

**HACKNEY HOMES Ltd**  
**Board Meeting**  
**Monday 8<sup>th</sup> December 2008 at 6.30pm to 9.30pm**  
**The Chief Executive's Conference Room, 1<sup>st</sup> Floor,**  
**Christopher Addison House, 72 Wilton Way, Hackney E8 1BJ**

**Part A Meeting (Open to the Public)**

**Distributed to:**

**Hackney Homes Board Members:**

Rupert Tyson (Chair)  
Alice Burke (Vice Chair)  
Marie Photiou (Vice Chair)  
Audrey Villas  
Asim Bhattacharyya  
Jonathan McShane  
Feryat Demirci  
Samantha Lloyd  
David Larkin  
Danny Sutcliffe  
Linda Kelly  
Brian Marsh  
Afolasade Bright  
Karen Dodds  
Terry J Edwards

**Hackney Homes Executive Team:**

Charlotte Graves (Chief Executive)  
Neil Isaac (Director of Finance & Resources)  
Gary Penticost (Director of Property Services)  
Peter O'Kane (Interim Director of Quality and Strategy)  
Robin Smith (Programme Director – Woodberry Down Regeneration)  
Nehara Wijeyesekera (Interim Head of Resident Services)  
Tom Hunt (Head of Estate Environment)  
Pat Ronayne (Head of Leasehold and Right to Buy)  
John Ferman (Pathmeads)  
John Newbury (Mouchel)  
Elliot Brooks (Pinnacle)  
Judith Morrison (Interim Head of Leasehold & Right to Buy)

**Hackney Homes Officers:**

Sue Poulter

Sunil Desai

Brian Madden

John Newton

Trish Hail

Daniel O'Connell

**Stakeholder Representatives:**

Jamie Carswell

Tim Shields

Fiona Fletcher – Smith

Stephen Tate

Nimisha Patel

Amanda Kelly

Winston Brown.

Tracey Thomas

# HACKNEY HOMES Ltd Board Meeting 42

Monday 8<sup>th</sup> December 2008 at 6.30pm to 9.30pm

The Chief Executive's Conference Room  
1<sup>st</sup> Floor, Christopher Addison House  
72 Wilton Way, Hackney E8 1BJ

## **A** AGENDA Part A (open to the public)

Item	Presenter	Subject	Pages	Status	Duration	Time
1.	Chair	Welcome/Apologies/ Introductions		Information	2 mins	6.30-6.32
2.	T Hogan	Leasehold Ipsos Mori Status Survey		Presentation	45 mins	6.32-7.17
<b>B R E A K</b>					<b>5 mins</b>	<b>7.17-7.22</b>
3.	Chair	Declarations of Interests		Information	1 min	7.22-7.23
4.	Chair	Questions received from the public		Information	2 mins	7.23-7.25
5.	Chair	Minutes of Monday 10 <sup>th</sup> November 2008 (Part A) and Matters Arising	1-8	Decision	5 mins	7.25-7.30
6.	Chair	Hackney Homes' Chair Report		Information Verbal Report	5 mins	7.30-7.35
7.	S Lloyd  A Burke	Report back from Committees:  a) Hackney Homes Joint Committee Meeting 3 <sup>rd</sup> December 2008  b) Human Resources Committee Meeting 3 <sup>rd</sup> December 2008		Information Verbal updates	5 mins	7.35-7.40
8.	C Graves	Chief Executive's Report -	9-18	Information	5 mins	7.40-7.45

		Strategic Overview				
9.	C Taber	Wenlock TMO	19-24	Decision	10 mins	7.45-7.55
10.	P O'Kane	Key Delivery Plan Priorities 09/10		Decision Report to follow	10 mins	7.55-8.05
11.	N Isaac	Financial Overview and Budget Update	25-28	Information	20 mins	8.05-8.25
12.	G Penticost	Decent Homes update	29-37	Information only		
13.	Chair	Any Other Business		Discussion	5 mins	8.25-8.30
14.	Chair	<b>Next Board Meeting: Monday 12<sup>th</sup> January 2009 at 6.30pm Christopher Addison House</b>		Information		

**Please Note: Hackney Homes will be holding a Part B (Not Open to the Public) Meeting on Monday 8<sup>th</sup> December 2008 as there are confidential and/or commercially sensitive agenda items to consider.**

**The following matters will be put on future Agendas in the New Year:**

- Report on wider implications of stock losses
- Arrears predictions and London trends for 09/10
- Report on Debt Counselling and income generation
- Report on size of debt problems for leaseholders
- Affordable Warmth Programme Report



## Hackney Homes Ltd

ITEM 4

**Part A** minutes of Board of Directors, held at Christopher Addison house, 72 Wilton Way Hackney E8 1BJ

On 10 November 2008 at 6.30PM

Present	<b>Board Members</b> Rupert Tyson (Chair) Alice Burke (Vice Chair) Danny Sutcliffe Karen Dodds Terry Edwards Samantha Lloyd Marie Photiou Afolasade Bright Jonathan McShane Asim Bhattacharyya Feryat Demirci	<b>Hackney Homes Officers</b> Charlotte Graves Neil Isaac Gary Penticost Peter O’Kane Sunil Desai Tom Hunt Neehara Wijeyesekera Pat Ronayne Judith Morrison Robin Smith Chrys Edwards  <b>Trade Union</b> Helen Toner Melvin Drayton	<b>Stakeholder Representatives (Hackney Council)</b> Stephen Tate Nimisha Patel Michelle Patterson  <b>Housing Partners</b> Elliot Brooks(Pinnacle) John Ferman (Pathmeads) John Newbury (Mouchel)  <b>Member of the Public</b> Eric Cato  <b>Lead Inspector</b> Patrick Mulrenan	<b>Ipsos Mori</b> Stephen Finlay
	<b>Part A – Open to the Public</b>			

	Part A – Open to the Public	Action	Date
<b>1. Welcome/Apologies/ Introductions</b>	<p>Rupert Tyson welcomed everyone and introduced Patrick Mulrenan, the Lead Inspector. As Stephen Finlay from Ipsos Mori was presenting the findings from the Tenant Satisfaction Survey, this Agenda Item (item 8) would be taken after item 2 Declarations of Interests.</p> <p>Apologies were received from the following:</p> <ul style="list-style-type: none"> <li>• Audrey Villas</li> <li>• Brian Marsh</li> </ul>		

<p><b>2. Declarations of Interests.</b></p>	<p>Samantha Lloyd, Afolasade Bright and David Larkin declared they were leaseholders</p>		
<p><b>8. Results of the Ipsos Mori Tenants' Satisfaction Survey and Deprivation</b></p>	<p>Stephen Finlay from Ipsos Mori presented the results of the Ipsos Mori Tenant Satisfaction Survey.</p> <p>The Board asked why there was a difference in the statistics of the general repairs question and the specific repairs question. Stephen Finlay said that the entire tenant sample had been asked the general repairs question whilst only those tenants who had recently had a repair were asked the specific question.</p> <p>The Board asked if any comparator data was emerging. Stephen Finlay said that the fieldwork with the other surveys was still underway although initial data on response rates showed a general improvement.</p> <p>Charlotte Graves said that a presentation on the Leaseholder Survey would be made at the next Board meeting and then officers would prepare an action plan on the key priorities from both surveys. This would be brought to the Residents' Liaison Group and The Service Improvement Committee in the New Year.</p> <p>The Board noted the presentation.</p>		
<p><b>3. Questions from the Public</b></p>	<p>No questions were received from the public.</p>		
<p><b>4. Minutes of 20 October 2008 (Part A) and matters Arising</b></p>	<p><u>Minutes of 20 October 2008 (Part A)</u> The minutes were agreed as a true record and signed accordingly.</p> <p><u>Matters arising from the Hackney Homes Board Meeting Minutes of 20 October 2008</u> The Board asked how the proposed Think Tank was being taken forward. Rupert Tyson asked for volunteers from the Board. Samantha Lloyd, Terry Edwards, Alice</p>		



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	<p>Burke, Karen Dodds, Jonathan McShane, Danny Sutcliffe, and David Larkin all volunteered along with Rupert Tyson.</p> <p><u>Void Properties</u> A report would be available in Quarter 2 on the results of the Kwest telephone survey on void re-let satisfaction levels.</p> <p><u>External Funding Streams</u> The Board asked that some time be scheduled in the New Year to look at opportunities presenting themselves for possible funding from the External Funding Streams</p>	<p><b>Governance Team</b></p>	<p><b>Tbc</b></p>
<p><b>5. Hackney Homes' Chair Report</b></p>	<p>Rupert Tyson updated the Board on his activities over the last month.</p> <p><u>Tenants' Event</u> This had been very successful and it was proposed to hold similar question time events around the neighbourhoods. Rupert Tyson thanked Terry Edwards for the concept.</p> <p><u>Future of ALMOs Conference</u> Danny Sutcliffe, Terry Edwards and Rupert Tyson had attended this event and Danny Sutcliffe would circulate the report to Board Members.</p> <p><u>Decent Homes Open Day</u> 2000 residents had attended this event and Rupert Tyson thanked all staff involved for their hard work.</p> <p>The draft minutes of the Resident Liaison Group were circulated.</p> <p>The Board noted the Chair's verbal report.</p>	<p><b>D Sutcliffe</b></p>	

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<p><b>6. Report back from Committees:</b> <b>a) Hackney Homes Audit and Finance Committee Meeting- 3 November 08</b></p> <p><b>b) Hackney Homes Service Improvement Committee 4 November 08</b></p>	<p><u>Audit &amp; Finance</u> Samantha Lloyd, Chair of the Audit &amp; Finance Committee said the Committee had agreed how to meet the savings requirement on the Management Fee Budget and had agreed half the required savings on the Delegated Budgets. The Committee would reconsider this at its meeting in December. All Board members who were non Audit &amp; Finance Committee members were invited to attend and an update would be brought back to Part B of the Board in December.</p> <p>The draft minutes of the Audit &amp; Finance Committee held on 3 November would be circulated to all Board Members.</p> <p><u>Service Improvement Committee</u> Terry Edwards, Chair of the Service Improvement Committee said the Committee had discussed the complaints process in detail. The Committee had asked for a risk profile to be created for each area discussed.</p> <p>The minutes of the Service Improvement Committee would be circulated shortly.</p>	<p><b>Governance Team</b></p> <p><b>Leading Officer for each area.</b></p> <p><b>Governance Team</b></p>	<p><b>11.11.08</b></p> <p><b>After each meeting</b></p>
<p><b>7. Chief Executive's Report</b></p>	<p>Charlotte Graves outlined Hackney Homes' activity and highlighted current issues of importance. The Executive Team were monitoring the external financial climate closely and had considered a report on the credit crunch which would be brought to Board.</p> <p><u>Inspection Update</u> Charlotte Graves said officers were looking forward to working with Patrick Mulrenan and his team over the next two weeks.</p> <p><u>Property Services</u> New procedures had been adopted to enable entry into hard to access properties and we were working alongside the police who were in attendance in some of the more difficult cases. We were also running a workshop on legal action on the Gas Servicing Programme with the Audit Commission for Housemark.</p>		<p><b>8.12.08</b></p>



