



**HACKNEY HOMES Ltd
Board Meeting**

Tuesday, 12th April 2011 at 6.30pm to 7.50pm

**The Chief Executive's Conference Room, 1st 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)

Karen Dodds

Mervyn Jones

Linda Kelly

David Larkin

Samantha Lloyd

Pam Lockley

Jonathan McShane

Joseph Oshikoya

Alex Russell

Saleem Siddiqui

Tom Tyson

Audrey Villas

Hackney Homes Executive Team:

Charlotte Graves (Chief Executive)

Neil Isaac (Director of Finance & Resources)

Neehara Wijeyesekera (Divisional Head of Tenancy and Leasehold Services)

Judith Morrison (Head of Leasehold and Right to Buy)

Jim Paterson (Head of Building Maintenance)

Chris Tabi (Interim Head of Estate Environment)

Jonathan Oxlade (Head of Asset Management)

Hackney Homes Officers:

Sunil Desai

John Newton

Trish Hail

Odile Anderson

Stakeholder Representatives:

Karen Alcock

Tom Price

Tim Shields

Steve Douglas

Ian Marriot

Bruce Devile

Michelle Patterson

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HACKNEY HOMES Ltd Board Meeting 62

Tuesday, 12th April 2011 at 6.30pm to 7.50pm

*The Chief Executive's Conference Room
1st 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 1 st March 2011 (Part A) and Matters Arising	1-12	Decision	5 mins	6.35-6.40
5.	C Graves	Chief Executive's Report - Strategic Overview	13-17	Information	15 mins	6.40-6.55
6.	T Merrett	Action items for future Meetings	18	Information	5 mins	6.55-7.00
7.	N Isaac	Financial Overview and Budget Update	19-22	Information & Discussion	20 mins	7.00-7.20
8.	T Merrett	Board Member Elections and Appointments 2011	23-27	Approval	10 mins	7.20-7.30
9.	T Merrett	Schedule of Dates	28-42	Information	5 mins	7.30-7.35

10.	J Oxlade	Asbestos update		Verbal	5 mins	7.35-7.40
11.	Chair	Any Other Business		Information	10 mins	7.40-7.50

Future Board meetings.

- *Tuesday, 24th May 2011*
- *Tuesday, 26th July 2011*
- *Tuesday, 20th September 2011*



Hackney Homes Ltd

ITEM 4

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

On 1 March 2011 at 6.30 PM

Present	Board Members	Hackney Homes Officers	Stakeholder (Hackney Council)	Representatives
	Rupert Tyson Alice Burke Mervyn Jones Samantha Lloyd Saleem Siddiqui Audrey Villas Pam Lockley	Charlotte Graves Neil Isaac Jonathan Oxlade Sunil Desai Neehara Wijeyesekera (Part) Jim Paterson (Part) Alex Jarosy (Part) Judith Morrison (Part) Christophe Tabi (Part) Chrys Edwards (Part)	James Probert Carol Hinvest Bruce Devile	

	Part A – Open to the Public	Action	Date
1. Welcome/ Introductions Apologies	The Chair welcomed everyone to the meeting. As one Board Member had sent apologies for lateness ahead of the start of the meeting, agenda items were re-ordered. Linda Kelly, Jonathan McShane, Tom Tyson, David Larkin, Alex Russell, Karen Dodds, Joseph Oshikoya		
2. Declarations of Interests	None		
3. Questions received from the public	The Board asked whether a policy covering potted plants and doormats had now been produced. Charlotte Graves confirmed		

	<p>that it had and staff in the neighbourhood were being trained on the policy. The Board asked whether the priority 2 assessments would be completed by the end of March. Jim Paterson confirmed that they would be.</p> <p>The Board noted the questions from the Stamford Hill Sub-Panel.</p>		
<p>5. Chief Executive's Report, Strategic Overview</p>	<p>Charlotte Graves introduced her report and highlighted the following.</p> <ul style="list-style-type: none"> • <u>Shared Services</u>. Preliminary discussions were taken place with the Council regarding shared services. • Decent Homes The results of the Decent Homes bidding round had been received. Under the circumstances, Officers were very pleased with the outcome and were working with colleagues in the Council to prioritise works. Officers at Hackney Homes had worked very hard over the Christmas period to ensure the bid was submitted and Charlotte Graves conveyed her thanks to all concerned. • <u>Gas Explosion at Aiden Grove</u> Charlotte Graves thanked all staff who had helped in the aftermath of the gas explosion at Aiden Grove. The investigation by the fire brigade was still ongoing but the explosion appeared to have been caused by a defective cooker. At the time of the incident, the statutory 		

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inspections had been undertaken by Hackney Homes and there was an up to date CP12 in place.

- Staff Awards Charlotte Graves said that for two female members of staff to be nominated for awards in a traditionally male dominated field was a huge accolade.
- Repairs Call Centre Jim Paterson said that the difficulties had stemmed from a combination of Call Centre system problems, LBH system problems and the very bad weather. Regular meetings were now held with Call Centre staff and the Executive team, Civica and IT and the situation had vastly improved. The queuing time had improved from 12 minutes to 2 minutes and 84% of calls were being answered within the target time which was up from 51%. New staff had been trained and the Call Centre Staff and Gas Operatives were working closely. Work had already started on ensuring that the same problems were not encountered next Winter.
- Winter Charlotte Graves said that Hackney Homes had improved its gritting and sanding service since last Winter. Officers were liaising with the Council on when to start stock piling supplies for next Winter and where these could be stored.

The Board commended Hackney Homes on its sanding and gritting service during the very bad Winter weather.

