



Hackney Homes Ltd

ITEM 4

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

On 14 June 2010 at 6.30 PM

Present	Board Members Rupert Tyson (Chair) Joel Gordon David Larkin Marie Photiou (Vice-Chair) Pam Lockley Feryal Demirci Jonathan McShane Karen Dodds Linda Kelly Samantha Lloyd Tom Tyson Alice Burke	Hackney Homes Officers Charlotte Graves Neil Isaac Neehara Wijeyesekera Trish Hail (part) Judith Morrison Martin Weaver Olaide Oyekanmi Odile Anderson Roy Stanley (part) Christophe Tabi Alex Jarosy Wayne Hylton	Stakeholder Representatives (Hackney Council) Carol Hinvest Partners David Saxon (Mouchel) John Ferman (Pathmeads) Members of the Public Eric Gato
	Part A – Open to the Public		
		Action	Date
1. Welcome and Introductions	The Chair welcomed everyone to the meeting.		
Apologies	Andrew McMillan, Audrey Villas, Jim Paterson		
2. Declarations of Interests	None.		
3. Questions received from the public	The question from the Stoke Newington Panel and Hackney Homes' response was noted.		



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<p>4. Minutes of the meeting held on Monday, 26 April 2010</p> <p>Matters arising</p>	<p>The minutes of the meeting held on Monday 26 April 2010 were agreed as a true record and signed accordingly.</p> <p><u>Project Excellence</u> Neil Isaac said that Joel Gordon, the Board IT Champion was now involved with the Project Excellence Project Board and had taken part in several virtual meetings.</p> <p>The Chair of the Audit & Finance Committee asked if a future actions report as was prepared for the A&F Committee could be prepared for Board to ensure that future actions were not forgotten. The Board agreed the suggestion.</p> <p><u>Fire Doors</u> Whilst it was noted that the minutes were correct, it was highlighted that fire/health & safety was an obligation for the Board. Tess Merrett said that an information report had been prepared but that the Governance Team had been waiting for other reports so that they could be circulated all together. The Board asked that information reports be circulated in advance of the meeting to enable Board members to comment and discuss if necessary.</p>	<p>T. Merrett</p>	
<p>5. Chief Executive's Report</p>	<p>Charlotte Graves introduced her report. The Quarter Four review with the Mayor had gone well and our good relationship with the Council was being maintained. The major issue for Hackney Homes was about money and proposals on savings for 2011/12 had been taken to the A&F Committee. £2.5m of the £3m required had so far been found. Officers were also following events within Central Government very carefully. The Chair of the A&F Committee said that whilst the proposed savings had been presented to the</p>		



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Committee, the Committee had not yet agreed them.

Officers were working on sickness levels and the shared services project. Hackney Homes had also been shortlisted as most accountable organisation of the year by the Commission for Public Scrutiny. The Councils' Overview & Scrutiny Team had also been shortlisted for Scrutiny Team of the Year.

The Board asked if the MTPF would be sent round to the Board. Neil Isaac said that as soon as it was available it would be presented to the A&F Committee but it very much depended on government announcements and it would not be presented in its usual completed form because of the emergency Central Government budget on 22 June 2010.

The Board asked if the £2.5m underspend as a result of the Insurance and Utilities Budgets in 2009/10 could be used to offset the savings required. Neil Isaac said maybe in part and Officers were working with LBH on this. Charlotte Graves said that the savings had to be found and Hackney Homes could not rely on possibilities.

There was a query about possible delays to the Decent Homes programme as a result of 2010 Procurement. Charlotte Graves said she would ask Jonathan Oxlade to contact David Larkin directly about this.

The Board asked if there had been any discussions on Hackney Homes' contract with the Council. Charlotte Graves said that the Council had arranged a meeting with her next week to discuss this.

