

MUNICIPAL YEAR 2014/2015 REPORT NO. 22

MEETING TITLE AND DATE:

Cabinet 23rd July 2014

REPORT OF:

Director of Health, Housing and Adult Social Care

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Agenda - Part: 1	Item: 12
Subject: ALMO Reintegration	
(Key Decision No: 3911)	
Wards: All	
Cabinet Member consulted: Cllr Oykener	

1. EXECUTIVE SUMMARY

- 1.1 Enfield Homes was established as an Arms Length Management Organisation in 2008, to deliver a programme of works to bring the Council's housing stock up to the Decent Homes standard (KD 2142). The responsibilities were defined in a Management Agreement which expired in 2012 but had the option to extend. The establishment of an ALMO was a pre-requisite of obtaining Decent Homes funding, which at the time of the decision was confirmed at up to £50 million.
- 1.2 A Housing Management Review was undertaken by Campbell Tickell in 2012, supported by a test of opinion with residents. Following a recommendation from Cabinet (July 2012), Council (September 2012) approved the revision and extension of the Management Agreement with Enfield Homes to March 2015 (or the cessation/significant reduction of external Decent Homes funding, whichever was sooner). Linked to this decision Cabinet approved a number of further recommendations with a view to working with stakeholders to agree a smooth transition to a Council led Housing Service following the expiry of the Enfield Homes Management Agreement on 31st March 2015.
- 1.3 Cabinet agreed that a further review of progress be undertaken in 2014. An update is provided within section 3 of the report and, in line with previous decisions, it is now formally proposed that Enfield Homes is reintegrated back into the Council, and Cabinet approval is sought to confirm the earlier decisions. This will provide an opportunity to deliver efficiencies and streamline functions across the Council in the delivery of both housing and back office services. This will enable resources to be re-prioritised to improve the service provided to tenants and leaseholders.

2. RECOMMENDATIONS

- 2.1 Note the earlier decision by Cabinet in 2012 (KD 3531) approved by Council (KD 3531), regarding the extension of the Management Agreement until March 2015 with a number of recommendations to ensure a smooth transition back to the Council, subject to a further review in 2014.
- 2.2 Agree to confirm and progress the plans to reintegrate Enfield Homes back into the Council formally on 1st April 2015, following the expiry of the Management Agreement.
- 2.3 Agree to dissolve Enfield Homes as a legal entity from 1st April 2015 onwards.
- 2.4 Endorse plans to streamline functions and reintegrate elements of Enfield Homes prior to April 2015 where appropriate and legally permissible.

3. BACKGROUND

- 3.1 Enfield Homes was established as an Arms Length Management Organisation in 2008, to deliver a programme of works to bring the Council's housing stock up to the Decent Homes standard (KD 2142). Enfield Homes currently has responsibility for the management and maintenance services for over 11,000 rented Council owned properties and approximately 4,500 leasehold properties. The responsibilities were defined in a Management Agreement due to expire in 2012 but with the option to extend.
- 3.2 In July 2012 the Council commissioned Campbell Tickell to undertake a Housing Management Review, seeking to assess the effectiveness and efficiency of Enfield Homes, with a view to identifying options for management arrangements from April 2013 onwards. The findings of the Housing Management Review were reported to Cabinet via KD 3531 in July 2012. Following a recommendation by Cabinet in 2012, Council approved a decision to revise and extend the Management Agreement with Enfield Homes until March 2015, with a view to working with stakeholders to agree a smooth transition to a Council led Housing Service following the expiry of the Enfield Homes Management Agreement on 31st March 2015. This decision was made to ensure that Enfield Homes could benefit from the remaining Decent Homes Programme funding, which ceases in March 2015. In addition, the transfer of functions back to the Council will also deliver efficiencies, which will enable resources to be re-prioritised to improve the service provided to tenants and leaseholders.
- 3.3 Cabinet further agreed a number of supporting recommendations to implement during the extension of the Management Agreement (via KD 3531), to ensure a smooth transition back to the Council subject to a further review in 2014. Good progress has been made to address the areas identified and joint working between Enfield Homes and Enfield Council has been strengthened during the two year extension, in preparation for reintegration. The

recommendations and progress against these are shown below in sections 3.4 to 3.8.

