



Welcome to the Economic Regeneration, Housing and the Arts Policy and Accountability Committee

Governance of the Proposed New
Housing Organisation
Update from the Residents' Housing
Advisory Group

Tuesday 8th March, 7.00pm
Small Hall, Hammersmith Town Hall
Hammersmith & Fulham Council

Tonight's presentation



- A brief history of the Residents' Commission's work
- The proposed new housing organisation:
 - Role
 - Values and design principles
 - Governance (rules) and decision-making (Ian Doolittle)
 - Leadership: the (Shadow) Board (Peter Bevington)
 - Selecting the Shadow Board (Tom Hopkins)

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The Residents' Commission: an independent body

- Met from March to November 2015, asked by the Council to:
 - consider the options for empowering residents to take local control over their homes
 - find the best way of maximising investment in existing council homes
 - see how new homes could be built

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The Commission recommended to the Council



- A large scale voluntary transfer of its stock of council homes to a new not-for-profit housing association based on the 'community gateway' model

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The Blueprint (1)



- The Commission also developed a Blueprint that captured our vision for this new organisation. Its role:
 - a new social landlord for our Borough, under the control of local people
 - ownership, management and financing of homes and estates as its primary focus and responsibility
 - but much more than simply a landlord ...

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The Blueprint (2)



- The role of the new organisation (cont.)
 - an important strategic partner for the Council and Mayor of London
 - able to create wider community and economic benefits for the Borough as a whole e.g. via new employment and training opportunities
 - able to generate investment in new affordable homes

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The Blueprint – values and design principles (1)



- Values set by its own residents
- Fairness, transparency and inclusion
- People-focused housing services, able to adapt to local needs and based on sound knowledge of our diverse population

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The Blueprint – values and design principles (2)



- Offering varied opportunities for residents to be involved at local, operational and strategic levels
- Residents and staff working closely together towards shared goals
- Working in partnership with other agencies
- These values to be enshrined in a strong constitution

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Questions and Answers

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Governance of the new organisation

Ian Doolittle - Partner, Trowers & Hamlins



Introduction

- Governance principles
- What residents will want to know
- How the model would work

Pioneering — Bahrain — Construction — Public sector — Energy — Real estate — London — Tax — IT — Dubai — Manchester —
 Connecting — Knowledge — Pragmatic — Malaysia — Exeter — Thought leadership — Housing — Agile — Creative — Connecting — Private equity
 Local government — Manchester — Environment — Focused — Islamic finance — Projects — Abu Dhabi — Corporate finance — Pensionable — Teamly
 Employment — Regulation — Procurement — Expertise — Specialist — Planning — Investment — Committed — Delivery — IT — Governance
 IP — Corporate — Infrastructure — Value — Development — Private wealth — Oman — Governance — Birmingham — Corporate finance
 Dynamic — Pensions — Dispute resolution — Insight — Banking and finance — Arbitration — Diverse — Regeneration — Care — Communication



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Governance principles

- A charity and a “Community Benefit Society”
- Board: 6 residents / 5 independents
- Representative Assembly: elected by and representative of the Resident Membership Body
- Resident Membership Body: tenants and resident leaseholders
- Council: approves rule changes



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What residents will want to know

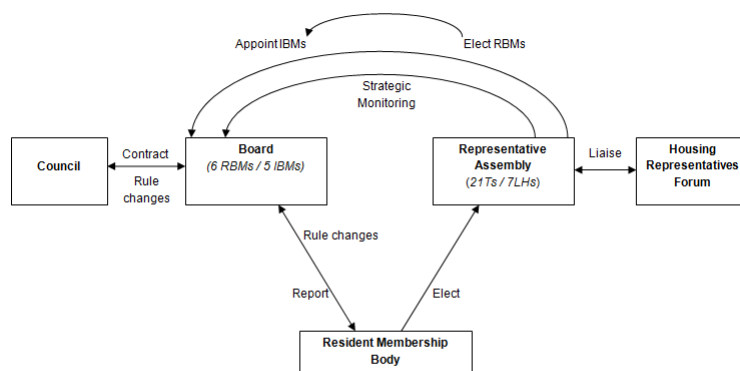


- What type of organisation?
- What is a Community Gateway Association?
- Why charitable status and what are the implications?
- How decision-making would work
- Who manages?
- How board members would be chosen
- The Regulator



