

GREATER LONDON AUTHORITY

REQUEST FOR DIRECTOR DECISION – DD1261

Title: Broadway contract novations and streamlining No Second Night Out and No Living on the Streets

Executive Summary:

The GLA has four rough sleeping related contracts/grant agreements with Broadway to a total value of £6.93 million. On 1 April 2014 St Mungo Community Housing Association and Broadway Homelessness merged to become one organisation, St Mungo's Broadway. Approval is sought to novate all of the current Broadway contracts and agreements to St Mungo's Broadway.

Approval is sought to streamline the GLA-commissioned No Second Night Out (NSNO) and No Living on the Streets (NLOS) services for rough sleepers, so that buildings and staff are shared across both services. There is a case for this new arrangement because the two service models are similar and there are considerable efficiencies and savings to be made by operating them together. Savings can then be invested in the streamlined services. This is an opportune moment to streamline the services because NLOS is currently seeking replacement premises, and NSNO has recently secured a building for its staging post accommodation with capacity over and above that required by the service. The new arrangement will involve no additional cost to the GLA but will result in improved outcomes for London's rough sleepers.

These approvals are pursuant to the mayoral delegation to the director in MD1093.

Decision:

That the Executive Director of the Housing and Land Directorate approves:

1. The novation of rough sleeping contracts and grant agreements between the GLA and Broadway Homelessness and Support (for No Second Night Out, CHAIN and the Clearing House, and Housing First) to St Mungo Broadway.
2. The streamlining of No Second Night Out and No Living On the Streets services, including shared premises and shared staff, with a review of the arrangements planned for March 2015.
3. The variation of the existing No Living on the Streets contract with St Mungo's Community Housing Association to include the merged services from Broadway.

AUTHORISING DIRECTOR

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: David Lunts

Position: Executive Director, Housing and Land Directorate

Signature:



Date:

16/09/14

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1 Among the Mayor's key aims in his London Housing Strategy are to ensure that no one will live on the streets of London and no individual arriving on the streets will sleep out for a second night. To help meet these aims, the Mayor is investing a budget of £33.8 million in a programme of pan-London services over 2011-15 (see Appendix 1).
- 1.2 A procurement exercise was undertaken during 2011-12 and most of these services are under contract, with some being piloted under a grant agreement to test new approaches to working with rough sleepers. Further procurements have taken place during 2012-13, most notably a No Living on the Streets (NLOS) service and a service for non-UK nationals.

Broadway contract novations

- 1.3 On 1 April 2014, two of the largest rough sleeping service providers, St Mungo Community Housing Association and Broadway Homelessness, merged forming St Mungo's Broadway. Since that time Broadway has been operating as a wholly owned subsidiary of St Mungo's Community Housing Association. The next step in the merger process will mean that Broadway will cease to exist as an organisation, and therefore St Mungo's Broadway have requested that all current Broadway contracts and agreements be novated to St Mungo Community Housing Association. This will regularise the accounting arrangements for both organisations and will complete the first stage of the merger as they become one organisation and in any event St Mungo's have the experience of working on these projects following the merger.
- 1.4 All current Broadway contracts are due to expire on 31 March 2015 but have an option to extend for at least 12 months. The current Broadway grant agreements are due to expire on 31 March 2015 with no option of extension. Given the short time frames left on the contracts it would not be appropriate to re-procure services at this stage. A full re-tender exercise of all rough sleeping contracts is planned during 2015/16 for service delivery from 2016 onwards.

Streamlining No Second Night Out and No Living on the Streets

- 1.5 Two key services in the Mayor's rough sleeping programme are:
 - No Second Night Out (NSNO) – an assessment service to ensure that new rough sleepers do not spend a second night out, launched in 2010
 - No Living on the Streets (NLOS) – an assessment service for longer term rough sleepers, launched in 2012.
- 1.6 A brief description of these services, and the current contractual and funding position for each one, is set out in Appendix 2.
- 1.7 NSNO saw more than 5,800 people between April 2011 and 31 May 2014. Only 20% of this cohort spent a second night out, which has meant that the service has had a positive impact on 80% of clients. Between December 2012 and 31 March 2014, 76% of the 375 clients seen by NLOS did not return to rough sleeping.

Why were NSNO and NLOS commissioned as separate services?

