

**Hackney Homes Ltd Board Part A  
Part A meeting (open to the public)**

**Tuesday, 13th December, 2011 from 6.30 pm to 8.00 pm**

**Chief Executive's Conference Room - First Floor,  
Christopher Addison House, 72 Wilton Way, London E8 1BJ**

**Distributed to:**

**Hackney Homes Board Members**

Alice Burke, Councillor Susan Fajana-Thomas, Mervyn Jones, David Larkin, Councillor Samantha Lloyd, Joseph Oshikoya, Councillor Alex Russell, Councillor Saleem Siddiqui, Rupert Tyson MBE, Tom Tyson and Audrey Villas

**Hackney Homes Officers**

Odile Anderson, Sunil Desai, Chrys Edwards, Charlotte Graves, Trish Hail, Neil Isaac, Alex Jarosy, Judith Morrison, John Newton, Jonathan Oxlade, Jim Paterson and Neehara Wijeyesekera

**Stakeholder Representatives**

Councillor Karen Alcock, Bruce Devile, Councillor Philip Glanville, Ian Marriott, Michelle Patterson and Tim Shields

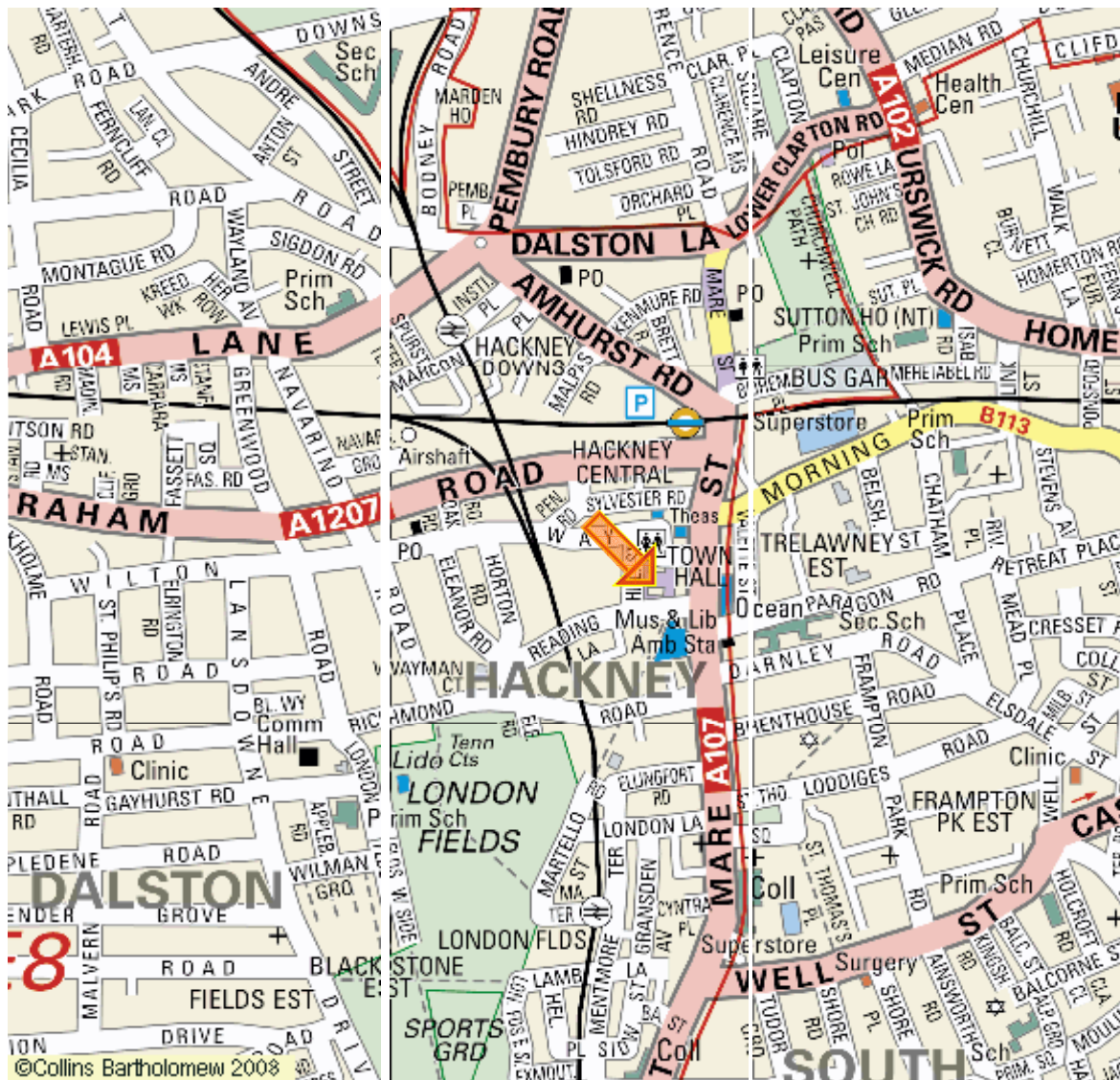
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**Governance Team**

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## Christopher Addison House, 72 Wilton Way, Hackney, E8 1BJ



The above map shows the location of Christopher Addison House.

Below are the nearest public transport links to the venue.

Please note that car parking facilities outside the building are limited.

**Buses:** 30, 48, 55, 106, 236, 253, 254, 276, 394, D6, W15

**Underground:** Bethnal Green (Central Line)

**Overland:** Hackney Central (Overground) and Cambridge Heath (Rail)

<b>Item</b>	<b>Subject</b>	<b>Page(s)</b>
<b>1.</b>	<b>Election of Chairs and Vice Chairs</b> Decision  15 mins	<b>(Page 1)</b>
<b>2.</b>	<b>Welcome, Introductions and Apologies</b> Information  2 mins	
<b>3.</b>	<b>Declarations of Interests</b> Information  1 min	
<b>4.</b>	<b>Minutes of Previous meeting (Part A) and Matters Arising</b> Decision  5 minutes	<b>(Pages 2 - 5)</b>
<b>5.</b>	<b>Chief Executive's Report - Strategic Overview</b> Information  15 minutes	<b>(Pages 6 - 16)</b>
<b>6.</b>	<b>Action items for future meetings</b> Information  2 mins	<b>(Page 17)</b>
<b>7.</b>	<b>Delivery Plan 2012/13</b> Information  10 mins	<b>(Pages 18 - 28)</b>
<b>8.</b>	<b>Q2 Performance Report and Business Critical Indicators</b> Information and Discussion  20 mins	<b>(Pages 29 - 39)</b>
<b>9.</b>	<b>Financial overview and budget overview</b> Information and Discussion  10 mins	<b>(Pages 40 - 43)</b>
<b>10.</b>	<b>Any Other Business</b>	

Title of Report: <b>Appointment of Chair and Vice Chair</b>	
Decision Making Body: <b>Hackney Homes Board</b>	Date: <b>13 December 2011</b>
Classification: <b>For Decision</b>	Report of: <b>Director of Finance &amp; Resources</b>
Item Previously considered at: <b>N/A</b>	On Which Date: <b>N/A</b>
Report Author: - <b>Tess Merrett: 3432</b>	<b>Appendices: N/A</b>

### Report outline

- **Paragraph: 1.0 - Summary of Report;**
- **Paragraph: 2.0 - Procedure**

## 1. Summary of Report

### 1.1 Article 31(1) of states that

- At the first Board Meeting following each annual general meeting the Board Members shall appoint one of their number to be the Chair of the Board and may appoint two of their number to be Vice Chairs to hold office until the next annual general meeting and may at any time remove them from that office.

### 1.2 The Annual General Meeting this year was held on 7 November.

### 1.2 At the meeting held on 26 October 2010, the Board agreed to appoint 1 Vice Chair rather than 2.

## 2.0. Appointment of Chair and Vice-Chair of the Board.

I emailed or wrote to all Board members on the 17<sup>th</sup> November asking for expressions of interest and supporting statements by 1st December from Board members who wished to be considered for election to the position of either Chair or Vice Chair. As there has been only one expression of interest for the position of Vice-Chair, namely Alice Burke and only one expression of interest for the position of Chair, namely Rupert Tyson, it is proposed that the Board appoint Alice Burke to the position of Vice Chair and Rupert Tyson to the position of Chair.



## Hackney Homes Ltd

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

On 31 October 2011 at 6.30 PM

Present	<b>Board members</b> Rupert Tyson Alice Burke Tom Tyson Mervyn Jones Saleem Sidiqqi Susan Fajana Thomas Samantha Lloyd	<b>Hackney Homes Officers</b> Charlotte Graves Neehara Wijeyesekera Neil Isaac Alex Jarosy Jonathan Oxlade	<b>Stakeholder Council)</b> Ian Marriott	<b>Representatives</b>	<b>(Hackney</b>
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<b>Part A – Open to the Public</b>		<b>Action</b>	<b>Date</b>
<b>1. Welcome/ Introductions</b>	The Chair welcomed everyone to the meeting. .		
<b>Apologies</b>	David Larkin, Alex Russell, Philip Glanville, Audrey Villas		
<b>2. Declarations of Interests</b>	There were no declarations of interest		
<b>3. Minutes of the meeting held on 30 September 2011 and matters arising</b>	<p>The minutes of the meeting held on 20 September 2011 were agreed as a true record and signed accordingly.</p> <p><u>6 Business Critical Performance Summary Quarter 1</u> David Larkin was to have contacted Alex Jarosy direct regarding complaints should he require further clarification. David Larkin had not contacted Alex Jarosy.</p>		Item 4

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On 31 October 2011 at 6.30 PM

	<p><u>7 Annual Tenants' Report</u> It was noted that no board member had given any feedback to Chrys Edwards on the Annual Tenants' Report for 2011.</p> <p>8. <u>Installation of Communal Aerial Digital Reception Systems</u> A communications campaign would take place closer to the go live date. Tess Merrett would ask Denise Hill to contact Saleem Siddiqui and Alice Burke regarding their digital reception systems queries.</p>	<p><b>T Merrett/D Hill</b></p>	
<p><b>4. Changes to the Housing Ombudsman</b></p>	<p>Rafael Runco, Deputy Ombudsman, gave a presentation on the proposed changes to the Housing Ombudsman due to be implemented from April 2013.</p> <p>The Board asked for clarification on the nature of the tenants' panels. Rafael Runco said that although tenants could set up a panel, landlords had to recognise the panel for it to be able carry out its function. Any tenant panel had to be set up in good faith and therefore landlords could refuse to recognise a tenant panel if this was not the case. There could be more than one tenant panel. Landlords could produce their own terms of reference for tenants' panels which panels had to meet to ensure recognition. If a panel failed to achieve recognition, there was no route of appeal. The national tenant organisations were planning on producing some guidance before the legislation was enacted.</p> <p>Rafael Runco said that it was important that the panels were independent and if they were set up by the landlords then they may be perceived to have some bias.</p> <p>The Board asked how many complaints currently were referred to the Housing Ombudsman. Alex Jarosy said very few and of those that were, a fair proportion were referred back to Hackney Homes to be resolved locally.</p>		