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How the model would work



*RBMs: Resident Board Members
 IBMs: Independent Board Members
 Ts: Tenants
 LHs: (Resident) Leaseholders



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Questions and Answers



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Role of the Shadow Board



- Governing body for the new community gateway organisation
- Responsible for: vision, policy, strategic direction, financial viability, risk management, performance, reputation
- Responsible to: residents, the regulator, the Council, funders
- In the short term, responsible for ensuring the organisation is equipped to take the transfer and deliver the 'offer'

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Basic Eligibility



- Six resident members, no more than two of whom to be leaseholders; five independent members
- Resident members: holding a current tenancy or lease of a LBHF owned dwelling (certain exceptions e.g. where a resident is subject to legal proceedings or in breach of their tenancy agreement/lease)
- Independent members: not being a resident or a local authority person
- All: potential ineligibility by virtue of bankruptcy, mental incapacity, criminal record etc
- Willingness to sign up to relevant terms of reference/code of conduct/non-disclosure/confidentiality undertakings

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Selection Criteria (1)



- Meeting the person specification – behaviours etc
- Understanding of the aims and role of the shadow Board
- Willingness to be an ambassador and champion of housing in the Borough to deliver positive change
- Ability to act as the public face of the new organisation
- Commitment to residents' control over their housing and over key decisions that affect them
- Commitment to Hammersmith & Fulham as a diverse borough
- Commitment to the values and design principles in the Blueprint

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Selection Criteria (2)



- Ability to demonstrate an appropriate level of ability, knowledge and/or experience with reference to one or more of the following:
 - Governance
 - People services
 - Housing
 - Community relations/community benefits
 - Organisational development
 - Business and commercial
 - Finance

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Selection Process



- Formation of selection panel, preparation of recruitment pack
- Letter of invitation to apply from Councillor Homan to all residents
- Issue of recruitment pack and application form to eligible applicants
- Short-listing and interview
- Appointees assist in selection of independent members

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Selection Timetable: resident members



- w/c 7 March: letter from Councillor Homan to all residents
- w/c 14 March: issue of recruitment packs, formation of selection panel
- w/c 28 March: deadline for applications
- w/c 4 April: short-listing
- w/c 11 April: interviews
- w/c 18 April: interviews/appointments

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Selection Timetable: independent members



- w/c 4 April: advertisement of positions
- w/c 2 May: deadline for applications
- w/c 9 May: short-listing
- w/c 16 May: interviews
- w/c 23 May: interviews/appointments
- w/c 30 May: first meeting of Shadow Board, appointment of Chair

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Selection Panel: proposed composition



- Membership of up to seven
- Up to three former members of the Residents' Commission who are not interested in applying to become members of the Shadow Board
- Up to two nominees from HRF
- A resident Board member from an existing Community Gateway HA
- A Chief Executive of a London-based housing association
- Support/advice from TPAS, the ITLA

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HRF nominees – proposals



- Must be prepared to forego applying to be Shadow Board members themselves
- Must be available during April and May
- May seek advice from Tom Hopkins on the demands of the role between now and 15 March
- Should notify Tom Hopkins of their interest before the next HRF meeting (on 15 March)
- If more than two volunteers come forward, two should be selected at the meeting on 15 March by a process to be agreed

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Questions and Answers

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For further information please contact:

TPAS

Email: lbhfita@tpas.org.uk

Website: www.tpas.org.uk

Number: 0800731 1619

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