



Enfield Homes

Section 27 Application

To be dated

Draft Version 0.9

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Introduction

This is the application of the London Borough of Enfield for the approval of the Secretary of State under section 27 of the Housing Act 1985, to transfer housing management responsibilities to an Arms Length Management Organisation – Enfield Homes.

Attached to this application are the following supporting documents:

- ❑ Delivery Plan;
- ❑ ALMO shadow Board Person Specification (independent member);
- ❑ ALMO shadow Board Training Programme.

SECTION 1: HOUSING STOCK

1. Please state the number and type of dwellings to be managed by the ALMO, distinguishing between tenanted and leasehold properties. If the ALMO has a Group structure, please sub-divide this information by area. Should approval be granted, these will be regarded as 'such of the authority's houses' as referred to in s.27(1)(a). Please also indicate how stock numbers are forecast to change each year over the period to 2010.

- 1.1 Enfield Homes will manage all of the Council's housing stock. The 16,454 properties are comprised of 11,878 secure tenancies and 4,576 which are leasehold or part of shared ownership arrangements. Approximately 900 of the tenanted homes are sheltered.
- 1.2 Only small changes in stock numbers are forecast over the period to 2014, through the effects of Right to Buy. No stock transfers are anticipated:

Table 1: Stock Projection (2008/9 – 2013/14)

	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14
Opening stock	11,864	11,813	11,762	11,711	11,660	11,609
Disposals (right to buy)	51	51	51	51	51	51
Closing stock	11,813	11,762	11,711	11,660	11,609	11,558

2. Please give the date of the most recent stock condition survey of these dwellings and a brief summary of its findings. This should include the number of tenanted dwellings for which the ALMO will be responsible that currently meet the decent homes standard. If the ALMO has a Group structure, please sub-divide this information by area.

- 2.1 The most recent and validated borough-wide stock condition survey of the dwellings to be managed by Enfield Homes took place in 2006.
- 2.2 Table 2 below shows the position as at 1st April 2006 as described in the bid document, based on the borough-wide survey of stock carried out in 1999, and subsequently updated and verified on at least an annual basis.

Decent (for next ten years)	2,817
Requiring work to prevent non-decency in the next three years	3,642
Requiring work to prevent non-decency in the next three to five years	887
Requiring work to prevent non-decency in the next five to ten years	1,644
Requiring works to make the dwelling decent	2,874
Total Tenanted stock	11,864

Source: Revised Building Cost Model, January 2008

3. Will the ALMO be responsible for any other land, including buildings? If so, please give brief details, both of any significant non-housing responsibilities on 'HRA land' and any responsibilities not on such land.

3.1 Enfield Homes will be responsible for a portfolio of non-housing assets on HRA land:

Community Centres and Halls	13
Shops and commercial properties (only so far as repairs are concerned)	210
Garages	4,196
Moped Stores	7
Parking Bays	18
Total Non-housing HRA Assets	4,445

Source: Enfield Statement of Accounts (2006/7) + updates

- 3.2 Commercial properties on HRA land will be managed by the Council's Property Services section. Repairs to shops on estates will be organised through the ALMO.
- 3.3 The ALMO will be responsible for managing 269 properties not on HRA land, on behalf of the Council. These include properties in parks and education as well as properties owned by Transport for London along the North Circular road.

SECTION 2: DELEGATION OF FUNCTIONS

4. Please list the housing management functions to be delegated to the ALMO. Do these include all the housing management functions listed in DCLG's ALMO Guidance as likely to be appropriate to an ALMO?

4.1 The split of functions between Enfield Homes (EH) and the Council is set out in Table 4.

Table 4: Split of ALMO and Council Functions	
ALMO Functions	Council Functions
ALMO Business and Delivery Plan	HRA Business Plan (EH will assist in drafting)
Stock investment decisions and procurement	HRA management
Energy efficiency (ALMO stock)	Best value review management (with EH)
Administration of Right-to-buy	Housing strategy
Leasehold management	Rent and service charge setting/policy
Responsive repairs	Housing needs surveys and analysis
Planned and cyclical maintenance	RSL development, liaison and enabling
Out of hours response service	Supporting People Strategy and programme
Tenancy management	Homeless assessments and decisions
Estate services	Temporary accommodation
Empty property management & under-occupation	Housing register, transfer list and mobility
Administration of lettings	Lettings policy
Mutual exchanges	General housing advice
Tenant involvement	Owner occupation strategies
Rent and service charge collection and arrears	Private sector housing
Garages	Housing benefits
Sheltered housing management	Changes to secure tenancy conditions
Repairs to shops on estates	Setting ALMO performance standards (with EH)
Letting of contracts for delegated functions	Monitoring and audit of ALMO performance
Administration of the Grant to Vacate Scheme	North London sub-regional working
	Anti-social behaviour policy
	RTB determinations and valuations
	Energy efficiency
	Community renewal

Table 4 includes all the housing management functions listed in CLG's ALMO Guidance as likely to be appropriate to an ALMO.