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	<p><u>Estate Cleaning and Grounds Maintenance</u> Officers had committed to finalising the harmonisation of estate cleaning and grounds maintenance operatives in the next three months.</p> <p><u>Estate Local Environment Quality Service</u> Hackney was the first borough in London with ENCAM on its estates. We were working in partnership with the Council to monitor the quality of what were we were maintaining and to enable us to move services forward. The Board asked how TRAs and TMOs were involved in ENCAM as this was an opportunity to encourage Tenant Participation and youth involvement. . Tom Hunt said that so far 50 Residents had been trained to undertake the inspections and we would train any interested Resident who wanted to participate in this.</p> <p><u>Woodberry Down – Position Update</u> Robin Smith highlighted the discussions that had been held with the Homes and Communities Agency and the Council about start on site. The likely date was 17<sup>th</sup> March 2009. The Academy would start on site in February 09. The Board asked about the implications the credit crunch may have in delaying the programme and asked for figures and a sensitivity analysis. Robin Smith said that Berkeley Homes and the Council had now instructed their legal teams to begin negotiations. Residents had been told that there was a likely 2 year delay to the programme because of the credit crunch. If there was a no-vote from the Leaseholders to transfer to the RSL partner, then Hackney Homes would implement an incremental development programme. Officers would look at a sensitivity analysis.</p> <p>The Board asked that the Residents were kept up to date and queried whether suitable budgets were in place for interim repairs. It was also necessary to engage with the youth on the estate as there had been incidences of gangs from Woodberry Down causing problems on other estates. Robin Smith said that we regularly met with WDCO to keep them updated and a newsletter was issued every month to update Residents. Elliot Brooks said that we were working with the Council's Youth Team to improve youth engagement as well as working with Elevate Charity who would</p>	<p>HR</p> <p>R Smith</p>	<p>8.12.08</p>
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	<p>approach WDCO to see how we could help. There was a two year repairs programme which would start on site in April with a £20m budget.</p> <p>The Board asked for figures on any increased costs to Hackney Homes now that interim management was no longer an option. Officers said that we had assumed that Hackney Homes would be providing the management and had allowed for £400k for the interim management arrangement. Now that this was not proceeding, the situation was cost neutral.</p> <p>The Board were concerned about the wider implications of losing stock and asked for forward projections on stock numbers. Robin Smith said he had been in discussions with the Council about this.</p> <p>The Board noted the Chief Executive's Report</p>	<p><b>N Isaac</b></p>	<p><i>tbc</i></p>
<p><b>9. Hackney Homes Performance - Overview</b></p>	<p><u>Rents Arrears</u> The position had improved from £5.12m to £4.94m at the end of week 28. The year end target was £4.34m. There had been a 30% reduction in Tenants with over £5k arrears and a 20% reduction in Tenants with over £1k arrears. Officers were working hard to catch any new arrears early. Staff were informed that owing to the credit crunch some Residents were moving to a 3 or 4 day week and they were worried about falling into rent arrears. Residents should be advised to seek advice from the Partners and Housing Benefit staff should be informed as soon as possible. It was suggested that Housing Benefit staff could provide surgeries in the community halls in the neighbourhoods. The Board asked what the predictions for arrears were for the following year. Neil Isaac said that officers were looking at this and at the trends across London. Any findings would be included in the next quarterly report.</p> <p><u>Property Services</u> Although there had been a change of methodology in evaluating the data for repairs, Resident satisfaction remained high. The introduction of three major new contractors from 1 October which would support the work of the DLO towards improved performance in the later part of the year.</p>	<p><b>N Isaac</b></p>	

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	<p>The Board queried the drop of 11% in Aids &amp; Adaptations. Peter O’Kane said that the number of Aids &amp; Adaptations each month were small so any fluctuations resulted in large percentage swings. If the data was evaluated on a 6 month basis there was a marked improvement in completions over the year from 63% in 2007 to 76% in 2008.</p> <p><u>Complaints</u> The latest October figures showed an improvement from 78% in September to 85%.</p> <p><u>Sickness Levels</u> Sickness levels also showed an improvement compared with last year. The Board asked whether the data included long term sickness. Officers confirmed that it did and regular reviews of these took place with HR with detailed quarterly reports considered at the HR Committee. An update would be taken to the next HR Committee.</p> <p>The Board noted the report.</p>	<p><b>D O’Connor</b></p>	<p><b>3.12.08</b></p>
<p><b>10. Financial Overview and Budget Update</b></p>	<p>Neil Isaac introduced the report and highlighted the overspend in the delegated budgets for energy costs. Officers were monitoring closely the rent debit variation and the repairs budgets. There had been a higher number of voids this year and an increase in general day to day responsive repairs. The Board asked if there was a possibility of claiming back costs from external contractors who happened to damage Hackney Homes’ property as had happened recently on the Frampton Estate. Gary Penticost said that officers were pursuing this.</p> <p>The Board noted the report.</p>		
<p><b>11. Hackney Homes Inspection Update Verbal Report</b></p>	<p>Charlotte Graves said that the Audit Commission’s initial feedback session for officers would take place the following day. Once the Inspection had been completed, the result would be announced some time after Christmas.</p>		
<p><b>12. Project Excellence</b></p>	<p>Trish Hail introduced the report and highlighted the success of the introduction of the</p>	<p><b>T Hail</b></p>	<p><b>May 09</b></p>



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	<p>ASB module which had been very well received by all staff. The Board asked if a review could be undertaken in 6 months' time to evaluate the benefits from the introduction of the ASB module. Trish Hail agreed and said that the system produced much better management information and allowed officers to look at performance in more detail. The repairs module was the next phase to be introduced and a proposal was being taken to the Project Board to introduce the complaints module at the same time.</p> <p>The Board noted the report.</p>		
<b>13. Board Meeting Venues</b>	<p>The Board asked that any neighbourhood venues be assessed for DDA compliance and also that the meetings were well publicised to attract more attendees.</p> <p>The Board agreed to hold alternate meetings in different venues around the Borough from April 2009</p>	<b>Governance Team/Communications</b>	<b>April</b>
<b>14. East London Business Alliance (ELBA) Tour</b>	The Board noted the report.		
<b>15. Any Other Business</b>	David Larkin asked for a report to be brought to a future Board on Kings Crescent.	<b>Curtis Taylor</b>	<b>Feb/Mar</b>
<b>16</b>	<p>The Meeting closed at 9.05 pm</p> <p><b>Date of next Board Meeting: Monday 8 December at 6.30 pm</b> <b>Christopher Addison House</b></p>		

Signed as a true record of this meeting \_\_\_\_\_ Chair Dated \_\_\_\_\_

<b>Title of Report: Chief Executive's Report – Strategic Overview</b>	
<b>Decision Making Body: Hackney Homes Board</b>	<b>Date: 8<sup>th</sup> December 2008</b>
<b>Classification: FOR INFORMATION</b>	<b>Report of: Chief Executive – Charlotte Graves</b>
<b>Item Previously considered at: This is a standing monthly item.</b>	<b>On Which Date: N/A</b>
<b>Report Author: - Charlotte Graves, Chief Executive</b>	<b>Appendices: Appendix 1 – Woodberry Down Update Report</b>

**Report Outline:**

- |  |
|--|
| <ul style="list-style-type: none"> <li>• <b>Paragraph: 1.0 - Summary of Report</b></li> <li>• <b>Paragraph: 2.0 - Recommendation(s) to the Board</b></li> <li>• <b>Paragraph: 3.0 - Background</b></li> <li>• <b>Paragraph: 4.0 - Finance &amp; Resources</b></li> <li>• <b>Paragraph: 5.0 - Inspection Update</b></li> <li>• <b>Paragraph: 6.0 - Property Services</b></li> <li>• <b>Paragraph: 7.0 - Estate Environment</b></li> <li>• <b>Paragraph: 8.0 - Leasehold &amp; RTB</b></li> <li>• <b>Paragraph: 9.0 - Woodberry Down Update</b></li> </ul> |
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If you have any questions about this report, please contact Charlotte Graves on 0208 356 3671 or email [charlotte.graves@hackneyhomes.org.uk](mailto:charlotte.graves@hackneyhomes.org.uk)

## **SUMMARY OF REPORT**

- 1.1 The purpose of this report is to ensure that the Board have an overview of activity, performance and strategic issues at Hackney Homes.

## **2.0 RECOMMENDATION**

- 2.1 The Board is asked to note the contents of this report.

## **3.0 BACKGROUND**

- 3.1 This is my regular report providing an update on key issues affecting Hackney Homes.

## **4.0 FINANCE & RESOURCES**

- 4.1 There is a financial overview report elsewhere on this agenda which provides details on the current year's budget monitoring position and provides an update on the setting of next year's budget.

In terms of Budget monitoring, the Hackney Homes Management Fee expenditure is expected to be within budget although there is pressure on the staffing within Property Services which is currently under review. Hackney Homes' delegated budget is expected to overspend due to higher utility costs and a shortfall in rental income as previously reported.

In terms of the Budget 2009/10, this is currently being finalised. The A & F Committee has lead on this and will be making recommendations to the Board on the best way forward in terms of achieving the required level of savings.

## **5.0 INSPECTION UPDATE**

- 5.1 Hackney Homes welcomed the Audit Commission's inspection team on Monday 17<sup>th</sup> November for a two-week on-site inspection. The inspection team, led by Patrick Mulrenan, had an extremely busy programme which involved:

- Meeting staff in focus groups to talk about services
- Interviewing individual staff
- Meeting residents in focus groups to find out their view of Hackney Homes
- Meeting members of the Board and the Chair of the Board
- Reviewing evidence which has been provided and seeking further written evidence, for example policies and procedures
- Visiting neighbourhood offices to check the standard of our offices
- Looking at estates to check the standard of grounds maintenance and cleaning
- Unplanned and planned visits to the contact centre.
- Inspecting the inside of blocks
- Inspecting voids

The inspection process has also involved a number of formal feedback sessions which allows the Audit Commission to present their initial strengths and weaknesses. For each of these feedbacks, we are able to formally respond to the feedback, either challenging the weaknesses or accepting them and explaining what we are doing to address them.

At the end of the two weeks we were provided with a final presentation from the Audit Commission to summarise the strengths and weaknesses they had found. The inspection team are currently writing up their report and will make their judgement on the service provided (zero to three stars) and the prospects for improvement.

The outcome of the inspection will not be known until the New Year. It is likely that we will be meeting with the inspectors in mid-January to review their draft report. The announcement of the result will be embargoed until the Audit Commission formally announce the result.

## **6.0 PROPERTY SERVICES**

### **6.1 Building Maintenance**

Gas servicing programme - following a major push on legal action over the last two months we currently have **99.6%** of properties with an in date CP12 gas safety certificates.

### **6.2 Asset Management**

Asset management team have achieved “**Green charter client status**” for the third year running, one of only 7 London Boroughs/ALMOs to have achieved this.

## **7.0 ESTATE ENVIRONMENT**

### **7.1 Harmonisation**

Discussions are continuing with the Trades Unions. The draft report was submitted to the Trade Union for consideration and comments on 10<sup>th</sup> November 2008. A consultation meeting has been arranged for Thursday 27<sup>th</sup> November 2008 attended by management, HR and Trade Unions whereby it is anticipated that a satisfactory outcome will be met in order to progress the harmonisation.

### **7.2 Recruitment**

On-going meetings with HR are taking place in order to ensure a consistent and transparent approach to the recruitment exercise. The next stage is to carry out job matching exercises. It is anticipated that this will be carried out in the week beginning 30<sup>th</sup> November 08.

In view of the impending assimilation/recruitment interviews arrangements are in hand to provide interviewee skills training for staff.

### **7.3 Enhanced Tenant Resident Coordinator**

As from Monday 24<sup>th</sup> November 2008 the ETRA Co-ordinator post and functions have formally transferred to the Tenant Participation team located at Lower Clapton and will formally report to the Resident Participation Manager.

### **7.4 Performance**

Performance continues to maintain a satisfactory position along with the MORI Poll reflecting a 7% increase in customer satisfaction.

### **7.5 Review of Green Spaces**

Hackney Homes (Estate Environment) will be nominating a representative to attend the Green Spaces Forum as part of the overall review of Hackney Council's provision of green spaces. Hackney Homes' involvement will be to contribute to the strategy, working in partnership with a wide range of stakeholders and contribute towards a strategy that has consistency and common standards across the Borough. The tree strategy may form part of this review and this will be one of the issues that the forum will fully discuss and consult on.

### **7.6 Quality Assurance Audit**

The annual audit took place week beginning 17<sup>th</sup> November 2008 for Estate Cleaning Services and Ground Maintenance Services. We are pleased to confirm that the service was successful and has once again passed the inspection.

### **7.7 Learning and Development**

Discussions have been held around the training opportunities for staff in the division. Areas of priority have been highlighted and training needs identified during the appraisal process have been incorporated into the Learning and Development Plan for Estate Environment. It is anticipated that during the next 12 weeks there will a drive in the division to ensure that all mandatory training has been undertaken by all staff in particular the customer care training

## **8.0 RIGHT TO BUY & LEASEHOLD SERVICES**

RTB cases continue to reduce. In view of this we have carried out a BV Review and will be restructuring the Team. This will result in a smaller Team to reflect the level of service.

Performances on service charge and major work invoicing and collection are slightly below target but we are confident that the targets at year end will be achieved. It can be noted that although cash collection is slightly below target, for both areas, the same amount of cash has been collected at the end of October 2008, compared to the same time last year. The new on-line service for leaseholders to access copies of their service charge accounts and breakdown of their accounts is now fully operational and seems to have been well received by leaseholders. A full review of the service and its level of usage will be undertaken in 6 months.

**9.0 WOODBERRY DOWN UPDATE**

**9.1** Attached to this report (Appendix 1) is a Woodberry Down Update report.

**CHARLOTTE GRAVES**  
CHIEF EXECUTIVE  
HACKNEY HOMES

## WOODBERRY DOWN – POSITION UPDATE

### OLD SCHOOL SITE

The following actions have recently been agreed between Berkeley's and the Council:

- The text of the S106 agreement on the current approved planning application and revisions to the Principal Development Agreement will be agreed in early December, for formal agreement by the Council in January.
- Berkeley's to be on site, building the affordable units in February;
- The Council will, subject to Cabinet approval, if necessary, underwrite the changes to enable Berkeleys to build the affordable units (approx £15m); and
- Berkeley's to submit a revised planning application in the new year.

