



*Scoping a future contract
for a National Co-ordinating
Body for Home Improvement
Agencies*



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PA Consulting
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Executive Summary

PA Consulting Group was asked by Communities and Local Government to advise on the scope the contract for future provision of a National Coordinating Body (NCB) for Home Improvement Agencies (HIAs).

We tested five hypotheses in three ways

To do this, we tested five key hypotheses:

- **Hypothesis 1** – There is a need for a ‘National Coordinating Body’ to support the ability of Home Improvement agencies to deliver their objectives;
- **Hypothesis 2** – The existing functions of such a ‘National Coordinating Body’ are broadly the right ones but should be better targeted according to need and to reflect social developments;
- **Hypothesis 3** – The current business model delivers best value for money for the functions performed;
- **Hypothesis 4** – The current contract requirements enable Communities and Local Government to ensure the highest standards of performance from a contractor; and
- **Hypothesis 5** – The National Coordinating Body should be designed in a way that does not favour any particular ‘type’ of HIA.

We tested these hypotheses in three ways: through an e-survey (which was dispatched to all HIAs); a series of workshops; and one on one interviews with HIAs and other stakeholders.

We recommend changes to the scope of the NCB contract to reflect changes in the HIA sector

We found that there was a need for a National Coordinating Body (NCB) for HIAs. There was almost unanimous support for such a body in the interviews and workshops. The e-survey found that an average of 67% either valued or highly valued the work of an NCB, compared to an average of only 5% who did not value the work.

However, a number of recent and future Government strategies and developments within the sector means that HIA sector is likely to develop in increasingly diverse ways. Different HIAs are likely to pursue different opportunities based on their ambitions and preferences as well as their funding streams and relationships with local commissioners. An NCB needs to be able to reflect the diversity of the sector – a ‘one size fits all’ approach is unlikely to be appropriate for the HIA sector in the coming years.

The key functions of an NCB and how it is funded should reflect this diversity. The NCB’s current functions are a good starting point for the future contract, but need to be updated to reflect sectoral changes. A diversity of funding routes – from Communities and Local Government and other Government Departments, HIAs, commercial operations or sponsorship; contribution from local authorities – are all viable and appropriate if risks are properly managed. An increasing diversity of funding routes could potentially lower Communities and Local Government funding to the NCB as a proportion of the whole.

The tendering process for the future contract should be seen as an opportunity for the Department to encourage supplier innovation around how an NCB should be run and funded. The ITT should, to the extent possible, focus on the outputs required from the NCB (rather than the inputs), in order to allow for this innovation.

Our detailed recommendations flow from this analysis

Based on this analysis we recommend that:

- 1. There should be a National Coordinating Body.** there is a widespread recognition in the sector that it plays a useful role, that the sector as a whole can gain from its national positioning and that it provides a successful conduit between central Government and HIAs. We argue that a degree of central government funding for the NCB should remain as insurance against risks to preventable failures with the HIA sector.
- 2. The contract for the National Coordinating Body must reflect the development needs of the HIA sector.** The key challenge for an NCB is that the development needs of HIAs are likely to be increasingly diverse, reflecting potential strategic changes within the sector. This suggests that it is appropriate for an NCB to adopt a diversity of approaches.
- 3. The existing functions are the right ones for current circumstances and should be developed to reflect sectoral change**
 - a. The contract needs to contain a function that relates to profile raising and promotion of HIAs;
 - b. The contract needs to contain a function that is related to representing the movement with Government and other key stakeholders and providing intelligence regarding developments in the sector;
 - c. The contract needs to emphasise the networking capacity of an NCB. The ITT should look to ask the resposdee how training should be provided and the role an NCB should play in capacity building;
 - d. The contract needs to emphasise the role assessment of quality and capacity of HIAs. However, the ITT should allow bidders the flexibility to suggest their own schemes and mechanisms for doing this;
 - e. It is important that the contract emphasises the maintenance of a national HIA database;
 - f. The contract needs to contain provision for advice and support of HIAs. However, the contract does not need to specify precisely how this advice and support is provided;
 - g. The ways in which the functions are delivered should reflect changes in the sector.

4. The contract should enable the development of a more commercial focus for a National Coordinating Body

- a. There are clear risks to removing existing functions from the NCB
- b. Given increasing pressures on budgets, commercial funding enables the role of the NCB to grow without further calls on scarce Communities and Local Government resources;
- c. The current NCB contractor operates with a commercial focus as do similar bodies performing similar roles;
- d. Developing a more commercial focus should enable the proportion of NCB funding coming from Communities and Local Government to decrease over time.

5. The contract should be informed by an output-based specification and effective performance management

- a. Defining outputs in the Invitation to Tender is likely to encourage potential suppliers' to demonstrate innovation in delivery and business model
- b. An output based performance management regime should enable the role of the NCB to develop while allowing Communities and Local Government to exercise sufficient control.

1. Introduction

1.1 Terms Of Reference

The current contract to provide a National Coordinating Body (NCB) for Home Improvement Agencies expires in 2008. In preparation for developing the specification for any subsequent NCB arrangements, Communities and Local Government asked PA Consulting Group to scope future provision. This report is designed to shape the next contract, and to identify appropriate priorities and cost savings to ensure the best use of public money.

This report is *not* about assessing HIA performance and it is *not* intended to be a robust evaluation of the current NCB contract. The key objective of the report is to develop recommendations on how the Department can best support the delivery of HIA objectives. Work has focused on learning the lessons from the current contract to inform the next contract – including what is valued and why; what are the gaps or overlaps in provision; and what are HIA's priorities for the service. In addition, the period over which the next NCB will be operating will be characterised by on-going efficiency savings and resource pressures across government. It is therefore important that the specification for the NCB identifies essential services which add significant value to the work of the sector.

1.2 Our approach

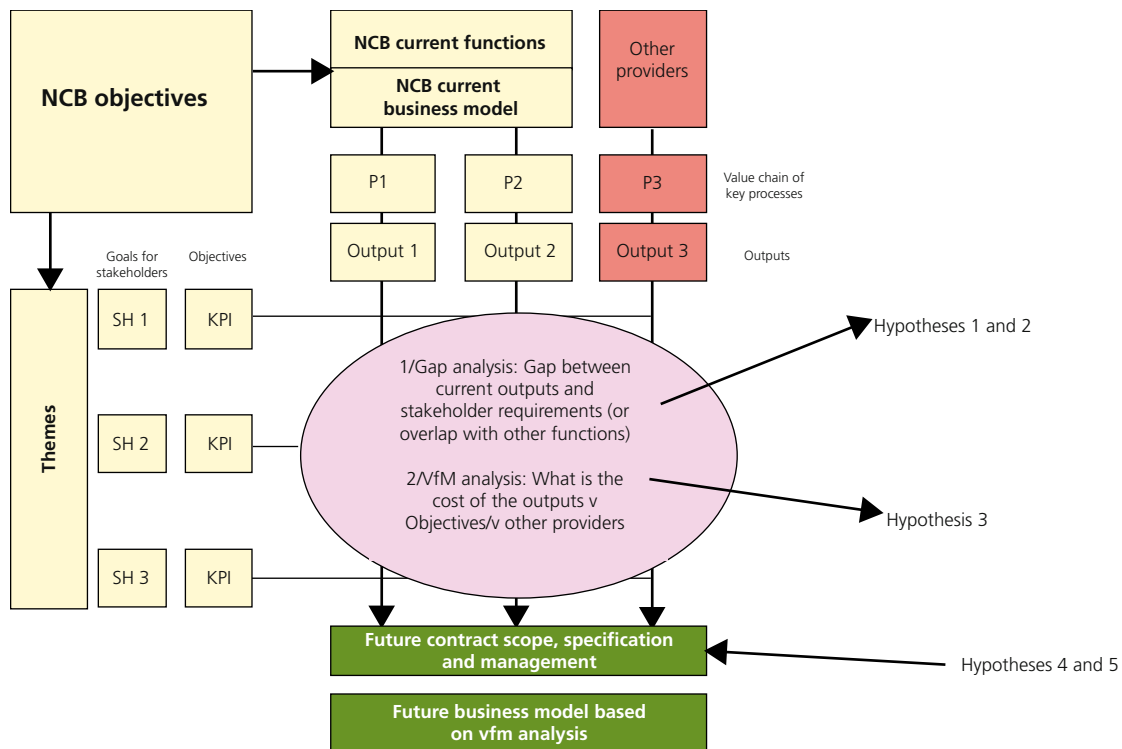
PA's approach, discussed and agreed with the Department's project manager, for this report looked to:

- Consider the views of stakeholders from across the HIA sector in as comprehensive a manner as possible;
- Ensure that findings were representative of the sector as a whole and not skewed towards one part of the sector;
- Gain as comprehensive a view as possible, given the time constraints involved, of the different views prevailing in the sector about an NCB; and
- Note differences in view between types of HIA.

We tested five hypotheses with key stakeholders in three ways: an e-survey (which was dispatched to all HIAs); a series of stakeholder workshops; and one on one interviews.

1.2.1 We based our approach on PA's one page strategy

We based our approach on PA's one page strategy technique. This, as illustrated in the diagram below, shows that the key point is that the objectives of the Government for the sector must inform the contract for an NCB.



The key features of this approach are that the objectives of the NCB need to drive both the functions that it undertakes and the themes that it pursues. These should both determine the scope of the future contract.

1.2.2 We used this model to test five hypotheses

The hypotheses being tested were:

- **Hypothesis 1** – There is a need for a ‘National Coordinating Body’ to support the ability of Home Improvement agencies to deliver their objectives;
- **Hypothesis 2** – The existing functions of such a ‘National Coordinating Body’ are broadly the right ones but should be better targeted according to need and to reflect social developments;
- **Hypothesis 3** – The current business model delivers best value for money for the functions performed;
- **Hypothesis 4** – The current contract requirements enable Communities and Local Government to ensure the highest standards of performance from a contractor; and
- **Hypothesis 5** – The National Coordinating Body should be designed in a way that does not favour any particular ‘type’ of HIA.

1.2.3 We used three methods to test our hypotheses.

These methods were:

- An e-survey was sent to all Home Improvement Agencies (HIAs). The e-Survey was designed to capture the views of Home Improvement Agencies about the value and functions of an NCB. The survey had over 100 responses – enabling a picture to be composed of the opinions of HIAs nationwide. We received responses from 20 independent HIAs (out of a national population of 24); 31 in house HIAs (out of a national population of 79) and 49 managing agents out of a national population of 158 (with RSLs being counted as managing agents)¹. The survey responses helped inform the recommendations of this report.
- Workshops were held with representatives from different elements of the sector (independent HIAs, in house HIAs and large managing agents).
- Telephone interviews were held with a representative sample of HIAs from around the country as well as key individuals in the sector. The aim of these workshops and telephone interviews was to gain a more in depth understanding of HIAs views about the need for an NCB; the functions of this body; and how an NCB should be funded.

1.2.4 Our approach to making recommendations

The recommendations made in this report:

- Are evidence based. On the rare occasion where this is not the case the report will give the balance of pros and cons;
- Try to set out the balance of risks. For example, the decision will have to be made regarding whether it is riskier to retain the status quo than it is to innovate;
- Are derived from an understanding of contract good practice, which will apply to this sector.

¹ Population data taken from the database of the existing NCB

2. The Home Improvement Agency sector has matured and is now facing new challenges

2.1 Origins in the 1970s and 1980s

A small number of agencies were established in the late 1970s and early 1980s by voluntary organisations and housing associations. Throughout this period there was growing concern about the problems faced by elderly and vulnerable home-owners living in poor housing conditions, notably the 1985 *Inquiry into British Housing*,² which highlighted the need for support to help low income home owners living in poor housing. The primary aim of these early agencies was to ensure that, where possible, elderly people could remain in their own homes rather than being re-housed in sheltered accommodation.

Care and Repair England was established in 1986 by Shelter and the Housing Associations Charitable Trust, with the aim of promoting and developing schemes designed to help elderly and vulnerable home-owners meet their housing needs. In the same year, the Government began providing financial support to HIAs, under an 'Assisted Agencies Initiative' that came to an end in 1991. *In 1991, the Government started to provide financial support for Care and Repair England, establishing it as the national co-ordinating body for HIAs. In the same year the Government also agreed to fund a major expansion of HIAs. On 1st April 2000, Foundations succeeded Care and Repair England as the national coordinating body for HIAs.*

2.2 Recent growth

The number of HIAs nationwide has expanded significantly in recent years. From a total of 20 in 1985, the sector expanded to 97 in 1992. Growth since then has been even more dramatic, with over 260 HIAs now in existence, up from 227 in 2002. In 1999 only 54% of local authorities had an HIA – this figure now stands at over 90%. The proportion of over 75 year olds covered by an HIA has increased from 61% in 1999 to 91% in 2006.³ The NCB and Communities and Local Government have pushed this move to grow the sector, with an aim of eventually achieving 100% coverage.

In recent years, the HIAs expanded their role with many embracing 'Handyperson' schemes and other elements outside of the more traditional role of an HIA. Whilst HIAs still provided the core, home improvement services expected of an HIA, many HIAs have expanded beyond this core role. Agencies began to regard themselves as 'advocates' for the elderly or vulnerable person in their dealings with a number of private and public sector agencies; a key part of a preventative health agenda as well as helping elderly people to be discharged from hospital sooner than would otherwise be the case. A shift was made to encouraging clients to take out loans or utilise equity release to improve their property rather than relying on grants (for further details see sub-section 2.3.5). Some HIAs have begun to regard themselves as 'social enterprises' – moving far beyond the more conventional role of an HIA, with 'ancillary services', such as handyperson schemes providing the bulk of some HIA's income.

² National Federation of Housing Associations, *Inquiry Into British Housing*, (London: 1985)

³ Statistics provided by CLG and Foundations

Social factors have, along with Government and NCB efforts to expand the sector, also helped to facilitate this growth in Home Improvement Agencies. 70% of homes are now owner occupied and 50% of those aged 50 and above now own their own home.⁴ This growth in owner occupied households is accentuated by the increased number of people aged 65 and over, often referred to as an 'ageing society'. The percentage of older people (aged 65 and above) increased from 13% in 1971 to 16% in 2003 and is projected to rise to 23% in 2031.⁵ These two factors have combined to speed up the growth of HIAs in the past two decades.

2.2.1 HIA Managing Arrangements

Home Improvement Agencies are generally divided into four different kind of managing arrangements. These are:

- The larger managing agents, such as Anchor Staying Put, Hanover at Home, Hyde and Orbit. We have included Registered Social Landlords in this category, as is the case with the database kept by the existing NCB;
- HIAs operating within local authorities as 'in house' agencies;
- Smaller independent agencies;

The current NCB's database shows that 158 HIAs are run by Managing Agents; 79 are 'in house'; and 24 are independent agencies.

2.3 A changing landscape

Whilst growth has been impressive in recent years, HIAs have had to adapt to a rapidly changing landscape in which they operate. This landscape has altered due to changes in the way in which HIAs have been funded as well as a number of central Government strategies that have and will continue to alter the role of Home Improvement Agencies.

2.3.1 Changing funding arrangements

In 1991, the Government first provided funding for HIAs through direct grant expenditure. This amount increased from £2.7 million in 1991/92 to £8.5 million in 2001/02. The grant was paid directly to local authorities, who then distributed the grant to HIAs.

This regime changed in 2003/04 when HIAs were included in the Supporting People integrated budget. Additional central funding for HIAs is also provided by Communities and Local Government and the Department of Health, through social services authorities, for investment in hospital discharge schemes run by HIAs. Initially, funding for HIAs was ring-fenced within the Supporting People integrated budget. However, since 2004/05 HIA funding is no longer ring-fenced. Between 30% and 40% of an Agency's running costs come from Supporting People funding, with the remainder coming from local contributions and fees.

⁴ Office for National Statistics, General Household Survey, 2005

⁵ Office for National Statistics, 2003

2.3.2 National housing Strategy for an Ageing Society

Communities and Local Government is committed to developing a *National Housing Strategy for an Ageing Society*, building on a *Sure Start to Later Life*.⁶ The Government has already made clear that “the relative importance of the private rented and owner occupier sector will increase for Government, particularly in the context of our ageing society.”⁷ HIAs are likely to be asked to play a significant role in the delivery of this strategy (expected to be published later in 2007) and its recommendations are likely to build on the role of an HIA.

2.3.3 Disabled Facilities Grant Reform

The Disabled Facilities Grant (DFG), first introduced in 1990, provides for a grant towards the cost of adaptations and providing facilities to a home to ensure that the disabled person is able to continue living there. As part of a January 2007 consultation into potential reform of the DFG, *Disabled Facilities Grant Programme: The Government’s proposals to improve programme delivery*, an enhanced role for HIAs was proposed.

The document suggested that, to ensure faster delivery and increased access, the increased use of HIAs in delivery of housing adaptations should be piloted. “Firstly, to provide a rapid response for the prevention of accidents and promote early release from hospital, (based on the system used in Wales). Secondly, to provide a full agency service for housing adaptations in county areas.”⁸

This approach sees the HIA network as “a pro-active service which seeks to prevent mishaps in the home and rapidly deals with inaccessible housing and the need for quick discharge of disabled people from hospital... The Government takes the view that HIAs in England have a very important role to play in the provision of housing adaptations and would like to see their role boosted to encourage 100 per cent national coverage similar to that in Wales.”⁹ The document proposes two initiatives for achieving this goal:

- Firstly, in two-tier local authorities, to explore the scope for HIAs to take over the full housing adaptations service from the local authorities on an agency basis in order to improve co-ordination and speed of delivery. “This would involve secondment of key personnel from the authorities into an enhanced agency.”
- Secondly, the consultation considers the “roll-out of a rapid response adaptations programme on a similar basis to that which exists in Wales. This would require considerable extra funding if it were to parallel the Welsh model of at least £15 million per annum and would depend on the availability of extra resources.”¹⁰

Clearly, both of these potential options would have a considerable impact on the HIA sector.

⁶ <http://archive.cabinetoffice.gov.uk/seu/page9b96.html?id=708&pld=27&url=page.asp?id=573>

⁷ Baroness Andrews, *Housing in an Ageing Society*, 7th November 2006

⁸ Communities and Local Government, *Disabled Facilities Grant Programme: The Government’s proposals to improve programme delivery*, p13

⁹ *Ibid*, p 32

¹⁰ *ibid*

2.3.4 Decent Homes

The Government is committed to, by 2010, bringing “all social housing into decent condition with most of the improvement taking place in deprived areas, and increase the proportion of private housing in decent condition occupied by vulnerable groups.”¹¹ The Decent Homes standard sets out that a decent home:

- Meets the current statutory minimum for housing;
- Is in a reasonable state of repair;
- Has reasonably modern facilities and services; and
- Provides a reasonable degree of thermal comfort.

The Government regards HIAs as having a major role in helping to increase the proportion of private housing in decent condition occupied by vulnerable groups, especially as those vulnerable groups are amongst the key clients of the HIAs. Agencies have had to realign their activities in recent years towards meeting the Decent Homes standard, in line with a Communities and Local Government delivery plan and guidance on the matter.¹²

2.3.5 Housing Renewal Reforms

Changes to the private sector funding arrangements in 2002 gave local authorities greater discretion and flexibility over the kinds of financial assistance they offer. These reforms were aimed at providing better opportunities for home-owners to repair and maintain their homes using their own resources, “whilst targeting help, through grants or other financial assistance, at vulnerable home-owners, particularly older and disabled people and families with children.” Under the reforms, local authorities were able to provide their own conditions for assistance and expand the types of assistance provided – types of assistance now include loans, repayable grants and equity release schemes. Local authorities were given the ability to deliver these financial initiatives directly or through third party organisations, such as HIAs

This altered the role of HIAs in two ways. Firstly, HIAs developed a role identifying clients likely to benefit from the new forms of financial assistance available – meaning that it was essential for many HIAs to have staff with the level of training and expertise necessary to support clients faced with a new variety of potential forms of financial assistance. Secondly, the reforms, opened up the possibility that HIAs could become directly involved in the provision of loan and equity release products for home improvement. A growing number of HIAs have moved down this route of direct provision of financial assistance in recent years.