- 1.8 NSNO and NLOS were always intended to be services that mirrored and complemented each other. However, when originally commissioning NLOS, a decision was taken to operate it as a separate service rather than as an extension of NSNO. The main reason was that the client groups of the two services were thought to be distinct at that time – that is, NSNO was for 'new' rough sleepers and NLOS was for those who were more entrenched. The view at that time was that combining these groups could have a negative impact on new rough sleepers. Now both services have been running for some time, it has become clear that there is a large overlap between their client groups. Many of

those coming to NSNO have complex needs and have been rough sleeping for some time but have only been *recorded* by outreach teams as such on one occasion. And many of those attending NLOS are fairly recent rough sleepers.

- 1.9 The key difference between two service models is that as well providing assessment and short term accommodation for some of those who have been assessed, NLOS also provides a small number of direct access beds.

What would a streamlined service look like?

- 1.10 The streamlined service would comprise the three assessment hubs currently operated by NSNO (in south, north and west London). The hubs would be open for referrals of clients currently seen by both services. The capacity of these hubs would remain at 25 each. However, a minimum of a further six assessment/hub spaces would also be provided at new complex needs staging post accommodation.
- 1.11 In addition to the three hubs, there would be two distinct types of staging post accommodation, one for clients with low needs (a minimum of 28 bedspaces) and one for those with complex needs (a minimum of 23 bedspaces). This accommodation would be mainly for referrals from the assessment hubs, with a small number of beds set aside for direct referrals from outreach teams. As stated above, there would also be six new assessment/hub spaces at the complex need staging post.
- 1.12 Under the new arrangements, outreach teams would be able to refer those falling into the following categories:
- new rough sleepers, as per the existing No Second Night Out arrangement
 - other rough sleepers who do not have an existing single service offer recorded on CHAIN (the database of London rough sleepers) and have no local connection established
 - other rough sleepers who have an existing single service offer **and** require additional specialist intervention in order to reconnect them back to their home borough/country, where they have been found **and** are being supported by an outreach team in an area where they have no local connection (these clients would be referred direct to one of the staging posts, rather than the assessment hubs).
- 1.13 There is only one aspect of current service provision that would probably not be made available under the streamlined model. One of the roles of NLOS has been to accept referrals from outreach teams direct to the short term accommodation of clients with a single service offer and a local connection to the borough in which the outreach team found them – where ‘holding’ accommodation is required until the offer is ready to be taken up. Most boroughs have never made use of this provision (with only 30 clients in this position having been seen by NLOS in 18 months), and there is a clear case for all boroughs, rather than the GLA, to provide accommodation for this purpose themselves (as many do).
- 1.14 A flow chart outlining the streamlined model is in Appendix 3.

Why is now is an ideal time to streamline the services?

- 1.15 There are several reasons that make now an ideal time to streamline the two services:
- Following an evaluation of the NLOS service in September 2013, the GLA and the provider agreed an improvement plan. The new arrangement would enable that improvement plan to be implemented much more successfully than if the service remained stand-alone. This is partly because the efficiencies arising from co-location and co-provision would enable there to be better staffing structures, processes and provision.
 - Broadway will be dissolved and the services will be provided through St Mungo’s, to be renamed as St Mungo’s Broadway. The services contract between the GLA and Broadway Homelessness

and Support for NSNO will be terminated and the NSNO services will be included in a variation to the existing St Mungo's Community Housing Association contract for NLOS.

- There has been a significant increase in rough sleeping since the two services were (separately) commissioned, which has increased demand for both of them. Streamlining them would enable a faster throughput for both services, so increasing the number of clients that can be assisted.
- In mid-April 2014, NSNO had to vacate its staging post accommodation and it has now secured new accommodation for this purpose. NLOS vacated its current premises on 31 July 2015 and currently needs to secure a replacement building. Combining the property needs of both services makes sense both financially and operationally.

What efficiencies will there be and how will they improve outcomes?

