

**HACKNEY HOMES Ltd
Board Meeting**

Tuesday, 16th March 2010 at 6:30pm to 8:05pm

**The Chief Executive's Conference Room, 1st Floor,
Christopher Addison House, 72 Wilton Way, Hackney E8 1BJ**

Part A Meeting (Open to the Public)

Distributed to:

Hackney Homes Board Members:

Rupert Tyson (Chair)

Alice Burke (Vice Chair)

Marie Photiou (Vice Chair)

Afolasade Bright

Andrew McMillan

Audrey Villas

David Larkin

Feryal Demirci

Joel Gordon

Jonathan McShane

Karen Dodds

Linda Kelly

Pam Lockley

Samantha Lloyd

Terry J Edwards

Tom Tyson

Hackney Homes Executive Team:

Charlotte Graves (Chief Executive)
Neil Isaac (Director of Finance & Resources)
Neehara Wijeyesekera (Interim Head of Resident Services)
Judith Morrison (Head of Leasehold and Right to Buy)
Jim Paterson (Interim Head of Building Maintenance)
Chris Tabi (Interim Head of Estate Environment)
Jonathan Oxlade (Head of Asset Management)
John Ferman (Pathmeads)
David Saxon (Mouchel)
Elliot Brooks (Pinnacle)

Hackney Homes Officers:

Sunil Desai
John Newton
Trish Hail
Odile Anderson

Stakeholder Representatives:

Karen Alcock
Tom Price
Tim Shields
Steve Douglas
Carol Hinvest
Michelle Patterson

Contact:

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HACKNEY HOMES Ltd Board Meeting 53
Tuesday, 16th March 2010 at 6:30pm to 8:05pm
The Chief Executive's Conference Room
1st Floor, Christopher Addison House
72 Wilton Way, Hackney E8 1BJ

A AGENDA Part A (open to the public)

Item	Presenter	Subject	Pages	Status	Duration	Time
1.	Chair	Welcome/Apologies/ Introductions		Information	2 mins	6:30-6:32
2.	Chair	Declarations of Interests		Information	1 min	6:32-6:33
3.	Chair	Questions received from the public	1-5	Information	2 mins	6:33-6:35
4.	Chair	Minutes of 26th January 2010 (Part A) and Matters Arising	6-10	Decision	5 mins	6:35-6:40
5.	T Hogan	Tenant Satisfaction Survey		Presentation	30 mins	6:40-7:10
6.	C Graves	Chief Executive's Report - Strategic Overview	11-19	Information	10 mins	7:10-7:20
7.	N Isaac/S Desai	Budget 2010/11	20-27	Decision	10 mins	7:20-7:30
8.	T Hogan	Domestic Violence and Hate Crime Policies	28-35	Decision	10 mins	7:30-7:40

9.	N Isaac/A Jarosy	Business Critical Performance Summary Quarter 3	36-42	Information	10 mins	7:40-7:50
10.	T Merrett	Resident Board Member Elections 2010	43-46	For information and noting	5 mins	7:50-7:55
11.	T Merrett	Independent Board Member appointments 2010	47-51	For information and noting	5 mins	7:55-8:00
12.	Chair	Any Other Business		Information	5 mins	8:00-8:05

Future Board meetings.

- Monday, 26th April 2010
- Monday, 14th June 2010
- Tuesday, 27th July 2010

Title of Report: Question(s) from the Public	
Decision Making Body: Hackney Homes Board	Date: 16th March 2010
Classification: For Response	Report of: Governance Team
Item Previously considered at: N/A	On Which Date: N/A
Report Author: Questions submitted by North East London Leaseholder Association (NELA) and De Beauvoir TRA	Appendices: Appendix 1: Response to question submitted by NELA Appendix 2: Hackney Homes' response to the question submitted by NELA Appendix 3: Question from De Beauvoir TRA Appendix 4: Response to De Beauvoir TRAs suggestion about holding Board Meetings around the Borough.

Report Outline:

- **Paragraph: 1.0 – Acknowledgement**
- **Paragraph: 2.0 - Summary of Report**

If you have any questions about this report, please contact Tess Merrett on 020 8356 3432 or email tess.merrett@hackneyhomes.org.uk

1.0 ACKNOWLEDGEMENT

Jon Sheldon asked a question at the Board meeting held on 21 September 2009. The minutes of the meeting held in November stated

- The Board asked if Mr Sheldon was satisfied with the response he had received. Judith Morrison said that Mr Sheldon had not replied to the response so Officers concluded that he was.

Jon Sheldon would like it acknowledged that he was not satisfied with the response. Officers are therefore working to resolve the issue.

2.0 SUMMARY

Attached to this cover sheet as appendices, are:

- Question from NELA (North East Leaseholder Association)
- Hackney Homes' response to the question submitted by NELA.
- Question from De Beauvoir TRA
- Response to De Beauvoir TRAs suggestion about holding Board Meetings around the Borough.

Item 3 Appendix 1

NELA (North East Leaseholder Association)

Question for the Board Meeting – 16 March 2010

Our question regarding an independent audit was made with awareness that a cursory audit does take place; what we are asking for is that an in-depth audit of leaseholder services is done, one which will give leaseholders confidence that Hackney Homes is actually listening to concerns raised, and in turn raise confidence in the Board. When only a small fraction of job tickets are checked we believe there is room for a huge improvement in efficiency, by both checking work is actually completed and the costs associated are fair and correct. Currently you have a satisfaction survey that shows action is needed, but no action is being taken that would satisfy leaseholders. A full independent audit would be a big step in the right direction.

Question submitted by Jon Sheldon- Chair, North East Leaseholders Association

Item 3 APPENDIX 2

Response to the Question submitted by North East Leaseholder Association (NELA)

It is incorrect to say that the independent audits which have been carried out are cursory. The audits carried out independently by companies such as PriceWaterhouseCoopers have been specific and fairly in depth; however, the scope of such audits may not include the matters of concern to you.

The request being made is for there to be an in-depth audit of leaseholder services. This seems to be a very broad ranging request bearing in mind that leaseholder services encompasses a wide range of services including those such as day to day repairs, cleaning, communal heating, lift maintenance, grounds maintenance etc.

In terms of understanding what is being asked, the question makes reference to only a fraction of job tickets being checked and there being “room for a huge improvement in efficiency, by both checking work is actually completed and the costs associated are fair and correct.” Arrangements currently in place for checking that day to day repairs meet the required standard involve sample checks being carried out on a proportion of lower cost repairs and most high cost repairs.

Where problems are identified in respect of some work areas the level of checks are increased to establish the extent of problems and arrangements made for contractors to remedy faults at no additional expense.

Where recurring problems are identified in particular areas of works the level of checks are increased and corrective measures taken where necessary.

Item 3 Appendix 3

Dear Tess.

I have been asked by some tenants/residents of De Beauvoir Estate to inquire if the Almo board would possibly consider rotating their board meetings around the borough, this would then hopefully generate interest in the workings of the board and its members enabling more people to attend as observers.

On our own estate we have the Rose Lipman Community hall which is a popular venue for meetings and weekend functions and this in our view would be a suitable place for a board meeting.

I am given to understand that the Shoreditch Neighbourhood committee already have a policy for rotating their meetings, could we not follow suit?

I hope you will be kind enough to read this out at the next Almo board meeting.

June Eaton (Acting secretary)

Item 3 -Appendix 4

Response to De Beauvoir TRAs suggestion about holding Board Meetings around the Borough.

The Board asked me last year to look at the possibility of holding some board meetings round the borough and I therefore started to look at our Community Halls to assess them for suitability – we have over 70 Community Halls across the borough. The Rose Lipman Hall is on the list to be assessed.

I prepared a report for the Board meeting in June and listed four Halls across the neighbourhoods which could be used for a meeting. The Board minute from the meeting states

- The Board still considered the proposal a good idea but asked that some other areas of the Borough, such as Shoreditch be considered. It was suggested that perhaps one in every four meetings could be in a venue somewhere in the Borough. The Board asked that on those occasions when the meeting took place outside Christopher Addison House, the Agenda was kept very light to allow time for Board Members to speak to the local residents. It was also important to ensure that the area was well leafleted to allow Residents to know that the Board Meeting was taking place.

I will therefore assess some further venues over the next few months with a view to holding one of the summer meetings at an alternative venue.



Hackney Homes Ltd

ITEM 4

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

On 26 January 2010 at 6.30 PM

Present	<p>Board Members Rupert Tyson (Chair) Alice Burke (Vice-Chair) Jonathan McShane Samantha Lloyd Audrey Villas Linda Kelly Tom Tyson Afolassade Bright Andrew McMillan Joel Gordon</p>	<p>Hackney Homes Officers Charlotte Graves (Part) Neil Isaac Judith Morrison Neehara Wijeyesekera (Part) Robin Smith Christophe Tabi (Part) Malcolm Brewer Olaide Oyekanmi Jonathan Oxlade Sunil Desai</p>	<p>Stakeholder Representatives (Hackney Council) Tom Price Carol Hinvest James Probett</p> <p>Partners Elliot Brooks (Pinnacle) David Saxon (Mouchel) (Part)</p> <p>Members of the Public Muriel Gordon</p>
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	Part A – Open to the Public	Action	Date
1. Welcome and Introductions	The Chair welcomed everyone to the meeting.		
Apologies	David Larkin, Pamela Lockley, Terry Edwards, Karen Dodds, Marie Photiou		
2. Declarations of Interests	None.		
3. Questions received from the public	The responses had been included in the papers and had also been posted on Hackney Homes' website. If further clarification was needed on anything, Board Members were asked to contact the relevant officers.		

<p>4. Meeting of 16 December 2009</p> <p><i>Minutes of the meeting held on Monday, 16 November 2009</i></p> <p><i>Matters arising</i></p>	<p>As this meeting did not take place, Board Members had been asked to agree papers electronically which had now been done.</p> <p>The minutes of the meeting held on November 16 2009 were agreed as a true record and signed accordingly.</p> <p>7 <u>Presentation by Jackie Hopfinger and Cllr Patrick Vernon</u> The Board asked that a report be brought back to Board detailing the strategy for the on-going upkeep and maintenance of these schemes.</p>	<p>N Isaac/ J Paterson</p>	<p>June</p>
<p>6. Progress on Manor House Development</p>	<p>Owing to an emergency on one of our estates, the Chief Executive had been delayed and the Board agreed to take the CEO's report later in the agenda.</p> <p>The report was an information item which the Board noted.</p>		
<p>7. Financial Overview – Budget Monitoring 2009/10 and HH Budgets 2010/11</p>	<p>The Chair of the Audit & Finance Committee said that the Committee had sought assurances from Officers about communicating the position with the EI and 184 Budgets and was concerned that Officers at the Council, which was a key stakeholder in Hackney Homes, had not been informed of the position. There was also concern expressed by the Board about communicating the position to residents. Elliot Brooks said that the Director of Property Services had given a presentation to one of the Panels about the position and a full briefing was currently being worked on which would be communicated to all Panels. Neil Isaac said that projects which had been planned to be submitted this financial year, could be submitted in the next financial year.</p> <p>The Board asked how the 1% rent increase for Hackney at been arrived at as</p>		

8. Progress on Decent Homes and Future Plans

other London Boroughs such as Lambeth had a percentage increase of 3.7. Neil Isaac said that a 1% increase was common amongst many of the London Boroughs and was as a result of the impact of the caps and limits imposed in the rent setting process. The formula was RPI + half a percent or £2 and this for Hackney meant an increase of £1 which worked out at @1%. The subsidy settlement in Hackney was comparatively generous.