3.4 *That changes to leadership and governance arrangements (including to the Memorandum and articles of Association) are introduced that ensure Enfield Homes operates in closer partnership with the London Borough of Enfield.*

During the two year extension this recommendation was addressed via the appointment of a Joint Chief Operating Officer across Enfield Homes and Enfield Council. The post holder's annual objectives were set jointly by the Chair of the Enfield Homes Board and the Director of Health, Housing and Adult Social Care. In addition, Enfield Homes Senior Management Team meetings were extended to include the Head of Development and Estate Renewal, Head of Housing Management Performance and Housing Revenue Account Governance Manager; all posts within the Council to promote closer partnership working across the two organisations.

3.5 *That common support services are further reintegrated to provide efficiencies and savings across both organisations.*

This has been addressed by shared leadership from the Joint Chief Operating Officer. In addition, Human Resources, Learning and Development and Housing Allocations functions all transferred back to the Council in August 2013. A Joint Head of Housing Finance, covering all of the Council's Housing activity, was appointed in April 2012. There has also been a merger of the Enfield Homes Business Development function with the ALMO Client Team, now managed within Enfield Homes. Finally, some elements of the Mutual Exchange function have been combined and moved into Enfield Homes and the Health and Safety operations of both organisations are being prepared to merge from July 2014. Overall, these changes have achieved efficiencies of £519K, which is expected to increase following reintegration.

3.6 *That all opportunities for shared contractual arrangements are rigorously explored and implemented to enhance quality and reduce cost.*

The Council and Enfield Homes have sought to explore opportunities for shared contractual arrangements and a joint procurement exercise has been undertaken for the Ground Maintenance and Tree Management contracts, which is expected to realise economies of scale and deliver better value for money.

3.7 *That Enfield Homes improve the service received by Ward Councillors, particularly in respect of housing enquiries and complaints.*

A review of complaints and Member Enquiries processes was undertaken to respond to this recommendation. This resulted in a restructure and the service is now managed by the Enfield Homes Head of Customer Services and the Operations Manager, ensuring an increased level of management support is

available. A new database has been implemented to support the new processes, which improves the ability to acknowledge and track enquiries. In addition, Ward Councillors now benefit from a dedicated Member Enquiry process with an improved response time of eight working days (compared with a 10 working day response target for customer complaints). In 2013-14 there were a total of 752 Members' Enquiries which is an increase of 346 (46%) from 2012-13. Of these 93% (700) were responded to within the improved response time of eight working days, which upheld the performance of 2012-13 despite the increased volume.

3.8 *That Enfield Homes and the Council jointly review and improve the satisfaction of leaseholders with their housing services.*

During the two year extension of the Management Agreement Enfield Council and Enfield Homes have implemented a number of initiatives to improve leaseholder satisfaction. This has included:

- Updated templates and supporting information for statutory consultation notices, to ensure these are relevant to customers and easy to understand
- Improved the information to leaseholders about major works available on the Enfield Homes website
- Introduced ward boundary maps that identify what planned maintenance work is planned and when
- The Customer Input Tool shows the projects planned, with timescales, and the impact it will have on a particular block or road
- The Financial Assistance package has been reviewed and an enhanced payment option package has been developed and is currently being discussed with the Lead Cabinet Member prior to implementation
- The Right to Buy process has been reviewed to ensure that leaseholders receive necessary information at the start of the process and are clear on the implications and responsibilities of being a leaseholder.

3.9 As outlined in sections 3.4 to 3.8, the recommendations requested by Cabinet have been implemented in preparation for reintegration, which will further align Council Housing with Community Housing and the wider Council departments.