The Board welcomed the improvement in the Call Centre service and asked that something be included in the next Residents' Newsletter which thanked Residents for their patience during the problems with the service and set out the current position with the Call Centre.

The Board asked if the schedule of rates included boilers. Jim Paterson said yes but would re-confirm.

The Board asked if any lessons had been learned from the gas explosion. Charlotte Graves said that the incident demonstrated that Hackney Homes dealt with outside emergencies very efficiently, and that internal communications between Officers dealing with such matters were excellent. There was currently a legal challenge taking place within the courts in respect of gaining entry to properties to undertake gas safety checks. Procedures may have to change depending on the outcome of this challenge. One significant outcome of the incident was how to encourage residents to maintain their gas appliances particularly cookers. Jim Paterson said that the programme of fitting carbon monoxide detectors in homes had highlighted the fact that cookers were often responsible for setting the detectors off which resulted in Hackney Homes disconnecting defective cookers. When the gas safety checks were being undertaken, a brief check was also made of cookers and if they were faulty, operatives disconnected them.

**J Paterson/
Coms**

April/May



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On 1 March 2011 at 6.30 PM

The Chair expressed his pride in the actions of staff involved in dealing with the gas explosion and asked that Jim Paterson conveyed this to those members of staff concerned.

The Board asked if members of TMOs were afforded the same service in respect of noisy neighbours. Charlotte Graves said that the policies applied equally. Hackney Homes had a client team which monitored TMOs and Hackney Homes and colleagues at the Council worked closely on such anti social behaviour.

The Board asked that the Board self-assessment exercise fed into the discussions on how the Board would look in future. It was also suggested that it may be possible to use LBH's HR development team for Board development purposes.

Rupert Tyson would write to the staff shortlisted for awards to congratulate them on behalf of the Board.

The Board asked for a further update on the digital aerial installation programme.

The Board noted the report.

Board/Gov Team

<p>6. Board actions yet to be implemented</p>	<p>A briefing note was circulated to Board Members setting out the position on compulsory gas safety checks for leaseholders.</p>		
<p>7. Business Critical Performance Summary</p>	<p>Alex Jarosy introduced the report.</p> <p>The Board expressed concern over the high levels of sickness. Neil Isaac said that over half of the sickness data related to staff with long term sickness of over 28 days. This was being monitored very closely and three quarters of these cases had now been resolved which would be reflected in a significant improvement in the performance data at the start of the new year. . All the cases were being actively managed and Charlotte Graves met with all Service Heads to review the position. Alice Burke as Chair of the HR Committee confirmed that the position was improving.</p> <p>The Board queried the point that the average relet time seemed to be on target whilst the overall the void levels seemed high Neil Isaac and Alex Jarosy clarified that the relet figures only applied to properties being let and not to those on regeneration estates where extensive works were still required.</p> <p>The Board expressed concern over some of the ASB figures. Neehara Wijeyesekera said that ASB was a key priority for Officers and all options were being considered for when the Management Contracts came back in house.</p>		



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The Board queried the unavailable data in respect of satisfaction levels with repairs. Alex Jarosy said that the Government had withdrawn the STATUS survey requirements which had rendered this indicator obsolete.

The Board considered that while economic circumstances were difficult increasing the target for arrears/service charge was not preferable and there were many ways to secure debt. Neehara Wijeyesekera said that leaving the target would mean it would be difficult to have an achievable and realistic target to performance manage the teams. If it would help he suggested finding a way to reassure the Board that debt had been secured through attached charges even though this would not be collectable for many years due to sale or in some cases on allocation of estate, if someone passes away. We still needed a SMART target for in year performance. We would look at how to provide this to the Board while using the proposed target

The Board noted the report.

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<p>4. Minutes of the meeting held on 29 November 2010 and matters arising.</p>	<p>The minutes of the meeting held on 29 November 2010 were agreed as a true record and signed accordingly.</p> <p><u>Matters Arising</u> Tess Merrett confirmed that the briefing note for Board Members on the CSR had been circulated.</p> <p>HRA/Community Development Neil Isaac said he would write to all Board Members on the outcome of this.</p>	<p>N Isaac</p>	<p>March</p>
<p>8. Delivery Plan 2011/12</p>	<p>Chrys Edwards introduced the report. The Board queried the mid term priority for shared services. Chrys Edwards said that the CEO was in separate discussions with the Council in respect of shared services. The Board asked whether, in respect of the Olympics, Residents were being encouraged to sub-let their properties for the duration of the Games. Chrys Edwards said that they were not but that all Residents were being kept fully informed of what was happening in respect of the Olympics so that everyone could fully enjoy the Games. The Board asked how continuous improvement was being maintained given that there was currently no longer an external inspection programme. Chrys Edwards said that although nothing had yet been decided regarding any sort of external inspection/monitoring regime, Officers were monitoring performance, and ensuring that compliance with standards was still</p>		



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being maintained and improved upon. Charlotte Graves said that some organisations had engaged external consultants to look at this area but given the current financial climate, Hackney Homes was concentrating on such initiatives as Tenant Scrutiny Panels and internal resources. The Board concurred that this was a good idea.

Chrys Edwards gave a brief overview of the performance management structure. The Delivery Plan was supported by Service Plans for all Hackney Homes' Services. These Service Plans, drawn up by the Service Heads also covered areas such as VFM, Equalities, Sustainability and the Olympics.

The Board asked what Hackney Homes was doing in respect of illegal occupancy. Chrys Edwards said that Wayne Hylton and his team were leading on this at Hackney Homes with success. It was noted that there was an issue with getting Court time for these cases and this was causing a backlog.

