

## HACKNEY HOMES Ltd Board Meeting 23

6.30pm to 7.30pm on 18<sup>th</sup> December 2006.

Christopher Addison House, 72 Wilton Way, Hackney E8 1BJ

### **A** AGENDA Part A (open to the public)

Item	Presenter	Subject	Status	Page Number	Duration
		<b>Open Items</b>			
1	Chair	Welcome/Apologies/Introductions	Information	-	3 mins
2	Chair	Declarations of Interests	Information	-	2 mins
3	Chair	Questions received from the public	Information (Verbal)	-	5 mins
4	Chair	(a) Minutes of 27 <sup>th</sup> November 2006 and matters arising (Part A)	Decision	3	
		(b) Rolling Decision Register	Information		
5	S Tucker	Chief Executives Monthly Report <ul style="list-style-type: none"> <li>Questions as to the Mayor's Performance Review – Attendance by Board Members (19<sup>th</sup> December 2006)</li> </ul>	Information (Report)	37	10 mins
6	N Isaac	Hackney Homes AGM – 20 <sup>th</sup> December 2006 at 6.30pm – (CAH)	Information	44	2 mins
7	N Isaac G Penticost	Asset Management Report to follow	Decision	-	5 mins
8	Chair	Any Other Business		-	

Footnote: To All Board Members – there will be an informal “pre – meeting” in the Chief Executive’s Office on 18<sup>th</sup> December 2006 at 6.00pm (Christopher Addison House).

### **AGENDA B – Part B (Not Open to the Public)**

The following items form part of the Hackney Homes Ltd Full Board Agenda B and are not open to the Public:

#### **Hackney Homes Full Board Meeting Agenda B – Part B on 18<sup>th</sup> December 2006:**

- 1) Minutes of the 27<sup>th</sup> November 2006 – Part B and matters arising (this Minutes document can not be disclosed as it contains confidential and commercially sensitive information);
- 2) Hackney Homes Ltd Tender Acceptance – (this report cannot be disclosed as it contains commercially sensitive information);
- 3) Hackney Homes Ltd – Reports from Committees November 2006 – December 2006 (these minutes documents can not be disclosed as they contain confidential and commercially sensitive information. Attendees of these Committees have received copies of the relevant documents);
- 4) Hackney Homes Board Members Away Day (this information cannot be shared as it is concerned with confidential information associated with Hackney Homes Board Members).

Distribution: All Board Members

In Attendance: Steve Tucker; Susmita Noonan; Gary Penticost, Pat Ronayne; Alan Turner; Neil Isaac, Kweku Quagraine, Kelly McNeil.



## Hackney Homes Ltd

ITEM 4a

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

On 27<sup>th</sup> November at 6.30pm to 8.30pm

Present	<b>Board Members</b> Audrey Villas (Chair) Samantha Lloyd Audrey Villas Alice Burke Rupert Tyson Asim Bhattacharyya Brian Marsh Andrew Potter Marie Photiou Sharon Patrick Afolasade Bright David Larkin Karen Alcock Sandra Hall Linda Kelly	<b>Officers</b> Steve Tucker Susmita Noonan Gary Penticost Neil Isaac Alan Turner Trish Hail Dianne White Samantha Simms – Governance Team Kweku Quagraine – Governance Team Cheryl Ramsay – (Minutes)	<b>Observers</b> Stephen Tate – Hackney Borough Council Nimisha Patel – Hackney Borough Council Steve Edwards – Trade Union Rep Helen Toner – Trade Union Rep  <b>Residents</b> Mr & Mrs Callaghan
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	Part A – Open to the Public	Action	Date
<b>1. Apologies</b>	David Curley.		
<b>2. Declarations of Interests</b>	None.		
<b>3. Staff Presentation Ceremony</b>	The Royal Society for the Prevention of Accidents (R.O.S.P.A) attended to present their Gold award to Hackney Homes for the refurbishment and		

## Hackney Homes Ltd

ITEM 4a

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

On 27<sup>th</sup> November at 6.30pm to 8.30pm

	maintenance of estate playgrounds. Hackney Homes Board Members conducted the ceremony (photographs were taken with the award winners).		
<b>4. Questions from the Public</b>	None.		
<b>5.</b> <b>(a) Minutes of the last meeting 27<sup>th</sup> November 2006 and matter arising</b> <b>(b) Rolling Register</b>	Agreed.  <b>Review Estates-</b> Board requested a briefing by the council on the review estates.	<b>ST</b>	<b>Dec 06</b>
<b>6. Chief Executive's Monthly Report</b>	Steve Tucker advised the Board that the Hackney Homes Audit Commission Self Assessment will be submitted on 29 <sup>th</sup> January 2007.  Steve Tucker informed the Board that Resident Participation / Satisfaction had risen significantly from 52% to 59%, in the last year and that satisfaction levels		

## Hackney Homes Ltd

ITEM 4a

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

On 27<sup>th</sup> November at 6.30pm to 8.30pm

	<p>amongst black and ethnic minority tenants had risen by a higher margin.</p> <p>Steve Tucker informed the Board that he would circulate the draft 30 page Self Assessment Document and list of evidence to all Board Members for their consideration / comment.</p> <p>Steve Tucker advised the Board that in the event that Hackney Homes did not obtain 2* and secure ALMO credits, Hackney Homes would work with the council to spread available resources to maintain investment.</p> <p>The Board requested subscriptions to Inside Housing.</p>	<p><b>Gov Team</b></p>	<p><b>By Dec 06</b></p>
<p><b>7. Improvement Plan</b></p>	<p>Susmita Noonan confirmed that there were 20 further Hackney Homes projects completed.</p> <p>Susmita Noonan informed the Board that as the Audit Commission Self Assessment documents are developed staff are being engaged in the process.</p> <p>Susmita Noonan confirmed that:</p>	<p><b>SN</b></p> <p><b>SN</b></p>	<p><b>Dec 2006</b></p> <p><b>Dec 2006</b></p>

