

**HACKNEY HOMES Ltd  
Board Meeting**

**Monday 10<sup>th</sup> November 2008 at 6.30pm to 9.15pm**

**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)

Neehara 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)

**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 41

Monday 10<sup>th</sup> November 2008 at 6.30 pm to 9.15 pm

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.	Chair	Declarations of Interests		Information	1 min	6.32-6.33
3.	Chair	Questions received from the public		Information	2 mins	6.33-6.35
4.	Chair	Minutes of Monday 20 <sup>th</sup> October 2008 (Part A) and Matters Arising	1-10	Decision	5 mins	6.35-6.40
5.	Chair	Hackney Homes' Chair Report		Information Verbal Report	5 mins	6.40-6.45
6.	R Tyson S Lloyd T Edwards	Report back from Committees: a) RLG 30 <sup>th</sup> October 2008 b) Audit and Finance Committee 3 <sup>rd</sup> November 2008 c) Service Improvement Committee Meeting 4 <sup>th</sup> November 2008		Information Verbal updates	10 mins	6.45-6.55

7.	C Graves	Chief Executive's Report - Strategic Overview	11-18	Information	10 mins	6.55-7.05
8.	S Finlay from MORI	Results of the Ipsos Mori Tenants' Satisfaction Survey and Deprivation		Information	60 mins	7.05-8.05
<b>B R E A K</b>					<b>5 mins</b>	<b>8.05-8.10</b>
9.	C Graves & Executive Team	Hackney Homes Performance – Overview	19-24	Information and Discussion	10 mins	8.10-8.20
10.	N Isaac	Financial Overview and Budget Update	25-28	Information	20 mins	8.20-8.40
11.	C Graves/ Exec Team	Hackney Homes Inspection update		Information Verbal Report	5 mins	8.40-8.45
12.	T Haill	Project Excellence	29-34	Information	10 mins	8.45-8.55
13.	T Merrett	Venues of Board Meetings	35-38	Decision	10 mins	8.55-9.05
14.	Chair	East London Business Alliance (ELBA) Tours	39-41	Information only		

15.	Chair	Any Other Business		Discussion	5 mins	9.05-9.10
16.	Chair	<b>Date of Next Board Meeting: Monday 8th December 2008 at 6.30pm Christopher Addison House</b>		Information		

**Please Note: Hackney Homes will not be holding a Part B (Not Open to the Public) Meeting on Monday 10<sup>th</sup> November 2008 as there are not any confidential and/or commercially sensitive agenda items to consider.**



## Hackney Homes Ltd

ITEM 4

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

On 20 October 2008 at 6.30PM

Present	<p><b>Board Members</b>  Rupert Tyson (Chair)  Alice Burke (Vice Chair)  Danny Sutcliffe  Karen Dodds  Terry Edwards  Samantha Lloyd  Brian Marsh  Marie Photiou  Afolasade Bright  Jonathan McShane  Asim Bhattacharyya  Feryat Demirci</p>	<p><b>Hackney Homes Officers</b>  Charlotte Graves  Neil Isaac  Gary Penticost  Peter O’Kane  Sunil Desai  Tom Hunt  Neehara Wijeyesekera  Sunil Desai  Tom Hogan  Pat Ronayne  Judith Morrison  Kevin Kingston  John Newton</p> <p><b>Trade Union</b>  Steve Edwards  Melvin Drayton</p>	<p><b>Stakeholder Representatives (Hackney Council)</b>  Stephen Tate  Nimisha Patel</p> <p><b>Housing Partners</b>  Elliot Brooks(Pinnacle)  John Ferman (Pathmeads)  John Newbury (Mouchel)</p> <p><b>Member of the Public</b>  Muriel Gordon  Rhonda Dewsnap</p>
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	Part A – Open to the Public	Action	Date
<b>1. Welcome/Apologies/ Introductions</b>	<p>Apologies were received from the following:</p> <ul style="list-style-type: none"> <li>• Audrey Villas</li> <li>• Linda Kelly</li> <li>• David Larkin</li> <li>• Robin Smith</li> <li>• Alex Jarosy</li> <li>• Eric Cato</li> </ul>		

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	The Board welcomed Tess Merrett, the new Governance Manager and asked her to write to Cheryl Ramsay, the previous Governance Manger to thank her for all her work and to offer the Board's condolences in her recent bereavement.		
<b>2. Declarations of Interests.</b>	The Board considered that all interests whether pertinent to a particular meeting or not should be declared each time. Neil Isaac said that interests only need be declared if there was a direct conflict with any of the papers to be discussed. However, a note would be circulated to clarify the position.	<b>Neil Isaac/Tess Merrett</b>	<b>Nov</b>
<b>3. Questions from the Public</b>	No questions were received from the public.		
<b>4. Minutes of 18 August 2008 (Part A) and matters Arising</b>	<u>Minutes of 8 September 2008 (Part A)</u> The minutes were agreed as a true record and signed accordingly.  <u>Matters arising from the Hackney Homes Board Meeting Minutes of 8 September 2008</u> There were no matters arising.		
<b>5. Hackney Homes' Chair Report</b>	Rupert Tyson introduced his report.  <u>Ashridge Awayday</u> Rupert Tyson was pleased with the views that had been raised at the Board awayday at Ashridge and he asked if Board Members could return the feedback forms on the event to the Governance Team. There was some discussion about the possibility of setting up a Think Tank.  Rupert Tyson highlighted several events he and other Board Members had attended since the last Board meeting	<b>All Board  Chair</b>	

	<p><u>Inspection</u> The following Board Members, comprising a balance of Residents, Council nominees and Independents, had been selected to form a focus group for the Inspection</p> <ul style="list-style-type: none"> <li>• Marie Photiou</li> <li>• Danny Sutcliffe</li> <li>• Samantha Lloyd</li> <li>• Linda Kelly</li> <li>• Alice Burke</li> <li>• David Larkin</li> </ul> <p>The Board noted the Chair's report.</p>		
<p><b>6. Report back from Committees:</b> <b>a) Hackney Homes Audit and Finance Committee Meeting- 6 October 2008</b></p> <p><b>b) Hackney Homes Service Improvement Committee 14 October 2008</b></p>	<p><u>Audit &amp; Finance</u> Feryat Demirci said the timetable for this committee conflicted with another commitment and as a result she had to step down.</p> <p>Samantha Lloyd, Chair of the Audit &amp; Finance Committee, (A&amp;F) gave an overview of the budget setting process and its implications. The final budget would come to Board for approval in December and she invited all Board Members to attend the next Audit &amp; Finance Committee scheduled for 3 November 2008 if they wished to take part in detailed budget discussions.</p> <p>Terry Edwards, Chair of the Service Improvement Committee, (SIC) had circulated some notes of the first meeting to Board Members. The Committee had decided that Procurement came under the remit of the A&amp;F and not the SIC. Marie Photiou said that the Committee considered it should be the forum to discuss and deal with issues in depth and as such, would only be able to discuss one or two topics per month. The Committee wanted the Board to direct the areas the SIC should deal with and asked the Board to list out their top 3 priorities for the Committee for future agendas</p>	<p><b>Governance Team, Board Members</b></p>	<p><b>4.11.08</b></p>

<p><b>7. Chief Executive's Report</b></p>	<p>Charlotte Graves outlined Hackney Homes' activity and highlighted current issues of importance.</p> <p>5.0 <u>Inspection Preparation</u> Charlotte Graves said that there were just 4 weeks left before the Inspection began. The Executive had met with the Inspectors and they had responded positively to Hackney Homes' Self Assessment. The Inspectors would be on site 4 days a week beginning from 17<sup>th</sup> November for two weeks. The Board asked whether the Inspectors would meet with the Members of the Board member focus group individually or as a group. Charlotte Graves said that the Board Members would be seen as a group. The second week of the Inspection was the most convenient for all the focus group Members to meet with the Inspectors. Charlotte Graves said that the Inspection result would be released in accordance with the Audit Commission's timetable.</p> <p>8.1 <u>Project Excellence</u> Charlotte Graves said that officers were working on how to involve Residents in the long term in this project as the technology would have an impact on how we provided services to Residents in the future.</p> <p><u>Appendix 1 Woodberry Down</u> Kevin Kingston said that officers had held a very positive meeting with the Housing Corporation with a view to submitting a bid for the development of social rented housing and that the Planning Committee had now approved the master plan.</p> <p>The Board noted the Chief Executive's Report</p>		
<p><b>8. Hackney Homes Performance - Overview</b></p>	<p>Neil Isaac introduced the report and highlighted the following.</p> <p><u>Rents &amp; service charges</u> The position with service charges was an improved one compared with performance in August last year. The Board asked how the current credit crisis may affect rent collection and arrears. Neehara Wijeyesekera said that the current arrears position was under £5m and the Council's target was £4.3m so</p>		