- 5. Are any functions or responsibilities that are not housing management ones being delegated or transferred to the ALMO, including any of those listed in CLG's ALMO Guidance as likely to be more appropriate for the local authority to retain? If so, please give details, including an indication of how it is proposed that these will be managed without detriment to the ALMO's delivery of its housing management responsibilities. The functions listed in reply to Questions 4 and 5 will be those taken into account by the Secretary of State when determining the s.27 application. But please note that approvals under s.27 can cover housing management functions only. Authorities must apply separately for any approvals necessary to delegate or transfer other functions.**
- 5.1 The delegation of functions is in line with the CLG's guidance, with no significant variations. The only non-housing management function being delegated are:
- Right to buy administration (determinations and valuations remain with Council). This function is delivered by a dedicated team, who undertake customer service, pre- and post-sale activity. To maintain operational efficiency, it has been decided not to split the function; this decision will not have any direct impact on the delivery of the housing management function by the ALMO.
 - The ALMO will operate the Council's verification scheme in line with the principles contained with the Operation and Good Practice Manual issued in 2003 by the DWP, although accountability for verification procedures and monitoring functions will remain with the local authority.

SECTION 3: THE COUNCIL'S FUTURE ROLE

6. Please describe the key elements of the arrangements that the Council will operate to discharge its strategic housing role, including arrangements to ensure that this role is adequately resourced. Please include the arrangements for the Council to discharge its responsibilities under its agreement with the ALMO and the Council's role in monitoring the ALMO's performance. Please also state whether the Council or the ALMO will be responsible for HRA Business Planning and accounting.

6.1 The Council will have within the Performance, Partnership and Policy Department a team which is responsible for housing strategic planning, monitoring the performance of the ALMO, and acting as a gateway for joint ventures and activities with other parts of the council and other agencies. A new post of Assistant Director, Housing Strategy and Resources has been created to head this operation. The Director of Performance, Partnerships and Policy will be the Council's representative as described in the Management Agreement.

6.2 The Housing Strategy and Resources team will be responsible for overall housing strategy and performance:

- Overall business strategy and performance;
- Investment in social housing;
- Investment and renewal in the private sector;
- HRA business plan;
- Partnerships with other housing providers
- Monitoring Enfield Homes' performance.

The prevention of homelessness strategy and the supporting people strategy will be managed by the Council's Health and Adult Social Care department.

6.3 General fund services such as housing benefits, homelessness and housing advice services, and, the overall housing strategy will continue to be managed by the Council. The agreement between the Council and Enfield Homes will be one based on a partnership ethos supported by a clear management agreement, delivery plan, and robust Service Level Agreements.

6.4 Enfield Council will continue to manage the HRA, though Enfield Homes will have access to HRA balances, in agreement with the Council, to enable it to meet the Decent Homes target. The Council will continue to have responsibility for HRA business planning.

6.5 Enfield Council will monitor performance against financial and operational targets in accordance with the Management Agreement and Delivery Plan.

6.6 Housing Strategy and Resources will be the primary point of contact in the Council for Enfield Homes and will take the lead client role for the Council in monitoring performance, and discussing changes in policy and/or strategy. There will be a structured series of monthly, quarterly and annual meetings to monitor performance against the Delivery Plan. For specific functions or services there will be other direct contacts between the Council and the ALMO, for instance between the respective Directors of Finance.

6.7 The detail of the arrangements is addressed and set out in the ALMO's Management Agreement and Service Delivery Plan.

7. Please give details of any controls that the Council proposes to retain over decisions to be taken by the ALMO.

7.1 Enfield Council will be the sole member of Enfield Homes and will therefore be the owner of the company and its assets, as well as remaining the legal landlord and lessor of all the housing stock.

7.2 The Memorandum and Articles of Association and the Management Agreement are based on the CLG template. The Memorandum and Articles set out the aims and objectives of Enfield Homes.

7.3 The Management Agreement sets out areas where Enfield Homes cannot make decisions without prior consultation or without the prior approval of Enfield Council. Subject to the provisions of the agreement, Enfield Homes will operate independently of the Council.

7.4 Enfield Homes will have operational independence in the management of the housing stock and where there has been a clear separation from strategic functions.

7.5 Enfield Council will not exercise any control over day-to-day and operational decisions of Enfield Homes in respect of housing management and other delegated functions.

7.6 The Council will discuss and set corporate strategic aims and goals with Enfield Homes. This will include the areas required by statute, such as the Comprehensive Performance Assessment, Best Value Reviews and Comprehensive Area Assessment.

7.8 Enfield Council and Enfield Homes will have an agreed basis for a performance monitoring regime, of which the Delivery Plan for Enfield Homes (attached) is a central part. The ALMO Board and the Council will require regular performance-monitoring reports.

8. Please summarise the Council's current position on rent restructuring and lettings policy.

8.1 Enfield Council agreed a policy and commenced rent restructuring in 2002. New target rents (in line with housing association rents) will be reached in 2011/12. In preparation for rent restructuring, a comprehensive valuation exercise was carried out. Rent calculations were modelled based on the government formula.