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On 31 October 2011 at 6.30 PM

	<p>The Chief Executive said that officers were working on arrangements and processes for the new regime which would complement the council's complaints processes.</p> <p>The Board thanked Rafael Runco for his presentation.</p>		
<p><b>5. Board actions yet to be implemented and not elsewhere on the agenda</b></p>	<p>The Board noted the report.</p>		
<p><b>6. Chief Executive's Report – Strategic Overview</b></p>	<p><u>Tenancy &amp; Leasehold Services</u> Neehara Wijeyesekera updated the Board on progress with the reorganisation of the Tenancy &amp; Leasehold Services section. Following a robust external assessment and interview process, David Saxon had been appointed to the post of Head of Neighbourhood Services, Sarah Chapman had been appointed to the post of Head of Centralised Housing Services and Ruth Clapham had been appointed as Head of TMOs. It had not been possible to fill the post of Head of Income Services from the internal candidates and this would be advertised externally. Interviews for the area manager posts would be completed on 1 November. The Board asked when recruitment for the third tier posts would be completed. Neehara Wijeyesekera said that consultation would take place between November and January and the process would be completed by the end of February 2012.</p> <p><u>Asset Management</u> The Board asked for an update on changes to the Feed in Tariff subsidy. Jonathan Oxlade said that up until 12 December 2011, the tariff remained at 44p per KWPH. However after 12 December 2011, this was being slashed to 21p per KWPH and this would affect those projects currently being worked on in Hackney.</p> <p>The Board noted the report.</p>		



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**7. Update Report on Decent Homes Programme 2011-2012 2<sup>nd</sup> Quarter**

Jonathan Oxlade updated the report which had been considered by the A&F Committee at its last meeting. Officers were in advanced discussions with Lead Members on the 2012/2013 programme and it was hoped that this would be considered by the 21 November Cabinet meeting.

The Board queried the position with those blocks which had not been included in the programme. Jonathan Oxlade said that owing to the funding position, it was not possible to add any blocks to the programme. Furthermore after 2013/2014 there would be another Comprehensive Spending Review so it was not possible to predict any future funding position.

The Board noted the report.

**8. AOB**

Alex Jarosy asked the Board to review paragraph 5 onwards of his report on complaints panels. The Chief Executive and Alex Jarosy would bring updates on the complaints panels to future boards.

The meeting closed at 7.50 pm.

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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>13<sup>th</sup> December 2011</b>
Classification: <b>FOR INFORMATION</b>	Report of: <b>Chief Executive – Charlotte Graves</b>
Item Previously considered at: <b>This is a monthly standing item</b>	On Which Date: <b>N/A</b>
Report Author: - <b>Charlotte Graves, Chief Executive</b>	Appendices: <b>N/A</b>

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 has 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 Project Excellence**

The revised project plan is in place following extensive discussions between Corporate ICT, Hackney Homes and Civica. We envisage the rents and housing management elements going live on the 2<sup>nd</sup> of April for week 1 of the new financial year. Good progress has been made towards achieving this go live date. Meetings are scheduled at the time of writing this report to finalise the costs of the new approach and identify the funding, I will report the outcome of these to Board.

## **4.2 Review of the Repairs service**

The Board will recall that the Council undertook a range of fast track reviews as part of the savings exercise for 2012/13 and 2013/14. These were undertaken jointly with the Overview and Scrutiny Committee. One of those reviews was of the repairs service. A substantial piece of work was undertaken in a short space of time to assess the service options and costs. The final report was considered by the Budget Scrutiny Task Group on the 14<sup>th</sup> of November and concluded that:

- HH repairs service offers a service that is broadly comparable with the cost of the recently tendered service for a neighbouring borough.
- There is the opportunity to undertake further benchmarking with the neighbouring borough as their new contract beds down and qualitative as well as quantitative data becomes available.

With the recommendations as follows:

- That the current in-house service be retained
- That officers continue to benchmark with neighbouring boroughs to ensure that lessons are learned and best practice is maintained within the DLO.

This report was accepted by the Budget Scrutiny Task group which reported to Overview and Scrutiny Board on the 23<sup>rd</sup> of November with the following recommendations

1. The Task Group supports the fast track service review's recommendation (incremental improvements to the current delivery model), given the service's focus on value for money and continuous efficiency
2. The Task Group asks that Cabinet consider the issue of DLO accommodation at the earliest instance, to seek a solution to the problem of basing the service across multiple sites. The Task Group requests that a response be provided to the Overview & Scrutiny Board at the earliest opportunity
3. The Task Group questions the approach to topic selection, feeling that there may have been other areas within the housing environment that could have provided more realistic radical service redesign options, where the members and officers' input would have provided more value.

#### **4.3 The Strike - 30 November 2011**

The Board will know that most of the public sector unions called a strike for the 30<sup>th</sup> of November to protest about government changes to public sector pensions. This dispute is with the government rather than with Hackney Homes as an employer; the resolution of the dispute clearly rests with the government and public sector employers and unions on a national basis.

The impact on services provided by Hackney Homes was not too severe with most staff coming in to work. However the repairs service was an exception to this and fewer repairs were undertaken as a result. Looking forward if a resolution cannot be found then further strikes could cause more disruption and will be harder to mitigate than a single day of action.

#### **4.4 Winter warmer fun for Hackney Homes' residents**

Over 250 elderly residents came to the annual Winter Warmer bash at The Round Chapel recently. Advice on getting ready for the cold snap and an energetic Zumba class were popular on the day. Free scarves, gloves and bags of fruit were on offer as well as relaxing massages and delicious hot soup to keep everyone warmed up. Repairs and Estate Environment Teams were on hand to assist residents with repair queries and offered free pansy plants to brighten up their home.

#### **4.5 Garden Swap scheme is launched**

Residents who have a garden but cannot look after it are being urged to sign up for the Garden Swap scheme to be paired up with a green fingered neighbour who will help look after and spruce up their garden. Hackney Homes will offer free gardening related training courses as well as exciting trips and days out with our team of experienced gardeners.

#### **4.6 One month rent free up for grabs for Hackney tenants**

Hackney Homes is giving away a whole month's rent to tenants who keep a clear rent account in December and January. We are also highlighting the range of ways to pay - online, telephone, Direct Debit, by Paypoint or at the Payment offices and how we will support tenants who may find it difficult to pay

#### **4.7 Olympic Planning and Preparation**

Hackney Homes is working closely with the Council through the Doing the Day job group to ensure it is kept up to date with LBH requirements and is clear about the nature of support needed. A full report to Board will be submitted in January 2012

Internally Hackney Homes has undertaken the following: -

- Identified a 'Doing the day job' representative – Chrys Edwards

- Hackney Homes has created its own Olympic planning group – membership includes representatives from each division within Hackney Homes. Group meets to ensure response to LBH requests as well as plan a coordinated approach from Hackney Homes. The frequency of meetings will increase in the New Year and run up to the Games.
- Set up Executive Team Olympic Planning meetings – lead officer – Jim Paterson
- Workshop with our Constructors – Decent Homes – explaining to them the plans/ impact of the Games, and more importantly what we expect in terms of support
- Looking at travel routes of staff – identifying who may or may not be affected by the proposed Olympic Route Network and public transport pinch points
- Identification of critical staff – talking to staff now about service needs.
- Identification of activities which can be deferred post games period or be completed prior
- Communications – identifying what residents need from us. Making sure key messages are communicated to residents
- Identification of risk areas – e.g. mobile phones, security, emergency planning
- Considerations – our strategy in relation to potential increase in ASB/ noise nuisance, litter, foot traffic relating to events staged in various parks/ green spaces and impact on our estates.
- Parking – Seamus Adams Head of Parking and Markets/ Street Trading has presented to Hackney Homes Olympic Planning group – LOCOG plans relating to parking on streets of Hackney. He also communicated the intention that controlled parking will be imposed on estates that currently do not have it.

## **5. LOCALISM ACT AND THE IMPLICATION FOR US AND OUR TENANTS**

These are the provisions in the new Localism Act that have the most important implications for us:

### **5.1 Council housing finance**

As the Board knows, the government recognises that the longstanding financing arrangements for the HRA are complex and create uncertainties for long-term planning. The Act therefore introduces the new ‘self-financing’ arrangements that will mean *all* rent money can be spent on services for tenants/ leaseholders, without some of it being pooled nationally as now. It will also enable residents to more clearly hold their landlord to account for the cost and quality of their housing.

The government is currently consulting on the detailed implications of what self-financing will mean for each council area. Our view of its likely implications in Hackney is that the overall outcome is broadly in line with the assumptions set out in the MTPF in the summer, which were based in indicative figures published by the government in February. However, there are some changes to the actual inflation rate which has increased the rent by more than expected and also changes to the relative inflation rates which

have reduced the Major Repairs and Management and Maintenance Allowances. Taken together this reduces the value of the payment to Hackney by £50m, but this is balanced by an increase in borrowing headroom

## **5.2 Tenancies**

The Act allows social landlords if they wish to introduce fixed-term tenancies in social rent and Affordable Rent homes. Such tenancies would normally be for a minimum of 5 years and would apply to new lettings. The Council has already made clear that council homes will continue, as now, to be let on lifetime tenancies at social rent levels. Council tenants' rights will not be affected unless they choose to move to an Affordable Rent home provided by a housing association.

The Act requires councils to publish a Tenancy Strategy, setting out the high-level matters to which ALMOs and local housing associations must 'have regard' if they plan to do fixed-term tenancies.

For the next few years, there are no real implications for us and our tenants. In the longer term, tenants' re-housing opportunities are likely to be affected. The supply of Affordable Rent homes will gradually increase and the number of social rent homes provided by housing associations is likely to decline. Tenants who choose to move to an Affordable Rent home could lose their existing right to a lifetime tenancy and social rent.

## **5.3 Regulation**

The existing social housing regulator, the Tenant Services Authority, is being abolished, with some of its powers being transferred from next April to the Homes & Communities Agency. The TSA's consumer regulation powers will be replaced by a much stronger role for resident involvement in monitoring and scrutinising the performance of social landlords, for example through resident panels.

## **5.4 Allocations**

Councils will be given the power to set up a completely separate transfer list for council tenants wanting to move to another council home. The purpose is to increase the scope for tenants to have greater priority over waiting list applicants in some circumstances. To do this, interested councils would need to develop new transfer policies. Hackney Council has not yet taken a view on the use of this power.

## **5.5 Mobility**

The government is introducing a national home swap scheme – which builds on the current mutual exchange system - so that all council and housing association tenants wishing to move have the best chance of a suitable match.