## Hackney Homes Ltd

ITEM 4a

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

On 27<sup>th</sup> November at 6.30pm to 8.30pm

	<ul style="list-style-type: none"> <li>• The Hackney Homes Audit Commission “Critical Friend” is Ms Debbie Ounstedd .</li> <li>• Ms Ounstedd will begin her review of the Hackney Homes documents in mid December 2006 and complete the assessment in January 2007;</li> <li>• The Hackney Homes Self Assessment documents will be submitted in draft format to both the Improvement Committee and the Hackney Homes Board.</li> </ul>		/ Jan 2007
<p><b>8. Decent Homes Programme</b></p>	<p>Alan Turner confirmed that 2 out of the 5 contractors had finished their Year one programme and that he was confident that Hackney Homes would meet its targets. Some work in Homerton Neighbourhood has been reallocated to other contractors.</p> <p>Alan Turner confirmed that the BVPI figure would refer to properties which met Decent Homes standard both externally and internally.</p>	Imp Com / The Board	TBC
<p><b>9. Hackney Homes Domestic Violence Policy</b></p>	<p>The Board welcomed the Policy and commended officers for producing an excellent report.</p>		

**10. Integrated Housing Management System (IHMS)**

Dianne White gave a presentation based upon the IHMS report contained in the Board Agenda.

Dianne White confirmed that the Hackney Homes Audit & Finance Committee had considered this item and had instructed officers to conduct research and submit a detailed report for Committee and Full Board Members consideration and comment. She advised the Board that the IHMS Systems issue was due to be considered at the next Hackney Borough Council Cabinet Meeting in December 2006. Dianne advised the Board that the current system had been implemented in 1998 and therefore was due for replacement. Ms White informed the Board that the proposed IHMS System was scheduled for installation in December 2009.

Ms White asked the Board to consider the following:

- Comments / recommendations from Hackney Council (both the Council and Hackney Homes must approve the proposed system);
- OJEU Notice and Procurement issues

DoFeR

The Board discussed the presentation and requested a revised IHMS report which addressed the following issues:

- All options that are open to Hackney Homes;



## Hackney Homes Ltd

ITEM 4a

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

On 27<sup>th</sup> November at 6.30pm to 8.30pm

<p><b>11. Any Other Business</b></p>	<ul style="list-style-type: none"> <li>• How the system will be developed around customer needs.</li> <li>• Value for Money analysis</li> </ul> <p>Steve Edwards (Hackney Homes Trade Union Representative) requested that Part B Full Board Meeting Agenda items be listed on Part A Agenda and reasons for non disclosure be outlined.</p>	<p><b>Gov Manager</b></p>	
<p><b>12. Date of Next Full Board Meeting</b></p>	<p>18<sup>th</sup> December 2006 at 6.30pm to 7.30pm in The Director's Conference Room, 1<sup>st</sup> Floor, Christopher Addison House. Agreed.</p>		

Signed as a true record of this meeting \_\_\_\_\_ Chair

Dated



## Hackney Homes.

Rolling Register of Decisions and Actions

Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
<b>1. Chief Executives Report</b>	24 April 06	1.1 Circulate a briefing to Board members on proposed charges to leaseholders for neighbourhood management services.	Pat Ronayne	May 06	Update on July Board agenda	<b>31<sup>st</sup> July 06</b>
	24 April 06	1.2 An update from the Woodberry Down regeneration project	Robin Smith	May 06	Update given to Board	<b>26<sup>th</sup> May 06</b>
	31 July 06	1.3 Health and Safety issues to be a mandatory element of estate walk rounds.	S Tucker	August 06	These are covered on all walkabouts	<b>Aug 06</b>
	31 July 06	1.4 Discussion to be arranged around Service First and proposals to set up a single point of contact for residents for all council services.	S Noonan	Dec 06	Council representative to present to Dec 06 Improvement Committee.	



## Hackney Homes.

Rolling Register of Decisions and Actions

Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
	31 July 06	1.5 Time scales for responding to Residents and Councillors complaints should be reviewed.	A Jarosy	Nov 06	Complaints Report considered at Improvement Committee	<b>Nov 06</b>
	25 <sup>th</sup> Sept 06	1.6 Review of Governance  The Board & Governance Team are to complete work on HH Ltd Governance work programme. The Board is to review the final HH Ltd Governance Review Report before submitting recommendations.	S Tucker	Nov 06	Presentation to Board	<b>Nov 06</b>
	25 <sup>th</sup> Sept 06	1.7 Amendment of Articles of Agreement  The Board agreed to amend the Articles of Agreement document to	S Tucker	Nov 06	Verbal Report to Board	<b>Nov 06</b>



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Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
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	25 <sup>th</sup> Sept 06	<p>reflect the increase in membership of the HH Ltd Board tenants representatives group (this group currently has 9 members).</p> <p>1.8 Transfer of Urban Regeneration Team back to the Council</p> <p>The Board agreed that a wider discussion was required / necessary. The Board requested further information from the Council with regards to how the money from the sale of disposal assets could be used to support the discussion surrounding the transfer of the Urban Regeneration Team to the Council</p>	<p>S Tucker</p> <p>Neil Isaac</p>	<p>Nov 06</p> <p>Nov 06</p>	<p>Cabinet Report approved.</p> <p>Discussions under way on use of capital receipts</p>	<p>Oct 06</p> <p>Nov 06</p>
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Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
	25 <sup>th</sup> Sept 06	1.9 The Board requested information concerning the Council's Urban Regeneration 5 Year Plan a and comments on how the Council's 5 Year Plan "fits" with HH Ltd's Plan. The Council is to submit its final 5 Year Plan Report to the HH Ltd Board 1week before the next HH Ltd Cabinet Meeting.	G. Penticost	Nov 06	" "	Nov 06
	25 <sup>th</sup> Sept 06	1.10 Staff Incentive Scheme  The Board requested a report which is to detail the operational feedback arrangement and audit trail of the proposed scheme.	S Tucker	Jan 07	Verbal Report	