The Board asked when the estimated service charge for leaseholders would be available. Neil Isaac said that it was not yet available as it would be based on this year's budgets. Judith Morrison said that the methodology of calculating the service charge was changing this year but that the estimates should be available in March. Neil Isaac said that there was a 0.9% reduction in service charges for Tenants.

The Board noted the report.

The Board asked that if there were to be additional stock surveys, Residents were helped to understand why these were taking place and the process should be kept as transparent as possible. Jonathan Oxlade said that there would not be a whole stock survey undertaken only surveys on the 6-7,000 homes which were not currently in the Decent Homes programme. Briefings would take place for those properties affected.

The Board was also anxious that accurate information was given to Residents and asked that Officers wrote to Board Members detailing the available funds for including properties in Decent Homes which had not been included at the outset of the programme. Board Members also wanted to understand the basis for inserting these properties into the programme now as such action may displace other properties currently in the programme. It was important that



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On 26 January 2010 at 6.30 PM

	<p>we had not made and did not make promises to Residents we could not keep. The Board queried the accuracy of the original surveys.</p> <p>Jonathan Oxlade said that the Decent Homes programme had been fixed when the Government agreed Hackney's application for ALMO status. It was recognised that since that time some properties would have deteriorated and Officers accepted that some of these should be included.</p> <p>The Board questioned how those properties which had been earmarked for demolition as part of regeneration programmes but which had now been brought back into the rental stock would be treated. Jonathan Oxlade said that there was a separate regeneration programme which was managed by the Council. Hackney Homes would undertake some interim repairs on this stock but these properties were not included in the Decent Homes programme.</p> <p>The Board asked that the list of non-Decent homes be re-circulated to the Board.</p> <p>The Board noted the report.</p>	<p>J Oxlade</p>	<p>Circulated 2 February</p>
<p>9. Hackney Homes Board Forward Plans</p>	<p>The Board noted the Plan and the fact that it was a working document and subject to change.</p>		
<p>5. Chief Executive's Report - Strategic Overview</p>	<p>Charlotte Graves apologised for not being present at the start of the meeting and explained that a person had fallen/jumped from one of our blocks and she had had to attend on site with the police and other Hackney Homes Officers.</p> <p>The overall position at Hackney Homes was reasonably positive. Charlotte</p>		



Hackney Homes Ltd

ITEM 4

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

On 26 January 2010 at 6.30 PM

	<p>Graves commended staff for their hard work gritting and salting during the big freeze. Towards the end of the cold weather, Hackney Homes had run out of salt/grit but we had used 100 tons of salt during this period compared with 40 tons last year. The cold weather had raised issues with non-adopted roads and the responsibilities of TMOs and some work on these areas was being undertaken to clarify matters.</p> <p>Hackney Homes was currently on a recruitment drive with the aim of reducing the number of temporary staff.</p> <p>The Housing Management Contracts Options Report had been deferred by the Council to the March Cabinet.</p> <p>The Chair of the Board asked that the excellent work undertaken by Christophe Tabi and his teams during the cold spell be noted for the record.</p> <p>The Board noted the report.</p>		
<p>10. AOB</p>	<p>There was no other business.</p> <p>The meeting closed at 7. 30pm</p>		
	<p>The date of the next meeting is TUESDAY 16 March at 6.30 pm.</p>		

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

Title of Report: Chief Executive's Report – Strategic Overview	
Decision Making Body: Hackney Homes Board	Date: 16th March 2010
Classification: FOR INFORMATION	Report of: Chief Executive – Charlotte Graves
Item Previously considered at: This is a monthly standing item	On Which Date: N/A
Report Author: - Charlotte Graves, Chief Executive	Appendices: Appendix 1: Residents Open Day Update

Report Outline:

- **Paragraph: 1.0 - Summary of Report**
- **Paragraph: 2.0 - Recommendation(s) to the Board**
- **Paragraph: 3.0 - Background**
- **Paragraph: 4.0 - Finance & Resources**
- **Paragraph: 5.0 - Property Services**
- **Paragraph: 6.0 - Estate Environment**
- **Paragraph: 7.0 - Resident Services**
- **Paragraph: 8.0 - Leasehold Services**

If you have any questions about this report, please contact Charlotte Graves on 0208 356 3671 or email charlotte.graves@hackneyhomes.org.uk

1.0 SUMMARY OF REPORT

1.1 The purpose of this report is to ensure that the Board have an overview of activity, performance and strategic issues at Hackney Homes.

2.0 RECOMMENDATION

2.1 The Board is asked to note the contents of this report.

3.0 BACKGROUND

3.1 This is my regular report providing an update on key issues affecting Hackney Homes.

4.0 FINANCE & RESOURCES

4.1 Budget Monitoring 2009/10

The position as at January is that Hackney Homes own budgets are currently forecasted to underspend by £25k after allowing for additional costs of the various restructures that are taking place. The delegated budgets are forecasted to underspend by £94k. Within the delegated budgets there is still pressure on the reactive repairs budget and some uncertainty over the forecast of the utility budgets. These will require positive action to ensure the projected position will be delivered.

4.2 Budget 2010/11

A report will be presented to the Audit & Finance committee seeking recommendation to the Board of 2010/11 budgets. Plans are now being developed for setting the budgets for 2011/12 and 2012/13.

5.0 PROPERTY SERVICES

5.1 Repairs and Maintenance

The Gas Safety Team has been recognised by the Audit Commission as being an 'area of strength', listed alongside smaller authorities such as Cheltenham and Eastbourne this is a real achievement. The team and support staff worked very hard to gain access to the 20,000 plus tenanted properties to carry out essential gas safety checks.

5.2 Decent Homes

The Decent Homes programme is on track to meet the target of 1,555 homes made decent in 2009/10 and to reduce the amount of non-decent stock to 27%. Expenditure is precisely on target, with $\frac{3}{4}$ of the budget spent after $\frac{3}{4}$ of the year.

5.3 Supply Chain Management Group

Hackney Homes has agreed a benchmarking exercise with Haringey and Newham to compare, in detail, the prices we pay for materials and labour on the Decent Homes programme. The exercise will be completed by the end of March and reported to the A&F Committee, at which point decisions will be made as to whether to further collaborate in developing good practice.

6.0 ESTATE ENVIRONMENT

6.1 Recruitment

Adverts have been submitted for publication week ending 26th February 2010, once confirmation of advertisements received arrangements for shortlisting and interviews will be commenced with a view to recruitment to all posts taking place as soon as possible.

6.2 Harmonisation

Further consultation meetings have now taken place with both Wettons and Pinnacle staff. A second and final offer was put forward for their consideration with a deadline for the response on the offer given as the 19th February 2010.

Clarification has been given to the Unions on the intention of the review of the bonus scheme and Head of Finance met representatives with HR this week. Clarification as to pension regulations and taxable position for payment of lump sums' is still to be examined with payroll; this is likely to be known shortly. A further final meeting will be arranged with the Unions to clarify these issues and seek agreement of a final offer.

6.3 Training

In House Training has been arranged to take place by the Chartered Institute of Housing in relation to the application of Service Charges to Leaseholders. The Training Sessions will take place over two mornings, 26th February and 1st March 2010. All Senior Management, Area Managers and Supervisors will be attending.

6.4 Residents Open Day

Estate Environment had a very successful stall at the event, whereby in excess of 175 residents attended the stall and received a potted seedling herb together with a leaflet advising how to attend and care for the herb. Communications has advised that from resident's feedback our Stall was the most popular on the day

6.5 Approaches from other ALMOs

Estate Environment has been approached by the Director of Operations at Redbridge Homes who wishes to meet with the Interim Head of Estate Environment with regards to Hackney Homes benchmarking services. A meeting has therefore been arranged at Estate Environment on the 17th March 2010.

Back in December Estate Environment Management Team met with Newham Homes and a further meeting has been planned to take place on the 12th March 2010.

7.0 RESIDENT SERVICES

7.1 Housing Management Services

The Council's Cabinet considered the Housing Management Service Review Report and the recommendations from the Hackney Homes Board, at the Cabinet Meeting on 1st March.

7.2 Rent Arrears Reduction

The total rent arrears were reduced by £110K over January and a further massive reduction has been achieved in the first week of February putting performance on track to achieve the target.

7.3 Rent Increase Letters

Rent increase notification sent to all tenants successfully

7.4 Housing Benefit Take Up Campaign

Housing Benefit take-up campaign undertaken in November 2009 has now been analysed and over 300 new (not currently claiming) tenants claimed HB as a result of the take up campaign

7.5 Residents Open Day

The Residents Open Day on 18 February 2010 was a resounding success with an attendance of almost 1500, the Resident Participation team worked closely with the Communications team to ensure the event was a success. Stalls at the event included Ways into Work with over 30 residents registered their interest in participating for the programme. Rents successfully promoted payment by direct debit and the homes contents insurance scheme enabling tenants to pay for their insurance weekly.

7.6 Positive Feedback from a Panel

Resident Participation team's performance was praised by the Stamford Hill Panel at a Focus day event in February 2010.

7.7 Funding for Estate Improvements

Wyke TMO has secured planning gain funds of £6000 for improvements to communal areas on the estate.

7.8 Improvement in Repairs Performance

The 3rd quarter TMO report is now available on our website showing a significant improvement in repairs performance.

8.0 LEASEHOLD SERVICES

8.1 Service Charge Estimates

The Leasehold Services team is in the process of preparing estimated service charges for the forthcoming financial year 2010/11. Estimated invoices are scheduled to be issued to leaseholders in mid March.

8.2 Leaseholder Telephone Survey

Hackney Homes has engaged a specialist research company Kwest to conduct a mini leaseholder satisfaction survey.

The telephone survey is being conducted in February/March and will involve Kwest asking leaseholders a range of questions by phone and completing their work once they have successfully surveyed 500 leaseholders.

8.3 Woodberry Down Interim Repair Arrangements

Preparations continue for interim repair works to be carried out to the Woodberry Down estate. As part of these arrangements resident meetings are being held to discuss plans and Section 20 Notices are being issued to leaseholders affected.

8.4 Leaseholder Advisory Group

The next meeting of the Leaseholder Advisory Group will be held on 23 March 2010. The layout of service charge bills and estate cleaning are due to be considered.

8.5 Leaseholder Advice Surgery

Further to issuing leaseholders with actual service charge invoices for the 2008/9 period Hackney Homes held a Service Charge Advice Surgery which was attended by over 70 leaseholders from across the borough. Leaseholders expressed that they found the advice provided by the range of Hackney Homes' staff and specialist external agencies in attendance very helpful and beneficial.

Hackney Homes is in the process of planning a number of further leaseholder advice surgeries and events as part of its commitment to providing leaseholders with as much support as possible.

CHARLOTTE GRAVES
CHIEF EXECUTIVE
HACKNEY HOMES

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Hackney Homes Residents Open Day: 18 Feb 2010 1500 Residents Attended

Background

The aim of the Hackney Homes Open Day was to provide residents with the opportunity to learn more about the services provided by Hackney Homes and partner organisations.

The 2008 MORI survey showed that the top priorities for residents were:

- Anti-Social Behaviour
- Overall quality of home
- Repairs

In addition, with the recession high on the agenda, anecdotal evidence suggests that many residents have concerns and could benefit from financial advice.

