



## Hackney Homes Ltd

ITEM 4

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

On 18th August 2008 at 6.30PM

Present	<b>Board Members</b> Rupert Tyson (Chair) Samantha Lloyd Asim Bhattacharyya Brian Marsh Marie Photiou David Larkin Jonathan McShane Feryat Demirci Karen Dodds Terry J Edwards	<b>Hackney Homes Officers</b> Charlotte Graves Neil Isaac Peter O'Kane Tom Hogan Jim Paterson Paul Munday Alan Turner Kevin Kingston Chris Tabi Neehara Wijeyesekera Helen Toner	<b>Stakeholder Representatives (Hackney Council)</b> Michelle Patterson  <b>Member of the Public</b> Eric Cato  <b>Lambeth Living</b> Asuman Ozkan (Chair) Alan Bevan (Board Member) Mimi Roberts (Board Member)  <b>Housing Partners</b> John Ferman-Pathmeads John Newbury-Mouchel
---------	--	---	---

	Part A – Open to the Public	Action	Date
<b>1. Welcome/Apologies/ Introductions</b>	Apologies were received from the following: <ul style="list-style-type: none"> <li>• Alice Burke</li> <li>• Audrey Villas</li> <li>• Afolasade Bright</li> <li>• Linda Kelly</li> <li>• Danny Sutcliffe</li> <li>• Elliot Brooks</li> <li>• Gary Penticost</li> <li>• Robin Smith</li> </ul>		

	<ul style="list-style-type: none"> <li>• Stephen Tate</li> <li>• Jamie Carswell</li> <li>• Pat Ronayne</li> </ul> <p><b>Introductions:</b> The Chair introduced the following:</p> <ul style="list-style-type: none"> <li>• Lambeth Living representatives- Asuman Ozkan (Chair), Mimi Roberts and Alan Bevan.</li> <li>• Paul Munday</li> <li>• Kevin Kingston</li> <li>• Chris Tabi</li> <li>• Neehara Wijeyesekera</li> </ul>		
<p><b>2. Declarations of Interests.</b></p>	<p><i>None</i></p>		
<p><b>3. Questions from the Public</b></p>	<p><b><i>The following questions were received from the public:</i></b></p> <p><i>Mr Cato</i></p> <p><i>Question 1</i></p> <p>How do Hackney Homes select the tenants for homes in the Hackney area? The Meeting was informed that selecting tenants was not under Hackney Homes remit. Hackney Council were responsible for the assessment of the housing needs of people on the housing register.</p> <p><i>Question 2</i></p> <p>There is a shortfall of £10,000 written off I rent and how does that affect Hackney Homes?</p> <p>The discussion by the meeting centred on making the system more efficient without encouraging defaults in rent payment. Neil Isaac informed the Board that each year Hackney Homes had to provide for uncollectible rent. The loss would be written odd against reserves to prevent any problems with the</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 18th August 2008 at 6.30PM

	<p>revenue account. The meeting agreed that measures should be in place to minimise leaks so that other people are not encouraged to follow those who default in their rents and escape without action.</p> <p>The website must provide information about the rent system and emphasise that non-payment would be dealt with seriously.</p> <p><i>North and South Defoe TRA</i> In regards to the DECANT status, can the TRA have some clarity in regards to its affects when bidding through the Choice Based lettings scheme.</p> <p>Board Members thought the policy on decant was not clear. The Board said that they would need further information to clarify the choice-based letting process. Responses to the questions would be sent to Mr Cato and the North and South Defoe TRA. Copies of the responses would be available on the Hackney Homes website.</p>	<p><b>N Wijeyesekera/ Communications Team/Governance</b></p> <p><b>N Wijeyesekera/ Communications Team/Governance</b></p>	<p><b>TBC</b></p> <p>TBC</p>
<p><b>4. Minutes of 14<sup>th</sup> July 2008 (Part A) and Matters Arising</b></p>	<p><b><u>Minutes of 14th July 2008</u></b> <i>Minutes agreed</i></p> <p><b><u>Matters arising from the Hackney Homes Board Meeting Minutes of 14th July 2008</u></b></p> <ul style="list-style-type: none"> <li>• The Board was informed that Board Member appraisals were completed on 4th July 2008.</li> <li>• Peter O’Kane informed the Board that changes to Council s106 process were not complete. An update would be given to Board Members in due course.</li> </ul>	<p><b>P O’Kane</b></p>	<p><b>TBC</b></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 18th August 2008 at 6.30PM

