

**HACKNEY HOMES Ltd
Board Meeting**

**Monday 16th November 2009 at 6.30pm to 7.45pm
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)
Gary Penticost (Director of Property Services)
Robin Smith (Programme Director – Woodberry Down Regeneration)
Neehara Wijeyesekera (Interim Head of Resident Services)
Judith Morrison (Head of Leasehold and Right to Buy)
John Ferman (Pathmeads)
David Saxon (Mouchel)
Elliot Brooks (Pinnacle)
Chris Tabi
Colleen Schwarz

Hackney Homes Officers:

Sunil Desai
John Newton
Trish Hail
Odile Anderson

Stakeholder Representatives:

Tom Price
Tim Shields
Steve Douglas
Stephen Tate
Kam Sandhu Shinger
Carol Hinvest

Contact:**Governance Team**

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HACKNEY HOMES Ltd Board Meeting 50

Monday 16th November 2009 at 6.30pm to 7.45pm

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	1-2	Information	2 mins	6.33-6.35
4.	Chair	Minutes of Monday 21st September 2009 (Part A) and Matters Arising	3-11	Decision	5 mins	6.35-6.40
5.	S Lloyd	Audit and Finance Committee Meeting 2 nd November 2009		Verbal Update	5 mins	6.40-6.45
6.	C Graves	Chief Executive's Report - Strategic Overview	12-20	Information	10 mins	6.45-6.55
7.	J Hopfinger	Play Presentation		Presentation	15 mins	6.55-7.10
8.	J Loftus	Presentation on Community Projects		Presentation	15 mins	7.10-7.25
9.	C Graves & Executive Team	Business Critical Performance Summary Quarter 2	21-28	Information & Discussion	10 mins	7.25-7.35



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10.	N Isaac	Financial Overview	29-32	Information & Discussion	10 mins	7.35-7.45
11.	Chair	Any Other Business		Information		
12.	Chair	Next Board Meeting: WEDNESDAY -16th December 2009 at 6.30pm Christopher Addison House		Information		

Title of Report: Question(s) from the Public	
Decision Making Body Hackney Homes Board	Date: 16 November 2009
Classification: For Response and Noting	Report of: Governance Team
Item Previously considered at: N/A	On Which Date: N/A
Question raised by the Stoke Newington Neighbourhood Panel	Appendices: N/A

Report Outline:

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| <ul style="list-style-type: none"> • Paragraph: 1.0 – Question from Stoke Newington Neighbourhood Panel • Paragraph 2.0 – Response • |
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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 Question from the Stoke Newington Neighbourhood Panel

The following question was submitted by the Stoke Newington Neighbourhood Panel

- What Training Programmes are Hackney Homes putting in place in respect of training local residents for local jobs?

2.0 RESPONSE

2.1 The Ways into Work programme will provide Hackney Homes’ residents with access to training and employment across the borough. In addition to putting residents forward for local jobs, the service also refers people to other agencies for support. The support offered will include an assessment of potential barriers to work and offer a comprehensive range of support and training to overcome these barriers, including English for Speakers of other Languages, (ESOL), work experience and volunteering opportunities. A wide range of

training opportunities are offered for Hackney Homes' residents to upgrade their skills and become more job ready. Participants of the scheme will receive high quality advice and guidance that will encourage them to make personalised choices, therefore if they want to train and work in their area, advisors can broker relationships with local training providers, agencies and employers. Stoke Newington residents interested in the scheme should contact the Ways into Work team at the Church Street (Hackney Homes) Neighbourhood Office.

- 2.2 In addition, Hackney Homes currently has 21 apprentices in various building trades e.g. electricians, plumbers, gas fitters etc. Each year Hackney Homes recruits new apprentices working with the Job Centres, schools and colleges. Successful applicants are offered three year apprenticeships which includes college attendance as well as on-site practical experience.



Hackney Homes Ltd

ITEM 4

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

On 21 September 2009 at 6.30PM

Present	Board Members Rupert Tyson (Chair) Alice Burke (Vice-Chair) Feryal Demirci Jonathan McShane Samantha Lloyd Audrey Villas Marie Photiou Terry Edwards Linda Kelly David Larkin	Hackney Homes Officers Charlotte Graves Neil Isaac Sunil Desai	Stakeholder Representatives (Hackney Council) Michelle Patterson Housing Partners Baker Tilly External Auditors Andrew Monteith
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	Part A – Open to the Public	Action	Date
1. Welcome/Apologies/ Introductions	Apologies were received from the following: No apologies had been received		
2. Declarations of Interests	None.		
3. Draft Annual Financial Audited Accounts	The Chair introduced the accounts to the meeting and welcomed Andy Monteith from Baker Tilly, Hackney Homes' External Auditors. The accounts had been scrutinised and discussed at length by the Audit & Finance Committee which recommended them to the Board. Neil Isaac drew the Board's attention to the Letter of Representation. The Board asked for confirmation that all matters addressed in paragraph 3 of the Letter were		



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accurate. Neil Isaac confirmed that they were.

The Board

- Approved the Financial Audited Accounts for the year end 31 March 2009 and recommended them for adoption to the AGM
- Agreed the Letter of Representation.

The meeting closed at 6.10 pm.