The Board also asked what was being done to address the stock condition survey. Chrys Edwards said that LBH's finance team were reviewing this as part of the HRA review and a report would be available in the near future.

The Board noted the report.

<p>9. Developing the Local Offer</p>	<p>Chrys Edwards introduced the report and gave some brief background to the Local Offer. The Board noted that there could be some duplication between the Local Offer and the Delivery Plan. Chrys Edwards said that the Offer was a work in progress and ever evolving and Officers were working to ensure there was no duplication.</p> <p>The Board asked that the timetabling process for key documents such as the Delivery Plan be reviewed.</p> <p>It was noted that the Local Offer seemed to be exclusive of Leaseholders although many of the priorities included affected Leaseholders equally with Tenants. Chrys Edwards said that the Offer followed the framework which had been set by the TSA which had clearly set out that it was for Tenants only. However, Officers were committed to developing the Offer which would include Leaseholders.</p> <p>The Board noted the report.</p>	<p>T Merrett/C Edwards</p>	<p>On-going</p>
<p>10. Hackney Homes Budget 2011/12</p>	<p>Sunil Desai introduced the report. The final Budget was the culmination of all the hard work by the A&F Committee and the Board.</p> <p>The Board approved the budget for 2011/12</p>		

<p>11. Financial Overview Report</p>	<p>Neil Isaac introduced the report. The Chair of the A&F Committee said that the Committee would welcome a more sustainable approach to the repairs & maintenance budget. The Board strongly endorsed the approach but equally, the choices afforded by the HRA review also produced new risks and it was therefore important that the A&F Committee and the Board devoted time to reviewing this.</p> <p>The Board noted the report.</p>		
<p>12. RLG Awayday, Proposal for Board Approval</p>	<p>The Board approved the proposal that</p> <ul style="list-style-type: none"> • The RLG met 3 times a year • The RLG met 4 times a year with the Chief Executive 		
<p>13. Pathfinder Play Area</p>	<p>The Chief Executive introduced the report. The Board asked that a report be brought to the A&F Committee which included detailed figures and set out a transparent re-charge process.</p>	<p>J Morrison/ C Tabi/ S Desai</p>	<p>TBC</p>
<p>14. Update report on Decent Homes Programme 2010-11 3rd Quarter</p>	<p>The Board noted the report.</p>		



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On 1 March 2011 at 6.30 PM

AOB

There was no other business

The meeting closed at 8.15 pm

Signed as a true record of this meeting _____ Chair Dated _____

Title of Report: Chief Executive's Report – Strategic Overview	
Decision Making Body: Hackney Homes Board	Date: 12th April 2011
Classification: FOR INFORMATION	Report of: Chief Executive – Charlotte Graves
Item Previously considered at: This is a monthly standing item	On Which Date: N/A
Report Author: - Charlotte Graves, Chief Executive	Appendices: N/A

If you have any questions about this report, please contact Charlotte Graves on 0208 356 3671 or email 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 AND RESOURCES

4.1 Summer activities for residents

Hackney Homes Communications Team will be working with a number of stakeholders this summer to deliver resident led activities on estates.

With a big focus on 2012 Olympics and Paralympic Games; we will be hosting dedicated sports themed events in partnership with Hackney 2012 Unit. These will aim to engage tenants and leaseholders in the spirit of the Games, get a better understanding about what the Games will mean to them as well as promote jobs and volunteering opportunities.

Sustainability is also a big focus and throughout the summer we will aim to engage with residents about the actions they can take to be greener. We

will also work with Hackney Council to promote a number of green initiatives that we are working on such as Grow Your Own, Green Estates pilot.

This summer we will continue to highlight the importance of safety on estates and we will be running ASB road shows in partnership with Dogs Trust and Hackney Council Community Safety Team to raise awareness about how to report issues, how to stay safe and how Hackney Homes works to improve safety.

We also intend to support around 20 TRAs to organise estate based events on this year to celebrate events such as Neighbours Day, Royal Wedding and Big Lunch. We have sent letters to all TRAs and we will be providing financial support as well as event planning advice.

4.2 Project Excellence

As reported to the Board on the 1st March the build of Universal Housing in respect of Phase 3 was incomplete, and there were outstanding issues that would prevent the system going live if these were not fixed. The resolution to some of these issues were to be provided by way of a major patch (upgrade) to the whole of Universal Housing. Taking the patch meant that the whole system would need to be retested, including ASB and Repairs, and this would put back the go live.

A new outline timetable for go live was provided to Audit and Finance on the 7th March, with the go live date being the end of May, 2011. Since then the progress of the project has been strictly monitored.

As at the end of March all the activities have been completed to timetable, and the final phase of testing is now commencing. All major issues have been resolved – two issues, concerning Housing Needs are outstanding, but Civica are confident that fixes will be delivered within the required timescale to enable the May go live.

Data migration and validation are also proceeding to timetable.

The risks are being closely monitored and managed, and the Project Board are confident that barring any unforeseen issues Phase 3 will proceed to go live on the 31st May.

4.3 Update on TSA report

In March of this year the 4 National Tenant Organisations published their review of the first year of “*annual reports to tenants*” submitted by housing associations, councils and ALMOs.

The report was written from the tenant’s perspective.

Hackney Council’s annual report was mentioned as one of the top rated ones.

They particularly liked the fact that Hackney referred to “diversity work in relation to empowerment” and gave examples of the African & Caribbean Consultative forum, Turkish Forum, Street Property Forum, the Asian Women’s Focus Group, a Disability Forum and Youth Committees.

They also felt that Hackney’s report was ‘above satisfactory’ in regard to service assessment and thought it was both ‘comprehensive and honest’.