	<p>until the credit crisis we were on track to meet the target. Hackney Homes were providing advice sessions to as many people as possible to assist with the current credit crisis. John Ferman said that there had been an increase in debt referrals and in benefit surgeries. The Board asked if the leaseholder arrears could be shown as a figure rather than a percentage in the Summary. Neil Isaac said that the report showed the arrears as a figure and he would look to amending the Summary to reflect the same.</p> <p>The Board asked what the main issues were for our Residents in the current credit crisis. Neil Isaac said unemployment and fuel poverty were very serious issues. The Board asked if a paper could be brought to a future Board on how investment in debt counselling might improve income generation.</p> <p><u>Void Properties</u> The voids turnaround times were good although it was proving difficult to get void re-let satisfaction surveys back from Residents. The Board asked what was being done to improve the return rate. Tom Hogan said that we had now put the surveys out to Kwest, an independent company which would carry out telephone interviews. There was a query as to why the Housing Managers could not carry these surveys out in their void re-let visits. Neil Isaac said that this method of surveying was not considered objective enough although Elliot Brooks said that Housing Managers took the opportunity in these routine visits to remind Residents to return the survey.</p> <p><u>Property Services</u> There was some discussion about targets for appointments kept in responsive repairs. Peter O’Kane explained that the target was set in the Delivery Plan which was put before Council in Cabinet and regular discussions were held in respect of performance against target.</p> <p>The Board noted the report.</p>	<p><b>Neil Isaac</b></p> <p><b>Pat Ronayne</b></p> <p><b>Neil Isaac</b></p>	<p><b>8.12.08</b></p> <p><b>8.12.08</b></p>
<p><b>9. Financial Overview and Budget Update</b></p>	<p>Neil Isaac introduced the report and highlighted a significant overspend in the delegated budgets for energy costs. However energy contracts had been tendered</p>		

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	<p>through the Council and had another 12 months to run but we were in discussion with the Council about a possible way forward. The rent debit variation which had increased as a result of stock losses and accelerated decants was also a serious issue which we were keeping a close eye on. The Board asked that we request from the Council a list of all funding streams available to enable us to maximise income. Stephen Tate said that a quarterly report already went to Council and this could be shared with Hackney Homes.</p> <p>The Board</p> <ul style="list-style-type: none"> <li>• Noted the current projection on current year budgets</li> <li>• Agreed that the A&amp;F Committee took the lead on budget preparation for 09/10</li> <li>• Agreed that all Board Members will be invited to the next A&amp;F meeting on 3 November.</li> </ul>	<p><b>Neil Isaac/Stephen Tate</b></p>	
<p><b>10. Anti Poverty Strategy</b></p>	<p>Tom Hogan introduced the report and highlighted the 5 key areas set out in the Action Plan which aimed to benefit those living on Hackney's estates</p> <ul style="list-style-type: none"> <li>• Maximising income through training and employment</li> <li>• Reducing the costs of living in a Hackney Homes property</li> <li>• Increasing access to services and information</li> <li>• Managing money and dealing with financial distress</li> <li>• Raising awareness of the services available</li> </ul> <p>The Board agreed that the elderly were very vulnerable in this area and said it was important that the elderly received consistent advice. Charlotte Graves said that training for frontline staff on the provision of benefit advice would be included in the Action Plan.</p> <p>Officers were asked to look at our procurement practices to ensure there were no long term expensive maintenance consequences. There may also be some cheap immediate measures we could implement such as providing Hackney Homes draught</p>	<p><b>Tom Hogan</b></p> <p><b>Tom Hogan</b></p>	

	<p>excluders. Tom Hogan said he would add this to the Acton Plan.</p> <p>The Board agreed and endorsed the Anti-Poverty Strategy.</p>		
<p><b>11.Hackney Homes Sustainable Supply Chain Policy</b></p>	<p>John Newton introduced the report and said that it linked in with the Anti-Poverty Strategy. There were two key areas in the policy</p> <ol style="list-style-type: none"> <li>1. To maximise opportunities for local people</li> <li>2. The development of sustainable supply chains</li> </ol> <p>both of which took value for money and best value into consideration.</p> <p>The Board asked if we could include living wage rather than minimum wage. John Newton said that the contract monitoring side could look at this area. There was a view that now Hackney Homes used bigger contractors, there were fewer opportunities for local people. Officers said that although we were governed by OJEU regulations and directives, the Policy included the development of a Hackney Small and Medium Enterprise Register which should assist in maximising opportunities for local people.</p> <p>The Board approved the Hackney Homes Sustainable Supply Chain Policy.</p>	<b>John Newton</b>	
<p><b>12.Anti Social Behaviour Policy</b></p>	<p>The Board had previously considered this policy at its meeting on 18 August.</p> <p>The Board approved the Anti Social Behaviour Policy.</p>		
<p><b>13 Delivery Plan Timetable 2009-2010</b></p>	<p>Peter O’Kane introduced the report and reminded the Board of the requirement to produce an annual Delivery Plan to be developed according to the Management Agreement between Hackney Council and Hackney Homes. The development of the Delivery Plan was later this year on account of the priority given to current service improvement activity but the timetable has been discussed with the Council. A draft</p>	<b>Peter O’Kane</b>	

	<p>Plan would be brought back to Board on 8 December 2008.</p> <p>The Board agreed the Delivery Plan timetable</p>		
<p><b>14. Complaints Performance</b></p>	<p>Neil Isaac introduced the report and the Board asked what we could do to improve performance in this area. Charlotte Graves said that initially one of the difficulties was that complaints first went to our neighbourhood partners before going to the complaints team. There was now more ownership at the beginning of the process and more complaints were getting signed off there so the timeframe had improved but once the Inspection had been completed, we would review the system. Neil Isaac said that there had also been an improvement in the number of stage 2 complaints and of those that reached stage 2, fewer of them were likely to be upheld. We were learning valuable lessons from complaints and were also investigating the introduction of a compensation policy. There was a view that the process on occasion took too long and Residents would like improvements. Neil Isaac said that our statistics were not reflecting this and it would be useful if he could be provided with some specific examples.</p> <p>Charlotte Graves said that the Enhanced TRA system was recorded on the same system as the complaints which meant that general queries were being counted as formal complaints and we were looking to separate the two. Tom Hunt said that there had been some technical difficulties but that these had now been resolved so the service would become more effective and he said he would bring a paper to Board about recording queries from walkabouts and TRAs.</p> <p>The estate walkabouts were working well and the follow up service by telephone to enquiries raised on these was good.</p> <p>Gary Penticost said that we were learning from our errors and had identified areas for improvement and were focussing on four core areas</p> <ul style="list-style-type: none"> <li>• co-operation between neighbourhood offices and property services with</li> </ul>	<p><b>Tom Hunt</b></p>	<p><b>8.12.08</b></p>

	<ul style="list-style-type: none"> <li>regards to leaks and water penetration</li> <li>• follow up from surveyor visits</li> <li>• damp and mould growth</li> <li>• failure to remedy repairs on the first visit</li> </ul> <p>We had also put additional resources in our contact centre to deal with complaints.</p> <p>The Board noted the report.</p>		
<p><b>15. Interim Vice Chair</b></p>	<p>Rupert Tyson said that owing to very poor health, Audrey Villas joint Vice Chair was unlikely to be able to perform her duties for several weeks and he proposed that an interim Vice Chair be appointed. Two ways forward had been proposed by Board Members</p> <ul style="list-style-type: none"> <li>• The Chair nominated an Interim Vice Chair</li> <li>• The Board voted on nominations</li> </ul> <p>The Board considered that it should be the whole Board who voted in an election for this position and after some discussion the Board also decided that whoever was elected should remain as Vice Chair until the next round of full Board elections.</p> <p>A secret ballot was held and Marie Photiou was elected as Vice Chair.</p>		
<p><b>16 &amp; 17 Respect Consultation and Decent Homes Update</b></p>	<p>Charlotte Graves introduced these reports which were for information only and asked the Board if they thought it a good idea to receive reports for information which did not need debate along with the formal Board papers. The Board thought it was.</p> <p>The Board agreed to receive information items only with the formal Board papers.</p>		