Using this, the Hackney Homes Communications Team in partnership with the Resident Participation Team began organising the Residents Open day,

Key Objectives

The key objectives were to:

- Signpost residents to information about their top priorities
- Engage with younger residents
- Encourage residents with families to attend
- Provide a one stop shop for financial advice
- Increase understanding about what Hackney Homes does

Where these achieved?

The Open day was very interactive, engaging and fun for residents with information on jobs, practical advice on managing finances, recycling, food composting, well-being, how to get involved, home maintenance, reporting repairs plus keeping safe in the community.

An area was dedicated to young people giving advice on employment, help with CVs, opportunities through the 2012 Olympics, projects and youth groups in Hackney, with fun activities like Nintendo Wii and a graffiti wall.

A crèche was also available for residents who wished to bring children. Many residents took up this offer.

There was a constant flow of people throughout the day with approx 1500 residents attending in total. A range of residents attended from elderly people, to parents who brought along their children as well as teenagers who enjoyed the youth activities that were available.

80% of residents that completed the survey commented that they had a better understanding of what Hackney Homes does as a result of attending the event.

Key Statistics

- 1493 residents were counted entering the doors of the open day
- 80% of residents stated that they had a better understanding of what Hackney Homes does as a result of attending the event.
- 75% of residents commented that the quality of information available was either Excellent or good.
- The Grow your own food gave out around 1500 potted plants and seeds
- Over 150 Home Safety visits were booked by the London Fire Brigade
- A resident reported Domestic Violence to staff who were able to give her advice and will now do a follow on visit
- Over 100 repairs were booked with residents giving an appointment straight away

What worked?

- The Your Home zone was a massive success. The opportunity to find out about works planned and what this means for residents. Really good feedback from attendees.
- Having the Open Day in half term encouraged families and young people to attend.
- Café went down well and allowed residents from different parts of the borough to socialise.
- Crèche was very successful.

What can be improved next time?

- Have some opportunities within the exhibition for people who are looking for a home, perhaps in the housing zone. Perhaps Shared ownership, part buy part rent schemes.
- Have the event till later in the evening and timetable specific activities at this time to encourage residents to come after work.

Title of Report: HACKNEY HOMES BUDGET 2010/11	
Decision Making Body: HACKNEY HOMES BOARD	Date: Tuesday, 16th March 2010
Classification: For Approval	Report of: Director of Finance & Resources
Item Previously considered at: Audit and Finance	On Which Date: 8th March 2010
Report Author: - Sunil Desai, Head of Finance	Appendices: 1. HH Budgets 2010/11 2. Capital Budget 2010/11
<p>Report Outline:</p> <ul style="list-style-type: none"> • Paragraph: 1 - Summary of Report; • Paragraph: 2 – Recommendations; • Paragraph: 3 – Background; • Paragraph: 4 - Proposal; • Paragraph: 5 - Impact Upon The Hackney Homes Strategic Plan; • Paragraph: 6 – Impact Upon The Hackney Homes Risk Register; • Paragraph: 7 – Consideration of the Hackney Homes Equality & Diversity Strategy 2006 and Action Plan 2007 – 2010; • Paragraph: 8 - Consultation Process & Findings; • Paragraph: 9 - ICT Implications; • Paragraph: 10 - Human Resources Implications; • Paragraph: 11 – Financial Implications; • Paragraph: 12 - Legal Implications / Advice; • Paragraph: 13 - Other Related Decisions / Guidance. • Paragraph: 14 – Conclusion; 	

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

1 SUMMARY

- 1.1 This report explains the Hackney Homes budget and the Council budgets for which Hackney Homes has delegated management responsibility. Summary budgets are shown in Appendices 1 (Revenue) and 2 (Capital).
- 1.2 Hackney Homes' total gross expenditure budget is £42.1 million, the majority funded by Management Fee of £41.9 million. The Management Fee is the maximum amount which the Council will pay to cover Hackney Homes' payroll and organisational costs, including HR, finance and ICT SLAs for services provided by the Council (see Appendix 1).
- 1.3 Delegated Budgets total gross expenditure is £90.2 million. This is for the operational costs of front line services, and includes payments to managing partners and TMOs and some SLAs for services provided by the Council. Delegated gross income budgets total £141.5 million the majority of which is for Rents (£91.7 million).
- 1.5 The 2010/11 Capital Programme is being finalised with the Council. It is anticipated that the capital budget for which Hackney Homes has responsibility for delivering will total £84 million. In addition £7m has been reprofiled from 2009/10 to 2010/11; see Appendix 2.

2 RECOMMENDATIONS

- 2.1 That the Board approves the Hackney Homes budgets and draft Capital programme for 2010/11.

3 BACKGROUND

- 3.1 The Management Agreement defines the Housing functions for which Hackney Homes will have management responsibility.
- 3.2 The Management Fee defines the amount which the Council will pay Hackney Homes for the provision of the management service. This equates to the payroll and overhead costs of the organisation. For 2010/11 the Management Fee is £41.1 million.
- 3.3 As the Council retains ownership of the housing stock and current contracts for management, maintenance and Decent Homes programmes the money for these budgets will remain with the Council and be managed by Hackney Homes. All income will remain with the Council.

4 PROPOSAL

- 4.1 Hackney Homes has worked with the Council to ensure that total HRA budgets meet the requirements of the Medium Term Planning Forecast (MTPF) and are within the cash limit according to the Plan. Efficiency

savings have been built into most revenue budgets and 3% into the Management Fee.

- 4.2 The impact upon Hackney Homes has been the need to make significant value for money savings totalling £3m of which £1.3 million is from its Management Fee. The details for these savings were provided to the December meeting.
- 4.3 HH Board needs a long term strategy of how it is going to reduce its costs through best value reviews and efficiency savings. It is anticipated that there will be a need to make savings of £3m per annum for the next two years from the HH management fee / delegated budgets.
- 4.4 During the course of 2010/11 the Management Fee will be reviewed to ensure that Hackney Homes has sufficient resources to undertake its responsibilities.

5 IMPACT UPON HACKNEY HOMES STRAGIC PLAN

- 5.1 The Strategic Plan will need to include the impact of the Budget Strategy as part of its key strands.

6 IMPACT UPON HACKNEY HOMES RISK REGISTER

- 6.1 The HH Risk Register includes the risk of the getting a balanced budget set each year.

7 CONSIDERATION OF THE HACKNEY HOMES EQUALITY & DIVERSITY STRATEGY 2006 AND ACTION PLAN 2007 - 2010

N/A

8 CONSULTATION PROCESS & FINDINGS

- 8.1 Both the Board; A & F Committee and the Executive Team have been kept informed and their opinions sought over the past few months in finalising the budgets.

9 ICT IMPLICATIONS

N/A

10 HUMAN RESOURCES IMPLICATIONS

- 10.1 Any reductions 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 and the appendices.

12 LEGAL IMPLICATIONS / ADVICE

N/A

13 OTHER RELATED DECISIONS / GUIDANCE

N/A

14 CONCLUSION

14.1 The 2010/11 HRA and HH Budget setting process has been difficult, however a balanced budget has been achieved. In future years there needs to be clear strategy of areas to be reviewed and level of savings needed.

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HACKNEY HOMES LTD
ANNUAL BUDGET 2010/11

<u>EXPENDITURE</u>	2010/11
Direct Costs	36,034,060
Indirect Costs	230,220
Training	740,110
Contribution to Provisions	172,420
Employee Costs	<u>37,176,810</u>
Rent and Rates	3,700
Fixtures and Fittings	1,000
Premises Costs	<u>4,700</u>
Direct Transport Costs	6,930
Transport Fees	19,600
Travel Allowances	151,400
Transport Costs	<u>177,930</u>
Furniture & Equipment	322,950
Catering	60,650
Clothing & Laundry	107,600
Communications & Computing	656,300
Fees and Services	3,174,430
Printing, Stationery & Office Expenditure	334,050
Expenses	62,000
Grants & Subscriptions	29,080
Supplies and Services	<u>4,747,060</u>
General Third Party Payments	800
Third Party Payments / Transfers	<u>800</u>
Total Expenditure	<u>42,107,300</u>
<u>INCOME</u>	
Customer & Client Receipts	(41,854,700)
Interest	(16,000)
Recharges	(236,600)
Total Income	<u>(42,107,300)</u>
TOTAL	<u>0</u>

DELEGATED
ANNUAL BUDGET 2010/11

<u>EXPENDITURE</u>	2010/11
Training	15,000
Employee Costs	15,000
Repairs & Maintenance Of Buildings	33,322,380
Energy Costs and Water Services	4,631,900
Rent and Rates	1,026,540
Grounds and Road Maintenance	1,000
Fixtures and Fittings	596,760
Cleaning	241,730
Premises Costs	39,820,310
Direct Transport Costs	952,440
Hire and Leasing	594,010
Transport Costs	1,546,450
Furniture & Equipment	2,973,210
Communications & Computing	194,140
Fees and Services	4,848,740
Printing, Stationery & Office Expenditure	36,360
Grants & Subscriptions	216,000
Contribution to Provisions	535,590
Supplies and Services	8,804,040
General Third Party Payments	33,416,510
Voluntary Organisations	4,518,560
Third Party Payments / Transfers	37,935,070
Recharges within Departments	1,057,390
Recharges between Departments	999,100
Support Services	2,056,490
Total Expenditure	90,177,360
 <u>INCOME</u>	
Other Government Grants	(104,700)
Customer & Client Receipts	(141,382,410)
Total Income	(141,487,110)
TOTAL	(51,309,750)

DRAFT HACKNEY HOMES 2010-11 CAPITAL PROGRAMME

	Re-Profiled from 09-10	Proposed Budget 2010-2011	Total 2010- 2011 Budget
	£000's	£000's	£000's
Interim Repairs Regen Prog	1,000		1,000
Procurement 2010 Prog Costs	214		214
Shoreditch CHP Phase 3	1,400		1,400
Integrated Housing Management System	221		221
Community Halls Major Repairs/DDA	703		703
Decent Homes		50,000	50,000
Planned Maintenance	1,170	21,852	23,022
Fire Risk Assessments	200	5,000	5,200
Community Assessments and Disabled Adaptations to HRA dwellings	544	1,540	2,084
Garage Review		250	250
Capitalised Salaries		2,640	2,640
Digital Aerials - Non-communal upgrade	1,346	2,800	4,146
	6,798	84,082	90,880

Title of Report: Domestic Violence and Hate Crime Policies	
Decision Making Body: Hackney Board	Date: 16th March 2010
Classification: FOR INFORMATION AND APPROVAL	Report of: Director of Finance and Resources
Item Previously considered at: N/A	On Which Date: N/A
Report Author: - Tom Hogan, Head of Service Development, Hackney Homes 0208 356 4017	Appendices: A. Domestic Violence Policy B. Hate Crime Policy

Report Outline:

- | |
|--|
| <ul style="list-style-type: none"> • 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 Equality & Diversity Strategy 2006 and Action Plan 2007 - 2010; • 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. |
|--|

1.0 SUMMARY

The report outlines recent reviews of the policies on domestic violence and hate crime.

2.0 RECOMMENDATION(S)

The Board is asked to approve the hate crime and domestic violence policies attached to the report.