8.2 Enfield Council will continue to set the letting policy for the borough; Enfield Homes will be responsible for the administration of lettings.

8.3 Since 2004 Enfield has been part of the Home Connections sub-regional Choice Based Lettings scheme, in partnership with the London boroughs of Camden, Islington, Barnet, Haringey, the City of Westminster and the Royal Borough of Kensington and Chelsea.

SECTION 4: BEST VALUE REVIEWS & INSPECTIONS

9. Please give the dates, scope and a brief summary of the findings of any Best Value reviews undertaken by the Council or Inspections undertaken by the Housing Inspectorate of any or all of the Council's housing management service.

9.1 Best Value Reviews and Inspections:

Delivery of Housing Capital and Planned Maintenance Programme: August 2004

Outcome: Fair – 'One Star' service with 'Promising' prospects for improvement

Recommendations

Consultation and Participation

- Ensure clarity of standards for consultation reflecting the Tenant Participation Compact.
- When developing the Capital/Planned Maintenance programme have clarity about roles and responsibilities, so residents are aware of whom to contact for any queries.
- Ensure that residents are aware of, and have access to, site meetings in order to input into schemes.
- Ensure that these meetings are accessible to all communities, particularly for residents who do not speak English as a first language.
- Consider meetings tailored to specific needs, such as for people with disabilities, caring responsibilities etc.
- In conjunction with residents, develop agreed mechanisms for 'after-care', when schemes have finished on site.

Quality of work

- Establish common systems for recording complaints and compliments, incorporating clear time-scales for response and action, to enable consistent monitoring of satisfaction rates.
- Ensure schemes are properly specified and that residents are involved in developing them, both in advance, and through the duration, of work.
- Establish minimum contract standards for work (including issues relating to equality) and include these in tender documentation.
- Involve local residents in the testing and selection of contractors.
- Involve residents in the monitoring of contractors and Council performance.

Information Technology issues

- In conjunction with Design and Maintenance, develop a programme to address issues of compatibility of systems.
- Devise a training programme to ensure staff can effectively operate existing systems.

Design and Maintenance issues

- Develop an equality-training package.
- Consider joint training with residents to break down distrust.
- Consider joint training for Housing/Design and Maintenance to improve working relationships.

Accessibility

- Involve residents more closely when scoping reviews, so that the needs and aspirations of residents are placed at the heart of the service subject to review.
- Adopt more strategic reviews with an emphasis on outcomes.
- Ensure that Action Plans place clear responsibilities with people.
- Ensure greater clarity for feedback to residents.
- Ensure that staff, irrespective of position, can input to reviews.
- Ensure clarity in the roles and responsibilities of elected Members.

Training

- Consider further training for staff to build upon knowledge of best value.
- Undertake training on project management for District Office staff to prepare for the devolution of the Painting programme.
- Consider joint, local training with residents.

Housing Management Inspection: June 2004

Outcome: Fair – 'One Star' service with **Promising** prospects for improvement

Recommendations

- Give priority to and allocate sufficient resources to the delivery of a stock options appraisal by the Government's deadline.
- Review relationships with the federation of Enfield community associations (FECA) in order to resolve communication and perception problems and ensure that the overall working relationship is reviewed on a regular basis at director and councillor level.
- Pending implementation of new formal consultation structures, ensure that all service centre managers who provide services to tenants, provide regular (at least quarterly) opportunities for tenant representatives to meet with them to discuss service performance and standards, council or local housing policy issues and investment priorities.
- Give urgent priority to the establishment of a choice based lettings scheme, setting clear milestones for delivery and involving existing customers, community organisations and other partners closely in the process.
- Develop a written policy on rent arrears recovery and prevention, involving staff, tenants and other partners such as housing associations, independent advice agencies and the courts.
- Take steps to improve working relations with Edmonton court by holding regular meetings with court officials to gain a better understanding of respective priorities and constraints and to agree a process for continuously improving the efficiency and effectiveness of possession proceedings.
- Review progress with delivery of all housing management obligations contained in the race equality scheme (RES) report 2003 and give priority to expediting those actions where slippage has occurred.
- Ensure that performance management arrangements for staff are implemented consistently across the housing service and at all levels including senior managers.

- Pending implementation of the replacement of the corporate performance development system (PDS), ensure that the overall performance and development needs of every member of staff are reviewed with his/her line manager at least annually, giving priority to those staff who have not had a PDS review for over a year. Ensure that proper records of these reviews are made, further reviewed by senior managers and collated and analysed centrally.
- Review all service centre plans to ensure that actions are specific, measurable, agreed, realistic and time-bound (SMART).

