



Hackney Homes Ltd

ITEM 4

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

On 14th July 2008 at 6.30PM

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| Present | Board Members Rupert Tyson (Chair) Samantha Lloyd Asim Bhattacharyya Brian Marsh Marie Photiou Afolasade Bright David Larkin Linda Kelly Jonathan McShane | Hackney Homes Officers Charlotte Graves Neil Isaac Gary Penticost Peter O’Kane Robin Smith Pat Ronayne Tom Hunt Trish Hail Brian Madden Jim Paterson | Stakeholder Representatives (Hackney Council) Stephen Tate Nimisha Patel Tracey Thomas Member of the Public Eric Cato |
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| | Part A – Open to the Public | Action | Date |
|--|--|--------|------|
| 1. Welcome/Apologies/ Introductions | <p>Apologies were received from the following:</p> <ul style="list-style-type: none"> • Alice Burke • Audrey Villas • Danny Sutcliffe • Karen Dodds • Terry J Edwards <p>Feryat Demirci is on holiday.</p> <p>Introductions: The Chair introduced Trish Hail to the meeting.</p> | | |



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| | <ul style="list-style-type: none"> • Independent Board Member vacancy. Board Members agreed that the advert inviting applicants to fill the independent board member vacancy must emphasise the need for financial and strategic planning expertise. The advert must also make it clear that Hackney Homes tenants are excluded but all other Hackney residents are welcome to apply. | <p>N Isaac/ Governance</p> | <p>18.08.08</p> |
| <p>5. Hackney Homes' Chair Report</p> | <p>The Chair informed the Board that he visited Audrey Villas and Alice Burke at their homes. He told the Board that Audrey Villas would be taking a 4-6 week break to ensure full recovery. Alice Burke would be away for 3 weeks.</p> <p>The Chair asked members to step up their activities in order to fill in the gaps created by the absence of Audrey and Alice. The Board agreed that work should be spread evenly among Board Members.</p> <p>The Chair said he would update members about outstanding Board activities for Audrey Villas and Alice Burke.</p> <p><i>The Board noted the Hackney Homes Chair Report.</i></p> | <p>RT/ Governance</p> | <p>Ongoing</p> |
| <p>6. Report back from Committees: a) Hackney Homes Audit and Finance Committee Meeting- 7th June 2008.</p> | <p>The Board received verbal updates from Committee Chairs.</p> <p>Samantha Lloyd informed the Board that Audit and Finance Committee received and discussed Hackney Homes Accounts and agreed to recommend them to Board.</p> | <p>N Isaac</p> | <p>TBC</p> |

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| <p>b) Hackney Homes Standards and Ethics Committee Meeting- 8th July 2008</p> <p>c) Hackney Homes Joint Committee Meeting – 10th July 2008</p> | <p>The A&F Committee also looked at the Medium Term Financial Plan (MTFP). The plan gave a forward view of HRA funding and reflected how much would be achieved.</p> <p>Samantha Lloyd reminded the Board that Audit and Finance Committee meetings were now held monthly.</p> <p>Brian Marsh informed the Board that the Standard and Ethics Committee discussed progress made in appointing a Governance Manager. He thanked Cheryl Ramsay for her work as Interim Governance Manager. Brian also told the Board that the Standards and Ethics Committee had discussed candidate eligibility guidelines for Resident Board Members.</p> <p>Samantha Lloyd informed the Board that the Hackney Homes Joint Committee meeting was cancelled due to Directors' last minute engagement with CLG. She said that the meeting would be rearranged soon and Board would receive an update in due course.</p> <p><i>The Board noted the report back from the Committees</i></p> | | |
| <p>7. Chief Executive's Report</p> | <p>The Chief Executive outlined Hackney Homes' activity and current issues of importance. The following were highlighted:</p> | | |

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CLG Visit

The Chief Executive informed the Board that she had a fruitful meeting with CLG officials covering all areas from regeneration, decent homes and other issues. She told the Board that the CLG had given Hackney Homes confidence in the preparation for inspection.

INSPECTION PREPARATION

The Board was informed that staffs were reviewing all the documents to be submitted with the self assessment document. The Executive Team and service heads will prepare and share the draft with colleagues in the Council before submission to the Board for comment and sign off by early September 2008.

WORK PLACE MEETINGS WITH REPAIRS OPERATIVES

The Chief Executive informed the Board that meeting frontline repair operatives helped in identifying areas that required improvement of services for tenants and leaseholders. She added that the operatives she met were very eager to provide her with information of the work they had completed and ways to improve the service.

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ENHANCED TRAs

The Chief Executive informed the Board that she had met with 20 TRA Chairs. She said that through the ETRA process a critical assessment of the situation was needed with a view to making the current process more efficient and easier to manage.

Board Members agreed that solving TRA's problems would require a combination of strategies. This could be achieved through the provision of more support to groups in the Hackney community.

GROUNDS MAINTENANCE, CARETAKING AND CLEANING

Estate Environment has developed a strategy to ensure everyone was fully prepared for inspection. The strategy would include the following:

- Head of Service to give update on inspection progress.
- Operative Forums which shall discuss performance and methods of working.

The Board noted the Chief Executive's Report

8. REPAIRS

The Chief Executive introduced the presentation by reminding the Board that repairs were a central issue during the last inspection. The objective for all was to find and implement strategies that would cover all weak areas.

Jim Paterson informed the Board that there would be a series of presentations to the Board covering key issues affecting the development, management and operation of the Asset Management division.

Repairs and Maintenance

The Board was informed that the Audit Commission expected honesty in explaining how the problems encountered were dealt with. Jim Paterson informed the Board that implementation of a responsive repairs strategy was a priority. The Board was also informed that a recharge policy was now in place.

