros Diakides, Executive Member for Housing

Stephen Clarke, Director of Housing

Tracey Moore

Barry James

Alev Theobald

Jim Brady

Steve Russell

Derek Pearce

Eubert Malcolm

Naomi Kyarisiima

Tony Jemmott

Lynn Sellar

Gerry Bailey

Lorraine Miller Patel

Moiria Lucas

Thanks also to members of the RSL teams from LB Croydon, LB Brent, LB Islington and LB Camden who participated in benchmarking.

We would like to sincerely thank all of the witnesses to the review for their participation. Both for the time and effort they went to and for the positive way in which they engaged with the process.

2. References

Haringey Draft Housing Strategy 2004 – 06
Review of Housing Supply – Kate Barker 2004
The North London Housing Strategy 2003
Inspection of Housing services – Audit Commission and Housing Corporation 2003
A Framework for Partnership – LGA, NHF, Housing Corporation
Housing Associations in 2003 Performance Indicators – TIAA
LB Camden Report of the RSL Scrutiny Panel 2002
LB Brent Report of the Scrutiny Committee Task Group on RSLs and Housing Management 2003
Housing Corporation web site www.housingcorp.gov.uk
Audit Commission web site www.audit-commission.gov.uk

The web sites of the various participating RSLs and Haringey Council were also consulted during the Review.