3.10 As the reintegration of Enfield Homes into Enfield Council will involve a significant transfer of responsibilities for housing management and maintenance services, the Council and Enfield Homes recognises the importance of early planning to ensure a smooth transition. A Reintegration Project Board has therefore been established to provide strategic oversight to the transfer and monitor progress. The Board is chaired by the Director of Health, Housing and Adult Social Care and reports to the Leader Design Board to ensure that the future operating model is consistent with the Enfield 2017 programme. In addition, the Reintegration Project Board reports to the Housing Board, ALMO Board and the Cabinet Member for Housing and Estate Regeneration. The Reintegration Project Board comprises the following officers:

- Director of Health, Housing and Adult Social Care (Chair)

- Joint Chief Operating Officer Assistant Director, Corporate Governance
- Acting Assistant Director of Finance
- Assistant Director – Human Resources
- Assistant Director Legal services
- Director of Operations
- Director of Technical & Property Services
- Head of Transformation
- Reintegration Programme Manager.

3.11 To support the Reintegration Project Board, six workstreams have been established. Through the workstreams, a comprehensive project plan has been produced, to capture the key activity that needs to take place, to enable the Board to monitor progress accurately and ensure that Enfield Homes is reintegrated back into the Council following the expiry of the Management Agreement on 31st March 2015. As part of the planning, a number of functions will be streamlined and reintegrated prior to April 2015 where appropriate. The workstreams and examples of their remit are shown below.

3.11.1 Human Resources

- TUPE consultation and transfer
- Deliver HR staff briefings
- Devise LBE staff induction for those staff transferred
- Review HR policies and procedures with a view to alignment
- Provision and comparison of employment terms & conditions from both organisations
- Review pre-transfer recruitment to permanent, fixed term and agency roles within Enfield Homes to ensure terms and conditions are aligned to the Council's.

3.11.2 Finance

- Year end closure and audit
- Calculation of any outstanding insurance claims
- Re-integrate the Enfield Homes pension fund into the Council's
- Completion of tax returns
- Transfer of financial records
- Integrate Enfield Homes payroll into Enfield Council payroll
- Notify all suppliers of the transfer to Enfield Council
- Review payments processes from 1st April 2015
- Budget planning for 2015/16
- SAP development to remove Enfield Homes as a discreet entity and establish appropriate budget codes at Enfield Council.

3.11.3 Operational

- Review ways of working and identify any synergies that exist across Enfield Homes and the Council, to ensure the most efficient structure post reintegration that is aligned to the Enfield 2017 programme.

- Review current customer contact and agree the customer service model for Council tenants post reintegration, in line with the Enfield 2017 model.

3.11.4 Future Governance & Company Administration

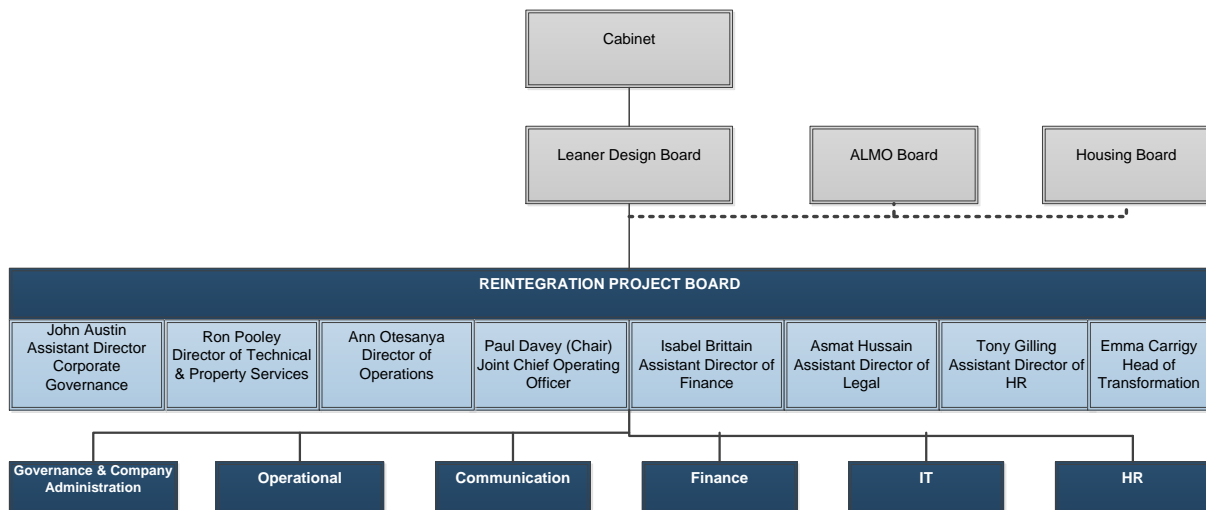
- Agree and establish future governance arrangements and engagement with tenants and leaseholders following reintegration
- Identify manner and timing of current Board Director resignations
- Draft Transfer Agreement confirming all assets and liabilities of Enfield Homes following the transfer to Enfield Council
- Dissolve Enfield Homes as a legal entity
- Review Board Director liability post reintegration and ensure appropriate measures and insurance is in place.