## **5.6 Housing ombudsman**

From April 2013, tenants of social landlords (including ALMOs) will be able to request that their complaints be considered by a 'designated person' once they complete the internal procedure of their landlord. Such a person could be an MP, a local Councillor, or a recognised resident panel. The designated person may help resolve the complaint directly, may refer the complaint to the Ombudsman, or may decline doing either. In the latter case the complainant may approach the Ombudsman to seek their consideration of the complaint. The complainant may also approach the Ombudsman directly if more than eight weeks have elapsed since the completion of the internal procedure of the landlord, without the need to approach a designated person first.

## **6. WELFARE CHANGES AND THE IMPLICATIONS FOR US AND OUR TENANTS**

The government is making radical changes to welfare benefits, some of which are still subject to legislation. The two big overall changes are the introduction of Universal Credit (UC) for all working age claimants and overall benefit caps.

UC is due to be phased in from October 2013 for new claimants and from April 2014 for existing ones. It will replace a range of key benefits, including Income Support, Job Seekers' Allowance, Housing Benefit (HB), and Working Tax and Child Tax Credits. One of its aims is to create more incentives to get people into work. Not all the detail is known yet so it is too early to say whether UC and the way it is rolled out will have any negative impacts.

Overall benefit caps are due to come in April 2013 and are intended to ensure that anyone in receipt of benefits does not receive more than the national average of take-home pay for working households. This will mostly hit private tenants with large families due to the amount of HB help they need to meet higher rents. Only exceptionally large families in social rented homes might also be affected.

Other government changes, though, will more obviously affect our tenants, in some cases significantly. These changes are intended to help reduce the national welfare benefits bill. The key changes are:

- From April 2013, working age tenants whose children have left home will face a reduction in housing benefit help unless they are prepared and able to move to a smaller home that matches the size of their current household
- From April 2011, adult children living with their parents where HB is claimed will be required to pay staged increases up to 2014 in the amount they are currently required to contribute to meeting the rent.
- There are also big changes planned for those currently in receipt of invalidity benefits, which could reduce the income received for some of those affected

These changes will hit the pockets of many tenants and their families, and could in some circumstances lead to some tenants needing to move to a smaller home in order to maintain their available income. Hackney Council is already looking very carefully at those groups most at risk and what can be done to ensure those most vulnerable are assisted where feasible. Further detail will be reported to a future Board.

## **7. GOVERNMENT HOUSING STRATEGY AND THE IMPLICATIONS FOR US AND OUR TENANTS**

The government recently published its national housing strategy. It is largely focused on housing supply and contains, for example, initiatives designed to support the private housing market and those seeking to buy new homes. However, it does also contain measures that directly affect council housing with some of the key ones subject to further consultation and potentially new legislation. The chief proposals directly affecting council housing are:

### **7.1 Right To Buy (RTB)**

The government plans to consult in December on its plans raise the current cap on RTB discounts (introduced by the last Government in 2003). The cap for London is £16,000. The government says it wants to enable average discounts (nationally) at up to 50% of market values. Its intention is that every home sold will be replaced by a new home at an Affordable Rent, subject to consulting on how much of the sales receipt should be pooled nationally rather than ring-fenced for local use.

Without more detail it is too early to say what impact these changes might have in Hackney. Any increase in successful RTB applications on regeneration estates is not likely to increase the cost of buying back the properties *unless* the government also plans to change the law that enables councils to control the actual level of discount available in such circumstances.

### **7.2 Rents of high earners in social rented housing**

The government plans to consult on powers to allow landlords to increase rental income from households with “genuine high earners”. This may require new legislation. The government had previously said this would be targeted at those earning £100,000 a year or more but it appears to be now considering incomes lower than this. Again, we will need to see the detail to understand what the implications might be.

### **7.3 Guidance on allocations**

Linked to the last point, guidance will be issued to councils to make it clear that social homes are not ‘to be allocated to people who don’t need them’ while those ‘in genuine need should be prioritised’ (for example, service personnel).

## **8. TENANCY & LEASEHOLD SERVICES**

### **8.1 Housing Management Structure**

Phase one of the Tenancy & Leasehold Services reorganisation concluded on 1 November 2011 and introduced a new senior management team structure into the division as listed below:

- David Saxon, Head of Neighbourhood Services
- Sarah Chapman, Head of Centralised Housing Services
- Ruth Clapham, Head of TMO Services
- Paul Hayward, Interim Head of Income Services; and
- Judith Morrison, Head of Leasehold and Right to Buy Services

Third tier appointments were made as follows:

- Wayne Hylton, ASB and Estate Safety Manager
- Faisal Pirbhai, Resident Participation and Communities Manager
- Shushana Gold, Area Manager - Neighbourhood Services (Queensbridge, De Beauvoir and Shoreditch)
- Clive Taber, Area Manager - Neighbourhood Services (North East)
- Lorraine Wright, Area Manager- Neighbourhood Services (Project Excellence/Business Services)

We are currently looking to appoint one permanent Area Manager and one interim Area Manager.

Preparation for phase two of the reorganisation is currently underway. Phase two includes changes to all other posts within the division and formal consultation will commence shortly with staff affected and Trade Unions. Assessments and interviews for posts will be carried out where applicable. Staff will be assessed against the person specification criteria. Training to support staff will be offered during phase two e.g. interview skills training, letter writing, communication skills etc.

### **8.2 Consultation on Tenancy Conditions**

Consultation with all council tenants is underway and we have received over 1,200 responses. Drop in sessions across the borough have been well attended.

The Council is formally consulting on proposed changes and this is due to end on 7 January 2012. We will be reviewing the observations and feedback provided by all secure tenants and in conjunction with LBH Legal Services a summary of formal responses will be made available in February/March 2012. At the same time we are seeking advice on whether it is possible to review current leases and future leases.

## **9. ASSET MANAGEMENT**

### **9.1 Cranston CHP**

The Shoreditch Heat Network (SHN) has been agreed by members as being a viable scheme of improvements to the heating of 550 homes in the Shoreditch area. The project includes a new form of power source for communal heating and producing electricity. A reciprocating engines based in Cranston Estate will service all of Cranston Estate, Thaxted Court and Halstead Court on Fairbank Estate. Also included in the project is 25-196 Croyley Court and Wenlock Barn Estate. A full consultation exercise has been carried out with our residents over the proceeding year. At the moment the lead constructor, Mulalleys and the primary supply chain member, Vital Energy are carrying out pre-construction surveys to all homes before actual physical works activities starts in January 2012.

## **10. BUILDING MAINTENANCE**

### **10.1 Planned Maintenance Capital Programme of Works**

Despite a slightly delayed start to the Planned Maintenance Capital Programme for 2011/12, due to the bedding in and establishment of the new Hackney Alliance contract arrangements, together with adapting to the more diverse programmes managed by Planned Maintenance. I am pleased to report that the programme is gaining momentum and is moving forward quickly, with the necessary resources being provided to ensure the vast bulk of the programme is still deliverable.

For 2012/13, the process of forming and agreeing a capital programme s underway and it is hoped that early agreement can be achieved allowing an early start, which is especially important given the constraints that will be imposed during the Olympic period.

Liaison with Tenancy Management will now take place on a monthly basis following an initial meeting in November focused on access issues.

### **10.2 Painting Programme 2012/13**

This is progressing well and work is underway to devise a suitable programme for 12/13 based on the criteria agreed by HH Board. Market test is underway and tenders are currently being analysed before a recommendation is made.

### **10.3 Olympics**

Discussions are taking place with all contractors and constructors to ensure proper planning for the Olympic period. Many services we provide will be even more critical during the Olympic period and plans will be put in place to ensure that those services such as; lifts, door entry, electrical power, water supply and so on are available within acceptable time spans.

#### **10.4 Planned Maintenance Residents Steering Group**

A further meeting of this group will take place in early December. All TRAs have been asked to nominate representatives. It is intended that this meeting will agree how residents can be directly involved in contracts going forward.

#### **10.5 Fire Safety**

The current year funding and works programme is intended to deal with all outstanding Priority 2 items. Funding and strategy for dealing with Priority 3 items is under discussion. We are also looking at the revenue implications for future years as part of the HRA R&M budget setting process. A re-survey programme aimed at obviating the need for communal alarms in blocks, where they are currently recommended by the risk assessor, is near completion. In the vast majority of cases other measures to manage the risks are being identified. An Equalities Impact Assessment on the Fire Safety Policy recently agreed by HH Board is progressing.

#### **10.6 184 and EIB**

The programme of works for 2011/12 has now been presented to all Panel meetings.

#### **10.7 Transport**

We are currently in the middle of renewing our transport fleet, with 150 new vehicles being received. This has been procured by the council and Citroen has won the contract, which will replace the current fleet which is mainly Ford. The new fleet will be completely renewed by March, the new fleet is more fuel efficient and is similar in price. The vehicles have been procured on a four year lease arrangement.

### **11. ESTATE ENVIRONMENT**

#### **11.1 Estate Cleaning**

- Estate Cleaning Team have won *Hackney Heroes' Heroes Awards - Team of the Year*, this has boosted morale and has been very well received. The Central Team and other members of the North West team also won a commendation for their participation in the clear up following the gas explosion at Aden Grove.
- Some estate cleaners where English is not their first language, are now into their 5<sup>th</sup> week of English lessons. The classes are going well and the staff are enjoying the lessons and feel more confident with their English.

- With winter looming, we are well prepared and have approximately 300 tonnes of grit available, the section has also revisited and refreshed the various winter plans which are in place.
- We are carrying out various works on some of our estates around greening in Hackney and will be consulting with TRA members on the planting we intend to carry out.
- Garden Swap Scheme has commenced and we have 5 gardens which are to be paired up with volunteers.
- We are publishing the “Grow Your Own Scheme” with the view to expand on the existing 97 projects that are already in place in Hackney.
- Our Leaf Clearance programme has commenced and early indications are confirming it is going well.
- We have taken on some Hackney residents as work experience for a period of 3 months.