Repairs and Maintenance Inspection: August 2005

Outcome: Fair – 'One Star' service with **Promising** prospects for improvement

Recommendations

- Improve the ability for all residents to participate and engage fully with the Council, taking account of the findings from the research carried out by consultants.
- Strengthen the leaseholder's panel publicise to all leaseholders, giving them the opportunity to participate and influence service delivery March 2006.
- Publicise estate inspection schedules and outcomes to residents, by September 2005.
- Take steps to improve the telephone access to all DHO ahead of the planned repairs call centre implementation by September 2005.
- Take steps to gain access to long-term outstanding properties for gas servicing.
- Review the effectiveness of the post inspection of all communal repairs of £50 and above by September 2005.
- Take urgent action to reduce the high number of urgent and emergency repairs and ensure all staff are trained in achieving improvements in this area by March 2006.
- Expand access to the website to broaden residents access to information.
- Ensure that an effective system is put in place to identify residents that are vulnerable.
- Take steps to ensure that contractors consistently meet the void standard.

Housing Management Inspection (Indicative): November 2007

Recommendations

- Outcomes awaited

- 10. Please give the date, scope and any available further information about any Best Value reviews or Inspections covering the organisation, functions and operation of the ALMO and its links with the Council that are planned. For Inspections, please indicate if a definite timetable has been agreed with the Inspectorate.**
- 10.1 ALMO Inspection: an inspection of the ALMO by the Audit Commission's Housing Inspectorate is scheduled for November 2008.
- 10.2 Self-assessment and external testing/validation are continuing features of the approach to promoting best value. Outcomes from a voluntary improvement work project with the Audit Commission in November 2006, and from a detailed self-assessment against all the KLOEs have fed into an improvement plan, which is being implemented, and monitored through a Housing Improvement Board set up in October 2006.
- 10.3 We have reviewed our resident involvement practices and developed a new resident involvement strategy for Enfield Homes. The review was facilitated by Housing Quality Network (HQN) and carried out in conjunction with Federation of Enfield Community Associations, individual residents and other external partners. We have undertaken a review of current resident involvement delivery mechanisms, again facilitated by HQN, to ensure that we focus our resources on achieving the outcomes agreed in the strategy. A review of the housing capital programme is also under way.
- 10.4 A programme of best value reviews and a value-for-money strategy will be determined as an early activity when Enfield Homes goes live.
- 10.5 The Management Agreement between the Council and the ALMO does not oblige the ALMO to use any of the Council's support services. However, many support services will initially be purchased from the Council, including IT support, legal and financial services (e.g. payroll), some personnel services. All services purchased from the Council will be governed by Service Level Agreements.
- 10.6 Enfield Homes will commence best value reviews of its delegated services within the first twelve months of Enfield Homes' start date, in a priority order to be determined by the Enfield Homes' Board.

SECTION 5: TENANT ISSUES

- 11. Please summarise how tenants and leaseholders of dwellings for which the ALMO will be responsible have been consulted about the ALMO proposals. Please state what the Council has done to establish whether the majority of tenants and leaseholders fully appreciate the implications of these proposals, including the requirement for a 2* rating from the Inspectorate for authorities to qualify for additional resources?**
- 11.1 Enfield established a Stakeholder Steering Group in 2003, with the majority of its membership made up of tenants and leaseholders, to oversee the Stock Options Appraisal process including gathering and considering the views of residents. In addition, a wider stakeholder group was set up known as the Core group who met with the tenants and leaseholders on the stakeholder steering group to discuss ideas and act as a sounding board throughout the process.
- 11.2 The Stock Options Appraisal was started in February 2004 and culminated in the 'Enfield Homes Standard', reflecting residents' aspirations and views.
- 11.3 Consultation was undertaken through fourteen roadshows held across the borough, a conference, poster campaigns, articles in tenants' newsletters, and advertisements in local newspapers. SOLON Community Network acted as independent tenant advisors and Housing Quality Network (HQN) provided advice and guidance to the Steering Group. Emphasis was placed on the importance of a two star rating throughout, including the absolute need to achieve it to qualify for additional resources.
- 11.4 Based on a financial appraisal and a test of opinion, the Steering Group consisting of residents (tenants and leaseholders), elected members and officers recommended the set-up of an ALMO, as the most effective route to better housing, higher quality services and an improved living environment.
- 11.5 The Federation of Enfield Community Associations (FECA) formally endorsed the Council's decision to pursue the ALMO option and the ALMO bid.
- 11.6 The Stakeholder Steering Group continued in existence and developed into the ALMO Steering Group, influencing key elements of ALMO development including the Board structure, the staffing structure, arrangements for monitoring the ALMO and the selection process for the Shadow Board. The wider core group of tenants and leaseholders has continued as an open forum for discussion about the ALMO.
- 11.7 To ensure enhanced tenants' and leaseholders' awareness of the proposals and that they remain at the heart of the project, articles have been published in Housing News, a quarterly publication distributed to all tenants and leaseholders, as well as special ALMO Newsletters. A summary of the ALMO bid document was distributed to all tenants and leaseholders in October 2006.
- 11.8 To broaden engagement further, a DVD has been produced aimed at breaking down barriers to involvement and at reaching out to hard to reach groups. Staff and residents from diverse backgrounds worked with the Tenant Involvement Unit to produce the DVD,

which has been translated into nine community languages, British Sign Language, and subtitled and distributed to community groups across the borough.