¹¹ Deputy Prime Minister, House of Commons Official Report, 18th July 2002, col 440-441

¹² <http://www.communities.gov.uk/index.asp?id=1152190>

2.3.6 Supporting People Strategy

A Supporting People strategy is due to be published later in 2007. A consultation paper leading towards this strategy was published in November 2005. Because of its place within the Supporting People budget and because the Supporting People strategy will touch upon many areas impacting the sector, the HIA sector is likely to be affected by the Supporting People strategy. Key elements that are likely to have an impact include:

- **Individual Budget Pilots** – Individual budget pilots are joint initiatives between Communities and Local Government, DWP, Department of Health and the Office for Disability Issues. They aim to put the individual in control of specifying the services they want. Under some of the pilots, the individual directly purchases the services. The Government regards the rollout of individual budget pilots “as a vital means to improve user control and choice.”¹³ 13 local authorities are involved in the pilot programme, which will continue until November 2007.

Individual budgets, by giving individual citizens more power over spending decisions, are likely to have a direct impact upon HIAs. This impact was regularly mentioned in the programme of workshops and interviews – with HIAs suggesting that individual budgets mean that they will have to begin to tailor their services further towards individual needs and demands of customers.

- **Local Area Agreements** – The Supporting People strategy consultation paper suggested that it would encourage more use of Local Area Agreements (LAAs), which allow authorities to identify and set outcomes locally. LAAs are made between central and local Government in a local area and aim to achieve local solutions that meet local needs, whilst also contributing to national priorities and the achievement of standards set by central Government. According to the consultation paper, “by pooling Supporting People funds within a Local Area Agreement, an authority would effectively be allowed greater flexibility over how it spends this and potentially to integrate with expenditure on other local services. But this would be enabled within a managed structure where they have to deliver certain outcomes in return for those freedoms. In the longer term, this sort of approach would permit structured unringfencing of the funds whilst also ensuring an appropriate focus on local delivery.”¹⁴

This increased use of LAAs means that HIA’s services may be specified within a LAA while the LAA will also be able to set targets for an HIA it is funding based on national priorities. The incorporation of Supporting People within a LAA may also affect the funding regime of HIAs – with a greater chance that the HIA’s funding regime will be covered by a LAA.

2.4 What the new landscape means for the HIA sector

The combination of these strategies means that HIAs are facing a rapidly changing environment with greater uncertainty over sources of funding and future direction than had been the case in the past. All of the strategies, however, suggest opportunities that HIAs could exploit as a means of guaranteeing future success and they all act as potential avenues for growth for HIAs in the coming years.

¹³ CLG, *Creating Sustainable Communities: Supporting independence*, November 2005, p35

¹⁴ CLG, *Creating Sustainable Communities: Supporting Independence – Consultation on a Strategy for the Supporting People Programme*, November 2005, p34

Reforms to the provision of financial assistance as well as the individual budget pilots mean that HIAs will have to form buyer/supplier relationships with citizens, as well as commissioning bodies. The proposed DFG reforms mean that HIAs could, entrench their position as a central part in a holistic preventative health agenda. Decent Homes and LAAs also mean that HIAs are well placed to help national and local Government meet key parts of their agenda.

All of these strategies will mean change in the way HIAs operate. Their success will often depend on whether they see and respond to this change as an opportunity or a threat. The role of an NCB has, we suggest, to be to help HIAs view these as opportunities and manage change accordingly. The impact of these opportunities on HIAs is not going to be uniform. There are likely to be substantial differences within the sector leading to an increasingly diverse sector.

3. The Contract for the National Coordinating Body must reflect the development needs of the HIA sector

3.1 Options for the future of the sector

3.1.1 Options for the future strategy for the HIA sector

The Government has a number of options for the future of the Home Improvement Agency (HIA) sector. It is outside of scope and not our intention to advise on these options other than to reflect them in the future scope of the NCB contract. These different options would need markedly different models of an NCB and markedly different contracts for an NCB. Therefore, the Government needs to decide its strategy for the sector and from this strategy will flow the preferred contract for an NCB. Options for the future of the HIA sector, gained from discussions within the sector, include:

- Maintenance of the status quo with HIAs being funded through the integrated Supporting People budget and the NCB being funded largely through a central Government contract. This would help ensure that core HIA functions and services were protected but might also mean that some HIAs continued to operate under tight funding constraints and, in the medium term, suffer from the loss of ring fencing within Supporting People and the need for local authorities to make efficiency savings (non statutory bodies may be more at risk in this environment);
- Removal of HIAs from the Supporting People umbrella and the funding of HIAs and the NCB through central Government grant with a longer term contract for an NCB. This would be analogous to the Welsh model and, as floated in the Disabled Facilities Grant consultation paper, would be likely to involve a considerable increase in direct central Government funding. Such an approach would help protect the HIAs core functions and ensure that HIAs played part in a holistic preventative agenda from prevention through to early discharge. However, as the DFC consultation paper suggested, this approach would be expensive for central Government;
- Encouragement of a social enterprise model, with most HIAs funding the NCB through a 'subscription' and the NCB raising money through commercial activities. Social enterprise HIAs would be encouraged to provide the services that it provides for free to elderly and vulnerable people to generate income from outside of the existing HIA target groups. However, this approach would have to consider how to protect core functions; maintain a skill set around helping vulnerable and elderly people; and ensure that there was not a repeat of the 'market failure' that HIAs were initially established to counter. This approach would also mean that Government was seen as favouring a particular model of HIA;
- A middle way model that accepted and encouraged diversity within the sector and recognised that a 'one size fits all' approach is not applicable for contemporary HIAs. This approach recognises that different HIAs are likely to pursue different opportunities based on their ambitions and preferences as well as their funding streams and relationships with local commissioners. This approach would help protect core functions but also enable HIAs to increase their income and ability to make long term planning and resourcing decisions. A 'middle way' would mean that a diverse sector could continue with a number of varying approaches to ensuring the sustainability of the sector, such as advocacy, being embraced by some HIAs.

Clearly, different models of the HIA sector require different models of a National Co-ordinating Body. A decision will have to be made about the vision for the HIA sector in the coming period before a decision can be made about how the contract for the National Co-ordinating Body should be framed. When making this decision, however, Communities and Local Government should seek to develop a model which best reflects the increased diversity of the HIA sector.

3.1.2 Options for models of an NCB

We considered that there were three potential future options for an NCB. These are:

- A ‘trade association’ style membership body, being a pure membership organisation that represents the sector to Government and external stakeholders. Examples of such a body include the BPF, NAEA, BHF, RICS and TCPA. We have rejected this model for a number of reasons:
 - It might splinter the sector – with only some HIAs choosing to join such a body;
 - Independent and smaller HIAs would be likely to suffer because of their relative lack of clout within the trade association.
- A ‘Non Departmental Public Body (NDPB)’ style model almost entirely funded through central government grant. Such a body is often seen as an implementer of Government policy. We have rejected this model because:
 - The growth in demand for NCB services, down to the growth of the HIA sector in recent years, means that the NCB needs a larger income;
 - There would almost certainly be insufficient central government money to properly fund such a body;
 - A NDPB style model would lack sufficient independence from Government to satisfy the sector.
- A ‘mixed economy’ style model funded through a variety of routes, including Government contract, commercial activities and some contribution from members. Such a body would represent the sector but also translate Government policy for the sector. Examples of this kind of body include NACAB, SITRA and the LGA (please see our further analysis of similar bodies in section 6.3). We propose that this is the best model for the future of the HIA sector because:
 - A ‘mixed economy’ approach ensures an independent NCB which still has some access to Government at a national and local level. This puts the NCB in an ideal position to balance between influence and independence.
 - The ‘mixed economy’ model gives an NCB the ability to raise its own income and become increasingly self sustaining. As HIAs have moved from a ‘block grant’ regime to a more diverse funding route so an NCB should look to reflect this movement in the sector and move away from reliance on Government funding;
 - A diverse income stream for an NCB would reflect an increasingly diverse sector.

3.2 Recommendations

Our overarching recommendation is that **the contract must reflect the development needs of the HIA sector**. This is based on key elements of our findings:

- Our experience and the one page strategy approach suggest that the contract for the NCB must reflect the NCB's objectives for the sector, which in turn must reflect the objectives of HIAs themselves;
- The key challenge for an NCB is that the development needs are likely to be increasingly diverse, suggesting a diversity of approach from an NCB;
- The contract therefore needs to reflect and allow both for changing objectives and a more diverse sector;
- The preferred model for a future NCB would be based on the 'mixed economy approach – funded through a variety of routes, including Government contract, commercial activities and some contribution from members.

Emerging from this overarching recommendation are a number of more detailed recommendations. These are that:

- There should be a National Coordinating Body
- The contract for the National Coordinating Body must reflect the development needs of the HIA sector
- The existing functions are the right ones for current circumstances and should be developed to reflect sectoral change
- The contract should enable the development of a more commercial focus for a National Coordinating Body
- The NCB contract should, as far as possible, define outputs rather than inputs.

These recommendations are developed in the sections which follow.

4. There is a need for a National Coordinating Body

Based on our analysis we recommend that:

- There should be a National Coordinating Body;
- It does not necessarily require a regional presence to be defined in the invitation to tender for the contract

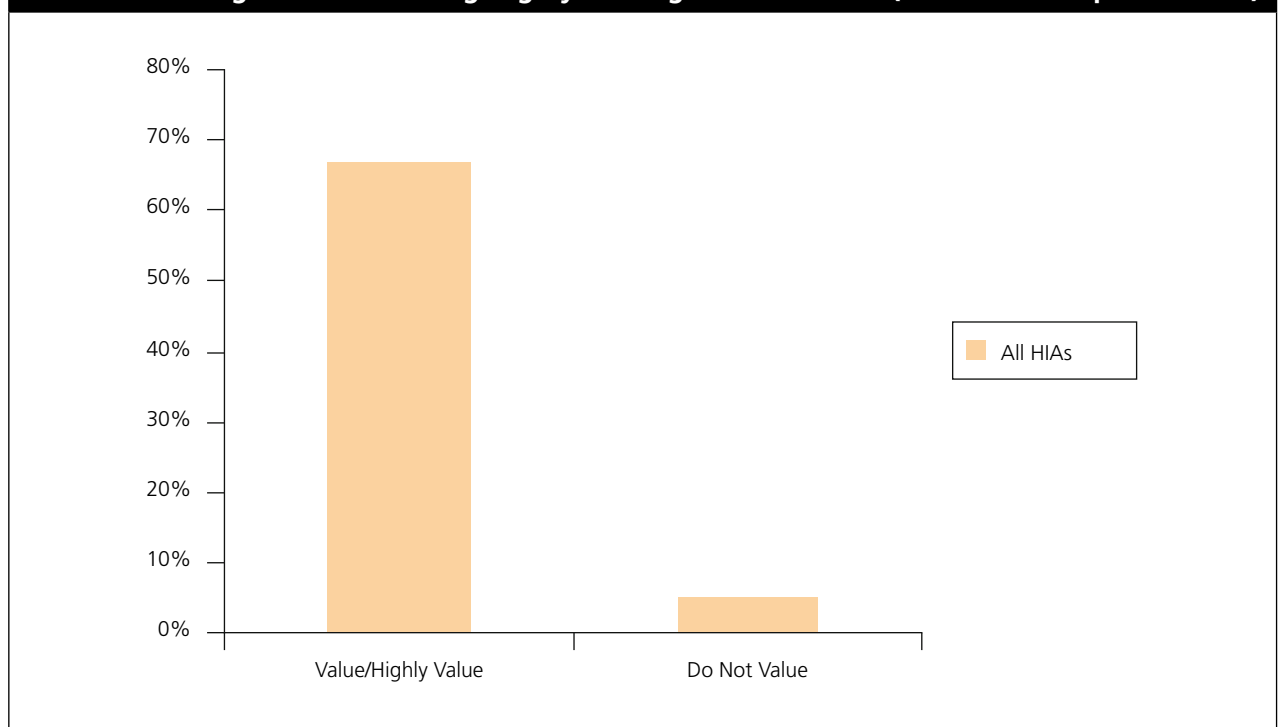
To discern the level of support for an NCB for Home Improvement Agencies, we tested the hypothesis that *‘There is a need for a National co-ordinating Body to support the ability of Home Improvement Agencies to deliver their objectives.’* To test this hypothesis we tested a number of questions as part of our workshops and telephone interviews:

- Should there be a National Coordinating Body for Home Improvement Agencies?
- If not, why not? If yes, why should there be an NCB for HIAs?
- Should such a body be called a National Coordinating Body?

4.1 There is near unanimous support in the HIA sector for a National Coordinating Body

The vast majority of those interviewed and those who took part in the workshops strongly supported the need for an NCB. This was reflected in the e-survey which, as chart 1 below shows, found an average of 67% of respondents either valuing or highly valuing the functions of an NCB. Conversely, an average of fewer than 5% of respondents say they ‘do not value’ services offered by the NCB. The remainder of respondents were ‘don’t knows’.

Chart 1 – Average of HIAs valuing/highly valuing NCB functions (Number of responses: 100)



Reasons provided by those in favour of an NCB included:

- Cost effectiveness – without an NCB there would be a net cost transfer for functions currently conducted by the NCB that would be inefficient for local authorities to do themselves and many local areas could not afford to conduct these functions. Examples given included HIA – centric interpretation of Government legislation – something that local authorities may be unwilling or unable to produce efficiently;
- Providing national cohesiveness to a set of institutions (HIAs) that otherwise may just exist as a number of loosely related local entities. This allows for national promotion and profile raising of the sector;
- A national body is powerful enough to develop relationships with Government and senior decisions makers;
- A national body is able to raise the profile of HIAs both nationally and with commissioners of services at a local level;
- Providing a national network, brand and support system;
- Allows networking and sharing of good practice.

Interview evidence suggested that the name ‘National Coordinating Body’ was probably out of date and had been subsumed by the ‘Foundations’ brand. However, there is no strong feeling that it should be changed.

4.2 There was no single view about whether a National Co-ordinating Body should be organised regionally

Despite the near unanimity about the need for an NCB there was some disagreement about how such a body should be organised. Notably, some did not believe that an NCB needed to be organised at a regional level – believing that sufficient specialised advice and support would be provided if the NCB was only organised at a national level. Conversely, others appreciated the personal element provided by the regional organisation of the national body. This element is considered in more detail in sub-section 5.1.5. Such choices concerning organisation do not necessarily have to be enshrined in the contract and certainly not in the initial Invitation to Tender. Indeed, the initial Invitation To Tender (ITT) should be as flexible as possible to maximise potential for bidders to innovate in terms of organisational structures (see section 7).

4.3 There should be a National Co-ordinating Body for Home Improvement Agencies

Based on these findings, and in particular the almost unanimous support for such a body amongst HIAs and those in the sector, we recommend that there needs to be a National Co-ordinating Body for Home Improvement Agencies. Some might suggest that HIAs would be likely to say that they want an NCB so basing our recommendation on the views of HIAs does not fully support the need for an NCB. However, HIAs are not the only stakeholders within the sector who benefit from an NCB.

- HIAs, during the workshop and interview process, often suggested that money not going to an NCB would have a good chance of being diverted to HIAs directly. Despite this, they almost unanimously still endorse the continuing existence of an NCB
- Commissioners who were interviewed as part of the process also saw a strong argument for an NCB
- The existence of an NCB also fulfils the needs of Communities and Local Government. Without an NCB the sector and, with it, the achievement of a number of key Communities and Local Government strategies, becomes more vulnerable. In some ways, Communities and Local Government can use an NCB as an insurance policy to ensure its policies are implemented successfully and the sector builds capacity during the present transitional period. While the sector is facing change, and some HIAs are adapting to this change more quickly than others in a diverse sector, the NCB will continue to build capacity in the sector to strengthen and solidify the sector in the medium term.

5. The existing functions are the right ones for current circumstances and should be developed to reflect sectoral change

Based on our analysis we recommend that the contract needs to:

- Contain a function that relates to profile raising and promotion of HIAs;
- Contain a function that related to representing the movement with Government and other key stakeholders and providing intelligence regarding developments in the sector;
- Emphasise the networking capacity of an NCB. The ITT should look to ask the resposdee how training should be provided and the role an NCB should play in capacity building.
- Emphasise the assessment of quality and capacity of HIAs. However, the ITT should allow bidders the flexibility to suggest their own schemes and mechanisms for doing this;
- Emphasise the maintenance of a national HIA database;
- Contain provision for advice and support of HIAs. However, the contract does not need to specify how this advice and support is provided.

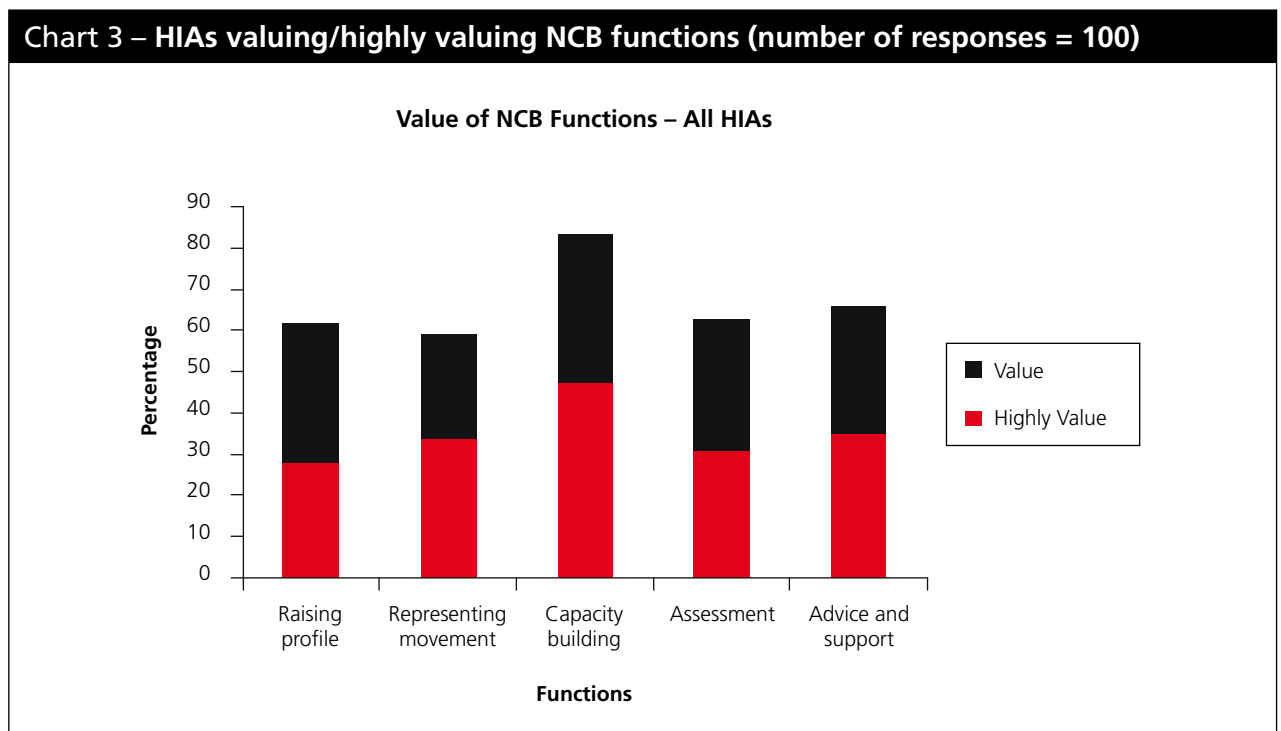
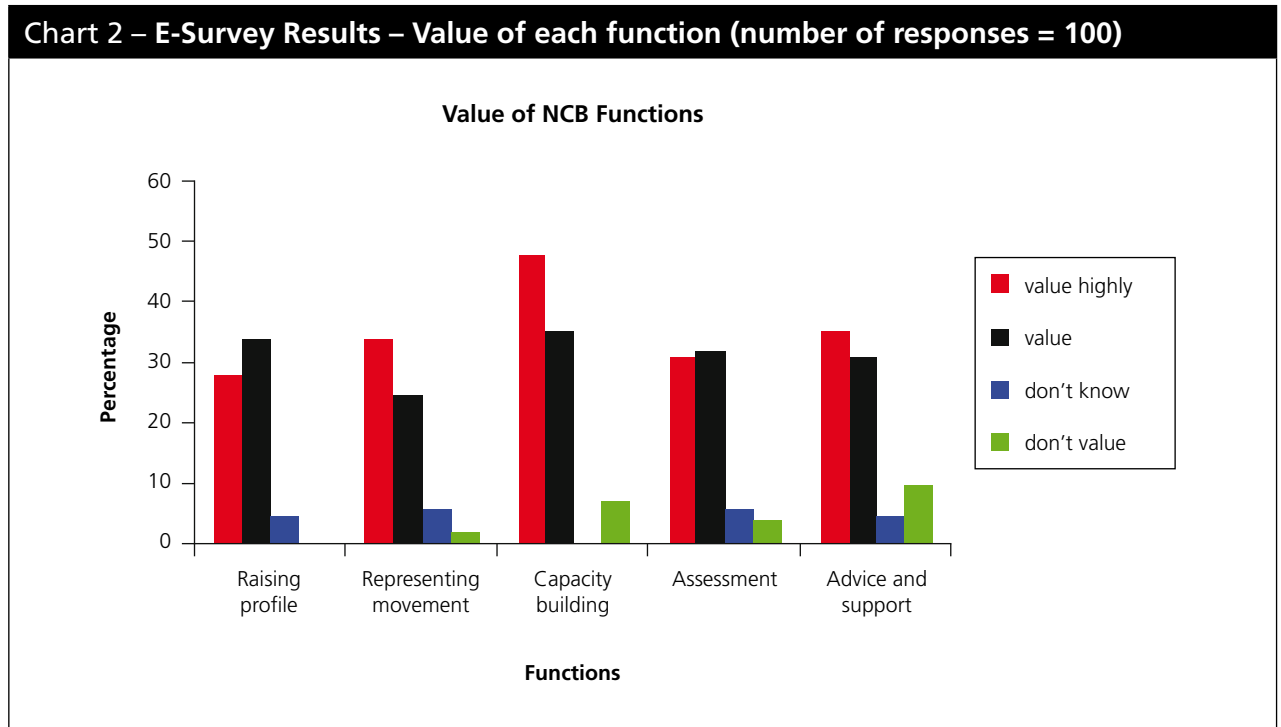
To help measure the level of satisfaction with the existing functions we tested the hypothesis that *'the existing functions of such a National Coordinating Body are broadly the right ones but should be better targeted according to need and to reflect social developments.'* This hypothesis was tested using the e-survey and workshops and telephone interviews, which used the following questions:

- Whether respondents are aware of the existing functions; whether they had used these functions; and how highly the individual functions are valued?
- Whether the existing functions are 'essential', 'nice to have' or 'not needed'?
- What could be improved?
- Do any gaps exist in the present list of functions?
- Are there any redundant areas?
- Is there anything on the horizon which an NCB could offer practical assistance with?
- What are the priorities for different types of HIAs?

5.1 There was broad agreement that the existing functions should remain although they require better definition

The present functions of the NCB, as enshrined in the contract, were tested using the e-survey as well as interviews and workshops. This found broad agreement that the present functions were largely correct, but some discontent with the existing wording and some difference concerning the more detailed elements of the functions. Some clear differences also existed depending on the type of HIA – reflecting different priorities by type of HIA.

The chart below shows the results of the e-survey for each of the NCB functions, as identified in the contract. The survey asked respondents whether they valued, highly valued or did not value the individual functions. The results of the survey are shown in charts 2 and 3 below:



Charts 2 and 3 above show that:

- For each function the proportion of those valuing or highly valuing a function far outweighs the proportion of those who do not value a function;

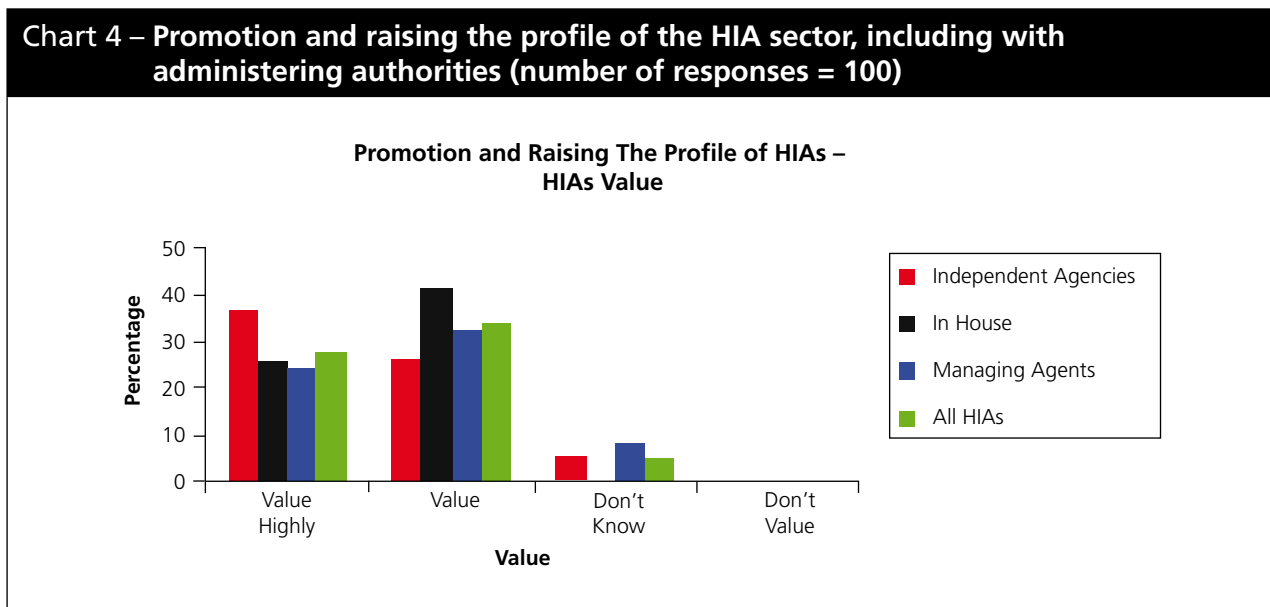
- For three of the functions (representing the movement; capacity building; and advice and support) the proportion of those highly valuing a function is greater than those who value a function;
- There is a reasonably high proportion of ‘don’t knows’ for each function.

The workshops and telephone interviews sought to test the functions in a slightly different way – by asking workshop attendees and interviewees whether a particular function was ‘essential’, ‘nice to have’ or ‘not needed’.

Below, we consider the level of support for the individual functions in terms of the evidence provided by the e-survey and the interviews and workshops.

5.1.1 Promotion and raising the profile of the HIA sector, including with administering authorities

Chart 4 shows that 61% of respondents to the e-survey either value highly or value the profile raising role. As can be seen from the chart below, there is general consistency across the sector in how valued or highly valued the role is. No respondents said that they did not value this function.



There was almost universal agreement that the ‘profile raising’ function of an NCB is important – with most workshop participants and interviewees regarding it as ‘essential’ and a small number seeing it as ‘nice to have’. A number of respondents regarded the HIA sector as still lacking sufficient profile, with the work of HIAs still not being well understood or even known about by people from outside the sector . They suggested that a national body is needed to promote and further increase recognition of the sector as HIAs alone would not have the ‘clout’ to engage in a profile raising exercise. This profile raising is viewed as increasingly important with HIAs now part of a larger ‘Supporting People’ budget.

The individual budgets pilot (see section 2) was also highlighted as showing the importance of having an NCB with a profile raising role. Individual budgets may mean that there are over a million individual budget holders. It will be important for HIAs to have a profile amongst these budget holders and their advocates as they represent a significant new purchasing base for HIA type services.

There was some disagreement over the NCB's role in dealing with administering authorities. Many of the smaller HIAs are appreciative of the role of an NCB in pushing the case of an HIA with local commissioning bodies. Larger managing agents were less sure about the need for this element of the function – regarding it as ‘nice to have’ or even, in some cases, ‘not needed’. Some of the larger managing agents felt that they already had sufficient internal resources to deal with administering authorities. Other interviewees felt that the profile raising function is now less important because of the rapid growth in HIAs in recent years and the fact that most local authorities now have an HIA.

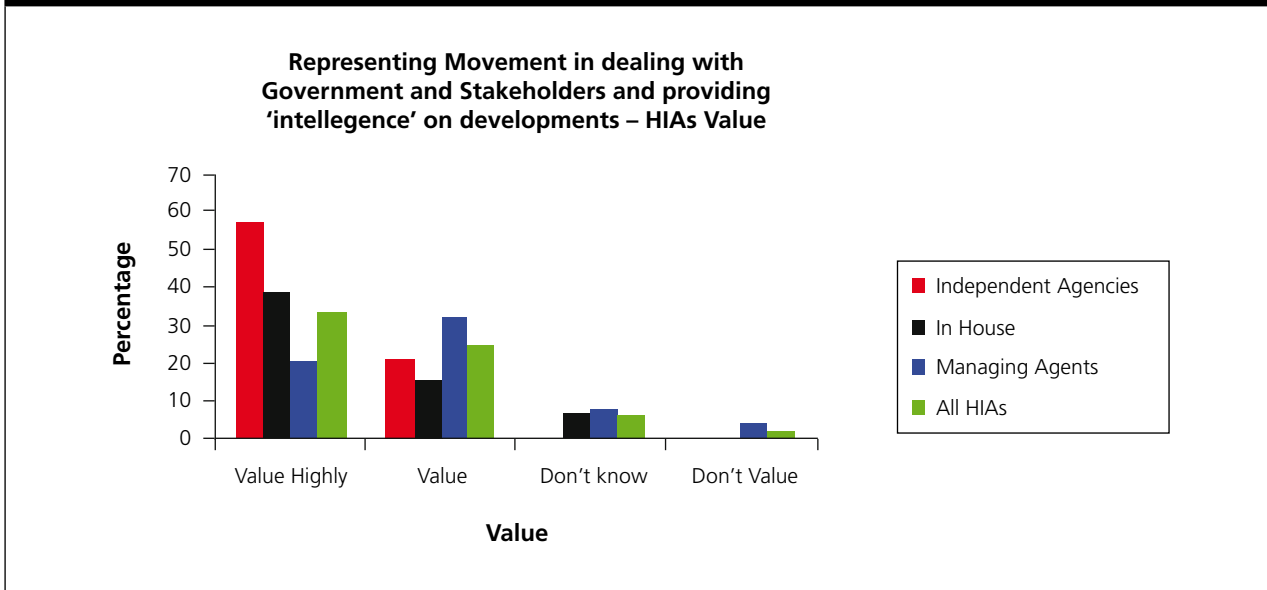
However, this rapid growth means that HIAs now have to deal with a number of administering authorities who are relatively unaware of the role of HIAs. The more competitive funding arrangements, without the safety of ring fencing, in the Supporting People regime and the need for funding from other bodies such as PCTs means that the promotion and profile raising function of an NCB remains important in the future. This was confirmed by the Supporting People representatives who were interviewed as part of this process. They suggested that they regarded an NCB as instrumental in raising the profile of HIAs and keeping Commissioners informed about the role of HIAs.

Based on this analysis we recommend that the contract needs to contain a function that relates to profile raising and promotion of HIAs.

5.1.2 Representing the movement in dealing with government and other stakeholders, and providing ‘intelligence’ on developments in the sector

59% of respondents either value highly or value the movement representation role. Chart 5 below shows that independent HIAs, in particular, highly value this function. Some 58% of independent agencies say that they ‘highly value’ this function, compared to only 17% of managing agents. Managing agents are the only sample group to suggest that they do not value this function, with 4% of managing agents who have used this function suggesting that they don't value it. This level of difference can partially be explained by the fact that the larger managing agents are likely to have their own sources of ‘intelligence’ on developments. However, given a large majority of managing agents either value or highly value this function, it seems clear that even the largest managing agent does not have the capacity to deal with Government that a national body has.

Chart 5 – HIAs valuing the function ‘representing the movement in dealing with Government and other stakeholders, and providing ‘intelligence’ on developments in the sector (number of responses = 100)



The national nature of the NCB, combined with its size and ability to act as the representative of HIAs enables it to represent the HIA movement with central Government and other key stakeholders. This function enables the NCB and the HIA sector as a whole to have some input in the development of a national strategy. This might not be the case if HIAs did not have a national body to represent them. This was recognised as an important benefit of having an NCB and it was strongly expressed by most participants in workshops and interviews that the NCB should retain this function in any future contract – with participants from all types of HIAs strongly expressing this view.

The value of an NCB providing intelligence regarding developments in the sector was largely agreed to be a very important part of the role of an NCB. This was viewed as increasingly important with the number of central Government strategies impacting upon the sector, as discussed in chapter 2 of this report. Having a national body was also viewed as crucial if the HIA sector was to attempt to influence the direction of Government strategies and initiatives.

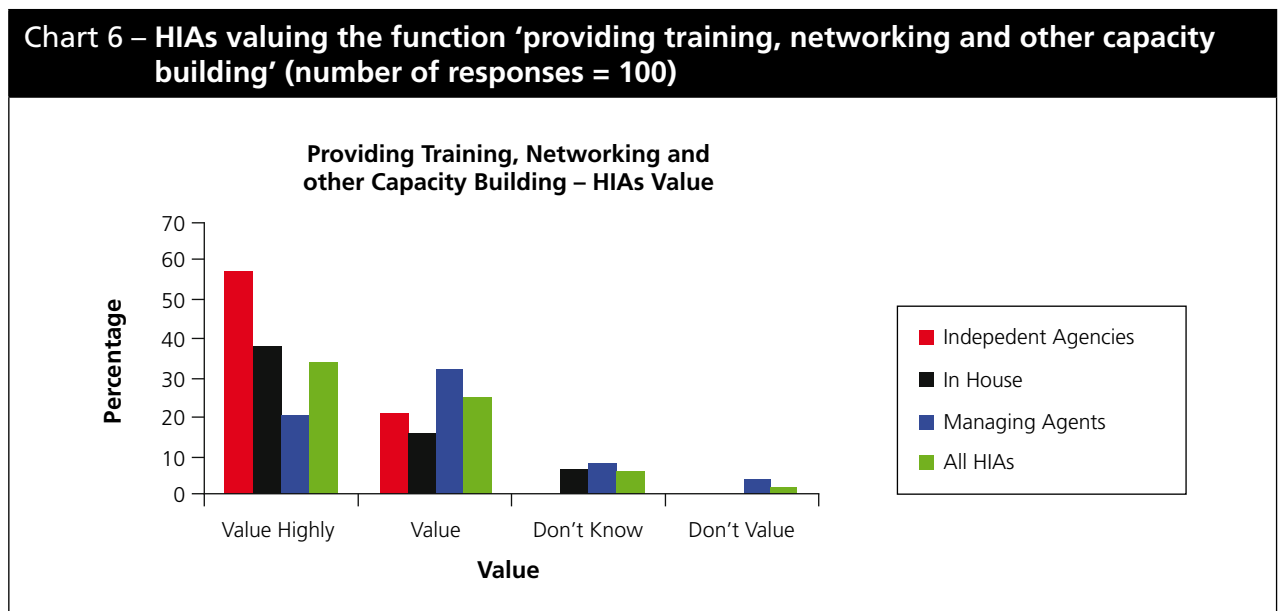
The NCB is almost asked to play two roles as part of this function. The first is to act as a ‘representative’ of HIAs in dealings with national Government with the hope of having an influence upon strategy and direction of Government policy. The second is to represent the Government and to interpret its national strategies back to HIAs to help HIAs to respond effectively to these strategies. At first, these two roles may seem slightly contradictory but a national body is best placed to deliver on both of these roles.

Considering the changing landscape of HIAs, as discussed in section 2 of this report, any NCB should be urged to consider building and maintaining relationships with a wider range of government departments. A number of central Government departments impact on the work of HIAs – with Communities and Local Government, the Department of Work and Pensions and the Department of Health being foremost amongst these. Other departments, such as the Home Office (crime prevention) have some relation to the work of HIAs. The Supporting People commissioners who were interviewed as part of this process pointed to the importance of building relationships with other Government departments.

Based on this analysis we recommend that the contract needs to contain a function that relates to representing the movement with Government and other key stakeholders and providing intelligence regarding developments in the sector.

5.1.3 Providing training, networking and other capacity building for the sector

Chart 6 shows that 84% of respondents to the survey either value highly or value this function. As per the profile raising function, independent agencies and in house agencies are considerably more likely to value highly the training, networking and other capacity building than managing agents. This may be explained by the fact that the larger bodies may well provide their own training services. However, the 84% of respondents who value or highly value this function is higher than for any of the other functions. Clearly, this function is the most 'immediate' to many of those questioned and, for many within the sector, their primary dealings with the NCB will be through the networking, training and capacity building. However, the high proportion of respondents valuing or highly valuing the function still sends a powerful message.



There was some difference concerning what the role of an NCB should be in the provision of training, networking and other capacity building.

The largest area of agreement was that the NCB had an important role to play in providing networking opportunities for HIAs who would otherwise feel isolated. Networking, such as conferences, meetings and the provision of a newsletter also enables good practice to be shared amongst HIAs. The value of this was more keenly felt by the smaller HIAs who did not have the larger organisational support that exists with the managing agents but the managing agents also expressed their support for such a function. It was suggested that there might be some utility in proactively extending these networking opportunities to include Commissioners, including PCTs, both as a means of profile raising the work of the HIA amongst key Commissioners and as a means of boosting the core network of HIAs.

Considerable differences exist between HIAs about the value of an NCB providing training. Smaller and in house agencies appreciated the specialised training offered by the NCB, which they suggest was not available elsewhere. Larger HIAs suggested that an NCB should not be the sole provider of training services and that training for HIAs should be made into a more competitive environment – with the NCB able to charge a market rate for training and use the proceeds as a means of funding.

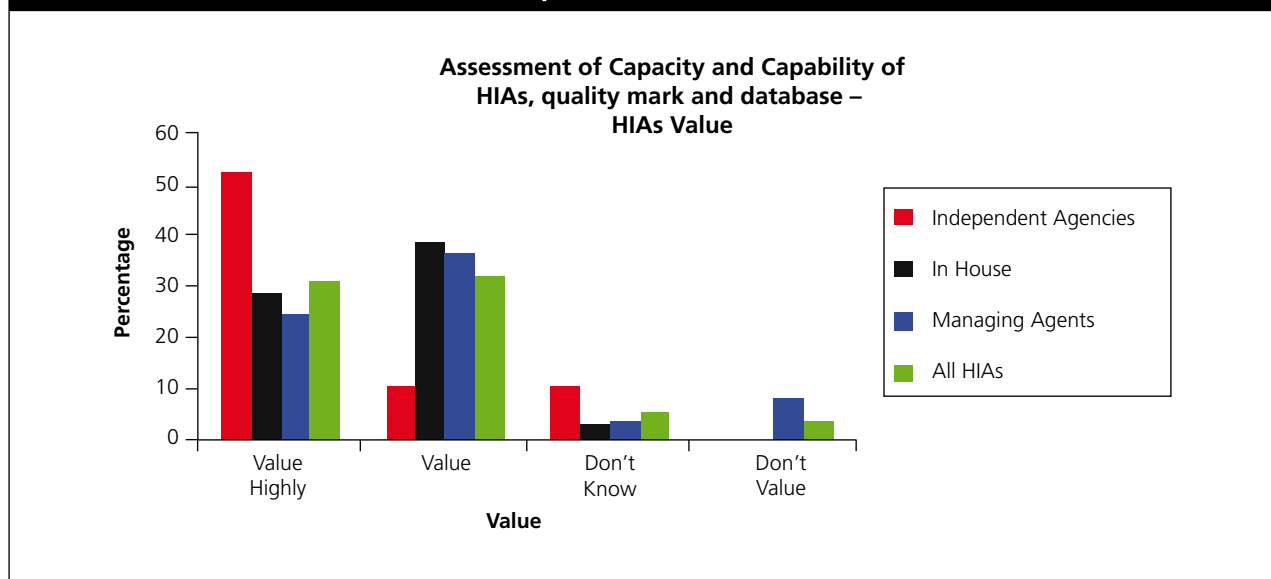
There was some confusion over the meaning of the phrase “other capacity building” as it is used in the contract. Where this was regarded as building up the business capacity of an HIA this was viewed as important for an HIA. Making HIAs able to adapt to the challenges provided by a changing, and in many ways more competitive, environment was viewed as an important NCB role. Some felt that an NCB could do more to directly involve Commissioners in this capacity building process. A new contract should seek to tighten the definition around this function.