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Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
	25 <sup>th</sup> Sept 06	<p>1.11 Performance Issues</p> <p>The Board requested a draft report / draft proposals concerning a HH Ltd emergency repairs monitoring system (any proposed system must enable HH Ltd to comply with the publicised HH Ltd standards for tenants). Board Members are to receive an interim update of the proposed monitoring system at the next Improvement Committee</p>	G Penticost	Nov 06	Report received by Improvement Committee	<b>Nov 06</b>
<b>2. Monthly Performance Digest</b>	24 April 06	2.1 Monthly Performance Digest needs to be clearer and easier to read	A Jarosy	May 06	Monthly report updated to reflect Board requirements	<b>June 06 onwards</b>



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Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
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3. Improvement Plan	24 April 06	3.1 Value for Money Blueprint to be presented to A and F committee	D Young	June 06	Supplied	3 <sup>rd</sup> July 06
	25 Sept 06	3.2 Improvement Plan:  (a) Leasehold / Income Queries (projects to be completed by Dec 2006);  (b) Aids & Adaptations (to be completed by October 2006);  The Board requested that any project that does not meet its deadline target completion date is to be re – submitted to the Improvement Committee within the	S Noonan  S Noonan  S Noonan	Dec 06  Oct 06  Oct 06	Report to Improvement Committee  Report to Improvement Committee. Summarising progress on all	Dec 06  Nov 06  Oct 06



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Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
	30 <sup>th</sup> Oct 06	<p>next 2 weeks.</p> <p>3.3. – Tenant Participation expenditure must be included in the next Improvement Committee (Nov 2006) discussions / meeting and included in the Improvement Plan. All / any reports must address the following issues:</p> <ul style="list-style-type: none"> <li>(a) the costs of each Tenants Participation session;</li> <li>(b) the cost of traditional improvement sessions;</li> <li>(c) action points that can be completed within the next couple of months.</li> </ul>	S Noonan	Nov 06	<p>improvement projects.</p> <p>Presentation given at Improvement Committee</p>	<b>Nov 06</b>



**Hackney Homes.**

Rolling Register of Decisions and Actions

Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
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	30 <sup>th</sup> Oct 06	3.4 – There must be up to date information concerning the Improvement Plan including information associated with resident satisfaction surveys at the next Full Board Meeting. The report is to highlight all tasks completed and not completed (reasons must be given for any/all task(s) that has / have not been completed).	S Noonan	Nov 06	Verbal Report to Board	Nov 06
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Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
<b>4. Partner Scrutiny Meetings</b>	26 June 06	4.1 Report back to HH Board results of Partner performance scrutiny meetings	S Noonan	July 06	Report Back given on initial meetings	<b>31<sup>st</sup> July 06</b>
	31 <sup>st</sup> July 06	4.2 Minutes of Partner Meetings to be circulated to Board Members	B Cotton	31 Aug 06	Circulated	<b>22 Aug 06</b>
<b>5. Business Plan and VFM</b>	26 June 06	5.1 Housemark 2004/05 figures to be presented to Audit and Finance Committee.	D Young	3 <sup>rd</sup> July 06	Provided	<b>3<sup>rd</sup> July 06</b>
		Organisation chart of senior staff to be circulated.	D Young	Aug 06		
<b>6. Procurement</b>	26 June 06	6.1 Circulate summary version of the procurement forward plan to the Board.	John Hesp	May 06	Plan circulated to Members	<b>July 06</b>
<b>7. Staff Incentive Scheme</b>	24 April 06	7.1 Officers to investigate feasibility of introducing staff Incentive Scheme.	S Tucker	May 06	Delayed to reflect comments by Audit Commission	<b>31 July 06</b>



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Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
	31 July 06	7.2 Update on proposals for a staff incentive scheme, advising of any recent criticisms of existing staff incentive schemes by the Audit Commission.	S Noonan J Hartland T Hogan	31 Oct 06	Included in the CEO's Monthly Report	<b>Oct 06</b>
<b>8. Decent Homes</b>	24 April 06	8.1 Further Clarification on call backs to complete Decent Homes improvements required	A Turner	June 06	To be included in Monthly report	<b>From Oct 06</b>
	26 June 06	8.2 Monthly performance report covering resident satisfaction, spend profile, works in progress, decent and non-decent, major works progress. Red flag issues to be included on a monthly basis.	A Turner	May 06	Monthly report published	<b>May 06 onwards</b>
	31 <sup>st</sup> July 06	8.3 Clarification re number of call backs required to complete Decent Homes work delayed by Rent	A Turner	25 Sept	Reported at Sept Board Meeting	<b>Sept 06</b>



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Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
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		Arrears policy, broken down into neighbourhoods.				
	25 Sept 06	<p>8.4 Board requested that the Decent Homes Report submitted to the committee for its consideration and comment should be amended to include information concerning:</p> <ul style="list-style-type: none"> <li>(a) monthly spend rates (to include target spends &amp; actual spends and spending figures pre valuation);</li> <li>(b) detailed and accurate information associated works completed by each HH Ltd contractor;</li> <li>(c) a report / paper concerning</li> </ul>	C Taylor / S Noonan	Oct 06	Reported to Full Board	<b>Oct 06</b>