- 11.9 The ALMO proposals were promoted and discussed with residents attending a series of highly successful community festivals in September and October 2006. Over 3000 people attended the weekend events. The Federation of Enfield Community Associations was instrumental in the success of the festivals. An ongoing relationship has developed between FECA and the Enfield Homes Shadow Board, a third of whose membership are tenants and leaseholders and whose Chair is a tenant.
- 11.10 During the preparation for the ALMO, a resident involvement strategy embracing new models of involvement has been developed, working with the ALMO Steering Group and Core Group, through a series of road shows, questionnaires, and meetings with specific groups such as pensioners. Most people agreed with a model for involvement that offered them an opportunity to have their say in a way they want, when they want. Further development of the strategy has been facilitated by close working with FECA, working groups facilitated by Housing Quality Network to generate ideas, and workshops with staff. The strategy was endorsed by the Council's Cabinet in December 2006, and is now ready for co-ordination through the Enfield Homes Board. Successful implementation of the strategy will be essential to the achievement of a two star rating.
- 11.11 A communications strategy for keeping residents and staff in touch with the latest ALMO developments is being pursued, although the delay in the announcement of bid outcomes has caused a disruption to preparation and timings, which makes this more difficult.

12. Please state what evidence the Council has of tenants' and leaseholders' support for its ALMO proposals, giving details and dates as appropriate.

- 12.1 The postal test of opinion undertaken in 2005 as part of the Options Appraisal showed that 35% of tenants preferred a mixed retention and transfer approach, 34% of tenants preferred an ALMO, and 31% preferred other unspecified options.
- 12.2 A door-to-door survey based on a structured sample was undertaken by SOLON Community Network, which showed that of 869 questionnaires completed, 68% of tenants supported an ALMO, while only 7% opposed the idea.
- 12.3 The Federation of Enfield Community Associations (FECA), an umbrella group of Enfield tenants and leaseholders, and representing Council tenants' and leaseholders' views, has written a letter in support of the bid.

13. Are there any Tenant Management Organisations responsible for managing any of the properties for which the ALMO will be responsible?

- 13.1 Enfield has no TMOs.

SECTION 6: THE ALMO BOARD

14. What is the proposed composition of the ALMO Board in terms of the numbers of Council, tenant and independent members?

14.1 The ALMO Board will consist of eighteen directors:

- Six Council nominees;
- Six Tenant and Leaseholder representatives;
- Six Independent members.

15. How and by whom are the Council, tenant and independent members of the ALMO Board chosen? And how long is their initial term of appointment? The ODPM will expect the Board to be in place before s.27 approval is given as this is approval to delegate responsibilities to an organisation that is ready to start work. Accordingly, please give brief details of the Board members chosen to date and the timetable for filling any remaining vacancies. Please also state how the appointment process ensures that the independent members include people with relevant experience. Please include details of any skills audit that has been undertaken.

15.1 The Enfield Homes Shadow Board was formed in July 2006; by which time 15 of the 18 members had been appointed (six council nominees, six tenant and leaseholder representatives, and three independent members). A process for recruiting the other three independent members is currently underway, and for a leaseholder vacancy that has recently arisen.

15.2 An away day was facilitated by HQN in September 2006, at which Board Members identified the skills the Board has in place already, and made an assessment of the skills requirements for the Board as a whole and the overall requirements for good governance. A written, individual skills audit was undertaken in October 2006, to help members identify their own training and development needs in relation to a range of 'knowledge based' topics such as governance, business and finance.

Council Nominees

15.3 Council nominees were selected on the basis of three members from each of the main parties. Their initial term of appointment will be three years, ratified at annual council.

The Council Nominee directors are:

Councillor Jayne Buckland (Lab.)

Is a member for the Haselbury Ward. Her committee appointments include the Children's Services Scrutiny Panel and the Learning Difficulties Partnership Board. Her external committee appointments include the London Accident Prevention Council.

Councillor Peter Fallart (Con.)

Is a member for the Southbury Ward. His committee appointments include the Adult Social Services Scrutiny Panel, the Leaseholder Forum and Planning Committee. His external committee appointments include Drugs Champion and the Newlon Housing Association.

Councillor Jon Kaye (Con.)

Is a member for the Highlands Ward. His committee appointments include Children's Services Scrutiny Panel and Cockfosters, the Grange and Highlands Areas Forum. His external appointments include Enfield Racial Equality Council and the Safeguarding Board.

Councillor Henry Lamprecht (Con.)

Is a member for the Southgate Green Ward. His committee appointments include the Health Scrutiny Panel and the Children's Services Scrutiny Panel. His external committee appointments include the Enfield Racial Equality Council.

Councillor Ahmet Oykener (Lab.)