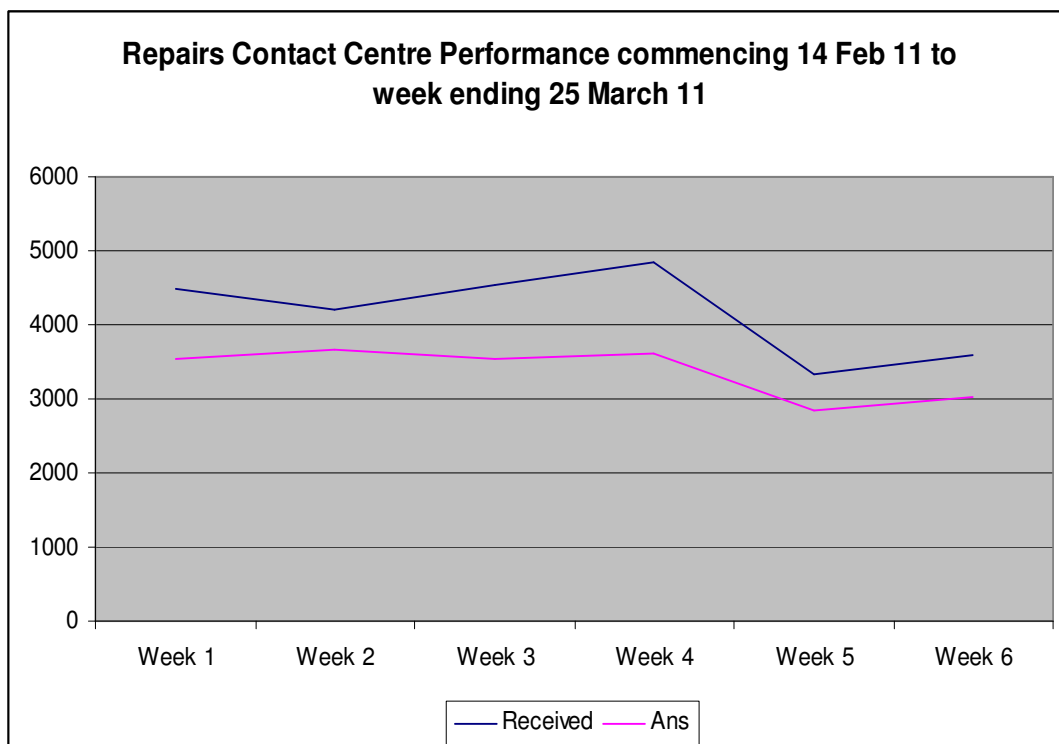
Another thing they liked about our annual report was the fact that we showed clearly how our services compared with the best landlords in order for our tenants to be able to assess our effectiveness as a landlord. In their view **“not many reports that our reviewers considered had done this effectively”**

5.0 BUILDING MAINTENANCE

5.1 Repairs Contact Centre

The purpose of this report is to update Board on performance in the Contact Centre since the last meeting. A number of initiatives have been taken to improve performance and work is continuing to sustain and improve performance further.

		Received	Ans	% Ans	Average Time				Service Level
					Queued	Servicing	Wait	Handling	
Wk 1	Ending 18.2.11	4476	3546	71.5	03:31	03:05	03:36	05:34	31.17
Wk 2	Ending 25.2.11	4215	3655	86.7	02:24	03:11	02:28	05:35	30.44
Wk 3	Ending 04.3.11	4529	3538	77.2	03:42	03:37	03:46	05:57	20.71
Wk 4	Ending 11.3.11	4856	3614	74.4	01:26	03:15	01:30	05:44	39.21
Wk 5	Ending 18.3.11	3341	2849	85.3	01:48	03:26	01:53	05:55	38.74
Wk 6	Ending 25.3.11	3583	3015	84.1	02:47	03:25	02:51	05:57	37.44



Initiatives to improve situation

- Working with Civica to address the top 5 issues that affect performance in the Contact Centre and improve handling time.
- Continue to monitor call queues and performance of the Contact Centre.
- Introduction of CTI which should find the correct contact at the first point of contact.
- On-going training to ensure staff are using the system to its full potential.
- Working with other Departments to improve first time resolution.
- Trend analysis over a 6 month period to see where else we can improve performance.
- Gas improvement plan to be implemented to avoid similar problems we experienced this year with appointments.
- 3 temporary staff recruited on 3rd March for 3 months.

5.2 Use of Magistrates Court Warrants for access to carry out inspections to gas installations

Since 2008, Hackney Homes alongside other local authorities and ALMOs has pioneered the use of Magistrates Court warrants for gaining urgent access to properties where access is persistently denied. This has allowed Hackney Homes to achieve high performance on gas safety and ensure that our residents' safety is not compromised by a small number of tenants denying access. This procedure has recently received further scrutiny by the Magistrates Court where our block application in January of this year was rejected in the light of a similar case at Ealing in which the Court took the view that an overdue inspection was not in itself a statutory nuisance. In other words, our use of the Magistrates Court to enforce the terms of the

Environmental Protection Act was dependent on the existence of a real and actual risk to health.

Hackney Homes and other authorities have received legal advice which appears so far to support the Magistrates Court decision. Further advice at QC level is being obtained, but in the event of the decision being allowed to stand, Hackney Homes will be putting in place alternative (and generally more cumbersome) procedures for Injunctions via the County Court. The effect of this may be an initial dip in our gas servicing performance accompanied by the need to manage the associated gas safety risks.

6.0 RESIDENT SERVICES

6.1 Metal Gates update

As a result of fire risk assessments, Hackney Homes had commenced the removal of some metal gates. This has generated a number of enquiries and concerns from some residents. I have commissioned a review of existing policies and procedures in this area. A meeting has been set up for 13th April with the Fire Brigade for them to input into this review.