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Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
		major works recovery from leaseholders. This report is to include commentary concerning 100% recovery on decent homes work; (d) customer satisfaction.				
<b>9. Parking Permits</b>	24 April 06	9.1 Investigate into provision for TS workers	D Angus	May 06	Completed – 88 additional permits purchased	<b>May 06</b>
<b>10. Audit and Finance Committee</b>	24 April 06	10.1 Forward plan for Audit and Finance required	D Young	July 06	Completed on Board forward plan	<b>July 06</b>
<b>11. Invoicing</b>	26 May 06	11.1 Breakdown of invoice payments to Decent Homes contractors requested.	D Young M Weaver	August 06	Audit & Finance Committee	<b>Aug 06</b>
<b>12. Neighbourhood Visits by</b>	24 April 06	12.1 Forward plan of Board Member walk rounds of estates to be advised	S Tucker	June 06	Forward plan of walk round dates provided to all	<b>June 06</b>



## Hackney Homes.

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Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
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Members					Board Members	
<b>13 Succession arrangements for Board Members</b>	26 June 06	13.1 Arrangements for succession and replacement of Board Members deferred to Standards and Ethics for recommendation	P Ronayne	25 <sup>th</sup> July 06	Recommendations presented to the Board	<b>31<sup>st</sup> July 06</b>
	31 July 06	13.2 Rockpools to be approached re positively targeting under represented groups on the Board	ST	Aug 06	Advice received from Rockpools and being incorporated in process for appointing the Independent Board Member vacancy	<b>Aug 06</b>
	31 July 06	13.3 Unsuccessful candidates who passed the quality threshold to be approached for reconsideration	Gov Team	Sept 06	Completed	<b>Sept 06</b>



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Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
	31 July 06	13.4 A best value ballot system to be implemented for resident elections, with proviso that the second placed candidate could be called upon if a vacancy arises	Gov Team	Jan 2007		
	27 Nov 06	The Board requested subscriptions to The Housing News periodical	Gov Team	Dec 2006		<b>Dec 2006</b>
<b>14. Cabinet Forward Plan issues</b>	26 June 06	14.1 Plan to be circulated monthly to Board members, containing HH business only.	Gov Team	July 06	Plan circulated as required	<b>31<sup>st</sup> July 06</b>
<b>15. Questions received from the public</b>	31 <sup>st</sup> July 06	15.1 A full update on the issues raised around the Gerda doors question for next Board Meeting.	M Emmett	25 Sept	Update provided to Board Meeting	<b>Sept 06</b>



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Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
16. Report back from Committees	31 <sup>st</sup> July 06	16.1 As much business as possible to be placed on the open agenda. Any part B items must have the reasons for confidentiality clearly stated on the part B agenda	Gov Team	25 Sept	Implemented	Sept 06
	12 Dec 06	16.2 Board Members attendance at meetings and training sessions to be reported on the part B agenda	Gov Team	25 Sept	Implemented	Sept 06
	16.3 The Board advised that Hackney Homes required a detailed IHMS report which addressed the following issues:  All options open to Hackney Homes; CRM analysis; Value for Money analysis (in	Neil Isaac	Trish Hail			



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Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
		terms of Hackney Homes staff); Value for Money analysis (in terms of residents); Spending figures and analysis of these figures; Staff Training programmes; Analysis of all / any Back Up Systems (associated with the proposed IHMS System); Integrated systems (associated with the proposed IHMS Systems); Explanation of the synergies (submitted by a Hackney Borough Council officer).				
17. Senior Management Structure	31 <sup>st</sup> July 06	17.1 Senior Management Structure Chart levels 1 and 2 to be circulated.	S Tucker	Aug 06	Circulated	Aug 06



## Hackney Homes.

Rolling Register of Decisions and Actions

Hackney Homes Board to December 2006.

**Item 4b**

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
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<b>18. Asset Management Strategy</b>	25 Sept 06	18. 1 The Board approved the Asset Management Strategy for adoption and agreed the Improvement Plan.	G Penticost	Oct 06	Adopted	<b>Oct 06</b>
	30 <sup>th</sup> Oct 06	18.2 The Committee requested that information concerning capital expenditure associated with the Decent Homes Programme must be included in the Hackney Homes Asset Management Document.	A Turner	Nov 06	Implemented	<b>Nov 06</b>

Governance Review – Paragraph 15 “Preliminary Actions, Recommendations and Conclusions”

<b>Recommendations</b>	<b>Comment</b>	<b>Lead Officer(s)</b>	<b>Action due date</b>	<b>Completion date</b>
<b>Annual Self Assessment by the Board.</b>	Proposals for this to be considered at Board Awayday	Neil Isaac	April 2007	
<b>Provide the Board with a menu of opportunities to focus on governance issues.</b>	To be incorporated in 07/08 Governance Work Plan	Neil Isaac	April 2007	
<b>Board to undertake a review of its own performance and use this to inform its own target setting and appraisals.</b>	Proposals to be considered at Board Awayday	Neil Isaac	April 2007	
<b>Establish an open and transparent appraisal system for the Chair, Vice Chair and all Board members so that outputs are properly shared amongst Board members</b>	The Hackney Homes HR Department has supplied the HACKNEY HOMES Governance Team with the following documents: 1.Preparing for Appraisals; 2.Performance Management; 3.Guide for Managers; 4. Appraisal Record Form 2005/6;  These will be adapted for Board use.	Neil Isaac and Daniel O'Connell		
<b>Differentiation of roles of the Chief Executive and the Chair with separate job descriptions being provided</b>	Governance Team to circulate these to Hackney Homes Board Members	Governance Mgr	January 2007	

Governance Review – Paragraph 15 “Preliminary Actions, Recommendations and Conclusions”