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<p><b>18 Any Other Business</b></p>	<p>Pat Ronayne and Tom Hunt were leaving Hackney Homes.</p> <p>The Lead Inspector would be attending the next Board meeting.</p> <p>There was a suggestion that we considered holding Board meetings around the borough.</p> <p>Board training would be reviewed.</p>		
<p><b>19</b></p>	<p>The Meeting closed at 9.05 pm</p> <p><b>Date of next Board Meeting: Monday 10 November at 6.30 pm Christopher Addison House</b></p>		

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

Title of Report: <b>Chief Executive’s Report – Strategic Overview</b>	
Decision Making Body: <b>Hackney Homes Board</b>	Date: <b>10<sup>th</sup> November 2008</b>
Classification: <b>FOR INFORMATION</b>	Report of: <b>Chief Executive – Charlotte Graves</b>
Item Previously considered at: N/A	On Which Date: N/A
Report Author: - <b>Charlotte Graves, Chief Executive</b>	Appendices: Appendix 1 – <b>Woodberry Down Update Report</b>

**Report Outline:**

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| <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 Cleaning &amp; Grounds Maintenance</b></li> <li>• <b>Paragraph: 8.0 - 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)

**1.0 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 however, 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 Budget 2009/10 the preparations are well under way, the A & F Committee will be leading on this and be making a recommendation to the Board on the best way forward in terms of achieving the required level of savings.

### **5.0 INSPECTION UPDATE**

- 5.1** The on-site inspection will commence next Monday 17<sup>th</sup> November. Hackney Homes will welcome lead inspector Patrick Mulrenan and his team of four inspectors on-site for almost 2 weeks.

Each of the inspectors has a portfolio of topics and they will be undertaking staff and resident focus groups and one to one interviews while they are on-site.

At the time of submitting this paper (Monday 3<sup>rd</sup> November), the programme has been drafted and should be finalised at least a week before the inspection begins and will be made available for the Board.

The programme includes a Board focus group which has been scheduled for Wednesday 26<sup>th</sup> November at 6.30pm. There will also be a one to one interview with the Chair of the Board. The dates and times for these interviews will be confirmed as soon as possible.

While the inspection team are on-site there will be three formal feedback sessions, including a final feedback on Thursday 27<sup>th</sup> November.

The inspection team will be providing Hackney Homes with initial feedback tomorrow (Tuesday 11<sup>th</sup> November) morning. In the afternoon we will be taking the inspection team on a tour of the borough.

The timetable for the inspection remains unchanged:

- Presentation of initial findings: Tuesday 11<sup>th</sup> November
- Borough Tour: Tuesday 11<sup>th</sup> November
- On site: Monday 17<sup>th</sup> – Thursday 27<sup>th</sup> November (excluding Friday 21<sup>st</sup>)
- Report first draft: 12<sup>th</sup> January TBC
- Round table meeting: 21<sup>st</sup> January TBC

- Report published: 5th March

We look forward to welcoming Patrick and his team

## **6.0 PROPERTY SERVICES**

### **6.1 Gas**

New procedures have been adopted in the Gas Section. The Interim Relief Orders are working well and enabling us to gain entry into hard to access properties. We are also working well with the police who are in attendance in some of the more difficult cases.

We have been asked by Housemark to undertake a workshop on legal action on the Gas Servicing Programme at the 'Gas Servicing Changing Times Seminar' on 4 November.

### **6.2 Tenant Choice Event**

Over two thousand Hackney Homes tenants turned out at the Town Hall on 21 October to decide how homes in Hackney will be modernised as part of the Decent Homes Programme. Approximately 700 households completed a questionnaire giving their preferences for 3 kitchen suppliers and their views on the 2 bathroom suppliers.

### **6.3 Tenants Event**

On 28 October 2008 an event was held specifically for tenants concentrating on issues that primarily affect tenants e.g. internal repairs. A successful event was led with all 100 seats taken for the first session and 70 for the second session. It gave tenants the chance to ask questions direct to Executive Team members. Questions ranged from the Decent Homes programmes, repairs, anti-social behaviour through to the growing issue of the noise nuisance resulting from the installation of laminated flooring. The response from the tenants attending was very positive and many requested further events of this type. We will be looking to make this event a regular fixture.

## **7.0 ESTATE CLEANING AND GROUNDS MAINTENANCE**

**7.1 Harmonisation** - Report has been completed, was sent to Human Resources on 23<sup>rd</sup> October 2008 for their comments. On receipt Estate Environment will seek Financial and Trade Union comments and then submit for wider circulation, culminating in follow-up meeting with the Trade Unions.

**7.2 Recruitment** – Recruitment is on-going, evaluation process is underway. A meeting is to be arranged with HR and the Trade Unions for completion and sign off of job descriptions.

A regular progress meeting with HR has now been established and a programme of recruitment for the remaining posts is on-going. As a result of this roles and expectations have now been clarified. Service Delivery is at the forefront of the recruitment programme, we anticipate that this will lead to a more effective, constantly improving and efficient service.

### **7.3 Estate Local Environmental Quality Survey (Eleqs)**

The survey aims to give an estate-wide picture of local environmental conditions. It is based on a combination of the survey method used for the National Local Environmental Quality Survey, and on the categorisation of Anti Social Behaviour developed by the Home Office.

ENCAM inspection is on-going, the number of officers trained has increased from 3 members of staff to 7 last week. These inspectors will be reassessed periodically to ensure surveys are carried out to the required standard.

Under the ENCAMs programme all the estates managed by Hackney Homes will be subjected to this survey during a three year period commencing April 07. The estates have been divided into 9 'Tranches', each one to be completed over a four month period. 39 estates will be surveyed with-in each 'Tranche' resulting with an average of 370 surveys per. 'Tranche'.

### **7.4 Estate Inspections**

Estate Environment is undertaking Estate Inspection Training with the partners to enhance inspection standards across the Borough.

### **7.5 Performance Indicator Provided by Housing Partners:**

Estate Cleaning currently showing 94.8% pass rate – this is above the target of 92% Grounds Maintenance currently showing 94.6% - this is above the target of 92%.

### **7.6 Winter Programme**

The winter programme for Grounds Maintenance has started and is on schedule.

### **7.7 Good News**

East London Business Alliance representatives undertook a tour of Community Halls in Hackney last week including a visit to the Regents Estate Pensioners Club. It has been verbally notified to us that they will be giving a donation of £1,000 to the club to help towards their Christmas festivities. Anyone wishing to enquire personally on this can contact Jackie Loftus on 020 8356 7863 for further details.

### **8.0 WOODBERRY DOWN UPDATE**

**8.1** 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

As everyone is aware the market for private housing has collapsed, unfortunately this has an impact on the viability of the Old School Site. The key issue to be addressed is that if the private element of the proposal can not be built, in the short term at least, then the knock on effect is to put the building of the social rented into question. The social rented was to have been built on the back of the private sector sales. Discussions are ongoing with Berkeley's in looking at options for forward funding the development of the social rented and, subject to procurement regulations, plan to build out this all important element of the proposal whilst waiting for a recovery in the housing market to enable the tower to be built. In addition our £11.7m bid to the GLA will be determined in November.

However, Berkeley's now wish to make some revisions to the original plan. The key changes are to move the Community Centre from the Tower (but still keeping it within the site for early construction), and using the space gained to build extra private apartments, replacing the commercial/retail elements from G block (not those on Woodberry Grove), and replacing the CHP system with a new renewable energy strategy. Following a very positive meeting with the Council's Planners and Berkeley's, it was mutually decided that a revised planning application would need to be submitted. Berkeley's have agreed to re submit as soon as possible and go to Planning Committee in early 2009. The two sides also agreed to have completed a draft S106 by the date of the Committee.