As an interim measure, staff are continuing with a limited metal gate removal programme targeting those gates deemed to be high risk.

CHARLOTTE GRAVES
CHIEF EXECUTIVE
HACKNEY HOMES

Item 6

Board Actions yet to be implemented and not covered on this agenda

<i>Meeting</i>	<i>Action Agreed</i>	<i>Officer</i>	<i>Future Meeting</i>
10 January 2011 A&F Committee	Out of Hours Service Report	J Paterson	TBC
1 March 2011	Re-confirm to Board if schedule of rates included boilers. 1.3.11 minutes Item 5 p.4	J Paterson	April/May
	Fire Risk Update	Martin Weaver	TBC
1.3.11	Timetabling process for key documents e.g. Delivery Plan, Tenants' Scrutiny	Chrys Edwards	July

Title of Report: FINANCIAL OVERVIEW REPORT	
Decision Making Body: HACKNEY HOMES BOARD	Date: Tuesday 12th April 2011
Classification: For Information	Report of: Director of Finance & Resources
Item Previously considered at: N/A	On Which Date: N/A
Report Author: - Sunil Desai, Head of Finance	Appendices: None
<p>Report Outline:</p> <ul style="list-style-type: none"> • Paragraph: 1 – Summary of Report; • Paragraph: 2 – Recommendations; • Paragraph: 3 – Background; • Paragraph: 4 – HH Insurance and Budget Monitoring 10/11; • Paragraph: 5 – Impact Upon The Hackney Homes Strategic Plan; • Paragraph: 6 – Impact Upon The Hackney Homes Risk Register; • Paragraph: 7 – Consideration of the Hackney Homes Single Equality Scheme 2010 – 2013; • Paragraph: 8 – Consultation Process & Findings; • Paragraph: 9 – ICT Implications; • Paragraph: 10 – Human Resources Implications; • Paragraph: 11 – Financial Implications; • Paragraph: 12 – Legal Implications / Advice; • Paragraph: 13 – Other Related Decisions / Guidance. 	

If you have any questions about this report, please contact Sunil Desai on telephone number 0208 356 3429 or email sunil.desai@hackneyhomes.org.uk.

1 SUMMARY

- 1.1 This report provides an update on HH Insurance arrangements for 2011/12 and the budget monitoring position for 2010/11 as at end of February 2011.
- 1.2 As discussed at Audit and Finance Committee a decision has been taken for HH Insurance for 2011/12 to be combined with that of the Council in order to make efficiency gains. However HH is responsible for Directors and Officers Liability Insurance.
- 1.3 Currently, the revenue forecast for 2010/11 is for a break even position on HH own budgets. This has not changed from the January position. The delegated budgets are forecasted to have a net underspend of £208k. This is mainly due to an underspend on HRA Insurance.

2 RECOMMENDATIONS

- 2.1 That the Board notes this update report.

3 BACKGROUND

- 3.1 HH Insurance was up for renewal by April 2011 therefore options have been considered as to which would the maximum benefits both financial and efficiency.
- 3.2 Budget Managers within each of the four directorates are expected to use their local knowledge and current performance levels of activity in their area to forecast spend to the year end.
- 3.3 Budget monitoring is part of the performance management process for HH and the Council.
- 3.4 Regular budget monitoring and budget plans are reported to the Audit & Finance (A & F) Committee. At the last meeting on Monday 7th March 2011 a detailed report was produced on Property Services – Building Maintenance.

4 HH INSURANCE & BUDGET MONITORING 10/11

HH Insurance

- 4.1 HH Insurance was up for renewal from April 2011. Various options have been considered, the best option was to combine our insurance with that of the Council thereby achieving efficiency gains and ensure that the premiums charged are in line with current costs. However one element of insurance (Directors and Officers Liability Insurance) has to be provided by HH, this will provided at a cost of £5k which is the same premium as per last year.

Budget Monitoring 10/11

- 4.2 The forecast year end position for HH budgets is to break-even which is an unchanged position from that reported last month. The overall staffing budget for HH is currently showing an underspend, this will be utilised to offset the cost of voluntary redundancies as a result of reduced capital resources for 2011/12. Any unused underspends will be returned to the HRA.
- 4.3 The HH Delegated Budgets are forecasted to underspend by -£208k net. This is mainly due to an underspend on HRA Insurance. Although there are a number of compensating under / overspends; the main focus during the year end closedown process will be on HRA Repairs & Maintenance (R & M). As previously reported the overall R&M budgets are expected to overspend, the current forecasted overspend is £657k. There are pressures on individual R&M budgets particularly relating to reactive repairs.
- 4.4 The A & F Committee of 4/10/10 commented that although the HRA R & M budgets were felt to be under resourced as there have been year on year pressures on the repairs budgets, HH must ensure that expenditure is contained within the available cash limits. Council and Hackney Homes' Officers are working through the detail of the HRA review which may give both Hackney Homes and the Council the opportunity to re-base the budget and work up a 30 year business plan.
- 4.5 The other main areas which still need to be monitored during the year end closedown process are –
- Utility costs, this is a risk as the budget is £0.2m under the outturn for 2009/10. HH finance is working closely with relevant budget managers and the Council (Energy Management Unit) to resolve these issues and ensure that a correct year end projection is made of these costs.
 - Reduced rental income due to higher levels of voids or increased levels of arrears.
- 4.6 The Capital Monitor for February shows that budget reprofiling of £8.2m has been requested (yet to be agreed by Cabinet); this will result in an overall capital budget of £76.8m. The forecast spend for the year is £75.2m; the £1.5m underspend is due to £670k of voids works being funded by the LBH Property Initiatives budget and £1m slippage on high value repairs (as only urgent works were undertaken during the capital moratorium) this will be used in 2011/12.