The Board asked about the maintenance and testing requirements of the CO detectors. Martin Weaver said that these were tested every year when the gas

J. Oxlade

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	<p>servicing took place. Alice Burke confirmed that residents had informed her that these were being tested.</p> <p>The Board noted the report.</p>		
<p>6. ICT Strategy 2010</p>	<p>Joel Gordon, the Board's IT Champion said that he had worked with Neil Isaac and Trish Hail and her team on the documentation which dovetailed with Hackney Homes' vision and objectives. The Board asked if the document could be made more user friendly before it went to the Resident Liaison Group for comment. Trish Hail said that she would prepare an executive summary of the strategy. It was noted that the RLG had already been fully briefed on Universal Housing.</p> <p>There was a correction on page 22 of the Strategy, TMO/ICT Package the first sentence should read "as of 200910, the London Borough of Hackney...." not Hackney Homes. The table on page 23, in the TMOs responsibility column, data security and staff training should be added.</p> <p>Roy Stanley said that the extranet project had been delayed because Hackney Homes was using the Council's system and the delay was as a result of migration of data.</p> <p>The Board asked for clarification on DigiTV. Trish Hail said that this was effectively another TV channel which enabled residents to access Hackney Homes' and possibly LBHs web based services. The digital aerials needed to be installed before DigiTV could. A feasibility study on the benefits of implementing this was intended to be carried out. The Board considered that more detailed information was required on how this correlated to the digital aerial project before it could make a decision and asked that this be brought</p>	<p>Trish Hail</p>	<p>27.7.10</p>



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	<p>back to the July Meeting.</p> <p>The Board agreed that the Strategy should go forward to the Residents' Liaison Group for comment but without the section on the DigiTV Feasibility Study.</p>	<p>Trish Hail</p>	<p>RLG</p>
<p><i>7&8 Revision of ASB policy and procedure and EIA of ASB policy & procedure</i></p>	<p>The Chair introduced the report and said that it was no longer an item for decision. He also proposed that items 7 & 8 be considered together. Neehara Wijeyesekera clarified this and said that the LBH's ASB Team considered that the policy would benefit from defining both LBH's role and Hackney Homes' role and both teams were now working to ensure the policy reflected this.</p> <p>Linda Kelly as Board Equalities & Diversity Champion (E&D) said that all Managers were trained up on Equality Impact Assessments (EIA) and she had asked that training be made available for Board Members as well. Linda Kelly also said that in her recent experience, the ASB policy and procedures were working effectively. The Board commended Officers on the EIA. Alice Burke as Board ASB Champion said that Officers had consulted with residents and the youth of Hackney on the policy and procedures. The ASB trailer had been going round the borough and part of this initiative had been chipping dogs for free. Both Alice Burke and Wayne Hylton had also discussed this with the LBH's Scrutiny Board.</p> <p>The Board asked if Hackney Homes had a no pets policy. Charlotte Graves said that this depended on what was in the Tenancy Agreement with LBH but she was aware that Members wanted to look at the issue of pets this year. The Board considered that pets should not be banned outright as pet behaviour depended on the owner's behaviour. David Saxon said that where ASB was as a result of dog nuisance, Officers worked with the police and this could result in a pet being removed. The Board asked for clarification on case review as this had been perceived as a weakness. Neehara Wijeyesekera said</p>		

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	<p>that there was a system in place whereby a senior manager reviewed the quality of the casework. As that was the case, the Board asked for this to be included in the procedure.</p> <p>The Board considered that more emphasis should be placed on police involvement where appropriate as there was not enough mention of Hackney Homes' duty of care. The policy should also highlight which other agencies may be involved e.g. social services. The Board asked that the tone of the policy be considered as it did not convey how seriously Hackney Homes would deal with ASB. Furthermore, Officers were asked to look at how the policy interacted with Housing Needs in addressing how Domestic Violence cases would be dealt with.</p> <p>Neehara Wijeyesekera said that all these points would be considered when preparing the final draft.</p>		
<p>9. Business Critical Performance Summary Year End 09/10</p>	<p>Neil Isaac introduced the report and the Indicators. This was the same report which had been presented to the Mayor at the Quarter Four review. Neil Isaac clarified that the tolerances in colour coding were in accordance with the Council system and measures were in place to address those poorly performing areas.</p> <p>The Board asked for clarification on how the Service Charges indicator reflected the actual levels of debt as the Indicator did not include the total value of Service Charges outstanding. Judith Morrison said that whilst the overall value of debt was beyond desirable levels, the key indicator had exceeded the target and was at the top quartile levels. The total value of Service Charges outstanding could be included in the narrative in future.</p> <p>The Board queried the performance on void turnaround. Alex Jarosy said that</p>		



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this reflected poor performances by some TMOs and this was being addressed via the TMO regulation team. One TMO had been approached with a view to Hackney Homes taking back the void management. The Board noted that there had been an issue with viewings being undertaken of properties before the void works had been completed and this had led to refusals and dissatisfaction. Neehara Wijeyesekera said that Officers were working with Contractors to review this and also with LBH clienting side to review the trends.