**CHARLOTTE GRAVES**  
CHIEF EXECUTIVE  
HACKNEY HOMES

<b><i>Meeting</i></b>	<b><i>Action Agreed</i></b>	<b><i>Officer</i></b>	<b><i>Future Meeting</i></b>
24.5.11	Youth RLG 12 month review mechanism	N Wijeyesekera	May 2012
26.07.11	Localism Bill issues follow up	Board	TBC

Title of Report: <b>Delivery Plan 2012/13</b>	
Decision Making Body: <b>Hackney Homes Board</b>	Date: <b>13<sup>th</sup> December 2011</b>
Classification <b>“For Information”</b>	Report of: <b>Director of Finance &amp; Resources</b>
Item Previously considered at: <b>N/A</b>	On Which Date: <b>N/A</b>
Report Author: - <b>Chrys Edwards ext 2752</b>	Appendices: <b>App. 1</b> – Draft Delivery Plan 2012/13 <b>App. 2</b> – Excerpt from LBH Corporate Plan

- **Paragraph: 1.0 - Summary of Report**
- **Paragraph: 2.0 - Recommendation(s) to the Board**
- **Paragraph: 3.0 - Background**
- **Paragraph: 4.0 - Consultation Process & Findings**
- **Paragraph: 5.0 - Key Themes – Delivery Plan 2011/ 12**
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- **Paragraph: 7.0 - ICT Implications**
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- **Paragraph: 11 - Next Stage**

## **1.0 SUMMARY**

- 1.1. The following report provides the Board with an update on the development of the 2012/13 Delivery Plan.
- 1.2. It will highlight the themes and service improvements which are to be delivered during 2012/13

## **2.0 RECOMMENDATION(S)**

- 2.1. That Board members provide feedback and suggestions regarding the content of the delivery plan for 2012/13
- 2.2. That Board members note the contents of this report.

## **3.0 BACKGROUND**

- 3.1. Each year Hackney Homes is required to produce, as part of the management agreement with the Council, a delivery plan.

- 3.2. This plan needs to state how services are going to be delivered to residents and the improvements that Hackney Homes plans to put in place.
- 3.3. At the suggestion of the Council, the process followed for the development of the 2012/13 delivery plan has changed from previous years. The key differences are:
- Process started much later – instead of May/ June, it started in August
  - Better alignment with Council planning and budget setting processes
  - Although it needed to be submitted by 31<sup>st</sup> October (as is the case every year) – Hackney Homes were only required to identify top line objectives and related milestones (App 1).
  - 40 day consultation period will be used to flesh out the detail, review whether items/ projects contained within the draft plan submitted in October still remain pertinent. This is also the time to consult with residents
  - A 6 month review of the current delivery plan will also help confirm what should be carried over or built upon in regard to the 2012/13 delivery plan
  - The format of the delivery plan has been simplified and will adopt a similar format to that of the LBH corporate plan – see App 2.
- 3.4. The plan has concentrated on describing the specific service objectives and related milestones as opposed to detailing how Hackney Homes and the Council will work together, so a number of sections contained in previous plans has with the agreement of the Council, been omitted.

#### **4.0 CONSULTATION PROCESS & FINDINGS**

- 4.1. Below is a table which summarises the 2012/13 delivery plan consultation activities.

	<b>Stakeholder Group</b>	<b>Method</b>	<b>Who By</b>	<b>When</b>
1.	Staff	<ul style="list-style-type: none"> <li>• DP briefing notes and feedback form presented at team meetings</li> </ul>	HH Managers/ Supervisors	January 2012
2.	Residents	<ul style="list-style-type: none"> <li>• African Caribbean Consultative Forum (ACCF)</li> <li>• Disability Forum</li> <li>• Asian Women's Forum</li> <li>• Street Property Forum</li> <li>• Elders Group</li> <li>• Youth Group</li> <li>• Neighbourhood Panels</li> <li>• Questionnaire to residents</li> </ul>	C. Edwards Resident Participation	Dec 2011 – Jan 2012
3.	Council Members	<ul style="list-style-type: none"> <li>• Meetings</li> </ul>	Hackney Council	Dec 2011-Jan 2012
4.	Senior Officers LBH	<ul style="list-style-type: none"> <li>• Meetings</li> </ul>	Hackney Council	Nov -Dec 2011

## **5.0 KEY THEMES – DELIVERY PLAN 2012/ 13**

5.1. The main themes of the 2012/13 delivery plan are:

- Anti Social Behaviour
- Provision of quality repairs
- Tenancy Management – implementation of phase two reorganisation
- Seamless public realm
- HRA planning
- Preparing for the 2012 Olympics and Paralympics
- Leaseholder Satisfaction
- Tenant scrutiny – performance and complaints
- Savings target – realise savings for 2012/13 and identify savings areas for 2013/14

5.2. The objectives contained within the plan will be communicated to staff and also become part of service area service plans.

5.3. The Hackney Homes service planning process will commence late January and be completed by February 2012.

## **6.0 IMPACT ON THE HACKNEY HOMES SINGLE EQUALITY SCHEME (SES)**

6.1 An initial equality impact assessment has been carried out for this delivery plan. It found that there is not a need for a full assessment

## **7.0 ICT IMPLICATIONS**

N/A

## **8.0 HUMAN RESOURCES IMPLICATIONS**

8.1 The service improvements contained within the 2012/13 delivery plan will form the basis of service planning and ultimately the appraisal process.

## **9.0 FINANCIAL IMPLICATIONS**

9.1 The identified savings will have to be met.

## **10.0 LEGAL IMPLICATIONS / ADVICE**

10.1 N/A

## **11.0 NEXT STAGE**

11.1. After the completion of consultation, LBH will send final draft to Cabinet for ratification.

11.2. The plan will be sent to Cabinet mid-February 2012.

**DELIVERY PLAN 2012/13 – TOPLINE SERVICE IMPROVEMENT PRIORITIES**

No.	Objective Description	Milestones (delivery deadline)	Lead Officer
1	<b>ASB – To improve satisfaction with HH ASB services by raising awareness and by improving - performance, access and timeliness of response</b>		
	Raising awareness of ASB services within Hackney Homes	<ul style="list-style-type: none"> <li>• Increase frequency of ASB resident scrutiny forum from quarterly to monthly <b>(30.6.12)</b></li> <li>• Circulate ASB newsletters to individual estates – monthly <b>(30.9.12)</b></li> <li>• Investigate reasons why residents are not happy with ASB service <b>(30.6.12)</b></li> <li>• Improve communications through delivery of ASB surgeries and road shows <b>(31.12.12)</b></li> </ul>	<b>Wayne Hylton</b>
	Improving ASB performance	<ul style="list-style-type: none"> <li>• Centralise ASB services to facilitate consistency of service provision <b>(31.12.12)</b></li> <li>• Introduce regime of mystery shopping to measure effectiveness of service improvements as point of delivery <b>(30.9.12)</b></li> <li>• Ensure all ASB officers receive customer service training with specific emphasis on dealing with ASB issues <b>(30.9.12)</b></li> <li>• Undertake customer satisfaction surveys post ASB case closure <b>(30.6.12)</b></li> <li>• <b>Mediation services</b> – establish quarterly monitoring of the use of and outcome from the newly commissioned mediation service. <b>(30.6.12)</b></li> <li>• Increase the number of referrals to this service by 20%. 2009/10 number of cases referred is 20. <b>(31.3.13)</b></li> <li>• Increase the level of ASB cases resolved as a result of mediation involvement by 20% <b>(31.3.13)</b></li> </ul>	<b>Wayne Hylton</b>
	Improving access to ASB services	<ul style="list-style-type: none"> <li>• Understand the reasons for under reporting of Domestic Violence and Hate Crimes through the review of current HH policies and procedures. Policies should also align with revised tenancy agreement and relevant legislation. <b>(30.9.12)</b></li> <li>• Produce separate leaflets for each area to replace current leaflet and clarify/ reiterate the reporting process and support</li> </ul>	<b>Wayne Hylton</b>

No.	Objective Description	Milestones (delivery deadline)	Lead Officer
		agencies available to residents who are victims of these crimes. <b>(31.12.12)</b> <ul style="list-style-type: none"> <li>Once policies have been updated – deliver training to staff in DV and Hate Crime to reiterate procedure to be followed when such issues are reported and the importance of sensitivity/ confidentiality <b>(31.12.12)</b></li> </ul>	
	Improving timeliness of response – Noise Nuisance	<ul style="list-style-type: none"> <li>Reduce the time taken to identify whether noise nuisance is statutory or non statutory HH will install noise machines within 28 days of notification of reoccurring noise incident. <b>(31.3.13)</b></li> <li>Benchmark good practice response times in relation to non statutory noise nuisance – for example Haringey <b>(31.3.12)</b></li> <li>Formalise procedures for the use of noise monitoring equipment and issuing section 82 notices. <b>(31.5.12)</b></li> <li>Ensure all ASB officers are trained in procedure and use of noise monitoring equipment <b>(30.6.12)</b></li> </ul>	<b>Wayne Hylton</b>
	Increase level of dog micro-chipping to facilitate the identification of irresponsibly owned or violent dogs as well as increase the number of stray dogs reunited with their owners	<ul style="list-style-type: none"> <li>Increase the number of Hackney Homes residents’ dogs that have been micro-chipped by 30%.<b>(31.9.12)</b></li> <li>Hold 10 micro chipping clinics at various Hackney hotspots throughout 2012. <b>(31.3.13)</b></li> </ul>	<b>Wayne Hylton</b>
<b>2</b>	<b>Tenancy Management – To continuously improve the quality of neighbourhood services by bringing Hackney Homes estate management back in house</b>		
	Implement Phase Two of the reorganisation of Tenancy and Leasehold division	<ul style="list-style-type: none"> <li>Achieve projected savings for 2012/13. <b>(31.3.13)</b></li> <li>Refocus services in relation to feedback received through consultation from across the Borough<b>(31.3.13)</b></li> <li>Review roles and responsibilities – providing a clearer definition of responsibilities and standardising roles within each function<b>(31.3.13)</b></li> <li>Disband departmental working and remove neighbourhood boundaries created through contracts, streamline functions in order to eliminate duplication <b>(31.3.13)</b></li> </ul>	<b>Neehara Wijeyesekera</b>

## DELIVERY PLAN 2012/13 – TOPLINE SERVICE IMPROVEMENT PRIORITIES

No.	Objective Description	Milestones (delivery deadline)	Lead Officer
		<ul style="list-style-type: none"> <li>Embed a better performance management culture through training of staff (starts 31.3.13 and continues into following financial year)</li> </ul>	
	Implement revised Tenancy Agreement	<ul style="list-style-type: none"> <li>Implement revised tenancy agreement – March – April 2012</li> <li>Train staff March 2012</li> </ul>	<b>Neehara Wijeyesekera</b>
<b>3</b>	<b>Estate Environment Improvements – to contribute to the Council aim ensuring all council estates, streets and parks are maintained to the same high standard.</b>		
	Ensuring Council estates are maintained to the same high standard	<ul style="list-style-type: none"> <li>Work in partnership with Hackney council to deliver seamless public realm services:               <ul style="list-style-type: none"> <li>Identify elements of current service provision which could lend themselves to a shared approach in terms of service delivery</li> <li>Continue meetings Hackney Council to discuss the timing and financial viability of seamless working.</li> <li>Obtain measurable costs for relevant service activities (31.3.13)</li> </ul> </li> <li>Adopt national standards for maintenance of the estate environment, building on standards already in place e.g. Tidy Britain</li> </ul>	<b>Jim Paterson</b>
<b>4</b>	<b>HRA Planning – understanding and preparing for HRA Reform</b>		
	HRA Planning – preparing for and implementing self financing	<ul style="list-style-type: none"> <li>HH to contribute to the 1<sup>st</sup> draft of HRA business plan (30.6.12)</li> <li>Identify funding gaps and put measures in place to address gap (30.6.12)</li> <li>Present to HH Board options/ proposals for addressing gap (30.9.12)</li> <li>Undertake detailed review of Asset management plan – factoring in Member aspirations (30.9.12)</li> <li>Reflect outcome of the AMP review in budget setting for 2013/14 (31.3.13)</li> <li>Identify impact of revised AMP on leaseholders (31.12.11)</li> </ul>	<b>Neil Isaac</b>