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



Hackney Homes Ltd

ITEM 4

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

On 21 September 2009 at 7.55 PM

Present	Board Members Rupert Tyson (Chair) Alice Burke (Vice-Chair) Feryal Demirci Jonathan McShane Samantha Lloyd Audrey Villas Marie Photiou Linda Kelly David Larkin Karen Dodds Tom Tyson Terry Edwards (Part)	Hackney Homes Officers Charlotte Graves Neil Isaac Sunil Desai Tom Hunt Judith Morrison Neehara Wijeyesekera Robin Smith Jonathan Oxlade Curtis Taylor Martin Weaver	Stakeholder Representatives (Hackney Council) Michelle Patterson Partners John Newbury (Mouchel) David Saxon (Mouchel) Members of the Public Jon Sheldon Mohan de Benoit	
	Part A – Open to the Public		Action	Date
1. Welcome and Introductions	Rupert Tyson thanked John Newberry for his contribution to Hackney Homes and welcomed David Saxon who had taken over the Partner role for Mouchel. John Newberry thanked Rupert Tyson for his kind words and said that his new role at Mouchel was a national one for Housing and Regeneration. Nii-Amon Nikoi was still the lead officer for the De Beauvoir area and a recruitment process was underway for David Saxon's replacement.			
2. Apologies	Pamela Lockley, Joel Gordon, Andrew McMillan, Gary Penticost			
2. Declarations of Interests	None.			
3. Questions received	<u>Stock Condition Surveys and Decent Homes</u> A question had been submitted			

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<p><i>from the public</i></p>	<p>by North & South Defoe Residents' Association about the consistency of the stock condition surveys for Decent Homes. The Board said that if any adjustments were made to the original surveys then this would have an impact on the Decent Homes Programme and asked that a briefing paper be prepared and circulated to the Board on this.</p> <p><u>Services Charges and Standards of Service</u> Jon Sheldon a Hackney Homes' leaseholder had submitted a question about the increase in service charges and the standards of service. He did not consider the response he had received was accurate and thought that the lift maintenance charges had also been charged separately under major works. He stated that the cleaning and grounds maintenance was not up to standard and had brought details of complaints and photographic evidence to substantiate this. It was agreed that this would be circulated to the relevant officers who would respond in full to Mr Sheldon in 14 days.</p>	<p>J Oxlade</p> <p>T Hunt, Morrison, Wijeyesekera</p> <p>J N</p>	<p>Circulated to all Board Members 6.10.09</p> <p>Response sent 16.10.09</p>
<p>4. Minutes of the meeting held on Monday 29 June 2009</p> <p>Matters arising</p>	<p>The minutes of the meeting held on Monday 29 June 2009 were agreed as a true record and signed accordingly.</p> <p><u>184 Budget</u> The Board asked if any decision had been made by the Council about rolling forward any underspend on the 184 Budget. Neil Isaac said that in certain circumstances any underspend could be rolled forward and he hoped that this decision would be extended to any underspend on EIB.</p> <p><u>Review of Committees</u> It was agreed that the review would be brought to the December meeting.</p>	<p>T Merrett</p>	<p>December</p>



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	<p><u>Fuel Poverty</u> A report on Cranston Combined Heating & Power would be brought to the A&F in October.</p> <p><u>Committee Minutes</u> The Board asked that the draft minutes from Committees be circulated to Board.</p>	T Merrett	October
<p>5. Verbal Updates – A&F Committee</p> <p>Service Improvement Committee</p>	<p>Samantha Lloyd, Chair of the A&F Committee gave an update on the meeting held on 7 September. The Committee had</p> <ul style="list-style-type: none"> • met with the external auditors and scrutinised the annual financial audited accounts. • Agreed to refresh the risk map at its meeting in December • Reviewed the budget and savings requirement for 2010/11 • Reviewed the Value for Money initiatives <p>Neehara Wijeyesekera updated the Board on the Service Improvement Committee held on 15 September. The Committee reviewed the position with complaints at every meeting and then discussed one or two other areas. The meeting on 15 September discussed, Family Intensive Support Funding which aimed to help reduce ASB in the Borough. The Committee had asked officers to outline Hackney Homes’ vision and systems in place in respect of vulnerable residents. The other matter discussed was Youth – what’s on offer now and how we shape our strategy. The Committee asked that Hackney Homes publicised its good news stories more and also that officer sought alternative funding streams to further fund youth activities.</p> <p>The next meeting, rescheduled for 9 December, would discuss Ground Maintenance & Cleaning.</p>		

<p>6. Chief Executive's Report – Strategic Overview</p>	<p>Charlotte Graves introduced the report. She reported on the sad death of Winston Edwards, a much loved colleague who would be sorely missed.</p> <p>The Leasehold Advisory Group had met for the first time and the meeting had been very useful. Charlotte Graves highlighted the downturn in performance with dealing with voids. Neehara Wijeyesekera said that officers were working actively with our partners in the Council in addressing the weaknesses to ensure an upturn in performance. The Board expressed concern that historically, there had been difficulties with the handling of voids but that some hard work had addressed these so it was disappointing to see this area once again under-performing.</p> <p>The Board asked Neehara Wijeyesekera to bring a further report back to Board and if necessary this would become an item for the Service Improvement Committee.</p> <p>The Board noted the report.</p>	<p>N Wijeyesekera</p>	<p>December</p>
<p>Appendix 1 Woodberry Down</p>	<p>Robin Smith introduced the report. Officers had recently heard from the Homes & Communities Agency (H&CA) that the H&CA was now unable to keep open the offer of gap funding. Option B, the incremental transfer based on the Kick Start model would now be progressed. Officers had received advice from the H&CA that most of our bid for Kick Start funding had been successful but we would not get funding for leasehold acquisition. A full detailed report on options for residents would be brought back to Board.</p> <p>The Board asked about the impact on Hackney Homes' Budget. Charlotte Graves said there would be an impact and she was liaising with LBH and would keep the Board informed.</p>	<p>N Isaac</p>	<p>Paper going to A&F Committee 7 December</p>