Recommendations	Comment	Lead Officer(s)	Action due date	Completion date
to Board Members to show how this operates in practice.				
<b>Programme for reviewing the hierarchy of key documents including strategies, policies, codes of practice and where appropriate procedures so that the Board works through these systematically.</b>	The Governance Team has compiled a list of policies and strategies etc that have been submitted to the Hackney Homes Full Board, and those that are planned for submission in future. This is being submitted to the December Board meeting.	Senior management team.	Dec 2006	
<b>The performance appraisal and targets for the Chief Executive and Director should be shared with Board members.</b>	Governance Team to circulate Management Team appraisals and targets.	Governance Manager	January 2007	
<b>The Governance Team manual should be made accessible in hard and electronic formats.</b>	The Governance Team is verifying the Hackney Homes Governance Manual before placing on the website.	Governance Mgr/ Neil Isaac / Chloe Goddard	Jan 2007	

Governance Review – Paragraph 15 “Preliminary Actions, Recommendations and Conclusions”

Recommendations	Comment	Lead Officer(s)	Action due date	Completion date
<p><b>The Board carries out a ‘light touch review’ scheme of delegation to ensure it is a good fit with the current management structure.</b></p>	<p>The Governance Team are assembling the Scheme of Delegation for Trowers &amp; Hamlins (Hackney Homes Solicitor) to review.</p> <p>The Board has agreed the principle that the degree of delegation to managers should be maximised.</p>	<p>Governance Manager</p>	<p>End of Jan 2007</p>	
<p><b>Commission an executive search for a suitable candidate in addition to advertising the vacancy for an independent Board Member.</b></p>	<p>The Governance Team are leading and expect that the new Hackney Homes Independent Board Member should be in post in time for the <u>Hackney Homes Awayday, i.e. Saturday 27<sup>th</sup> January 2007.</u></p>	<p>Governance Team Daniel O’Connell/ Odile Anderson/ The Board</p>	<p>Week Commencing 22<sup>nd</sup> January 2007</p>	
<p><b>Devise an induction programme for new Board members and a development programme to improve Board cohesion.</b></p>	<p>ii) Hackney Homes will use the induction programme used previously as the basis for future inductions but taking on Board feedback received from Board Members.</p> <p>ii) The Governance Manager is investigating “ALMO buddying” for ALMO Board Members, and will provide an update to HHMT and the Board.</p>	<p>Governance Mgr.</p> <p>Governance Mgr.</p>	<p>April 2007</p> <p>April 2007</p>	

Governance Review – Paragraph 15 “Preliminary Actions, Recommendations and Conclusions”

<b>Recommendations</b>	<b>Comment</b>	<b>Lead Officer(s)</b>	<b>Action due date</b>	<b>Completion date</b>
<b>Introduce personal development Plans (PDPs) for each Board member based on a thorough appraisal of the individual's skills and knowledge.</b>	Officers are researching the experience of the other ALMO's, assessing how this can be developed successfully and what support framework is needed by the Governance Team	Neil Isaac/ Steve Tucker	March 2007	
<b>Ensure the register of interests is centrally located and available for public inspection</b>	The Governance Team is currently collating this information into a central register which will be available on line.	Governance Team / Samantha Simms / Chloe Goddard / Trowlers & Hamlins Solicitors	March 2007	
<b>Staff register of interests centrally collated</b>	This is being collated by the HR Manager	HR Manager	April 2007	
<b>A Commissions Development Protocol for Board / Staff relations to be included in the Governance manual.</b>	This work is to be commissioned in the New Year.	Neil Isaac	February 2007	
<b>Publicise the whistle blowing policy on the website.</b>	This policy is now being placed on the Hackney Homes website.	Chloe Goddard	Jan 2007	
<b>Review minute taking arrangements to provide both stand alone records &amp; rolling registers</b>	The Governance Team currently take both stand-alone minute documents and compile the rolling register.		December 2006	
<b>Consider holding meetings less frequently to allow for time for a meaningful progress to be made</b>	This proposal is to be considered by the Board at the Awayday.	Governance Mgr.	April 2007	

Governance Review – Paragraph 15 “Preliminary Actions, Recommendations and Conclusions”

Recommendations	Comment	Lead Officer(s)	Action due date	Completion date
<p>between reporting cycles and to facilitate the production of comprehensive, accurate reports.</p>				
<p><b>Consider what steps necessary to assess the operation of Hackney Homes risk management system.</b></p>	<p>The Director of Finance and Resources is reviewing risk management arrangements and will make recommendations to Audit and Finance Committee.</p>	<p>Neil Isaac / Sue Poulter</p>	<p>April 2007</p>	
<p><b>Consider further means to raise the Board's profile, including use of the local press, informal meetings with stakeholders, including Councillors, staff, ALMO Events</b></p>	<p>The Governance Team has lists of attendees for:</p> <ol style="list-style-type: none"> <li>1. ALMO Event, Cricklewood, London (29.11.06);</li> <li>2. The Woodberry Down regeneration Project Visit (20.11.06);</li> <li>3. The Kicz football project (30.11.06);</li> <li>4. Hackney Homes lists of "Champion" .</li> </ol> <p>[The Governance Team has a list of Hackney Homes "Champions" – Board Members who take a particular interest in certain borough wide issues].</p>	<p>Chloe Goddard / Governance Team</p>	<p>Jan 2007</p>	

Governance Review – Paragraph 15 “Preliminary Actions, Recommendations and Conclusions”