We are looking at forward funding the affordable housing blocks F and G on the Old School Site to deliver approximately 116 homes. Coupled with the Circla Anglia scheme for 39 homes and the balance of Block E, plus whatever private housing Berkeley Group will build in today's economic climate, this is good news. The forward funding may involve GLA, Housing Corporation or even Council funding. We have commissioned a financial appraisal for discussion with the Council and others. However, there are procurement issues relating to state aid that will need addressing.

Planning have advised that a fresh detailed planning application is necessary to enable phased development of the Old School Site, and to take account of detailed changes. These detailed changes will incorporate detailed design of flats in blocks F & G to accommodate the specific needs of tenants in Phase 2a, as advised by the Decant Team.

A start on site in the Spring is a realistic possibility, although Berkeley's are considering some further site preparation works earlier than the Spring.

### DECANTING AND REHOUSING

#### Dean House:

The remaining family in this block has now moved, and the block is with the demolition contractor. Once demolished, there will be a cleared site for the proposed Academy.

### **Newnton Close:**

Only 1 leaseholder remains and CPO powers are now being implemented.

### **Oakend House :**

This block is now empty and is in the process of being demolished

### **Horston and Sherwood Houses**

Only five of the initial 46 tenants remain, of which 4 have accepted an offer of new homes. 1 leaseholder remains, who is being relocated under the leasehold swap scheme

### **Pewsham House**

On this site, there were 24 tenants and 6 leaseholders. All the original six leaseholders have been repurchased. Twenty two tenants have been rehoused to date. This leaves 2 tenants awaiting allocation of a new home.

### **New Framework Contract for Decorating**

New building contractors Crispin & Borst took over the decorating contract for the North of the Borough on 1<sup>st</sup> October 08. Since then there has been difficulties in getting works to start on properties which are needed for the remaining decant case in Phase 1 on Woodberry Down.

According to Hackney Homes Maintenance Base, there is not a current system in place on Saffron, which allows them to raise an order for the works to be done.

Crispin & Borst, say that they can not carry out any works without a works sheet, which should be provided by Hackney Homes Maintenance Base. So there seems to be some confusion as to the process of ordering works.

Delays of one month have already been incurred, causing delays in completing the works to the property and in turn causing unnecessary stress to the prospective tenant. All in all, this could have an adverse effect on the demolition programme.

### **Masterplan**

The revised Masterplan was agreed by the Planning Committee on October 16.

### **RSL / Developer Procurement**

The procurement of a Registered Social Landlord (RSL) partner to lead on the comprehensive redevelopment of the estate and, subject to a successful ballot, to progress to stock transfer in 2010 is still proceeding through the competitive dialogue process.

In accordance with the current procurement timetable, the project team received on 22nd September, updated developer financial costings that take account of viability resolutions proposed by the Council and Hackney Homes.

These were then sent to the two competing RSL's for them to overlay their revised costings.

Updated financial bids have now been analysed from the two RSLs and two developers. The good news is that the best combination is broadly cost neutral for the Council, taking account of CLG Gap Funding and other factors. We now have to move forward and conclude the dialogues as promptly as possible with a view to reporting the final outcome to the Council's Cabinet in March 2009.

In parallel, we are advancing legal discussions with the RSL's and the developers will be joining the legal negotiations with the RSL's in November 2008.

It is inevitable that the detail of the overall project will change as a consequence of the upheaval in financial markets, and that detailed changes will become clearer in time. The most important point is that we have a well worked out project that is needed to address the poor condition of the housing stock at Woodberry Down and to provide much needed additional homes - there are few such situations in London that have been worked through to the extent of Woodberry Down. We have cleared sites that are ready to proceed!

All bidders still remain keen and have been putting significant resources into the competitive dialogue process. However, we are aware that economic circumstances may deteriorate further and we are preparing contingency plans. The Council has asked for an assessment of the current position, together with contingency plans and this will be reported to the Council as soon as possible, and to the Board in December.

### **Interim Estate Management**

This is no longer being pursued as an option, due to the unwillingness of the two RSLs to accommodate interim management and the £18m extra cost involved. We are proposing that the successful RSL undertake a programme of community development in the period before ballot and afterwards.

### **Phase 3 – 5 Interim Repairs**

In addition to the work that is currently being scoped for the council to perform health and safety repairs work to phases 1 – 3 of Woodberry Down, Cabinet in July gave the regeneration team permission to proceed with the interim repairs work for phases 3 – 5.

We have engaged the consultants that performed the stock condition surveys to prepare a specification for the works required. An intermediary scope of works has been completed and plan is being shared with WDCO on 4<sup>th</sup> November.

The project team is also starting to complete the mini-competition tender documentation in readiness for the completion of the communication and consultation process.

## **CONSULTATION**

### **Information Centre**

The team continues to use the local information shop to communicate with residents. Some local groups continue to use the facilities to meet such as a regular coffee mornings held by the local elders and the 'Ways into Work' program.

### **Day Centre**

Recruitment of volunteers for the newly refurbished day center on the shelter block is currently taking place.

### **Youth Provision**

WDRT are working closely with the Manor House Development Trust to address the lack of Youth provision in the area. A new program has recently started following a successful funding application that will provide drama sessions for the youth on Wednesdays and Thursdays at the local community center. There is also an initiative that will provide 6 months of activities for one evening a week for local young girls at the local Youth Club.

### **Newsletter**

The Woodberry Down Newsletter continues to be delivered to residents' homes every month. The October newsletter was delivered to more than 1700 households in Woodberry Down in the first week of October, and posted to various project stakeholders. It was later printed in Turkish and delivered to 160 Turkish households in Woodberry Down. The October edition was also the second printed on environmentally friendly recycled paper in the interests of sustainability. The November newsletter includes a section that explains to residents the delaying impact of the Credit Crunch on the regeneration.

### **Future of London Conference**

This was held on 21<sup>st</sup> October at Church House, Westminster. Initial feedback is that the event was very successful, and we have been asked by the Council to organise a similar event for 2009. We are exploring with our media partner – The Hemming Group – how we might do this in a way that does not unduly impact on the normal work of the team, and how we can best protect the brand that is now established in the market. It is likely that a company identity will be required, and the implications of this are currently being explored.

<b>Title of Report: <i>Business Critical Performance Summary August 2008</i></b>	
<b>Decision Making Body:</b> <i>Hackney Homes Board</i>	<b>Date:</b> 10 <sup>th</sup> November 2008
<b>Classification:</b> <i>FOR INFORMATION</i>	<b>Report of:</b> <i>Director of Finance &amp; Resources- Neil Isaac</i>
<b>Item Previously considered at:</b>  <i>Not Applicable, though full Performance Report is circulated regularly to Board Members</i>	<b>On Which Date:</b> <i>N/A</i>
<b>Report Author:</b> - <i>Alex Jarosy Extension 4001</i>	<b>Appendices:</b> <i>Hackney Homes Performance Summary</i>

If you have any questions about this report, please contact Alex Jarosy on 0208 356 4001 or e-mail to [Alex.Jarosy@Hackneyhomes.org.uk](mailto:Alex.Jarosy@Hackneyhomes.org.uk)

**1. SUMMARY**

**1.1** This Report shows the snapshot for September and Quarter two Performance through the agreed Business Critical Indicators.

**2 RECOMMENDATION(S)**

**2.1** Board Members are requested to:

- i) Note the progress against agreed targets
- ii) Highlight areas of particular concern
- ii) Request clarification on specific service areas.

### **3 BACKGROUND**

- 3.1** The current Hackney Homes Performance Report is circulated to Board Members on a regular basis and contains over 200 indicators. A summary of the September performance is attached against what are agreed to be Business Critical Indicators covering core areas of activity.
- 3.2** For the month of September, of the 22 core indicators for which data is available, performance is expected to hit the annual target in seven areas. In nine other areas, performance, whilst not ahead of target is expected to recover well before the end of the financial year and for these, performance against target is showing as amber. In six areas (showing as red), performance is not likely to recover sufficiently to meet the annual target. The Schedule of Business Critical Indicators and September / Year to Date Performance is attached to this Report and the key service delivery performance issues are summarised below.