Value for Money Benchmarking Review- Responsive Repairs

The Chief Executive informed the Board that Hackney Homes contracts were providing good service and were value for money.

Brian Madden outlined the benchmarking project undertaken as part of the Best Value Review of the housing repairs and maintenance service. Benchmarking reports show that the ALMO has achieved its cost performance targets.

Housemark Financial Analysis

Brian Madden highlighted the following points:

- The charge for Responsive and Void repairs per property places Hackney Homes at the top of the ALMO peer group for 2006/7 and 2007/8.
- The charge for Responsive repairs (excluding voids) compared favourably with similar organisations.
- Significant improvement shown in the cost of direct staff as a result of cost savings arising from the restructure of the Property Services division in 2006/7.
- Improvements were also noticed in the administration costs as a percentage of the repairs spend.

Board Members asked officers to be more proactive rather than reactionary with regards maintenance issues.

Gary Penticost advised the Board that members would receive repairs and maintenance reports at future Board meetings.

HouseMark and Just Housing Key Performance Indicators

The Board was told that the following service indicators required attention:

- The ratio of emergency and urgent repairs in contrast to routine repairs must move closer to a 60/40 split from the 50/50 in 2006/7.

GP

Ongoing

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- Jobs completed per employee are at a relatively low productivity level when compared to other national indicators.
- Tenant satisfaction with repairs and maintenance required significant improvement.

Vulnerable Tenants Repairs Policy

Board Members welcomed the Vulnerable Tenants Repairs Policy but asked for more information and figures to provide a complete picture. Answers were needed on how variation orders had impacted on repairs. The Board agreed that more feedback could be achieved if customers were given incentives to respond. Vouchers and other rewards could be given as means to ensure that customer care cards were used to get responses from customers.

Audit Commission Inspection recommendations

The Board was informed that the Director of Property Services initiated the following strategies to address the recommendations in the 2007 Audit Commission inspection:

- a) Establishment of a systematic programme of work. The programme was designed to respond directly to all the Audit Commission's recommendations.

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| | <p>b) Detailed Best Value Review of all repairs and maintenance services. The Board was informed that comparisons with national indicators showed that there was need to address a number of service critical indicators in order to achieve better performance. Brian Madden said the service critical indicators of Hackney Homes were compared to similar organisations.</p> <p>The Board was further informed that an ongoing detailed review of Gas Servicing would define emergency call out and how it will be managed. Gary Penticost told the Board that gas contractors, Corgi has given positive feedback on gas servicing.</p> <p><u>Effectiveness of the Call Centre</u></p> <p>The Board was informed that there was improvement in consistency in dealing with repairs and maintenance requests. The major strategic and operational issues were finance and cost as well as the staff structure.</p> <p><i>The Board noted the Hackney Homes Repairs report and also approved Board Presentation Programme outlined in Appendix 1-</i></p> | | |
| <p>9. Project Excellence</p> | <p>The Chief Executive introduced the Project Excellence report by stating that Hackney Homes was project managing on behalf of the Council. She said that the task was a challenge to everyone at Hackney Homes.</p> <p>Trish Haill informed the Board that Project Excellence replaced the Saffron</p> | | |

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system of contact management and workflow. The Board was also informed that Project Excellence was a 2 year project due for completion in 2010. Trish Haill informed the Board that the system would find solutions relevant to strategic objectives of Hackney Homes. All stakeholders would be updated on the progress made.

Trish Haill told the Board that the ICT strategy update to be presented to Board over the next couple of months would include Project Excellence.

Trish Haill assured the Board that Civica were going to provide support for 5 years after system went live. She said that information would be held in accordance with approved policies with regards to confidentiality. Confidentiality issues would be closely monitored by the ICT department.

Trish Haill listed and explained the following as risks to the implementation of Project Excellence:

- Demands on staff would be stringent. Staff would be expected to deal with the system effectively and efficiently.
- Job descriptions would change and as a result of that further training and development would be required.

T Haill

08.09.08

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| | <p><i>The Board noted the Project Excellence Report.</i></p> | | |
| <p>10. Lift & Door Entry Systems Report-Update</p> | <p>Gary Penticost outlined Hackney Homes Planned Maintenance programmes for Lifts and Door Entry.</p> <p>Lifts</p> <p>The Board was told that lifts were maintained under a fully comprehensive maintenance contract. Such a contract was value for money as there were no additional payments for repair calls.</p> <p>Further the Board was informed that Hackney Homes had a total of 597 lifts with each lift expected to have a useful life of around 25 years.</p> <p>Door entry</p> <p>The Board was informed that Hackney Homes had the largest programme for Door Entry in London. The current programme satisfied the Disability Discrimination Act (DDA) and other legal and/or religious requirements/obligations.</p> <p><i>The Board noted the Lift & Door Entry Systems Report- Update</i></p> | | |



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11. Any other Business

Woodberry Down Report

The Chief Executive informed the Board that the RSL partner would be expected to carry out management and maintenance responsibilities. She added that this would result in financial implications to Hackney Homes.

Robin Smith told the Board that the transfer vote for Woodberry Down would more likely be favourable if residents had prior experience of the RSL's qualities.

The Board was informed that a Funday held on Saturday 5th of July 2008 was a great success. Robin Smith told the Board that the Funday was an opportunity for residents to meet as well as find out more about the regeneration of Woodberry Down.

The Board was informed that the Woodberry Down regeneration project was expected to reach Code Level 4. Robin Smith informed the Board that Code Level 6 was equivalent to zero carbon level. He further said a code level between 4-6 increased building costs.



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| 12. | <p>Date of next Board Meeting: Monday 18th August 2008 at 6.30pm Christopher Addison House.</p> <p>The Board noted the date of the next meeting.</p> | | |
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Signed as a true record of this meeting _____ Chair Dated _____