Recommendations	Comment	Lead Officer(s)	Action due date	Completion date
	<p>A full programme of Board engagement activities is compiled and will be circulated in the first week of January.</p> <p>Chloe Goddard has also advised Media Training for Board Members. The Governance Team has contacted the company Media training associates enquiring about prices for half day training sessions for 15 Board members along with brochures.</p>	<p>Chloe Goddard</p> <p>Governance Team</p>	<p>January 2007</p> <p>ST / NI have been provided with a copy of the “Media Training Associates” brochure (8.12.06). Officers would welcome views of the Board on this.</p>	
<p><b>Explore the extent to which the ALMOs Governance systems are known and used by staff through facilitated focus groups and questionnaires.</b></p>	<p>The Governance Team requires instructions on this issue.</p>	<p>Neil Isaac / Steve Tucker / Senior Management Team.</p>	<p>Jan 2007</p>	

**LIST OF HACKNEY HOMES POLICES AND STRATEGIES APPROVED BY THE BOARD**

<b><u>Document</u></b>	<b><u>Date of Approval by Board</u></b>
Openness, Confidentiality and Whistle-Blowing Policy .....	- 21.02.06
Equality and Diversity Policy .....	- 09.03.06 (with minor amendments)
Complaints Policy and Procedure .....	- 21.02.06
Health and Safety Policy .....	- 26.06.06
Hackney Homes Policy Statement on Risk Management .....	- 20.03.06
Risk Management Strategy .....	- 20.03.06
Hackney Homes Delivery Plan .....	- 20.03.06
Asset Management Strategy .....	- 25.09.06
Human Resources Policy.....	- 31.07.06
- Equalities and Diversity	
- Management and Prevention of Violence at Work	
- Grievance Procedure	
- Alcohol and drug misuse policy and management guidance	
- Disciplinary procedure	
- Anti-harassment and bullying policy	

<u>Document</u>	<u>Date of Approval by Board</u>
- Code of Conduct	
Equality and Diversity Strategy .....	- 26.06.06
Value for Money Strategy.....	- 24.05.06
Hate Crime Policy .....	- 30.10.06
Domestic Violence Policy .....	- 27.11.06
Tree Management Policy .....	- 27.11.06
Customer Service Charger .....	- 26.06.06
Hackney Homes Business Plan .....	- 26.06.06

**FORWARD PLAN OF STRATEGIC DOCUMENTS TO BE APPROVED**

<b><u>Document</u></b>	<b><u>Date of Approval by Board</u></b>
ICT Strategy .....	- February '07
Accommodation Strategy .....	- March '07
Communications Strategy .....	- February '07
Consultation Strategy and Policy.....	- February '07
Rents Strategy .....	- January '07
Procurement Strategy .....	- March '07
People and Culture Group	
- Management Strategy .....	- April '07
- People Strategy .....	- April '07
- Learning and Development Strategy .....	- April '07
Harassment Policy, Reporting Evidence and Victims' Charter .....	- February '07
Anti-Social Behaviour Policy .....	- February '07
Repairs and Planned Maintenance .....	- February '07



## HACKNEY HOMES BUSINESS PLAN 2007-2011

### STRATEGIC FOCUS AND PRIORITIES

#### **Decent Homes and Sustainable Communities**

The Department for Communities and Local Government earlier this year set out the vision for ALMO's beyond the achievement of Decent Homes. The goal is the creation of mixed sustainable communities and implies a much broader role on the part of Arms-Length Management Organisations in regeneration of neighbourhoods. The Decent Homes Standard itself is limited to the interior of dwellings and the external fabric of blocks, and does not include the external estate environment or communal areas, yet these have an important bearing upon the perceptions of whether estates and neighbourhoods represent good places of live.

As well as the physical environment, good neighbourhoods are characterised by high levels of social cohesion, communities that take strength in their diversity and where residents display collective ownership and responsibility for promoting good neighbourliness. The aim of Hackney Homes' partnership with residents is to support residents on estates which aspire to achieve this.

Hackney Homes has grouped the various activities and initiatives in our improvement journey under the headings of: -

- ❖ Customer focus
- ❖ Performance improvement
- ❖ Value for money

These are still directly relevant for the longer term aim of achieving excellence, but warrant a change in emphasis to reflect the higher standards we are aiming for.

#### **Customer Focus**

- Development of best-in-class customer service standards and performance which are built around the needs of residents and provide easy access and flexible and timely outcomes;
- Effective partnership with residents based upon a menu of options for involvement that give real influence and say on the important decisions at the level of engagement chosen;
- A learning organisation which uses information and feedback intelligently to respond positively to the diversity of our residents and empower staff to deliver consistently high quality services.

#### **Performance Improvement**

- Strong performance management systems that are visible to staff and residents, challenge weaknesses and support improvement;

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- An ambition and vision that is well understood and owned by staff at all levels who work productively with colleagues across the organisation and make a real impact for residents;
  
- Systematic application of Best Value principles and recognised improvement techniques informing service planning to achieve our long-term targets and objectives.

**Value for Money**

- Enabling staff and residents to understand and recognise value for money at the point of delivery in terms of quality, timeliness, reliability and cost;
- Development of activity costing and benchmarking comparisons to measure service effectiveness and re-engineer provision around resident needs;
- Extending good practice in procurement, clienting and contract management to attract the right skills and capacity needed to rebuild and regenerate our estates and communities.

<b>REPORT OF CHIEF EXECUTIVE OF HACKNEY HOMES</b>		
<b>Hackney Homes Board Monday 18<sup>th</sup> December 2006</b>	<b>Classification</b>	<b>Enclosures</b>
	<b>Ward(s) affected</b>	<b>AGENDA ITEM No.</b>
<b>CHIEF EXECUTIVE'S REPORT TO THE BOARD</b>		<b>5</b>

## 1.0 **SUMMARY**

1.1 This report summarises progress achieved by Hackney Homes on key strategic and operational issues. Due to the timing of the Board Meeting much earlier in the month, I will be writing to Board Members separately with the December performance commentary when available.