	<p>The Board noted the report.</p>		
<p>8 Whiston & Goldsmith Green Estates Programme</p>	<p>Curtis Taylor introduced the report. The Board asked for clarification on the funding arrangements. Jonathan Oxlade said that the energy improvement works had been funded by Decent Homes. However, these works attracted small amounts of grant from energy providers. These grants had been paid into a ring-fenced account in order to fund this pilot energy project. The Board asked how these two blocks had been chosen for the pilot. Jonathan Oxlade said that the residents from these two blocks had shown particular interest in green energy issues.</p> <p>The Board agreed that the project should proceed but it considered that the use of grants obtained from works carried out under Decent Homes was a policy matter and asked that any similar future arrangements be brought to Board for discussion first.</p>	<p>C Curtis/J Oxlade</p>	
<p>9 Energy Certificates</p>	<p>Neil Isaac said that the Hackney Homes Procurement Board was satisfied that this could be commended to the Board and it was being presented for transparency in the procurement process. The Board queried the length of time it had taken to enforce this statutory duty. Curtis Taylor said that this had been as a result of resourcing. The Board asked that in future, the in-house team be considered for this work. The Board asked under which budget the provision of these certificates was being funded. Curtis Taylor said that this was being funded from the voids budget.</p> <p>The Board</p> <ul style="list-style-type: none"> • Approved the quotation of £10,000 from Scottish & Southern to clear 		

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	<p>the backlog of 200 Energy Performance Certificates</p> <ul style="list-style-type: none"> • Approved the use of the two certified officers within Hackney homes to manage the process 		
10.The Dove Row Project	<p>Mohan de Benoit gave a short presentation on the Dove Row Project. The Dove Row Project was a grassroots led Environmental Arts group, founded by members of the Whiston and Goldsmiths TRA. For the past decade, it has developed and promoted 'remedies' to environmental degradation and social deprivation in Hackney. It was currently working on strategies to reduce the 'Carbon Footprint' of social housing; reclaim derelict land for Biodiversity protection; community engagement in 'Traffic Taming' and digital media contributions to the London 2012 legacy.</p> <p>The Board thanked Mohan de Benoit for his presentation</p>		
11 AOB	<p>Marie Photiou asked that the Board endorsed the Service Improvement Committee (SIC) to look at the process of complaints handling i.e. take one complaint and follow the entire process through to review timescales and outcomes. A report would then be brought back to the Board. The Board endorsed this approach.</p> <p>David Larkin asked whether External Painting and Cyclical Maintenance would be considered by SIC as Hackney Homes was in danger of breaching its leasehold covenants if the external works were not done. Samantha Lloyd said that a report on planned maintenance was bring brought to the A&F Committee.</p>	A Jarosy	16 March 2010



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On 21 September 2009 at 7.55 PM

The meeting closed at 9.35 pm

The next meeting will be held on Monday 16 November at 6.30 pm at Christopher Addison House.

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 November 2009
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: Woodberry Down Update Report

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**
- **Paragraph: 9.0 - Woodberry Down Update**

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 September is that Hackney Homes own budgets are currently forecasted to underspend by £142k whilst the delegated budgets are forecasted to underspend by £112k. Within the delegated budgets there is pressure on the reactive repairs budget this will require positive action to ensure the projected position will be delivered. The Audit & Finance (A & F) Committee on 2nd November received their normal monthly update on Budget Monitoring which detailed the areas of concern.

4.2 Budget 2010/11

The Council has confirmed that the overall HRA savings requirement for 2010/11 is £3m. The table below outlines how the savings requirement is to be delivered

HRA Savings requirement 2010/11	£000's
HH Management Fee	1,268
HH Delegated Budgets	1,591
Other HRA budgets	141
TOTAL	3,000

The A & F Committee on 2nd November received a detailed report on how the Hackney Homes delegated and management fee savings can be achieved. The budget report will be presented at the next Board meeting in December once the draft HRA subsidy information has been published.

5.0 PROPERTY SERVICES

5.1 BSI Quality Assurance ISO 9001

The Building Maintenance division has successfully retained BSI Quality Assurance ISO 9001, for the DLO works team. The audit upgraded us successfully to the revised 2008 standard.

6.0 ESTATE ENVIRONMENT

6.1 Fire Fighting Equipment

An assessment of all portable fire fighting appliances has been carried out at all lock ups, mess rooms and signing on locations. Annual inspection checks are being carried out to ensure these are up to standard and regularly maintained

New First Aid Kits have been distributed to all lock ups with signing on the kits locations

6.2 Staffing Issues

All staff have now been issued with allocation of their uniforms for the forthcoming year

Attendance at Interviewing Skills Course has been arranged for all staff who require it as we have a recruitment drive coming up and staff will need the skills to feel confident in applying for jobs.

All cleaners have now received Health & Safety Awareness training.

Grounds Maintenance and Estate Cleaning Supervisors will be arranging meetings with each other on a regular basis to bring a more cohesive way of working together.

Chris Tsentides has joined Estate Environment as a Grounds Maintenance Area Manager.

An appointment has been made to the Business Support Officer Post.

7.0 RESIDENT SERVICES

7.1 Voids Turnaround performance:

The overall void turnaround time has improved during September, going down from 42 to 35 days. The key YTD performance indicator has only marginally improved by 1 day, from 36 to 35 days

This improvement has been achieved, through closer working between the Council and Hackney Homes, through us advising the Council, which voids should be given priority for advertisement in the CBL magazine and them providing short-lists for viewing, within revised target times. Weekly meetings, at senior operational management levels, within the Council and Hackney Homes, handle that process.

A pilot project, managed by the Neighbourhood Partners, lasting one month, is underway, to ascertain why individual prospective applicants do not turn-up to view the properties, which they had bid for. The results will be formally advised to the December Board meeting, as part of a scheduled Board report.