	<ul style="list-style-type: none"> <li>• <b>Independent Board Member vacancy.</b> The Board was informed that the closing date was 15<sup>th</sup> August 2008. Board Members will be updated with the progress.</li> </ul>	<b>N Isaac</b>	<b>18.08.08</b>
<b>5. Hackney Homes' Chair Report</b>	<p>The Chair informed the Board that he met Baroness Andrews, under Secretary of State for the Department of Communities and Local Government. He told the meeting that he had invited Baroness Andrews to visit Hackney Homes and meet the management and staff. The Board would get an update.</p> <p><i>The Board noted the Hackney Homes Chair Report.</i></p>		
<p><b>6. Report back from Committees:</b></p> <p>a) <b>Hackney Homes Joint Committee Meeting – 31st July 2008</b></p> <p>b) <b>Hackney Homes Audit and Finance Committee Meeting- 11<sup>th</sup> August 2008</b></p>	<p>The Board received verbal updates from Committee Chairs.</p> <p>Samantha Lloyd informed the Board that the Hackney Homes Joint Committee failed to take place because the members that attended were not enough for the meeting to take place. She said that the Board would receive report back from future HHJC meetings.</p> <p>Samantha Lloyd informed the Board that Audit and Finance Committee Members received training on the procurement process. She added that there would be more targeted training on procurement to prepare the Committee for active participation in the procurement process.</p> <p>The Board was also informed that the Audit and Finance Committee carried</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 18th August 2008 at 6.30PM

	<p>out extensive analysis of the Hackney Homes Risk Management Strategy Review. She said that both management and Committee Members discussed and changed the risk ratings. The amended review was commended to the Board.</p> <p><i>The Board noted the report back from the Committees.</i></p>		
<p><b>7. Chief Executive's Report-Strategic Overview</b></p>	<p>The Chief Executive outlined the activity, performance and strategic issues at Hackney Homes. She informed the Board that tenant participation structure changes had enhanced the handling of responses to tenants. The process would continue to improve and updates would be reported to the Board.</p> <p><b>4.0 Finance and Resources</b> The Board was informed that the Audit and Finance Committee on the 7<sup>th</sup> of July approved and commended the 2007/8 annual accounts to the Board. The Chief Executive told the Board that Hackney Homes were actively seeking ways to contain and recover the costs resulting from increases in the cost of energy. The Board would receive update on progress made.</p> <p><b>5.0 Inspection Preparation</b> The Board was informed that the Audit Commission would be looking at all service areas, access and customer care, value for money as well as equality and diversity. The Chief Executive commended the hard work by staff in refreshing the documents needed for inspection.</p> <p>She added that a training programme was being developed to prepare for interviews and focus groups. Staff would get updates on the inspection preparation through weekly bulletins, team meetings and managers' meetings.</p>		

	<p><b>6.0 Repairs and Maintenance</b> The Board was informed that the Repairs Services were actively engaging the Neighbourhood Panels. The meetings were a good source of information for the Chief Executive and management.</p> <p><b>7.0 Estate Cleaning and Grounds Maintenance</b> The Board was informed that two Operatives' Forums had been established as a result of the first round of visits to all Estate Environment Services by the Head of Service.</p> <p><b>8.0 Woodberry Down update</b> The Board was informed that the Masterplan scheduled to be decided at the 3<sup>rd</sup> September Planning Committee was moved to the October Planning Committee.</p> <p>The Board Members asked for financial figures on the Woodberry Down project in order to make informed contribution to the viability of the project and how it would help Hackney Homes. Neil Isaac informed the Board that the Interim Estate Management would determine the costs. The Board asked for a report providing information on the additional cost to be incurred by Hackney Homes during the interim management and post-transfer periods and whether the costs could be claimed back.</p> <p><i>The Board noted the Chief Executive's Report.</i></p>	<p><b>C Graves/B Higginson</b></p>	<p><b>08/09/08</b></p>
<p><b>8. Resident Board Member Rotation</b></p>	<p>Neil Isaac explained the Board Member rotation system. He informed the Board that the Standards and Ethics Committee on the 14<sup>th</sup> of July 2008 agreed to seek Council approval to the application of a moratorium on the election of Resident representatives on the Board.</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 18th August 2008 at 6.30PM