Based on this analysis we recommend that the contract needs to emphasise the networking capacity of an NCB. The ITT should look to ask the resposdee how training should be provided and the role an NCB will play in capacity building. The role of an NCB in training and capacity building will, to some extent, depend on the strategy chosen for the sector as a whole.

5.1.4 Carrying out assessment of the capacity and ability of HIAs, including administering a quality mark and maintaining a database of HIA services

As illustrated by Chart 7, 64% of respondents to the e-survey either value highly or value this assessment function. Over 50% of independent agencies highly valued this function compared to only 24% of managing agents. Nevertheless, the proportion of those who either value or highly value the function remains high.

Chart 7 – HIAs valuing the function of ‘carrying out assessment of the capacity and ability of HIAs, including administering a quality mark and maintaining a database of HIA services’ (number of responses = 100)



There were considerable differences over how an NCB should carry out the assessment of the capacity and ability of HIAs. Many interviewees and respondents pointed out that there were a number of ways in which quality is presently measured, including the Quality Mark scheme identified in the function and the quality assessment framework measured under the Supporting People regime. It was argued that a consistent quality measuring regime would be more effective and less time consuming for HIAs. Others suggested that if a Quality Mark scheme was to be a guarantor of quality and a reassurance for the public then it should be mandatory that all HIAs should gain one in order to be recognised. Furthermore, as discussed in sub-section 5.2, there was some demand for an NCB to provide an effective benchmarking of HIAs. Clearly, if this is possible it would require a consistent and mandatory regime of quality and capacity assessment.

It was suggested by some that a Quality Mark scheme does not have to be provided by an NCB. Local Authorities are, according to some interviewees, as well equipped to assess quality as an NCB. Nevertheless, the advantage of a national body carrying out the Quality Mark scheme is that consistency of quality assessment can be ensured – meaning that the Quality Mark regime gains greater respect amongst users. Communities and Local Government needs to assess whether a specialised body needs to assess the quality of HIAs as, in an environment that may be increasingly dominated by individual budgets and other bottom-up financial schemes, people who will be using HIA services will be seeking a guarantee of their quality.

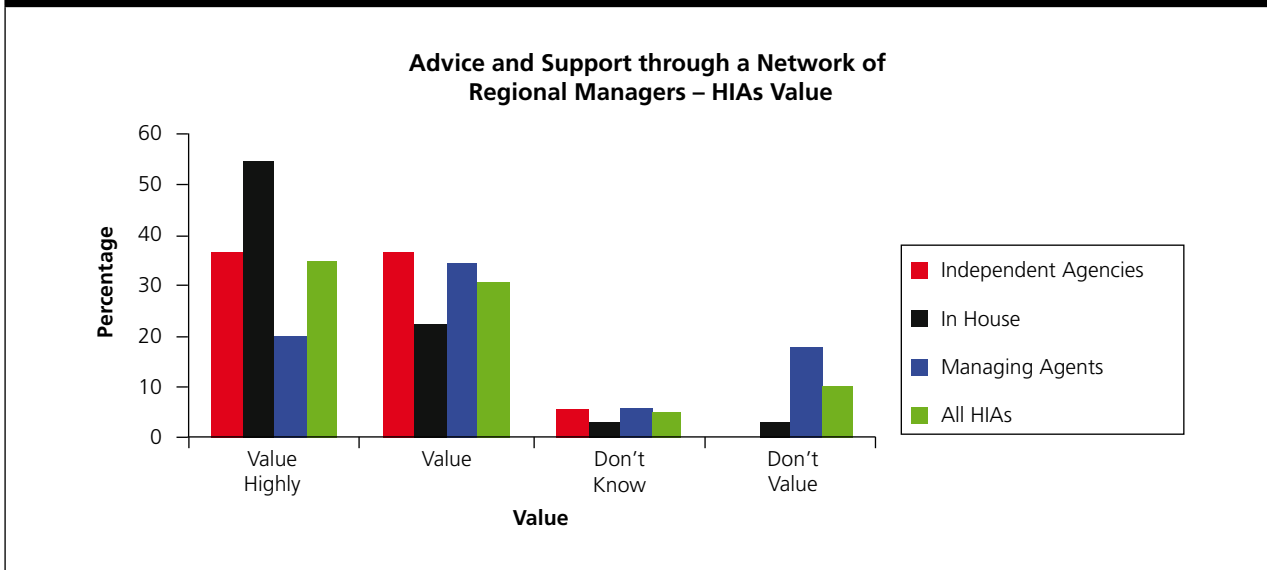
The maintenance of a database of HIA services was seen as crucial by the vast majority of respondents – even by those who were slightly more sceptical of the overall value of an NCB. It was argued that a national database of HIAs was essential for the general public to find their local HIA and that it was a natural function for an NCB to assume.

Based on this analysis, we recommend that the contract needs to emphasise the assessment of quality and capacity of HIAs. However, the ITT should allow bidders the flexibility to suggest their own schemes and mechanisms for doing this. It is important that the contract also emphasises the maintenance of a national HIA database.

5.1.5 Advice and support to the sector through a network of regional managers

As chart 8 shows 66% of respondents to the e-survey either value highly or value this advice and support function. Interestingly, some 10% of respondents did not value this element of the NCB service – representing by some way the highest proportion of those not valuing a function. In house agencies were particularly strong in their value of this function, with some 55% saying they highly valued the function. Support was considerably lower amongst RSLs and larger managing agents – with 20% of managing agents and 14% of RSLs suggesting that they do not value this function. This may partially be a reflection of the fact that the larger managing agents tend to have their own networks for advice and support – alongside that of the NCB. Indeed, some 91% of managing agents suggest that they also look to their Head Office for advice and support.

Chart 8 – HIAs valuing the function of ‘advice and support to the sector through a network of regional managers’(number of responses = 100)



The workshops and interviews showed strong support for an NCB providing advice and support. An NCB was seen as possessing the kind of specialist expertise that HIAs find highly useful to draw upon. However, there was considerable difference regarding whether such a source of advice and support needed to be organised through a network of regional managers. Firstly, it was felt that such a specification was not suited for inclusion in a contract – mixing the ‘what’ and the ‘how’. Secondly, a number of HIAs and other interviewees argued that a regional manager network based the NCB advice and support mechanism on the basis of ‘all rounders’ when what is needed is more specialist advice and support. The efficiency case for having specialist sources of advice based nationally, rather than generalist sources of advice based locally, was made by a number of respondents. However, some HIAs, particularly those without a national managing agent network to offer support, suggest that they value the ‘personal touch’ offered by the network of Regional Managers.

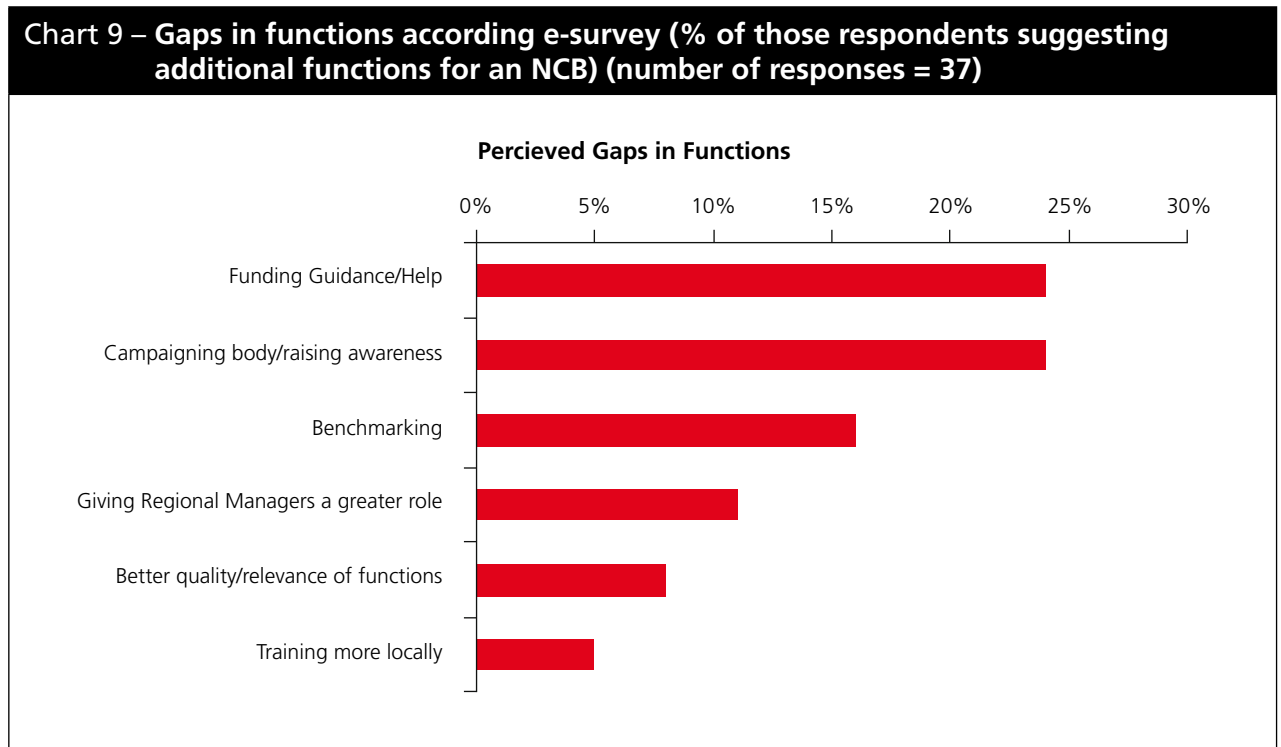
Clearly, Communities and Local Government needs to make a choice about how the advice and support function is provided and it needs to decide between a generalist and a specialist approach to this. Nevertheless, there is no reason why this specification needs to be made in an ITT document. Indeed, the ITT provides the Government with an opportunity to seek innovative responses from bidders concerning how an effective advice and support network can be achieved (see Section 8).

Based on this, we recommend that the contract needs to contain provision for advice and support to HIAs. However, the contract does not need to specify how this advice and support is provided.

5.2 It is recognised that there are some gaps in the present list of functions

The e-Survey and interviews and workshops uncovered a widespread view that there were some gaps in the present NCB functions.

Chart 9 shows the weight of opinion in the e-survey concerning gaps in the list of functions:



Based on our findings, key areas which Communities and Local Government should consider included in the functions of a future NCB contract include:

- **Benchmarking** – 16% of those respondents to the e-Survey who suggested additional functions for an NCB said that the NCB should also have a benchmarking function. This was also a frequently raised topic during workshops and interviews. It was felt that a benchmarking function would help HIAs to directly measure their performance against peers as well as identifying potential development areas for agencies. HIA Managers, in particular, suggested that they would strongly value an NCB fulfilling a benchmarking role, particularly in combination with a transparent quality assessment regime discussed in sub-section 5.1.4.
- **Maintaining a database for HIAs** – A number of interviewees pointed to the value of an NCB maintaining a database of information about HIAs for HIAs. Such a database, including details of jobs, client type and funding arrangements, is regarded as essential in providing statistics to help support the work of HIAs, as well as assisting with Supporting People feedback. Such a database has been provided by both NCBs to date but there was some concern amongst HIAs that it is not explicitly identified as a function in the contract.
- **Setting minimum standards of what an HIA should deliver** – Some HIAs felt it would be a useful function for an NCB to provide minimum standards for an HIA – for the benefit of Commissioners as well as HIAs themselves. It was suggested that this could be accompanied by an estimate of resources needed to meet these minimum standards per head of the population.

- **More explicit guidance around funding** – HIAs pointed out that, since the incorporation of HIAs in the Supporting People budget, the funding régime has become much more complex and HIAs have had to be involved in a contractual régime. It was recognised that support had been provided by the NCB but suggested that, bearing in mind the changing funding régime for HIAs, this should be enshrined in the contract for an NCB.
- **Becoming more of a campaigning body** – 24% of those who mentioned potential gaps felt that an NCB should become a more campaigning body – with a goal of lobbying Government on behalf of the HIAs and raising awareness of issues facing HIAs and their clients.

5.3 Some functions may be removed or altered due to the changing HIA landscape

We were asked to consider which functions could be removed from an NCB. We considered that, because of the increasingly diverse HIA sector and the possibility, recommended in section 6 that an NCB should develop a more commercial focus, there are some elements of the NCB functions that might be reconsidered:

- A full consideration of the functions of the NCB should be driven by exposure to the market at ITT stage. As discussed in section 7 the eventual contract should be informed by an output based specification and by an ITT that is not prescriptive. Such an approach would allow the ITT – bidding process dialogue to inform the final contract and those functions that an NCB will perform;
- The training function of an NCB is potentially a function that could be made subject to a competitive market. The NCB would be in a position to provide training services but it would be able to charge competitive market rate in a competitive market place.
- The Quality Mark scheme presently, at least in part, duplicates a number of other quality schemes – notably that which is part of Supporting People. If Communities and Local Government is seeking to remove functions from the NCB then the quality mark scheme would be one that it should consider revising.

5.4 The existing functions are the right ones for current circumstances and should be developed to reflect sectoral change

The existing functions for the NCB provide a good basis for the list of functions to be included in the new contract. However, there are a number of ways in which the functions could be improved. The new list of functions will need to be crisply written as well as reflecting social developments and recent as well as future developments in the HIA sector. The functions will also have to be framed to bear in mind the increasing diversity of the sector.

6. There are strong arguments for the contract to enable the development of a more commercial focus for a National Coordinating Body

- There are clear risks to removing existing functions from the NCB
- Given increasing pressures on budgets, a diversity of funding (including commercial funding) enables the role of the NCB to grow without further calls on scarce Communities and Local Government resources;
- The current NCB contractor operates with a commercial focus as do similar bodies performing similar roles
- A diversity of funding for the NCB would reflect a growing diversity of funding routes for HIAs

To help consider the thoughts within the sector concerning the preferred business model for an NCB we tested the hypothesis that *'the current business model delivers best value for money for the functions performed.'* This involved testing the following questions:

- What are the risks attached to reducing or removing areas of provision from the NCB?
- What scope is there for further recouping costs from within the sector or elsewhere?
- Are there currently any providers of NCB type services?
- How should the NCB be funded?
- Would NCB services be in demand if the market is contested?
- What scope is there for a contract to support the development of a self-sustaining NCB, and over what time?

6.1 Some clear risks are attached to removing areas of provision from a National Coordinating Body

The workshops and interviews sought to test whether there are any risks attached to removing areas of provision from an NCB. We found that a number of risks were perceived as being important:

- Removing a function from an NCB risks upsetting those HIAs who value the function provided by an NCB. As indicated by the e-survey, workshops and interviews a large majority of HIAs appear to value the functions offered. This support was also echoed by Commissioners who were interviewed as part of the process.
- Removing functions from an NCB would risk diminishing the cost effectiveness that is such a regular argument used by those in the HIA sector when expressing their support for an NCB. It was argued that losing functions would result in a net cost transfer for functions currently conducted by an NCB that would be inefficient for local authorities to conduct themselves. Many local areas may not be able to afford or may not wish to conduct some of the functions presently conducted by the NCB – meaning that the benefit of these functions would be lost to a reasonable element of the sector.

- Without a national body, the HIA sector would have a far more limited impact upon Government and Government strategies likely to be affecting the sector. There is the potential that HIAs would be increasingly unable to impact upon Government policy affecting the sector without a national body acting as a voice of the HIAs, especially as local authorities and even the larger managing agents would be unable to fill this role. Furthermore, HIAs would be at risk of lacking full, specialised knowledge about how new Government strategies will affect the sector without a national body such as an NCB.
- There is a risk that no forum would exist, without an NCB, to allow for the sharing of best practice within the sector. This creates a risk that the improvement that can be achieved through this sharing of best practice will also be lost.
- A number of independent HIAs expressed the opinion that they would be in a considerably more vulnerable position without the support of an NCB. They, as well as a number of in house HIAs and smaller managing agents, expressed the fear that they would lose a coherent voice without an NCB. The in house HIAs feared that there was a risk that they would be increasingly vulnerable to efficiency savings without an NCB to support them with local commissioners.
- If training was removed as a core function of an NCB there is the risk that there would be insufficient providers to provide specialised training in its place. This might lead on to a further risk that, without sufficient training, many HIAs would have to face the new, more competitive, environment without the relevant skill sets needed to succeed.
- HIAs were concerned that the loss of an NCB would mean that they lost a significant voice with local Commissioning bodies. Without an NCB there is a risk that HIAs might be crowded out in an increasingly competitive commissioning environment. Commissioners interviewed as part of this project confirmed that they rely on an NCB to supply a deal of information to help with their commissioning decisions.
- If, as was generally agreed during the workshops and interviews, having an NCB helps improve performance of HIA then removing an NCB would carry the risk of having a detrimental impact on HIA performance.

6.2 A diversity of funding enables the role of the NCB to grow without further calls on scarce Communities and Local Government resources;

As part of the workshops and interviews, we tested a number of potential funding options for an NCB. Reaction to different types of funding for an NCB were mixed:

- **Communities and Local Government Funding** – It was widely accepted that there should at least be some element of Communities and Local Government funding for an NCB. HIAs from across the sector felt that, as HIAs and an NCB were helping Communities and Local Government achieve its priorities, Communities and Local Government should contribute towards its funding. Some also felt that an NCB needed the security of a guaranteed Communities and Local Government income to be able to carry out its core functions.

- **NCB funded by HIAs** – A number of HIAs suggested that some kind of subscription for an NCB raised from amongst HIAs might be a viable solution for at least some of the funding of an NCB. However, other participants pointed out that they already pay money to the NCB to attend training, conferences and other events. Others, particularly smaller HIAs, argued that within existing tight budgets they may not have the available resource to pay a subscription for an NCB – especially when this might mean diverting money that would otherwise have gone to help vulnerable or elderly people.
- **NCB funded through running a commercial service** – Some participants pointed out that the NCB already partially does this – charging for training, attending conferences and other similar events. Most participants said they would not be resistant towards paying for some commercial activities conducted by an NCB – especially in the knowledge that this money would be recycled back into helping HIAs collectively. However, others counselled against having an NCB that relied too much on its commercial services, suggesting that this might mean an NCB ‘taking their eye off the ball’ as far as representing HIAs is concerned.
- **Commercial sponsorship** – The vast majority of participants were dismissive of the idea that an NCB could be sponsored by a commercial firm. They felt that it would be impossible to find a suitable firm that would not have a potential conflict of interest in sponsoring an NCB. However, some of the funding for NCB events, such as conferences, already comes from advertising and commercial sponsorship. Communities and Local Government needs to consider how severe potential conflicts of interest might be and whether they could be overcome.
- **Increased contribution from Local Authorities** – It was felt that it would be justified to ask local authorities to contribute towards an NCB. However, it was also felt unlikely that many local authorities would contribute- given the environment of efficiency savings within local authorities at present. It was also felt that any central Government measure to force local authorities to contribute towards an NCB would go against the Government’s desire to devolve further powers to local authorities.
- **Funding from other central Government departments** – A number of participants pointed out that HIAs help contribute towards the delivery of the agendas of a number of Government departments. For example, the prevention agenda and help towards early hospital discharge benefits the Department of Health. HIAs acting as advocates and guides around the pensions and benefits system helps the DWP. HIAs improving home security benefits the Home Office. It was suggested that other Government departments might contribute towards the funding of an NCB given this help towards meeting their agendas.