8.0 LEASEHOLD SERVICES

8.1 Actual service charge invoices for 2008/9 will be issued to leaseholders in November. Many of the invoice sums are lower than estimated; however, where leaseholders are experiencing difficulty paying, terms can be negotiated and specialist debt advice is available.

8.2 Hackney Homes is in the process of gathering leaseholder opinions on whether they wish Hackney Homes to engage a contractor to provide annual gas safety checks. If sufficient leaseholders wish this service to be provided in respect of their property a contractor will be engaged and only the

leaseholders that elect to receive this service will be charged for checks carried out to their property.

9.0 WOODBERRY DOWN UPDATE

9.1 Attached to this report (Appendix 1) is a Woodberry Down update report.

CHARLOTTE GRAVES
CHIEF EXECUTIVE
HACKNEY HOMES

WOODBERRY DOWN

PHASES 2 - 5 UPDATE

The procurement of the developer has been progressed in accordance with the key objectives set by the Council in 2006. Since 2006 there have been regular meetings with Council representatives, through the Corporate Project Team, a specific Procurement Board for Woodberry Down, meetings at Director Level, and update reports to the Council Procurement Committee. Meetings with residents formed a large part of the procurement and WDCO have been heavily involved throughout.

On 4th September 2009, Berkeley Homes submitted a revised bid which was evaluated by residents and officers of LBH, Genesis Group and Hackney Homes. This bid has also been externally evaluated by specialists as follows:

- Frost Associates;
- Drivers Jonas;
- Winckworth Sherwood;
- DLA Piper.

Throughout the procurement, two approaches were taken and bids sought for each scenario:

- Tender A to include a Large Scale Voluntary Stock transfer (LSVT) and the formation of a Community Based Housing Association (CBHA), assuming Gap funding from the Homes and Communities Agency (HCA).
- Tender B if there was to be no stock transfer for any reason, whether the Gap funding was not available or a “No” vote was given for the stock transfer ballot.

The HCA have been kept fully informed at all stages of the developer procurement process for Phases 2 to 5 of the Woodberry Down regeneration. On 15th September 2009 the HCA advised in writing that the offer of Gap Funding for the stock transfer was being withdrawn, so Tender B was the bid under consideration.

On 12th October 2009 a Special Cabinet was convened to consider the Report on the Woodberry Down RSL / Developer procurement for Phases 2 to 5. The report containing the following recommendations was approved:

- a) Agree, subject to exchange of the PDA, to appoint Berkeley Homes as preferred bidder for the partnership and to develop the remaining sites (Phases 2 to 5) of the Woodberry Down scheme in accordance with the Urban Design Framework and Master Plan up to the estimated completion of the development in 2030.
- b) Accept subject to contract, the Tender B bid relating to a non-transfer phased re-development of the estate in conjunction with Genesis Housing Group. Where the Council and Hackney Homes continue to take the lead role in providing cleared sites for the developer on a plot by plot basis, including decanting tenants and repurchasing leaseholders.

- c) Confirm the appointment of the Genesis Housing Group as preferred Registered Social Landlord (RSL) to purchase new affordable housing under Tender B and to subsequently run and manage the new social tenanted properties and new intermediate properties on Woodberry Down.
- d) The PDA to include a general obligation for the Parties to use reasonable endeavours to document and agree Tender A if the Government allows the Parties to progress the Tender A option as the Preferred Option in the event that Government reconsiders its support for Stock Transfer under Tender A within three months of PDA exchange and with Government offering adequate financial support to make Tender A viable.
- e) Commit to the continued delivery of resident consultation, including workshops, which inform negotiations on areas such as allocations, housing management services, and design between the Council, Genesis Housing Group, Berkeley Homes, and the Woodberry Down Community Organisation.
- f) Authorise the Corporate Director of Legal & Democratic Services to exchange contracts in respect of the Principal Development Agreement and all other associated legal documentation that will govern the relationship between the Council, Hackney Homes, Berkeley Homes and the Genesis Housing Group.

After ten years working with residents and successfully obtaining outline planning permission for the scheme along the lines of the Masterplan, Phases 2 to 5 is expected to be delivered by April 2030. Key milestones include the first new homes expected on Phase 2 by 2017. This procurement has delivered a consortium able and willing to commit to the future of Woodberry Down.

The PDA is to be agreed between the parties by 21st December 2009 so that a recommendation to exchange contracts on 1st February 2010 can be made to Cabinet on 25th January 2010.

KICK START SITES

Phase 1a - Old School Site

- The construction of ground beams and pile caps to Block G (84 Units) has now been completed with the ground floor slab under way.
- New drainage for foul and storm water progressing well adjacent to the New River and the forming of the new river walkway is in progress
- Block F (33 Units) has now progressed with its concrete frame up to 3rd floor level
- The piling to Block E (first shared ownership block of 46 units) was completed on 25th August.
- Property of 12 Town Court Path now demolished to accommodate the extension to Block G which now houses the priority community facility.

Phases 1B – 1F

An application has been made via Berkeley Homes for £61.5 million additional funding to enable the majority of affordable element kick Start sites to be built out within the next four year. The bid includes the building of 353 social rented and 81 intermediate homes.

INTERIM REPAIRS

Confirmation to Proceed - August 2009

Approval to proceed with the WDIR in line with budget allocations 'Housing Capital Plan 09/10 was given on 26 / 08 /09.

Initial meeting of the **Project Steering Group** (includes three members of WDCO) held 5th October.

Mulalley's have started to undertake detailed **surveys** of all blocks within phases 3-5 W/c 12th Oct. This will enable block by block pricing of required works. **Planning applications** for consent for new windows are being submitted on a block by block basis.