	<p>Board Members wanted Hackney Homes to develop initiatives to encourage participation in Board activities by young people. N Isaac was asked to prepare a report to Board outlining the eligibility for Board membership and how young people could be encouraged to participate in the Board activities.</p> <p><i>The Board :</i></p> <ul style="list-style-type: none"> <li>• <i>approved the proposed Moratorium concerning Resident Board Member elections and agree that two Resident Board Members do not stand down at the up coming Annual General Meeting (AGM) of 2008;</i></li> <li>• <i>commended the proposed Moratorium to Hackney Council for authorisation and sign off;</i></li> <li>• <i>discussed and endorsed the proposed timetable for recruitment of Resident Board Members for the autumn of 2009.</i></li> </ul>	<p><b>N Isaac</b></p>	<p><b>TBC</b></p>
<p><b>9. Hackney Homes Strategic Plan 2008-2013</b></p>	<p>Peter O’Kane explained the proposed Strategic Plan for Hackney Homes for the period 2008-2013. He informed the Board that the draft incorporated ideas from a February 2008 discussion between Hackney Homes management team</p>		

	<p>and the Board.</p> <p>The following highlights were noted:</p> <ul style="list-style-type: none"> <li>• The meeting was informed that the plan indicated quantified targets over the 2008-2013. The plan incorporated Council's Sustainable Community Strategy over 10 years to 2018.</li> <li>• Peter O'Kane told the Board that the plan summarised the Mission for Hackney Homes and Values covering excellence, accessibility and provision of quality homes.</li> <li>• The Board was also informed that extensive consultation had taken place and feedback would be reflected in the final plan.</li> </ul> <p><i>The Board approved the draft Hackney Homes Strategic Plan 2008-2013.</i></p>		
	<p><i>The meeting adjourned for refreshments and to allow a discussion between the Chief Executive and the Board.</i></p>		
<p><b>10. Improvements of Services Repairs And Maintenance Services</b></p>	<p><b>a) The Management of Empty Properties</b></p> <p>Alan Turner informed the Board that Hackney Homes staff and the Decent Homes contractor carried out work to clarify the standards and the technical brief and ensure that the scope of works and technical solutions were embedded across both organisations.</p> <p>He added that the new approach was aimed at improving administration, cost control, Value for Money and works quality. The Board was informed that the DLO and their existing sub-contractors continued to carry out void works.</p>		

	<p>Alan Turner told the Board that partners and TMOs were trained on the comprehensive end-to-end monitoring system for the voids process.</p> <p>Board Members requested quantitative data on the management of voids and how they impact on the delivery of service to residents.</p> <p><b>b) Review of the Fair Pay Scheme</b> Jim Paterson outlined the 9 month review of the Fair Pay Scheme and informed the Board that the old system was complex, inconsistent and open to abuse. The Board was informed that the new banded bonus scheme was simplified and cost effective. He informed the Board that ongoing discussions were taking place between Hackney Homes and the unions to finalise outstanding elements of the scheme.</p> <p>The Board was told that the new scheme was trade specific and covered 9 performance related wage bands. Productivity was central to the new scheme because low productivity workers could lose the set starting band. Jim Paterson said that productivity would be assessed over 13 week intervals. He said that productivity during weeks 1-13 determined salary in weeks 14-26. He also told the meeting that tradesmen were allowed to take their vans home and Hackney Homes also paid for their training. Jim Paterson told the Board that sickness was above targets but issue would be addressed.</p> <p>Board members welcomed the scheme and were satisfied that it would be helpful to the improvement of services it the residents.</p> <p><b>c) Rechargeable Repairs</b> Presentation was deferred to the September Board.</p>	<p><b>A Turner</b></p>	<p><b>08.09.08</b></p>
--	---	------------------------	------------------------

	<i>The Board noted the Reports.</i>		
<b>11. Anti-Social Behaviour Policy</b>	<p>Tom Hogan informed the Board that the current ASB policy was developed by Hackney Council in 2004. He added that Hackney Homes required a policy that was specific to their priorities and current needs.</p> <p>The following were highlighted:</p> <ul style="list-style-type: none"> <li>• The ASB policy would provide guidance to Hackney Homes in its role in the reduction of ASB and related crime in the borough.</li> <li>• Residents would be central to the implementation of the policy.</li> <li>• Consultation events were organised in July and feedback was reflected in the policy.</li> <li>• Equality Impact Assessment (EIA) involving all main stakeholders would be organised.</li> </ul> <p>Board members felt that the policy needed to go through the Equality Impact Assessment and union consultation before approval.</p> <p><i>The Board deferred the ASB Policy to next Board to allow Tom Hogan to do an EIA and consult the unions.</i></p>	<b>T Hogan</b>	<b>08.09.08</b>
<b>12. Hackney Homes Business Critical Indicators</b>	<p>Peter O’Kane explained the Business Critical performance indicators. He indicated that the Business Critical Schedule had received approval in principle with Council’s Neighbourhood and Regeneration Directorate.</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 18th August 2008 at 6.30PM