In our view, all of these potential funding options are viable. Even those areas which are potentially offering risks, such as running a commercial service, are currently in place and the risk is apparently being minimised.

6.3 The current NCB contractor operates with a commercial focus as do similar bodies performing similar roles

The NCB is presently largely funded through a central Government contract, with a small amount of further funding being provided by training and the organisation of networking events. Around 74% of the funding of the existing NCB is received from Communities and Local Government. The remainder is funded from:

- Some commercial sponsorship and advertising, particularly around the annual conference;
- Fees from charitable sources for research and consultancy;
- Delegate fees for conferences and other events;
- Training fees from HIAs and commissioning bodies;
- Consultancy fees from commissioning bodies;
- Fees from users for the web based client management system (85% funded by the sector).¹⁵

Other models exist within the public sector of bodies representing disparate member organisations. Key amongst these in terms of bodies that might inform a future NCB contract and strategy are the National Association of Citizens Advice Bureaux (NACAB) and SITRA.

NACAB

- NACAB is mainly funded by central Government grant but also has income from commercial ventures
- NACAB has two major roles:
 - Direct support to Citizens Advice Bureaux in response to their needs and demands;
 - Leadership and standard setting in the interests of clients and the service as a whole
- NACAB has a number of key responsibilities:
 - Support for management and direction;
 - Standard setting;
 - Audit and membership review process;
 - Training and development;
 - Information services;
 - Fund raising and representation; and
 - Support for local social policy work

¹⁵ Source: Foundations

SITRA

- SITRA is an umbrella organisation committed to raising standards in the housing, care and support sector
- SITRA is a membership body. It is funded by membership and has around 100 practitioners who are members as well as being part funded by Communities and Local Government and the Association of Local Government
- 35% of its members are Registered Social Landlords; 49% are managing agents and 13% are local authorities. SITRA's management committee is elected by its members
- Key aspects of the work of SITRA includes:
 - Providing support relating to all aspects of supported housing, together with associated issues such as human resources and staffing;
 - Being consulted by Government departments and other bodies as representatives of supported housing;
 - The provision of training. Each year SITRA train over 4000 people around the country;
 - Holding a range of conferences and seminars on housing related themes;
 - Publication of a monthly bulletin and regular briefings;
 - Provision of book keeping, accountancy and human resource services to supported housing providers;
 - Policy or service delivery consultancy

As discussed in sub section 3.1.2 we believe that a 'mixed economy' approach represents the preferred model for the future of the sector. Both the SITRA and NACAB models can help inform the development of a 'mixed economy' model for an NCB.

6.4 A more commercial focus for an NCB would allow the proportion of central government funding for an NCB to diminish over time

The continued existence of Communities and Local Government funding will give the Communities and Local Government an insurance policy to ensure that the NCB will continue to build capacity building in the short term in order to provide for a sustainable, viable sector in the medium term. Such an insurance policy would provide a guarantee to Communities and Local Government that the NCB will continue to build a strong enough sector to achieve Communities and Local Government priorities, enabling HIAs to successfully develop during the transitional period the sector is currently undergoing.

However, an increased diversity of funding for an NCB to reflect the diversity of funding of HIAs should help enable a year on year reduction in real terms in Government funding for an NCB.

6.5 A diversity of funding for the NCB would reflect a growing diversity of funding routes for HIAs

It appears appropriate that the funding sources of the NCB should reflect those faced by HIAs – in a practical sense it would enable the NCB to advise on experience in this context.

Our earlier discussion in section 2 suggests that HIA funding sources are likely to become more diverse – moving away from ring-fenced grants into bidding for contracts and cross-subsidising support for vulnerable through more commercially attractive work.

An NCB faced with the same issues could become increasingly self sustaining – with some core Government funding remaining for an NCB but gradually reducing over time. It should be possible to use the ITT as a device which allows bidders to propose in which an NCB could succeed commercially whilst also providing core functions to HIAs.

7. The contract should be informed by an output-based specification and effective performance management

- Defining outputs in the Invitation to Tender is likely to encourage potential suppliers to demonstrate innovation in delivery and business model
- An output based performance management regime should enable the role of the NCB to develop while allowing Communities and Local Government to exercise sufficient control

To help consider the performance management arrangements provided for in the present contract and what future performance management arrangements should be we tested the hypothesis that *'the current contract requirements enable Communities and Local Government to ensure the highest standards of performance for a contractor.'* This hypothesis was tested using the following questions:

- Is the current reporting regime fit for purpose?
- Does Communities and Local Government have the ability to steer changes in requirements without resorting to contract changes?
- Does the contract specification give the NCB the right basis on which to work effectively with HIAs?
- Are there sufficient levers for both HIAs and Communities and Local Government to raise and resolve performance management issues?
- Are there any elements of the existing functions that are too prescriptive and do not allow sufficient flexibility to the NCB?
- In which areas should flexibility of a contract be encouraged?

7.1 Defining outputs in the Invitation to Tender is good practice

Drawing up an output-based specification for a supply contract is often good practice, provided that it is possible to properly measure the outputs¹⁶. This is because it allows for

- Maximum room for flexibility in the face of a changing sector;
- Maximum supplier innovation in both business model and ways of working;
- A more effective performance management regime.

The question then is whether it is possible to define outputs to the extent necessary to write an output-based specification for the contract. Below we set out an example of how this could be done – setting example outputs against each of the functions we propose in section 3.

¹⁶ Advice on the procurement will be provided by the Department's procurement directorate, and we recommend that these steps are considered as part of that advice.

Table 1 – An output focused performance management regime

Function	Example Output	Measurement
Profile raising and promotion	A HIA in every local authority area	Regular updates about number of HIAs in existence % of over 65s/ over 75s covered by an HIA HIA customer base
Representing movement	Views of HIAs feature in key strategies HIA funding included explicitly in Local Area Agreements	Survey combining feedback from HIAs with depth of understanding of Commissioners and those HIAs serve Log of LAAs
Networking	HIAs feel better informed about developments and opportunities	Number and type of events held Qualitative responses to satisfaction survey
Assessing quality	Increased number of HIAs meeting quality threshold e.g. Quality Mark Fewer HIAs not meeting minimum standards	Data concerning HIAs performance against quality threshold
National HIA database	A national database of HIAs is maintained	The database is maintained and updated regularly
Provision of advice and support	Stock of materials and set of well used advice and support tools which, together, produce better informed HIAs, more able to operate successfully	Details of advice and support offered Satisfaction survey evidence

7.2 The contract should define an effective performance management framework

An effective performance management regime has a number of distinct characteristics:

- The management information used for performance management is detailed enough to provide accurate measurement of performance but also designed in a way to concentrate on the key metrics. Reports should be focused on key metrics and easy for a user to negotiate and use. Too many targets makes for a confused and potentially ineffective performance management regime;
- Collection of management information is comprehensive without being excessively onerous in terms of collection or completion;
- A performance management regime should be sufficiently flexible to alter as circumstances or the sectoral environment changes but also tight and consistent enough so that all changes to the regime are meaningful;
- The regime should be transparent and easy to understand for all parties;

- Performance metrics should, if possible, be based on past performance and should mirror ambitions for the sector;
- Where necessary, flexibility should exist so that urgent performance issues can be tackled quickly.

The present performance management regime is focused on quarterly reports, quarterly meetings, regular contact between Communities and Local Government and the NCB and an open access regime to the NCB in respect of urgent performance issues.

As discussed in section 2, the HIA sector is one which has been subject to a great deal of change in recent years. This change is likely to continue in the years to come. Therefore, it is important that any performance management framework is not so rigid that it cannot reflect sectoral changes or changes in Government strategy. The performance management regime should be flexible enough for the Government to make alterations based on medium term strategy changes. At the same time, the performance management framework must be focused enough to ensure that performance is properly managed and metrics are not changed so regularly that those involved in the performance management framework could be accused of ‘moving the goalposts.’ A framework that is output focused makes this kind of flexibility easier to achieve.

Such a framework is likely to include:

- A template for performance reports;
- Quarterly meetings with annual performance reviews;
- Monthly reports focused on the information that the business needs to achieve in order to achieve its objectives.

During the interview and workshop process, it was felt that the existing performance management regime is satisfactory but has some areas where improvements might be considered when the next contract is being framed. Potential areas for development include:

- Focus of quarterly reports – A future reporting regime should ensure that performance reports are focused on performance against a set of key metrics. The headline performance against these metrics should be made clear at the front of a report. Over lengthy reports are unnecessary for the purpose of performance management when focus should be on headline performance metrics.
- Regularity of reporting – Communities and Local Government needs to consider whether a quarterly reporting regime is sufficient for performance management. Monthly reports may be more suitable to ensure regular performance updates and early identification of potential trends in performance.

8. Conclusion and summary

The conclusions of this report were based upon the testing of five hypotheses, using an e-survey (which was dispatched to all HIAs and received 100 responses); a series of workshops; and one on one interviews.

8.1 There should be a National Coordinating Body

We found almost unanimous support for a National Coordinating Body during the workshops and interviews. This was reflected by a high level (67%) of the e-survey respondents saying that they valued or highly valued the functions fulfilled by an NCB. Commissioners also saw value in an NCB. Reasons for this high level of support for an NCB include:

- Cost effectiveness – if functions currently conducted by the NCB were transferred to local authorities it would be comparatively inefficient for local authorities to fulfil these functions themselves and many local areas could not afford to conduct these functions;
- An NCB provides national cohesiveness to HIAs;
- An NCB is powerful enough to develop relationships with Government and senior decision makers;
- An NCB is able to raise the profile of HIAs both nationally and with commissioners of services at a local level;
- An NCB provides a national network, brand and support system;
- An NCB allows networking and sharing of best practice.

There is a very strong case for an NCB. This case is accepted by most within the sector.

8.2 An NCB needs to reflect the increasing diversity of the sector

The HIA sector has grown considerably in recent years. From a total of 20 HIAs in 1985, the sector expanded to 97 in 1992, 227 in 2002 and a total in 2007 of over 260. During this period of growth, HIAs have become increasingly diverse in terms of the services they provide. Some HIAs concentrate on the core functions of a traditional HIA, whilst others are focusing more on 'ancillary services' and beginning to regard themselves as social enterprises. Increasingly, there is not one model of an HIA.

This diversity looks set to increase in the future as the sector faces new challenges and opportunities. A number of recent and future Government strategies and policies – including the Supporting People funding arrangements; a National Housing Strategy for an Ageing Society; Disabled Facilities Grant reform; Decent Homes; housing renewal reforms; and the Supporting People strategy, likely to incorporate individual budgets and LAAs – have had and will continue to have a major impact on the HIA sector.

The combination of these strategies means that HIAs are facing a rapidly changing environment. Reforms to the provision of financial assistance as well as the individual budget pilots mean that HIAs will have to form ‘bottom-up’ relationships with citizens and buyers, rather than the traditional ‘top-down’ relationships with commissioners. The proposed DFG reforms mean that HIAs could entrench their position as a key part of a holistic preventative health agenda. Decent Homes and LAAs leave HIAs well placed to help national Government meet key parts of their agenda.

However, which of these opportunities HIAs choose to embrace is likely to differ by type of HIA. For example, some HIAs may build up strong relationships with local commissioners and feel little need to diversify their services. Other HIAs might look to take advantage of the opportunities to gain more of a citizen – HIA relationship enabled by the housing renewal reforms and individual budgets. Different HIAs are likely to pursue different opportunities based on their ambitions and preferences as well as their funding streams and relationships with local commissioners. ‘One size fits all’ will not be applicable for the HIA sector in the future and an NCB needs to reflect this.

8.3 The future functions of an NCB need to reflect developments in the sector

We tested the present functions of the NCB, as defined in the existing contract in the e-survey, as well as in the interviews and workshops. We found general agreement that the present functions were largely correct and represented areas in which an NCB should be involved.

There was also agreement that the wording of some of the functions should be clearer and reflect changes to the sector in recent years as well as known changes that will impact on the sector in the coming years.

8.4 The NCB’s funding should be from a diverse range of sources – including a more commercial NCB

We evaluated a number of potential funding routes for an NCB. These included:

- Communities and Local Government funding;
- NCB being funded by HIAs;
- NCB being funded through running a commercial service;
- Commercial sponsorship;
- Increased contribution from Local Authorities;
- Funding from other central Government departments.

In our view, all of these potential funding options are viable. Even those areas seen during workshops and interviews as providing risks, such as running a commercial service, are currently in place and the risks are being minimised. In an increasingly diverse sector, the NCB’s sources of income also need to be diverse. This is likely to include running a commercial service, with a commercial arm being established with proper governance and safeguards. All funding streams are viable provided that risks are properly managed.

8.5 The contract should be informed by an output-based specification and effective performance management

Developing a contract that is as output focused as possible has a number of benefits. Firstly, such an approach is contracting good practice as long as outputs can be properly measured. Secondly, such an approach allows for a meaningful performance management system.

Appendix A: E-Survey Results

A.1 All HIAs

The analysis below sets out the e-survey results for all HIAs (100) who responded to the e-survey.

A.1.1 Question 1- Are you aware of the National Co-ordinating Body? (currently operating under Foundations):

85% said that they were aware of the NCB.

Virtually everyone who didn't answer this question gave responses to the rest of questionnaire which suggest they are aware of an NCB.

A.1.2 Question 2: Which functions that the National Co-ordinating Body is intended to carry out are you aware of? Which of these functions have you used?

Chart A1 – % of all HIAs who are aware of and have used individual functions of the NCB (number of responses = 100)

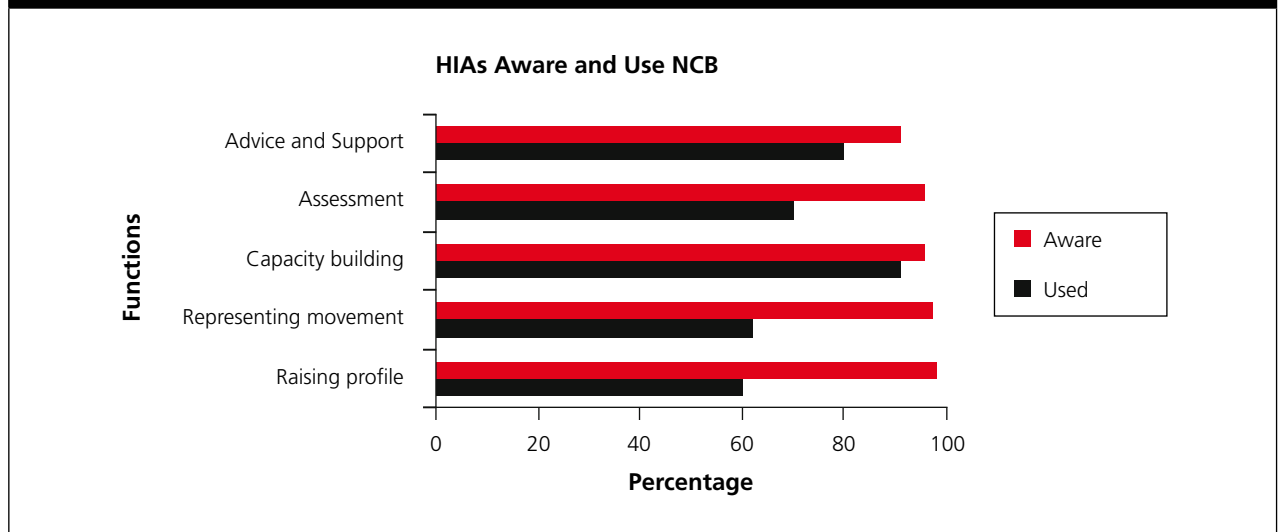


Table A1 – % of all HIAs who are aware of and have used individual NCB functions

	Used	Aware
Raising profile	60	98
Representing movement	62	97
Capacity building	91	96
Assessment	70	96
Advice and Support	80	91

Most HIAs are aware of all the functions of the NCB, less have used them. Providing training, networking and other capacity building in the sector was the most used function.

The below chart breaks down the level of awareness of NCB functions by type of HIA

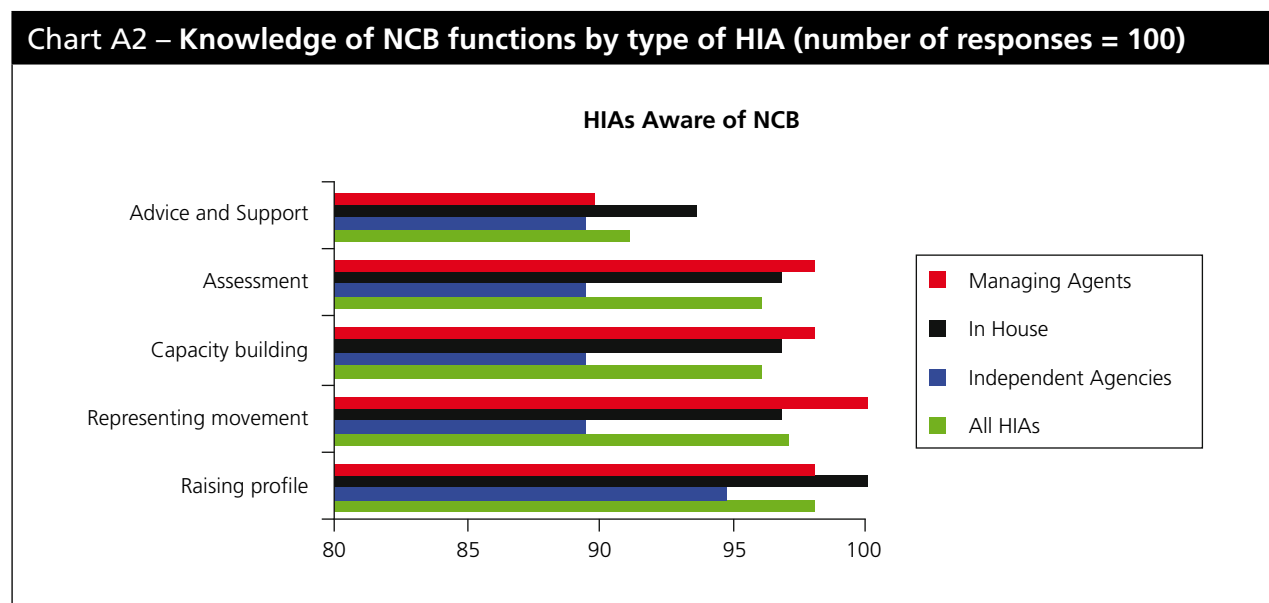


Table A2 – Knowledge of NCB functions by type of HIA

Aware	All HIAs	Independent Agencies	In House	Managing Agents
Raising profile	98	95	100	98
Representing movement	97	89	97	100
Capacity building	96	89	97	98
Assessment	96	89	97	98
Advice and Support	91	89	94	90

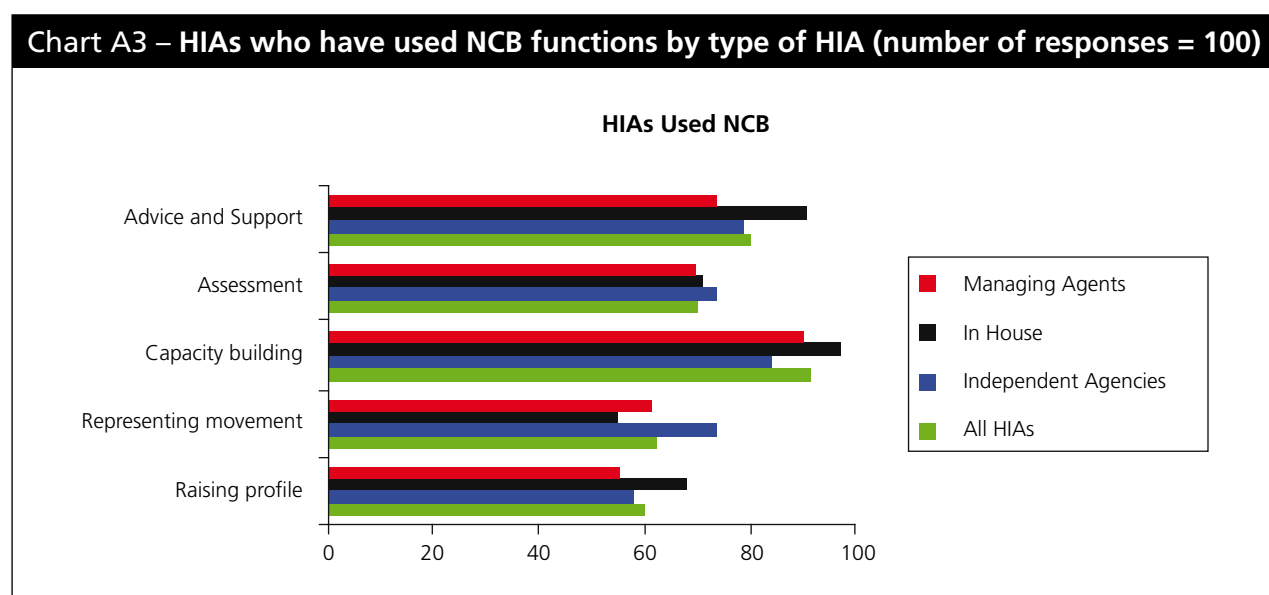


Table A4 – HIAs who have used NCB function by type of HIA				
Used	All HIAs	Independent Agencies	In House	Managing Agents
Raising profile	60	58	68	55
Representing movement	62	74	55	61
Capacity building	91	84	97	90
Assessment	70	74	71	69
Advice and Support	80	79	90	73

If you have used the function do you value it?