- 1.16 The staffing costs as set out in the contracts are currently £1,980,760 a year for NSNO and £505,226 a year for NLOS – a total of £2,485,986. Under the streamlined model, the total will be around £13,000 less, at £2,472,799. This includes provision for a slight increase in the number of FTEs in the hubs and a reconfiguration of roles. It is envisaged that the co-location of hub staff and reconfiguration of roles will lead to much improved outcomes, particularly for those not new to the streets. Details of current and proposed future staffing are set out in Appendix 4.
- 1.17 The building costs as set out in the current contracts are £306,300 a year for NSNO (£119,700 for the assessment hubs and £186,600 for the staging post accommodation) and £222,350 a year for NLOS (both hub and staging post accommodation) – a total of £528,620. Under the streamlined model, the cost of the buildings for the assessment hubs will be £119,700 a year (ie the current contracted cost for the three NSNO hubs). Indicative annual costs for the staging post accommodation are around £132,000 for the low needs and £108,000 for the complex needs staging post buildings. This gives a total of £359,500 for building costs under the streamlined model (around £169,000 lower than the current contracted building costs for the two services). These figures are based on the costs of a building recently secured by St Mungo's Broadway in Harrow for a staging post.
- 1.18 Overall, the estimated annual cost of the streamlined service is around £182,000 lower than the current combined cost of NSNO and NLOS. However, when the providers' contributions that are built into the current contracts, and an assumed increase in amount of income recovered from Housing Benefit under the new arrangements¹, are taken into account, the annual saving arising from streamlining the services amounts to an estimated £192,000.
- 1.19 Both services have been facing increasing challenges in meeting some of their KPIs and targets, particularly around throughput. These are due mainly to external factors including difficulty in accessing specialist services, move-on and private rented sector accommodation, local authority processes, and client-related issues that substantially prolong the time it takes to make an assessment. In addition, many clients have complex needs and a history of exclusion from services and accommodation.
- 1.20 The improved staffing structures and levels and also a clear route into staging post accommodation where required under the new arrangements will undoubtedly increase throughput, ensure that a greater number of clients can be assisted and improve outcomes. However, to have a greater impact and ensure that the services fully meet their KPIs and targets, it is proposed that the £192,000, plus any additional funds obtained through higher Housing Benefit collection rates, is dedicated to a fund for spot purchasing services. It is proposed that use of the fund would be dependent on need and operates to a framework embodied in the contract variation, agreed and monitored by the GLA.

¹ Under the current contracts, the Housing Benefit collection rates are assumed to be 32% for NSNO and zero for NLOS. St Mungo's Broadway have agreed, under the streamlined model, to guarantee this minimum collection rate across the board. They have also agreed that if more than this is achieved, any surpluses would be ploughed back into the services.

Any underspend over a year will be returned to the GLA for reinvestment in other rough sleeping services or projects.

1.21 Services could include:

- additional mental health input
- detox and other specialist beds
- private rented sector deposits
- Home Office papers
- reconnections
- resettlement work.

1.22 In the future, and if agreed by the GLA, the fund could be used to employ additional staff in the hubs, to increase their capacity.

2. Objectives and expected outcomes

2.1 NSNO, NLOS, CHAIN, Clearing House and Housing First contribute to key performance indicators to ensure that:

- 80% of individuals exit rough sleeping as a result of GLA funded services (excluding the SIB)
- 90% of new rough sleepers do not spend a second night out as a result of the GLA funded NSNO service
- 80% of rough sleepers who are not new and are prevented from returning to the streets as a result of GLA funded services
- 95% of rough sleepers sustain their tenancies and are prevented from returning to the streets as a result of GLA funded services

2.2 All milestones and KPIs will remain the same for the duration of the contracts.

2.3 The specific current KPIs for NSNO and NLOS are as follows:

No Second Night Out

- Less than 10% of those who attend the hub subsequently end up rough sleeping.
- Hub - clients move on within 72 hours.
- Staging post - average of 21 days' stay.
- 90% are given single service offers.
- 70% or more take up a single service offer.
- 80% or more take up a single service offer (including those accepting an offer following departure from the hub).

No Living on the Streets

- Hub – clients are assessed within five hours and move on within 72 hours.
- Short term accommodation – average of 28 days' stay.
- 75% of hub clients are given single service offers.
- 50% or more take up a single service offer.
- 100% of clients that use the short term accommodation have accepted a single service offer.
- >= 80% of clients that accept a single service offer make a planned move from the service.

- $\geq 90\%$ of those who accept a single service offer have no more than one recorded CHAIN contact in any subsequent 12 month period.

2.4 It is envisaged that streamlining the NSNO and NLOS, and reinvesting efficiency savings, will enable them to better meet the KPIs that they are currently failing on. New KPIs and reporting requirements will be drawn up for the streamlined service, though it is proposed that the headline KPIs will remain unchanged.

3. Equality comments

3.1 Of those seen rough sleeping in 2013/14

- 54% were non-UK nationals
- 46% had a mental health need
- 13% were women
- most of those seen rough sleeping (57%) are in the 26-45 age group
- 12% were under 26 years old
- 10% were over 55
- eleven people were under 18.