No.	Objective Description	Milestones (delivery deadline)	Lead Officer
<b>5</b>	<b>Olympics – Ensure the provision of services to residents throughout the Games</b>		
	HH -Olympic Planning	<ul style="list-style-type: none"> <li>• Increase frequency of HH Olympic Planning Group to fortnightly to run up to the Games. <b>(April 2012 – July 2012)</b></li> <li>• In conjunction with Parking, Markets and Street Trading Department of the Council implement estate parking strategy for estates impacted by the Olympics <b>(30.5.12)</b></li> <li>• Communications - Ensure that residents are aware of what is happening in terms of estate parking <b>(30.4.12)</b></li> <li>• Revise business continuity plans for critical service areas, including major incident mobilisation <b>(30.5.12)</b></li> <li>• Finalise strategies for materials, contractors etc by May 2012. <b>(30.5.12)</b></li> <li>• Confirm leave and service cover arrangements <b>(30.5.12)</b></li> <li>• ASB – produce protocol to address potential of additional ASB activity – noise nuisance for example. <b>(30.5.12)</b></li> </ul>	<b>Jim Paterson</b>
<b>6</b>	<b>Repairs – To further improve repairs and maintenance services to tenants and leaseholders</b>		
	Improve materials ordering	<ul style="list-style-type: none"> <li>• Investigate whether information relating to materials ordered for follow on works can be accessed by RCC for purposes of being more proactive in regard to customer service/ appointments process <b>(30.5.12)</b></li> <li>• Define timescales for materials/ items ordered so that HH are able to give more accurate timescales for follow on repairs to customers <b>(30.4.12)</b></li> </ul>	<b>Humara Qayyum</b>
	Improve 'Getting the job right first time' performance	<ul style="list-style-type: none"> <li>• Set baseline on actual performance with view to measuring level/ impact of service improvements introduced to improve this area of performance. <b>(30.4.12)</b></li> <li>• Understand the areas where a resident is likely to complain about the service <b>(30.5.12)</b></li> <li>• Agree an action plan to implement service improvements linked to customer's perception and complaints <b>(30.6.12)</b></li> <li>• Set PI target to measure and evaluate the effectiveness of the</li> </ul>	<b>Humara Qayyum</b>

No.	Objective Description	Milestones (delivery deadline)	Lead Officer
		<p>changes to the service. (this would be an internal local indicator for the purposes of establishing baseline and level of improvement) <b>(30.6.12)</b></p> <ul style="list-style-type: none"> <li>• Test whether improvements has improved satisfaction – aim for a positive direction of travel <b>(31.3.13)</b></li> </ul>	
	Improving complaints performance	<ul style="list-style-type: none"> <li>• Use the information and recommendations coming out of the complaints audit to improve quality of responses and performance in relation to response timescales. <b>(31.3.13)</b></li> </ul>	<b>Humara Qayyum</b>
	Improving Repairs Contact Centre calls handling performance	<ul style="list-style-type: none"> <li>• Achieve performance target. The 2011/12 target for %age of calls answered is: 94%, current YTD performance (Oct 2011) = 85.5%. The 2011/12 target for %age of calls answered in 5 rings: 80%, current YTD performance (Oct 2011) = 45% <b>(31.3.13)</b></li> </ul>	<b>Humara Qayyum</b>
<b>7</b>	<b>Satisfaction with Leasehold Services – To improve services to leaseholders through the provision of relevant information relating to their rights and obligations</b>		
	Improving leaseholders services overall	<ul style="list-style-type: none"> <li>• Based on findings from the specifically commissioned leaseholder satisfaction telephone survey (Feb 2012) – HH performance team to formulate report and analysis of survey findings/ themes <b>(30.4.12)</b></li> <li>• LS to consider report and make recommendations in relation to findings identified in report. <b>(30.6.12)</b></li> <li>• Produce action plan based on findings and addressing issues <b>(30.6.12)</b></li> <li>• Deliver those items of the action plan which have been identified for delivery in 2012/13 <b>(31.3.13)</b></li> </ul>	<b>Judith Morrison</b>
	Subletting –ensure leaseholders who sublet their properties are aware of their rights and obligations	<ul style="list-style-type: none"> <li>• Identify issues that need to be brought to the attention of subletting leaseholders particularly with reference to landlord and tenant obligations and set out in an annual newsletter. <b>(30.6.12)</b></li> <li>• Workshop to explain landlord and tenant rights and</li> </ul>	<b>Judith Morrison</b>

No.	Objective Description	Milestones (delivery deadline)	Lead Officer
		responsibilities and provide opportunity for subletting leaseholders to engage with Hackney Homes staff <b>(31.12.12)</b> <ul style="list-style-type: none"> <li>Produce newsletter for subletting leaseholders –to reiterate rights and obligations.<b>(31.3.13)</b></li> </ul>	
Q3	In light of the review of the tenancy agreement consider viability of similar changes to the lease agreement.	<ul style="list-style-type: none"> <li>Liaise with Legal Services concerning changes to the tenancy agreement and the viability of aligning to the lease. <b>(30.6.12)</b></li> <li>If Legal agreement given identify parts of the new tenancy agreement that should/could also apply to leaseholders <b>(30.6.12)</b></li> <li>Consult with Leaseholders concerning any changes that may be deemed necessary <b>(31.12.12)</b></li> </ul>	<b>Judith Morrison</b>
Q4	Raise leaseholder awareness of health and safety matters.	<ul style="list-style-type: none"> <li>Run a series of newsletter articles relating to safety issues – specifically setting out for our leaseholders HH expectations relating to safety matters <b>30.9.12</b> and <b>31.3.13</b>—specifically setting out for leaseholders HH expectations relating to safety matters</li> </ul>	<b>Judith Morrison</b>
<b>Savings – HH to ensure that annual savings targets are met</b>			
	Meet savings targets for 2013/14	<ul style="list-style-type: none"> <li>Achieve savings target set for 2012/13 <b>(31.3.13)</b></li> <li>Confirm savings level required for 2013/14<b>(30.6.12)</b></li> <li>Identify areas savings can be made for 2013/14 <b>(30.6.12)</b></li> <li>Put in place service area plans to realise savings targets <b>(30.9.12)</b></li> <li>Monitor delivery of savings plans <b>(31.3.13)</b></li> </ul>	<b>Neil Isaac</b>

## DELIVERY PLAN 2012/13 – TOPLINE SERVICE IMPROVEMENT PRIORITIES

No.	Objective Description	Milestones (delivery deadline)	Lead Officer
<b>Tenant Scrutiny – Complaints – To establish a complaints panel to act as final arbiter on complaint by April 2013</b>			
	Establishing a complaints panel	<ul style="list-style-type: none"> <li>• Present options for complaints panel structure (30.9.12)</li> <li>• Define TOR and guidelines(31.12.12)</li> <li>• Agree compensation limits(31.12.12)</li> <li>• Review complaints practices and procedures to reflect implementation of complaints panel (31.12.12)</li> <li>• Arrange appropriate training for members of panel (31.3.13)</li> <li>• Information and publicity relating to panel role etc to be circulated to residents, staff, members. To review complaints practices and procedures (31.3.13 onwards until June 2013)</li> </ul>	Alex Jarosy
<b>Tenant Scrutiny – Performance – HH to establish a tenants’ scrutiny panel which will review/ monitor HH performance against the agreed local offer.</b>			
	Establish Tenants’ Scrutiny Panel.	<ul style="list-style-type: none"> <li>• Run inaugural meeting of Tenant Panel – (30.6.12)</li> <li>• Panel to be involved in drafting of Annual Report (30.9.12)</li> <li>• Review/ scrutiny of performance relating to Offer (30.9.12)</li> <li>• Service Improvement plan published on Web (by 31.10.12)</li> <li>• Service Improvement plan scrutiny (31.3.13)</li> </ul>	Chrys Edwards
<b>Decent Homes – HH will continue with to deliver decent homes thus improving the overall quality of housing stock</b>			
	Deliver Decent Homes programme for 2012/ 13	<ul style="list-style-type: none"> <li>• Agree output based measures (1.4.12)</li> <li>• Utilise and spend the current budget allocation of £16m (31.3.13)</li> <li>• Deliver range of programmed external works over 2012/13</li> </ul>	Martin Long

## Excerpt from LBH Corporate Plan

### 1. HOUSING

**(a) Corporate Programmes** (full details of the aims/objectives of each corporate programme are set out in the accompanying Corporate Plan)

Title/Description	Key Milestones	Lead Officer
<b>REGENERATION - Strand 1: Town Centre and Strategic Area Development</b>	<ul style="list-style-type: none"> <li>• Implement the delivery of the Dalston Lane Terrace Site [mid 2012]</li> <li>• Enforce payment of ground rent by Barratts as per the Principle Development Agreement for the Dalston Lane South [Apr 2012]</li> <li>• Expressions of interest for use of 2-8 Ashwin Street will be decided in June 2011 and successful organisation will be granted a one year meantime lease. [Jun 2011]</li> <li>• A programme of cultural activity will be planned by the LBH Cultural Team for the square [Oct 2012].</li> <li>• Completion of Dalston square layout works [Oct 2012].</li> <li>• Dalston Western Curve - above ground development commences by end 2011/early 2012.</li> <li>• Birkbeck Mews Modular Office Development completed [Summer 2012].</li> <li>• Kingsland High Street Improvement Scheme completed [Jun 2012]</li> <li>• Legible London completed [May 2012].</li> <li>• Implementation of Urilift System [May 2011]</li> <li>• 51-57 Dalston Lane completed [Winter 2013 / early 2014]</li> <li>• Gillett Square final phase completed [Winter 2013 / early 2014]</li> <li>• Kingsland Shopping Centre – Eastern Curve site – completed [late 2014/15]/</li> <li>• Dalston Lane Terrace completed [Winter 2014 / early 2015].</li> </ul>	
<b>REGENERATION - Strand 2: Woodberry Down Estate</b>	<ul style="list-style-type: none"> <li>• £11.25m HCA funding secured [Feb 2011]</li> <li>• £4.75m HCA funding secured [Mar 2011]</li> <li>• Nicholl and Needwood Houses decanting to begin [expected completion end December 2011].</li> <li>• Secure Planning Consent for Phase 2 [Mar 2011].</li> <li>• Secure vacant possession for Phase 2b [Sep 2011].</li> <li>• Phase 2a start on site [Mar 2011].</li> <li>• Completion of 109 social rented units and new health centre for Phase 2a [Mar 2014].</li> <li>• Secure vacant possession for Phase 2c [Sep 2013].</li> <li>• Phase 2b start on site [Dec 2012].</li> <li>• 160 social rented and 60 intermediate units completed on the Woodberry Grove North site [summer 2012]/</li> <li>• Interim Repairs Programme delivered throughout the year to residents in properties in Phases three to five [Mar 2012].</li> </ul>	Stephen McDonald