Chart A4 below sets out how valued each of the individual functions of the NCB are by all HIAs.

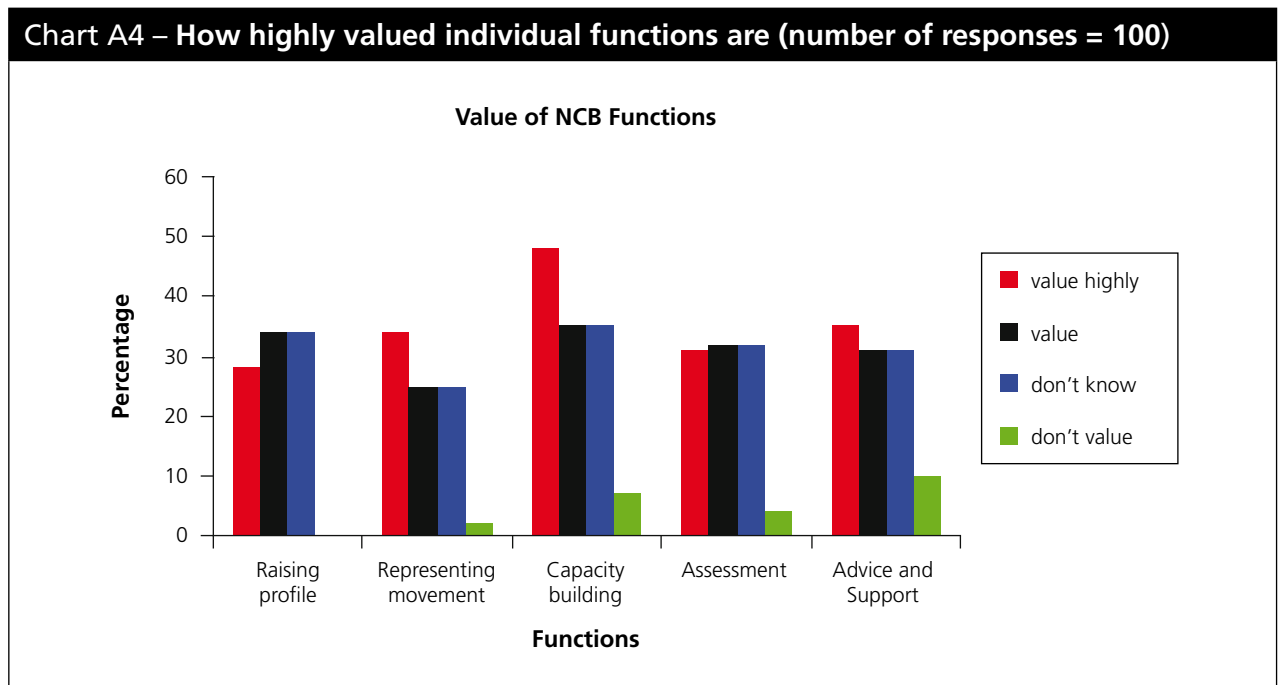


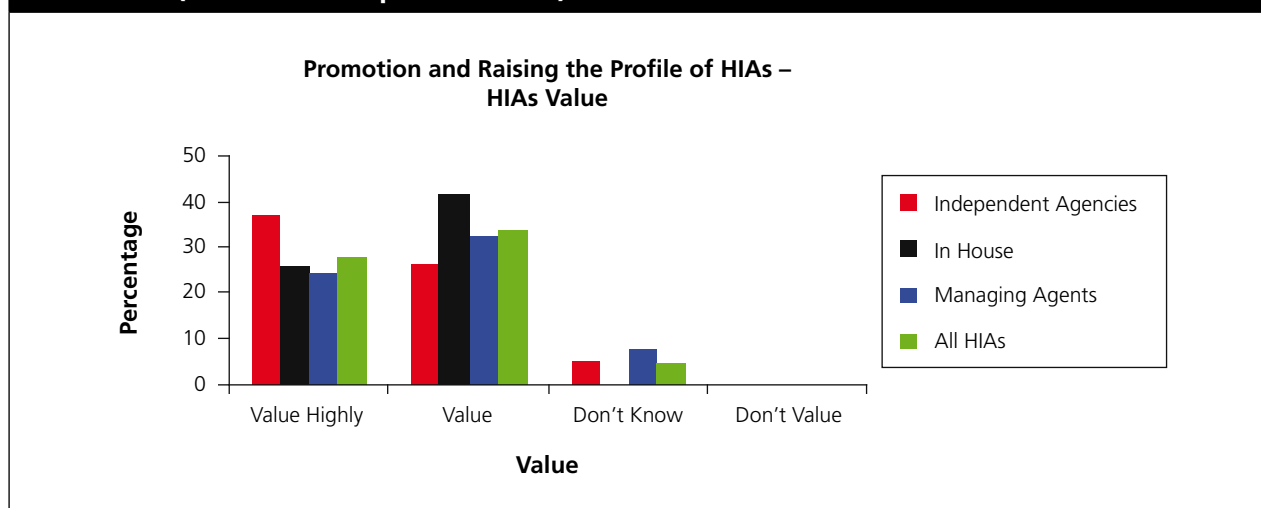
Table A5 – How highly valued individual functions are				
	value highly	value	don't know	don't value
Raising profile	28	34	34	0
Representing movement	34	25	25	2
Capacity building	48	35	35	7
Assessment	31	32	32	4
Advice and Support	35	31	31	10

Table A6 – % of all HIAs who either value or highly value individual functions

	Value
Raising profile	62
Representing movement	59
Capacity building	83
Assessment	63
Advice and Support	66

An average of 67% valued or highly valued the functions compared to an average of 5% who did not value the functions.

The charts below analyse how highly valued each of the individual functions are, differentiating by types of HIA.

Chart A5 – HIAs valuing or highly valuing the function 'promotion and raising the profile of the HIA sector, including with administering authorities (number of responses = 100)**Table A7 – % of HIAs valuing the promotion and profile raising function of the NCB**

Raising the Profile	Value Highly	Value	Don't Know	Don't Value
Independent Agencies	37	26	5	0
In House	26	42	0	0
Managing Agents	24	33	8	0
All HIAS	28	34	5	0

Chart A6 – HIAs valuing the function ‘representing the movement in dealing with Government and other stakeholders and providing intelligence on developments in the sector’

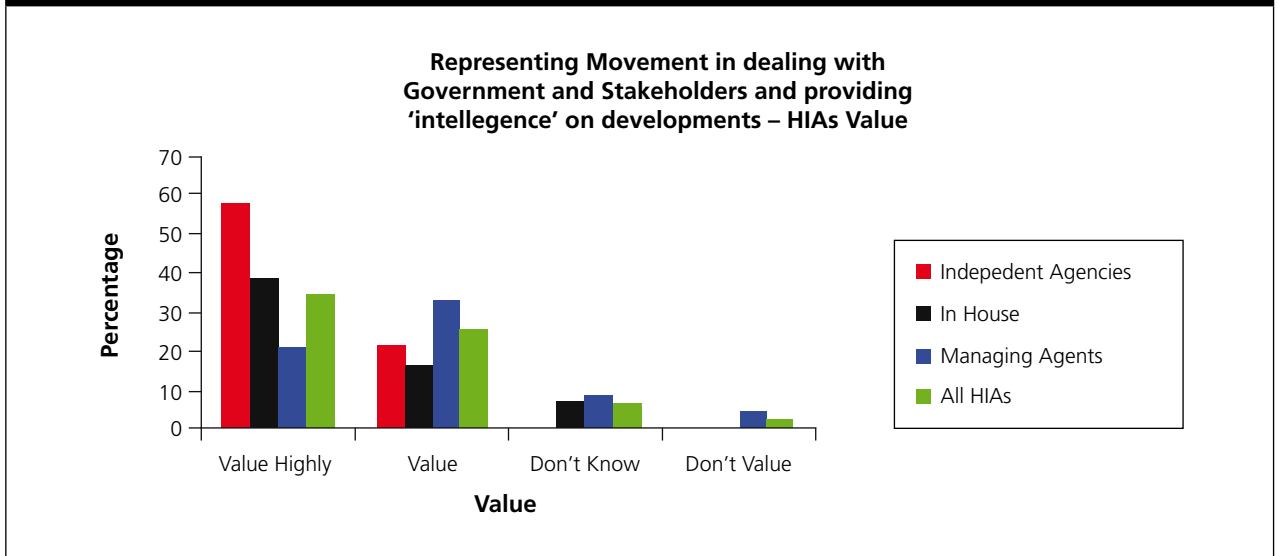


Table A8 – HIAs valuing the representing the movement function

Representing Movement	Value Highly	Value	Don't Know	Don't Value
Independent Agencies	58	21	0	0
In House	39	16	6	0
Managing Agents	20	33	8	4
All HIAs	34	25	6	2

Chart A7 – HIAs valuing the function ‘providing training, networking and other capacity building for the sector’ (number of responses = 100)

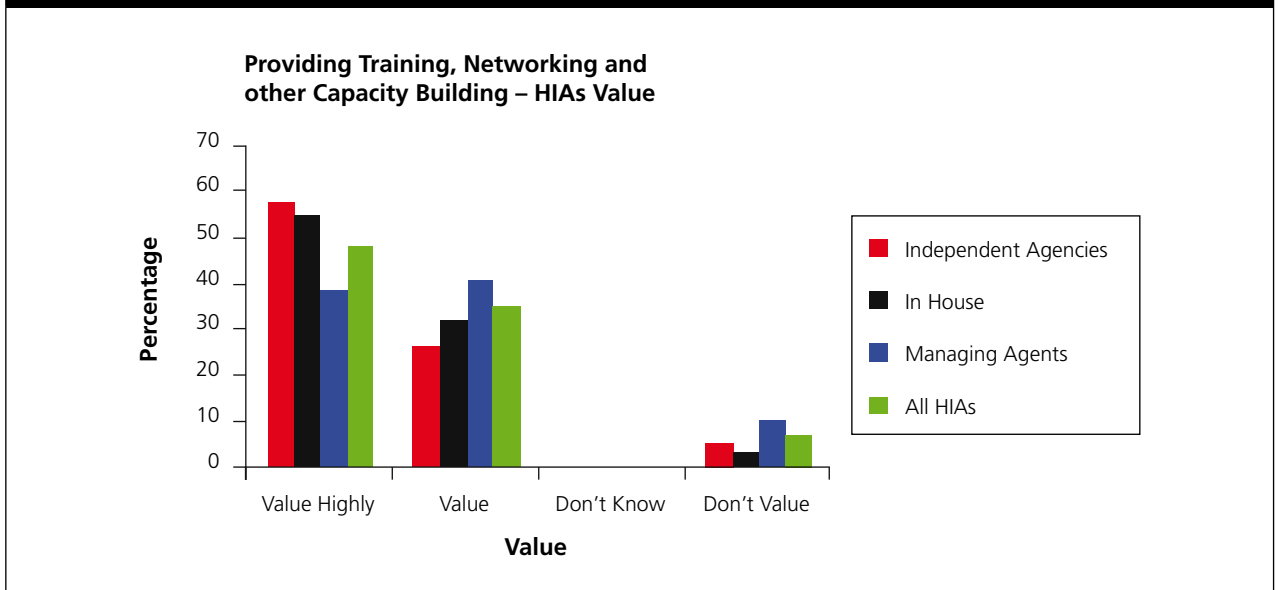
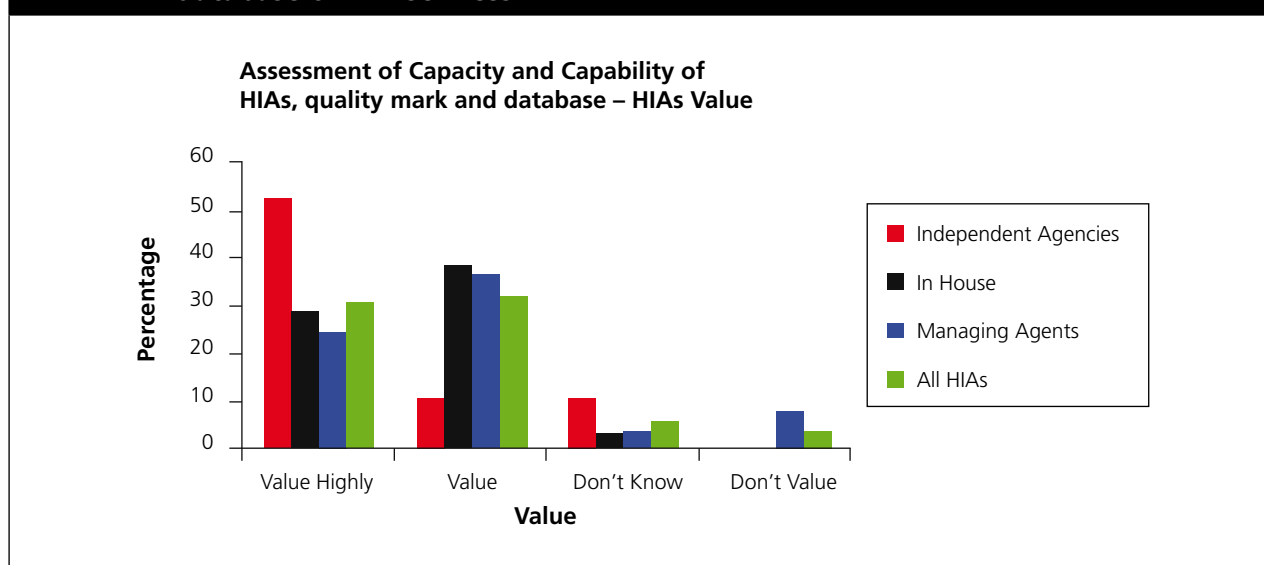


Table A9 – HIAs valuing training, networking and other capacity building function

Capacity Building	Value Highly	Value	Don't Know	Don't Value
Independent Agencies	58	26	0	5
In House	55	32	0	3
Managing Agents	39	41	0	10
All HIAs	48	35	0	7

Chart A8 – HIAs valuing the function of 'carrying out assessment of the capacity and ability of HIAs, including administering a quality mark and maintaining a database of HIA services**Table A10 – HIAs valuing the quality and capacity assessment function**

Assessment	Value Highly	Value	Don't Know	Don't Value
Independent Agencies	53	11	11	0
In House	29	39	3	0
Managing Agents	24	37	4	8
All HIAs	31	32	6	4

Chart A9 – HIAs valuing the function of ‘advice and support to the sector through a network of regional managers’

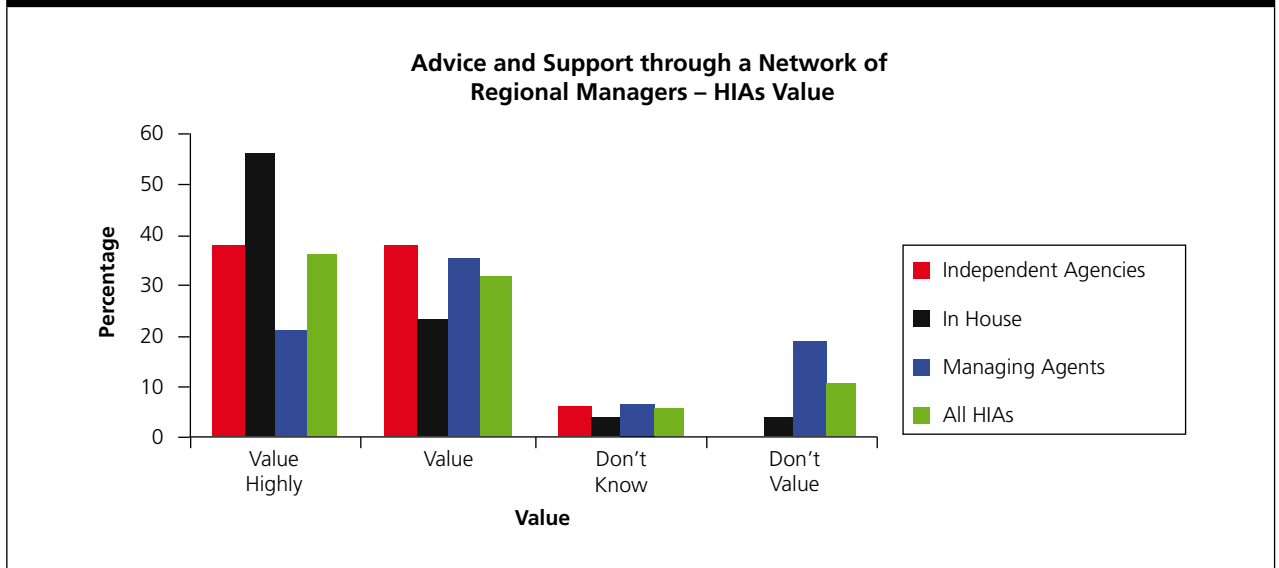


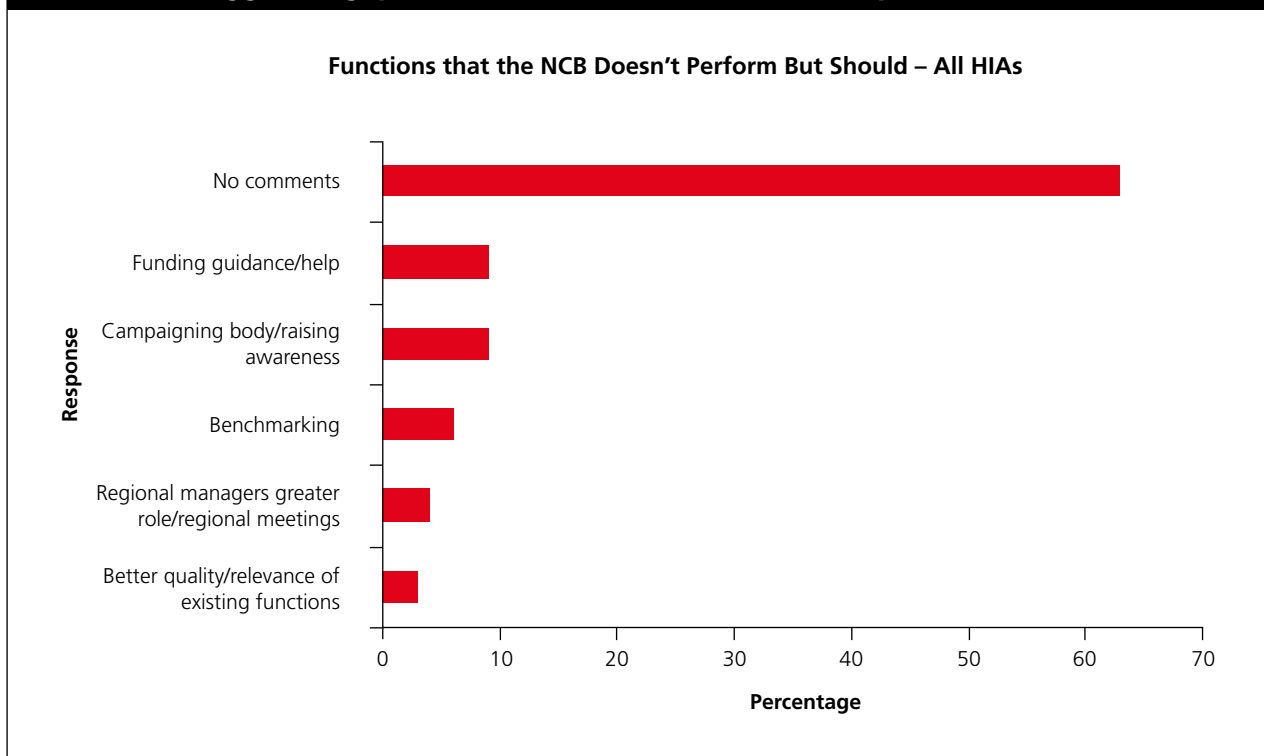
Table A11 – HIAs valuing the advice and support function

Advice and Support	Value Highly	Value	Don't Know	Don't Value
Independent Agencies	37	37	5	0
In House	55	23	3	3
Managing Agents	20	35	6	18
All HIAs	35	31	5	10

A.1.3 Question 3 – Are there any functions, in your experience, that the National Co-ordinating Body doesn't perform that you think it should?