3.0 BACKGROUND

- 3.1 Domestic violence and hate crime were both aspects of the service examined by the Audit Commission during their inspection (November 2008). Although the inspectors noted many areas of good practice and joint working such as the Multi Agency Risk Assessment Conference (MARAC) with the police, they recommended that Hackney Homes look at ways to improve outcomes for victims. In particular they asked that policies and procedures be improved with more help for vulnerable people and better out of hours reporting arrangements.
- 3.2 Both policies have been reported to the Resident Liaison Group whose members were asked for comments.

Domestic Violence Policy

- 3.3 One woman in four is believed to suffer domestic violence at some point in their lives. The term is used to cover violence or threats of violence between family members, including married couples, those living together, those who used to have a relationship, brothers and sisters, and victims may be of any age, gender or culture. The term has also been extended to cover a number of serious crimes such as genital mutilation, forced marriage and so called "honour" killings.
- 3.4 The effects of domestic violence can be long term physical or psychological injury for the victim and their children. It may also mean that they feel unable to continue living in their homes and ask for help in finding a transfer or temporary accommodation. Hackney Homes has therefore an important role in working with the Council and others in providing an adequate response.
- 3.5 In order to review the service a working group was established consisting of representatives from the neighbourhood offices, the Council's Housing Needs Division, the Domestic Violence and Hate Crime Unit and the Nia project, an independent organisation. They looked at best practice and policies adopted by other councils and ALMOs in order to identify where the current policy needed to be changed. Focus groups were held with those who had complained of domestic violence to ask about their experiences of the service and

how it needed to change. A further public meeting was arranged to explore the equality implications as part of an equality impact assessment.

- 3.6 The draft policy attached in Appendix A is the product of this exercise. It makes clear that staff must assist any person reporting domestic violence and put them in touch with other services such as the Council's Domestic Violence and Hate Crime Unit, the police, and Housing Needs where alternative accommodation is requested. It also makes it clear that Hackney Homes will take steps to repossess homes where the tenant has been forced out as a result of domestic violence. Alternatively, where the victim wishes to remain in the property and to oust the perpetrator, Hackney Homes will offer to change locks to doors and windows.
- 3.7 The policy acknowledges that some victims are especially vulnerable due to their mental capacity or dependency on the person abusing them. Similarly children in the household may also be the victims of abuse or neglect. In all these cases staff will work with colleagues in social services and the Domestic Violence and Hate Crime Unit by making sure all available details are passed on via established referrals forms.
- 3.8 Diversity was a key consideration in developing the policy. Since domestic violence affects all parts of the community the policy makes it clear that in addition to the frequently reported cases of violence between couples other members of the family may be involved, whether living in the home or not. Particular communities may need specialist help to encourage reporting as with the lesbian and gay community or, language interpreting and support for some BME communities. For this reason the Council's Domestic Violence and Hate Crime Unit is available to take referrals from the neighbourhood offices.
- 3.9 The policy is more comprehensive than its predecessor, emphasising the diversity of Hackney and its population, and makes important connections with responsibilities towards vulnerable adults and children. The new computer system has been configured to reflect these new processes, and referral and recording procedures have been made easier for staff.
- 3.10 Staff training has been organised with the Council's Domestic Violence and Hate Crime Unit. Some 54 staff have been trained in the last year and it is intended that training in this area will be offered each year to keep them apprised of changes to the law and associated policies and procedures.
- 3.11 In order to monitor the quality of the service delivered all complainants will be contacted by an independent survey company to ask them whether they were satisfied with the manner in which their complaint

was handled and the outcome. Audits will also check on the quality of case handling.

- 3.12 It is also worth noting that Hackney Council is currently reviewing its own domestic violence services including looking at ways to improve reporting arrangements and out of hours services. The results of this should become known later this year.

Hate Crime Policy

- 3.13 Hate crimes are any acts of violence or harm caused to an individual which they believe are motivated by prejudice due to their race, colour, ethnic origin, nationality, asylum seeker status, religion, sexual orientation, gender identity or disability. The victim does not have to belong to any of these groups but may be victimised due to their association or relationship with someone who is a member. Forms of Hate Crime may be manifested in behaviour such as: physical assault, threats of violence or assault, harassment, stalking, damage to property or possessions, racist, hate motivated or offensive graffiti, written or verbal abuse or threats, offensive leaflets or posters, abusive or obscene phone calls, malicious complaints, neighbour disputes, intimidation and intimidating groups hanging around, arson or attempted arson, rubbish dumping outside of your home or letterbox, bullying at school or in the workplace, practical jokes, making fun of a disability, gestures and spitting.
- 3.14 As the managers for almost a third of the borough's housing stock Hackney Homes has an important role to play in combating hate crimes. A significant element of the anti social behaviour reported involves hate crime of one sort or another and an effective response to it needs coordination with the police, council and other agencies.
- 3.15 The policy set out in Appendix B is the product of a working group formed of Neighbourhood Relations Managers (neighbourhood staff), the Council's Community Safety Team, DVHC Unit, Housing Needs and service development. Staff looked at Hate Crime complaints and held a focus group with complainants to see what they thought needed to improve. The Audit Commission's key lines of enquiry and reports where landlords were commended for good practice were considered, and their policies and procedures were studied.
- 3.16 The policy makes it clear that staff are expected to investigate each and every case, treat the complainant with sympathy, make it easy for them to complain, agree an action plan, and hold the culprits to account, taking legal action where there is sufficient evidence. Support is available from the Council and therefore all cases are to be referred to the DVHC Unit. All cases involving vulnerable adults and children must be referred to social services. The policy includes cross references to the associated service standards and commitments.

- 3.17 As with domestic violence, in order to monitor the quality of the service delivered, all complainants will be contacted by an independent survey company to ask them whether they were satisfied with the manner in which their complaint was handled and the outcome. In addition audits will be carried out from time to time to check on case handling.
- 3.18 A programme of staff training has been agreed with Hackney Council under the SLA with the Domestic Violence and Hate Crime Unit. Four sessions are available a year to keep neighbourhood office staff and others up to date with the law, procedures and good practice.
- 3.19 The policy has been the subject of an equality impact assessment with complainants. Particular emphasise was laid on getting the initial interview stage right with every effort to help complaints report the details accurately. Hackney Homes will therefore be redrafting leaflets and posters in “easy read” formats and with translations as part of the associated publicity. In some cases complainants may feel happier to work with other agencies and therefore lines of referral are being made more straightforward.
- 3.20 A procedure based on the policy has also being developed and incorporated into the new housing computer system. This will help staff take the correct steps, complete appropriate referrals, and reliably keep tract of casework.

4.0 IMPACT UPON THE HACKNEY HOMES STRATEGIC PLAN 2008 - 2013

Domestic violence and hate crime represent important responsibilities for any large social landlord, particularly one operating in an ethnically diverse borough. Therefore improving related service delivery makes a significant contribution to overall customer satisfaction and the way residents feel about Hackney as a place to live.

5.0 IMPACT UPON THE HACKNEY HOMES RISK REGISTER

HH19 relates to the risk to the reputation of Hackney Homes. Improving services such as domestic violence and hate crime reduce the possibility of external complaints and poor publicity, and also puts Hackney Homes in a better light as a proactive partner in working on the Council's wider priorities.

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

Both policies are directly relevant to the strategy and its replacement, the Single Equality Scheme currently being consulted on. The policies and related procedures will improve the response of Hackney Homes in helping victims to live safely in their homes or assist with alternatives, and taking action against the culprits

7.0 CONSULTATION PROCESS & FINDINGS

The policies were discussed at length with different parts of the community and in particular those who had direct experience of domestic violence and hate crime. A copy of the final drafts was circulated to the Residents' Liaison Group. The results of this work are described in the main body of the report and reflected in revisions to the policies.

8.0 ICT IMPLICATIONS

The new policies and procedures have been incorporated into the housing management system such that staff are prompted to follow the correct processes and can readily make appropriate referrals to other services.

9.0: HUMAN RESOURCES IMPLICATIONS

N/A

10.0 FINANCIAL IMPLICATIONS

N/A

11.0 LEGAL IMPLICATIONS / ADVICE

Legal advice was obtained during the review. The Council's legal service received and made comments on the drafts, and approved the final versions

12.0 OTHER RELATED DECISIONS / GUIDANCE

N/A

ITEM 8 APPENDIX A

Please note the appendix is paged separately

Appendix A

Domestic Violence Policy

Category	Policy
Issue Date	
Version Number	
Owner	Tom Hogan
Directorate	Finance and Resources
Equality Impact Assessment Date	17 September 2009
Approved By	
Approved Date	

Contents

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1 Scope

This policy covers all those living in homes managed by Hackney Homes including tenants and leaseholders (and their sub tenants), although the help available and legal remedies will depend on the specific circumstances of each case.

Hackney Homes, its Housing Management Partners and, where appropriate, the Domestic Violence and Hate Crime Team will adopt this policy document when dealing with domestic violence incidents.

2 Definition

Domestic violence is any threatening behaviour, violence or abuse between adults¹ who are or have been in a relationship, or between family members². It can affect anybody, regardless of their gender, age, disability or sexuality and occurs in all cultures. The violence can be psychological, physical, sexual or emotional. It can include 'honour-based' violence, female genital mutilation, and forced marriage.

Domestic violence is generally used to describe abusive or violent behaviour between partners and ex-partners. However, as the above definition explains, a relative such as a parent, son, daughter, brother, sister, aunt or uncle can also perpetrate it. The intention of the perpetrator is to exert and maintain power and control. Carers, also, may be either the victim or the perpetrator of abuse.

Forms of domestic violence may include:

- Physical assault- hitting, stabbing, punching, kicking, slapping
- Threats of violence
- Sexual violence, abuse or rape
- Verbal abuse
- Bullying
- Violence or threats to children
- Humiliation and or constant ridicule- undermining ,criticism or name calling
- Deprivation of money or food
- Confinement in the home
- Prevention of working
- Control over when someone can go out, how long they can be out and who they can meet

These and many other examples of abusive behaviour can result in serious harm, with victims living in constant fear of violence and unable to fully participate in society.

¹ An adult is defined as any person aged 18 years or over

² Family members are defined as mother, father, son, daughter, brother, sister, and grandparents, whether directly related, in-laws or stepfamily. However, 16 – 18 year olds living independently would be included if domestic violence is a feature of their life.

3 Policy

When domestic violence is reported Hackney Homes will:

- Treat the report seriously and investigate the situation.
- Interview in a private room with an officer who is sensitive to the needs of the person reporting.
- Treat the situation with strict confidentiality.
- Always offer the opportunity to meet with a male or female officer if they prefer. However, this could mean that the interview is moved to another time or day.
- Arrange an interpreter or signer if needed
- Make an action plan together with the person experiencing it. In this plan Hackney Homes will agree the actions that will be taken to improve the situation and how contact will be maintained.
- Offer all clients the opportunity to be referred to the DVHCT

The Domestic Violence and Hate Crime Team (DVHCT) will run surgeries in the Neighbourhood Offices every two weeks at which a specialised case worker will give free advice on legal and welfare rights, housing options and the services that DVHCT offers.

