

Delivering Homelessness Services

Why every ALMO should be doing it!

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NFA Conference July 2015



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What we will be covering?

- Background – of templates and missions
- Persuading the Council – make them love you!
- What did we get [oh dear!]
- Understanding the new world and sorting out the mess
- Success and benefits
- The downsides
- A few other observations



02

Background

Outer North London Borough 15,000ish stock but rapidly depleting – less than 10,000 by 2020 (maybe)

2003 – Goodish but a largely unremarkable housing authority

2004 - Template ALMO established – 10 year contract

- Deliver DHS and improve core services

2011 - Mission largely complete – what next?

- Are you a Hedgehog or a Fox?

- Can you be both Darwin?



03

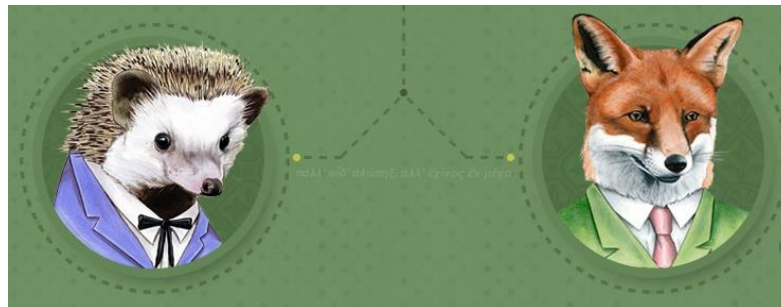
The journey

2012 – What a year!

- Reputation for delivery and innovation established
- Relationship building and networking – they all like us!
- Enterprising, more commercially orientated but retaining public sector ethos
- Barnet Homes an obvious partner for the Council

February – Your Choice Barnet established [Mr Fox]

April – Housing Options service transfers [Mr Hedgehog]



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Housing Options Service

At point of transfer:

- 120+ staff, £4m management fee & £8m TA account
- £425k efficiency to be delivered day 1 [hello/goodbye]
- Like ships in the night...!
- No leadership, performance culture & rubbish management
- Technical but not practical
- Criminal fraud and poor processes
- No self awareness
- Failed systems thinking review?
- Supply and demand about to implode...
- 5th busiest in London
- General Fund crisis ahoy!

Careful what you wish for!



05

Sorting out the mess

- Looking under all the rocks at the scary stuff
- Crash course in identifying all the levers to pull
- New leadership and accountability for outcomes
- Synergise
- Talent management, mentoring, new blood and support for ideas
- Tough love and nurture [vigorous but not ruthless?]
- Relentless around compliance but challenging the red tape
- Celebrate success
- The big mo



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Success and Benefits

Success

- Improved KPIs and internal audit outcomes
- Benefits realisation met
- Journey to exemplar service started

Benefits

- Reputation, profile & partnerships
- Innovation, brand & opportunity
- Comprehensive Housing Services & integration
- Relearning some lessons
- Sweating your corporate assets – VfM
- A more rounded personal understanding of housing markets
- New skills



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The Downsides

- £13.9m G/F ...the art of being unpopular
- Competition and lack of sharing
- A market you cannot control
- Fishing in the lowest part of PRS pond
- The tough end of social policy
- Reputation



SWEETS WAY RESISTS: PUBLIC MEETING

TUESDAY 7TH APRIL 7:30PM

76 OAKLEIGH ROAD NORTH, N20 9EZ

"Please don't make us homeless" Daniel, 6 years old
STILL HERE - STILL FIGHTING

Support us in our new occupation as we discuss and plan what's next!

Twitter @SweetsWayN20 Facebook.com/SweetsWayResists
Sweetswayresists.wordpress.com

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Other Observations

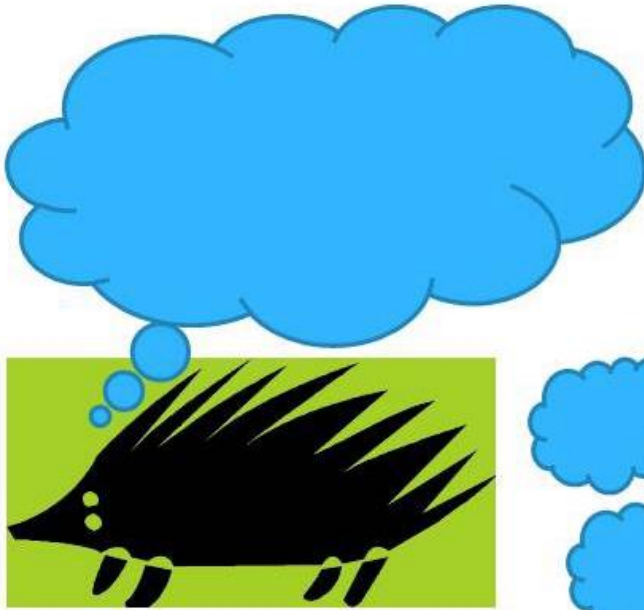
- On the cusp of 10 more years
- Focus on solving the Council's problems like £13.9m
- Development
- Registered Provider status
- TA solutions
- Market rent PRS
- Competing with the big boys



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Overall – Lovely, thanks

HEDGEHOG OR FOX



Moving towards one big clear idea



Chasing after many little ideas quickly