- 22 – No, 41 – blank
- 9 – Funding guidance/help
- 9 – Campaigning body/raising awareness
- 6 – Benchmarking
- 4 – Regional managers greater role/ regional meetings
- 3 – Better quality/relevance of existing functions
- 2 – Training more locally
- 1 – Supporting all agencies
- 1 – Hand back supporting people to Foundations
- 1 – Online forum
- 1 – Independent Ombudsman for HIA sector

Chart A10 – Suggested gaps in list of functions (number of respondents = 100)



Most HIAs thought there were no functions that the NCB should perform that it doesn't currently (63%).

A.1.4 Question 4 – Other than the National Co-ordinating Body, do you use any other sources for advice and support?

Chart A11 – Other sources of advice and support (number of respondents = 100)

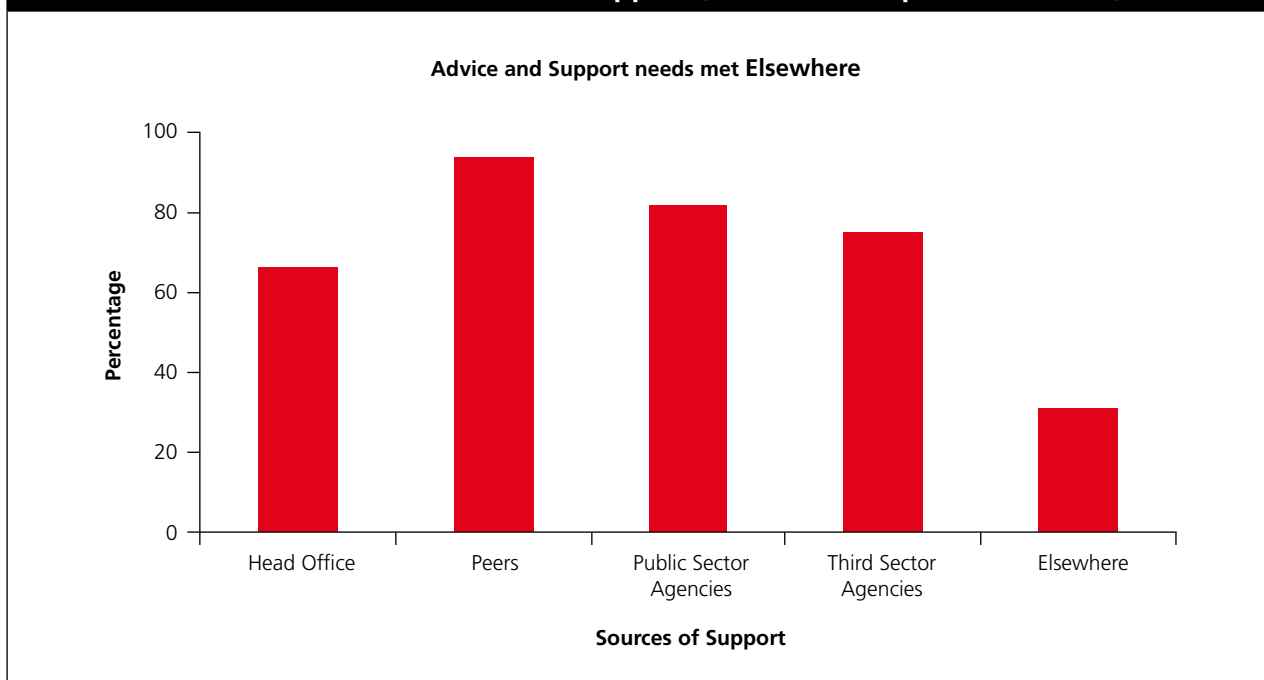


Table A12 – Other sources of advice and support	
	Percentage
Head Office	66
Peers	94
Public Sector Agencies	82
Third Sector Agencies	75
Elsewhere	31

Most HIAs used their peers for advice and support.

A.1.5 Question 8 – Management Arrangements

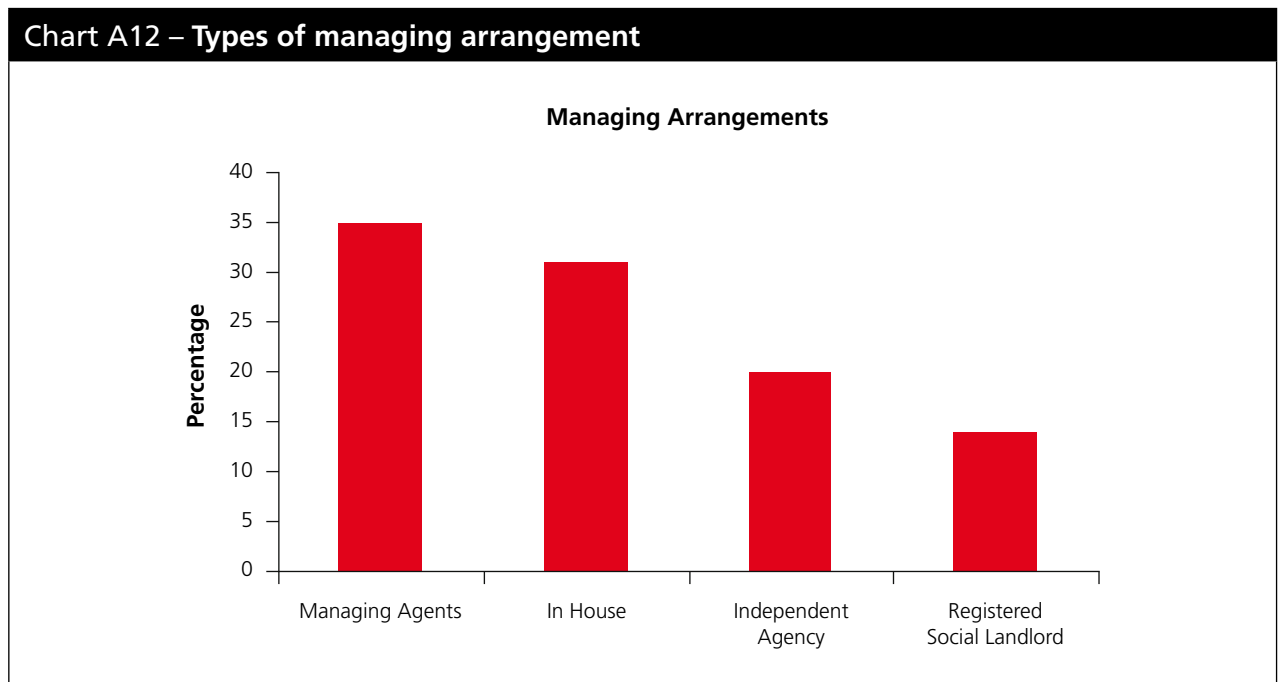


Table A13 – Managing Arrangement*	
	Percentage
Managing Agents	35
In House	31
Independent Agency	20
Registered Social Landlord	14

* In the remainder of the e-survey registered social landlords are counted in the same category as managing agents.

A.2 Managing Agents (including Registered Social Landlords)

This section sets out the responses to the e-survey from managing agents (including registered social landlords)

**Chart A13 – % of managing agents who are aware of and use the NCB
(number of responses = 49)**

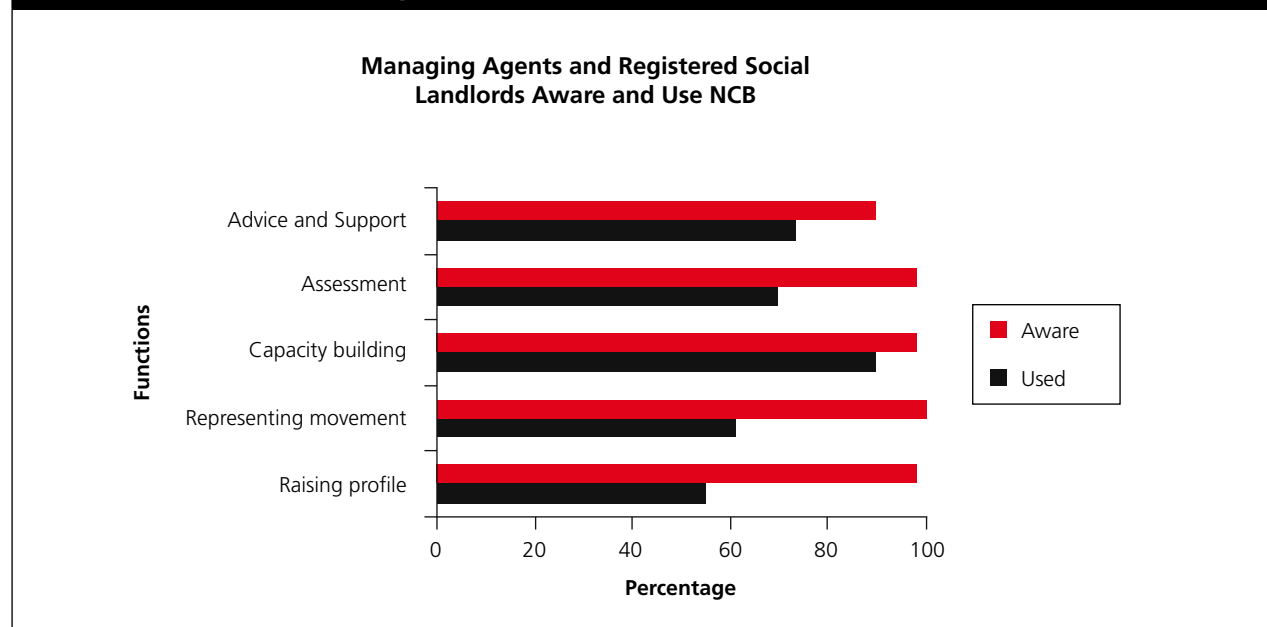


Table A14 – % of managing agents aware of and have used individual NCB functions

	Used	Aware
Raising profile	55	98
Representing movement	61	100
Capacity building	90	98
Assessment	69	98
Advice and Support	73	90

Chart A14 – How highly managing agents value individual NCB functions (number of responses = 49)

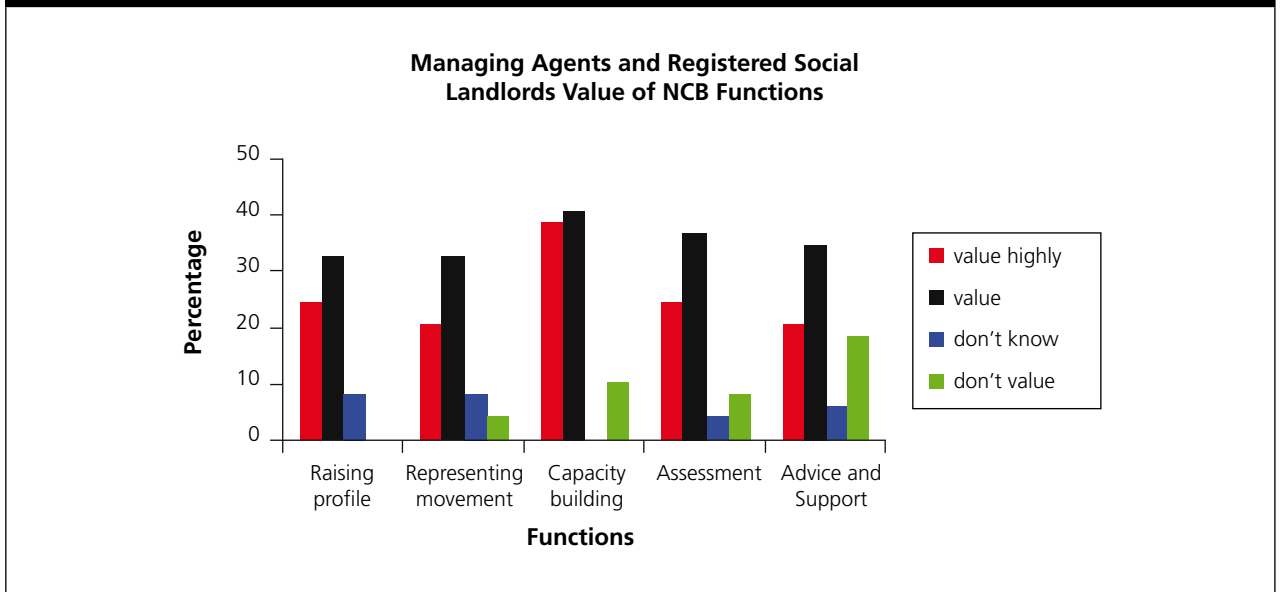


Table A13 – How highly managing agents value individual NCB functions

	value highly	value	don't know	don't value
Raising profile	24	33	8	0
Representing movement	20	33	8	4
Capacity building	39	41	0	10
Assessment	24	37	4	8
Advice and Support	20	35	6	18

Chart A15 – Alternative sources of advice and support for managing agents

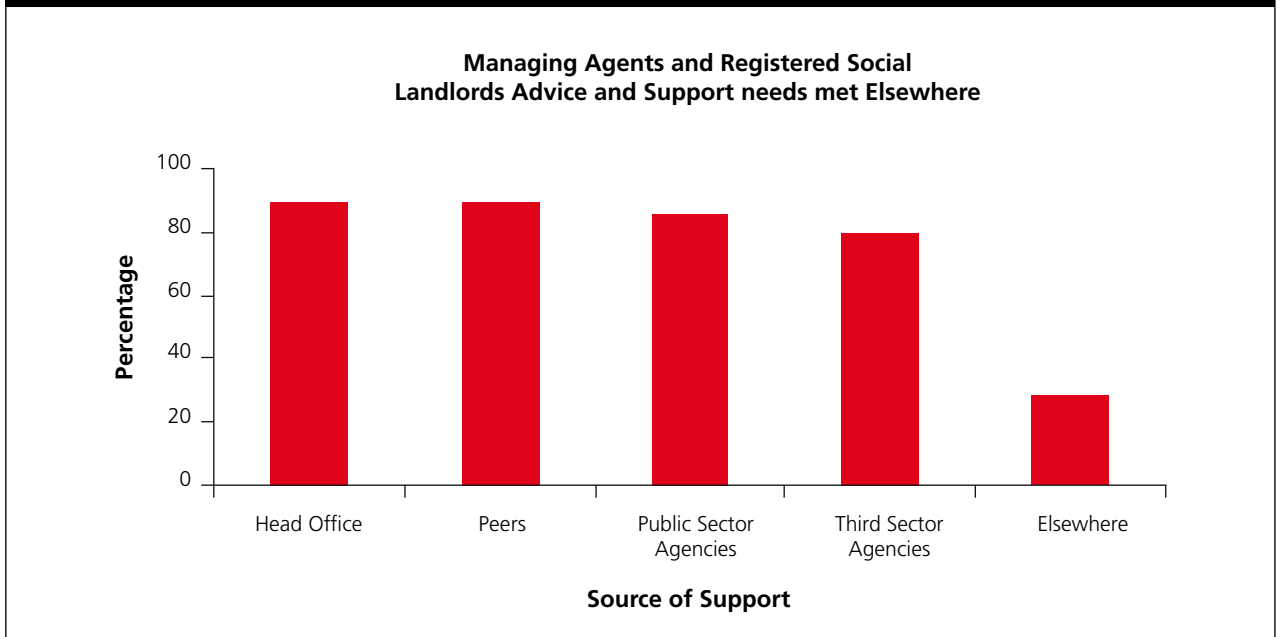


Table A16 – Alternative sources of advice and support for managing agents

	Percentage
Head Office	90
Peers	90
Public Sector Agencies	86
Third Sector Agencies	80
Elsewhere	29

A.3 In House

The section below sets out the responses to the e-survey for in house HIAs

A.3.1 Question 1- Are you aware of the National Co-ordinating Body? (currently operating under Foundations)

87% aware.

Everyone who didn't answer this question gave responses to the rest of questionnaire which suggest they are aware of a NCB.

A.3.2 Question 2: Which functions that the National Co-ordinating Body is intended to carry out are you aware of? Have you used?

Chart A16 – Level of awareness and use of HIA functions – in house HIAs (number of responses = 31)

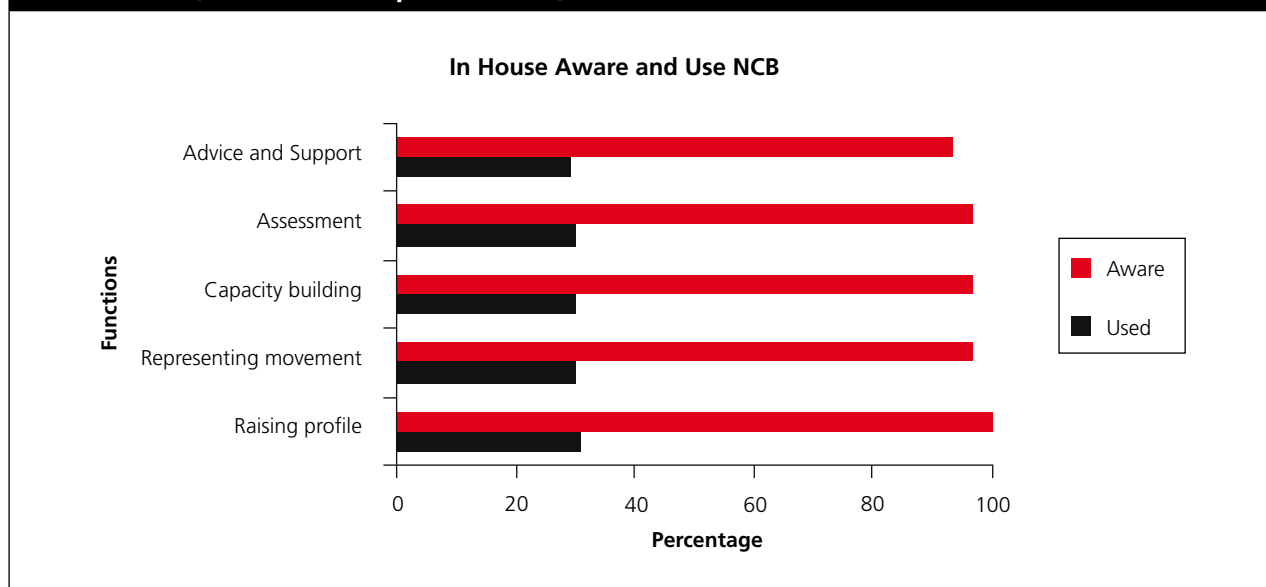


Table A17 – Level of awareness and use of HIA functions – in house HIAs		
	Used	Aware
Raising profile	31	100
Representing movement	30	97
Capacity building	30	97
Assessment	30	97
Advice and Support	29	94

If you have used the function do you value it?