Mulalley's instructed to commence site set up for **main compound**. This site will include;

- Client & Contractor Project Management teams.
- Mulalley's Site Management staff.
- Resident respite facilities
- Resident Liaison Officers

Works on building will begin is early January 2010.

COMMUNITY DEVELOPMENT

Manor House Development Trust

Half term week- Black History month has taken place at the Robin Redmond resource centre, which has included activities for all age groups, the building has been transformed into a gallery/ museum and events have been taking place all week including pottery, story telling, African dance and drumming, Capoeira etc

New Community Groups:

- The Trust has been working on setting up the Woodberry Down community choir- which will begin on November 12th 2009- a group designed to involve all age groups.
- Meeting took place last week to get the Turkish women's group constituted as a Woodberry Down group.

Other:

MHDT is running a trip to Hackney Empire on the 16th December for Woodberry Down residents; children will be going for free.

Woodberry Works

Caroline Tomiczek was appointed as Woodberry Work's manager in August. A number of short courses have been advertised within the community and she has had lots of people signing up. First Aid for Appointed Persons for Turkish Speaking Women took place on Thursday 15 October 2009, 9:30am – 4pm and 10 people will receive accreditation. The following course will take place in November:

- Women's DIY Taste of Construction-1 Day Course in October/November 2009 (with Hackney Community College - HCC) Learn when to DIY or not to DIY, use basic tools and materials, tour HCC training facilities and find out about working in the built environment
- Health and Safety training, CSCS test and site visit 2-3 Day Course Monday 2 November 9:30-4pm AND Monday 9 November 9:30-1pm, Thursday 12 November am CSCS Test.
- Food Hygiene Certificate (for young persons only 16 +) 4 evenings, Tuesday 10th November through to Friday 13th November 2009

The students who completed the Business Administration NVQ2 will graduate on December 2nd Most students have finished or are finishing the remainder of there work placements at the moment 13 students are expected to graduate.

Enterprise

Plans in MHDT /Woodberry Works to merge with Citrus training are ongoing-proposal for the use of the demolished Sherwood and Horston blocks as a plant training site.

Well London

The MHDT Well London Cook & Eat course which began on the 6th July at the RRRRC has now finished.

A number of health champions have successfully been recruited by Lesleyanne and the training course is to take place in November.

Youth Update

Youth Update (summer holiday)

This summer the MHDT has funded a number of projects within the community for young people. This has been provided through the Trust's contracts with Elevate, Parkside Youth Club and the London Wildlife Trust to provide activities for youth within the area. So far lots of positive feedback has been received from the providers as well as ideas for improvement for next year.

Elevate update summer activities:

- Kampin Kidz- 9 young people were taken camping in the New Forest- a project that the young people organised and raised funding for themselves successfully raising £3000 for their project from the Youth Opportunity Fund
- Slip2 girls week- a project for fifteen young women taking part in drama, creative writing and a three day activity holiday;
- A week long Music project with Hackney Homes and Rising Tide - where youth learned to create music and make their own CD;

- Appointed Persons First Aid course run by Pinnacle. As well as a Health Awareness Day involving games/challenges and prizes;
- Exposure - an Immediate Theatre project, which involved forty young people taking part in intensive singing, dancing and drama workshops which resulted in an original and exciting play, performed at Hackney Empire's studio theatre.

Parkside Youth Club:

This has been the second PAYP holiday program run under the Parkside contract with MHDT. Rolling Sounds a music workshop, Arts & Crafts, T-shirt printing, cooking, vocal training and self Defence. The youth of Parkside were also treated to a trip to Thorpe Park.

London Wildlife Trust:

The London Wildlife Trust ran a bushcraft course for young people in Woodberry down- teaching outdoor and basic survival skills and was reported to be successful.

Parkside has also received funding for October half term provision and has put on activities this week including: Club based activities, International food tasting day, Cultural Dance, Trip to Hackney Empire theatre to see the 'Zambisi Express' .

Title of Report: Business Critical Performance Summary Quarter 2	
Decision Making Body: Hackney Homes Board	Date: 16 November 2009
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: - Vijay Pillai Extension 6023	Appendices: Hackney Homes 2009/10 Quarter 2 Performance Summary

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1.0 SUMMARY

- 1.1 This Report highlights Hackney Homes' quarter two performance as at the end of September 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 2 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 two 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 days' absence and there is a separate summary of performance against the Mayor's key priorities which will be discussed in more detail at the forthcoming Quarter two Performance Review with the Council. A copy of performance against the Mayoral Key Objectives is also attached to this Report.
- 3.2 As at September 2009, we are at the mid way position for current year's performance. By far the area with the most significant improvement is repairs and maintenance, with most areas showing a consistent level of improved performances month on month. Rent collection is also an area where we are doing well, particularly in terms of the former BVPI 66a indicator, which is still used as a key measure of income collection. The overall position on Hackney Homes Business Critical list of indicators suggests that 68% of indicators are within acceptable tolerances 9% within 10% of target and 23% are outside of target. Rent arrears collection and empty property re-let time performances are continuing to pose a problem, as both of these are significantly outside target. In both cases measures are being taken to re-address the problems. It is probable that the rent arrears collection indicator will be brought back on track, but at this stage the voids performance appears unlikely to recover.

4.0 MAYOR'S PRIORITIES

In terms of the performance against target for the Mayoral objectives, two indicators are now exceeding target and five are currently below target and exceed the variance tolerances agreed with the Council. Those PIs in the 'red' have made slow progress to date due to resident consultation difficulties and contractor problems. However, many of these have now been resolved and it is expected these indicators are likely to recover to either meet or exceed the target at year end.