3.2 As those with the protected characteristics of race and disability are over-represented among rough sleepers, the proposals in this paper are likely to have positive impacts on these groups.

4. Other considerations

4.1 Key risks and issues

Risk description	Rating	Mitigating action
Following the merger of the two organisations, St Mungo's do not have sufficient capacity to manage the additional contracts	Amber	GLA will continue to monitor all contracts closely and existing performance indicators will remain. There are regular monitoring meetings with the provider and the services are underpinned by contracts, in which there are measures to resolve serious breaches of underperformance.
Following the merger of the two organisations, St Mungo's financially remain suitably robust.	Amber	GLA to review the current financial situation following the merger
The streamlining of NSNO and NLOS fails to meet the targets set for each of these services.	Amber	<p>The NLOS service has been subject to a thorough review and the streamlining of the two services provides a much greater opportunity to put recommendations outlined in the action plan into practice than would be the case if it remained stand alone.</p> <p>The efficiencies resulting from streamlining the services can be invested in additional services etc that would have a positive impact on outcomes and therefore assist in meeting targets.</p> <p>The streamlined service would be underpinned by a</p>

		contract and there would be regular monitoring meetings with the provider. Serious breaches of contract would result in non-payment or closure of the service.
The change in the referral criteria for NLOS, to exclude rough sleepers who are not new and have a local connection with the borough in which they are found by an outreach team, could result in some people who would previously have been able to access NLOS remaining on the street.	Amber	Where available, these people would be able to access local borough provision. The NLOS element of the service would be focused on those for whom there is no other option. This aspect of the change in service will be kept under close review by the service provider and the GLA.

4.2 Links to Mayoral strategies and priorities

The objectives of the proposals are in line with the Mayor's Rough Sleeping Commissioning Framework 2011-15, as well as the Mayor's statutory London Housing Strategy which includes the following priorities: to ensure that no one will live on the streets of London and no individual arriving on the streets will sleep out for a second night.

4.3 Impact assessments and consultations

The Mayor's Rough Sleeping Commissioning Framework 2011-15 was made available for public consultation. The statutory London Housing Strategy has been subject to a full-integrated impact assessment and undergone statutory consultation with the London Assembly and functional bodies and with the public.

The streamlining proposals have been subject to consultation with a range of key stakeholders in local authorities and voluntary organisations. These include London borough rough sleeping leads, the Homeless Link Outreach Managers Group, Homeless Link and St Mungo's Broadway officers.

5. Financial comments

- 5.1 There are no additional costs related to the novation of these contracts and no other changes to the contracts that would impact on the rough sleeping budget.
- 5.2 There are no termination costs or other one-off costs associated with exiting the existing contracts early. The new NSNO/NLOS contract will result in combined savings of an estimated £192,000 per annum for the provision of additional services as agreed by the GLA under the varied contract.
- 5.3 There is a proposed net increase of one post under the streamlined arrangement for NSNO and NLOS, meaning this alteration will not result in a net loss of jobs in London.

6. Legal comments

- 6.1 Sections 1 – 4 of this report indicate that the decisions requested of the director in accordance with the Code fall within the GLA's statutory powers to do such things considered to further or which are facilitative of, conducive or incidental to the promotion of economic development and wealth creation, social development or the promotion of the improvement of the environment in Greater London; and in formulating the proposals in respect of which a decision is sought officers have complied with the Authority's related statutory duties to:

- pay due regard to the principle that there should be equality of opportunity for all people;
- consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom; and
- consult with appropriate bodies.

- 6.2 Section 34 of the Act allows the GLA, acting by the Mayor, to do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of any functions of the GLA exercisable by the Mayor. The Mayor's London Housing Strategy addresses the issue of rough sleepers, including that no individual arriving on the streets will sleep out for a second night. Streamlining services to better use existing funding allocated for the NSNO and NLOS services may be viewed as facilitative of the Mayor's commitment to address the issue of rough sleepers, which in turn falls within the GLA's functions.
- 6.3 The report indicates the existing allocation of funding is distributed fairly, transparently in accordance with the GLA's equalities obligations and the requirements of the Contracts and Funding Code and, particularly with the streamlining of the services, in a manner which represents value for money.
- 6.4 MD 1093 delegated authority to the Executive Director of Housing and Land, in consultation with the Deputy Mayor for Housing Land Property, to enter into all future arrangements for the rough sleeper programme within agreed budgets. Accordingly, the Director has the authority to approve the decisions set out above.
- 6.5 The GLA is reminded to ensure that all required contractual documentation is put in place and that the Broadway contract is correctly terminated. The GLA is also reminded that, as per the requirements of MD 1093, appropriate consultation by the Executive Director of Housing and Land with the Deputy Mayor for Housing Land and Property takes places.