### SOCIAL RENTED HOMES – FUNDING APPLICATIONS

The Team has identified a number of possible funding streams that could be help the viability of the scheme including:

#### GLA

WDRT in partnership with Berkeley Homes submitted a grant funding application to the GLA back in July. The £11m bid focused on the Old School Site and Woodberry Grove North and was aimed at improving the viability of both sites in light of deteriorating economic conditions. Successful bids were meant to be announced in November 08 however the GLA has recently informed us that a decision will not be made until Feb 2009.

#### English Partnerships

A request was received from English Partnerships to provide a concise breakdown of Phase 1 and the associated costs required to deliver the social and intermediate units. The report sets out all acquisition costs, S106 contributions and build costs. A budget of £110m is being sought. This work is now being followed up by a more detailed financial development appraisal.

#### Housing Corporation

WDRT in partnership with Berkeley Homes are in discussion with the Housing Corporation on a funding application to the Housing Corporation to build between 400 and 500 new social rented homes at a cost of between £60m and £75m, on all seven of the Kick Start sites.

#### Community Infrastructure Fund

The Council's Regeneration and Neighbourhoods directorate is working with the Woodberry Down Regeneration Team to finalise a business case for the Seven Sisters Road scheme which will be submitted to the Department for Transport's *Community Infrastructure Fund* on the 28<sup>th</sup> November 2008.

The bid, if successful, would secure £5m of funding which would enable the capital improvement works to Seven Sisters Road to be brought forward, with works to be completed by the end of the 2010/11 financial year.

The scheme has several objectives; improve junctions, improve access to public transport, reduce vehicular speeds, improve permeability of the area and reduce severance caused by the existing road.

TfL are to run the transport model through their Network Assurance programme which will monitor whether the changes have any adverse affects to journey time. TfL has been very clear that the scheme will not be approved should it result in journey times increasing.

A Communication Strategy has been drafted and an initial presentation made to the Woodberry Down Community Organisation.

## **CITY ACADEMY**

The Academy is progressing to programme, with the Planning Application submitted and an on site start date of Feb 2009.

A liaison meeting has been held between Berkeley Homes and the Academy Team to discuss construction issues.

## **DEMOLITION AND ENABLING WORKS**

### **Oakend House**

The last of the carcassing timbers (rafters and joists originally used in roof construction) have been banded and transported to a factory in Devon where the material will be used in the manufacture of furniture and building products.

The WDRT and Learning Trust are jointly considering the use of concrete and brick waste from the demolition sites for the Academy. The material will be crushed and processed on site for ground preparation (piling mats, backfill etc) and road construction for the new project. In addition to the environmental benefits (reduction of vehicle movements) the scheme should also provide some financial savings.

### **Major Electrical Works to Woodberry Grove North**

EDF Energy Networks specialist contractor will start the directional drilling (tunnelling) from the Academy site on the 17<sup>th</sup> November 2008. The route will take the electrical cables carrying 132,000 volts under the New river and complete the installation from the Tottenham Grid to Manor House Station.

### **Woodberry Down Primary School**

The EDF drilling programme is set to start on the 17th November. An Educational Officer has been appointed to work with the Primary School. Neil is meeting the Officer on the 4th Nov and liaising with the Primary School to clarify what the school would like to happen in terms of presentations, site visits etc.

## **PHASE 3 – 5 INTERIM REPAIRS**

The specification for the interim repairs works for phases 3 – 5 has now been completed. Details of the works programme was shared with the WDCO Exec this last week.

Work has been undertaken on how to run the mini-competition against the decent homes framework agreement. A meeting was held on 06/11/08 with procurement and decent homes to finalise all issues regarding the mini competition. Once mini-competition details have been confirmed we anticipate presenting the process and specification to WDCO Executive for comment

## **REVIEW EXISTING LEASEHOLD OFFERS**

The team have been asked to review the Council's support for leaseholders in all Council regeneration estates. The report, to be tabled at the January Cabinet meeting, will include:

- new policies to support leaseholders subject to Section 20 Notices
- Assessment of the financial consequences
- Possible improvement in Vulnerable Leaseholder Policies including developing a new criteria for prioritising which leaseholders will get support – such as financial, disability, domestic and social issues.; and
- Submission of a capital bid to provide a fund to support vulnerable cases

## **CONSULTATION**

### **Newnton Close Older Peoples Community Centre**

A session for anyone interested in volunteering at the Newnton Close Older People's centre was held on Tuesday 18<sup>th</sup> November at 95 Woodberry Grove. The centre provides a range of services for the community including advice surgeries, luncheon clubs, trips and activities. The facility will be open 5 days a week. Age Concern, Hackney Homes and Hanover in Hackney are looking for volunteers to help manage and operate the centre. If any residents are interested please ask them either Andrew or Meg.

### **Well London Project Initiation Meeting**

The Well London Project Initiation Meeting was held on Monday 3<sup>rd</sup> of November at the RRRRC. At the meeting, the community engagement report and the proposals for the Well London project were presented and were well received. The meeting was attended by a variety of people from council teams, PCT and voluntary organisations. The next stage will be to start the commissioning process for the projects to run.

## **MANOR HOUSE TRUST**

The Trust has been involved in the following work over the last month:

### **Youth**

MHDT submitted a consortium bid on behalf of youth work providers network in NE Hackney. If successful the 'Stand Up' bid to Team Hackney PAYP will secure funding for youth services in the voluntary sector for the next 3 years with holiday; sports; arts projects and projects aimed at the NEET Group. MHDT in partnership with WDRT commissioned Fishing Rod to carry out a multi-media project to increase participation of girls at the Park Side Youth

Club. L'EST completed an arts project funded by the Trust where young people used words to express their feelings regarding the regeneration. MHDT has been working with Youth Direct an OJ Youth Group to find them more sustainable premises.

MHDT has been working with the leaseholders of the 'Boys Club' at 258 Green Lanes to bring the club back into use. MHDT has had works priced which total £215K. MHDT has now obtained free legal advice on the best way to form a consortium management group of MHDT, ZAI (leaseholders), Youth Direct, Access to Sports and has almost completed a 5 year business plan in order to raise funds to get the building back into use.

### **Community Engagement**

The Trust organized a successful fund-raising jumble sale with around 10 members of the community. The Trust has organized a trip for young people and children on the estate to attend Mother Goose in early December.

The Trust has continued to work with residents and Wood Co regarding the regeneration offering advice pertinent to community development on the selection of RSLs.

### **Organisational Development**

The Trust is to hold its AGM on Monday 24<sup>th</sup> November 2008. A new Board will be elected with many more stakeholders joining. The current Chair local resident Sarah Marsh is stepping down but remaining a Board Member with another local resident and CEO of Oxford House John Ryan set to replace her. The Trust will adopt a raft of policies and change its Articles and Memorandum to gain a Charity Commission charity number. An annual report has been produced for the years 2007/08 alongside annual accounts. A JD person Spec has been written for a P/T Community Development Officer and Administrator which MHDT has secured funds for.

Title of Report: <b>Wenlock Barn TMO</b>	
Decision Making Body: <b>Hackney Homes Board</b>	Date: <b>Monday 8 December 2008</b>
Classification: <b>FOR APPROVAL</b>	Report of: <b>Chief Executive</b>
Item Previously considered at:  <b>N/A</b>	On Which Date: <b>N/A</b>
Report Author: - Clive Taber ext 2058	Appendices: <b>Appendix 1 – Right to Manage Regulations (Please note the pages cross reference within the appendix and will not be part of the pages in the bundle)</b>

**Report Outline:**

- |   |
|---|
| <ul style="list-style-type: none"> <li>• <b>Paragraph: 1.0 - Summary of Report;</b></li> <li>• <b>Paragraph: 2.0 - Recommendation(s) to the Board ;</b></li> <li>• <b>Paragraph: 3.0 – Background;</b></li> <li>• <b>Paragraph :4.0 – Proposals and Discussion</b></li> <li>• <b>Paragraph: 5.0 - Impact Upon The Hackney Homes Business Plan;</b></li> <li>• <b>Paragraph: 6.0 - Impact Upon The Hackney Homes Risk Register;</b></li> <li>• <b>Paragraph: 7.0 - Consideration of the Hackney Homes Equality &amp; Strategy 2006 and Action Plan 2007 - 2010;</b></li> <li>• <b>Paragraph: 8.0 - Consultation Process &amp; Findings;</b></li> <li>• <b>Paragraph: 9.0 - ICT Implications;</b></li> <li>• <b>Paragraph: 10.0 - Human Resources Implications;</b></li> <li>• <b>Paragraph: 11 – Financial Implications;</b></li> <li>• <b>Paragraph: 12 - Legal Implications / Advice;</b></li> <li>• <b>Paragraph: 13 - Other Related Decisions / Guidance.</b></li> </ul> |
|---|

If you have any questions about this report, please contact Clive Taber on 0208 356 2058 or email.

**1.0 SUMMARY**

1.1 The purpose of this report is to inform the Hackney Homes Board about the implications of Wenlock Barn TMO taking on responsibility for rent arrears recovery and reactive repairs with effect from 15<sup>th</sup> December 2008.

The report seeks the Board's approval to the proposed increased in functions undertaken by the Wenlock Barn TMO.

## **2.0 RECOMMENDATION(S)**

- 2.1 That the Board approve Wenlock Barn TMO taking over responsibility for the additional functions of rent arrears recovery and reactive repairs with effect from 15 December 2008 as set out in the management agreement with the TMO.
- 2.2 That the Board approves the virement of £56,400 from the Shoreditch housing management contract (Pinnacle) and £478,000 from Property Services to the Wenlock Barn TMO.
- 2.3 That Hackney Homes undertake an options appraisal regarding the location of the TMO's new office and report back further.

## **3.0 BACKGROUND –**

- 3.1 Wenlock Barn Tenant Management Organisation went live on 1<sup>st</sup> July 2006 and initially took on responsibility for Estate Cleaning, Grounds Maintenance and Tenancy Management of 1477 tenanted and leasehold properties within the Shoreditch Neighbourhood. The TMOs management agreement with the Council stated that the TMO would be taking on responsibility for Rent Arrears Recovery and Repairs & Maintenance from 1<sup>st</sup> April 2007 onwards, following the calculation of their additional allowances. Given the size of the estate, it was quite logical to phase in responsibility for some of the housing management functions. The TMO could not take on responsibility of the additional functions in April 2007 because the allowances had yet to be agreed.

The TMO had a Service Level Agreement with Pinnacle to provide a tenancy management service and initially had a separate SLA with Hackney Homes Estate Services for Cleaning & Grounds Maintenance. The TMO terminated the agreement with Estate Services in July 2007 and temporarily increased the remit of its SLA with Pinnacle. The TMO then decided to tender out an integrated housing management contract through the European Journal given the value of the contract. The TMO met the costs of the procurement process from its own resources. The TMO Board decided to award the contract to Pathmeads at a meeting in April 2008. However a start date could not be agreed until the TMO allowances had been agreed by Hackney Homes.

When the TMO take on these additional functions they will require additional office space and its current premises (a 1 bedroom flat on the estate) would not meet this requirement.

## 4.0 Proposals and Discussion

### 4.1 Allowances

The TMO Section along with Property Services and the Finance Section calculated the allowances for Repairs & Maintenance and Rent Arrears Recovery, in accordance with current government guidance. The Hackney Homes services concerned agreed to propose to the TMO allowances of £478,000 for Repairs & Maintenance and £56,400 for Rent Arrears. These figures were signed off by the Hackney Homes Finance Service. These allowances were proposed to the TMO and the Wenlock TMO agreed these allowances.

### 4.2 Office Premises

The Right to Manage legislation places a duty on Local Authorities to provide TMOs with suitable office premises, please see Appendix 1.

As stated above the TMO's current premises are unsuitable. The TMO will have the temporary shared use of the Shoreditch Neighbourhood Office from 15<sup>th</sup> December 2008 onwards. Pinnacle and Pathmeads have initially agreed to a sharing of the neighbourhood office until 31 March 2009.

When this arrangement came in and up to early September, Hackney Homes had been advised by the TMO that it had office premises at 3-11 Wenlock Street on a nil rent basis through a section 106 agreement that would be available from 1 April 2009. However, that was on the basis of incorrect information in an e-mail provided by the Council's Planning Department to the TMO. The TMO was under the impression that the Ground Floor unit would be available on a nil rent basis under the terms of the Section 106 Agreement. This is now not the case, because the Planning Department mixed up the Section 106 Agreement for 3-11 Wenlock Street with that for 24 Murray Grove, which will be used by the TMO as an office for its Board of Management. The Section 106 agreement for 24 Murray Grove does indeed include a nil rent use as well as provision kitting out of the office, but there is no such provision for 3-11 Wenlock Street.

The TMO then requested that Hackney Homes meet the rental cost of the ground floor unit at 3-11 Wenlock Street (the TMO's preferred option) at a maximum cost of £51,101 (inclusive of VAT & service charge), as well as meeting the cost of fitting out the new office, which the TMO estimates at £100,000. Hackney Homes would need to seek additional funding from LBH in order to meet this cost as it exceeds current budget availability.