## 2.0 **RECOMMENDATIONS**

2.1 That Members receive this Report.

## 3.0 **BACKGROUND**

3.1 Since my last Report to the Board at the meeting held on 28<sup>th</sup> November, the principal focus of our work has remained on implementing and embedding the outputs from the Improvement and Value for Money Programmes and realisation of the benefits for residents in terms of physical and measurable outcomes. We have also embarked upon a comprehensive briefing and communication exercise for staff and for residents which is designed to inform stakeholders about key achievements and priorities and encourage deeper engagement and ownership.

3.2 I have written separately to Board Members providing an update on the principal action points arising from the last Board Meeting on 28<sup>th</sup> November. As requested at that meeting, there will be an informal and private meeting convened at 6.00 p.m. prior to all future Board Meetings where Board Members can raise any issues they wish with me that they would not want to raise at the main meeting. Attendance is of course optional for Board Members, but the informal pre-meeting will provide the opportunity for a face-to-face discussion with myself and the Company Secretary.

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4.0 **PERFORMANCE ISSUES**

- 4.1 Hackney Homes is currently in discussion with the Council on the Delivery Plan for 2007/08 and part of this involves the setting of three-year targets. In the main, targets for the next two years will remain the same as those already published in the current Delivery Plan. However, the Annual Review does provide the opportunity to amend or adjust these to ensure that future targets are both realistic and challenging in the light of what has been achieved to date and the expected outturn for '06/'07. Targets will continue to be developed in line with the overarching objective of reaching top quartile performance within three years, and providing excellent services for residents.
- 4.2 Improvement Focus – The time and energy of officers in Hackney Homes remain focussed upon delivering improvements in service quality and value for residents. With the individual projects comprising the Improvement and Value for Money Programmes now completed, managers are concentrating on working together to ensure there is consistency of approach and effective team working across the organisation. This is being realised through a series of events which draw together managers and staff in different teams and sections to work through the important links and connections that are essential for effective customer service. One of the aims is to cultivate an informal network of communication and joint working at the level of front-line staff which is fundamentally focussed on how we can best meet customers' needs.
- 4.3 The November Managers' Briefing was a special event held at the West Reservoir Centre in which the project leads from right across the Improvement Programme gave presentations to all managers on the achievements and remaining challenges from their work. Each presentation was followed by a feedback discussion which reviewed both the opportunities for joining up and making connections between improvement work, and identification of any remaining risks. It was particularly pleasing to see that the important cross-cutting themes of Value for Money, Diversity and Resident Focus and Engagement were each being systematically addressed as integral elements of all improvement work. In the afternoon, key managers were grouped into nine workshops with the task of applying the Key Lines of Enquiry to what has been achieved and what remains as a challenge, in order to produce a coherent narrative for our Self Assessment.
- 4.4 The presentations made to each of the Neighbourhood Panels in November were completed by a visit to the Shoreditch Panel on Tuesday 28<sup>th</sup> November. The presentation on Hackney Homes' achievements and how we develop a strong partnership with residents was well received. In feedback, residents drew attention to continuing local concerns over drug dealing and antisocial behaviour, and access to the Out of Hours Emergency Service. Our housing management partner was present and is addressing these.
- 4.5 The Self Assessment Document is continually being refined and updated as

Governance Review – Paragraph 15 “Preliminary Actions, Recommendations and Conclusions”

part of an iterative process. The latest draft is attached as an appendix to this Report and has been supplied to the Council for their observations. It is also the subject of a ‘critical friend’ review and we have compared our approach extensively with that adopted by other ALMO’s to ensure that it is easy to read, demonstrates awareness of strengths and challenges, and reflects the specific history and improvement journey of Hackney Homes.

- 4.6 Decent Homes progress – Expenditure in all five Neighbourhoods has continued to accelerate, reflecting the progress that each of the partner constructors is now making. The November performance shows that the targeted programme spend of £45 million will be easily achieved, and there is potential to exceed this.
- 4.5 Regeneration Estates - Hackney Homes is working closely with residents at two major regeneration estate projects, King’s Crescent and West Haggerston/Kingsland. We have been in discussion with resident groups on a programme of interim maintenance and improvement works designed to address some of the inevitable problems which arise as properties are decanted awaiting demolition and renewal. These include works to the estate environment, to the main building and engineering services to blocks, redecoration and security works. Our intention is to maintain a close dialogue with resident groups on both estates and to report bi-monthly to them on progress being achieved with the interim works.

Both estates are awaiting imminent news of firm regeneration plans.

- 4.6 Woodberry Down – A Report on Woodberry Down is being received by the Cabinet tonight and is recommending a detailed strategy for procurement of both an RSL that Hackney will transfer the stock to, and a developer partner that will undertake the physical redevelopment of the estate. A Report on this was received by the Audit and Finance Committee on Monday 4<sup>th</sup> December, and at the Committee’s request, a place for a Board Member has been reserved on the Panel evaluating bids for the consultancy project that will manage the appointment of an RSL.
- 4.7 Hackney Homes Business Plan 2007/2011 – I attach as an appendix draft objectives for the Four Year Business Plan that is currently being compiled. As agreed previously, this will be one of the main agenda topics for the Board ‘Awayday’ on 27<sup>th</sup> January.
- 4.8 Staffing Issues – Further to the November update on the re-organisation of Property Services and IT, the final stages of the organisational change process are being completed with staff appeals against decisions being considered and responded to in line with our framework and procedures. Many staff have now been assimilated into new posts and work has begun on maintaining focus on improvement and performance delivery. Wherever possible, staff who have been displaced are being considered for alternative roles within the organisation that match their skills and competencies. Where

Governance Review – Paragraph 15 “Preliminary Actions, Recommendations and Conclusions”

this is not possible, then support for individuals leaving the organisation and finding a role elsewhere is being provided.