Is a member for the Lower Edmonton Ward. His committee appointments include the Health Scrutiny Panel and the Jubilee, Lower Edmonton and Ponders End Area Forum.

Councillor Doug Taylor (Lab.)

Is a member for the Ponders End Ward. His committee appointments include the Adult Social Services Scrutiny Panel and the Standards Committee. Externally, he is a committee member of the Lea Valley Park Regional Authority.

Tenant and Leaseholder Representatives

- 15.4 Tenant and Leaseholder directors were selected by interview, following a borough-wide advertising campaign. The initial term of appointment will be until the second AGM of the Enfield Homes Board, in 2009.

The Tenant and Leaseholder directors are:

Litsa Worrall: LBE tenant and Chair of Shadow Board

Has been an Enfield resident for forty years and an Enfield tenant for the past sixteen years, giving her insight into the needs of tenants and the problems they experience. She is Chief Executive of the Greek and Greek Cypriot Community of Enfield, a trustee of Enfield Voluntary Action and a steering group member of the Enfield Empowerment Network. This involvement equips her with a range of organizational management, financial and people skills to bring to Enfield Homes. She believes that her "100% commitment approach and ability to make tough decisions" will enable her to steer the board on a successful course.

Janet Billingsley: LBE tenant

Is fully involved in the community life of Enfield, as chair of her local Community Action Partnership for Enfield, a committee member of the Tenants' Association and secretary of Street Traders. She believes her "knowledge of the local community", "tenacity in helping people resolve problems" and ability to "ask questions" will be assets to the Board.

Veronica Groves: LBE tenant

Has been a tenant for ten years; she participated in the consultation process and is currently hoping to set-up a tenants' association for her estate. A qualified barrister, she is involved with a number of voluntary organisations, including being a trustee for Middlesex Association for the Blind and sitting on the Strategic Partnership Board for people with physical and sensory disabilities. She sees her role as an opportunity to "help improve condition for tenants and to give them more say in how things are run".

Simon Maty: LBE tenant

Has over thirty-five years of practical management experience within the fields of accounting and business management to draw on. He is currently a project coordinator for the New Partnership for Unemployed Disabled People, a pan London project. He believes his "knowledge of issues such as homelessness and diversity" will help make a difference to the team.

Gareth Jones: LBE leaseholder

Has lived within the borough for over thirty-five years and has been closely involved with housing for a number of years, as a member of the ALMO Steering Group, Stakeholder Steering Group, and as secretary of a residents' association. He has worked within local authorities for twenty-three years in a range of supervisory and management roles. He wants to ensure that "tenants and leaseholders get the services they need through delivering decent homes and achieving a two star plus housing service".

Independent Members

- 15.5 The independent directors were selected following advertisement through interview by resident and Council members of the Shadow Board, against a Person Specification (attached) designed to enhance the range of skills on the board. A further collective and individual skills audit has been carried out with the Shadow Board, to identify skills that need to be targeted in recruitment of new members, and developed through training. The initial term of appointment for the independent members will be three years.

The Independent directors are:

Paul Davey

Has worked within the housing sector for seventeen years and was a member of the team who set-up Homes for Islington, where he is currently head of business planning. He was instrumental in helping achieve a two star rating for the ALMO and has since been driving forward an efficiency programme. He sees the ALMO as an effective vehicle for "transforming housing service provision and increasing job satisfaction".

Mark Hayes

As Chief Executive of Christian Action (Enfield) Housing Association, Mark has a wealth of experience in the housing sector, particularly in developing strong teams and in delivering continuous improvement. He believes his main contribution to the Board will be to "support the development of an excellent housing service" and to "develop innovative solutions to meet local needs".

Mustafa Ibrahim

Has a strong background in housing, both as a former Enfield Councillor, acting for a time as opposition lead for housing, and as a board member of the Origin Housing Group. As a senior manager/consultant in a customer service environment, he is skilled in developing effective customer service solutions. He believes his "understanding of residents' needs and aspirations" will be a key strength he will bring to the Board.

16. Please describe what arrangements have been or are being devised to identify and handle any potential conflicts of interest for ALMO Board members.

- 16.1 All Shadow Board members have reviewed the code of conduct in a briefing session with Trowers and Hamlins. The code includes a declaration of conflicts of interest, which reflects Enfield's conflict of interest procedure. All Board members will sign the code of conduct.
- 16.2 The Company Articles for Enfield Homes have been adopted, and members have been appraised of their responsibilities in discharging their duties as a company director as part of their training programme that has been delivered since the Shadow Board was established.

