



HOUSING TRANSFER - CPC EXPERIENCE

As project manager our role is to provide project management services, advice and guidance to the Council to secure a place on the DCLG Housing Transfer Programme and then to co-ordinate and deliver a formal offer document to tenants in accordance with the project plan agreed.

Pre ballot it is usual for consultants to work jointly for the Council and the shadow RSL. Post ballot, due to conflict of interest issues both parties appoint their individual project teams and our role in project management varies as to which 'side' we represent.

The following is a brief summary of our experience and what we can offer in the pre ballot phase.

PRE BALLOT

1 PROJECT MANAGEMENT

- 1.1 Act as the 'project manager' for the overall transfer process.
- 1.2 Prepare an indicative timetable and work programme to achieve the timetable set for the ballot.
- 1.3 Advise the Council on project management arrangements necessary and support and lead the project team assembled.
- 1.4 Co-ordinate the submission to DCLG for a place on the LSVT Transfer programme.
- 1.5 Prepare and update all necessary project plans, monitor performance by all parties to the process and advise on or take corrective action as authorised by the Council to ensure delivery of the programme of actions.
- 1.6 Prepare, present, update and manage a risk management plan for the transfer.
- 1.7 Provide professional and technical support and advice to Council officers and Members.
- 1.8 Report progress on a regular basis to the project team and other groups relating to the transfer process.
- 1.9 Give advice on the requirement for consultancy and other professional services, draft briefs and advice on procurement.
- 1.10 Co-ordinate the work of other consultants/advisers.



- 1.11 Draft transfer-related operational budgets for approval and assist the Council in controlling these.
- 1.12 In relation to the transfer, prepare reports and attend meetings of Working Groups, Scrutiny Panels, Committees [and any executive arrangements] of the Council, and any Tenants' Advisory Group.

2 STATUTORY AND POLICY COMPLIANCE

- 2.1 Advise the Council on the statutory and policy requirements for transfer including compliance with the DCLG Housing Transfer Manual.
- 2.2 Give advice on the content, organisation and conduct of the informal and formal consultation stages.
- 2.3 Train staff in the process and requirements of housing transfer consultation.
- 2.4 Prepare, with the contribution of other advisors, and review all consultation documents.
- 2.5 Support and co-ordinate the delivery of the consultation strategy, in particular, giving presentations of key information to stakeholders groups, including but not limited to councillors, staff, tenants, leaseholders and other advisors.
- 2.6 Attend progress and ad hoc meetings with officers, members, tenants, advisors, Housing Corporation and DCLG as necessary.
- 2.7 Complete APP1 for preliminary registration with the Housing Corporation.
- 2.8 Organise and co-ordinate any application necessary to DCLG for negative valuation (dowry) funding.
- 2.9 Brief the Council, officers and tenant representatives on any statutory and policy issues relating to the transfer.
- 2.10 Be vigilant to and provide advice on potential conflict of interest issues for officers, councillors and consultants.
- 2.11 Give advice on the policy and procedures required by DCLG and the Housing Corporation to achieve registration and a successful transfer.
- 2.12 Support legal and other advisors in dealing with relevant staffing and TUPE issues.



2.13 Give advice on the requirements for Board member support and training.

2.14 Give advice on the future development and regeneration role of the new organisation

3 VALUATION, BUSINESS PLANNING AND OTHER FINANCIAL ISSUES

3.1 Support of the appointment of specialist business planning / funding advisors.

3.2 Co-ordinate the completion of the Single Transfer Model and the Cost Generation Model and arrange submission to DCLG.

3.3 Review financial models prepared for or on behalf of the new landlord to identify that the interests of the Council, tenants and leaseholders are met, that the agreed offer is reflected in the new Associations draft business plan.

3.4 Advice on rent policy for the transfer based on DCLG housing rents guidance.

3.5 Advice on the options for other assets e.g. land, rent arrears, community centres, future Right to Buy sales proceeds etc.

4 CORPORATE IMPACT - NEGOTIATION AND GENERAL APPRAISAL

4.1 Give advice on and assist the Council, in analysing the impact of the transfer on Council staffing, services and the General Fund.

4.2 Assist in establishing and maintaining financial models for measuring the impact.

4.3 Give advice to the Council on options for minimising the adverse impact and for managing any unavoidable effects.

4.4 Identify opportunities for developing beneficial relationships (including the sale of services) between the Council and the new Association.

5. ESTABLISH THE NEW SHADOW ASSOCIATION

5.1 Advise on establishing the new landlord and DCLG and Housing Corporation requirements.

5.2 Arrange the advertising and recruitment of suitable Board Members ensuring an appropriate mix of the essential skills required for Registration.

5.3 Develop the training programmes required for the shadow Board.



- 5.4 Identify and agree the work programme for the shadow Board pre ballot and the essential decisions on policy issues needed.

6 STATUTORY CONSULTATION AND BALLOT

- 6.1 Co-ordinate and analyse tracking surveys and advise the Council on the optimum time to issue the Formal Consultation Document.
- 6.2 Develop a PR strategy for the consultation period to ensure optimum delivery of the transfer proposals.
- 6.3 Analyse formal consultation responses and advise the Council if any changes are required to the formal consultation document and if so how these should be communicated.
- 6.4 Arrange the independent ballot in accordance with DCLG Guidance.
- 6.5 Manage the liaison arrangements between the ballot organisers and the Council during the ballot period.
- 6.6 Support the development of a ballot announcement PR strategy.

POST BALLOT

In the pre ballot phase it is possible to work on behalf of both parties. However, due to potential conflicts of interest, post ballot both parties appoint separate advisors.

Prior to splitting staff teams we would normally prepare a full project plan for both sides and secure agreement on it from all parties.

We would also arrange the briefs, advertising and advice on the recruitment of specialist consultants required by both parties. We would also advise on the joint appointment of a VAT Advisor to construct a VAT Shelter.

Our subsequent role would then be determined by which party we were working on behalf of.