The decent homes Mayoral target suggests at mid way through the year we have completed 562 units against an expected target of 777 at this point in the year. Although this is 215 units off target it is generally always the case that the majority of completions occur in the third and fourth quarters due to the way budgets are allocated. There are currently 1,119 units on site which will complete before the end of 2009/10. When added to the 562 completions already achieved it is expected that the target will be exceeded by at least 126.

5.0 RENTS AND SERVICE CHARGES

- 5.1 The chief measure of performance for resident service is income collected from rents and leaseholders and in both of these fronts we are doing well compared with our collection targets. In terms of rent collection the former BV66a is now at 98.94%, exceeding our target and can be regarded as a top quartile performance when compared with the other ALMOs.

However, although rent arrears and empty property re-let times have improved since August there is still work to do. Rent arrears have reduced by £130K between August and September but the overall rate of reduction since the start of the year will need to improve in order to attain the target. The need to improve arrears management has been taken up with our housing management partners and measures are being put in place to increase the rate of reduction over the forthcoming months.

Both service charge arrears and major works collection are currently performing well. Service charge arrears collection is currently ahead of target, with the proportion of arrears staying fairly stable since July 2009. Although major works collection is slightly off target this is considered to be with permitted tolerances agreed with the Council.

6.0 VOID PROPERTIES

- 6.1 Void turnaround time performance has declined this quarter compared with last. However, the overall direction of travel suggests an improving performance. The main problem is attributable to the continued delays in drawing up the short-lists for viewing properties from those applicants that have bid for properties advertised through the CBL system and will continue to impact upon the overall void turnaround time.

7.0 PROPERTY SERVICES

- 7.1 Considering the comprehensive review of repairs performance last year and the introduction of new methodologies and revised targets, it is encouraging to note that performance on the whole has made consistent and steady improvements. The number of appointments made and kept performance is now 3% points above target, All non-urgent repairs are now being completed ahead of target (within 7 calendar days) and in terms of response times to repair priority bands suggests that response to all priority bands are now above target and continuing to improve. Major adaptations performance has also made significant progress since April and has shown consistent improvements. Although the year to date performance is slightly below target it is considered to be within the tolerances agreed with the council.

The other key measure of success for Property Services is resident

perception with the quality of work carried out. The quarter two outturn suggest improving confidence in the service with overall level of satisfaction increasing from 82.27% in Quarter one to 85.39% in Quarter two.

The Repairs Call centre is also now handling lower number of call volumes than was the case for the same period last year; consequently performance has also increased with nearly 97% of all calls being answered within 5 rings. The September month's performance was low due to technical difficulties with the telephone system.

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.

9.0 DECENT HOMES

9.1 We are now having to provide two sets of quarter two outturns as the position regarding the future of regeneration estates in Hackney is not clear.

It is now known that the Woodberry Down Estate will not transfer and the future of a number of other regeneration estates is also not clear. Therefore two versions of the National Indicator are shown, excluding and including the regeneration estates. The technical change in the definition of the indicator means that the regeneration estates, representing some 10% of the stock, will not meet the decency standard by 2012/13, hence if the positions on these estates remain the same after 2012/13 the proportion of non-decency will increase. However, if they are not then we are on course to achieve or exceed the target. All other homes are however expected to meet the decency standard by this time.

10.0 COMPLAINTS

10.1 An overview of the complaints process suggests that performance on stage one complaints handling is improving with the year to date performance being just under 90%. Stage two, however is significantly below target. Members enquires are now being handled far more efficiently than was the case a year ago with the year to date performance being just under target at 83%.

11.0 OTHER CORPORATE INDICATORS

11.1 The key focus of the Human Resources area is sickness absence, which is continuing to worsen. The annualised sickness is currently standing at 11.32 almost 2 days above that attained in Sept 2008, in

part this is due to an increase in short term sickness as a result of swine flu. Managers are however continuing to monitor and address longer-term sickness issues across Hackney Homes; progress has been made with 18 returning to work and a number of final sickness reviews timetabled for the coming weeks. On a positive note staffing ratios in terms of disability, BME and gender are all above targets and are considered to be reflective of Hackney population.

Performance on invoice payments is continuing to be a problem with year to date attainments being below target and outside of 2008/09 outturns. The delegated budgets are the main problem; the bulk of which are under the control of Property Services. However, it has been identified that some elements of invoices have inaccurate received dates or lack ability to place invoices on dispute, hence providing false perception of actual performance. It is encouraging to note that performance for the month of October showed a significant improvement with delegated budgets performing at 90%,

12.0 IMPACT UPON THE HACKNEY HOMES STRATEGIC 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 PERFORMANCE SUMMARY - Business Critical PIs