General Approach

There is no excuse for domestic violence. Many types of domestic violence constitute a criminal offence and the perpetrator can be arrested, charged and if convicted appropriately sentenced including imprisonment. Hackney Homes will therefore:

- take all reasonable steps to promote and defend the rights of women, men and children to live free from violence, intimidation and abuse.
- work with other agencies and in partnership with the police and specialist refuge groups to make sure that a range of services and support are available to people suffering from domestic violence.
- take legal action, where the evidence is available, to repossess properties vacated as a result of domestic violence and work with victims to help exercise their legal rights. Hackney Homes and its Housing Management Partners will take reasonable enforcement action against council tenants and partners of council tenants and members of their family who are perpetrators of domestic violence where the evidence is available. This could include a range of legal action such as injunctions, demotion of tenancy and possession action which could ultimately lead to perpetrators losing their homes.
- protect the interests of vulnerable adults and children by reporting abuse and sharing allegations and observations with the Council and police service.

-
- ensure that services are responsive to the diverse needs of Hackney's communities including black and minority people; lesbian, gay, bisexual and gender reassigned people; people with mental health issues; people with disabilities; people with learning difficulties; people with substance misuse issues; older people; refugees; asylum seekers; and those with no recourse to public funds.
 - Hackney Homes recognises the needs of its diverse communities who may be subject to 'honour'-crime and forced marriage and will therefore work with the DVHCT to support potential victims

Child Abuse and Vulnerable Adults

This policy recognises that staff dealing with domestic violence, hate crime or other forms of anti social behaviour may encounter associated child abuse or exploitation, sexual or financial.

Hackney Homes is determined to see that it will play a full role in doing whatever it can to protect children living in the property it manages. Child abuse may be a concern when there is domestic violence. Child abuse may include physical abuse, emotional abuse, sexual abuse (including sexual exploitation of children younger than 18 year olds) and neglect. Staff dealing with families suffering from domestic violence that include a child will always make referrals to the Children and Young Peoples Services (Social Services) even when there is no sign of the abuse of the child / children in question.

Hackney Homes also recognises that amongst those living in Hackney there are many who may be particularly vulnerable to abuse or victimisation and need additional help in dealing with it. Supporting People, tenancy support and social services are therefore seen as important partners in providing an appropriate response in working along side Hackney Homes' staff.

4 Service Commitment

Hackney Homes will:

- respond quickly to all contact about nuisance, anti-social behaviour, hate crime and domestic violence whether reported by phone, email, in person or through a third party.
- treat all reports in confidence.
- carry out interviews promptly and agree a written action plan. In domestic violence cases, a risk assessment will always be carried out.
- ensure all contact and agreements made with complainants, witnesses and perpetrators is recorded and confirmed in writing.

-
- fund a specialist advice, advocacy, counselling and support service for Hackney Homes' residents who are experiencing hate crime or domestic violence. This service is provided by Hackney Council's Domestic Violence and Hate Crime Team and can be accessed by a free phone number 0800 056 0905. (This number is free from a landline, but not from a mobile phone. Mobile users may want to use the DVHCT advice line number 020 8356 4459)

provide information about services available for victims of nuisance, anti-social behaviour, hate crime and domestic violence in all Neighbourhood Housing Offices, in the Tenants' Handbook, on the website www.hackneyhomes.org.uk and, in the newsletter Hackney Homes News.

5 Service Standards³

- arrange emergency accommodation for a tenant who is a victim of domestic violence or hate crime, and is assessed as being in immediate danger, if this will reduce the risk. For leaseholders, we will assist them in making an urgent homelessness application to the Council's Housing Needs Service.
- respond to Domestic Violence by offering an interview or personal visit within 24 hours.
- complainants will be contacted to review cases at an agreed frequency (at least monthly).
- complainants, witnesses and perpetrators will be informed in writing, within 5 days of a case being closed, giving the reasons for doing so. (In domestic violence cases, this will only happen with permission of the victim)
- remove offensive graffiti within 3 hours of being reported. Other graffiti will be removed within four working days.
- We will provide extra help and support to service users who are vulnerable as a result of: ill health (mental or physical); age (very young or old people); disability; mental capacity; domestic violence or hate crime; or other special circumstances

6 Quality Control, Monitoring and Complaints

Monitoring, evaluation and review are essential to develop and improve our services. Hackney Homes regularly reviews its performance and the performance of Housing Management Partners and the Domestic Violence and Hate Crime Team by monitoring trends in:

- the amount and progress of all cases
- the time scales as given in the Service Standards
- the referrals of cases to partner organisations
- satisfaction of clients

³ These are the service standards as in use in 2009. At the time of writing these are being reviewed. The new service standards are expected from April 2010

Customer satisfaction will be monitored by the Domestic Violence and Hate Crime Team through:

- customer Satisfaction Surveys,
- post case evaluations,
- collection of customer feedback four weeks after the case has closed and
- evaluation / consultation by a variety of means, i.e.: focus groups, questionnaires / surveys etc. three times a year

Hackney Homes will review all feedback received from victims and other service users and use this feedback to improve its response to dealing with domestic violence.

Complaints

Customers can get in touch with Hackney Homes to make a complaint:

- phone us on 020 8356 5022
- fax us on 020 8356 5091
- email to housing.complaints@hackneyhomes.org.uk
- use our [online form](#)
- speak to one of the teams in the local [Neighbourhood Offices](#)

Customers can send us a letter in the post
Complaints Team
Hackney Homes,
136-142 Lower Clapton Road
London, E5 0QD

Customers that are hard of hearing, can phone the minicom number on 020 8356 2813 or 18001 02083 565022 to use the Typetalk service.

The complaint will be investigated as quickly as possible and in a transparent manner. A full response will be provided within 15 working days. If there are any reasons why this will not be possible complainants will be contacted and given a new date.

7 Training

Hackney Homes and its partners will ensure that all staff who work with people experiencing domestic violence will receive suitable training, literature and briefings to keep them up to date about developments in the law, policy and procedures.

The DVHCT offers 6 training sessions per year for staff. Housing Managers and Neighbourhood Relations Managers (NRM's) can get training on how to assess domestic violence, good practice in response to domestic violence, myths and stereo types, relevant legislation and referral pathways. Housing Managers and NRM's can get training from basic to intermediate level.

The Domestic Violence and Hate Crime Team undertake surgeries at each of the neighbourhood offices fortnightly. Officers can get case specific or general advice on hate crime and are kept up to date about services of the Domestic Violence and Hate Crime Team. Officers can also call the Domestic Violence and Hate Crime Team for information and advice.

8 Equality and Diversity

Domestic violence can occur irrespective of gender, race, sexual orientation, faith, disability or age. Equality impact assessments will be used as part of a review process.

Interpreting and translation services will be made available; Language Line for telephone interpreting and 'face – to face' interpretation services via LBH Interpretation and Translation Unit; and staff are aware of these services. On request, policy leaflets will be made available in community languages and other formats such as large print, Braille and audio tape. The website has a 'browse aloud' facility and large print features.

Residents will be offered the opportunity to talk to a female or male member of staff. If residents have a preference to talk to a female or male member of staff this will be arranged if feasible.

Training will be used to ensure that Hackney Homes' staff, including NHO staff, have an understanding and awareness of cultural and religious practices.

Public buildings will be accessible to people with disabilities. To any resident that is unable to make use of an offices due to disability, home visits are offered. Induction loops and access to Minicom and BT 'Typetalk' service are available to those with hearing loss.

9 Publicity

Hackney Homes will display information leaflets about the domestic violence policy in reception areas of the Neighbourhood Housing Offices and will display domestic violence posters and leaflets in partnership with the Domestic Violence and Hate Crime Team. The policy will be advertised in Hackney Homes News and on the website. Hackney Homes and its Housing Management Partners will publicise campaigns and activities related to tackling hate crime in Hackney Homes News and on the website.

For staff, the policy will be publicised on the Document Library - Intranet. All staff will be notified via the Staff Bulletin and relevant staff will be notified specifically via email.

10 Glossary

DVHCT: Domestic Violence and Hate Crime Team

NHOs: Neighbourhood Housing Offices

Housing Management Partners: Mouchel Parkman, Pathmeads and Pinnacle; the organisations that manage the Neighbourhood Housing Offices

NRM: Neighbourhood Relations Managers

11 Related Documents

Hackney Homes ASB Policy (2008)

Hackney Homes Domestic Violence Procedures (2009)

Hackney Homes Hate Crime Policy (2009)

Hackney Homes Service Standards

Hackney Homes Supporting People Protocol (Family Mosaic / SHP)

Hackney Homes Vulnerable Tenants Repairs Policy (2007)

Hackney Homes Domestic Violence & Hate Crime Service Level Agreement (DVHCT - 2009 / 2010)

12 Legislation

Domestic Violence, Crime and Victims Act 2004

Anti-Social Behaviour Act 2003

Children Act 1989

Housing Acts 1985 and 1996

Homelessness Act 2002

Local Government Act 2000

Crime and Disorder Act 1998



ITEM 8 APPENDIX B

Please note the appendix is paged separately

Appendix B

Hate Crime Policy

Category	Policy
Issue Date	
Version Number	
Owner	Tom Hogan
Directorate	Finance and Resources
Equality Impact Assessment Date	15 October 2009
Approved By	
Approved Date	

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13 Scope

This policy covers all those living in homes managed by Hackney Homes including tenants and leaseholders (and their sub tenants) and those who live with them, although the help available and legal remedies will depend on the specific circumstances of each case.

Hackney Homes, its Housing Management Partners and, where appropriate, the Domestic Violence and Hate Crime Team will adopt this policy document when dealing with hate crime.

14 Definition

Hackney Homes and Hackney Council define hate crime as:

“any incident which is perceived by the victim or any other person to be motivated by prejudice against a person’s race, colour, ethnic origin, nationality, asylum seeker status, religion, sexual orientation, gender identity or disability”⁴.

A victim of hate crime does not have to be a member of a minority group or someone who is generally considered to be a vulnerable person. The victim could be victim by association, i.e. a friend of someone who is perceived to be belonging to a particular group or minority. Anyone can be a victim of hate crime.

Forms of Hate Crime

Hate crime incidents can take many forms. It can be physical, verbal or non-verbal. Hate crime can be in the form of harassment, physical or sexual abuse, assaults, verbal, written or printed abuse, graffiti or damage to home or property. Hate crime incidents may include but are not limited to:

- Physical assault
- Threats of violence or assault
- Harassment
- Stalking
- Damage to property or possessions
- Racist, hate motivated or offensive graffiti
- Written or verbal abuse or threats
- Offensive leaflets or posters
- Abusive or obscene phone calls
- Malicious complaints
- Neighbour disputes
- Intimidation and intimidating groups hanging around
- Arson or attempted arson
- Rubbish dumping outside of your home or letterbox
- Bullying at school or in the workplace
- Practical jokes
- Making fun of a disability
- Gestures

⁴ Hackney Hate Crime Reduction Strategy 2008-2011

- Spitting

Domestic violence is also considered a hate crime (against gender). Hackney Homes has a specific Domestic Violence Policy.

15 Policy

When Hate Crime is reported Hackney Homes will:

- Treat the report seriously and investigate the situation.
- Interview in a private room with an officer who is sensitive to the needs of the person reporting.
- Treat the situation with strict confidentiality.
- Always offer the opportunity to meet with a male or female officer if they prefer. However, this could mean that the interview is moved to another time or day.
- Arrange an interpreter or signer if needed
- Make an action plan together with the person reporting. In this plan Hackney Homes shall decide together with the person reporting what actions will be taken to improve the situation and how contact will be maintained.
- In partnership with the Domestic Violence and Hate Crime Team (DVHCT), run surgeries in the Neighbourhood Offices every two weeks. In these surgeries a specialised case worker will give free advice on legal and welfare rights, housing options and other services that DVHCT offers.
- Offer all clients the opportunity to be referred to the DVHCT

To tackle the problems created by hate crime, Hackney Homes and its Housing Management Partners will take reasonable enforcement action against council tenants, partners of council tenants and members of their household who are perpetrators of hate crime. This could include a range of legal action such as injunctions, demotion of tenancy and possession action which could ultimately lead to perpetrators losing their homes.