5 IMPACT UPON HACKNEY HOMES STRATEGIC PLAN

- 5.1 A balanced budget and budget monitoring is fundamental to the achievement of HH business objectives. Regular budget monitoring reports are submitted to the A & F Committee. The process outlined in this report will allow the Board to understand 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 HH risk register includes the risk of not having a balanced budget and robust budget monitoring. The mitigating action includes robust budget planning and budget monitoring, undertaken by the Executive team and the A & F Committee and the Board.

7 THE HACKNEY HOMES SINGLE EQUALITY SCHEME 2010 – 2013

- 7.1 The delivery of the scheme is dependant as least in part on adequate resourcing. Good financial planning, it's monitoring and Board input will ensure that resources are allocated to priority areas.

8 CONSULTATION PROCESS & FINDINGS

- 8.1 Key stakeholders are consulted on budget proposals, as will residents as part of the rent consultation process. In addition HH 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.

10 HUMAN RESOURCES IMPLICATIONS

- 10.1 Any adjustments in the HH Management fee may impact upon staffing and therefore HH will have to manage this process through proper consultation and with regards to the Organisational Change Policy.

11 FINANCIAL IMPLICATIONS

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

12 LEGAL IMPLICATIONS / ADVICE

N/A

13 OTHER RELATED DECISIONS / GUIDANCE

N/A

Title of Report: Board Member Elections and Appointments 2011	
Decision Making Body. Hackney Homes' Board	Date: 12 April 2011
Classification: For Approval	Report of: Director of Finance & Resources -Neil Isaac
Item Previously considered at: N/A	On Which Date: N/A
Report Author: Tess Merrett, ext 3432	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 – Future Board Appointments**
- **Paragraph: 5.0 – Main body of report**
- **Paragraph: 6.0 - Impact Upon The Hackney Homes Strategic Plan;**
- **Paragraph: 7.0 - Impact Upon The Hackney Homes Risk Register;**
- **Paragraph: 8.0 - Consideration of the Hackney Homes Single Equality Scheme 2010 - 2013;**
- **Paragraph: 9.0 - Consultation Process & Findings;**
- **Paragraph: 10.0 - ICT Implications;**
- **Paragraph: 11.0 - Human Resources Implications;**
- **Paragraph: 12.0 – Financial Implications;**
- **Paragraph: 13.0 - Legal Implications / Advice;**
- **Paragraph: 14.0 - 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

1.0 SUMMARY

- 1.1 The Resident Board Member election process for 2011 will start shortly. This report sets out the requirements for the retirement and election of Resident Board Members and also seeks Board approval to approach the Council as sole Member of the ALMO with proposals to amend the numbers and composition of the Board going forward.

2.0 RECOMMENDATIONS

The Board is asked to

- approve the proposals to amend the numbers and composition of the Board going forward and to delegate authority to the Chief Executive and the Company Secretary to approach the Council as sole Member of the ALMO to endorse these proposals.
- approve a new quorum for meetings namely, six board members required to be present in person with one member from each constituency, i.e. one resident, one independent and one councillor forming part of that number.
- delegate authority to the Chief Executive and Company Secretary to approach the Council as sole Member of the ALMO to pass a written resolution to allow the articles of association to be amended to reflect the above changes.

3.0 BACKGROUND

- 3.1 Resident Board Members are required, under the Articles, to retire by rotation at each AGM. Those to retire shall be those who have served longest in office. However, if the Resident Board members were appointed on the same day and no Resident Board member volunteers to retire, then the Board Member to retire is either chosen by unanimous decision by the Board or is picked by lot.
- 3.2 Under the Memorandum & Articles, two Resident Board Members are due to retire this year. Rupert Tyson and Alice Burke are now the longest serving Resident Board Members and they are therefore subject to the retirement requirements as set out in the Articles.
- 3.3 The Board will recall that the previously elected Board Member from the Shoreditch Neighbourhood resigned shortly after taking up the role. The Board subsequently appointed Audrey Villas, who came second in the ballot, as the Shoreditch Board Member to fill a casual vacancy. This casual vacancy was for a year's duration until the AGM in September 2011. A by-election in Shoreditch will therefore be held at the same time as the elections in Queensbridge & Debeauvoir and North East Neighbourhoods.

- 3.4 The Independent Board Members are required to retire by rotation again, identified by length of service. One Independent Board Member is due to retire this year and Karen Dodds as the longest serving Independent Board Member is required to step down.
- 3.5 There are currently two vacancies on the Board which the Board, on the recommendation of the Standard & Ethics Committee agreed to carry until this year when the Board composition would be reviewed. One of the vacancies is in the Independent constituency and one is the reserved place for a Leaseholder in the Resident constituency. Leaseholders are able to stand alongside Tenants in the Neighbourhood elections and currently we have one Resident Board Member who is a Leaseholder as well as a Councillor who is also a Leaseholder. Given that Leaseholders can stand in the Neighbourhood elections, it is proposed that we do not continue with a specific place reserved for a Leaseholder. It is also proposed that we reduce the number of Independent board members from five to four i.e. do not fill the current Independent vacancy and approach the Council with a view to reduce the number of Councillor Board members from five to four also. The Board would therefore reduce in size from 16 to 13.
- 3.6 Officers would propose to keep the board composition under review to ensure that an appropriate mix of tenants and leaseholders was maintained.
- 3.7 In line with the proposed reduction of the number of Board Members, it is also proposed to change the quorum arrangements. Currently a meeting is quorate if six Board members are present in person and this number comprises 2 from each constituency, i.e. 2 residents, 2 independents and 2 councillors. It is proposed to keep the overall number of Board Members required to be present in person as six but to reduce the number from each constituency from 2 to 1.
- 3.8 If the Board agrees to these proposals and the Council endorses this approach, then the Articles of Association would need to be amended accordingly. Any proposed amendments to the Articles would be brought to a Standard & Ethics committee for consideration before coming to Board and Council, as the sole member of the company.