7. Planned delivery approach and next steps

Activity	Timeline
Announcement	September 2014
Streamlined services commence	20 September 2014
Novations completed	20 September 2014
New NSNO/NLOS contract in place	20 September 2014
Review of streamlined services	End of March 2015
Delivery end date	31 March 2015, with option exercisable at the discretion of the GLA to extend for up to two years
Project closure	

Appendices and supporting papers

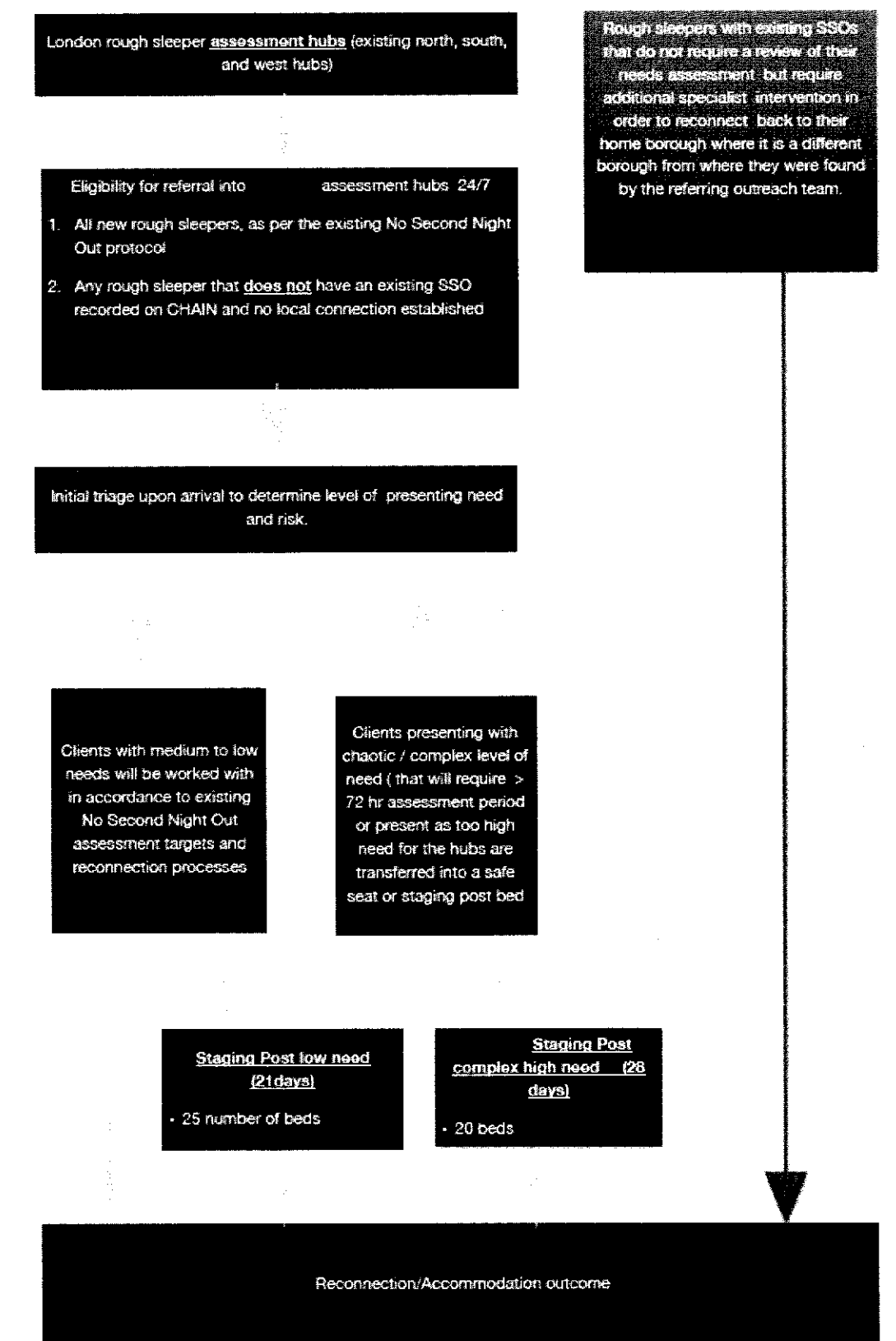
Appendix 1 GLA-commissioned rough sleeping services