General Approach

There is no excuse for hate crime. Hate crime constitutes a criminal offence and the perpetrator can be arrested, charged and if convicted appropriately sentenced including imprisonment. Hackney Homes will therefore:

- take all reasonable steps to promote and defend the rights of women, men and children who live in its managed properties to live free from violence, intimidation and abuse.
- work with other agencies and in partnership with the police and specialist refuge groups to make sure that a range of services and support are available to people suffering from hate crime.

- protect the interests of vulnerable adults and children by reporting abuse and sharing allegations and observations with the Council and police service.
- ensure that services are responsive to the diverse needs of Hackney's communities including black and minority people; lesbian, gay, bisexual and gender reassigned people; people with mental health issues; people with disabilities; people with learning difficulties; people with substance misuse issues; older people; refugees; asylum seekers; and those with no recourse to public funds.

Child Abuse and Vulnerable Adults

This policy recognises that staff dealing with domestic violence, hate crime or other forms of anti social behaviour may encounter associated child abuse or exploitation, sexual or financial.

Hackney Homes is determined to see that it will play a full role in doing whatever it can to protect children (up to 18 years) living in the property it manages. Child abuse may be a concern when there is hate crime. Staff dealing with such cases will consider this possibility and make referrals to the Children and Young Peoples Services (Social Services) when there is evidence of abuse. Child abuse may include physical abuse, emotional abuse, sexual abuse (including sexual exploitation of children younger than 18 year olds) and neglect.

Hackney Homes also recognises that amongst those living in Hackney there are many who may be particularly vulnerable to abuse or victimisation and need additional help in dealing with it. Supporting People, tenancy support and social services are therefore seen as important partners in providing an appropriate response in working along side Hackney Homes' staff.

16 Service Commitment

Hackney Homes will:

- respond quickly (in accordance with agreed service standards) to all contact about nuisance, anti-social behaviour, hate crime and domestic violence whether reported by phone, email, in person or through a third party;
- treat all reports in confidence and only share information with written consent or where there is a legal duty to do so;
- carry out interviews promptly and agree a written action plan. Where appropriate will carry out a risk assessment;
- ensure all contact and agreements made with complainants, witnesses and perpetrators is recorded and confirmed in writing;
- fund a specialist advice, advocacy, counselling and support service for Hackney Homes' residents who are experiencing hate crime or

domestic violence (as described in a service level agreement). This services is provided by Hackney Council's Domestic Violence and Hate Crime Team and can be accessed by a free phone number 0800 056 0905. (This number is free from a landline, but not from a mobile phone. Mobile users may want to use the DVHCT advice line number 020 8356 4459)

- provide information about services available for victims of nuisance, anti-social behaviour, hate crime and domestic violence in all Neighbourhood Housing Offices, in the Tenants' Handbook, on the website www.hackneyhomes.org.uk and, in the newsletter Hackney Homes News

17 Service Standards⁵

Hackney Homes will:

- Arrange emergency accommodation for a tenant who is a victim of domestic violence or hate crime, and is assessed as being in immediate danger, if this will reduce the risk. For leaseholders, we will assist him/her with making a homelessness application to Housing Needs;
- respond to neighbour disputes, reports of nuisance and incidents of anti-social behaviour and hate crime within 3 days;
- respond to serious incidents of Anti-Social Behaviour, Hate Crime, Nuisance and Domestic Violence by offering an interview or personal visit within 24 hours;
- arrange an interview will take place within 5 working days of receiving the initial complaint, and an action plan will be agreed;
- contact complainants to review cases at an agreed frequency (at least monthly);
- complainants, witnesses and perpetrators will be informed in writing, within 5 days of a case being closed, giving the reasons for doing so;
- remove offensive or hate crime graffiti within 3 hours of this being reported to us. Other graffiti will be removed within four working days;
- provide extra help and support to service users who are vulnerable as a result of: ill health (mental or physical); age (very young or old people); disability; mental capacity; domestic violence or hate crime; or other special circumstances.

⁵ These are the service standards as in use in 2009. At the time of writing these are being reviewed. The new service standards are expected from April 2010

18 Quality Control, Monitoring and Complaints

Monitoring, evaluation and review are essential to develop and improve services. Hackney Homes regularly reviews the performance of Housing Management Partners and the Domestic Violence and Hate Crime Team by monitoring trends in:

- the number and progress of all cases,
- the time-scales as given in the Service Standards
- the referrals of cases to partner organisations
- satisfaction of clients

Customer satisfaction will be monitored by the Domestic Violence and Hate Crime Team through:

- Customer Satisfaction Surveys,
- post case evaluations,
- collection of customer feedback four weeks after the case has closed and
- Evaluation / consultation by a variety of means, i.e. focus groups, questionnaires / surveys etc. three times a year

Hackney Homes will review all feedback received from victims and other service users and use this feedback to improve our response to dealing with hate crimes.

Complaints

Customers can get in touch with Hackney Homes to make a complaint:

- phone us on 020 8356 5022
- fax us on 020 8356 5091
- email to housing.complaints@hackneyhomes.org.uk
- use our online form
- speak to one of the teams in the local Neighbourhood Offices

Customers can send us a letter in the post
Complaints Team
Hackney Homes,
136-142 Lower Clapton Road
London, E5 0QD

Customers that are hard of hearing, can phone the minicom number on 020 8356 2813 or 18001 02083 565022 to use the Typetalk service.

The complaint will be investigated as quickly as possible and in a transparent manner. A full response will be provided within 15 working days. If there are any reasons why this will not be possible complainants will be contacted and given a new date.

19 Training

Hackney Homes and its partners will ensure that all staff who work with people experiencing hate crime will receive suitable training, literature and briefings to keep them up to date about developments in the law, policy and procedures.

The DVHCT offers 4 training sessions per year for staff. Housing Managers and Neighbourhood Relations Managers (NRM's) can get training on how to assess hate crime, good practice in response to hate crime, myths and stereo types, relevant legislation and referral pathways. Housing Managers and NRM's can get training from basic to intermediate level.

The Domestic Violence and Hate Crime Team undertake surgeries at each of the neighbourhood offices fortnightly. Officers can get case specific or general advice on hate crime and are kept up to date about services of the Domestic Violence and Hate Crime Team. Officers can also call the Domestic Violence and Hate Crime Team for information and advice.

20 Equality and Diversity

Hate crime can occur irrespective of gender, race, sexual orientation, faith, disability or age. An equality impact assessment has been conducted with the review of the policy.

Interpreting and translation services will be made available; Language Line for telephone interpreting and 'face – to face' interpretation services via LBH Interpretation and Translation Unit; and staff are aware of these services. On request, policy leaflets will be made available in community languages and other formats such as large print, Braille and audio tape. The website has a 'browse aloud' facility and large print features.

Residents will be offered the opportunity to talk to a female or male member of staff. If residents have a preference to talk to a female or male member of staff this will be arranged if feasible.

Training will be used to ensure that Hackney Homes' staff, including NHO staff, have an understanding and awareness of cultural and religious practices.

Public buildings will be accessible to people with disabilities. To any resident that is unable to make use of an offices due to disability, home visits are offered. Induction loops and access to Minicom and BT 'Typetalk' service are available to those with hearing loss.

21 Publicity

Hackney Homes will display information leaflets about the hate crime policy in reception areas of the Neighbourhood Housing Offices and will display hate crime posters and leaflets in partnership with the Domestic Violence and Hate Crime Team. The policy will be advertised in Hackney Homes News and on the website. Hackney Homes and its Housing Management Partners will publicise campaigns and activities related to tackling hate crime in Hackney Homes News and on the website.

For staff, the policy will be publicised on the Intranet. All staff will be notified via the Staff Bulletin and relevant staff will be notified directly via email.

22 Glossary

DVHCT: Domestic Violence and Hate Crime Team

NHOs: Neighbourhood Housing Offices

Housing Management Partners: Mouchel Parkman, Pathmeads and Pinnacle; the organisations that manage the Neighbourhood Housing Offices

NRMs: Neighbourhood Relations Managers

23 Related Documents

Hackney Homes ASB Policy (2008)

Hackney Homes Domestic Violence Procedures (2009)

Hackney Homes Hate Crime Policy (2009)

Hackney Homes Service Standards

Hackney Homes Supporting People Protocol (Family Mosaic / SHP)

Hackney Homes Vulnerable Tenants Repairs Policy (2007)

Hackney Homes Domestic Violence & Hate Crime Service Level Agreement (DVHCT - 2009 / 2010)

24 Legislation

Anti Social Behaviour Act 2003

Criminal Justice Act 2003

Homelessness Act 2002

Local Government Act 2000

Race Relations Amendment Act 2000

Crime and Disorder Act 1998

Data Protection Act 1998

Human Rights Act 1998

Protection from Harassment Act 1997

Housing Acts 1985 & 1996

Disability Discrimination Act 1995

Public Order Act 1986

Race Relations Act 1976

Football Offences Act 1991

Racial and Religious Hatred Act 2006

Criminal Justice and Immigration Act 2008



Title of Report: Business Critical Performance Summary Quarter 3	
Decision Making Body: Hackney Homes Board	Date:
Classification: FOR INFORMATION	Report of: Director of Finance & Resources- Neil Isaac
Item Previously considered at: Not Applicable, though full Performance Report is circulated regularly to Board Members	On Which Date: N/A
Report Author: Alex Jarosy	Appendices: Hackney Homes 2009/10 Quarter 3 Performance Summary

If you have any questions about this report, please contact Alex Jarosy on 0208 356 4001.

1.0 SUMMARY

- 1.1 This Report highlights Hackney Homes' quarter three performance as at the end of December 2009 against the agreed Business Critical list of Indicators. This also includes all relevant indicators which currently form part of the Delivery Plan and is the basis on which the Council manages Hackney Homes' performance.

2 RECOMMENDATIONS

- 2.1 Board Members are requested to:
- i) Note the quarter 3 outturns against annual targets
 - ii) Highlight areas of particular concern
 - ii) Request clarification on specific service areas.

3.0 BACKGROUND

- 3.1 The main Hackney Homes Performance Report is published on the Hackney Homes website on a regular basis and contains over 150 indicators. A summary of the quarter three performance is attached against the agreed Business Critical Indicators covering the core service areas of financial efficiency, repairs, tenancy management, estate environment, customer services and decent homes. The Report also summarises the position regarding human resources in terms of day's absence and there is a separate summary of performance against the Mayor's key priorities which has been discussed in more detail at the recent Quarter three Performance Review with the Council.
- 3.2 As at December 2009, we are at the three quarter position for current year's performance. Of the 22 business critical indicators, 18 of these are either on course to achieve the target or be within the tolerance levels approved by the Council (within 10% of the target). One indicator (numbers of homes made decent) is showing as amber therefore it is anticipated that by the time the end of year reconciliation is complete, the target for the number of homes made decent will have been achieved. This indicator is showing as amber using a tolerance level of 15%. Those indicators showing as red represent areas where performance is achieving an outturn of 15% or more behind the target.