	<p>Karen Dodds indicated that the BCI list did not include gas servicing. Meeting agreed that gas servicing should be added to the Key Performance Indicators (KPI)</p> <p><i>The Board noted and endorsed the proposed suite of BCIs</i></p>	<p><b>P O’Kane</b></p>	<p><b>08.09.08</b></p>
<p><b>13. Financial Overview and Budget Update</b></p>	<p>Neil Isaac informed the Board that the report updated them on the Outturn position for 2007/8 in addition to providing them with the financial overview for the current year in terms of pressures on the budgets.</p> <p><b>Hackney Homes Accounts 2007/8</b> Hackney Homes Ltd accounts for 2007/8 had been completed. The accounts show that Hackney Homes were successful in keeping within the budget.</p> <p>External Auditors presented the audit to the Audit and Finance Committee on the 7<sup>th</sup> of July 2008. The Audit and Finance Committee recommended the accounts to the Board for approval and presentation to the AGM in September.</p> <p>The Audit and Finance also recommended the letter of representation for the adoption by the Board</p> <p><b>Budget Monitoring</b></p> <p>Neil Isaac informed the Board that Hackney Homes would find ways to overcome the problems created due to the increased cost in utilities, repairs and the higher void rate.</p> <p>Board asked for a report outlining an action plan and progress update to bring budget to balance</p>	<p><b>N Isaac</b></p>	<p><b>08.09.08</b></p>

<p><b>14. Asbestos Policy</b></p>	<p>Alan Turner outlined how Council's Pollution Control Team identified risks due to presence of asbestos and how these risks were dealt with. He added that the Asbestos policy provided Hackney Homes with a fit for purpose Asbestos Register that is compliant with Best Practice.</p> <p>Alan Turner also informed the Board that the last Audit Commission inspection recommended that Hackney Homes should improve the management of asbestos. Hackney Homes should have easily accessible asbestos database in order to plan and manage asbestos in properties effectively.</p> <p><i>The Board approved the draft Asbestos Policy.</i></p>		
<p><b>15. Hackney Homes Risk Management Strategy Review</b></p>	<p>The Chair of the Audit and Finance Committee informed the Board that the Risk Management Strategy Review was discussed at length at the Audit and Finance Committee meeting on the 11<sup>th</sup> of August 2008.</p> <p><i>The Board approved the:</i></p> <ul style="list-style-type: none"> <li>• <i>Hackney Homes Policy Statement on Risk Management</i></li> <li>• <i>Risk Management Strategy to achieve the above.</i></li> <li>• <i>high level Risk Register to be monitored by the Board</i></li> </ul>		
<p><b>16. Equality and Diversity Update</b></p>	<p>Tom Hogan outlined the progress made by Hackney Homes with respect to the equalities and diversity agenda.</p> <p><b>Equality and Diversity Group</b></p> <p>He informed the Board that an Equality and Diversity Group was established to coordinate the delivery of the equality and diversity agenda.</p> <p><i>The Board noted the report</i></p>		

<p><b>17. Decent Homes Update</b></p>	<p>The report outlined the Decent Homes Programme to the end of June 2008 and resident satisfaction was a key indicator in most areas of building work.</p> <p><i>The Board noted the report.</i></p>		
<p><b>18. Any Other Business</b></p>	<p><b>a) Communication Events update</b> Board Members expressed interest in participating in Communication events if they were provided with the details of the events.</p> <p>Programme of Communication events should be sent to Board Members.</p> <p><b>b) Resident Board Members' Volunteer Project</b> The Chair asked for volunteer Resident Board members for the Better Homes Partnership Board and The Housing Management Sub Group.</p> <p><b>Better Homes Partnership Board</b> Rupert Tyson David Larkin Brian Marsh Terry J Edwards</p> <p><b>The Housing Management Sub Group.</b> Rupert Tyson Brian Marsh Terry J Edwards</p>	<p><b>Communications Team</b></p>	<p><b>Ongoing</b></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 18th August 2008 at 6.30PM

19.	<p><b>Date of next Board Meeting:</b>  <b>Monday 8<sup>th</sup> September 2008 at 6.30pm</b>  <b>a) Annual General Meeting (AGM) 6.00pm-6.30 pm</b>  <b>b) Hackney Homes Board Meeting 6.30pm-9.15pm</b>  <b>Christopher Addison House.</b></p> <p><i>Noted</i></p>		
-----	---	--	--

Signed as a true record of this meeting \_\_\_\_\_Chair Dated \_\_\_\_\_