Project	Provider	Description
Contracts		
1 No Second Night Out (NSNO)	Broadway	Three assessment hubs, plus accommodation 'staging posts', for those who are new to the streets
2 No Living On the Streets (NLOS)	St Mungo's	An assessment hub and short term accommodation for those who are not new to the streets
3 London Street Rescue (LSR)	Thames Reach	Outreach services in boroughs that do not commission outreach plus outreach across London specifically for taking new rough sleepers to No Second Night Out
4 London Reconnections Team (LRT)	Thames Reach	Supported reconnection of non-UK nationals abroad
5 TST North and South	Look Ahead (North)	Tenancy support to those who move into RSI units
	One Housing (South)	
6 Non-UK Nationals	St John of God	An accommodation-based service for non-UK nationals
7 Clearing House	Broadway	Allocation of Rough Sleeper Initiative (RSI) units
8 CHAIN	Broadway	Database on rough sleepers
9 Social Impact Bond (additional to the £33.8m funding)	Thamesreach	A payment by results project focusing on frequent rough sleepers
	St Mungo's	
Grant agreements		
1 Housing First	Thames Reach	Independent accommodation with tailored services to sustain the tenancy for entrenched rough sleepers
	Single Homeless Project	
	Broadway	
2 Health service project	London Pathway	A project to influence the way in rough sleepers are treated by the health service
3 Homeless health peer advocacy project	Groundswell	A project whereby peer advocates to accompany rough sleepers to attend health appointments and sustain health treatment
4 Severe Weather Emergency Provision	St Mungo's	A shelter that opens when the temperature is predicted to be zero or below for 3 consecutive nights
5 Pan-London Personalisation	Broadway	Intensive personalised casework and personal budgets for long term rough sleepers who are very resistant to moving off the streets
6 Non-commissioned services project	The Passage	A project to influence non-commissioned services (eg soup runs) to help rough sleepers move away from the streets
7 Streetlink	Homeless Link	Rough sleeping reporting phoneline and website

Appendix 2 Details of NSNO and NLOS

Service	Agreements, approvals and funding	Priorities/outcomes in the commissioning framework
<p>1 No Second Night Out</p> <p>A service to assess and provide a single service offer and, where necessary, short term accommodation to those who are new to the streets.</p> <p>The service comprises three assessment hubs (each with capacity for 25 clients), plus accommodation 'staging posts' (35 beds)</p>	<p>The service has been running since 2010, and was grant-funded until 31 May 2013. A contract is in place for the period 1 June 2013 to 31 March 2015, with an option, exercisable at the discretion of the GLA, to extend for an additional two years (approved through MD1093). The annual contract value is £2.88 million.</p> <p>The contract is with Broadway (now St Mungo's Broadway).</p>	<p>To ensure that where new rough sleepers arrive they do not spend a second night out.</p>
<p>2 No Living on the Streets</p> <p>A service to assess and provide a single service offer and, where necessary, short term accommodation to those who are not new to the streets. It also provides beds for clients referred with a single service offer who need holding accommodation until the offer is ready to be taken up.</p> <p>The service comprises one assessment hub (with capacity for 15 clients), plus short term accommodation (28 beds)</p>	<p>A contract is in place for the period October 2012 to 31 March 2015, with an option, exercisable at the discretion of the GLA, to extend for an additional year (approved through DD733 and DD1149). The annual contract value is £800,000.</p> <p>The contract is with St Mungo's (now St Mungo's Broadway).</p>	<p>To help entrenched rough sleepers off the street.</p>

Appendix 3 Proposed streamlined service model



Appendix 4 Current and proposed future staffing

Current staffing

NSHD Hub (x 3)	NSHD staging post	ALDH Hub and staging post
Manager		Manager
Deputy manager	Deputy manager	2 x Deputy Managers
11 x Assessment and Reconnection (A&R) Workers	4 x HPA (1 is 9 months grant funded – coming to an end)	1 x Senior project worker
1 x Trainee	3x Project Workers	5x Project Workers
2 x Night Workers	2 x Night Workers	1 x Trainee
	1 x Cleaner	4 x Night Workers
Total FTE: 16 x3 = 48	11	14