### **4. RENTS AND SERVICE CHARGES**

- 4.1** Whilst the target for collection (LKPI 47c) is showing as amber with an outturn of 99.60 %, the overall value of arrears is for September £ 5.12 million which despite being a significant reduction from the August figure of £ 5.26 million is some way short of what is necessary to meet the end of year target of £ 4.34 million. There are however further achievements in the early part of October with a further reduced value of arrears to £ 4.94 million at week 28.

Neighbourhood Partners are being requested to produce action plans to address the shortfall in performance with particular reference to the North East and North West Neighbourhoods where arrears value has remained static at £ 1.44 million and £ 0.9 million respectively. Finally, a new initiative has recently been launched through texting tenants in arrears and the effect of this is borne out in the early October reductions. Other positive achievements include a 30 % reduction in tenants owing more than £ 5,000 and a 20% reduction in those owing more than £ 1,000 arrears.

For service charge collection, the September outturn is showing as £ 4.23 million. This is an improved performance on September of last year. Despite this, Managers in and the Leasehold Income Services Directorate are now preparing for further increased collection if the current shortfall is to be made up by the end of the year.

## **5. VOID PROPERTIES**

- 5.1 September has been an excellent month for reducing void periods for empty homes with a monthly void turnaround figure of 19 days, providing for a year to date outturn of 22 days against a target of 25 days. This retains Hackney Homes in the top quartile nationally for empty homes management.

## **6. PROPERTY SERVICES**

- 6.1 Despite the recent review of repairs performance data, performance on appointments made and kept remains high at 93 % with resident satisfaction with the Call Centre reaching almost 99%. Satisfaction with the quality of work now stands at almost 98%. Further challenges do exist in increasing performance for emergency and immediate repairs and more generally, the introduction of three major new contractors is expected to support the work of the Direct Labour Organisation towards improved performance in the later part of the year.

## **7. ESTATE ENVIRONMENT**

- 7.1 Performance for estate cleaning continues to improve with a 94.8% pass rate for inspections carried out which means that the annual target of 93% has effectively been exceeded.

## **8. DECENT HOMES**

- 8.1 The Decent Homes Programme is largely dependent on the achievement of the 2 star rating by the Audit Commission. Despite this however, the current programme has increased levels of decency by 280 homes against the annual target of 400 homes with expenditure so far of just in excess of £ 11 million.

## **9. COMPLAINTS**

- 9.1. Performance on responses to Stage One Complaints is at 85% which is short of the target. Additional measures are however now in place to improve the quality of Stage 1 responses and a further report will be submitted to the Board in due course outlining the processes for the delivery of service improvements based on complaints.

## **10 OTHER CORPORATE INDICATORS**

- 10.1 Performance on staff absence is currently a cause for concern, with staff absence having increased from August. Specific Service Heads are now being targeted so as to ensure that appropriate action is in place.

**11 IMPACT UPON THE HACKNEY HOMES BUSINESS PLAN**

11.1 The Business Critical Indicators are set out in the Hackney Business Plan.

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

N/A

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

13.1 The performance indicators measure the efficacy of services delivered to service users with a high number of BME, women headed household and persons who may be vulnerable or facing disadvantage.

**14 CONSULTATION PROCESS & FINDINGS**

14.1 The full Performance Report is circulated to Board Members, Lead Councillors, Tenants and Residents Groups and placed on the Hackney Homes Website.

**15 ICT IMPLICATIONS**

N/A

**16 HUMAN RESOURCES IMPLICATIONS**

N/A

**17 FINANCIAL IMPLICATIONS**

17.1 A number of the indicators measure income collection. These include rents and Service Charges.

**18 LEGAL IMPLICATIONS / ADVICE**

N/A

**19 OTHER RELATED DECISIONS / GUIDANCE**

N/A

HACKNEY HOMES PERFORMANCE SUMMARY - Business Critical PIs																					
KEY		PERFORMANCE AGAINST ANNUAL TARGET 2008/09															DATA MONTH		FORECAST		Frequency of reporting
		ON COURSE TO ACHIEVE OR EXCEED TARGET															SEP		Perf Against Annual Target (PACT)		
ON COURSE TO ACHIEVE OR EXCEED TARGET																					EOY 07/08
BELOW TARGET BUT LIKELY TO RECOVER																					
BELOW TARGET AND UNLIKELY TO RECOVER TO ACHIEVE TARGET																					
		QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	TARGET	Perf Against Annual Target (PACT)	EOY 07/08	Frequency of reporting	
		SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	YTD	TARGET	Perf Against Annual Target (PACT)	EOY 07/08	Frequency of reporting		
RENT COLLECTION & ARREARS	LKPI 48 Total Value of Rent Arrears (YTD - £M)	£6.17 M	£5.97 M	£6.03 M	£6.07 M	£5.76 M	£5.61 M	£5.29 M	£5.30 M	£5.37 M	£5.34 M	£5.14 M	£5.26 M	£5.12 M	£5.12 M	£4.34 M	△	£5.29 M	M		
	LKPI 47c YTD Total Collection as % of Rent Debt	99.61%	100.58%	100.35%	100.15%	100.41%	100.47%	100.67%	99.03%	98.68%	99.02%	99.69%	99.43%	99.60%	99.60%	100.91%	△	100.67%	M		
BVPI RENT COLLECTION INDICATORS	Ex-BVPI 66a YTD Total Collection as % of Rent+arrears brought forward from previous years (EOY Target)	97.96%	N/A	N/A	97.61%	N/A	N/A	98.13%	N/A	N/A	98.30%	N/A	N/A	98.51%	98.51%	98.20%	△	98.13%	Q		
FORMER TENANT ARREARS	LKPI 56 Cash Collected as % of debt (gross arrears EOY Target)	5.00%	N/A	N/A	7.21%	N/A	N/A	12.85%	N/A	N/A	2.74%	N/A	N/A	6.09%	6.09%	10.00%	△	12.85%	Q		
TENANCY MANAGEMENT & AUDITS	LKPI 34 YTD Relettable Voids as % of Stock	0.58%	0.67%	0.75%	0.89%	0.83%	0.86%	0.89%	0.67%	0.60%	0.57%	0.67%	0.56%	0.66%	0.66%	0.90%	△	0.89%	M		
EMPTY PROPERTY MANAGEMENT	Ex-BVPI 212 Average re-let time	25	16	20	21	25	27	17	26	29	24	18	22	19	22	25	△	21	M		
	LKPI 67 Percentage of new tenants satisfied with property	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	74.10%	74.10%	77.00%	△	N/A	Q		
REPAIRS	APPOINTMENTS LKPI 06 % of Responsive Repairs Appointments Kept	99.07%	99.10%	98.42%	96.03%	94.95%	97.23%	95.23%	94.73%	90.84%	91.15%	90.82%	90.23%	92.56%	91.74%	99.00%	△	98.01%	M		
	OVERALL REPAIR PERFORMANCE	LKPI 02 (GNPI 18) % of Immediate & Emergency Repairs jobs completed within target (2 - 24 hours)	94.92%	92.64%	93.09%	86.81%	88.26%	89.41%	89.05%	93.79%	93.45%	91.10%	90.27%	90.05%	83.80%	90.95%	97.00%	△	92.02%	M	
		LKPI 69: Percentage of MAJOR Adaptations completed in 30 weeks (referral - job done)	100.00%	87.50%	71.43%	N/A	88.89%	57.14%	76.92%	65.38%	76.92%	85.19%	70.97%	84.21%	73.08%	75.60%	90.00%	△	62.75%	M	
	SATISFACTION	LKPI 12 Resident Satisfaction with Repairs Call Centre	99.09%	99.40%	99.39%	97.73%	98.29%	100.00%	98.80%	100.00%	97.80%	98.32%	96.84%	NP	98.43%	97.89%	99.00%	△	98.99%	M	
LKPI 11 Resident Satisfaction with quality of work		98.91%	98.80%	99.39%	98.48%	98.29%	99.11%	96.39%	100.00%	100.00%	97.21%	97.89%	NP	97.64%	98.31%	98.80%	△	98.51%	M		
CLEANING	LKPI 7A Total % of Inspections (% Pass)	92.20%	93.50%	94.10%	94.80%	94.80%	94.20%	94.50%	94.76%	94.80%	94.10%	94.80%	94.90%	94.80%	94.70%	93.00%	△	92.85%	M		
GROUNDS MAINTENANCE	LKPI 8A Total % of Inspections (% Pass)	92.00%	94.50%	93.20%	93.80%	93.60%	97.90%	99.20%	97.80%	96.50%	95.80%	92.40%	94.90%	94.60%	95.37%	93.00%	△	94.94%	M		
LEASEHOLD & RTB SERVICES	LKPI 14 Service Charge Collection Cumulative YTD (£)	£4.11 M	£4.97 M	£5.78 M	£6.57 M	£7.36 M	£8.09 M	£8.66 M	£0.76 M	£1.57 M	£2.26 M	£2.92 M	£3.54 M	£4.23 M	£4.23 M	£3.00 M	△	£3.66 M	M		
COMPLAINTS	LKPI 25a % of Formal Stages 1 Complaint Responses completed within target time	96.05%	95.73%	95.00%	91.11%	96.15%	90.24%	92.59%	91.45%	85.85%	84.69%	85.71%	87.14%	78.10%	85.52%	97.00%	△	94.74%	M		
	LKPI 25c Total Number of Stage one complaints	90	121	80	73	134	89	107	117	92	100	82	87	91	569	N/A	N/A	1172	M		
	LKPI 23 Members Enquiries	72.73%	85.45%	73.02%	70.69%	100.00%	73.47%	82.69%	90.00%	69.81%	72.31%	80.25%	85.71%	83.33%	79.88%	92.00%	△	94.66%	M		
	LKPI 72 No. of Ombudsman Complaints	1	2	1	3	4	7	3	6	3	4	3	7	2	25	36	△	41	M		
HUMAN RESOURCES	Ex-BVPI 12 No. of days lost to sickness	0.69	0.99	1.11	0.93	1.08	0.98	0.65	0.71	0.71	0.68	0.88	0.87	1.00	0.48	0.40	△	10.31	M		
INVOICE PAYMENTS	Ex-BVPI 08: Monthly % of undisputed invoices paid on time (30 calendar days) (Includes both Hackney Council delegated & non-	84.74%	85.39%	93.49%	89.11%	84.15%	94.37%	94.52%	84.33%	82.70%	88.74%	79.58%	77.82%	78.92%	81.22%	87.00%	△	88.55%	M		
ASB Summary reporting of Actions & Resolutions	LKPI 61A Tenant Satisfaction with response to ASB	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NP	NP	TBC	N/A	N/A	Q		
PROPERTY SERVICES Moving towards Decent Homes	NI 158 (Formerly BV 184a) Proportion of homes non-decent - current FY	95.34%	N/A	N/A	95.31%	N/A	N/A	95.16%	N/A	N/A	93.19%	N/A	N/A	92.51%	93.19%	94.00%	△	95.16%	Q		
	LKPI 77 (KOI 1) Total number of homes made decent in period	190	N/A	N/A	163	N/A	N/A	25	N/A	N/A	121	N/A	N/A	159	280	400	△	484	Q		