<b>Title of Report: Q2 Performance Report and Business Critical Indicators</b>	
<b>Decision Making Body: Hackney Board</b>	<b>Date: 13<sup>th</sup> December 2011</b>
<b>Classification: FOR INFORMATION</b>	<b>Report of: Neil Isaac</b>
<b>Item Previously considered at: Hackney Homes Executive Team</b>	<b>On Which Date: 9<sup>th</sup> November 2011</b>
<b>Report Author: Alex Jarosy Ext 4001</b>	<b>Appendices: BCI Schedule and TSA standards</b>

**Report Outline:**

- **Paragraph: 1.0 - Summary of Report;**
- **Paragraph: 2.0 - Recommendation(s) to the Board;**
- **Paragraph: 3.0 - Background;**
- **Paragraph: 4.0 - Impact Upon The Hackney Homes Strategic Plan 2008 - 2013;**
- **Paragraph: 5.0 - Impact Upon The Hackney Homes Risk Register;**
- **Paragraph: 6.0 - Consideration of the Hackney Homes Single Equality Scheme 2010-2013;**
- **Paragraph: 7.0 - Consultation Process & Findings;**
- **Paragraph: 8.0 - ICT Implications;**
- **Paragraph: 9.0 - Human Resources Implications;**
- **Paragraph: 10.0 - Financial Implications;**
- **Paragraph: 11.0 - Legal Implications / Advice;**
- **Paragraph: 12.0 - Other Related Decisions / Guidance.**

If you have any questions about this report, please contact (Alex Jarosy) on 020 8356 4001 or email [alex.jarosy@hackneyhomes.org.uk](mailto:alex.jarosy@hackneyhomes.org.uk)

## **1.0 SUMMARY**

This Report provides the key highlights of Hackney Homes' Quarter 2 performance against the agreed Business Critical Indicators (BCI's), and also includes supplementary information showing our performances against the 'Tenancy Services Authority (TSA) Regulatory Standards' and the Hackney Homes 'Local Offer'.

With effect from quarter 1 of 2011/12 the BCI list includes all indicators which currently form part of the Delivery Plan which is the core document through which the Council manages the performance of Hackney Homes. The BCI Schedule also includes those indicators for which Hackney Homes has a statutory duty to collect and report. This includes relevant measures which form part of the new single data set required for our annual Housing Investment Business Plan- Statistical appendix (HIP BPSA).

## **2.0 RECOMMENDATION(S)**

Board Members are requested to:

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

## **3.0 BACKGROUND AND OVERVIEW**

Of the 47 indicators where outturns are available, 23 are showing as green where performance is within 0 – 5% of the agreed target. These include rent collection rates, but not the overall value of arrears which has risen to £ 3.76 million from and end of March position of £ 3.38 million. Other areas performing well are estate cleaning and grounds maintenance where inspections passed has reached over 97%, service charge collection where performance has hit the 103% target and for the repairs service, performance is within 5% of the target for repair appointments and emergency repairs. Average end to end repair time in days however is significantly behind target with an outturn of 7.95 days against a target of 6 days, although performance just for the month of September is much improved at 5.99 days. Minor adaptations has for the first time lagged seriously behind the target of 91% to be completed on time with an outturn of 72.22% in part due problems at the occupational assessment end and in part due to unforeseen asbestos removal issues. Major adaptations however continue to perform well at 91.84%.

Other areas performing well are invoices paid on time (92.23%) and stage 1 complaint (responses on time at 90.32%). Average response time however remains outside the 19.13 day target. Members Enquiries responses on time are also performing behind the target at just over 70% against the 90 % target. Performance however for the month of September is at almost 78% and efforts are now being made to consolidate and improve upon this for the remainder of the financial year.

Amongst the core areas performing badly (showing as red) are former tenant arrears (2.30%), service charge arrears as a percentage of invoices raised (27%), homes made decent (97 against the new target of 335), tenant satisfaction with the condition of the property 64.51%). Staff sickness continues to be a serious concern with an outturn of 11.05 average days lost against the target of 9.90 days. It should however be recognised that there have been significant inroads into long term sickness cases with 73 cases being reduced to 49. For the Decent Homes Programme, the annual target is expected to be reached by the end of the year as the programme will deliver a high proportion of completions in the latter part of the year given the delays in adjusting to the new budget at the start of the year. Those indicators showing as amber (between 5 % and 10 % of the target) include the following:-

Non decency levels	28.66%
Dwellings with valid CP12 certificate	95.08%
% of calls answered by the Repairs Call Centre	83.64%

#### **4.0 SERVICE SPECIFIC FURTHER ANALYSIS**

##### **4.1 Tenancy and Leasehold Services**

Rent collection figures show that Hackney Homes is now collecting 98.93% of rental income due (excluding previous years arrears). Although the current outturn is not doing as well it was last year, performance has improved considerably since April and Quarter 1. The current outturn is just 1.07% outside the target. With regards arrears as a percentage of rent debit, this has recovered, though it still at the same position as it was in July. In terms of the total value of rent arrears this now stands at £3.76 million compared with a start of year position of £3.38 million. Although there has been small rate of reduction, the general level of arrears has not improved since April, however there have been improvements in October and November.

With regards performance on void properties, performance shows that on average Hackney Homes re-lets its properties 5 days earlier than the target and the level of rent lost due to vacant dwellings is also within the agreed target. .

The leasehold position is somewhat mixed with service charge collection hitting the 103% target. As a percentage of invoices raised however, performance is 5 percentage points behind the 22% target with an outturn of 27%, this is in part due to the service charge actuals process and is likely to improve for the remainder of the year. On major works, the outturn is significantly ahead of the target at 129% (collection rate against invoices raised). This has been caused by income from previous year's invoices including income from earlier deferred payment agreements with residents.

ASB satisfaction performances were reported in Q1, and is again due to be reported in Q3 as per the new survey programme agreed by HMT. Q2 figures do however show both satisfaction with case management and outcomes were well outside target, hence rated within the 'Red' threshold. How do we know if we haven't done the survey programme?

#### **4.2. Building Maintenance**

Average time taken to complete repairs is currently performing at an average of 7.95 days excluding TMO's (including TMO's 9.52 days). The target is attaining an average of 6 days. This PI is therefore rated within the 'Red' threshold. Repair appointments, emergency job completions and general job completions are all performing within 5 % of the.

Performance on the levels of tenant satisfaction with the condition of their new home suggests satisfaction levels are increasing. However, the level of satisfaction as compared with our desired target shows that significant improvements are needed. With regards gas safety certification performance is currently at 95.08% against a target of 100% and our Building Maintenance Dept is currently progressing with the Neighbourhood Offices new ways of obtaining access given our inability to use the Magistrates Court for Injunctions

#### **4.3 Staff Sickness**

It is a source of concern that sickness levels have in fact risen slightly. Whilst the overall level has risen from 10.91 in August to 11.05 in September, there have been gains with regards reductions in long term sickness cases. Against this, there have been increases in some areas of shorter term cases and this has caused the increase in the overall level of sickness absence. Managers across Hackney Homes are therefore targeting both long and short term cases and it should be noted that for the month of October, the overall sickness level has now arrested and this should lead to further improvements before the end of the year.

#### **4.4 Complaints and Members' Enquiries**

Whilst performance in terms of percentage of Stage One responses on time has held up at 90.32%, the September monthly figure has declined to 83.85%. Average response time (19.13 days) has also been influenced by a small number of overdue complaints where the final resolution of service delivery simply could not be achieved within the available period. 19.13 days against the 17 day target. Stage 2 complaints have shown an improvement but are still significantly behind target at 78% of responses on time. Members' Enquiry response performance is currently being addressed at every service area in conjunction with the Central Complaints Team.

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

The Business Critical Indicators are set out in the Hackney Strategic Plan and in the Delivery Plan. Targets for 12/13 and 13 / 14 are currently subject to review.

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

N / A

#### **7.0 CONSIDERATION OF THE HACKNEY HOMES SINGLE EQUALITY SCHEME 2010-2013**

The performance indicators measure the efficacy of services delivered to service users across all classifications covered by the Equalities Act. In particular, performance information includes reference to the 7 equalities strands in terms of the % of tenants on whom the appropriate diversity information is available.

#### **8.0 CONSULTATION PROCESS & FINDINGS**

The full Performance Report is circulated to Board Members, Lead

Councillors and performance information is available on both the Hackney Homes and Hackney Council Websites. Residents are also consulted from time to time regarding the style and content of performance information.

#### **9.0 ICT IMPLICATIONS**

N / A

#### **10.0 HUMAN RESOURCES IMPLICATIONS**

Staff absence performance is covered in the Report

#### **11.0 FINANCIAL IMPLICATIONS**




A number of financial indicators are included in the Report. These include rents and service charges.

#### **12.0 LEGAL IMPLICATIONS / ADVICE**

N / A

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

The indicators included in the Performance Report include those for which there is a statutory duty to collect performance data.