17. Please state what training has been or will be arranged for ALMO Board members.

- 17.1 An early activity for the Shadow Board (July 2006) was to select a training provider to develop a training and development plan, to support the needs of individual members and the Board as a whole in carrying out their role as directors of Enfield Homes. Housing Quality Network (HQN) was appointed for this purpose.
- 17.2 Trowers and Hamlins have provided briefings on Shadow Board roles and responsibilities, the Memorandum and Articles of Association, the Management Agreement and the Code of Conduct.
- 17.3 An away day was facilitated by HQN in September 2006, at which Board Members identified the skills the Board has in place already, and made an assessment of the skills requirements for the Board as a whole and the overall requirements for good governance.
- 17.4 A written, individual skills audit of each Shadow Board Director was undertaken in October 2006, to help members identify their own training and development needs in relation to a range of 'knowledge based' topics such as governance, business and finance.
- 17.5 The outcomes of the individual and collective skills audits were aggregated to form a training programme. Some of this has been delivered, for example, training in finance and business planning at a Shadow Board away day in 2007. The delivery of the rest of the training programme will be completed during 2008. The programme is attached.
- 17.6 Advantage is being taken of opportunities for learning and knowledge sharing provided by the National Federation of ALMOs and other ALMOs through conferences and visits, which are being attended by Enfield Homes Shadow Board members and officers.
- 17.7 An annual review of training will be carried out to assess the effectiveness of training undertaken and to identify areas where further training and development may be needed.

SECTION 7: GROUP STRUCTURE

18. If the ALMO has a group structure, please describe this. In particular, please describe the status of the Area Boards and give the information requested in Questions 14 to 17 for each of them. Please also state which housing management responsibilities are to be delegated to these Boards and which will be retained by the parent Board.

18.1 The ALMO will not have a group structure in the sense of consisting of a number of separate legal entities. As noted above Enfield Homes will have one Board of Directors.

18.2 The ALMO is likely to create, at some point, three Area Boards, effectively sub-Committees. These will build on the Council's successful existing community housing partnership boards, engaging tenants and leaseholders and other residents. The membership structure of the Area Boards is to be determined and it will be consistent with the ALMO's constitution.

18.3 The ALMO Board will decide the detailed terms of reference of the Area Boards and the criteria for selection of members. The delegated responsibilities of the Area Boards are envisaged as being:

Local Service Planning: Input into the development of local services consistent with the Delivery Plan;

Local Investment Planning: Agree the capital investment plan for the area to meet the Decent Homes Standard. The investment will be programme and project managed by Enfield Homes and delivered by its partner contractors;

Local Performance Management: Within the performance management structure of the ALMO, monitor performance indicators for services in the area.

18.4 Working Groups have already been set up with agreed terms of reference, to cover the volume of work required in the areas of Finance and Audit, Human Resources, and Delivery, Performance and Improvement. It is envisaged that these or similar Working Groups will be ongoing features of the Board structures.

SECTION 8: DOCUMENTATION

19. Please state whether the agreement between the Council and the ALMO and the ALMO's Memorandum and Articles of Association are based on those devised by the Template Group. Please specify any significant variations made to these documents. If other documentation has been used, please enclose a copy.

19.1 The agreement between the Council and the ALMO and the ALMO's Memorandum and Articles of Association are based on those devised by the Template Group. There are a limited number of minor variations to the Template Group's standard documentation.

20. What is the initial duration of the agreement between the Council and the ALMO? And what provisions does the agreement include for renewal?

20.1 Enfield Homes will operate for an initial period of five years, which will ensure that the Decent Homes target is met. Enfield Council will then decide, in consultation, whether or not to extend the life of the ALMO beyond that date, for a further five years.

21. Please enclose a copy of the Delivery Plan for the ALMO's work. Insofar as this Plan has been prepared by the Council, pending further input by the ALMO as it becomes operational, the ODPM will expect this Plan to focus on specifying the output and performance targets for the ALMO rather than the means for achieving these.

21.1 The draft Delivery Plan is enclosed.

SECTION 9: STAFF ISSUES

22. Please provide details of discussions held with staff about the ALMO proposal. How many staff will initially work for the ALMO? Will these all be staff transferring from the Council? Please state how many of its staff will be directly employed by the ALMO and how many will be on other terms (e.g. secondment). Please state the reason for and expected duration of any terms other than direct employment.

22.1 Staff and trade union representatives have been involved in the changes that are being introduced to set up Enfield Homes. Senior managers have held regular meetings with the trade unions to discuss the changes, and a number of workshops have been held to give staff the opportunity to input their comments, for example on the Housing Improvement Plan and Enfield Homes' accommodation proposals.

22.2 A Staff Forum, consisting of staff from all levels of the organisation, has also been formed to act as a sounding board and facilitator of the range of organisational and cultural changes implied by the creation of the ALMO.

22.3 xxxx staff will initially work for Enfield Homes. Of these, xxxx will transfer from the council. It is anticipated that xxxx staff will be directly employed and xxxx will be on other terms (e.g. xxxx). Experience suggests that, as in other London boroughs, some posts may need to be filled by agency workers, in particular, where there is difficulty in recruitment. The numbers are difficult to predict, but will be kept to a minimum.

23. Will staff transferring from Council to ALMO employment do so under TUPE, with their employment rights protected? If the transfer is not under TUPE, how will these rights be protected?