<b>Title of Report: Financial Overview and Budget Update</b>	
<b>Decision Making Body: Hackney Homes Board</b>	<b>Date: Monday 10<sup>th</sup> November 2008</b>
<b>Classification: FOR INFORMATION</b>	<b>Report of: Director of Finance &amp; Resources</b>
<b>Item Previously considered at: Audit and Finance Committee</b>	<b>On Which Date: 3<sup>rd</sup> November 2008</b>
<b>Report Author: Neil Isaac</b>	<b>Appendices: N/A</b>

**Report Outline:**

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Paragraph: 1.0 - Summary of Report;</li> <li>• Paragraph: 2.0 - Recommendation(s) to the Board ;</li> <li>• Paragraph: 3.0 – Background;</li> <li>• Paragraph: 4.0 – Discussion of Issues</li> <li>• Paragraph: 5.0 - Impact Upon The Hackney Homes Strategic Plan;</li> <li>• Paragraph: 6.0 - Impact Upon The Hackney Homes Risk Register;</li> <li>• Paragraph: 7.0 - Consideration of the Hackney Homes Equality &amp; Strategy 2006 and Action Plan 2007 - 2010;</li> <li>• Paragraph: 8.0 - Consultation Process &amp; Findings;</li> <li>• Paragraph: 9.0 - ICT Implications;</li> <li>• Paragraph: 10.0 - Human Resources Implications;</li> <li>• Paragraph: 11.0 – Financial Implications;</li> <li>• Paragraph: 12.0 - Legal Implications / Advice;</li> <li>• Paragraph: 13.0 - Other Related Decisions / Guidance.</li> </ul> |
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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. 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 overspend 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 will take the lead in identifying and recommending savings necessary to keep the HRA in balance. The next meeting on the 3<sup>rd</sup> November 2008 will consider options with the emphasis on minimising any adverse impact on front line services and avoiding redundancies.

## **2. RECOMMENDATION**

- 2.1 That Board note the content of this report.

## **3. 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 now under way.
- 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. DISCUSSION OF ISSUES**

### **4.1 BUDGET MONITOR**

- 4.1.1 The management fee expenditure for Hackney Homes is projecting a small overspend of £2k 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. 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. However the budget variance has increased to £1,050k 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 It should be noted that a repairs review is currently being undertaken as there are signs of increasing pressures on these budgets. The results of the review will be reported at the next Audit and Finance Committee meeting.

4.1.5 The capital programme is broadly on track. We are awaiting formal approval to fund slippage on a couple of projects from last year and there is a planned underspend of £1m on the Integrated Housing Management System.

## **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 now under way. The current indicative cash limit requires net savings of £1.1m from the Hackney Homes Management Fee and £2.6m from Delegated Budgets therefore a total of £3.7m has to be addressed.

4.2.2 It was agreed at the last Board meeting that the Audit and Finance Committee will take the lead in setting the budget for 2009/10. The Committee gave guidance to Officers that front line services should be protected wherever possible and that redundancies should be avoided in setting the budget for 2009/10. The November meeting of the Committee will receive details on the options available to address the saving requirement.

## **5. 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. 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. 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. 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. 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. 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. Formal discussions with staff side will commence once the Audit and Finance Committee has considered the savings options.

## **11. FINANCIAL IMPLICATIONS**

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

## **12. LEGAL IMPLICATIONS / ADVICE**

N/A

## **13. OTHER RELATED DECISIONS / GUIDANCE**

N/A

<b>Title of Report:</b> Project Excellence Update	
<b>Decision Making Body:</b>  Hackney Homes Board	<b>Date</b>  10 <sup>th</sup> November 2008
<b>Classification:</b> FOR INFORMATION	<b>Report of:</b> Chief Executive
<b>Item Previously considered at:</b> N/A	<b>On Which Date:</b> <b>N/A</b>
<b>Report Author:</b>  Trish Haill, Head of ICT Services	<b>Appendices:</b>  None
<b>Report Outline:</b>  <ul style="list-style-type: none"> <li>• Paragraph: 1.0 - Summary of Report;</li> <li>• Paragraph: 2.0 - Recommendation(s) to the Board ;</li> <li>• Paragraph: 3.0 – Background;</li> <li>• Paragraph: 4.0 - Impact Upon The Hackney Homes Strategic Plan;</li> <li>• Paragraph: 5.0 - Impact Upon The Hackney Homes Risk Register;</li> <li>• Paragraph: 6.0 - Consideration of the Hackney Homes Equality &amp; Strategy 2006 and Action Plan 2007 - 2010;</li> <li>• Paragraph: 7.0 - Consultation Process &amp; Findings;</li> <li>• Paragraph: 8.0 - ICT Implications;</li> <li>• Paragraph: 9.0 - Human Resources Implications;</li> <li>• Paragraph: 10 – Financial Implications;</li> <li>• Paragraph: 11 - Legal Implications / Advice;</li> <li>• Paragraph: 12 - Other Related Decisions / Guidance.</li> </ul>	

If you have any questions about this report, please contact Trish Haill on 0208 356 2107 (telephone number) or email ([trish.haill@hackneyhomes.org.uk](mailto:trish.haill@hackneyhomes.org.uk)).