3.11.5 IT

- Identify all IT systems/licenses to be transferred to LBE
- Extend the MI Portal to Enfield Homes staff
- Transfer email addresses to Enfield Council standard addresses
- Remove Enfield Homes internet and intranet sites as stand-alone and transfer material across to Enfield Council website and intranet
- Ensure that Enfield Homes staff are included in any corporate wide or relevant new IT systems roll out as part of the transformation programme
- Further standardisation of information systems and equipment, building on the work already done to date, to enable greater savings, lower technical risk and better information sharing.

3.11.6 Communication

- Notify tenants and leaseholders of the changes via the quarterly Housing newsletter, Senate briefings and relevant forums
- Develop and implement a Communications Strategy across Enfield Council and Enfield Homes
- Lead communication with staff to include a newsletter, designated intranet pages to provide an update on reintegration, Staff Forums and briefings and senior management attendance at team meetings
- Discontinue the Enfield Homes branding
- Move the content on the Enfield Homes website and intranet across to the Housing pages on the Council's website
- Ensure communication with wider stakeholders including the Enfield Homes Board, Trade Unions and senior management at the Council.



3.12 Given the challenging financial climate, the Council is developing revised structures and way of working to enable continued operational effectiveness with reduced resources, through the Enfield 2017 programme. The reintegration of Enfield Homes will therefore be aligned to the wider transformation programme. Throughout Summer 2014 the services provided by Enfield Homes will be reviewed and a range of structural options will be explored and recommended for consideration, developed in conjunction with stakeholders. A phased approach will be taken to introducing any changes to ways of working and staffing structures, to ensure that quality of service is maintained throughout the transition. Where appropriate and legally permissible under the Transfer of Undertakings Protection of Employment (TUPE) regulations, processes and resources will be aligned across Enfield Homes and the Council prior to the formal expiry of the Management Agreement on 31st March 2015.

3.13 In considering the options for future processes, structures and delivery models the following principles will be applied:

- Sustainable, efficient and the lowest possible cost services are to be the key characteristics of future Council services
- There will be increased self-service options available for tenants and leaseholders 24/7
- Where possible, there will be a single reorganisation for affected staff groups, so timescales will be aligned to the Enfield 2017 programme and take a phased approach
- Cabinet Members will be presented with a range of structural options, developed in conjunction with stakeholders, that may include a range of options from dedicated housing staff through to a housing function that is blended as part of other operational teams with the wider Council functions
- There will be ongoing engagement with staff, tenants and leaseholders
- Consensus regarding decisions on the future operating model and structure will be sought across the Council and ALMO Board where possible
- Decisions will be made on the basis of expert legal and HR advice regarding the Transfer of Undertakings Protection of Employment (TUPE) regulations to ensure compliance will all obligations that apply

- Any selection processes associated with a re-organisation as a result of Enfield 2017 or Enfield Homes reintegration will be fair and transparent to staff across both the Council and Enfield Homes
- There will be fair and transparent apportionment of any savings/costs as a result of reintegration between the General Fund and Housing Revenue Account.