		Key:	YTD 2011/12	Target 2011/12	R.A.G Rating	Outturn 2010/11										
		  	YTD	Target	R.A.G Rating	Outturn										
		THE VARIANCE FOR THIS PI IS BETWEEN 0% AND <5% OF TARGET THE VARIANCE FOR THIS PI IS BETWEEN 5% AND <10% OF TARGET THE VARIANCE FOR THIS PI IS GREATER >= 10% OF TARGET	2011/12	2011/12		2010/11										
PI Reference & Description	Frequency	Polarity	Sep-11	Aug-11	Jul-11	Jun-11	May-11	Apr-11	Mar-11	Feb-11	Jan-11	Dec-10	Nov-10	Oct-10	Sep-10	
<b>RESIDENTS' SERVICES</b>																
LKPI 47c YTD Total Collection as % of Rent Debit	Monthly	Maximise	98.93%	98.73%	98.58%	98.72%	97.77%	96.20%	100.15%	99.85%	99.75%	99.70%	99.77%	99.65%	99.66%	
LKPI 47d YTD Rent arrears as % of Rent Debit	Monthly	Minimise	3.37%	3.39%	3.37%	3.26%	3.29%	3.26%	2.94%	3.56%	3.64%	3.69%	3.64%	3.70%		
LKPI 48 Total Value of Rent Arrears (YTD - £M)	Monthly	Minimise	£3.76 M	£3.78 M	£3.77 M	£3.66 M	£3.70 M	£3.69 M	£3.38 M	£3.71 M	£3.80 M	£3.85 M	£3.80 M	£3.88 M		
LKPI 114 (Ex-BVPI 66a) YTD Total Collection as % of Rent arrears brought forward from previous years	Quarterly	Maximise	99.37%	N/A	N/A	99.39%	N/A	N/A	99.42%	N/A	N/A	99.33%	N/A	99.25%		
LKPI 134 Former tenant arrears as a % of rent roll	Quarterly	Minimise	2.30%	N/A	N/A	2.15%	N/A	N/A	2.15%	N/A	N/A	2.08%	N/A	2.89%		
LKPI 117 (Ex-BVPI 66d) % of local authority HRA tenants evicted as a result of rent arrears	Quarterly	Minimise	0.25%	N/A	N/A	0.13%	N/A	N/A	0.46%	N/A	N/A	0.32%	N/A	0.20%		
LKPI 123 (HIP BPSA E3, Ex-BVPI 212) Average time taken to re-let local authority housing (in days)	Monthly	Minimise	27	26	21	25	27	25	23	28	27	18	21	33		
LKPI 135 % of rent loss through vacant dwellings (includes all voids except voids where a formal decision to demolish/disposal has been taken by the Council)	Quarterly	Minimise	1.33%	N/A	N/A	0.62%	N/A	N/A	1.12%	0.66%	0.61%	0.96%	0.84%	1.05%		
LKPI 61a % of tenants satisfied with the landlord's handling of ASB cases	Annual (Q3) (Intermediate Q1 & Q4)	Maximise	N/A	N/A	N/A	45.00%	N/A	N/A	35.00%	N/A	N/A	52.00%	N/A	47.06%		
LKPI 61b Satisfaction with outcome of ASB complaint	Annual (Q3) (Intermediate Q1 & Q4)	Maximise	41.00%	N/A	N/A	41.00%	N/A	N/A	35.00%	N/A	N/A	49.33%	N/A	45.16%		
<b>ESTATE ENVIRONMENT SERVICES</b>																
LKPI 7A Estate Cleaning - Inspection Scoring Total % of inspections (% Pass)	Monthly	Maximise	97.97%	99.04%	99.75%	98.53%	97.50%	97.80%	98.00%	97.30%	96.50%	96.80%	97.20%	97.10%	95.50%	
LKPI 8A Grounds Maintenance - Inspection Scoring Total % of inspections (% Pass)	Monthly	Maximise	98.26%	99.39%	99.79%	98.94%	98.32%	98.80%	98.80%	97.50%	97.00%	97.70%	97.10%	95.60%		
LKPI 7B (Part of TSA Regulatory Std) Estate Cleaning - Satisfaction	Annual (Q2) Quarterly Intermediate Q1 & Q3)	Maximise		N/A	N/A	79.53%	N/A	N/A	54.00%	N/A	N/A	61.66%	N/A	64.87%		
LKPI 8B (Part of TSA Regulatory Std) Grounds Maintenance - Satisfaction	Annual (Q2) Quarterly Intermediate Q1 & Q3)	Maximise		N/A	N/A	73.00%	N/A	N/A	59.60%	N/A	N/A	65.77%	N/A	65.06%		
HH LKPI 137 (Part of Hackney Homes Local Offer) % of tenants satisfied with estate services	Annual (Q2) Quarterly Intermediate Q1 & Q3)	Maximise		N/A	N/A	62.50%	N/A	N/A	51.75%	N/A	N/A	58.46%	N/A	61.03%		
<b>LEASEHOLDER SERVICES</b>																
LKPI 15 % of annual service charges collected from leaseholders (including arrears from previous years)	Monthly	Maximise	103.00%	102.44%	105.00%	105.70%	103.00%	108.88%	104.00%	101.60%	102.12%	102.39%	103.61%	105.97%	106.66%	
LKPI 16 Service Charge arrears as % invoices raised	Monthly	Minimise	27.00%	17.76%	18.00%	18.02%	18.00%	18.18%	18.62%	19.81%	21.35%	22.96%	24.11%	27.28%		
LKPI 107 Leaseholder major works charges collected as a percentage of invoices raised	Monthly	Maximise	129.00%	120.04%	186.00%	162.00%	219.00%	248.48%	92.45%	90.23%	89.47%	86.63%	76.80%	72.55%		

PI Reference & Description	Frequency	Polarity	BUILDING MAINTENANCE												YTD 2011/12	Target 2011/12	R.A.G Rating	Outturn 2010/11
			Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11				
<b>THE VARIANCE FOR THIS PIS IS BETWEEN 0% AND &lt;5% OF TARGET</b>																		
<b>THE VARIANCE FOR THIS PIS IS BETWEEN 5% AND &lt;10% OF TARGET</b>																		
<b>THE VARIANCE FOR THIS PIS IS GREATER &gt;= 10% OF TARGET</b>																		
<b>PI Reference &amp; Description</b>	<b>Frequency</b>	<b>Polarity</b>																
LKPI 120 (HIP BPSA E4, BV63) The average SAP rating of HRA dwellings (Using the SAP 2005 measure)	Annual	Maximise	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LKPI 77 No. of HRA rented homes made decent during the year	Quarterly	Maximise	347	N/A	N/A	170	N/A	N/A	N/A	N/A	N/A	631	N/A	N/A	58	N/A	N/A	39
LKPI 121 (NI 158) (EX BV 184a) (CPA - H) (HIP BPSA E13) % of HRA rented dwellings non decent at the end of the financial year. (Based on new NI guidance)	Quarterly	Minimise	32.70%	N/A	N/A	31.96%	N/A	N/A	N/A	N/A	N/A	29.19%	N/A	N/A	28.83%	N/A	N/A	28.66%
<b>RE-DEFINED</b> LKPI 67 % of all new tenants stating they were satisfied with the condition of the property	Annual (Q4) Quarterly Intermediate (Q2 & Q3)	Maximise	53.49%	N/A	N/A	39.51%	N/A	N/A	N/A	N/A	N/A	52.38%	N/A	N/A	N/A	N/A	N/A	64.51%
LKPI 179 (HIP BPSA E7) % of dwellings with a valid Gas Safety Certificate (CP 12's Excluding carcasses)	Monthly	Maximise	98.82%	98.97%	99.50%	99.50%	99.43%	98.91%	98.66%	98.97%	99.31%	98.66%	98.97%	99.31%	95.39%	95.00%	95.07%	95.08%
LKPI 06 % of Responsive Repair Appointments kept (excluding TMOs)	Monthly	Maximise	97.73%	97.18%	98.82%	98.82%	98.75%	97.71%	97.67%	97.42%	97.71%	97.67%	97.42%	97.71%	98.11%	96.11%	97.38%	98.85%
LKPI 28 % of Emergency Repairs jobs completed within target (24 hours) (excluding TMOs)	Monthly	Maximise	88.46%	91.03%	92.37%	94.16%	95.97%	93.59%	95.37%	92.97%	90.26%	90.62%	93.10%	92.70%	90.62%	93.10%	92.70%	92.14%
LKPI 139 % of all repairs completed within target (excluding TMOs)	Monthly	Maximise	94.16%	95.07%	94.48%	95.42%	96.67%	96.69%	98.45%	92.98%	91.18%	93.44%	94.05%	94.91%	93.44%	94.05%	94.91%	95.91%
LKPI 140 Average End to End Repair Time (in days) (excluding TMOs)	Monthly	Minimise	4.64	6.75	7.00	7.12	6.10	5.91	6.06	9.35	9.12	8.39	7.62	7.23	8.39	7.62	5.99	7.95
LKPI 161 (HIP BPSA D28) Proportion of emergency and urgent repairs (RTR) as a % of all jobs raised	Annual	Minimise	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LKPI 162 (HIP BPSA D29) Proportion of non urgent repairs (non RTR) as a % of all jobs raised	Annual	Maximise	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LKPI 03 & 04 7/2 (HIP BPSA E5) % of urgent repairs completed within Gov't time limits	Annual	Maximise	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LKPI 04 (EX BV 73, HIP BPSA E6) Average time taken to complete non-urgent repairs (in calendar days)	Annual	Minimise	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LKPI 89 % of repairs completed on first visit (based on tenant satisfaction)	Annual Q3 (Intermediate) Q1, Q4	Maximise	77.59%	N/A	N/A	78.00%	N/A	N/A	80.30%	N/A	N/A	75.80%	N/A	N/A	N/A	N/A	N/A	75.80%
LKPI 111 Resident Satisfaction with quality of work	Annual Q3 (Intermediate) Q1, Q4	Maximise	87.65%	N/A	N/A	91.97%	N/A	N/A	87.00%	N/A	N/A	89.00%	N/A	N/A	N/A	N/A	N/A	89.00%
LKPI 141 Average repair cost per property	Annual	Minimise	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LKPI 168 (HIP BPSA E7) Average weekly cost of maintenance per unit	Annual	Minimise	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LKPI 132 (HIP BPSA D26) % Expenditure on planned responsive maintenance	Annual	Maximise	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LKPI 142 (HIP BPSA D25) % Expenditure on responsive maintenance	Annual	Minimise	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LKPI 09 % of calls to Repairs Contact Centre (RCC) answered	Monthly	Maximise	72.88%	77.90%	75.45%	56.46%	40.49%	74.50%	81.73%	89.40%	88.22%	85.41%	88.58%	91.25%	83.64%	88.58%	83.64%	87.56%
LKPI 133 All tenants satisfaction with the landlord's responsive repair service (Non-STATUS call back survey)	Annual (Intermediate) Q1, Q3, Q4	Maximise	73.62%	N/A	N/A	63.38%	N/A	N/A	72.00%	N/A	N/A	76.00%	N/A	N/A	N/A	N/A	N/A	76.00%
LKPI 136 Average end to end time taken for all adaptations to be completed (weeks)	Annual (Intermediate) Q2 & Q4	Minimise	8.68	9.91	8.92	10.71	7.00	9.04	3.49	10.36	11.61	12.40	16.30	18.44	19.61	14.47	19.61	14.47
LKPI 144 % of tenants satisfied with disabled adaptations to their home	Annual Q4 (Intermediate) Q2	Maximise	91.66%	N/A	N/A	83.33%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	96.00%
LKPI 69 % of minor adaptations completed with time scales (9-5 weeks)	Monthly	Maximise	94.12%	92.86%	100.00%	100.00%	100.00%	100.00%	50.00%	88.00%	88.00%	80.00%	60.00%	50.00%	50.00%	60.00%	50.00%	72.22%
LKPI 70 % of major adaptations completed with time scales (28 weeks)	Monthly	Maximise	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	91.67%	100.00%	100.00%	90.00%	90.00%	100.00%	60.00%	100.00%	90.00%	91.84%