## 1. SUMMARY

1.1 Phase 1 of Project Excellence is now complete.

1.2 This report provides an update to the Board on the achievements of Project Excellence during Phase 1 and an introduction to Phase 2.

## **2. RECOMMENDATION(S)**

2.1 That the Board note this report.

## **3.0 BACKGROUND**

3.1 Work on the implementation phase of Project Excellence commenced in earnest in May, following the agreement by Project Board to restrict the first phase of the project to focus on the Anti Social Behaviour (ASB) module.

3.2 This module was chosen firstly as there is no Saffron module currently in place to cover this activity, and secondly, there was a lack of consistent working practices and management reporting in this area.

3.3 Even this module was ambitious, but the project plan was kept to throughout the summer despite the normal holiday exodus in August. User training commenced on the module as planned on September 15<sup>th</sup>, and the system went live in the Homerton neighbourhood on Monday the 22<sup>nd</sup> September. The last neighbourhood went live on the 1<sup>st</sup> October, missing the end of September planned go-live by just 24 hours. Due to the complexities of higher level ASB cases, the Estate Safety team commenced using the system at a later date.

3.4 The module makes full use of workflow to ensure that all neighbourhood and Hackney Homes staff follow the new ASB procedures, and that residents will receive a consistent level of service.

3.5 The transfer of information from the ASB paper files and ASB spreadsheet monitoring log took place in each Neighbourhood Office as soon as the Universal system went live. The Neighbourhoods had been working with the Hackney Homes Client Team to ensure this was carried out consistently across the borough. Prior to the 'go live' the files had been rationalised and a number of cases where there had been no further reports for three months or more were closed down and residents written to advising them of closure. The remaining cases were loaded onto Universal within a week of 'go live' and around 20% of cases closed have since been re opened as a new case on Universal following contact from the complainants.

3.6 While this has been an exacting task for the Neighbourhood Offices they have seen this as a positive exercise and all feel that they now have a clear picture of their workload and an excellent management tool to monitor activity and performance.

3.7 The main benefits for customers of the new module are:

- When they contact any neighbourhood office, by phone or in person, to report a complaint of ASB, Hate Crime or Domestic Violence residents will

receive the same consistent level of service whoever or however they report the matter.

- Residents will immediately be assured that their complaint will be investigated - when they report a case the resident will immediately be sent (or if reported in person will be given) an acknowledgement letter, giving them a time, date and location for an interview with a Housing Manager. The letter will include the reference number of the complaint.
- Residents will know what actions are going to be taken, and can have confidence that the actions agreed at the interview will follow as the system will generate an action plan as it is agreed between the complainant and the Housing Manager. The system will track that these actions are taken on time – the system will alert managers if actions are not taken, and facilitate an excellent service by allowing managers to shift work around if a member of staff is away sick, for example.
- Residents will be able to keep up to date with the progress of with their complaint, the reference number they have been given will enable any officer taking the query to give up current and accurate information immediately, without having to search for the correct paperwork, as all the details will be on the system.
- By holding full details of all complaints, the system will enable intelligent management reporting and analysis to aid preventative and follow up actions which will feed into our objective to improve neighbourhoods.

3.8 The implementation of this module has been a steep learning curve for ICT staff and for the business, and has shown that it is critical to have a good Workstream leader driving the module from the business side. Lessons have been learned that will be taken into the next phase of the project, and the person specification for the role of work stream leader has been refined from this experience.

3.9 To date the system has met with a higher level of appreciation from users than was anticipated. Users find it very easy and intuitive to use. The only adverse comments have surrounded the necessary changes in business practices, as for the first time all 5 neighbourhoods are having to approach ASB cases in the same way. The users have not necessarily used a computer system before to record their work activities, so the universal acceptance of the module has been an unexpected bonus for the project.

3.10 As well as the implementation of the first module, Civica have been meeting with a number of business areas, and in particular those who rated the Universal Housing application less favourably during the evaluation period, for example, Housing Needs and Leaseholders. The object of these meetings were either to demonstrate how Universal could meet the functionality required, or to include any missing functionality in the product's development plan so it could be included in the release that Hackney eventually goes fully live with in June 2010. The meetings and demonstrations to date have gone well, and have increased the confidence in the solution.

- 3.11 The next phase of the project will be the implementation of a fully integrated Repairs solution which will go live during the 4<sup>th</sup> quarter of 2009. This will include the repairs module of Universal Housing and Servitor contractors' solution fully integrated with Opti Time and mobile working for operatives. Although bringing the Repairs forwards will necessitate additional interface requirements between the current system Saffron and Universal Housing to keep the property databases in step, the benefits for customers outweigh the additional costs and work required.
- 3.12 The Hackney Homes Project Team has established a good working relationship with Civica, and a Strategic Account Manager has monthly meetings with the HH Head of ICT Services. The relationship with Civica emphasises the strategic importance of this contract to the company. Civica also recognise that the users perception of them as a good supplier is vital to the overall success of Project Excellence, so are also concentrating on making sure the current system, Saffron, remains well supported.
- 3.13 As a first step towards modernising the Repairs service and enhancing customer service, Opti Time has been introduced as a pilot scheme for plumbers, and is planned to be rolled out to other trades in January. The benefits of Opti Time include being able to text appointment confirmations and reminders to tenants, as well as the sending a text survey to test customer satisfaction on completion of the work. The Contact Centre are able to arrange an immediate follow up visit if any tenant should report that they are dissatisfied with the work done. Further enhancements will be introduced including dynamic scheduling once the new systems are delivered under Project Excellence.
- 3.14 It was planned that Opti Time should go live in mid October – and the pilot went live on the 13<sup>th</sup> October. This was also the date that the Codeman Asset Management System also went live to the full group of users across Hackney Homes.

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

- 4.1 Project Excellence supports the strategic plan and provides much of the infrastructure which will enable it to be delivered, particularly in relation to providing excellent, accessible services.

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

- 5.1 Project Excellence is the key vehicle to achieve efficiencies and savings for Hackney Homes. Risks associated with not delivering this project effectively, or to time, should be recorded in the risk register. The main risks to achieving efficiency and savings are insufficient resource allocation for the project and change management not being properly addressed – both of these risks have been managed successfully during the initial phase.

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

- 6.1 The ASB module enables a consistent service to be delivered to residents wherever they live in the borough.
- 6.2 As Project Excellence develops services will be able to be tailored to specific requirements of residents.

## **7.0 CONSULTATION PROCESS & FINDINGS**

- 7.1 On the 4<sup>th</sup> August a Resident focus group was held on ASB and Complaints. The Workstream Leader for Project Excellence ASB attended the focus group, and the subsequent build of the system took into account residents concerns, and how they would like to see us work.
- 7.2 Staff and managers of all neighbourhoods, as well as the managers responsible for the ASB policy and officers from the council were consulted prior to developing the workflows for this module.
- 7.3 Consultation is planned with residents prior to the design of the Repairs systems and the remaining modules of Project Excellence.
- 7.4 It is planned that Civica will give demonstrations of Universal Housing in terms of what it means to residents to Neighbourhood Panels in the near future (e.g. raising a repair online and booking an appointment, seeing rent account or service charge details etc.). Residents views and opinions will be taken into account and accommodated where possible.
- 7.5 Staff, managers and the council will also be consulted before proceeding with the forthcoming design phases.

## **8.0 ICT IMPLICATIONS**

- 8.1 Project Excellence will be the main ICT project over the next 2 years. Whilst this will be contained in the current structure, there will be limitations on how much additional development work can be taken on by the ICT Service.
- 8.2 Project Excellence is proving a good training mechanism for ICT staff – business process mapping and baselining skills have already been transferred to permanent ICT staff, along with project management experience. ICT staff are undertaking training so that they will be able to write and maintain the workflow maps in the Civica systems, reducing any future reliance on Civica staff.

## **9.0: HUMAN RESOURCES IMPLICATIONS**

- 9.1 The initial phase of Project Excellence did place demands on resources across the business – some 84 members of staff attended up to 2 days training in preparation for the system going live, and other staff gave up time

to help test the system. The experience and knowledge gained will be fed into the plans for the next phase which will be even more resource hungry.