3.14 As stated in 3.10, the Reintegration Project Board will ensure that key stakeholders are appraised of progress, reporting to the Enfield Homes Board, Housing Board, Corporate Management Board, senior management teams and Cabinet Member for Housing and Estate Renewal. In addition the communications workstream will continue communication with tenants and leaseholders.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 The housing management and maintenance services for tenants and leaseholders occupying Council stock could continue to be provided by Enfield Homes as an Arms Length Management Organisation through a new Management Agreement. As the Decent Homes Programme funding is expected to cease in March 2015, there is a financial dis-benefit to retaining an Arms Length Management Organisation, as reintegration offers greater opportunities to streamline ways of working and deliver efficiencies across the wider housing service and Council. This will enable resources to be re-prioritised to improve the service provided to tenants and leaseholders.

4.2 A new Management Agreement that incorporates additional Council services or shared services with neighbouring boroughs could be issued. This was considered as part of the 2012 Housing Management Review and was not deemed a viable option and as a result was discounted. The Council's transformation programme, Enfield 2017, is seeking to streamline Council functions so the incorporation of additional services into the ALMO would compromise the wider Council transformation and reintegration offers the opportunity to deliver streamlined, holistic services to local residents.

4.3 The housing stock could be transferred to an independent registered provider or a partial transfer to facilitate estate regeneration. This was considered as part of the Housing Management Review and discounted due to a risk of losing focus on the day-to-day management and maintenance in preparing for a potential transfer, which would require extensive approvals and tenant consultation. Additionally, the review found that this option was not favoured by local residents.

5. REASONS FOR RECOMMENDATIONS

- The Enfield Homes Management Agreement ceases on 31st March 2015.
- The Decent Homes Programme funding allocated to the Council ceases in March 2015 therefore there is no longer a financial incentive to separate the housing management and maintenance functions from the wider Council.

- Enfield Homes and the Council have been successful in delivering the recommendations approved by Cabinet in July 2012 to prepare for reintegration.
- The reintegration of Enfield Homes offers opportunities to streamline functions across the Council and Enfield Homes, which will enable more efficient working so resources can be effectively prioritised to improve the services delivered to local residents.
- The reintegration of Enfield Homes offers the potential for efficiency savings of up to £540K through the deletion of the Enfield Homes Chief Executive post and the governance function, accountancy services, HR savings and from a review of the senior management structure including the appointment of Joint Chief Operating Officer and Joint Head of Housing Finance.
- There is the opportunity to improve the performance of the housing management and maintenance services by building on synergies that exist between the services provided by Enfield Homes and those by the Council.
- Available options for future service delivery models, processes and staffing structures will be explored in line with an agreed set of principles, with a view to taking a phased approach to reintegration to coincide with Enfield 2017 timescales, uphold TUPE obligations and maintain the quality of service provided to residents throughout the transition, so a streamlined, efficient and effective housing service can be successfully delivered.

6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1 Financial Implications

- 6.1.1 The earlier Cabinet report ('Housing Management Review' July 2012, KD 3531) regarding reintegration outlined the potential for £333k savings if the Council retained the ALMO and £540k if the ALMO was reintegrated.
- 6.1.2 Savings of £347k have already been delivered, as has a further saving of £171k from the deletion of the Chief Executive post and the creation of a Joint Chief Operating Officer across the Council and Enfield Homes. The total savings to date is therefore £519k.
- 6.1.3 Based on the initial review, further potential savings were identified relating to Finance, Governance and a review of the Senior Management structure. These, and further savings, will be identified as the workstream activity progresses.
- 6.1.4 The cost of reintegration is being met predominantly from within existing staff resources. However there is the additional cost of a project

manager and there are likely to be additional legal and financial costs. These will be contained within existing HRA resources.