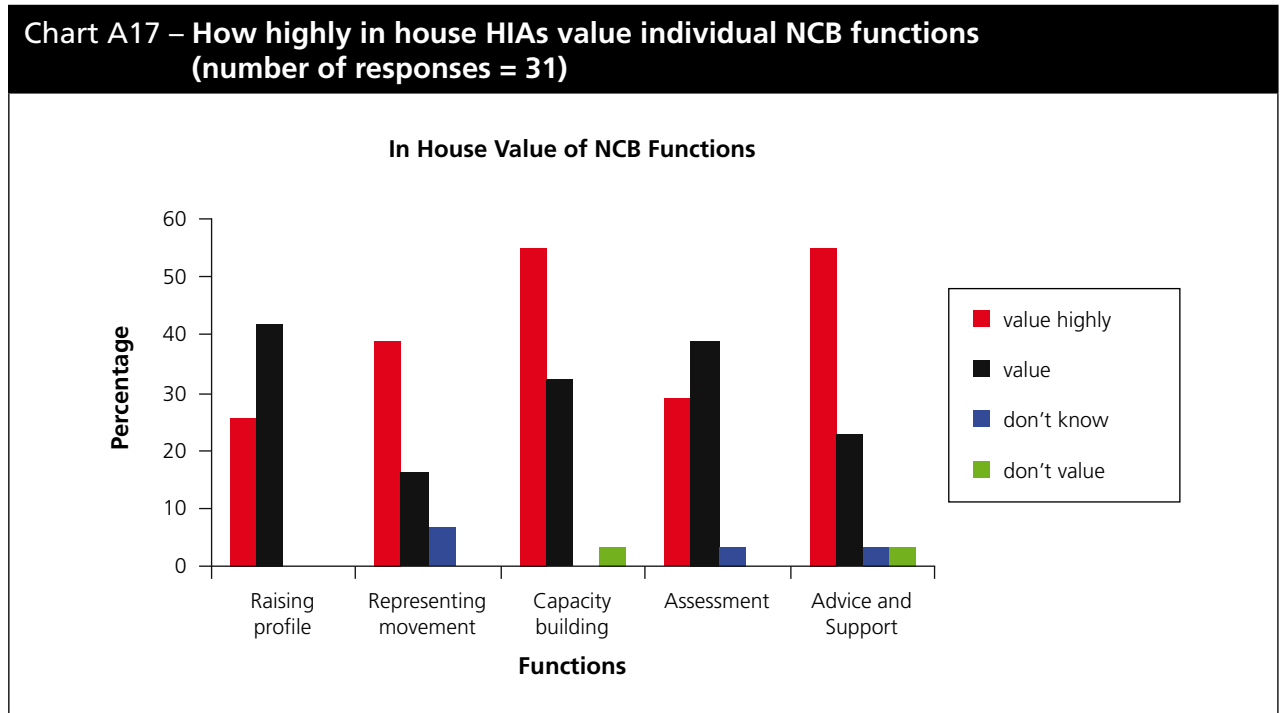


Table A14 – How highly in house HIAs value individual NCB functions				
	value highly	value	don't know	don't value
Raising profile	26	42	0	0
Representing movement	39	16	6	0
Capacity building	55	32	0	3
Assessment	29	39	3	0
Advice and Support	55	23	3	3

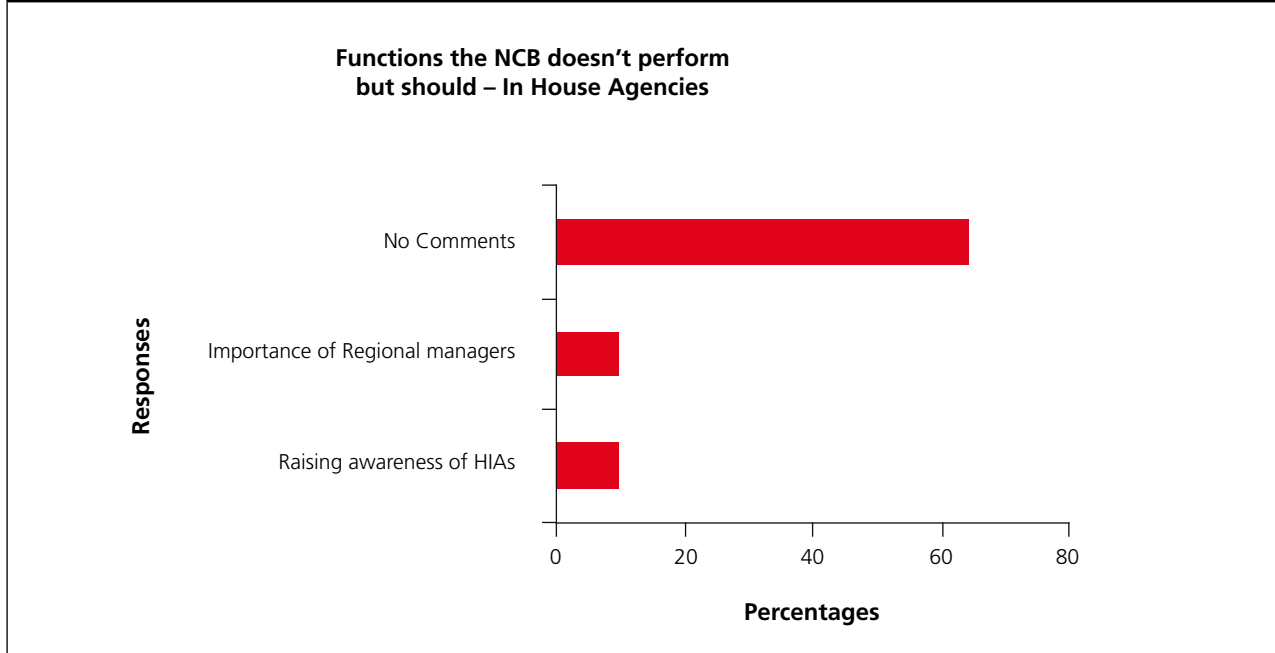
Table A15 – Total % of in house HIAs who value/ highly value individual functions

	Value
Raising profile	68
Representing movement	55
Capacity building	87
Assessment	68
Advice and Support	77

A.3.3 Question 3: Are there any functions, in your experience, that the National Co-ordinating Body doesn't perform that you think it should?

- 9 – No, 11 – Blank
- 3 – Importance of Regional managers
- 3 – Raising awareness of HIAs
- 2 – Benchmarking
- 2 – Funding help/guidance
- 2 – National database of statistics/ information
- 1 – More local training

Chart A18 – Gaps in functions according to in house agencies (responses = 31)



A3.4 Question 4: Other than the National Co-ordinating Body, do you use any other sources for advice and support?

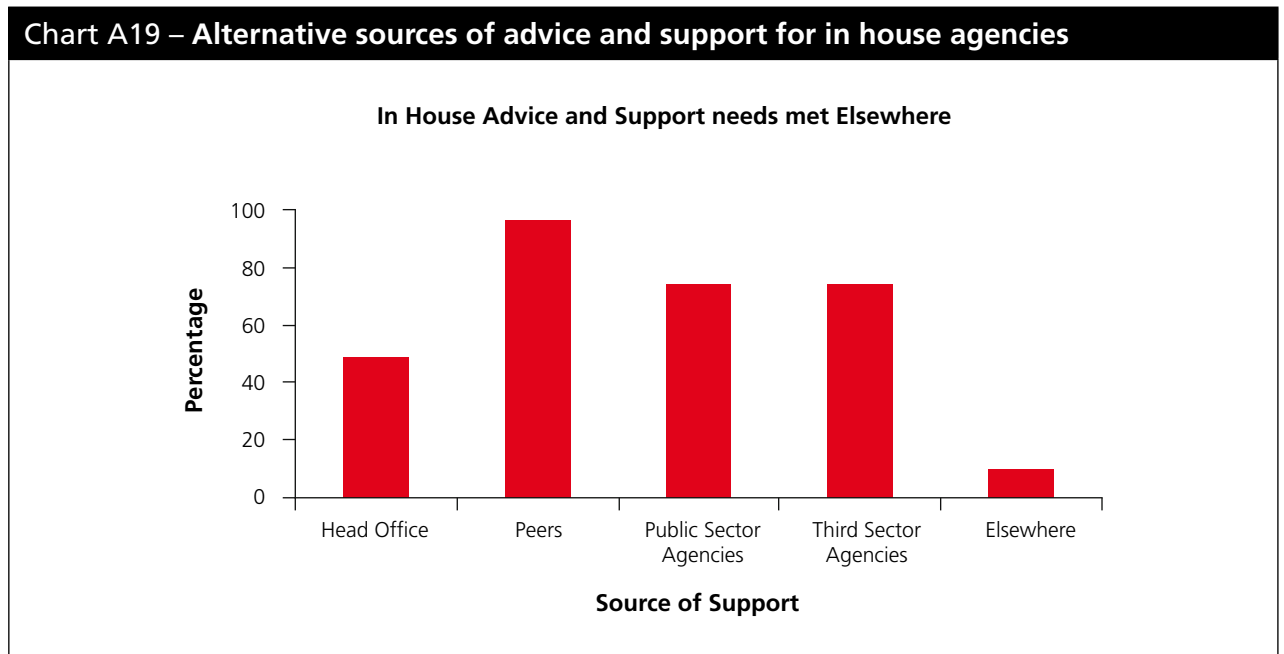


Table A20 – Alternative sources of advice and support for in house agencies

	Percentage
Head Office	48
Peers	97
Public Sector Agencies	74
Third Sector Agencies	74
Elsewhere	10

A.4 Independent Agency

The analysis below sets out the survey responses for independent HIAs.

A.4.1 Question 1: Are you aware of the National Co-ordinating Body? (currently operating under Foundations):

79% aware.

Virtually everyone who didn't answer this question gave responses to the rest of questionnaire which suggest they are aware of a NCB.

A.4.2 Question 2: Which functions that the National Co-ordinating Body is intended to carry out are you aware of? Have you used?

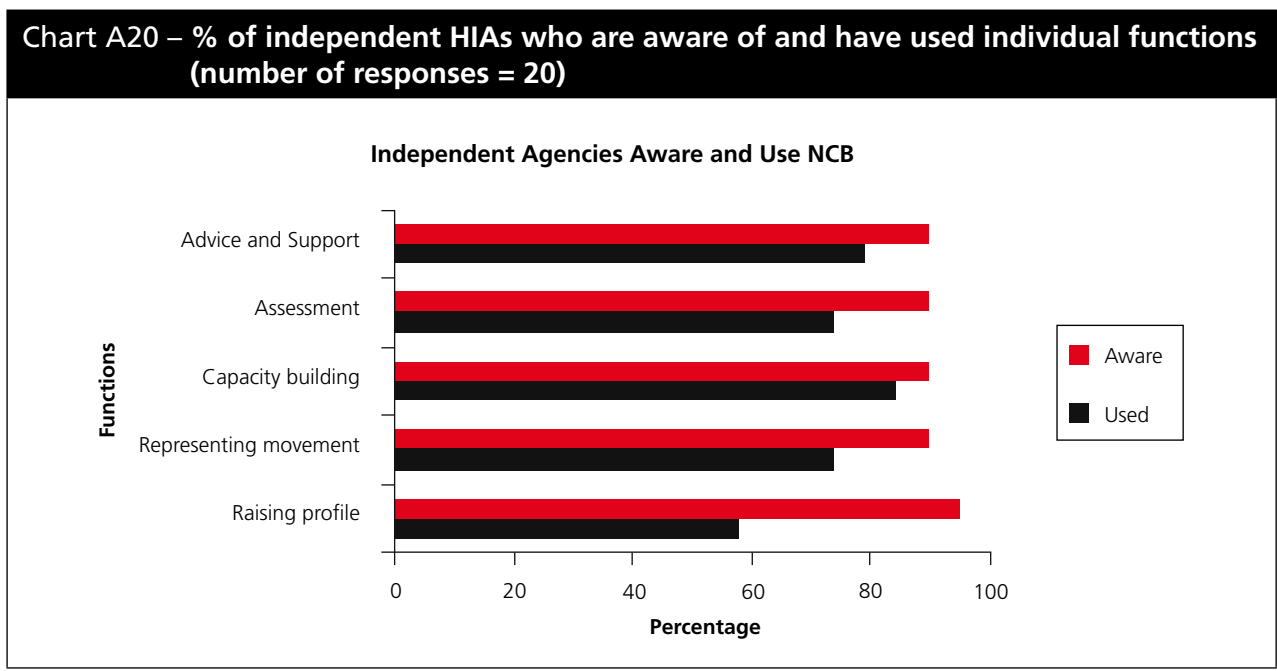


Table A21 – % of independent HIAs who are aware of and have used individual functions

	Used	Aware
Raising profile	58	95
Representing movement	74	89
Capacity building	84	89
Assessment	74	89
Advice and Support	79	89

If you have used the function do you value it?

Chart A21 – How highly valued individual functions are for independent HIAs (number of responses = 20)

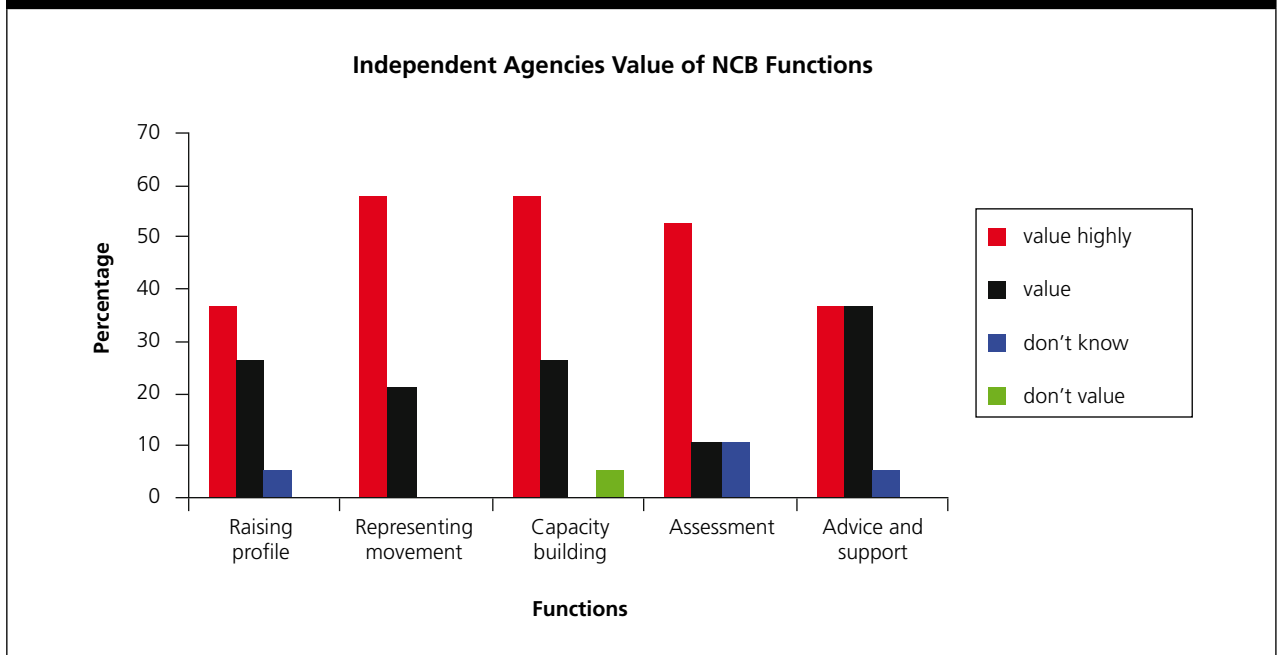


Table A16 – How highly valued individual functions are for independent HIAs

	value highly	value	don't know	don't value
Raising profile	37	26	5	0
Representing movement	58	21	0	0
Capacity building	58	26	0	5
Assessment	53	11	11	0
Advice and Support	37	37	5	0

Table A17 – Total % of in house HIAs who value/ highly value individual functions

	Value
Raising profile	63
Representing movement	79
Capacity building	84
Assessment	63
Advice and Support	74

A.4.3 Question 3 – Are there any functions, in your experience, that the National Co-ordinating Body doesn't perform that you think it should?

- 11 – Blank, 3 – No
- 2 – Information and Statistics for HIAs

- 1 – Funding help/guidance
- 1 – Raising awareness of HIAs
- 1 – More efficient at existing functions

70% of Independent Agencies thought there were no functions that the NCB should perform that it didn't.

A.4.4 Question 4: Other than the National Co-ordinating Body, do you use any other sources for advice and support?

**Chart A22 – Alternative means of advice and support for independent HIAs
(number of responses = 20)**

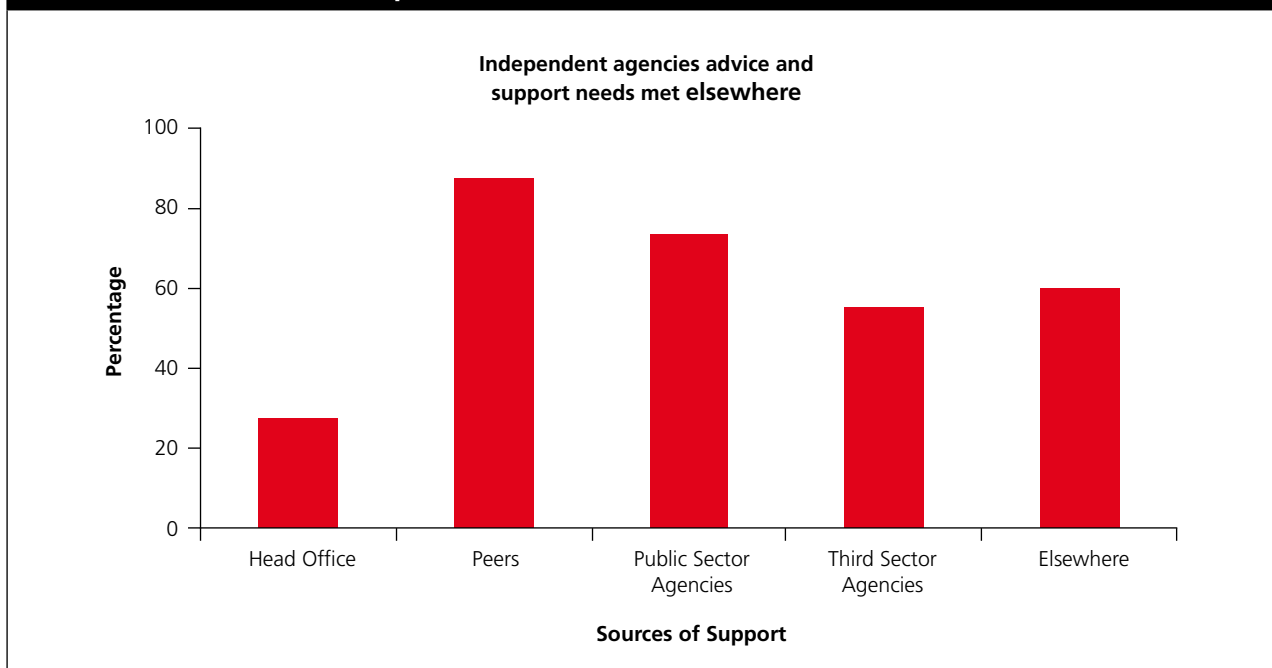


Table A24 – Alternative means of advice and support for independent HIAs

	Percentage
Head Office	32
Peers	100
Public Sector Agencies	84
Third Sector Agencies	63
Elsewhere	68