4.0 FUTURE BOARD APPOINTMENTS

The election process for resident Board members is costly, @ £20k per election. Once the Resident Board elections have been held this year, all the Resident Board Members will have been through at least one election cycle and therefore Officers are recommending that a review of this process is undertaken for next year. The outcome of this review will be brought to a Standard & Ethics Committee for consideration and any onward recommendation to the Board.

5.0 MAIN BODY OF THE REPORT

Extract from the Memorandum & Articles of Association

- 15(1) At the annual general meeting of 2008 none of the Resident Board Members shall retire from office.

At every subsequent annual general meeting Resident Board Members shall retire in the following rotation:

- (a) at the first subsequent annual general meeting, two Resident Board Members shall retire;
- (b) at the second subsequent annual general meeting, one further Resident Board Member, shall retire; and
- (c) at the third subsequent annual general meeting, a further two Resident Board Members shall retire
- (d) at the fourth subsequent annual general meeting a further one Resident Board Member shall retire

and so forth such that the Resident Board Members shall subsequently retire in a rotation which mirrors that in sub-paragraphs (a) to (d).*

- (2) The Resident Board members to retire at any such subsequent annual general meeting shall be those who have been longest in office since they last became Resident Board Members, but as between person who became Board Members on the same day, those to retire shall be chosen by either a unanimous decision by the Board or by lot PROVIDED THAT where a Resident Board Member is appointed as a consequence of the death or retirement (other than by operation of this sub-paragraph) of another Resident Board Member ("the Predecessor") the period of time for which the Resident Board Member shall have held office shall, for the purposes only of this Article 15(2) be deemed to include the period since the last election or appointment of the Predecessor.
- (3) Prior to every annual general meeting, direct or indirect elections shall be held among the Residents for the number of Resident Board Members to be appointed thereat. Only Residents shall be eligible to be appointed as Resident Board Members but otherwise the mode and manner of such elections shall be as the Board may from time to time agree subject at all times to compliance with Article 13.

* The wording in Article 15(1) was adopted by special resolution on 3 September 2008

- (4) The Company Secretary shall announce the results of the elections referred to in Article 15 (3) at each relevant annual general meeting and the Resident so elected shall be duly appointed as Resident Board Member.”

6.0 IMPACT UPON THE HACKNEY HOMES STRATEGIC PLAN

- 6.1 Good governance is key to managing the organisation properly and delivering the key objectives. An effective Board recruitment process will support this.

7.0 IMPACT UPON THE HACKNEY HOMES RISK REGISTER

- 7.1 Risk HH13 identifies the need for effective recruitment of Board Members.

8.0 CONSIDERATION OF THE HACKNEY HOMES SINGLE EQUALITY SCHEME 2010-2013

- 8.1 A transparent and open Board recruitment can help in ensuring diversity on the Board.

9.0 CONSULTATION PROCESS & FINDINGS

n/a

10.0 ICT IMPLICATIONS

n/a

11.0: HUMAN RESOURCES IMPLICATIONS

n/a

12.0 FINANCIAL IMPLICATIONS

There will be costs associated with the recruitment process such as fees for the Electoral Reform Society.

13.0 LEGAL IMPLICATIONS / ADVICE

n/a

14.0 OTHER RELATED DECISIONS / GUIDANCE

n/a

Title of Report: Schedule of Dates for 2011/2012	
Decision Making Body: Hackney Homes Board	Date: 12 April 2011
Classification " For Information "	Report of: Director of Finance & Resources
Item Previously considered at: N/A	On Which Date: N/A
Report Author: Tess Merrett ext 3423	Appendices: Appendix 1 Schedule of dates

- **Paragraph: 1.0 - Summary of Report**
- **Paragraph: 2.0 - Recommendation to the Board**
- **Paragraph: 3.0 - Background**
-

1.0 SUMMARY

The schedule of dates for Hackney Homes meetings for the period 2011-2012 is attached at Appendix 1 to this cover report.

2.0 RECOMMENDATION

2.1. That the Board diarises the meeting dates.

3.0 BACKGROUND

Dates for Hackney Homes' meetings are scheduled a year in advance. Every effort is made to ensure that the dates do not clash with key Council meetings such as Cabinet and full Council meetings as well as any other meetings which may involve Hackney Homes' Board Members such as Panel meetings. However, inevitably, given the very busy meeting schedules, there may be some unavoidable clashes.