6.2 Legal Implications

- 6.2.1 Under Local Government Act 1999, the Council has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. The steps to reintegrate the ALMO into the Council outlined in this report assist the Council in meeting this duty.
- 6.2.2 Section 8 of the Housing Act 1985 places a duty on local authorities to review and provide housing in their area. By section 27 of the same Act, a local authority may enter into a management agreement with another organisation to manage its housing stock. The ALMO's primary objective was to achieve the Decent Homes target across the local authority housing stock that it manages.
- 6.2.3 Communities and Local Government issued guidance in December 2011 with regards to Councils considering the future of their ALMO housing management services. The guidance makes it clear that a Council does not need to seek the Secretary of State's permission if considering bringing the service back in house, but in the interests of fairness and consistency, rigorous consultation should take place with the tenants, which is no less rigorous than that when the service was recommended for transfer to an ALMO. The guidance also requires that a comprehensive risk assessment is undertaken. The report outlines the steps taken to comply with these requirements.
- 6.2.4 In addition to the above, section 105 of the Housing Act 1985 requires local authorities to consult tenants on matters of housing management. It is noted that consultation took place in 2012 when the decision to work towards reintegration was taken. It is also noted that an equalities impact assessment has been undertaken.
- 6.2.5 The current Management Agreement between the Council and Enfield Homes, dated 1st April 2008 contained the necessary provisions to enable the Council to amend the contractual arrangements including extension provisions. The Company documentation such as the Articles of Association will need to be amended in accordance with the Companies Act 2006 and any amendments thereof. Such amendments/extensions will need to be in a form approved by the Assistant Director of Legal Services.
- 6.2.6 The procurement of any goods/works/services such as the appointments of any consultants to assist will need to be in accordance with the Council's Constitution, in particular the Contract Procedure Rules and EU requirements.

6.3 Property Implications

- 6.3.1 Enfield Council has overall responsibility for all aspects of its estate, including that currently managed on a day to day basis by Enfield Homes. The reintegration of Enfield Homes will enable improvements in delivering key functions such as Corporate Landlord and Planned and Responsive Repairs and Maintenance to the Council's property assets, thereby helping to reinforce the estate-wide responsibilities that the Council has.
- 6.3.2 It will also look to build on already established working practices to ensure a quality service is provided to tenants/leaseholders in such area as Right to Buy and Greensward disposals / licencing.
- 6.3.3 Such synergies will improve the service provided by the Council and Strategic Property Services will work closely with Enfield Homes to ensure a smooth reintegration.

7. KEY RISKS

A comprehensive risk register will be monitored by the Project Board and workstreams on a monthly basis, to ensure that all mitigating action is taken. However, the key risks are as follows:

- **The reintegration of Enfield Homes is a significant transfer in challenging timescales, which may result in delayed reintegration as this is being progressed in addition to business as usual activity.**
This has been mitigated by advance planning for reintegration, including some transitional transfers, for example the appointment of a Joint Chief Operating Officer. A Project Board has been established to provide leadership and monitor progress, and seven key workstreams have been formed. Given the many other challenges the Council faces, timescales are a risk but given the preparatory work that has already taken place and the robust governance arrangements, the deadline of 1st April 2015 for reintegration is achievable.
- **The reintegration of Enfield Homes requires organisational change, to ensure that the organisation is re-aligned with the Council and revised ways of working. Any significant change presents a risk to a staff morale and performance.** This will be mitigated by regular communication with staff at Enfield Homes and the Council and the application of change management techniques. A phased approach will be taken to reintegration, so functions can be aligned with the Council in advance of the expiry of the Management Agreement where possible.

- **The reintegration of Enfield Homes may adversely impact on the quality of service provided to tenants and leaseholders.**

A communication workstream has been established to lead stakeholder engagement, particularly communication with tenants and leaseholders. Tenants and leaseholders were engaged as part of the Housing Management Review in 2012 and have received regular communication about the planned changes since. Staff will be engaged and supported throughout the process to minimise the impact on performance, and a phased approach to reintegration will be adopted where possible.