- 4.9 Craft Apprenticeships – I am pleased to report on the new intake of craft apprentices within the Building Maintenance Division of Property Services. Seven young apprentices have been appointed who will be studying and training to become carpenters and electricians. The apprenticeship scheme had a display at the recent Decent Homes Construction and Jobs Fair and attracted considerable interest from other Local Authorities.
- 4.10 Staff Incentive Scheme – Following views were expressed by Board Members in favour of a carefully targeted and measured staff incentive scheme, this is now being researched on the basis of the reported experience of other ALMO's. It is felt appropriate that some recognition of the additional time and energy being invested by staff in preparing for what is hoped will be a successful Inspection should be made. The Board will be kept informed of progress.
- 4.11 Building Magazine Awards – Hackney Homes submitted a bid for an award for Innovation to Building Magazine's Regeneration Awards held in London this week. The basis of the bid was the innovative supply chain arrangements we put in place for concrete and brickwork repairs for the Decent Homes Phase Two programme. The direct involvement of the supply chain partners from the earliest stage in scheme design and in quality assurance resulted in the bid being shortlisted for an award.
- In competition with major Regeneration projects from across the country relating to new build schemes on brown field sites, our bid did remarkably well to achieve the runner-up position when the awards were announced.
- 4.12 Strategies and Policy Documents – I attach a summary of strategies and policy documents that have been approved by the Board to date together with a schedule of those to be considered at future meetings.
- 4.13 Governance Review Project Plan – Following the presentation at the last Board meeting on the Governance Review, I attach a copy of the resulting action plan which sets out in detail how each recommendation is being addressed, the lead officer and the timescale.
- 4.14 Christmas Holiday Period and Emergency Cover Arrangements – Hackney Homes offices will be open and providing a full service on all non-Bank Holiday days throughout the Christmas period. Out-of-Hours Services are being enhanced to ensure that residents receive prompt and effective support should they require this.

Hackney Homes Limited Governance Review – Final Report Dated: 9<sup>th</sup> November  
2006

Governance Review – Paragraph 15 “Preliminary Actions, Recommendations and  
Conclusions”

**Steven Tucker**  
**Chief Executive**

**Enclosures**

Hackney Homes Limited Governance Review – Final Report Dated: 9<sup>th</sup> November 2006

Governance Review – Paragraph 15 “Preliminary Actions, Recommendations and Conclusions”

# Hackney Homes Limited

## REPORT AND FINANCIAL STATEMENTS

For the Period 29<sup>th</sup> December 2005 to 31st March 2006

Hackney Homes Limited Governance Review – Final Report Dated: 9<sup>th</sup> November  
2006

Governance Review – Paragraph 15 “Preliminary Actions, Recommendations and  
Conclusions”

Registered Number: 05663757

**Hackney Homes Limited**  
(Company Limited by Guarantee)  
**DIRECTOR'S REPORT**  
31 March 2006

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The Directors present the report and financial statements of the company for the period 29<sup>th</sup> December 2005 to 31st March 2006.

**INCORPORATION**

The company was incorporated on the 29<sup>th</sup> December 2005.

**PRINCIPAL ACTIVITY**

The company was dormant during the period 29<sup>th</sup> December 2005 to 31<sup>st</sup> March 2006 and received no income and incurred no expenses.

Subsequent to the year end, it commenced trading by way of providing property management services.

**DIRECTORS**

The following directors were all appointed on incorporation and have been in office since then:

Afolasade Bright	Alice Burke
Andrew Potter	Asim Bhattacharyya
Audrey Villas	Brian Marsh
David Curley	David Larkin
Karen Alcock	Linda Kelly
Marie Photiou	Rupert Tyson
Samantha Lloyd	Sandra Hall
Sharon Patrick	Chloe Fletcher

**ULTIMATE PARENT UNDERTAKING**

The company's sole member is the London Borough of Hackney and is the company's ultimate parent undertaking.

On behalf of the board

Registered Office:  
Christopher Addison House  
72 Wilton Way  
Hackney  
Secretary  
London  
E8 1BJ  
2006

Date:

Hackney Homes Limited  
(Company Limited by Guarantee)  
BALANCE SHEET  
As at 31 March 2006

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	31 March 2006 £
CURRENT ASSETS	Nil
FINANCED BY	
Retained reserves	Nil

The company was dormant throughout the period

For the period 29<sup>th</sup> December 2005 to 31<sup>st</sup> March 2006, the company was entitled to exemption under section 249A(1) of the Companies Act 1985. No members have required the company to obtain an audit of its accounts for the year in question in accordance with Section 249B(2).

The directors acknowledge their responsibility for: (a) ensuring that the company keeps accounting records which comply with Section 221; (b) preparing accounts which give a true and fair view of the state of affairs of the company at the end of the financial year, and of its profit and loss for the financial year in accordance with section 226, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as applicable to the company.

The financial statements were approved by the directors on 20<sup>th</sup> December 2006.

Director:

Date:

## NOTES TO THE FINANCIAL STATEMENTS

### 1 ACCOUNTING POLICY

The financial statements are prepared under the historical cost convention and in accordance with applicable accounting standards.

### 2 PARENT UNDERTAKING

The ultimate parent undertaking is the London Borough of Hackney.



Notice of First Annual General Meeting  
Hackney Homes Ltd

To be held on 20<sup>th</sup> December 2006 at 6:30pm

at

The Director's Conference Room, 1<sup>st</sup> floor,  
Christopher Addison House, 72 Wilton Way,  
Hackney, E8 1BJ

**AGENDA**

1. To agree the Accounts for the period 29<sup>th</sup>  
December 2005 to 31<sup>st</sup> March 2006.
  
2. To appoint Baker Tilly as Auditors and agree  
that their remuneration be set by the Board.