4.0 MAYORS PRIORITIES

In terms of the performance against target for the Mayoral objectives, there are seven indicators covering rents, decent homes door entry systems and estate lighting. Five of these are showing as either on target or likely to reach the acceptable tolerance level by the end of the year. On one indicator (new door entry systems), there have been a number of schemes rejected by residents so a number of substitute schemes have needed to be brought forward and this has had a negative impact on performance. The indicator showing as amber is the same indicator for decent homes to which the previous section refers.

5.0 RENTS AND SERVICE CHARGES

- 5.1 Rent arrears are now just marginally behind the target at £ 4.39 million and this is a significant reduction from the start of year figure of £ 4.63 million. The critical LKPI 114 (ex BVPI 66a) which measures the collection of the historical debt as well as arrears is ahead of the target at 99.09% against the target of 98.70 %.

On Service charge collection, arrears as a percentage of invoices raised, performance is significantly ahead of the 29% target with a year to date outturn of 21.72%. On major works charge recovery, performance is at 71.15 % against the target of the 66% target. This

has in part been achieved by increased opportunities for leaseholders to benefit from more flexible repayment arrangements.

6.0 VOID PROPERTIES

- 6.1 Whilst void turnaround performance has improved in December 2009 from the November figure of 35 days, the year to date figure does remain a cause for concern and one which is being addressed jointly between Property Services and the Council's Choice Based Lettings Team. Hackney Homes has also assisted in the deployment of staff to the Council to assist and this in part explains the improved December performance.

7.0 PROPERTY SERVICES

- 7.1 There are strong performances from Property Services on repair appointments made and kept which is performing at 96.03% against the 93% target. On emergency repairs, performance also remains strong at 87.03% completed within either the two or twenty four hour target completion time. In December also 100% of major adaptations were completed on time which is a significant performance. The core area which is receiving attention is the performance on telephone answering at the Repairs Call Centre and this is being actively investigated with the relevant managers.

8.0 ESTATE ENVIRONMENT

- 8.1 Performances against both indicators of cleaning and grounds maintenance are currently performing just below target, however within permitted tolerances at 94.18 % of cleaning inspections showing as passing the required standard and 95.54 % for grounds maintenance.

9.0 DECENT HOMES

- 9.1 Performance on homes being made decent is marginally behind the 1,555 target, but expected to recover when all decent homes related work is reconciled. Overall levels of non decency this year will increase as Hackney Homes is now required to include regeneration estates in the statistics.

10.0 COMPLAINTS

- 10.1 Responses to complaints at Stage 1 are marginally behind the target at 89.15% and for responses to Members Enquiries, performance is ahead of the target at 87.34%. This is significant given the huge increase in Members Enquiries.

11.0 OTHER CORPORATE INDICATORS

11.1 The key focus of the Human Resources area is sickness absence, which has improved slightly for December, but the overall year to date figure is somewhat short of the target at 12.05 average day's absence. Human Resources are now reviewing all long term sickness cases with the relevant managers.

12.0 IMPACT UPON THE HACKNEY HOMES BUSINESS PLAN

12.1 The Business Critical Indicators are an integral part of Hackney Business Plan.

13.0 IMPACT UPON THE HACKNEY HOMES RISK REGISTER

N/A

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

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

15.0 CONSULTATION PROCESS & FINDINGS

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

16.0 ICT IMPLICATIONS

N/A

17.0 HUMAN RESOURCES IMPLICATIONS

17.1 Staff absence performance and ethnicity profile data is covered in the Report

18.0 FINANCIAL IMPLICATIONS

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

19.0 LEGAL IMPLICATIONS / ADVICE

N/A

20.0 OTHER RELATED DECISIONS / GUIDANCE

N/A

Hackney Homes Ltd - Performance Report		HACKNEY HOMES PERFORMANCE SUMMARY - Business Critical PI's													End of December 2009					
KEY	PERFORMANCE AGAINST ANNUAL TARGET 2009/10	DATA MONTH												YTD	TARGET	FORECAST	EOY 08/09	Frequency of reporting		
		QTR 4			QTR 1			QTR 2			QTR 3		DEC							
	THE VARIANCE FOR THIS PI IS BETWEEN 0% AND <10% OF TARGET	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TARGET	Pert Against Annual Target (PAAT)	EOY 08/09	Frequency of reporting	
	THE VARIANCE FOR THIS PI IS BETWEEN 10% AND <15% OF TARGET																			
	THE VARIANCE FOR THIS PI IS GREATER >= 15% OF TARGET																			
RENT COLLECTION & ARREARS	LKPI 48 Total Value of Rent Arrears (YTD - £M)	£4.95 M	£4.92 M	£4.86 M	£4.63 M	£4.70 M	£4.78 M	£4.57 M	£4.59 M	£4.56 M	£4.43 M	£4.41 M	£4.33 M	£4.39 M	£4.39 M	£3.99 M		£4.63 M	M	
	LKPI 47c YTD Total Collection as % of Rent Debit	99.80%	99.80%	99.85%	100.04%	98.26%	98.41%	99.63%	99.53%	99.55%	99.84%	99.83%	99.94%	99.81%	99.81%	100.30%		100.04%	M	
BVPI RENT COLLECTION INDICATORS	LKPI 114 (Ex-BVPI 66a), KOI 8 - YTD Total Collection as % of Rent+arrears brought forward from previous years	96.50%	N/A	N/A	98.70%	N/A	N/A	98.82%	N/A	N/A	98.94%	N/A	N/A	99.09%	99.09%	98.70%		98.70%	Q	
EMPTY PROPERTY MANAGEMENT	LKPI 123 (Ex-BVPI 212) Average re-let time	28	28	23	29	29	27	34	41	42	35	42	35	24	35	24		25	M	
	LKPI 67 Percentage all new tenants stating the property met the standard promised	72.10%	N/A	N/A	87.00%	N/A	N/A	85.71%	N/A	N/A	74.50%	N/A	N/A	71.43%	73.44%	75.00%		76.77%	Q	
REPAIRS	APPOINTMENTS LKPI 06 % of Responsive Repairs Appointments Kept	95.78%	93.50%	93.82%	94.81%	94.77%	93.90%	96.11%	96.82%	96.15%	97.28%	95.75%	96.80%	96.24%	96.03%	93.00%		93.26%	M	
	IMMEDIATE + EMERGENCY LKPI 02 (GNPI 18) % of Immediate & Emergency Repairs jobs completed within target (2 - 24 hours)	82.83%	73.72%	76.63%	74.65%	80.58%	85.83%	85.39%	87.73%	91.27%	91.88%	87.31%	85.68%	88.97%	87.03%	84.00%		86.14%	M	
	MAJOR ADAPTATIONS LKPI 70: Percentage of MAJOR Adaptations completed in 28 weeks (referral - job done)	77.78%	63.64%	100.00%	80.00%	86.96%	76.47%	79.17%	72.73%	86.67%	90.48%	80.00%	91.67%	100.00%	84.24%	90.00%		75.15%	M	
	SATISFACTION	LKPI 106: All tenants satisfaction with the landlord's responsive repair service (STATUS)															71.00%	N/A	70%	A
		LKPI 11 Resident Satisfaction with quality of work					N/A	N/A	82.57%	N/A	N/A	85.39%	N/A	N/A	81.23%	82.96%	90.00%		97.55%	M
CALL CENTRE	LKPI 9 Repairs Call Centre. % of Calls answered in time	91.95%	93.34%	94.54%	96.79%	96.69%	95.43%	97.52%	97.41%	95.72%	85.50%	93.05%	78.99%	75.98%	90.00%	93.00%		90.86%	M	
CLEANING	LKPI 7A Total % of inspections (% Pass)	94.80%	93.60%	93.00%	92.60%	96.20%	94.40%	93.40%	94.00%	92.80%	92.00%	92.90%	96.10%	96.80%	94.18%	96.00%		94.34%	M	
GROUNDS MAINTENANCE	LKPI 8A Total % of inspections (% Pass)	98.30%	98.90%	99.00%	97.60%	96.50%	97.10%	94.80%	95.20%	93.80%	95.90%	94.10%	95.80%	96.60%	95.54%	96.00%		96.77%	M	
LEASEHOLD & RTB	LKPI 16: Service Charge arrears as % invoices raised	31.96%	33.26%	29.05%	31.19%	26.00%	25.75%	25.15%	24.60%	24.74%	24.69%	23.88%	21.99%	21.72%	21.72%	29.00%		31.19%	M	
	LKPI 107: Leaseholder major works charges collected as a percentage of invoices raised					110.00%	114.48%	76.26%	61.29%	70.58%	63.82%	67.23%	66.35%	71.15%	71.15%	66.00%		N/A	M	
COMPLAINTS	LKPI 25a % of Formal Stages 1 Complaint Responses completed within target time	92.63%	93.67%	90.77%	92.45%	91.00%	81.16%	89.25%	92.59%	90.67%	92.39%	93.02%	88.29%	83.05%	89.15%	91.00%		88.81%	M	
	LKPI 59: Stage 2 complaints upheld	23.08%	46.15%	50.00%	64.70%	40.00%	50.00%	29.41%	38.46%	38.46%	33.33%	15.38%	55.56%	0.00%	36.71%	30.00%		31.87%	M	
	LKPI 23 Members Enquiries	70.97%	91.67%	89.13%	64.47%	52.63%	80.00%	94.05%	90.48%	81.36%	88.68%	91.26%	98.21%	87.80%	87.34%	85.00%		79.45%	M	
HUMAN RESOURCES	LKPI 113 (Ex-BVPI 12) No. of days lost to sickness	0.89	0.97	0.80	0.73	0.71	0.80	0.96	1.30	0.87	1.20	1.18	1.10	0.96	12.05	9.50		10.29	M	
INVOICE PAYMENTS	LKPI 112 (Ex-BVPI 08) Monthly % of undisputed invoices paid on time (30 calendar days)(Ind LBH non-delegated)	85.58%	75.85%	83.88%	73.86%	85.89%	80.23%	74.46%	78.90%	72.21%	75.90%	91.98%	90.25%	89.80%	82.08%	90.00%		81.87%	M	
ASB	LKPI 61A Tenant Satisfaction with how ASB complaint was dealt with	37.63%	N/A	N/A	68.00%	N/A	N/A	63.34%	N/A	N/A	43.34%	N/A	N/A	58.14%	54.74%	55.00%		46.89%	Q	
PROPERTY SERVICES Moving towards Decent Homes	LKPI 121 (NI 158) (Ex-BVPI 184a) Proportion of homes non-decent - current FY	32.37%	N/A	N/A	32.32%	N/A	N/A	30.96%	N/A	N/A	29.33%	N/A	N/A	27.41%	27.41%	27.00%		32.32%	Q	
	LKPI 77 (KOI 1) Total number of homes made decent in period	32	N/A	N/A	196	N/A	N/A	190	N/A	N/A	372	N/A	N/A	439	1001	1555		508	Q	

(MAYORAL) KEY OBJECTIVE INDICATORS (KOI's)

KOI 1 No of Units completed (Council homes getting new roofs, windows or kitchens and bathrooms)

KOI 2 New door entry systems installed

KOI 3 Replacement of obsolete door entry systems

KOI 4 Upgrading of estate lighting through the installation of higher output lights such as communal ceiling lights and increasing the numbers to address poorly lit spots on estates

KOI 6 Upgrading of estate lighting through the installation of higher output lights on lamp columns.