KEY		PERFORMANCE AGAINST ANNUAL TARGET 2009/10													DATA MONTH			FORECAST	EOY 08/09	Frequency of reporting	
			SEP	QTR 3			QTR 4			QTR 1			SEP	YTD	TARGET	Perf Against Annual Target (PAAT)					
▲		THE VARIANCE FOR THIS PI IS BETWEEN 0% AND 9% OF TARGET		SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	QTR 2			▲		
◀▶		THE VARIANCE FOR THIS PI IS BETWEEN 10% AND 14% OF TARGET																	◀▶		
▼		THE VARIANCE FOR THIS PI IS GREATER >= 15% OF TARGET																	▼		
RENT COLLECTION & ARREARS	LKPI 48 Total Value of Rent Arrears (YTD - £M)		£4.96 M	£5.00 M	£4.92 M	£4.95 M	£4.92 M	£4.96 M	£4.63 M	£4.70 M	£4.78 M	£4.57 M	£4.59 M	£4.56 M	£4.43 M	£4.43 M	£3.99 M	▼	£4.63 M	M	
	LKPI 47c YTD Total Collection as % of Rent Debit		99.89%	99.74%	99.83%	99.80%	99.80%	99.85%	100.04%	98.26%	98.41%	99.63%	99.53%	99.55%	99.84%	99.84%	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		98.51%	N/A	N/A	98.59%	N/A	N/A	98.70%	N/A	N/A	98.82%	N/A	N/A	98.94%	98.94%	98.70%	▲	98.70%	Q	
EMPTY PROPERTY MANAGEMENT	LKPI 123 (Ex-BVPI 212) Average re-let time		21	19	24	28	28	23	29	29	27	34	41	42	35	35	24	▼	25	M	
	LKPI 67 Percentage all new tenants stating the property met the standard promised		71.40%	N/A	N/A	72.10%	N/A	N/A	87.00%	N/A	N/A	85.71%	N/A	N/A	74.50%	75.86%	75.00%	▲	76.77%	Q	
REPAIRS	APPOINTMENTS LKPI 06 % of Responsive Repairs Appointments Kept		92.94%	93.93%	95.07%	95.78%	93.50%	93.82%	94.81%	92.63%	92.61%	95.10%	96.00%	95.98%	97.76%	95.06%	93.00%	▲	93.28%	M	
	IMMEDIATE + EMERGENCY LKPI 02 (GNPI 18) % of Immediate & Emergency Repairs jobs completed within target (2 - 24 hours)		89.74%	90.76%	85.17%	82.83%	73.72%	76.63%	74.65%	80.40%	85.44%	85.63%	87.41%	91.41%	92.75%	86.91%	84.00%	▲	86.14%	M	
	MAJOR ADAPTATIONS LKPI 70: Percentage of MAJOR Adaptations completed in 30 weeks (referral - job done)		71.43%	80.65%	63.89%	77.78%	63.64%	100.00%	80.00%	86.36%	76.47%	79.17%	75.00%	92.86%	87.50%	81.90%	90.00%	▲	75.15%	M	
	SATISFACTION LKPI 106: All tenants satisfaction with the landlord's responsive repair service (STATUS)		70.00%															71.00%	N/A	70%	A
		LKPI 11 Resident Satisfaction with quality of work											82.57%	N/A	N/A	85.39%	83.88%	90.00%	◀▶	97.55%	Q
CALL CENTRE LKPI 9 Repairs Call Centre. % of Calls answered in time		93.37%	79.54%	84.11%	91.95%	93.34%	94.54%	96.79%	96.69%	95.43%	97.52%	97.41%	95.72%	85.50%	96.59%	93.00%	▲	90.86%	M		
CLEANING	LKPI 7A Total % of inspections (% Pass)		94.80%	95.40%	94.70%	94.80%	93.60%	93.00%	92.60%	96.20%	94.40%	93.40%	94.00%	92.80%	92.00%	93.83%	96.00%	▲	94.34%	M	
GROUPS MAINTENANCE	LKPI 8A Total % of inspections (% Pass)		94.60%	97.10%	97.40%	98.30%	98.90%	99.00%	97.60%	96.50%	97.10%	94.80%	95.20%	93.80%	95.90%	95.56%	96.00%	▲	96.77%	M	
LEASEHOLD & RTB	LKPI 16: Service Charge arrears as % invoices raised		34.00%	33.00%	32.00%	31.96%	33.26%	29.05%	31.19%	26.00%	25.75%	25.15%	24.60%	24.74%	24.69%	24.69%	29.00%	▲	31.19%	M	
	LKPI 107: Leaseholder major works charges collected as a percentage of invoices raised									110.90%	114.48%	76.26%	61.29%	70.58%	63.82%	63.82%	66.00%	▲	N/A	M	
COMPLAINTS	LKPI 25a % of Formal Stages 1 Complaint Responses completed within target time		78.10%	85.23%	92.00%	92.63%	93.67%	90.77%	92.45%	91.00%	81.18%	89.25%	92.59%	90.67%	92.39%	89.89%	91.00%	▲	88.81%	M	
	LKPI 59: Stage 2 complaints upheld		38.46%	27.78%	40.00%	23.08%	46.15%	50.00%	64.70%	30.77%	50.00%	25.00%	40.00%	46.15%	33.33%	38.27%	30.00%	▼	31.87%	M	
	LKPI 23 Members Enquiries		83.33%	82.14%	88.64%	70.97%	91.67%	89.13%	64.47%	52.63%	80.00%	94.05%	90.48%	81.36%	88.68%	83.02%	85.00%	▲	79.45%	M	
HUMAN RESOURCES	LKPI 113 (Ex-BVPI 12) No. of days lost to sickness		1.00	1.08	0.83	0.89	0.97	0.80	0.73	0.71	0.80	0.97	1.37	0.87	1.30	11.32	9.50	▼	10.29	M	
INVOICE PAYMENTS	LKPI 112 (Ex-BVPI 08) Monthly % of undisputed invoices paid on time (30 calendar days)(Incl LBH non-delegated)		78.92%	83.47%	83.30%	85.56%	75.85%	83.88%	73.86%	85.89%	80.23%	74.46%	78.90%	72.21%	75.90%	79.03%	90.00%	◀▶	81.87%	M	
ASB	LKPI 61A Tenant Satisfaction with how ASB complaint was dealt with		37.37%	N/A	N/A	37.63%	N/A	N/A	68.00%	N/A	N/A	63.34%	N/A	N/A	43.34%	51.92%	55.00%	▲	48.89%	Q	
PROPERTY SERVICES Moving towards Decent Homes	LKPI 121 (NI 158) (Ex-BVPI 184a) Proportion of homes non-decent - current FY		32.51%	N/A	N/A	32.37%	N/A	N/A	32.32%	N/A	N/A	30.96%	N/A	N/A	29.33%	29.33%	27.00%	▲	32.32%	Q	
	LKPI 77 (KOI 1) Total number of homes made decent in period		159	N/A	N/A	32	N/A	N/A	196	N/A	N/A	190	N/A	N/A	372	562	1555	▼	508	Q	