Proposed future staffing

Assessment Hub (x 3)	Don't need staging post	ALDH Hub and staging post
Manager	Manager	
Deputy Manager	Deputy manager	Deputy Manager (delete 1 Deputy Manager and 1 Senior Worker)
1 x case co-coordinator (new role)	2 x HPAs (decrease 2 HPA roles)	2 x HPA (complex cases) (new roles)
12 x A&R (increase of 1 worker per hub)	4 x A&R (increase number of front line staff by 1 and enhance roles from PW level)	3 x A&R (upgrade roles)
1 x trainee		1 x trainee
2 x night workers	(Delete night workers)	4 x A&R (nights) (upgrade roles to A&R workers)
	1 x cleaner	
Total FTE: 18 x 3 = 54	8	12

Appendices 5 and 6

Letters from St Mungo's Broadway requesting contract novations for the following services:

NSNO

CHAIN and Clearing House



**St Mungo's
Broadway**
Rebuilding lives, day by day

City Hall,
The Queens Walk,
London SE1 2AA

Thursday, 29 May 2014

Dear [REDACTED]

Update regarding the merger of St Mungo's and Broadway

In our letter of the 20th December 2013 and follow up email of the 1st April 2014 we promised to update you with any further changes that came from the merger of St Mungo's and Broadway.

Since 1st April the company Broadway has been operating as a wholly owned subsidiary of St Mungo Community Housing Association. This was a planned interim stage prior to becoming one organisation which is on schedule to take place on the 1st July 2014. We are currently trading as St Mungo's Broadway.

The next step in the merger process is to novate contracts previously held by Broadway Homelessness and Support across to St Mungo Community Housing Association. This will regularise our accounting arrangements and complete the first stage of the merger as we become one organisation.

We would like to ask you as one of our key commissioners to agree to the Novation of the following contract(s) to St Mungo Community Housing Association.

- CHAIN/Clearing House Contract no. 80162

The process is being managed on our side by [REDACTED] Head of New Business, Contracts and Implementation. Please liaise with [REDACTED] directly regarding the next steps in novating Contracts.

St Mungo's Community Housing Association, a company limited by guarantee • Registered and Head Office: Griffin House, 161 Hammersmith Road, London, W6 8JS • www.stmungosbroadway.org.uk • 020 8762 5500 • Faxline: 020 8600 3000
Patron: HRH The Duke of Kent, KG • Chief Executive: Howard Stedeur
Charity No. 1148045 • Company No. 8223606 (England and Wales) • Housing Association No. LH0279



Group
a leading organisation



**St Mungo's
Broadway**
Rebuilding lives, day by day

[REDACTED]
City Hall,
The Queens Walk,
London SE1 2AA

Thursday, 29 May 2014

Dear [REDACTED]

Update regarding the merger of St Mungo's and Broadway

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The next step in the merger process is to novate contracts previously held by Broadway Homelessness and Support across to St Mungo Community Housing Association. This will regularise our accounting arrangements and complete the first stage of the merger as we become one organisation.

We would like to ask you as one of our key commissioners to agree to the Novation of the following contract(s) to St Mungo Community Housing Association.

- NSNO (Contract no. GLA80281)
- Personalised Budgets Service
- Housing First

The process is being managed on our side by [REDACTED] Head of New Business, Contracts and Implementation. Please liaise with [REDACTED] directly regarding the next steps in novating Contracts.

St Mungo Community Housing Association, a company limited by guarantee • Registered and Head Office: Griffin House,
161 Balmesborough Road, London W6 8DS • www.stmungosbroadway.org.uk • 020 8762 5570 • Fax: 020 8639 3000
Patron: HRH The Duke of Kent, KG • Chief Executive: Howard Sendafr
Charity No. 1149085 • Company No. 0325308 (England and Wales) • Housing Association No. LHM029



Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Note: This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:**Is the publication of Part 1 of this approval to be deferred? YES**

If YES, for what reason:

Until what date: (a date is required if deferring) When the novations are completed and the varied NLOS contract in place – provisionally 20 September 2014

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Debra Levison has drafted this report in accordance with GLA procedures and confirms that:

✓

Assistant Director/Head of Service:

Jamie Ratcliff has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

Financial and Legal advice:

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

M. J. Allge

Date

15.9.14