Therefore, we have notified the TMO that we would have to consider other options. Given the amounts of money involved, it places a

requirement for HH to assist the TMO in analysing alternative options. The other options identified are:

- 11-13 Cropley Street These are currently shop units, however they would be available for the TMO if the Council served the relevant notice on the current commercial lessees. It is proposed that Hackney Homes undertake an appraisal of the site to confirm its suitability in size and the cost of conversion. These shop units are council owned and under the HRA and there could be a nil rental cost but the income currently earned from the leasee would be forgone.
- Continued shared use of the Shoreditch Neighbourhood Office. This would be dependent on agreement between Pinnacle and the TMO. Also space may be an issue due to the proposal to relocate Pinnacle staff from the Whiston Road office to the Cropley Street office.

With regard to 3-11 Wenlock Street, Genesis has stated it would make a contribution to the costs as it would propose to manage 120 units from this office. In addition Hackney Homes and Genesis had some exploratory talks with the Council concerning the use of this office as a 'Neighbourhood Hub' for the management of the new social housing being developed under the Council's Estates Plus programme.

Value for Money will be one of the key drivers for evaluating the merits and demerits of each office providing they are able to meet the service delivery requirements. Given the potential costs involved it is assumed a Cabinet report will need to be made.

## **5.0 IMPACT UPON THE HACKNEY HOMES BUSINESS PLAN**

TMOs are a key service provider to over 5000 residents and it is vital that these services are provided to a good standard. TMOs also represent a key element of resident involvement in Hackney Homes with directly elected residents running their own services.

## **6.0 IMPACT UPON THE HACKNEY HOMES RISK REGISTER**

It is essential that Hackney Homes shows it supports and develops TMOs and the proposals set out above demonstrate our commitment to such support which is a key element of our approach to Resident Participation. This would be viewed in favourable terms in the assessment of the service by the Audit Commission as it is promoting Government objectives.

## **7.0 THE HACKNEY HOMES EQUALITY & DIVERSITY STRATEGY 2006 / ACTION PLAN 2007 – 2010**

Wenlock Barn TMO is expected to provide services in accordance with these objectives. It is important that any office location chosen is fully accessible and meets DDA requirements.

## **8.0 CONSULTATION PROCESS & FINDINGS**

N/A

## **9.0 ICT IMPLICATIONS**

Any new office will require a Saffron/Universal Housing link.

## **10.0 HUMAN RESOURCES IMPLICATIONS**

It is important to note that when a new TMO is set up or a TMO takes on additional functions there are sometimes TUPE implications. There are currently TUPE discussions underway between Pinnacle (as part of HH) and Pathmeads (as the TMO's chosen service provider).

**DANIEL TO VERIFY – AMEND AND ADD AS NECESSARY**

## **11.0 FINANCIAL IMPLICATIONS**

For both new TMOs or ones increasing their functions and existing ones moving to the new Management and Maintenance Allowances their allowances need to be calculated on the basis of actual costs. If these are calculated incorrectly it will have serious consequences for Hackney Homes or the TMOs. The new allowances for Wenlock Barn have been calculated by the HH services concerned and verified by the Finance service. The net effect will be neutral. These amounts will need to be apportioned for the period 15<sup>th</sup> December 2008 to 31<sup>st</sup> March 2009 because the sums in set out earlier in the report are for the full financial year.

However, if the TMO operates from the 3-11 Wenlock Street Office there will be a further £51k per annum requirement for the rent that is not budgeted for and a one off payment of £100K for fitting out of the office which exceeds our current £51K budget for TMO development costs.

**SUNIL TO VERIFY – AMEND AND ADD AS NECESSARY**

## **12.0 LEGAL IMPLICATIONS / ADVICE**

N/A

## **13.0 OTHER RELATED DECISIONS / GUIDANCE**

N/A



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Creating sustainable communities

# Calculating Allowances for Tenant Management Organisations

# 3



Office of the  
Deputy Prime Minister  

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Creating sustainable communities

# Calculating Allowances for Tenant Management Organisations

September 2005

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# CONTENTS

## SECTION A

Introduction	5
Adjusting allowances	5
Leaseholders	6
Calculation of TMO Allowances Notes	8

## WORKSHEETS

1. Chapter 1	Insurance	10
2. Chapter 2	Repairs	11
3. Chapter 3	Rent Collection	21
4. Chapter 4	Leaseholder Charges	23
5. Chapter 5	Finance	24
6. Chapter 6	Tenancy Management	25
7. Chapter 7	Staffing	28
Office Cost		32
TMO Costs		39

# Introduction

*This guidance is given by the Secretary of State under regulation 7 of the Housing (Right to Manage) Regulations 1994 (SI No. 627/1994) which provides that any person exercising functions under those Regulations shall act in accordance with any guidance given by the Secretary of State.*

This guidance sets out the way management and maintenance allowances must be calculated for Tenant Management Organisations (TMOs) that are exercising the Right to Manage.

The checklist at Annex A, and accompanying notes and guidance, will assist the calculation of allowances and can be downloaded from [www.housing.opdm.gov.uk/tp/rm/...](http://www.housing.opdm.gov.uk/tp/rm/) . It lists the potential functions that a TMO can carry out under the terms of its management agreement and the council should insert the appropriate level of allowance based on the relevant number of dwellings for each of those functions. The allowance should be calculated in accordance with the guidance.

The basic principle underlying these allowances is that they are to be based on the council's own level of expenditure. This is actual expenditure in the case of the supervision and management and the running costs or historic expenditure in the case of responsive repairs and planned maintenance. The exceptions to this are:

- a exceptional repairs (see checklist for definitions) and programmed repairs and improvements (which are likely to be carried out as a major works contract), where the council and TMO need to negotiate an appropriate figure;
- b committee administration, training and tenant communication (ie **not** office running costs such as rent, business rates, utilities etc), where there will be a flat rate payment of £5,000 plus £10 per dwelling (including long leases served by the TMO).

## **Adjusting allowances annually**

Allowances should be set, as far as possible, over a longer timescale and then adjusted annually in line with inflation and to take into account increases and changes in costs, income from rents and HRA subsidy and the number of properties managed by the TMO.

This should be done by increasing or decreasing the overall allowances by the same proportion as the council's own HRA expenditure **before** taking into account the impact of Right to Buy sales, voluntary disposals and demolitions or acquisitions on that expenditure.

The TMO's allowances would then be reduced or increased pro rata by any Right to Buy sales, voluntary disposals and demolitions or acquisitions affecting the dwellings under its own management.

Where new TMO duties come into operation during the financial year which give rise to additional costs, there should be a retrospective adjustment of the allowances to reflect these additional costs in respect of the financial year just ended.

The Council must give the TMO at least three months notice of any change in the amount of the allowance for the following financial year and agree a procedure and timetable for implementing any change. The timetable should allow a sufficient period for negotiation with the TMO on the proposed change and for agreement to be reached on how it will be implemented.

### **Periodic review of allowances**

It will be open to either a council or TMO to seek a review of allowances where either the council's costs have reduced significantly for a similar mix of dwellings or a TMO's costs have increased significantly. In these circumstances, the same methodology is to be used, but necessarily the cost base must be established from properties remaining within the council's management. A similar range of services, for a similar mix of properties, should be used.

Where a variation in the allowances results, this should be phased in over three years or a shorter period where the TMO and council can agree.

### **Leaseholders**

The initial allowances for the TMO will include an amount that is to be recharged from leaseholders. This will vary from year to year according to the annual estimate of expenditure on leasehold properties and leaseholder charges prepared by the TMO.

Where the annual estimate of leaseholder charges shows that there will be a variation in the income to the council, then the TMO's annual allowance will be increased or decreased by the amount of that variation.

*a For TMOs that have opted to collect service charges and pay over to the Council; and for TMOs that do not collect service charges but provide services to Leaseholders.*

The council will advance the TMO an allowance based on the TMO's estimated annual budget for the financial year (or part there of, if the TMO enters the management agreement midyear). This will be paid in instalments in accordance with Chapter 5 clause 2 of the Management Agreement. This amount will be adjusted annually to reflect the TMO's actual expenditure on services to Leaseholders when the TMO's audited accounts are available and no later than 31st October.

*b For TMOs collecting and retaining service charges.*

The council shall advance the TMO such amount as is deemed necessary for the TMO to provide such services to Leaseholders as required by the Management Agreement, until such time as it collects the service charges due from Leaseholders in accordance with local leases. This advance should be repaid to the council by the TMO when it is financially able to do so – in instalments, If necessary – and by local agreement.

## **PROVIDING INFORMATION**

### **Feasibility Stage**

The council should supply the tenants and the section16 agency with general information at the end of the feasibility stage to enable the tenants' group to decide if it is financially viable to pursue forming a TMO. The number of leaseholders in the property may have an effect on the viability of a TMO.

### **Development Stage**

More detailed financial information should be supplied to the tenants early in the development stage. The tenants will need this information when deciding which options to choose during the negotiation of the Modular Management Agreement.

During the negotiations of the allowances the council should make available up to date financial information so that the negotiations can be carried in an open and transparent manner.

### **Worksheets**

The checklist at Annex A is simply an aid to calculating the allowances and will need to be adapted to suit local circumstances. The checklists for each chapter enable all parties to identify the budget costs of each of the functions. The staffing checklist will enable the TMO to look at how the management and administrative functions relate to the staffing levels.

The general principle is that, if a TMO is to carry out a particular function, then a budget/allowance should be identified for that function.

## Calculation of TMO Allowances Notes

### Note

- 1** Where the TMO takes on responsibility for insurance, then the allowance should be based on the TMO's share of the council's insurance costs. This should be calculated on the basis of the proportion of the relevant number of dwellings managed by the TMO.
- This allowance does not cover the TMO's contents and buildings insurance for its own property. The costs of this would have to be met from the TMO's own budget.
- 2** The allowances for responsive repairs and planned maintenance are based on historical council expenditure for the relevant dwellings. This is calculated by taking the average annual expenditure over the previous five years after removing the highest and lowest annual figures.
- 2a** With large TMOs the allowance for exceptional repairs/high cost voids can be calculated using historical figures. This will be less satisfactory for smaller TMOs where exceptional repairs/high cost voids can have a more significant impact on the TMOs budget. In addition, there may be exceptional repair issues that have arisen that will not have been taken into account in the expenditure for previous years. In this situation an annual estimate of those repair costs should be calculated and included in the allowances.
- Most councils should have computer-based repairs systems that record historic repair costs and job details for each dwelling and for communal areas. This should make the calculation of allowances relatively straightforward. In the exceptional circumstances where this is not the case, then paper records should still be kept and these should be used.
- 3** Allowances for programmed cyclical repairs should be calculated by determining the programme cycle (e.g. external redecoration every 5 years and gas appliance inspection and servicing annually) and estimating the cost of carrying out the work for the relevant dwellings. The annual allowance should then be the cost divided by the number of years in the cycle.
- 4** Allowances for other programmed work and improvements (e.g. window replacement and installation of central heating) should be based on an estimate of the cost of the work. The annual allowance should be calculated by the total cost divided by the programme period agreed between the TMO and the council.
- 5** Most estate services will be provided on a contract basis with a clearly defined schedule of programmed works. The allowance should be calculated using the cost of the programmed work plus the historic costs of additional one-off orders.
- 6** Allowances for these services should be based on the actual cost of providing them to the relevant dwellings.
- Where the service is currently provided 'in house', the actual cost of each function should take the following into account either in allowances identified for each function or as a separate budget head i.e. office, staffing and overheads budgets:
- Direct costs:
    - The cost of staff directly providing that service at the local level
    - Where relevant, the running cost of the local housing office – heat, light cleaning, security etc.
    - The cost of stationery and other consumable materials used by the staff for the running of the service

## Calculation of TMO Allowances Notes

### Note

- 6**
- Departmental overheads – either in-house or provided by contract:
    - The cost of staff supporting that service – e.g. departmental rent accounting, Best Value, technical and allocations staff
    - The cost of departmental administration and finance staff
    - Costs of departmental personnel staff
    - The cost of middle and senior management
    - Recruitment costs
    - Office running costs for the above
    - Cost of stationery and other consumable material for the above
    - Running costs of computer systems and computer support staff – repairs, housing management, financial and other systems
  - Other overheads – either in house or provided by contract:
    - The cost of financial control, accounting and payments service
    - Cost of central personnel service
    - Cost of legal service
    - Cost of payroll service
    - Cost of technical service
    - Cost of central computer support services

The proportion of these costs that will form the allowances will be based on the relevant number of dwellings and the scope of the services taken on by the TMO.

The council's Chief Finance Officer should have systems in place for apportioning these costs.