Title of Report: FINANCIAL OVERVIEW	
Decision Making Body: HACKNEY HOMES BOARD	Date: Monday 16th November 2009
Classification: For Information	Report of: Director of Finance & Resources
Item Previously considered at: N/A	On Which Date: N/A
Report Author: - Sunil Desai, Head of Finance	Appendices: None
<p>Report Outline:</p> <ul style="list-style-type: none"> • Paragraph: 1 - Summary of Report; • Paragraph: 2 – Recommendations; • Paragraph: 3 – Background; • Paragraph: 4 – Budget Monitoring 2009/10 and Budget 2010/11; • Paragraph: 5 - Impact Upon The Hackney Homes Strategic Plan; • Paragraph: 6 – Impact Upon The Hackney Homes Risk Register; • Paragraph: 7 – Consideration of the Hackney Homes 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. 	

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 The 2009/10 budget forecast position is expected to be broadly as per budget. Currently, the forecast is for an underspend for both Hackney Homes and its delegated revenue budgets of approximately £100k. However there still remains risks associated with ensuring that identified savings for 2009/10 are realised; overall HRA Repairs & Maintenance (R & M) budgets do not overspend and that utilities and rental income budgets are not overspent or there is an under recovery.
- 1.2 The budget savings requirement 2010/11 is expected to be met and a report was represented to the Audit & Finance Committee on 2nd November. This report identified how the saving target of £3m can be met. A final report budget 2010/11 report will be presented at the next Board meeting in December

2 RECOMMENDATIONS

- 2.1 That the Board notes the 2009/10 position for Hackney Homes for its own budgets / delegated budgets.
- 2.2 That the Board notes the current position in setting the 2010/11 budgets.

3 BACKGROUND

- 3.1 Budget Managers within each of the three directorates are expected to use their local knowledge and current performance levels of activity in their area to forecast spend to the year end.
- 3.2 Budget monitoring is part of the performance management process for Hackney Homes and the Council.
- 3.3 Regular budget monitoring and budget plans are reported to the Audit & Finance (A & F) Committee.

4 BUDGET MONITORING 2009/10 AND BUDGET 2010/11

4.1 BUDGET MONITORING 2009/10

- 4.1.1 The forecast year end position for Hackney Homes is an underspend of £142k. This is due to a number of vacancies that are not covered by agency staff. Regular budget monitoring will continue to be robust, with regular reports being delivered to the Audit and Finance Committee.
- 4.1.2 The delegated budgets are showing a projected underspend of £112k. However it has been identified that due to timing issues the

budget set for landlords lighting has been set at a higher level than the final level of charges set. Therefore there is likely to be under recovery of £398k but it is likely that this may be compensated by lower utility costs.

- 4.1.3 The overall HRA R&M budget is currently expected to forecast to budget. However it should be noted that there continues to be demand pressure on both the reactive maintenance budgets and also the level / costs of voids. These budgets will need to be monitored closely in the remaining months to ensure that they can be contained within the overall R & M budget. Opportunities are being sought to reduce spend on planned works and to capitalize expenditure where possible. A review is being undertaken to establish what measures can be put in place to minimise the impact.
- 4.1.4 The other main areas that will need to be monitored closely are –
- Ensuring identified savings for 2009/10 are realised;
 - Utility costs;
 - Income from leaseholders service charges and
 - There is not a significant under recovery of rental income from dwellings.

4.2 BUDGET PLANNING 2010/11

- 4.2.1 The Council has confirmed that the overall HRA savings for 2010/11 is £3m. The table below outlines how the savings requirement is to be delivered –

HRA Savings requirement 2010/11	£000's
HH Management Fee	1,268
HH Delegated Budgets	1,591
Other HRA budgets	141
TOTAL	3,000

The A & F Committee on 2nd November received a detailed report on how this level of savings can be achieved. A final budget 2010/11 report will be presented at the next Board meeting in December. Although savings for 2010/11 are on track to be made, however savings for future years will be increasingly difficult to deliver without some impact on the front line.

5 IMPACT UPON HACKNEY HOMES STRATEGIC PLAN

- 5.1 A balanced budget and budget monitoring is fundamental to the achievement of HH business objectives. Regular budget monitoring reports are submitted to the A & F Committee. The process

outlined in this report will allow the Board to understand the budget process so that the budget will be set to best deliver the business objectives.

6 IMPACT UPON THE HACKNEY HOMES RISK REGISTER

- 6.1 The HH risk register includes the risk of not having a balanced budget and robust budget monitoring. The mitigating action includes robust budget planning and budget monitoring, undertaken by the Executive team and the A & F Committee and the Board.

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

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

8 CONSULTATION PROCESS & FINDINGS

- 8.1 Key stakeholders are consulted on budget proposals, as will residents as part of the rent consultation process. In addition HH will work closely with the Council to ensure that proposals made by HH will allow the Council to deliver its priorities.

9 ICT IMPLICATIONS

- 9.1 There are no specific IT implications arising from this report.

10 HUMAN RESOURCES IMPLICATIONS

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

11 FINANCIAL IMPLICATIONS

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

12 LEGAL IMPLICATIONS / ADVICE

N/A

13 OTHER RELATED DECISIONS / GUIDANCE

N/A