- **Challenges may be received from staff regarding any perceived changes to terms and conditions.**

The Transfer of Undertakings Protection of Employment (TUPE) transfer process will be followed, which protects where applicable, existing terms and conditions of employment. There are some differences between the terms and conditions of Enfield Homes and Enfield Council staff, which may present an employee relations risk. The longer term aim will be to secure fair and equitable conditions for all Council staff.

- **Reintegration is occurring during a period of significant change for the Council, where there may be the requirement for restructuring and selection processes, to be balanced against the TUPE process and fair opportunities for all staff.**

This will be managed through continued communication with staff at the Council and Enfield Homes and working closely with HR and the Leaner team. The TUPE process will be followed throughout the reintegration process and expert legal advice will be obtained to guide decisions

- **Reintegration will coincide with the timescales for awarding a new Repairs and Maintenance contract, resulting in a high level of change in the same period, which may have an adverse impact on performance and the quality of service provided to tenants and leaseholders.**

This will be mitigated by adopting a phased approach to reintegration, to introduce changes gradually, both before and after 1st April 2015 as appropriate.

- **Enfield Homes is not fully integrated into the Council and the Enfield 2017 model therefore opportunities for more efficient ways of working and an improvement in the quality of service delivered are not realised.**

This is being mitigated by engaging with the Enfield 2017 team throughout the planning process and through the operational workstream which will be reviewing the synergies that exist across Enfield Homes and the Council.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The Housing Management Review considered the options available following the expiry of the Enfield Homes Management Agreement. As part of this, tenants and leaseholders were involved via an extensive consultation in 2012 and had the opportunity to comment on future housing arrangements via a transparent process.

8.2 Growth and Sustainability

The growth and sustainability of the housing stock and service will continue to be governed through the Housing Revenue Account 30 year Business Plan and underpinned by the Asset Management Strategy, so a planned approach to the sustainability of existing housing stock and the development of new stock is taken and built on a sound business case.

8.3 Strong Communities

Excellent housing management and high quality housing stock are key components of strong communities. Tenant participation will be continued post reintegration and revised governance boards and structures will be considered as part of the company administration workstream.

9. EQUALITIES IMPACT IMPLICATIONS

An Equalities Impact Assessment will be undertaken.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

There are robust performance management arrangements in place for housing services delivered by Enfield Homes. These will be reviewed and amended as necessary to support the new structures, and will continue to be monitored closely.

11. HEALTH AND SAFETY IMPLICATIONS

The health and safety arrangements in place at Enfield Homes will continue, such as fire risk assessments and Construction Design and Management. Health and Safety standards will not be changed as a result of reintegration and will continue to meet all required standards. Any synergies that exist across the Council and Enfield Homes Health and Safety teams will be explored as part of the operational workstream.

12. HR IMPLICATIONS

- 12.1.1 The reintegration of Enfield Homes is covered by the Transfer of Undertakings Protection of Employment (TUPE) regulations. There are approximately 282 employees at Enfield Homes who will be transferred to the Council on their existing terms and conditions of employment at the point of transfer. It should be noted that whilst many of the terms and conditions of employment are consistent between the two organisations, there are some differences and these can only be changed post transfer if there is an Economic, Technical or Organisational reason for doing so unconnected with the transfer.
- 12.1.2 Work has already commenced on aligning the key HR policies and procedures between the two organisations since the introduction of the shared HR service.
- 12.1.3 Appropriate consultation will need to take place with staff and trade union representatives impacted by the TUPE transfer, which will include staff at the Council as well as Enfield Homes. There isn't a minimum time requirement for the consultation but this should be "meaningful" and as soon as the decision is known. Appropriate channels for communication are in place or currently being set up.
- 12.1.4 The Operational workstream will consider organisational structures and the management team structure, to ensure that this is aligned with the wider Council structure and functions are streamlined where possible. If this results in any proposed changes, this will be the subject of a separate report and full consultation will be undertaken with the affected staff and Trade Unions.

13. PUBLIC HEALTH IMPLICATIONS

Housing is one of the key determinants of health. By continuing to provide high quality and effective housing management and maintenance services, there will be a positive impact on the health and wellbeing of tenants.

Background Papers

None.