Where the service is currently directly provided by an outside contractor, the annual allowance should be calculated by taking into account:

- the contract price for managing the service for the relevant dwellings
- the cost of commissioning the work divided by the number of years of the contract
- the cost of managing and monitoring the contract
- plus other 'in-house' costs associated running the relevant services

This does not apply to Arms Length Management Organisations (ALMOs). Where there is an ALMO providing the service, the allowances should be calculated in the same way as if the council was providing the service.

Allowances for Leaseholders will be adjusted annually to reflect actual expenditure on services to leaseholders.

Advance is paid to TMO until the TMO receives service charge payments

- 7**
- The method of calculating allowances for non-housing services is a matter for negotiation between the council and the TMO..

**Chapter 1: Insurance cover**

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
<b>Insurance cover for:</b>							1	
Damage to the structure of the property	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Claims by third parties arising out of risks in or on the property	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
Claims by employees of the council working in or on the property	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
The loss through fire or theft of property belonging to the council	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
Other risks (specify) _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
				<b>Total</b>				

<b>Insurance cover for:</b>							1	
Claims by third parties	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Claims by the TMO's staff	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
The dishonesty of the TMO's staff or the TMO's officers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
Other risks (specify) _____	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
				<b>Total</b>				

## Chapter 2: Day to day repairs and maintenance of tenanted properties and routine re-let of empty properties

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Routine repairs and maintenance to the interior and exterior of occupied dwellings including repairs to common parts of flats and maisonettes (main building trades)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Routine repairs and maintenance to the interior and exterior of void dwellings	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2a	
Routine electrical repairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Routine responsive repairs to gas appliances	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Routine responsive repairs to lifts	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Routine responsive repairs to controlled TV aerial systems	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Routine responsive repairs to communal TV aerial systems	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Routine responsive repairs to CCTV systems	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
<b>Subtotal</b>								

Chapter 2: Day to day repairs and maintenance of tenanted properties and routine re-let of empty properties *continued*

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Routine responsive repairs to warden call systems	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Security boarding of empty dwellings awaiting reletting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Out of hours emergency repairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
<b>Total</b>								

## Chapter 2: Exceptional repairs

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Repairs to the structure of the dwelling or block of dwellings where the cost of rectifying a single defect exceeds £...	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2a	Where the council retains responsibility for this function, the full cost of the repair should be met by the council
Repairs to void dwellings where the cost exceeds £...	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2a	Where the council retains responsibility for this function, the full cost of the repair should be met by the council
<b>One-off replacement of:</b> Central heating boilers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Gas fires	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Lifts	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
CCTV equipment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Communal of asbestos	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Removal of asbestos	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Repairs to disabled adaptations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	Where funded from HRA
One-off re-wiring of whole or part of dwelling or communal areas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
				<b>Total</b>				



Subtotal

**Chapter 2: Programmed repairs** *continued*

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Programmed inspection and repairs to/replacement of fire safety equipment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				3	
Programmed inspection and repairs to lighting conductors	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				3	
Testing and treating communal water tanks	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				3	
Lift inspection and follow-up repair works	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				3	
Other programmed inspections and repairs/ replacement arising – specify:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				3	
				<b>Total</b>				

## Chapter 2: Improvement/modernisation works

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Full or partial modernisation of dwellings	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				4	
Improvements to internal and external communal areas of flats and maisonettes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				4	
Installation of central heating and insulation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				4	
<b>Total</b>								

## Chapter 2: Estate Services

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Programmed grounds maintenance – grass cutting/litter picking/cutting back of planting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				5	
One-off grounds maintenance orders	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				5	
Programmed repairs to play equipment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				5	
Replacement repairs to equipment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				5	
Cleansing of unadopted highways, footpaths and other hard-surface areas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				5	
Repair to unadopted highways, footpath and other hard-surfaced areas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				5	
Repairs to unadopted external estate lighting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				5	
Providing a concierge service	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				5	
Repairs to disabled adaptations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				5	Include materials and equipment used by caretakers
Providing a caretaking service	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				5	Include materials and equipment used by caretakers
				<b>Subtotal</b>				

Chapter 2: Estate Services *continued*

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Electricity supply to communal areas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				5	
Water supply to communal areas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				5	
Gas supply to communal areas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				5	
<b>Total</b>								

## Chapter 2: Other repairs

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Routine repairs to district or group heating systems	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Exceptional repairs to district or group heating systems	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Programmed repairs to district or group heating systems	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Other routine repairs. Specify _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Other exceptional repairs. Specify _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
Other programmed repairs. Specify _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				2	
<b>Total</b>								

Chapter 2: Management of repairs and maintenance								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Receiving and recording repairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Pre and post inspection of routine repairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Managing programmed repairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	This includes placing orders and carrying out any necessary pre and post inspections
Preparation of specifications for improvements and programmed repairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Preparation of specifications for improvements and modernisation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Letting contracts for:</b>								
Routine repairs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Exceptional repairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Programmed repairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Improvements and modernisation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Arranging payments to contractors	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

**Chapter 3: Collecting rents**

<b>Service</b>	<b>TMO Responsibility</b>	<b>LA Responsibility</b>	<b>Not Relevant</b>	<b>Relevant No. Dwellings</b>	<b>Allowance per annum</b>	<b>How calculated</b>	<b>Note</b>	<b>Guidance on</b>
Collection of rents and service charges from tenants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Collection of rents and service charges from former tenants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Collection of service charges from leaseholders	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Collection of miscellaneous debts from tenants and leaseholders	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Collection of other charges. Specify _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Subtotal</b>								

Chapter 3: Collecting rents *continued*

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
<b>Control of rent and service charge arrears:</b>							6	
Option C: up to passing serious cases to Council	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Option D: up to and including seeking possession	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Option E: taking full responsibility	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Collection of debts from former tenants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Notification of rents and service charges	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

**Chapter 4: Leaseholder Service Charges**

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Setting Service Charges	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Billing Service Charges	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Service Charge Collection	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Service Charge Arrears Collection	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Serving s.20 notices	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

**Chapter 4: Breakdown of Leaseholder Service Charges**

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Caretaking	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Communal repairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Service Charge Collection	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Insurance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Serving s.20 notices _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

Chapter 4: Advancement								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Advance payment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

Chapter 5: Finance								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Audit	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
Other specify _____								
<b>Total</b>								

## Chapter 6: Tenancy Management

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
<b>Selection of tenants:</b>								
Option B and C: TMO considers only applicants nominated by council	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Option D: TMO considers applicants in accordance with Local Lettings Policy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Administration of grant of tenancies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Varying terms of the tenancy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Management of the breaches of tenancy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Taking action to deal with unlawful occupation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Management of void dwellings	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Administration of the Right to Exchange	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Administration of transfers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Administration of applications to sublet	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
				<b>Subtotal</b>				

**Chapter 6: Tenancy Management** *continued*

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
<b>Selection of tenants:</b>								
Administration of the Right to Succession	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Giving consent	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Right to Buy and Sales	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Residents' disputes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Anti Social Behaviour and Harassment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

**Chapter 6: Other housing services**

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Providing a warden service for sheltered accommodation for older people	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Providing a warden service for other specialist accommodation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

Chapter 6: Non housing services								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Specify _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				7	
Specify _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				7	
Specify _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				7	
<b>Total</b>								

## Chapter 7: Breakdown of staffing

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Manager	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Office administration and support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Finance services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Other housing services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Leaseholder services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Office cleaning	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Rent Collection	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Rent arrears	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Temporary/Agency staff	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Temporary/Agency staff	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Other specify _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

## Chapter 7: Technical Staff

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
<b>Involved in:</b>								
Day to day repairs and maintenance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Exceptional repairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Programmed repairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Improvement and modernisation works	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Other repairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Management support and administration	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Temporary/Agency staff	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Other specify _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

## Chapter 7: Estate Services Staff

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Grounds maintenance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Play equipment inspection, repair and maintenance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Concierge service	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Caretaking service	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Management support and administration	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Management support and administration	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Temporary/Agency staff	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Other specify	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

## Chapter 7: Indirect employee costs

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Recruitment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Employees insurance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Additional pension contributions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Uniforms and protective clothing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Training and staff development	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Personnel	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Payroll	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Other specify	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

**Worksheet: Office Costs**

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Rent	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Non Domestic rates NNDR	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Water and Sewerage rates	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Building Insurance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Gas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Electricity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Oil/other	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

**Worksheet: Fixture and fittings**

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Purchase	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Repair	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

**Worksheet: Security**

<b>Service</b>	<b>TMO Responsibility</b>	<b>LA Responsibility</b>	<b>Not Relevant</b>	<b>Relevant No. Dwellings</b>	<b>Allowance per annum</b>	<b>How calculated</b>	<b>Note</b>	<b>Guidance on</b>
Security contract	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Cash collection contract	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Alarms system maintenance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

**Worksheet: Office cleaning**

<b>Service</b>	<b>TMO Responsibility</b>	<b>LA Responsibility</b>	<b>Not Relevant</b>	<b>Relevant No. Dwellings</b>	<b>Allowance per annum</b>	<b>How calculated</b>	<b>Note</b>	<b>Guidance on</b>
Cleaning costs/contract	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Cleaning materials	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Domestic supplies for office	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Hygiene supplies contract/supplies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Laundry/towel service	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

Worksheet: Ground Maintenance								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Grass cutting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Litter picking	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Flower beds etc	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Other specify _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

## Worksheet: Repairs and Maintenance

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
<b>Structural:</b>								
interior	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
exterior	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Decorations:</b>								
interior	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
exterior	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Gas servicing and maintenance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Plumbing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Electrical	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Lift/chair lift servicing and maintenance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Environmental works	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

Worksheet: **Transport**

<b>Service</b>	<b>TMO Responsibility</b>	<b>LA Responsibility</b>	<b>Not Relevant</b>	<b>Relevant No. Dwellings</b>	<b>Allowance per annum</b>	<b>How calculated</b>	<b>Note</b>	<b>Guidance on</b>
Hire/leasing of vehicles	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Vehicle maintenance costs:</b>								
Petrol/diesel/oil	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Tyres	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Road Tax	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Insurance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Courier service	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Taxis and cabs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Essential car users allowance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Casual car user allowance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Bus and train fares	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
				<b>Total</b>				

## Worksheet: Office Supplies and Services

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
<b>Equipment and furniture:</b>								
Purchase	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
Repair	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
Stationery	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
Books and Periodicals	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
Subscriptions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
Postage	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
<b>Telephones – land lines and mobiles:</b>							1	
Rentals	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Call charges	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
Hospitality/entertaining	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
Translation services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
Other specify	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1	
<b>Total</b>								

## Worksheet: Information Technology

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
<b>Computer equipment:</b>								
Purchase/lease	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Repair	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Computer software:</b>								
Purchases and licences	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Maintenance/help desk and upgrades	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Microfiche/archiving/storage	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Photocopying paper	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Photocopier/purchase/leasing and supplies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Printing costs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Fax machines:</b>								
Purchase/leasing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Maintenance agreements	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
Other specify _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				6	
<b>Total</b>								

**Worksheet: TMO expenditure**

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
<b>Committee and communication budget:</b>								
Lump sum element	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Flat rate payment £5,000 plus £10 per dwelling including long leases service by the TMO	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Office costs (list) _____ _____ _____ _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Other _____ _____ _____ _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Other specify _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
<b>Total</b>								

Title of Report: <b>Key Delivery Plan Priorities 2009-10</b>	
Decision Making Body: <b>Hackney Homes Board</b>	Date: <b>8<sup>th</sup> December 2008</b>
Classification: <b>Decision</b>	Report of: <b>Interim Director of Quality and Strategy</b>
Item Previously considered at: <b>Board meeting</b>	On Which Date: <b>20<sup>th</sup> October 2008</b>
Report Author: <b>Peter O’Kane</b>	There are three Appendices. 1: <b>Sustainable Community Strategy</b> 2: <b>Council’s Informal Proposals</b> 3: <b>Proposed Improvement Priorities</b>

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## 1.0 **SUMMARY**

1.1 This report seeks Board views on key improvement priorities for Hackney Homes’ draft 2009/10 Delivery Plan prior to consultation with the Council.

## 2.0 **RECOMMENDATIONS**

2.1 The Board is asked to:

1. **Note** the Strategic framework (paras 4.2 to 4.7 and App. 1)
2. **Note** factors underlying the ‘Where we are now’ judgement (paras 4.8 to 4.10)
3. **Comment** on the residents’ priorities identified in paras 4.11 to 4.13.
4. **Note** the potential priorities initially flagged by Council officers (App 2).
5. **Note** that the key Delivery Plan priorities will be a selection of all the 2009/10 Hackney Homes service improvements (paras 4.15 to 4.18).
6. **Comment** on proposals for key service improvement priorities and any particular aspect of those key priorities (paras 4.19, 4.20 and App 3).
7. **Identify** any other key improvement priorities that they would like to see explored for their potential bearing in mind resource constraints.
8. **Agree** the list of proposed key service improvement priorities in Appendix 4, as amended, as a basis for discussion with the Council and for consultation with the Residents Liaison Group.