The Board also queried the satisfaction level with reporting of ASB. Neehara Wijeyesekera said that a staff-wide training programme was now in place to ensure reports of ASB were dealt with consistently. A significant percentage of low level ASB complaints were as a result of noise nuisance and Officers were working with the LBH's ASB Team to clarify which team should deal with which aspects. There was also a 3 year step change target in place to improve satisfaction levels by 15% and once satisfaction levels had achieved 60-65% then this would bring Hackney Homes in line with other inner London Boroughs.

The Board asked why the percentage of calls answered by the Call Centre had not reached the target. Alex Jarosy said that Officers were aggressively working to resolve this. However, the poor weather in the later part of the year had contributed to a higher % of calls than usual. The Board asked for clarification on the low satisfaction levels in Empty Property Management. Neehara Wijeyesekera said that residents had not always understood the choice based lettings process i.e. whilst there were opportunities to bid, this in itself did not impact on movement up the list which in turn had led to certain behaviour patterns. Officers were working with LBH to review and assess access policies. Neehara Wijeyesekera said that a focus group had been held last week to review the drop in satisfaction levels in the last quarter of the year.



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This had found that there had been issues around connections to utilities which in the winter months had depressed satisfaction. A scheme was being introduced in respect of utilities connection which should improve on satisfaction.

The Board asked if Hackney Homes benchmarked with other two star organisations and was there a process in place which allowed targets to be moved up or down. Alex Jarosy said that targets were reviewed every year in conjunction with LBH. All Service Directors had been asked to examine the targets at the end of the year and this had informed the target setting process. Benchmarking was undertaken by Housemark and there were benchmarking clubs attached to all Service Units and other ALMOs so the methodology was consistent.

As certain targets had been exceeded, particularly in respect of Leasehold/RTB the Board asked whether these targets were being raised for this year. Judith Morrison said that there were a variety of factors to consider before targets were raised such as the payment arrangements being put in place for major works. The Board said that it would prefer to see more challenging targets as this would help drive standards up.

The Board asked whether the telephone answering statistics had shown an improvement. Neil Isaac said that external calls answered had achieved the target of 91% within 5 rings. However, external calls transferred which then failed to be answered counted as a new unanswered call. This percentage rate currently stood at 88% when it should be over 90%. The Board noted the improvement in these statistics.

The Board noted that there were some areas where Hackney Homes did not

	<p>have autonomy in managing the targets but other areas where Hackney Homes did and Officers should ensure that targets for these areas were fully met.</p> <p>The Board noted the report.</p>		
10. Employee Engagement	<p>Odile Anderson introduced the report. Although the feedback from the staff survey had been very positive, one or two areas of weakness had been highlighted for example communications. As a result staff focus groups had been established to analyse the survey results and action plans were being drawn up to address any highlighted weaknesses. This action plans would be rolled out later in the year. The Board asked what the response rate had been to the staff survey. Odile Anderson said that 58% of staff had responded to the survey compared with 38% for the previous survey. The Board considered 58% to be a very good response. Alice Burke as Chair of the HR Committee congratulated Odile Anderson on all her hard work.</p>		
11. Any Other Business	<p>Martin Weaver would speak to David Larkin about the external painting programme outside of the meeting.</p> <p>Alice Burke asked whether any progress had been made on enforcing gas safety checks for leaseholders. Judith Morrison said that Officers were awaiting further legal advice and hoped to update the Board at its next meeting.</p>	<p>M. Weaver</p> <p>J. Morrison</p>	<p>27.7.10</p>



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12. AOB

The meeting closed at 8.15

Date of next meeting Tuesday, July 27 2010.

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