**PROGRAMME OF MEETINGS – MUNICIPAL YEAR 2011-2012
(Hackney Homes Ltd Meetings & Hackney Council Meetings)**

APRIL 2011						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
			1	1	2	3
46.30 pm Hackney Homes A&F Committee	5 Labour Group	6	7 6.30 pm Leaseholder Advisory Group Labour Group	8	9	10
11 Cabinet	12 Hackney Homes Board Frampton Park TRA	13 Council	14 Stoke Newington Panel	15	16	17
18 Passover Central Panel	19 Passover Labour Group	20 Passover	21 Passover	22 GOOD FRIDAY Passover	23 Passover	24 Passover
25 EASTER MONDAY Passover	26 Passover	27	28 9.30 am HHJC Labour Group	29 Bank Holiday	30	

MAY 2011						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
						1
2 BANK HOLIDAY	3	4	5 REFERENDUM	6	7	8
9 6.45 A&F Committee	10 Frampton Park TRA	11 Council	12 6.00 Resident Liaison Group	13	14	15
16 Central Panel AGM	17	18 Council AGM	19 Stoke Newington Panel	20	21	22
23 7.00 pm Member Training	24 6.30 pm Hackney Homes Board	25	26	27	28	29
30 BANK HOLIDAY	31					

JUNE 2011						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
		1	2	3	4	5
6 Pensions sub	7	8 HH HR Committee	9	10	11	12
13 6.30 pm A&F Committee	14 CPC	15	16 Stoke Newington Panel	17	18	19
20 Harrogate 6.00 pm Cabinet 7.00 Member Training Central Panel	21 Harrogate	22 Harrogate	23 Harrogate	24 Harrogate	25	26
27	28	29 Audit Sub committee	30			

JULY 2011						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
				1	2	3
4 6.30 pm HH A&F Committee	5	6	7 6.30 pm RLG	8	9	10
11	12 CPC ALMO Annual Conference	13 ALMO Annual Conference	14 6.30pm Leaseholder Advisory Group	15	16	17
18th Cabinet 6.00 Central Panel	19 Fast of the 7 th of Tammuz work permitted	20 7.00 pm Council	21 Stoke Newington Panel	22	23	24
25 7.00 pm Member Training	26 6.30 pm HH Board	27	28	29	30	31

AUGUST RECESS						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1 Start of Ramadan	2	3	4	5	6	7
8	9	10	11	12	13	14
15 Central Panel	16	17	18	19	20	21
22	23	24	25	26	27	28
29 BANK HOLIDAY	30 EID	31				

SEPTEMBER 2011						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
			1	2	3	4
5	6	7	8 6.30 pm Resident Liaison Group CEO Chair	9	10	11
12	13 6.45 HH A&F Committee	14	15 Stoke Newington Panel	16	17	18
19. 6.00pm Cabinet 7.00 pm Member Training Central Panel	20 6.30 HH Board	21 7.00 pm Council	22	23	24	25
26	27 HH HR Committee	28 Rosh Hashanah HH AGM 12 noon	29 Rosh Hashanah	30 Rosh Hashanah		

OCTOBER 2011						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
			1		1	2
3 6.30 pm HH A&F Committee	4	5	6 6.30 HH Leaseholder Advisory Group	7 Yom Kippur	8	9
10	11	12 Sukkot	13 Sukkot	14 Sukkot	15	16
17 Sukkot Central panel	18 Sukkot CPC	19 Sukkot	20 Shemini Atzeret	21 Simchat Torah Stoke Newington Panel	22	23
24 6.00 Cabinet 7.00 Member training	25	26 Council	27 9.30 HHJC	28	29	30
31 6.30 pm HH Board						

NOVEMBER 2011						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	1	2	3 RLG 6.30 pm (Estate Plans theme?)	4	5	6
7 6.45 pm HH A&F Committee	8	9	10	11	12	13
14	15	16	17	18 Stoke Newington Panel	19	20
21 Central Panel	22	23	24	25	26	27
28	29	30				

DECEMBER 2011						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
			1	2	3	4
5 6.45 pm A&F Committee Ashura festival (Islam)	6	7 6.30 pm HH HR Committee	8	9	10	11
12	13 6.30 pm HH Board CPC	14	15	16 Stoke Newington Panel	17	18
19 Cabinet Central Panel	20 Chanukah	21	22	23	24	25
26	27 BANK HOLIDAY	28 end of Chanukah	29	30	31	

JANUARY 2012						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
						1
2 BANK HOLIDAY	3	4	5	6	7	8
9 6.30 HH A&F Committee	10	11	12	5	14	15
16	17	18	18 6.30 HH RLG	20	21	22
23 6.00 Cabinet 7.00 Member training	24	25 Council	26	27	28	29
30 Audit Sub	31 6.30 HH Board					

FEBRUARY 2012						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
		1	2 6.30 HH Leaseholder Advisory Group	3	4	5
6 6.30 HH A&F Committee	7	8	9	10	11	12
13	14	15	16	17	18	19
20 7.00 Member Training	21	22	23	24	25	26
27 6.00 Cabinet	28	29 Council				

MARCH 2012						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
			1	2	3	4
5 6.30 HH A&F Committee	6	6 Fast of Esther	8 Purim	9	10	11
12 Children & Young People Scrutiny	13 6.30 HH Board	14	15	16	17	18
19 7.00 Member Training	20	21	22 6.30 pm HH RLG	23	24	25
26 6.00 pm Cabinet	27	28 6.30 pm HH HR Committee	29	30	31	

APRIL 2012						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
						1
2 6.30 pm HH A&F Committee	3	4	5	6 GOOD FRIDAY	7	8
9 BANK HOLIDAY	10	11	12	13	14	15
16 6.30 pm Audit Sub	17	18	19 9.30 am HHJC	20	21	22
23 6.00 pm Cabinet	24 6.30 pm HH Board	25 7.00 Council	26	27	28	29
30						

MAY 2012						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	1 6.30 pm HH A&F Committee	2	3 London Mayor and GLA Elections	4	5	6
7 Bank Holiday	8	9	10	11	12	13
14	15	16 7.00 pm Council	17 6.30pm HH Leaseholder Advisory Group	18	19	20
21	22	23	24 6.30 pm HH RLG	25	26	27
28	29	30	31			