- 9.2 It is vital that the management of change is handled effectively. In the Opti Time project some operatives and managers were sent on a site visit to Edinburgh who are operating a similar system to that being implemented here. The visit served to show operatives the benefit of the Opti Time system for them, and for managers to visualise how it would work. Addressing the human elements of the project helped ensure that staff at all levels bought into and were committed to making the pilot a success.
- 9.3 The HR and OD function is working closely with Project Excellence in recognition of the changes the project will mean to the organisation.
- 9.4 Updates on Project Excellence appear regularly in the weekly Staff Bulletin, and is often the subject of discussion at Manager's briefings to help ensure that all staff are aware of the project, and what the implications are for them. .

## **10.0 FINANCIAL IMPLICATIONS**

- 10.1 The budget of £2.3m has been made available by the council for the purchase of the solution and implementation services from Civica. A contingency fund has also been provided for the implementation to fund any additional input that may be required.
- 10.2 To date the projected spend is as predicted.

## **11. LEGAL IMPLICATIONS / ADVICE**

- 11.1 The project is proceeding under the terms of the contract signed on the 14<sup>th</sup> May 2008.

## **12 OTHER RELATED DECISIONS / GUIDANCE**

- 12.1 None

<b>Title of Report: Board Meeting Venues</b>	
<b>Decision Making Body:</b> <i>Hackney Homes Board</i>	<b>Date:</b> 10 November 2008
<b>Classification:</b> <i>FOR DECISION</i>	<b>Report of:</b> Tess Merrett
<b>Item Previously considered at:</b>  <i>Not Applicable,</i>	<b>On Which Date:</b> <i>N/A</i>
<b>Report Author:</b> Tess Merrett <i>Extension 3432</i>	<b>Appendices:</b> None

If you have any questions about this report, please contact Tess Merrett on 0208 356 3432

**Report Outline:**

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| <ul style="list-style-type: none"> <li>• Paragraph: 1.0 - Summary of Report;</li> <li>• Paragraph: 2.0 - Recommendation(s) to the Board ;</li> <li>• Paragraph: 3.0 – Background;</li> <li>• Paragraph: 4.0 - Impact Upon The Hackney Homes Strategic Plan 2008 - 2013;</li> <li>• Paragraph: 5.0 - Impact Upon The Hackney Homes Risk Register;</li> <li>• Paragraph: 6.0 - Consideration of the Hackney Homes Equality &amp; Diversity Strategy 2006 and Action Plan 2007 - 2010;</li> <li>• Paragraph: 7.0 - Consultation Process &amp; Findings;</li> <li>• Paragraph: 8.0 - ICT Implications;</li> <li>• Paragraph: 9.0 - Human Resources Implications;</li> <li>• Paragraph: 10.0 – Financial Implications;</li> <li>• Paragraph: 11.0 - Legal Implications / Advice;</li> <li>• Paragraph: 12.0 - Other Related Decisions / Guidance.</li> </ul> |
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**1. SUMMARY**

This report seeks Board Members to consider and if in agreement, to approve holding alternate Board Meetings in different venues around the borough. It is proposed that this arrangement would begin from April 2009.

## **2 RECOMMENDATION(S)**

- 2.1 This report is for decision.

## **3 BACKGROUND**

- 3.1 When Hackney Homes was initially established, we held some Board Meetings in different venues around the borough for example at Ocean opposite the Town Hall and Howard Road Resource Centre in Stoke Newington. At the last Board Meeting held on 20 October, the Board felt that consideration should be given to reviving this practice.
- 3.2 Given that officers will need some lead in time to be able to research and book suitable alternative venues, if the Board is in agreement with the proposal we would implement it from April 2009. It is envisaged that every other Board meeting would be held at Christopher Addison House. The Governance Team would also welcome suggestions for suitable alternative meeting venues.

## **4 IMPACT UPON THE HACKNEY HOMES STRATEGIC PLAN 2008-2013**

- 4.1 There is no impact upon the Hackney Homes Strategic Plan 2008-2013.

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

- 5.1 N/A

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

- 6.1 By holding meetings in alternative venues across the Borough, we may encourage more public attendance.

## **7 CONSULTATION PROCESS & FINDINGS**

- 7.1 N/A.

## **8 ICT IMPLICATIONS**

- 8.1 There may be implications if there is no IT equipment available in the alternative venue.

## **9. HUMAN RESOURCES IMPLICATIONS**

- 9.1 There may be implications depending on the venue. E.g if we use a Community Hall and need the local caretaker to be in attendance. The Governance Team may need to attend to set the room up.

**10. FINANCIAL IMPLICATIONS**

10.1 There may be implications with booking fees and extra travel expenses.

**11. LEGAL IMPLICATIONS / ADVICE**

11.1 N/A

**12. OTHER RELATED DECISIONS / GUIDANCE**

12.1 N/A

<b>Title of Report: EAST LONDON BUSINESS ALLIANCE (ELBA)TOUR</b>	
<b>Decision Making Body:</b> <i>Hackney Homes Board</i>	<b>Date:</b> 10 November 2008
<b>Classification:</b> <i>FOR INFORMATION</i>	<b>Report of:</b> Linda Kelly, Tom Hunt, Gary Penticost and Jackie Loftus
<b>Item Previously considered at:</b>  <i>Not Applicable,</i>	<b>On Which Date:</b> <i>N/A</i>
<b>Report Author:</b> Jackie Loftus <i>Extension 7863</i>	<b>Appendices:</b> None

If you have any questions about this report, please contact Jackie Loftus on 0208 356 7863

**Report Outline:**

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## **1. SUMMARY**

This report updates the Board on the East London Business Alliance (ELBA) tour.

## **2 RECOMMENDATION(S)**

2.1 This report is for information.

## **3 BACKGROUND**

3.1 The East London Business Alliance (ELBA) had recently refurbished the Regents Estate Community Hall and this tour was to show ELBA the success of the project

3.2 The Tour took place on 23 October when 16 members of Elba came to the Regents Estate Community Hall where they were welcomed by Jackie Loftus on behalf of Hackney Homes. Jackie explained the benefits of having a community hall and how such halls supported regeneration and community activities. The Elba partnership had engendered very positive outcomes through the work undertaken such as repainting halls and clearing and replanting the gardens

3.3 Jane Keys from the TRA gave a brief talk explaining who used the hall the types of activities that took place and the Elba party were shown round. A question and answer session followed which went very well.

3.4 The tour then transferred to the Regents Pensioners' Club where it was greeted by members of the club and refreshments were taken. Jackie Loftus then gave a brief description of the planned works which were to be carried out at the Club and formed the next Elba project. The planned works would not only give the Club a new lease of life but would make it more welcoming. The group also discussed other ways in which Elba could assist the TRA and Pensioners' Club such as designing publicity adverts for display on the notice boards across the estates.

3.5 Elba also have a volunteers who would like to help the Community with the Christmas party or other Festive activities such as serving lunch or wrapping presents.

3.6 Feedback from the tour was very good and the attendees sent thanks and said how much they had enjoyed it.

## **4 IMPACT UPON THE HACKNEY HOMES STRATEGIC PLAN 2008-2013**

4.1 There is no impact upon the Hackney Homes Strategic Plan.

- 5 **IMPACT UPON THE HACKNEY HOMES RISK REGISTER**  
N/A
- 6 **THE HACKNEY HOMES EQUALITY & DIVERSITY STRATEGY 2006 / ACTION PLAN 2007 – 2010**
- 6.1 The refurbishment of the Halls will make the halls more welcoming to a larger group of residents.
- 7 **CONSULTATION PROCESS & FINDINGS**
- 7.1 N/A.
- 8 **ICT IMPLICATIONS**  
N/A
- 9 **HUMAN RESOURCES IMPLICATIONS**  
N/A
- 10 **FINANCIAL IMPLICATIONS**
- 10.1 N/A.
- 11 **LEGAL IMPLICATIONS / ADVICE**  
N/A
- 12 **OTHER RELATED DECISIONS / GUIDANCE**  
N/A