### **3.0 BACKGROUND**

- 3.1 The annual draft Delivery Plan, required by the Management Agreement between Hackney Council and Hackney Homes, has to include suggestions for service improvements.
- 3.2 The Hackney Homes Delivery Plan agreed with Hackney Council will be used when assessing Hackney Homes' service outturn performance.
- 3.3 In the 2009/10 Delivery Plan Hackney Homes will be agreeing with the Council key priorities for service improvement in 2009/10. Whilst it focuses primarily on activity in the year ahead, the Delivery Plan also takes into account a three year planning horizon notably on financial matters.
- 3.4 The October Board meeting agreed the timetable for the production of the 2009/10 Delivery Plan. The draft key service improvement priorities in a draft Delivery Plan will be sent to the Council on 15<sup>th</sup> December and to the Residents Liaison Group for its meeting on 8<sup>th</sup> January 2009.
- 3.5 After receipt of comments and discussions with the Council including formal consultation steps laid down in the Management Agreement, a revised draft would go to the Hackney Homes Board March meeting.

### **4.0 PRIORITIES ON SERVICE IMPROVEMENT**

- 4.1 There are five types of factors to consider when assessing what service improvements should be priority in the 2009/10 Delivery Plan;
- Strategic framework
  - Where we are now
  - Residents' priorities
  - Council priorities
  - Suitability as a Delivery Plan service improvement priority.

#### **Strategic Framework**

- 4.2 Earlier in 2008 the Board agreed, after wide consultation, the Hackney Homes Strategic Plan 2008-2013. It is a strategic framework for the achieving of the Hackney Homes mission *To deliver excellent, accessible services, and quality homes people want to live in*.
- 4.3 The main sets of activities to deliver Hackney Homes' Mission are encapsulated in the four Objectives:
- Providing excellent, accessible services
  - Delivering modern homes
  - Running Hackney Homes well
  - Improving neighbourhoods.
- 4.4 The over-arching long term strategy for the Borough is set out in the Sustainable Community Strategy which was agreed by the Council's Cabinet on 24<sup>th</sup> November 2008. Some summary extracts are attached as **Appendix 1**. The Strategy's ambition is *"to achieve balanced, sustainable communities and neighbourhoods, which celebrate our diversity and share in London's growing prosperity and enable a good*

*quality of life for all.”* .

- 4.5 The Council has agreed six priorities for Community Strategy, to:
1. *Reduce poverty by supporting residents into sustainable employment, and promoting employment opportunities.*
  2. *Help residents become better qualified & raise educational aspirations.*
  3. *Promote health and wellbeing for all, and support independent living.*
  4. *Make the borough safer, and help people to feel safe in Hackney.*
  5. *Promote mixed communities in well designed neighbourhoods, where people can access high quality, affordable housing.*
  6. *Be a sustainable community, where all citizens take pride in and take care of Hackney and its environment, for future generations.*

- 4.6 There are 18 outcomes linked to these priorities being sought in 10 years time (see **Appendix 1**).

- 4.7 In 2009/10 a priority for the Sustainable Community Strategy is assessing how best to reduce worklessness. The Council is looking particularly at tackling worklessness on Hackney Homes' estates.

#### **Where we are now**

- 4.8 Any judgement of the present position on Hackney Homes' is necessarily based on many factors including residents' feedback through a range of routes, including the STATUS survey results from MORI, performance monitoring and the findings of the Audit Commission inspectors.
- 4.9 We do not yet have the final report from the Audit Commission Inspection. In addition to the strengths identified, it is likely that some service areas will be identified as potentially benefitting from improvement.
- 4.10 Any forecast will have to be revisited when the draft Inspector's report is received in January. However a review of the feedback received on site indicates that issues associated with the procedures and handling of anti-social behaviour will be highlighted in the report. Other feedback has featured perceived queries on a number of points including :
- 'how systematic is the evaluation of resident feedback (including complaints)?',
  - leaseholder dissatisfaction,
  - the relative focus on long term compared to short term objectives,
  - the quality of life on regeneration estates,
  - the extent of measurement of performance on service standards,
  - the trend in telephone caller service performance.

#### **Residents' Priorities**

- 4.11 Information on residents' views comes in through a wide range of routes including the formal standing machinery of Panels, Resident Liaison Group, specialist panels, regular surveys and Board members. There are also consultation mechanisms for specific services or programmes as well as a variety of structured and unstructured mechanisms including ad-hoc

surveys, consultation on the Strategic Plan, focus groups etc.

- 4.12 The findings of the two surveys in Hackney just conducted by MORI have confirmed expected residents' views in descending priority of repairs and maintenance service, overall quality of the home, anti-social behaviour, being kept informed and, particularly for leaseholders, value for money.
- 4.13 On neighbourhood issues, the four most frequent serious problems were in descending priority, rubbish or litter, car parking, disruptive children /teenagers and drug use or dealing. Hackney Homes may not be able to do much about underlying factors, but it can work with, in particular, the Council on reducing the problems these issues cause for our residents.

#### **Council's Possible Priorities**

- 4.14 Council officers have, entirely informally and prior to formal consultation on the Delivery Plan, indicated areas they would be interested seeing as key service improvement priorities in 2009/10. The list, attached as **Appendix 2**, may change as a result of the formal consultation process subsequent to the submission of Hackney Homes' draft Delivery Plan.

#### **Suitability as a Delivery Plan Service Improvement Priority**

- 4.15 Not all service areas which could benefit from improvement can or should be in a key 2009/10 Delivery Plan priority. Firstly not all can be done in one year. Secondly there are significant resource constraints.
- 4.16 In some cases it may not be feasible to specify the required improvement at this stage, because the most desirable route to achieve improvement is far from clear – possibly because there are unresolved external factors.
- 4.17 The achievement of a particular improvement may lie outside the control of Hackney Homes and / or the Council and it would not be sensible to include it in a formal commitment to deliver by Hackney Homes.
- 4.18 Certain achievements may not be readily capable of unambiguous and relevant measurement for the purposes of a formal public agreement.

#### **Proposals for Delivery Plan 2009/10 Improvement Priorities**

- 4.19 Taking into account the above factors and bearing mind the resource constraints an initial set of proposals for 19 key improvement priorities for inclusion in the Delivery Plan 2009/10 are summarised in **Appendix 3**.
- 4.20 There still remains a decision about the specific aspect of each service area as the focus of the agreed key Delivery Plan improvement priority.
- 4.21 There will have to be an agreed view on the feasibility of measuring an aspect for the purposes of a formally agreed service improvement.
- 4.22 Once specific areas for improvement are agreed, there will be further discussions on relevant Key Performance Indicators for 2009/10.

**5.0 IMPACT UPON THE HACKNEY HOMES STRATEGIC PLAN**

5.1 Discussions on the Delivery Plan would inform the refresh of the Strategic Plan planned for 2009.

**6.0 IMPACT UPON THE HACKNEY HOMES RISK REGISTER**

6.1 The Risk Register has informed the proposed improvement priorities for the 2009/10 Delivery Plan.

**7.0 THE HACKNEY HOMES EQUALITY & DIVERSITY STRATEGY 2006 / ACTION PLAN 2007 – 2010**

7.1 In achieving Delivery Plan improvement priorities Hackney Homes will take account of its Equality and Diversity Strategy and Action Plan.

**8.0 CONSULTATION PROCESS & FINDINGS**

8.1 The proposed improvement priorities take account of the results of earlier consultations by Hackney Homes eg on ASB, Strategic Plan etc. The draft Delivery Plan will go to the Residents Liaison Group in January.

**9.0 ICT IMPLICATIONS**

9.1 The Delivery Plan improvement priorities will take account of ICT capacity and include in particular the delivery of Project Excellence, the project overseeing the replacement of the existing Saffron system.

**10.0 HUMAN RESOURCES IMPLICATIONS**

10.1 Human resource implications will be factored into the Delivery Plan improvement priorities and explicitly include the securing of Investor in People status in 2009/10. .

**11.0 FINANCIAL IMPLICATIONS**

11.1 Some of the Delivery Plan improvement priorities assume the availability of ALMO credits but otherwise do not assume any additional resources other than those already known to be planned for 2009/10 and take account of reductions in revenue resources required in the coming years.

**12.0 LEGAL IMPLICATIONS / ADVICE**

12.1 There are no specific legal; implications other than the fact the Delivery Plan is formally ie legally required by the Management Agreement between Hackney Council and Hackney Homes.

**13.0 OTHER RELATED DECISIONS / GUIDANCE**

13.1 The Delivery Plan will take account of relevant Government guidance.

## APPENDIX 1

### **About this Sustainable Community Strategy**

(Extract from report to Hackney Council Cabinet on 24<sup>th</sup> November 2008)

This community strategy is our shared 10 year vision. The priorities set out in it are a framework for local public services and partners from business, community and voluntary sectors to guide our work over the next decade to improve the quality of life in the borough.

All councils set out their long-term plans, to take into account the unique characteristics of each place and shape the locality they govern. Here you will find Hackney's approach. It is unique to Hackney, playing to its strengths and addressing its needs.

Since our first community strategy of 2005, Mind the Gap, there have been major successes in reducing infant mortality and the rate of teenage pregnancy. Many more Hackney residents are in jobs. Nearly two thirds of council homes meet the "decent" standard, compared to only a quarter five years ago, our streets are cleaner, and seven of our parks are judged to be "green flag" standard, or excellent. Quality of life in Hackney has improved.

However, all of Hackney's wards stubbornly remain in the top 10 percent most deprived wards nationally. The greatest risk to community cohesion in Hackney is economic polarisation. Closing the gap between our wealthy residents and our most deprived remains the strategic focus for the borough.

As a partnership our priorities are tackling poverty and inequality through raising the aspirations of our residents, especially Hackney's children and young people, to interrupt the cycle of deprivation, and supporting people to improve their life chances and to achieve their ambitions.

### **How we will work to achieve this vision for Hackney**

Having looked at the best available evidence about Hackney now, and the challenges and opportunities the borough and its people face, we have agreed six priorities for the next ten years. These are to:

1. Reduce poverty by supporting residents into sustainable employment, and promoting employment opportunities.
2. Help residents to become better qualified and raise educational aspirations.
3. Promote health and wellbeing for all, and support independent living.
4. Make the borough safer, and help people to feel safe in Hackney.
5. Promote mixed communities in well designed neighbourhoods, where people can access high quality, affordable housing.
6. Be a sustainable community, where all citizens take pride in and take care of Hackney and its environment, for future generations.

## Outcomes

A set of 18 outcomes provide partners with a focus for their own long-term planning, and the agenda for collective discussion. This is what will have happened in 10 years if we are to realise our vision.

1. Substantially narrow the gap between Hackney's employment rate and the London average.
2. Increase employment for people in Hackney who are disabled or have a long-term health condition or mental health problems.
3. Improve the earnings of people in Hackney to lift them out of poverty.
4. Close the gap between the percentage of people in Hackney with no qualifications at all and the London average and increase the percentage of people of working age in Hackney who hold qualifications fit for the job market.
5. Ensure the educational improvement of Hackney's children and young people is excellent and that educational performance by school leaving age is consistently above the national average.
6. Ensure parents, families and carers are effectively supported to inspire their children to achieve wellbeing and reach their full potential in life, particularly families living in poverty.
7. Promote and maintain mixed, sustainable communities in all our neighbourhoods by securing a tenure and dwelling mix, including affordable homes and homes adaptable for people's changing needs.
8. Reduce the overall mortality rate in Hackney for all.
9. Reduce health inequalities in Hackney by promoting fair access to health advice, support, programmes and local amenities so everyone is able to enjoy good health.
10. To reduce the rate of mental illness in Hackney and close the gap in mental wellbeing between people from different backgrounds and between people living in the most and least deprived areas in the borough.
11. To enable independent living and offer personalised support for people with support needs living in Hackney, including older people, disabled people and carers.
12. Use excellent, sustainable urban design across the borough in our streets, on our estates, in our town centres and in other public spaces and local amenities; design which encourages and enables people to walk, cycle, play and spend time together safely in the community.

13. To make the borough safer, and make sure people living in, working in, studying in and visiting Hackney can feel safe in our borough.
14. To ensure that our town centres in Dalston and Hackney Central and our areas of growth in Shoreditch, Woodberry Down and Hackney Wick are vibrant places where local people and visitors choose to shop and spend leisure time, and that make sure these centres remain attractive places to do business and invest in.
15. To enable and empower all our citizens to take an active role in local community, civic and democratic life in the Borough.
16. To achieve a reduction in CO2 emissions from the local area in line with national and internationally set standards from domestic, commercial /industrial and transport emissions.
17. To minimise the waste produced by local public services and enable local citizens, businesses and public services to minimise waste and to use resources including energy, water and waste in a sustainable way.
18. To provide fair access to first class public services in Hackney, and provide value for money for local residents and businesses.