HACKNEY HOMES PERFORMANCE SUMMARY - Delivery Plan Business Critical PI's													End of September 2011	
Hackney Homes Ltd - Performance Report														
Key:														
THE VARIANCE FOR THIS PIS IS BETWEEN 0% AND <5% OF TARGET													R.A.G Rating	
THE VARIANCE FOR THIS PIS IS BETWEEN 5% AND <10% OF TARGET													Target 2011/12	
THE VARIANCE FOR THIS PIS IS GREATER >= 10% OF TARGET													YTD 2011/12	
PI Reference & Description													Sep-11	
Frequency													Aug-11	
Polarity													Jul-11	
HACKNEY HOMES CORPORATE SERVICES													Jun-11	
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**Our Mission: To deliver excellent, accessible services and quality homes that people want to live in.**

To help us achieve our mission, we have set out our performance against our regulatory standards. We invite you to read, comment, and give us suggestions to improve. If you wish to make comment about our performance, please contact us via our e-mail address: [housing.performance@hackneyhomes.org.uk](mailto:housing.performance@hackneyhomes.org.uk)

Key:					
Are we meeting the targets?		Comparing 2010/11 and 2011/12			
We are very happy with our performance in this area because we are meeting our target.		Better			
We are satisfied with our performance in this area because we are close to meeting our target.		No Change			
We are disappointed with our performance in this area as we are not meeting our target, however, we are looking at ways to improve our performance.		Worse			
<b>Tenant Involvement and Empowerment</b>	2010/11	2011/12 (YTD)	Better or Worse	Target 2011/12	Meeting target
We aim to obtain 85% of tenants' ethnicity information	78.20%	80.68%		85.00%	
We aim to have 75% of tenants satisfied with the handling of their complaint	50.00%	N/A	N/A	75.00%	N/A
We aim to respond to stage 1 complaints within 17 days	19.75 dys	19.13 dys		17 dys	
<b>Home</b>	2010/11	2011/12 (YTD)	Better or Worse	Target	Meeting target
We aim to keep to 96% of repairs appointments	97.20%	97.62%		96.00%	
We aim to have 96.50% of all repairs completed within target time	95.00%	93.16%		96.50%	
We aim to complete 82% of repairs on the first visit	77.19%	Next reported in Q3	N/A	82.00%	Next reported in Q3
We aim for 90.50% of residents to be satisfied with the quality of the repairs work	89.06%	Next reported in Q4	N/A	90.50%	Next reported in Q3
We aim to have less than 27.45% of dwellings not meeting the Decent Homes Standard by 31 March 2012	28.97%	28.66%		27.45%	
We aim to complete all adaptations within an average time of 11 weeks	9.64 wks	14.17 wks		11 wks	
<b>Tenancy</b>	2010/11	2011/12 (YTD)	Better or Worse	Target 2011/12	Meeting target
We aim to let empty homes within 32 days	29 days	24 days		32 days	
<b>Neighbourhood and Community</b>	2010/11	2011/12 (YTD)	Better or Worse	Target	Meeting target
We aim to have 55% of tenants satisfied with our handling of anti-social behaviour cases	47.24%	Next reported in Q3	Next reported in Q3	55.00%	Next reported in Q3
We aim to have 47.50% of tenants satisfied with the result of anti-social behaviour complaints	44.47%	Next reported in Q3	Next reported in Q3	47.50%	Next reported in Q3
We aim for 92% of estate cleaning inspections to be graded as 'good' or 'acceptable'	95.82%	97.97%		92.00%	
We aim for 92% of grounds maintenance inspections to be graded as 'good' or 'acceptable'.	96.45%	98.26%		92.00%	
<b>Value for Money</b>	2010/11	2011/12 (YTD)	Better or Worse	Target 2011/12	Meeting target
We aim to collect 99% of all rent and arrears	99.42%	99.37%		99.00%	
We look to evict up to 0.4% of tenants who owe rent and did not adhere to arrears reduction agreements	0.46%	0.25%		0.40%	

**Local Offer:** The 'Hackney Local Offer' is a different approach to housing regulation that the Council is taking. We know what is important to you, and the local offer is about how we build on this and improve our services in the areas that you have identified as being important to you.

The Council and Hackney Homes would like to involve you in defining and improving services that we offer, and scrutinising performance against standards agreed with you.

To help us achieve this, we have set out our performance against the areas that you have informed the Council and Hackney Homes as being important.

In a number of surveys, you have said that you want: -

- a) a quick and reliable repairs service
- b) a quick and effective response to anti-social behaviour
- c) cleaner and more attractive surroundings

Key:

Are we meeting the targets?		Comparing Mar 10 and Current YTD	
We are very happy with our performance in this area because we are meeting our target.		Better	
We are satisfied with our performance in this area because we are close to meeting our target.		No Change	
We are disappointed with our performance in this area as we are not meeting our target, however, we are looking at ways to improve our performance.		Worse	

Local Offer PIs	Offer Status	2010-11	2011-12 (YTD)	Better or Worse	Target 2011-12	Meeting target
<b>Repairs, Maintenance &amp; Empty Properties</b>						
We aim to keep to 96% of repairs appointments (year to date performance)	Hackney Homes Offer/ Hackney Offer	97.20%	97.62%		96.00%	
We aim to complete 82% of repairs on the first visit	Hackney Homes Offer/ Hackney Offer	77.19%	Next reported in Q3	N/A	82.00%	N/A
We aim to completed 96.5% of all repairs within target time	Hackney Offer	95.34%	93.71%		96.50%	
We aim for 90.50% of residents to be satisfied with the quality of the repairs work	Hackney Homes Offer	87.45%	Next reported in Q3	N/A	90.50%	N/A
Our aim is to ensure 76% of new tenants are satisfied the property met the standard	Hackney Homes Offer	61.50%	64.51%		76.00%	
Our aim is to ensure 79% all new tenants are satisfied with the condition of the property	Hackney Homes Offer	49.61%	64.51%		79.00%	N/A
<b>Anti-Social Behaviour</b>						
We aim to have 55% of tenants satisfied with our handling of anti-social behaviour cases	Hackney Homes Offer/ Hackney Offer	47.24%	Next reported in Q3	N/A	55.00%	N/A
We aim to have 47.50% tenants satisfied with the outcome of ASB	Hackney Offer	44.47%	Next reported in Q3	N/A	47.50%	N/A
<b>Estate Cleaning &amp; Grounds Maintenance</b>						
We aim for 92% of estate cleaning inspections to be graded as 'good' or 'acceptable'	Hackney Homes Offer	95.82%	97.97%		92.00%	
We aim for 92% of grounds maintenance inspections to be graded as 'good' or 'acceptable'.	Hackney Homes Offer	96.45%	98.26%		92.00%	
We aim to have 70% of tenants satisfied with estate cleaning	Hackney Offer	60.72%	Pending	N/A	70.00%	N/A
We aim to have 70% of tenants satisfied with grounds maintenance	Hackney Offer	63.89%	Pending	N/A	70.00%	N/A
We aim to have 70% of tenants satisfied with overall estate services provision	Hackney Homes Offer	57.64%	Pending	N/A	70.00%	N/A

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

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](mailto:sunil.desai@hackneyhomes.org.uk).

## **1 SUMMARY**

- 1.1 This report provides an update the budget monitoring position for 2011/12 and the budget savings for 2012/13 & 2013/14.
- 1.2 Currently, the HRA revenue forecast for 2011/12 is a small underspend of £182k whilst the capital forecast is a £500k overspend as at the end of October.
- 1.3 The budget savings for 2012/13 (£5m with £2m being reinvested in Repairs & Maintenance) have been fully identified and we are now in the process of identifying the £2m required saving for 2013/14.

## **2 RECOMMENDATIONS**

- 2.1 That the Board notes this report.
- 2.2 That the Audit & Finance committee leads on budget monitoring and developing the savings plans for 2013/14.

## **3 BACKGROUND**

- 3.1 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.
- 3.2 Budget monitoring is part of the performance management process for HH and the Council.
- 3.3 Regular budget monitoring and budget plans are reported to the Audit & Finance (A & F) Committee. At the last meeting on Monday 5<sup>th</sup> December 2011 as part of the rolling programme of reviews, a detailed report was produced on Estate Services.
- 3.4 In terms of identifying future year savings the HRA Medium Term Planning Forecast (MTPF) models the level of savings required for the HRA, in order for it to be balanced. The latest MTPF shows savings of net £3m for 2012/13 and £2m for 2013/14.
- 3.5 Additionally, 2012/13 will be the first year of the implementation of the HRA Reform and the development of a sustainable 30 year business plan. Based on the initial assessment there is a capital deficit over the first five years whilst the revenue position shows a small surplus based on current budgets.

## **4 Budget Monitoring Update & Savings 2012/13 & 2013/14**

### **Budget Monitoring 2012/13**

- 4.1 The table below summarises the overall HRA position.

	<b>October Forecast Variance</b>
	£000's
Delegated	696
Council	(878)
<b>Net HRA over / (under) spend</b>	<b>(182)</b>
Memorandum	
• HH Management Fee	(489)

This report summarises the financial performance for Hackney Homes (HH) (-£489k) and its Delegated Budgets +£696k for October 2011.

- 4.2 Hackney Homes' Budgets are forecasted to underspend by £489k. This relates in part to the restructure of Tenancy Services, in particular budgeted costs are lower then compared to actual costs set for those staff involved in the TUPE transfer from the Housing Management Partners. There are also forecast underspends for the Decent Homes Team due to redundancies and vacant posts.
- 4.3 HH Delegated Budgets are forecasted to overspend by £696k net. The main variances relate to energy costs (£2m overspend), dwelling rents (£800k more income then budgeted) and leasehold service charges (£500k more income then budgeted).

#### Budget Savings 2012/13 & 2013/14

- 4.4 The budget savings for 2012/13 is a net £3m (i.e. £5m savings identified, with £2m being reinvested in HRA Repairs & Maintenance). These saving have been fully identified and were reported to the Board at its meeting in May and July this year.
- 4.5 The HRA is going through a substantial change from the 1<sup>st</sup> April 2012 (i.e. those contained in HRA Reform proposals). The draft details were published on 21<sup>st</sup> November 2011. The details are in the process of being fully evaluated and assessed. Current modelling shows an expected HRA surplus under the new self-financing arrangements which will be required to support the substantial capital investment required to our housing stock. It is expected that the final version of the self financing proposals will be issued by the end of January 2012.
- 4.6 The HRA MTPF published in February 2011 recommended savings of £2m in 2013/14. These revenue savings are to be utilised to assist our forecast capital deficit. It should be noted that these savings are in addition to savings required due to any reductions in stock numbers. We are now in the process of identifying the £2m required savings for 2013/14.

## **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 setting and 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 dependent at least in part on adequate resourcing. Good financial planning, its 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