KOI 7 Upgrading of estate lighting through the installation of brighter emergency lighting.

KOI 8 (Ex-BVPI 66a) Rent Collected by the local authority as a proportion of rents owed on HRA dwellings (see page

Comments (Vijay Pillai & Martin Weaver):

KOI 1: This PI is currently not on target. However, like all major regeneration programmes there is long lead in period hence we are expecting this indicator to meet target at year end.

KOI 2: There have been a number of refusals by residents resulting in the need to find substitute schemes. This has caused some delays with the schemes progressing. Therefore, unless there are further refusals the target can still be met by the end of quarter 4. This programme is always somewhat back loaded due to the need for consultation and lead in processes required for works etc.

KOI 3: The target has already been surpassed by 3 additional systems being installed .

KOI 4: Currently progress towards target and is expected to achieve target by year end.

KOI 6 & 7: Based on current projections these two indicators are currently on course to meet target.

KOI 8: This PI is now exceeding target by 0.38%

Key Objective Indicators	2008/09			2009/10			Target 09/10	YTD 09/10	Currently on Target?	2008/09 outturn
	QTR 2 08/09	QTR 3 08/09	QTR 4 08/09	QTR 1 09/10	QTR 2 09/10	QTR 3 09/10				
KOI 1 Decent Homes - Units completed	159	32	198	190	372	439	1555	1001	◁▷	508
KOI 2 New door entry systems	5	31	51	11	30	30	114	71	▽	87
KOI 3 Replacement of obsolete door entry	1	17	31	13	9	1	20	23	△	49
KOI 4 Upgrading of estate lighting - communal ceiling lights / addressing poorly lit spots on estates	183	229	284	183	10	315	650	488	△	785
KOI 6 Upgrading of estate lighting	0	9	69	125	8	225	500	358	△	85
KOI 7 Upgrading of estate lighting - emergency lighting	76	119	0	50	27	102	200	179	△	341
KOI 8 (Ex BVPI 66a): Rent Collected as proportion of rent owed to LA	98.51%	98.59%	98.70%	98.82%	98.94%	99.09%	98.70%	99.09%	△	98.20%

Title of Report: Resident Board Member Elections	
Decision Making Body. Hackney Homes' Board	Date: 16 March 2009
Classification: For Information and noting	Report of: Director of Finance & Resources -Neil Isaac
Item Previously considered at: N/A	On Which Date: N/A
Report Author: Tess Merrett, ext 3432	Appendices: N/A

Report Outline:

- Paragraph: 1.0 - Summary of Report;
- Paragraph: 2.0 - Recommendation(s) to the Board;
- Paragraph: 3.0 – Background;
- Paragraph: 4.0 – Main body of report
- Paragraph: 5.0 - Impact Upon The Hackney Homes Strategic Plan;
- Paragraph: 6.0 - Impact Upon The Hackney Homes Risk Register;
- Paragraph: 7.0 - Consideration of the Hackney Homes Equality & Diversity Strategy 2006 and Action Plan 2007 - 2010;
- Paragraph: 8.0 - Consultation Process & Findings;
- Paragraph: 9.0 - ICT Implications;
- Paragraph: 10.0 - Human Resources Implications;
- Paragraph: 11.0 – Financial Implications;
- Paragraph: 12.0 - Legal Implications / Advice;
- Paragraph: 13.0 - Other Related Decisions / Guidance.

If you have any questions about this report, please contact Neil Isaac on 020 8356 5730 or email neil.isaac@hackneyhomes.org.uk

1.0 SUMMARY

- 1.1 The Resident Board Member election process for 2010 will start shortly. This report sets out the requirements for the retirement and election of Resident Board Members.

2.0 RECOMMENDATIONS

The Board is asked to approve the Resident Board Member Election Process for 2010.

3.0 BACKGROUND

- 3.1 Resident Board Members are required, under the Articles, to retire by rotation at each AGM. Those to retire shall be those who have served longest in office. However, if the Resident Board members were appointed on the same day and no Resident Board member volunteers to retire, then the Board Member to retire is either chosen by unanimous decision by the Board or is picked by lot.
- 3.2 Under the Memorandum & Articles, one Resident Board Member is due to retire this year. The following Board Members are the longest serving and were all appointed at the same time. They are therefore subject to the retirement requirements as set out in the Articles.

Rupert Tyson
Alice Burke
Audrey Villas

- 3.3 Audrey Villas has volunteered to retire this year.

3.0 MAIN BODY OF THE REPORT

Extract from the Memorandum & Articles of Association

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

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

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

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

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

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

4.0 IMPACT UPON THE HACKNEY HOMES STRATEGIC PLAN

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

5.0 IMPACT UPON THE HACKNEY HOMES RISK REGISTER

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

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

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

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

7.0 CONSULTATION PROCESS & FINDINGS

n/a

8.0 ICT IMPLICATIONS

n/a

10.0: HUMAN RESOURCES IMPLICATIONS

n/a

11.0 FINANCIAL IMPLICATIONS

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

12.0 LEGAL IMPLICATIONS / ADVICE

n/a

13.0 OTHER RELATED DECISIONS / GUIDANCE

n/a

Title of Report: Independent Board Member Elections	
Decision Making Body: Board	Date: 16 March 2010
Classification: For Information and noting	Report of: Director of Finance & Resources -Neil Isaac
Item Previously considered at: N/A	On Which Date: N/A
Report Author: Tess Merrett ext 3432	Appendices: N/A

Report Outline:

- Paragraph: 1.0 - Summary of Report;
- Paragraph: 2.0 - Recommendation(s) to the Board;
- Paragraph: 3.0 – Background;
- Paragraph: 4.0 – Main body of report
- Paragraph: 5.0 - Impact Upon The Hackney Homes Strategic Plan;
- Paragraph: 6.0 - Impact Upon The Hackney Homes Risk Register;
- Paragraph: 7.0 - Consideration of the Hackney Homes Equality & Diversity Strategy 2006 and Action Plan 2007 - 2010;
- Paragraph: 8.0 - Consultation Process & Findings;
- Paragraph: 9.0 - ICT Implications;
- Paragraph: 10.0 - Human Resources Implications;
- Paragraph: 11.0 – Financial Implications;
- Paragraph: 12.0 - Legal Implications / Advice;
- Paragraph: 13.0 - Other Related Decisions / Guidance.

If you have any questions about this report, please contact Neil Isaac on 020 8356 5730 or email neil.isaac@hackneyhomes.org.uk

1.0 SUMMARY

- 1.1 This report sets out the requirements for the retirement and election of Independent Board Members for 2010. This recruitment and selection process is the same as was used in 2009.

2.0 RECOMMENDATIONS

The Board is asked to note the timetable & process for the election of an Independent Board Member for 2010.

3.0 BACKGROUND

- 3.1 Independent Board Members are required, under the Articles, to retire by rotation at each AGM. Those to retire shall be those who have served longest in office. However, if the Independent Board members were appointed on the same day then the Board Member to retire is either chosen by unanimous decision by the Board or is picked by lot.
- 3.2 Marie Photiou is now the longest serving Independent Board Member and is subject to the retirement requirements as set out under the Articles.
- 3.3 The Section 27 of the Housing Act 1985 Approval from the Government to Hackney Council to set up an ALMO includes a section on the ALMO Board. This sets out Board renewal arrangements and it states:

Board Renewal

Members of the Board have agreed to rotational renewal of resident and independent members. Details of this cycle are enshrined in the Memorandum and Articles of Association for the ALMO. The initial term for all members is 12 months after going live date (expected to be April 2006). Thereafter rotational retirement and an election process have been agreed for resident members, and a competitive interview process for independents. Board members are likely to serve at least three years on average under these terms.

- 3.4 The proposed timetable for this process to meet the requirements and to ensure an appointment is made at the AGM in September is:

March Board	Independent Member to retire is identified
March	Identify skills requirement
April	Place Advert
May	Shortlist
June	Interview and offer of appointment
September	Formally appointed at AGM

- 3.6.1 The interview panel will comprise the Chair and one from each of the other Board constituents and the Governance Manager will canvass for interest from amongst the Councillors and Independents in due course.

4.0 MAIN BODY OF THE REPORT

Extract from the Memorandum & Articles

1. (1) At the first annual general meeting of the Organisation none of the Independent Board Members shall retire from office. At every subsequent annual general meeting the Independent Board Members shall retire from office in the following rotation:
 - (a) at the first subsequent annual general meeting, one Independent Board Member shall retire;
 - (b) at the second subsequent annual general meeting, one Independent Board Member shall retire; and
 - (c) at the third subsequent annual general meeting, one Independent Board Member shall retire
 - (d) at the fourth subsequent annual general meeting, a further two Independent Board Members shall retire

and so forth such that the Independent Board Members shall subsequently retire in a rotation which mirrors that in sub-paragraphs (a) to (d).
- (2) The Independent Board Members to retire at any such subsequent annual general meeting shall be those who have been longest in office since they last became Independent Board Members but as between persons who became Board Members on the same day those to retire shall be chosen by either a unanimous decision by the Board or by lot PROVIDED THAT where an Independent Board Member is appointed as a consequence of the death or retirement (other than by operation of this sub-paragraph) of another Independent Board Member ("the Predecessor"), the period of time for which the Independent Board Member shall have held office shall, for the purposes only of this Article 16(2) be deemed to include the period since the last election or appointment of the Predecessor.
- (3) If, at the meeting at which a Board Member retires in accordance with Article 16(1), there are no other candidates to fill the post the retiring Board Member shall, if willing to act, be deemed to have been re-appointed unless a resolution not to reappoint the Board Member is passed by the meeting.

- (4) No person other than an Independent Board Member retiring by rotation shall be appointed as an Independent Board Member at any general meeting unless he/she is recommended by the Board.
- (5) Subject to Articles 6(1) – (4) the Council Member may by Ordinary Resolution in General Meeting appoint any eligible person who is willing to act as an Independent Board Member.
- (6) Subject to Articles 13, 16 and 18 the Organisation may by Ordinary Resolution in general meeting appoint any person who is willing to act as a Board Member to fill a vacancy.
- (7) Subject to Articles 13, 16 and 18 the Board may appoint any person who is willing to act as an Independent Board Member to fill a vacancy until the next Annual General Meeting.
- (8) Not less than seven nor more than twenty-eight clear days before the date appointed for holding a general meeting notice shall be given to the Council Member of any person (other than a Board Member retiring by rotation at the meeting) who is recommended by the Board for appointment or reappointment as an Independent Board Member at the meeting. The notice shall give the particulars of that person which would, if he/she were so appointed or re-appointed, be required to be included in the Organisation's register of Board Members.

5.0 IMPACT UPON THE HACKNEY HOMES STRATEGIC PLAN

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

6.0 IMPACT UPON THE HACKNEY HOMES RISK REGISTER

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

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

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

8.0 CONSULTATION PROCESS & FINDINGS

n/a

9.0 **ICT IMPLICATIONS**

n/a

10.0: HUMAN RESOURCES IMPLICATIONS

n/a

11.0 **FINANCIAL IMPLICATIONS**

There will be costs associated with the recruitment process.

12.0 **LEGAL IMPLICATIONS / ADVICE**

n/a

13.0 **OTHER RELATED DECISIONS / GUIDANCE**

n/a