## **Worklessness**

The first cross-cutting review of this Sustainable Community Strategy will be looking at worklessness in Hackney, its complexities, and the barriers that exist to people entering the labour force. This review will inform and refine the aims of the strategy in tackling worklessness. It will begin in early 2009.

Issues we will want tackle include:

- evaluation of what's worked, or not, so far;
- are our interventions at the right scale to get us where we want to be;
- attitudes to work;
- barriers to working that may be beyond our control, on some of which we may be able to lobby national government for change;
- how we mitigate any potential contradictions in what we're setting out to achieve between this priority and other priorities in the Strategy, e.g. supporting more women into work as opposed to focusing on parenting as a means of raising educational attainment;
- how we measure and work to increase the amount of social capital in Hackney – we know that, *“living in deprived areas can help perpetuate worklessness as there are fewer employed contacts through which individuals can find work. Finding work through personal contacts is the most common route into employment for the unemployed;”*<sup>1</sup> how then can we foster a greater level of “social leverage”, i.e. informal networks associated with how people find jobs and other opportunities?

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<sup>1</sup> Social Capital: a discussion paper Prime Minister's Strategy Unit 2002;

## APPENDIX 2

The list below arises from discussions with Council officers. It is an early and informal indication of priorities the Council may have prior to the formal consultation process on the draft Delivery Plan 2009/10. The great bulk of the items below, but not all, have been incorporated into the 'Proposed Key Service Improvement Priorities for the Delivery Plan 2009/10' in Appendix 3.

<b>Hackney Council's Informal Proposals for Possible Key Priority Improvements for Hackney Homes' Delivery Plan in 2009/10.</b>	
	<b><u>Asset management</u></b>
1.	Delivering Decent Homes
	<b><u>Improving service delivery</u></b>
2.	Increasing leaseholder satisfaction
3.	Handling complaints
4.	Increasing effectiveness of TMOs
	<b><u>Improving quality of life for residents</u></b>
5.	Supporting tenants and leaseholders into work
	<b><u>Improving satisfaction with where people live</u></b>
6.	Delivering Estate Plans
7.	Improving satisfaction with parking
8.	Minimising waste / increasing recycling
9.	Reducing unit costs of management and maintenance
10.	Improving resident engagement through capacity building.

## APPENDIX 3

## **Proposed Key Service Improvements for the Draft Hackney Homes 2009/10 Delivery Plan**

<b>No</b>	<b>Service improvement sought</b>	<b>Summary justification for selecting this service area for improvement</b>	<b>'So what?' : Benefits of proposed service improvement for service users</b>
1.	Effective delivery of Year 3 of Phase 2 of the Decent Homes programme.	Essential to protect the fabric of buildings and improve their thermal efficiency. The Government requires it. The scale of the Decent Homes programme in 2009/10 will, with the availability of ALMO credits, be more than twice that of 2008/09.	Overall quality of the home is 2 <sup>nd</sup> highest priority for tenants. New kitchens and bathrooms would be very popular with over 7,000 tenants due to receive them starting in 2009/10 once ALMO credits are received. Better thermal efficiency has marked financial & health benefits for residents.
2.	Making the repairs service more service-user focussed.	Much more tenant profiling info, the arrival in 2009 of Customer Relations Mgt. and Repairs modules on the new IT system offer an opportunity in 2009 to improve communication with service users and enhance repairs ordering processes.	Repairs and maintenance is by far the most important single service for tenants.
3.	Improving repairs service and contractor performance.	Appointment of new contractors is an ideal moment to manage and benchmark contractors' performance against each other and the in-house service on cost, time taken and customer satisfaction.	Repairs and maintenance is by far the most important single service for tenants.
4.	Achieving consistently good handling of anti-social behaviour (ASB) cases.	The new ASB IT system module will assist in the mgt allows, and the analysis of cases shows, the need for improved ASB case management.	ASB is the 3 <sup>rd</sup> highest priority for both tenants & leaseholders and their satisfaction with the way their report was handled is only slightly over 40%.
5.	Better standard services to TMO residents	TMOs generally have below average and more variable service standards as measured by the performance report.	TMOs provides services to 16% (in 7) of all Hackney Homes residents and satisfaction of TMO residents has now fallen below the average.

<b>No</b>	<b>Service improvement sought</b>	<b>Brief justification for selecting this service area for improvement</b>	<b>‘So what?’ : Benefits of proposed service improvement for service users</b>
6.	Increased satisfaction with car parking.	Evidence of widespread dissatisfaction amongst residents, although a lack of space availability will make a big increase in satisfaction hard to achieve.	Car parking was the issue with the 2 <sup>nd</sup> highest incidence of serious problems recorded by the MORI surveys for both tenants and leaseholders.
7.	Improving effective resident engagement	The wide-range of persons interested in becoming involved gives scope to enhance the effectiveness of engagement through capacity building.	Effective and diverse resident engagement and its resultant feedback is a very effective way of informing the development and delivery of highly valued service-user focussed services.
8.	Enabling residents in workless households to get work	Hackney has one of UK lowest % in work. Tackling this is a 2009/10 priority in the Sustainable Community Strategy. Two Hackney Homes’ housing mgt. partners are already contractors to Council in this.	Living in a home with no one in work has several adverse knock-on affects on life chances, health etc. Almost half of London social homes have no one in work. Only 20% of (the albeit younger) private renters have no one in work
9.	Regular programmed deep cleaning of stairs and bin chambers.	Ensuring that all relevant areas receive this deep cleaning on a regular basis will make daily cleaning more effective. It will also pre-empt public health problems.	There have been a substantial number of requests for residents for such cleaning largely because of unattractive smells. It is a VFM way of maintaining quality of the estate environment.
10.	Minimising waste through increasing recycling	A coming crunch on land fill costs requires big changes in current practice. Education and info. for residents is key and Hackney Homes staff are well-placed to do that.	‘Rubbish and litter’ is the neighbourhood issue which is most often seen by both tenants and leaseholders as a serious problem.
11.	A substantial interim repairs programme on Woodberry Down.	Substantial interim repairs are needed, targeting those homes in the later phases of the 20 year regeneration programme.	Residents and the Woodberry Down Community Organisation have pressed for interim repairs.
12.	More informed awareness by leaseholders of the VFM service charges provide.	MORI survey found that net leaseholder dissatisfaction with service charges value for money very high (51%) - one of the very few scores worse in 2008 cf 2006.	Value for money is by far the most important concern for leaseholders.

<b>No</b>	<b>Service improvement sought</b>	<b>Brief justification for selecting this service area for improvement</b>	<b>‘So what?’ : Benefits of proposed service improvement for service users</b>
13.	Improve clarity and accuracy of service charge bills.	Would aid income collection. Detailed accurate breakdown of service charge costs needed to meet VFM concerns. 2009 IT system and better data will help.	More transparent and informative service charge bills is a high priority for the Leaseholder Group.
14.	Progress in tackling VFM concerns of leaseholders on major works.	This would help major works costs collection and leaseholders’ concerns could be harnessed to inform challenges by Hackney Homes to quality of works.	Value for money is by far the most important concern for leaseholders and they have highlighted concerns about the quality of works.
15.	More flexibility in the payment options option to leaseholders for both service charges and major works bills.	Over half of leaseholders have incomes of under £25k. Affordability could be a major problem. More flexible payment methods could allow improved income collection.	Leaseholders Groups had already flagged up that many leaseholders were going to face great difficulty paying high bills even before the impending national job and overtime cuts bite.
16.	More appropriate responses to and use of complaints.	The image & reputation of public service agencies are very much affected by how well they handle complaints. Too often responses are too slow and the learning not always systematically captured.	Satisfactory responses to complaints can greatly improve how service users feel about an agency responsible for perceived service failures. There could be significant service benefits if the ‘free consultancy’ that complaints offer are utilised.
17.	More effective performance management of the Service Standards.	The measurement of Service Standard performance is more limited than their importance suggests is needed.	Progress in tackling VFM concerns of leaseholders on major works.
18.	Implement through Project Excellence various modules of new IT system.	The essential replacement of existing IT system needs to go hand in hand with substantial service process changes to ensure its full potential benefit is realised.	New IT system offers scope to greatly improve not only service delivery, but also in particular the quality of the immediate response by staff to service user enquiries.
19.	Improving value for money.	Better VFM may allow more investment in new priorities. It is important for residents’ perception that Hackney Homes, which has to make large savings in its fee in the coming years, is clearly cost effective.	Improving VFM will allow more investment in service areas with growing priority. Value for money is extremely high priority for leaseholders and tenants’ satisfaction with VFM did not increase significantly between 2006 and 2008.

Title of Report: <b>Financial Overview and Budget Update</b>	
Decision Making Body: <b>Hackney Homes Board</b>	Date: <b>Monday 8<sup>th</sup> December 2008</b>
Classification: <b>FOR INFORMATION</b>	Report of: <b>Director of Finance &amp; Resources</b>
Item Previously considered at: <b>Audit and Finance Committee</b>	On Which Date: <b>1<sup>st</sup> December 2008</b>
Report Author: Neil Isaac	Appendices: N/A

### Report Outline:

- Paragraph: 1.0 - Summary of Report;
- Paragraph: 2.0 - Recommendation(s) to the Board ;
- Paragraph: 3.0 – Background;
- Paragraph: 4.0 – Discussion of Issues
- Paragraph: 5.0 - Impact Upon The Hackney Homes Strategic Plan;
- Paragraph: 6.0 - Impact Upon The Hackney Homes Risk Register;
- Paragraph: 7.0 - Consideration of the Hackney Homes Equality & Strategy 2006 and Action Plan 2007 - 2010;
- Paragraph: 8.0 - Consultation Process & Findings;
- Paragraph: 9.0 - ICT Implications;
- Paragraph: 10.0 - Human Resources Implications;
- Paragraph: 11.0 – Financial Implications;
- Paragraph: 12.0 - Legal Implications / Advice;
- Paragraph: 13.0 - Other Related Decisions / Guidance.

If you have any questions about this report, please contact Neil Isaac on 020 8356 5730 or email [neil.isaac@hackneyhomes.org.uk](mailto:neil.isaac@hackneyhomes.org.uk)

### 1.0 SUMMARY

- 1.1 This report sets out the current financial position of Hackney Homes and the delegated Council Budgets. It also provides an update on the progress made in setting the 2009/10 budgets.
- 1.2 The current projection for Hackney Homes Management Fee expenditure is for a small underspend against the Management Fee. As previously

reported there is one significant area of overspend on delegated budgets, that is energy costs arising from the annual Council's re-tendering of energy contracts. There is also an under-recovery of rent income as a result of reducing stock numbers and the budgeted level of voids. The capital programme is broadly on track.

- 1.3 For the 2009/10 Budget setting process, the Audit and Finance Committee has taken the lead in identifying and recommending savings necessary to keep the HRA in balance.

## **2.0 RECOMMENDATION**

- 2.1 That Board note the content of this report.

## **3.0 BACKGROUND**

- 3.1 The Audit and Finance Committee regularly receives budget monitoring information, and reports the key issues to the Board.
- 3.2 The HRA Medium Term Planning Forecast (MTPF) identified the need to make ongoing savings in future years budgets. The process for setting the 2009/10 budgets is near completion.
- 3.3 At the last Board meeting it was agreed that the Audit and Finance Committee will take the lead on budget preparation for 2009/10.

## **4.0 DISCUSSION OF ISSUES**

### **4.1 BUDGET MONITOR**

- 4.1.1 The management fee expenditure for Hackney Homes is projecting an underspend of £42k on the budget of £44m.
- 4.1.2 The delegated budgets are showing a significant overspend on energy costs of £2m as a result of fluctuations in energy prices. The re-tendering by the Council of the annual energy supply contracts has resulted in a doubling of the costs. This was reported previously. Discussions are underway with the Council as to whether this cost should be passed onto residents this year or charges increased with effect from next year. At this stage it is likely that there will not be a mid year increase, with 2009/10 charges reflecting the same % increase as has been experienced with energy costs this year. It should be noted that leaseholders will be charged the actual costs; this could increase income by some £500k and reduce the overspend as a result.
- 4.1.3 The rent debit variation was reported previously to Board. The budget variance is £0.9m as a result of stock losses and accelerated decants. This includes a decrease in income of £392k as a result of the West Haggerston / Kingsland transfer in September.

4.1.4 As we reported to the last Board Meeting a repairs review has been undertaken as there were signs of increasing pressures on these budgets. The results of the review were discussed at the last Audit and Finance Committee meeting, with a summarised report elsewhere on this agenda.

4.1.5 The capital programme is broadly on track. There is a planned underspend of £1m on the Integrated Housing Management System and a number of virements to resource additional capital void works.