23.1 All staff transferring from Enfield Council to Enfield Homes will do so under TUPE.

23.2 All employment rights, terms and conditions, and length of service will be protected. Staff will continue to be entitled to be members of the Local Government Pension Scheme.

24. How will the future pay, terms and conditions of ALMO staff be determined? In particular, please indicate whether any of those terms and conditions will be linked to those of the Council. Please also confirm that the terms and conditions for new staff recruited by the ALMO will be comparable to those of employees transferred from the Council.

24.1 Staff will transfer on their current terms and conditions in line with current local and national agreements. Terms and conditions will only be linked to the Council in so far as they relate to the national agreements that form part of the employee's contract.

24.2 Future pay, terms and conditions will be determined by appropriate national or local agreements. Where it is considered necessary, the Board of Enfield Homes will negotiate changes to terms and conditions with staff and Trade Union representatives.

24.3 The terms and conditions for new staff recruited to Enfield Homes will be comparable to those of employees transferred from Enfield Council.

SECTION 10: FUTURE PLANS and the DECENT HOMES TARGET

25. Please give the latest forecasts of expenditure, showing whether the profile provided with the original bid for funding has changed and the extent to which the programme reflects the need to make efficiency gains that will target resources on front-line housing services. Expenditure to be met from the conditional allocation of ALMO funding should be identified separately, on the assumption that the authority achieves at least a 2* rating from the Inspectorate.

25.1 The Decent Homes Programme will cost around £235m. The Council is able to provide £91m of the required resources. The bid based upon the revised Building cost model (January 2008) is for £143m, which includes £7.4m for environmental improvements to support the delivery of sustainable communities.

Table 5: Forecast of Expenditure									
	2008/9 £0.0m	2009/10 £0.0m	2010/11 £0.0m	2011/12 £0.0m	2012/13 £0.0m	2013/14 £0.0m	Total £0.0m		
Investment required	21.814	43.838	48.318	46.026	42.999	31.573	234.568		
Less resources available	15.289	15.251	15.213	15.175	15.137	15.099	91.164		
Investment gap	6.525	28.587	33.105	30.851	27.862	16.474	143.404		
Real inflation above RPI	0.000	0.438	0.971	1.395	1.746	1.611	6.161		
Investment gap with real inflation	6.525	29.026	34.076	32.246	29.608	18.084	149.565		
Inflation from profiling profiled bid									
5% sustainability	0.326	1.451	1.704	1.612	1.480	0.904	7.478		
Total Bid	6.851	30.477	35.780	33.858	31.088	18.989	157.043		
Decent Homes Investment	14.276	28.900	34.564	29.879	18.667	16.475	142.762		

25.2 A partnering contract covering major works, planned and cyclical maintenance and responsive repairs is currently being let, and a housing Asset Management Plan now drives investment priorities. Transformation of business processes, investment in IT, and customer service, will re-focus resources fully on front-line service delivery.

26. On the basis of this expenditure profile, please indicate the expected annual net progress in increasing the number of dwellings cited in the answer to Question 2 that meet the decent homes target.

26.1 Based on this expenditure profile, our assessment of the increase in the number of homes that will meet the Decent Homes Standard is as follows:

Table 6: Delivering Decent Homes

	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14
% decent by year end	76	76	61	77	77	84	95	100

SECTION 11: ANY OTHER INFORMATION

27. Please give any further information that the Council considers relevant to and/or which may assist the Secretary of State in his consideration of the Council's application for his approval under s.27. Failure to provide information that might be relevant to his decision may result in your authority's application and pre-allocation being reviewed.

27.1 A successful application and subsequent funding award will enable Enfield Homes to achieve the Decent Homes Standard and invest in delivering sustainable communities.

27.2 We have improved our performance over the last three years, demonstrating our capability to meet the performance targets demanded of a Two Star plus organisation.

27.3 The greater volume of investment will open up more opportunities for procurement of contracts, in particular major works, but also cyclical planned maintenance, and repairs and maintenance contracts on a partnership basis.

27.4 Greater value for money will be achieved through partnering and process reengineering and we will establish a clear customer focus. Efficiency savings of at least 3% per annum are programmed for delivery from March 2008 onwards.

27.5 A new staffing structure for Enfield Homes will create specialist teams for some services, including anti-social behaviour and rent collection, allowing staff to use their skills to best effect.

27.6 Since deciding to apply for a place on the ALMO programme, the council has taken significant steps towards putting in place the building blocks for the new ways of working, including separation of landlord and strategic functions and reorganising the housing management function, moving into new accommodation and putting in place a number of service level agreements. Moving to go-live with the ALMO and continuing the progress towards 2 and 3 star performance is the next logical step.

SECTION 12: LIST OF SUPPORTING DOCUMENTS

Enfield Homes Delivery Plan;

ALMO shadow Board Person Specification (independent member);

ALMO shadow Board Training Programme;

Section 27 Application Signatory

Completed by: _____

Role: _____

Contact name and details for any queries _____

Date: _____