## **4.2 BUDGET 2009/10**

4.2.1 Hackney Homes budgets have to be set in accordance with the HRA MTPF. The HRA MTPF has identified the need to make ongoing savings for future years budgets. The process for setting the 2009/10 budgets is drawing to a close. Changes to the RPI in October (the critical month for setting next year's budget) and the transfer of the entire estate cleaning and grounds maintenance staffing budget to the management fee has resulted in an increase in the saving requirement to £1.5m from the £1.1m previously reported. The saving requirement on the delegated budget is unchanged at £2.6m.

4.2.2 Audit and Finance Committee on the 1<sup>st</sup> of December considered the options for making the savings on both the management fee and the delegated budget.

4.2.3 The Management fee can be balanced without any impact on front line services as the savings previously identified are augmented by the year two savings identified in the best value review of estate cleaning and grounds maintenance.

4.2.4 The delegated budget can now be balanced without a significant impact on services next year. We previously reported to Board that further work was required to ensure a balanced budget. Improved performance on void turnaround has been sustained, so it is now possible to reflect that improved performance in the budget for next year's rental income. This has avoided difficult discussions about the discretionary elements of the repairs budget.

4.2.5 Subject to the Board's comments the budget will be finalised in early January and reflected in the HRA budget that is scheduled to be considered by the Cabinet in January.

## **5.0 IMPACT UPON THE HACKNEY HOMES STRATEGIC PLAN**

5.1 A balanced budget is fundamental to the achievement of Hackney Homes' business objectives. The process outlined in this report will allow the Board to control the budget process so that the budget will be set to best deliver the business objectives.

## **6.0 IMPACT UPON THE HACKNEY HOMES RISK REGISTER**

- 6.1 The Hackney Homes risk register includes the risk of not having a balanced budget. The mitigating action includes robust budget planning and budget monitoring, undertaken by the Executive team and the Audit and Finance Committee and the Board.

## **7.0 THE HACKNEY HOMES EQUALITY & DIVERSITY STRATEGY 2006 / ACTION PLAN 2007 – 2010**

- 7.1 The delivery of the E&D strategy is dependant as least in part on adequate resourcing. Good financial planning and Board input will ensure that resources are allocated to priority areas.

## **8.0 CONSULTATION PROCESS & FINDINGS**

- 8.1 The Resident Liaison Group will be consulted on budget proposals as will residents as part of the rent consultation process. In addition we will work closely with the Council to ensure that proposals made by HH will allow the Council to deliver its priorities.

## **9.0 ICT IMPLICATIONS**

- 9.1 There are no specific IT implications arising from this report. However the introduction of Project Excellence should facilitate the making of efficiency savings in the future thus minimising any need to reduce services.

## **10.0 HUMAN RESOURCES IMPLICATIONS**

- 10.1 We have to work closely with staff to mitigate the uncertainty arising from the need to make significant savings on budgets that are largely staffing related. Savings have been identified that do not have a direct impact on existing staff numbers for 2009/10. However future savings requirements are such that staffing savings may well need to be made in the future. Formal discussions with staff side will commence once the Audit and Finance Committee has considered the savings options in the spring.

## **11.0 FINANCIAL IMPLICATIONS**

- 11.1 These have been included in the body of the report.

## **12.0 LEGAL IMPLICATIONS / ADVICE**

N/A

## **13.0 OTHER RELATED DECISIONS / GUIDANCE**

N/A

Title of Report: : <b>UPDATE REPORT ON DECENT HOMES PROGRAMME December 2008</b>	
Decision Making Body: <b>Hackney Homes Board</b>	Date: <b>Monday 08 December 2008</b>
Classification: <b>“For Information”</b>	Report of: <b>Director of Property Services</b>
Item Previously considered at: <b>Hackney Homes Board</b>	On Which Date: <b>Monday 8th October 2008</b>
Report Author: <b>Alan Turner and Tom Geard</b>	Annex 1 – 2008/09 Cash-flow chart Annex 2 – KPI satisfaction response

**Report Outline:**

- **Paragraph: 1.0 - Summary of Report;**
- **Paragraph: 2.0 - Recommendation(s) to the Board ;**
- **Paragraph: 3.0 – Background;**
- **Paragraph: 4.0 - Impact Upon The Hackney Homes Business Plan;**
- **Paragraph: 5.0 - Impact Upon The Hackney Homes Risk Register;**
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- **Paragraph: 8.0 - ICT Implications;**
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- **Paragraph: 10 – Financial Implications;**
- **Paragraph: 11 - Legal Implications / Advice;**
- **Paragraph: 12 - Other Related Decisions / Guidance.**

**1.0 SUMMARY**

- 1.1 This report describes progress on the 2008/09 Decent Homes Programme.

**2.0 RECOMMENDATION**

- 2.1 **This report is for information.**

### 3.0 BACKGROUND

#### 3.1 2008/09 Performance – Progress by contract area

##### Stoke Newington:

External works to blocks in progress	3
External works to blocks Completed	29
External works to blocks due to start	1
External Works to Blocks – Total	33

Street Properties Works in progress	0
Street Properties Works Completed	12
Street Properties Works due to start	0
Street Properties works-Total	12

##### North East:

External works to blocks in progress	12
External works to blocks Completed	17
External works to blocks due to start	0
External Works to Blocks – Total	29

Kitchen and bathroom renewal in progress	0
Kitchen and bathroom renewal completed	35
Kitchen and bathroom renewal due to start	0
Kitchen and bathroom renewal- Total	35

Street Properties Works in progress	0
Street Properties Works Completed	5
Street Properties Works due to start	0
Street Properties works-Total	5

##### Shoreditch A:

External works to blocks in progress	
External works to blocks Completed	
External works to blocks due to start	
External Works to Blocks – Total	6

Kitchen and bathroom renewal in progress	9
Kitchen and bathroom renewal completed	0
Kitchen and bathroom renewal due to start	15
Kitchen and bathroom renewal- Total	0

Street Properties Works in progress	50
Street Properties Works Completed	0
Street Properties Works due to start	50
Street Properties works-Total	

	0
<b>Shoreditch B:</b>	1
	2
External works to blocks in progress	3
External works to blocks Completed	
External works to blocks due to start	
External Works to Blocks – Total	
	2
Kitchen and bathroom renewal in progress	7
Kitchen and bathroom renewal completed	2
Kitchen and bathroom renewal due to start	11
Kitchen and bathroom renewal Total	
<b>Homerton:</b>	0
	38
External works to blocks in progress	0
External works to blocks Completed	38
External works to blocks due to start	
External Works to Blocks – Total	
	0
Kitchen and bathroom renewal in progress	0
Kitchen and bathroom renewal complete	18
Kitchen and bathroom renewal due to start	0
Kitchen and bathroom renewal Total	18
	0
	29
	0
	29

### 3.2 Decent Homes Performance 2008/09 - Targets

#### Units Made Decent in 2008-09 by Contract Area

Contract Area	2008-09 Target	Overall Decent Qtr1	Overall Decent Qtr2	Overall Decent Qtr3	Overall Decent Qtr4	Overall Decent Total
Homerton	N/A	114	123			237
North East	N/A	0	0			0
Shoreditch A	N/A	0	36			36
Shoreditch B	N/A	7	0			7
Stoke Newington	N/A	0	0			0
<b>Total</b>	400	121	159	0	0	280

3.3 These figures are based on reported completions to 30<sup>th</sup> September 2008 and are subject to audit. The above figures will also be supplemented by completed voids and technical adjustments at the end of the year.

- 3.4 The target % of homes non-decent at 1<sup>st</sup> April 2009 is 31.7%. This is also a National Indicator that is published annually, and is subject to audit by the Audit Commission. At the end of the second quarter, the Decent Homes programme is well on track to meet the target, with the total of non-decent homes reduced to 32.51%.

Progress towards the target is shown below:

	2007-08 Final Returns	2008-09 Target	2008-09 Qtr1 Return	2008-09 Qtr2 Return	2008-09 Qtr3 Return	2008-09 Qtr4 Return
NI 158 (% non-decent council homes)	33.30%	31.70%	33.19%	32.51%		

- 3.6 The Audit Commission have confirmed that where dwellings are due for demolition beyond 2010 these can be discounted from the total non decent stock provided they are currently failing decency. There are 2810 dwellings awaiting regeneration which are therefore excluded from the Decent Homes calculations.
- 3.7 The current assessment is that some 7,842 homes remain to be made Decent between 1<sup>st</sup> April 2009 and 2012/13.

### 3.8 Resident Satisfaction

The KPI used to measure resident satisfaction currently has a target of 85% of residents expressing satisfaction with completed Decent Homes works. All constructors are consistently exceeding this target. The target for the response rate, that is the number of completed satisfaction surveys completed by residents, is 95%. Two of the three main constructors are meeting the target with the other slightly behind at 92.4% (see chart at **Annex 2**). The KPI targets will be reviewed in January 2009. More challenging targets will be set where targets are being easily met.

## 4.0 IMPACT UPON THE HACKNEY HOMES BUSINESS PLAN

- 4.1 This is a regular update report on the Business Plan's objective to deliver the Decent Homes standard.

## 5.0 IMPACT UPON THE HACKNEY HOMES RISK REGISTER

- 5.1 No impact from this report.

## 6.0 THE HACKNEY HOMES EQUALITY & DIVERSITY STRATEGY 2006 ACTION PLAN 2007 – 2010

6.1 No implications.

## **7.0 CONSULTATION PROCESS & FINDINGS**

7.1 The satisfaction levels, in 3.9 above, are captured using questionnaires presented to the resident when the works are completed. This process has been recently assessed and has been agreed as still being most effective method of capturing this information.

7.2 In addition to the above the Decent Homes Teams have set up:

- Regular “Surgeries” on the Estates this gives the resident the opportunity to meet with the Constructors Resident Liaison Officer (RLO) and Hackney Homes Client Officer (CO), where they can discuss future or current programmes of work. The residents that attend the “Surgeries” welcome and appreciate the meeting.
- “End of Project” reviews with the residents (including leaseholders) (representatives of those groups) have been organised, where the Constructor, Hackney Homes and representative walk through and around the project, and record “snags” etc. This walkabout is also seen as an opportunity to obtain further feedback on how the residents felt the project went.
- Regular meetings with the local Neighbourhood office to keep them up to speed with the programmes of work, providing information packs. They, in turn, can then communicate this to their residents.
- Attendance at the Reactive Repair “Surgeries” ; the advantage of this combined session, is that the resident has a one stop shop for
  - Repairs & Maintenance
  - Updates and information relating to Decent Homes inquiries
  - Translation Service (Turkish) is provided

## **8.0 ICT IMPLICATIONS**

N/A

## **9.0 HUMAN RESOURCES IMPLICATIONS**

N/A

## **10.0 FINANCIAL IMPLICATIONS**

10.1 The Decent Homes 2008/09 programme has a budget of £20m. We anticipate a full spend of this budget. Work on site will reduce as the year progresses but preparation of projects for 09/10 will continue.

10.2 The actual 2008/09 expenditure to date is shown in the table below:

<b>Contract Area</b>	<b>Forecast Spend</b>	<b>Actual Spend as at 31/10/08</b>	<b>Spend Outstanding</b>
Homerton	£6.149m	£3.107m	£3,042m
Shoreditch A	£3.626m	£3.011m	£0,615m
Shoreditch B	£2.176m	£1.748m	£0.428m
North East	£5.062m	£3.835m	£1,227m
Stoke Newington	£2.987m	£2.795m	£0.192m
<b>TOTAL</b>	<b>£20.000m</b>	<b>£14.496m</b>	<b>£5.504m</b>

- 10.3 The table above shows we have spent nearly £14.5m against a project forecast spend £20.0m. This means that there is £5.5m capital expenditure outstanding to be spent in the next five months to the end of the financial year. **Annex 1** shows the cash-flow on the programme in chart format.
- 10.4 The Sectional Commencement Agreement (SCA) mechanism, described below, allows commitments to be carefully controlled. Financial monitoring is done on a weekly basis (as opposed to monthly) to thoroughly check that expenditure matches the value of completed work and that there is sufficient work in progress to fully use the resources available.
- 10.5 As a consequence of these actions a full spend of the £20.0m works budget allocated for this programme is predicted.
- 10.6 Commitment of expenditure occurs when a Sectional Commencement Agreement (SCA) is signed with the constructor. A SCA covers a group of properties and typically has a value of £1m - £2m. The available annual capital budgets are controlled through the total value of SCAs issued not exceeding the allocated resources.
- 10.7 We will continue to prepare the Year 3 programmes for commencement as soon as the resources become available. The Audit Commission inspection in November 2008 will determine when and if additional resources (ALMO credits) become available. It is unlikely that the timing will have much impact on expenditure in 2008/09, but Hackney Homes is prepared for a big acceleration in expenditure in 2009/10 if the additional resources are awarded.

## **11.0 LEGAL IMPLICATIONS / ADVICE**

N/A

## **12.0 OTHER RELATED DECISIONS / GUIDANCE**

N/A

Decent Homes Phase 2 Total Summary



